



# FWM Framework for Competence and Continuing Professional Development

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## FWM Framework for Competence and Continuing Professional Development

### 1. Introduction

The Forestry Works Manager (FWM) role and associated responsibilities are laid out in the **FISA Guidance on Managing Health and Safety in Forestry (GMHSF)** document.

**The FWM is pivotal in ensuring safety, health and welfare standards are established, implemented, and maintained with the aim of protecting all site personnel along with others who may be affected by the work including third party visitors and members of the public.**

The Confor published and Forest Industry Environment Group (FIEG) authored **Guidance on Responsibilities for Environmental Protection in Forestry**, details a similar set of duties and responsibilities for the same key duty holders, and again identifies the role of the FWM as pivotal. While this FISA published FWM Competence Framework is specific to Health and Safety, the FWM will in the main, hold a similar set of responsibilities on the same worksites for both health, safety, and environmental performance standards. Organisations may wish to align and incorporate an integrated FWM health, safety and environmental management Competency and Continual Professional development framework.

The FWM is the person or organisation who commissions the work on a forestry site. The full duties of a FWM may be met and/or supported by an organisation, rather than any individual employee of an organisation.

This framework lays out the core areas of Health & Safety Competence required for those with FWM responsibilities and supports the role as defined in the GMHSF document.

It is recognised that competence is a combination of training, skills, experience, knowledge, attitude, supported by access to suitable instruction and information.

For the role of Higher Education, Experiential Learning, Training, Instruction, and Information, see Section 5. Supporting Competence.

Section 5.3. details industry recognised training which may be adjudged to contribute, both to the gaining and maintaining of competence across a range of typical FWM Work Scope Categories.

The FISA Safety Guide 805, Training and Certification, offers additional industry advice on training and assessment and the gaining and maintaining of competence, for both organisations and individuals.

**It is essential that those fulfilling the role of the FWM be competent to do so. This includes identifying limitations within organisations and individuals and recognising when it is necessary to acquire competent assistance.**

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### 2. Roles and Responsibilities

Typical tasks that may be delivered by those engaged in the role of a FWM, fully or partially, are indicated in the Core Health & Safety Skills and the FWM Work Scope Category listings below. Organisations and individuals may use these tables to identify or review competency, both within their organisations or in the individuals involved:

- for the work scope they deliver
- for a change or extension of their scope of work
- following a change in their management structure which may affect the delivery of the FWM role.

The FWM role contains within it both general key areas.

- An understanding of the roles and responsibilities of an FWM
- Principals of managing health and safety
- Emergency planning and response, including remote and lone working.
- Overhead and buried services

And a range of specialisations which can be summarised as:

- timber harvesting and marketing, including:
  - mechanised harvesting and extraction system
  - winch assist
  - skyline and high lead winching
  - chainsaw working
  - timber on-site processing.  
timber stacking, dispatch, and haulage.
  - forest road maintenance work in support of harvesting and forest produce dispatch
- woodland establishment and maintenance, including:
  - mechanised ground preparation
  - Tree planting and maintenance – using handheld tools.
  - Use of pesticides
  - Fence erection, maintenance, and removal
  - Planning and managing the use of all-terrain vehicles.
  - Forest fire prevention and response
  - Winch assist
  - Deer management
  - Pest control
  - Construction and maintenance of forest roads, which may include excavation, stone sourcing works and associated stone crushing and grading.
  - Bridge installation and management
  - works undertaken for the Utility and Construction Sectors, as a service or in support of project development works
- arboricultural support works/amenity tree work/utility arboriculture
  - tree safety survey
  - tree work at height
  - emergency tree work
  - use of tree shears and grapple saws
  - utility arboriculture – overhead powerline vegetation management

# FWM Framework for Competence and Continuing Professional Development



The principles outlined below apply to all areas of specialisation covered within the role of the FWM and to all organisation and individuals involved in the delivery of specific tasks.

The main areas of responsibility held by the FWM are:

- ensuring all hazards are identified, associated risks are highlighted, resource requirements are identified and allocated, and effective methods of control are established to reduce the likelihood and consequence of any potential impact to site-based personnel, visitors or third parties.
- commissioning competent contractors (establishment / harvesting / haulage / roading etc)
- supervision of the health, safety, welfare, and environmental standards on the worksite

Effective leadership from the FWM is essential. This will help towards a 'safety first' culture on a worksite where each and every person feels they can make a positive contribution to improving the safe working practices and the health of all those engaged in the operations. The absence of strong leadership is often at the root cause of unsafe work practices. Good leadership involves, amongst other things:

- visible and active commitment to the safety, health, welfare and wellbeing of those undertaking forestry operations
- effective communication between all engaged with forestry operations as well as ensuring competent advice from whatever source is listened to and acted on
- understand how human factors, values and beliefs, effect health safety and wellbeing cultures and how to influence behaviours to improve these.
- effective management structures that integrate with all duty holders involved in the operations.
- the integration of good health and safety management with business decisions
- contractor, sub-contractor and worker engagement and participation monitoring and reporting of unsafe practices/near miss incidents/accidents with subsequent review and determination of root cause and learned outcomes.

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### 3. Continuing Professional Development

All sectors undergo both technical skill development changes. All organisations and individuals involved in the delivery of the FWM role shall look to ensure a suitable program of Continual Professional Development (CPD) is in place. This can be a maintaining of the Core Skills below, gaining knowledge in other Operational areas or new technologies or Complementary Soft Skills.

CPD can include:

- specific related training courses, external providers, and in-service
- attendance at Safety and Health Awareness events
- attendance at equipment and work process development demonstration events
- Coaching and mentoring from and work shadowing of individuals competent in specialisms.
- Experiential learning – gaining and learning from experience.
- Self-directed learning - reading articles, guidance documents or books.
- Involvement in near miss and accident and incident investigations
- Reviewing near miss and accident and incident reports and the learning outcomes
- Working on industry safety committees or working groups
- Attending and or representing organisations during health and safety audits and inspections
- Membership of industry bodies and associations
- Participating in organisations performance appraisal and goal setting process
- Coaching and mentoring of others.

Complementary Soft Skills can include:

- Coaching and Mentoring Skills
- Building resilient and inclusive teams
- HR & Mental Health Awareness
- Commercial, Procurement and Financial
- Project Management

Records of CPD should be documented and maintained. Many organisations will have their own systems for doing this. A simple example is given below.

The list provided below are the key tasks associated with the FWM role as described in the GMHSF document:

- 2.1 Engage with the contractor before work starts on site.**
- 2.2 Manage and mitigate risks (pre-work on site).**
- 2.3 Plan and manage your work.**
- 2.4 Appoint competent contractors.**
- 2.5 Co-operate and communicate with others.**
- 2.6 Build a safety-first culture into operational plans.**
- 2.7 Manage the risk assessment process.**
- 2.8 Co-ordinate and attend site induction meetings.**
- 2.9 Provide for welfare facilities.**
- 2.10 Monitor health, safety, and environmental standards on site**
- 2.11 Manage third-party access.**

# FWM Framework for Competence and Continuing Professional Development (CPD)



The table below lists the Key Competences and maps them against the Key Tasks taken from GMHSF.

## 4. Core Health and Safety Skills

| UNDERSTANDING RESPONSIBILITIES  |                 |                                    |
|---|-----------------|------------------------------------|
| Content   | Key Task number | Organisational Role (full or part) |
| Overview of Legal system: Civil vs Criminal; Reasonably Practicable; Reasonably Foreseeable   |                 |                                    |
| Overview of Legal framework, including GMHSF  |                 |                                    |
| FWM responsibility and accountability for safety and health in the workplace  |                 |                                    |
| Why leadership is an essential part of a health and safety management system  |                 |                                    |
| Review Health and Safety performance of site. Site Operations and Risk Assessment, Outputs from Site Monitoring, Incident, Near Miss Investigations |                 |                                    |

| PLANNING & RISK ASSESSMENT   |                 |                                    |
|--|-----------------|------------------------------------|
| Content  | Key Task number | Organisational Role (full or part) |
| Communicate with Landowner and 3 <sup>rd</sup> Parties   | 2.5             |                                    |
| Understand Hazard and Constraints Information and Maps   | 2.2             |                                    |
| Recognise Site Hazards on walk round   | 2.2             |                                    |
| Risk Assessment Methodology (Plan Do Check Act), Outline vs Site Specific Risk Assessment                      | 2.3, 2.7        |                                    |
| Recognise High Risk activities and required competence to Risk Assess effectively                              | 2.3, 2.7        |                                    |
| Understand the hierarchy of control ie: mechanical harvesting before motor manual and Work at Height hierarchy | 2.2, 2.3        |                                    |
| Undertake Outline Risk Assessment  | 2.3, 2.7        |                                    |
| Facilitate & Review Contractor Site Specific Risk Assessment   | 2.3, 2.7        |                                    |
| Operational Plans  | 2.6             |                                    |

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| CONTRACTOR MANAGEMENT                              |                 |                                       |
|--|-----------------|---------------------------------------|
| Content  | Key Task number | Organisational Role<br>(full or part) |
| Checking Contractor Competence                     | 2.4             |                                       |
| Scope and Agree Resources and Safe working methods | 2.1             |                                       |
| Communicate and cooperate with Contractors         | 2.1, 2.5        |                                       |
| Conduct Site Meetings                              | 2.8             |                                       |
| Monitoring Performance, setting suitable frequency | 2.10            |                                       |

| INCIDENT MANAGEMENT & INVESTIGATION  |                 |                                       |
|--|-----------------|---------------------------------------|
| Content  | Key Task number | Organisational Role<br>(full or part) |
| Definition of the terms 'incident', 'accident' and 'near miss'                               |                 |                                       |
| Incident Investigation   |                 |                                       |
| Definition of the terms 'immediate', 'underlying' and 'root' causes in relation to incidents |                 |                                       |
| Incident reporting   |                 |                                       |

| SITE MANAGEMENT  |                 |                                       |
|--|-----------------|---------------------------------------|
| Content  | Key Task number | Organisational Role<br>(full or part) |
| Third Party Access control (Public)                            | 2.2, 2.11       |                                       |
| Welfare Requirements   | 2.3, 2.9        |                                       |
| Impacts on adjacent areas                                      |                 |                                       |
| Vehicle, Plant and Haulage Site Access Routes and Arrangements |                 |                                       |
| Electricity and Other Utility Services                         |                 |                                       |
| First Aid & Emergency Response Planning                        |                 |                                       |
| Remote and/or Lone Working                                     |                 |                                       |



## 5 Supporting Competence

It is the responsibility of the employer to assess and ensure the competence of individuals they engage to deliver any aspects of the roles and responsibilities of an FWM.

The examples shown below refer to UK Standards. Organisations should evaluate any international education, experiential learning and training records to ensure these meet their requirements.

### 5.1 Higher Education

Many formal higher education courses include both core foundational elements on Health and Safety, and technical forest management elements which incorporate relative aspects of health and safety.

The industry is well served with a range of Forestry focused National Occupation Standard courses, from NVQ Level 4 – 6 and SVQ Levels 3 – 5 respectively.

Higher education levels include,

- Certificate in Forestry
- Higher National Certificate in Forestry (HNC)
- Higher National Diploma in Forestry (HND)
- Bachelor of Science (BSc) in Forestry (or with Forestry as a core component)
- Organisations may choose to recognise some of the following graduate level education standards, either as sufficient in themselves or supported by Certificates, Diploma's, or Personal Awards in Forestry.
  - BSc Arboriculture,
  - BSc Woodland Ecology,
  - BSc Geology, Environmental Science, or other Land Based degree standard qualifications.

Organisations may choose to balance foundational level education with appropriate levels of additional role specific training, mentoring and experiential learning, to ensure individuals meet the organisations definition of competence for the roles they are engaged in, and as part of their ongoing CPD.

Organisations may choose to support recently graduated employees they engage or intend to engage, to undertake aspects of the FWM role, in a structured mentoring or graduate program to ensure they are able to achieve the wider definition of competence, as defined in this document.

### 5.2 Experiential learning

It is recognised that operational experience significantly contributes towards competence, with many highly competent FWM's not having followed the formal education route into the industry, but having worked extensively in operational roles, before moving into supervisory and worksite planning and management, and into the roles and responsibilities of the FWM.



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Organisations may choose to balance experiential learning with appropriate levels of higher education, additional role specific training, and mentoring to ensure individuals meet the organisations definition of competence for the roles they are engaged, in and as part of their ongoing CPD.

Experiential learning is recognised as a key component of competence for those undertaking aspects of the roles and responsibilities of a FWM, and as part of their ongoing CPD.

## Forest Machine Operator qualifications

The forest industries principal forestry machinery operational competence standard is the 'Forestry Machine Operator' qualification, formally known as the Forestry Machine Operator Certification Scheme (FMOCS).

Formal training is not normally undertaken, with candidates applying for a 6-month 'Record of Registration' (provisional licence) and undergoing instruction and supervision by an appropriate qualified person, prior to a City & Guilds NPTC Forest Machine Operation(s) Assessment.

The current process for Forestry Machine Operators Register of Registration (Provision Licence) is detailed in the FISA/MWMAC Ltd Bulletin 'Supervision Guidelines for FMO RoR (Provisional Licence) for Forest Machine Operator(s) February 2019

<https://ukfisa.com/News-Events/Events/supervision-guidelines-for-fmo-ror-provisional-licence-for-forest-machine-operations>

As these are not offered as formal training, they have not been listed in the operator level training column. However, organisations may choose to recognise the great value the holders of these qualification offer in the delivery of the roles and responsibilities of the FWM.

## 5.3 Training

Training is a key aspect of a FWM's competence profile and CPD.

The forest industries training outlines, standards, and terminology, are detailed in the FISA published Safety Guide 805, Training and Certification.

The following table identifies recognised industry assessment standards for which training is available across the UK and which are adjudged to contribute toward the achievement of both Competence, and as part of a program of CPD, for individuals delivering aspects of the roles and responsibilities of the FWM.

Industry Training, detailed in the FWM Principal Work Scope rows, supports the competence and competence development of those FWM's both coming through the Higher Education route and the Experiential learning route.

The listings under the specific category training, FWM level, cover planning, management, and supervision. Some of these skills cover a wider range of FWM disciplines or contain principals which are transferable over a range of FWM disciplines.

The listing under the operator level column relate to specific operational tasks, knowledge of which, while not being essential to those operating at a FWM level, are recognised as valuable in gaining an understanding of the specific operational hazards, risks and controls.

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- Historic (greater than 5 years) training in an operational level Principal Work Scope category would not be expected to qualify the holder as remaining 'competent' in the full meaning of that definition, to undertake the operational task. This is particularly relevant to high risk and highly technical skills such as chainsaw operation, where competent operators would be expected to be within a refresher training cycle or upskilling program and maintain logbooks detailing their ongoing demonstration of competence.

Where training events are applicable to both manager and operator level, these have been listed in both columns.

Where there is no industry recognised training standard, organisations and individuals should satisfy themselves that suitable and sufficient in-house training, mentoring, instruction, and information is provided.

| FWM Principal Work Scope | Work Categories  | Specific category training                        |   |
|--------------------------|--|---|---|
|                          |  | FWM level   | Operator level  |
| All FWM's                | Roles and responsibilities of an FWM                         | Forestry Works Manager Awareness                  | Forestry Works Manager Awareness  |
|                          | Principals of Managing Health and Safety                     | IOSH Managing Health and Safety                   | IOSH Working Safety   |
|                          |  | LANTRA – Health and Safety – Tree work            | LANTRA – Health and Safety – Tree work.   |
|                          | Emergency Planning and Response<br>- Remote and lone working |   | Emergency First Aid at Work (EFAW) + F First Aid at Work  |
|                          |  | -   | -   |
|                          | Use of Chainsaws<br>- Basic                                  |   | C&G/NPTC and/or LANTRA Level 2 Award<br>- Chainsaw maintenance and cross cutting<br>- Felling small trees up to 380mm |
|                          | Electricity and Utilities                                    | FISA Electricity and Utilities – Attendance Event | FISA Electricity and Utilities – Attendance Event   |
|                          | Buried Services  | FISA Electricity and Utilities – Attendance Event | FISA Electricity and Utilities – Attendance Event<br>Use of Cable Avoidance Tool and Signal Generator                 |
|                          | Use of Drones  |   |   |
|                          | Hazardous substances<br>- Operational and environmental      |   |   |
|                          |  |   |   |

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|                   |  |   |  |
|-------------------|--|---|--|
| Timber Harvesting | Use of chainsaws - Advanced                      |   | C&G/NPTC and LANTRA Level 2 Award <ul style="list-style-type: none"> <li>- Assisted felling.</li> <li>- Felling and processing medium trees over 380mm and up to 760mm.</li> <li>- Felling and processing large trees over 760mm.</li> <li>- Severing uprooted or windblown trees</li> <li>- Dealing with interwoven stems and part blown trees</li> </ul> |
|                   | Mechanised Timber Harvesting and Extraction      |   |  |
|                   | Winch Assist                                     | FISA 505. Traction assist winch for harvesting/ground prep machinery. <ul style="list-style-type: none"> <li>- Rigging/tethering training course outline</li> </ul> | FISA 505. Traction assist winch for harvesting/ground prep machinery. <ul style="list-style-type: none"> <li>- Rigging /tethering training course outline</li> </ul>   |
|                   | Skyline and High Lead Winching                   |   |  |
|                   | Timber on-site processing                        |   |  |
|                   | Timber stacking, dispatch, and haulage           | Forest Haulage Safety for Professional Drivers – Driver CPD Training Days   | Forest Haulage Safety for Professional Drivers – Driver CPD Training Days  |
| Forest Management | Mechanised Ground Preparation                    |   |  |
|                   | Tree planting and maintenance - using hand tools |   | LANTRA <ul style="list-style-type: none"> <li>- Planting and Establishing Woodlands</li> </ul>   |
|                   | Use of Pesticides                                |   | C&G/NPTC and LANTRA Level 2 Award <ul style="list-style-type: none"> <li>- Application of Pesticides. PA1</li> <li>- Safe application of pesticides using handheld applicators fitted with hydraulic nozzles or rotary atomisers.</li> </ul>   |

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|  |   |   |  |
|--|---|---|--|
|  |   |   | <ul style="list-style-type: none"> <li>- Safe application of pesticides using handheld applicators fitted with hydraulic nozzles or rotary atomisers/near water.</li> <li>- Safe application of pesticides using handheld applicators to apply pellets or granules/near water.</li> <li>- Safer installation of pesticide plugs in tree stumps.</li> <li>- Safe operation of hand-held pesticides stem injection equipment.</li> </ul> |
|  | Fence erection, maintenance, and removal          |   | -  |
|  | Planning and Managing use of All-Terrain Vehicles |   | C&G/NPTC and LANTRA Level 2 Award <ul style="list-style-type: none"> <li>- ATV sit astride (without or with trailer attachment)</li> <li>- ATV Sit inside (without or with trailer attachment)</li> </ul>  |
|  | Forest Fire Prevention and Response               | LANTRA <ul style="list-style-type: none"> <li>- Vegetation Fire Foundation</li> <li>- Wildfire Management Plan</li> </ul>   | LANTRA <ul style="list-style-type: none"> <li>- Vegetation Fire Foundation</li> <li>- Prescribed Fire Manager</li> <li>- Vegetation Fire Operator</li> </ul>   |
|  | Winch Assist                                      | FISA 505. Traction assist winch for harvesting/ground prep machinery. <ul style="list-style-type: none"> <li>- Rigging/tethering training course outline</li> </ul> | FISA 505. Traction assist winch for harvesting/ground prep machinery. <ul style="list-style-type: none"> <li>- Rigging/tethering training course outline</li> </ul>  |
|  | Deer Management                                   | LANTRA <ul style="list-style-type: none"> <li>- British Deer Society (BDS Deer Management)</li> </ul>   | LANTRA <ul style="list-style-type: none"> <li>- Deer Stalking Certificate (DSC) 1</li> <li>- Deer Stalking Certificate (DSC) 2</li> </ul>  |
|  | Pest Control                                      |   | C&G/NPTC and LANTRA Level 2 Award <ul style="list-style-type: none"> <li>- Safe use of Aluminium Phosphide for vertebrate pest control</li> <li>- Practices for using rodenticides for vertebrate pest control/Grey squirrels.</li> </ul>  |

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|   |  |   |   |
|---|--|---|---|
|   |  |   | - Grey Squirrel Control Trapping Techniques   |
|   | Construction and maintenance of forest roads                     |   |   |
|   | Bridge Installation and Management                               |   |   |
| Arboricultural Support Works/<br>Utility<br>Arboriculture/<br>Amenity Tree Work | Tree Safety Survey   | LANTRA and Arboriculture Association<br>- Basic Tree Survey and Inspection<br>- Highway Tree Inspection<br>- Intermediate Tree Inspection<br>- Professional Tree Inspection | LANTRA and Arboriculture Association<br>- Basic Tree Survey and Inspection<br>- Highway Tree Inspection<br>- Intermediate Tree Inspection<br>- Professional Tree Inspection   |
|   | Tree work at height  |   | C&G/NPTC and LANTRA Level 2 Award<br>- Tree climbing and aerial rescue.<br>- Using a chainsaw from a rope and harness<br>- Thorough examination of arboriculture equipment<br>- Aerial tree pruning<br>- Aerial tree rigging<br>- Aerial cutting of trees with a chainsaw using free fall techniques.<br>- Using a chainsaw from a MEWP<br><br>IPAF<br>- Safe use of MEWP |
|   | Emergency Tree Work  | C&G/NPTC Level 3 Award<br>- Emergency tree work planning  | C&G/NPTC Level 3 Award<br>- Emergency tree work planning  |
|   | Risk Assessment  | Arboriculture Association<br>The AA risk assessment system  |   |
|   | Use of tree shears and grapple saws                              | FISA 608 Use of Treer-shears or Grapple Saws<br>- Training course outline   | FISA 608 Use of Treer-shears or Grapple Saws<br>- Training course outline   |
|   | Utility Arboriculture – Overhead powerline vegetation management | C&G/NPTC and LANTRA Level 3 or 4 Award<br>- Utility Arboriculture, Basic electrical knowledge.  | C&G/NPTC and LANTRA Level 3 or 4 Award<br>- Utility Arboriculture, Basic electrical knowledge.  |
|   |  |   |   |

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|  |                                  |  |  |
|--|----------------------------------|--|--|
|  |                                  | <ul style="list-style-type: none"> <li>- Utility Arboriculture. Tree species recognition, growth characteristics and associated hazards</li> <li>- Utility Arboriculture, Surveyor.</li> </ul> | <ul style="list-style-type: none"> <li>- Utility Arboriculture. Tree species recognition, growth characteristics and associated hazards</li> <li>- Utility Arboriculture. Ground based pruning.</li> <li>- Utility Arboriculture. Aerial pruning</li> <li>- Utility Arboriculture. Assisted tree felling.</li> <li>- Utility Arboriculture. Use of a chainsaw from a MEWP</li> <li>- Utility Arboriculture, Surveyor.</li> </ul> |
|  | Working adjacent to public roads |  | LANTRA<br><ul style="list-style-type: none"> <li>- Monitoring signing, lighting, and guarding</li> </ul>   |

## 5.4 Instruction.

The FISA published Guidance on Managing Health and Safety in Forestry, sets out the relative roles and responsibilities of all parties involved in the safe planning and delivery of forestry operations.

The Arboricultural Association published ‘Industry Code of Practice – Tree Work at Height’, sets out the relative roles and responsibilities of all involved in the safe planning and delivery of tree work at height.

Organisations should ensure that suitable and sufficient instruction is provided to all personnel undertaking aspects of the roles and responsibilities of the FWM.

## 5.5 Information.

FISA produce a wide range of safety guides covering the principal forestry operations, machine and equipment use, and other health and safety related information. For the full list see the FISA Website.

The Arboricultural Association published Technical Guides cover the principal operations, machine and equipment use in tree work at height.

Manufacturer’s published Operator Manuals detail the hazards, risks and controls for machinery and equipment.

Organisations should ensure that suitable and sufficient information is provided to all personnel undertaking aspects of the roles and responsibilities of the FWM.

# FWM Framework for Competence and Continuing Professional Development (CPD)



## 6 Record of Continual Professional Development (CPD)

Name:

Job Title:

Organisation:

| Record of CPD |                 |                  |                  |                         |
|---------------|-----------------|------------------|------------------|-------------------------|
| Date          | Subject / Topic | Activity / Event | Standard Reached | Personal Benefit Gained |
|               |                 |                  |                  |                         |
|               |                 |                  |                  |                         |
|               |                 |                  |                  |                         |
|               |                 |                  |                  |                         |
|               |                 |                  |                  |                         |
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