

## Safety Meeting Starters (SMS) for January 2012

---

Happy New Year! I hope that you, your family and your work team had a great, restful, safe and blessed Holiday season. Now, it's back to work! And, how are we going to take safety to that next level in the New Year? As you know, there are a number of elements to safety success - - one of which is safety awareness. Safety Meeting Starters, SMS, is packed full of safety articles, safety motivation material, safety pictures, etc. Use the material for safety meetings and job planning sessions. And most of all, pass it on.

**Sign up now and forward to your team!** - - In 2012 we won't stop until every safety professional, manager and line supervisor is on our **FREE** distribution list, receiving Safety Meeting Starters. Forward today, using the link on the email, and your name will automatically be entered in a drawing for an entire set of books safety and motivational books and audio CDs - - this is nearly a \$100 value! Three sets will be awarded at the end of January.

Thanks and enjoy the material and remember, **No One Gets hurt today!** Matt.

To inquire about how Matt can help your organization get even better safety results, log onto [www.thesafetysoul.org](http://www.thesafetysoul.org)

Matt Forck, CSP, JLW | [www.thesafetysoul.org](http://www.thesafetysoul.org) | 573.999.7981

***Kcrof is dedicated to building SAFE people!***

## ***S.A.F.E. (See Accidents Forever Eliminated) <sup>TM</sup> at Work - A Motivational Safety Column!***

### **If You Want To**

---

Art Tatum was born in 1909 in Toledo, Ohio. He was born blind in one eye and grew up in a poor family. As a child he was picked-on by other children and at times beaten by them. It was in one of these fights that he lost sight in his one 'good' eye. Growing up, Art had one desire and passion that seemed completely unachievable. That dream was to play the piano. But how in the world was a poor blind kid going to learn to play a piano? After all, he couldn't see the keys. Besides, there was no way in the world his family could ever afford to purchase a piano.

Despite the seemingly obvious road blocks, Art still wanted to play. So, he took every opportunity to learn. He would have a friend or family member walk him to the salons and bars of Toledo, Ohio in the 1920s. There he would sit and listen. Over time, he would seat himself at the player piano and let his hands feel the keys. At first, it was overwhelming; it seemed that too many keys were moving at the same time. 'I can never learn to play,' he would think. But, he didn't give up. He picked up one note then one cord then one verse then one song. Over time Art's desire to play the piano came to fruition. He not only played, he became one of the greatest piano soloists of jazz improvisation.

The interesting thing about Art is the way he learned to play, letting his hands feel the keys on the player piano. What Art didn't know was that when player piano music was made, it was put together using two pianist. Meaning, when you watch a player piano and see the keys move you are watching two sets of hands play the piano. Art Tatum became the first person ever to learn to play four hands of piano with two hands. No one ever told him he couldn't do it. His passion told him he could...and, he did.

Today, everyone is asking, can we prevent all injuries? The answer is simple; can a blind man learn to play four hands of piano? Yeah, if he wants too.

©2012-Kcrof Industries, LLC-All Rights Reserved

## Safety Tidbits—the most information packed page in safety!

### Quotes of the month:

*"Ah, to dream the dream  
And stand in your youth by the starry stream.*

*Better yet to live life through  
And say at the end, the dream came true."*

### Grab Bag - -

#### **Dangerous Food Safety Mistakes**

<<http://www.foodsafety.gov/keep/basics/mistakes/index.html>><http://www.foodsafety.gov/keep/basics/mistakes/index.html>

#### **Yet another Nail Gun incident:**

<<http://www.ack.net/nailgunaccident121511.html>><http://www.ack.net/nailgunaccident121511.html>

#### **Outdoor Safety**

<<http://emergency.cdc.gov/disasters/winter/duringstorm/outdoorsafety.asp>><http://emergency.cdc.gov/disasters/winter/duringstorm/outdoorsafety.asp>

#### **How To: Adjust Your Mirrors to Avoid Blind Spots**

<<http://www.caranddriver.com/features/how-to-adjust-your-mirrors-to-avoid-blind-spots>><http://www.caranddriver.com/features/how-to-adjust-your-mirrors-to-avoid-blind-spots>

**OSHA Quick Cards** - - If you have not used OSHA quick cards before, then you will love this website. It's a terrific reference for quick hit job briefings, safety awareness and safety meetings; <http://www.osha.gov/OshDoc/quickcards.html>

### **Really...Really?**

'Tis the season for shoplifters - - EVERETT, Washington, A Safeway grocery store security guard, watching on security cameras, noticed a girl opening a bag of dried apricot chips. She snacked on a handful of them then put the bag back on the shelf. The security guard took action immediately, for that is clearly a form of shop lifting! He dashed to the aisle and detained the girl



and a male who was accompanying her in the store, bringing both of them to the store's break room.

In the break room, the guard read them both the riot act. He then explained that they were both banned from the store and the store would likely press charges. The guard told them they needed to sign a form saying they understood. The only problem, the girl is Savannah Harp, who is four years old and can't read. The male, who was accompanying her, was her dad - -and he didn't see her sneak the food!

The guard was fired. A spokeswoman says while the shoplifting policies are there to protect customers, guards have to use common sense too.

### **Eight Ferraris wrecked in million-dollar pileup - - Sunday supercar drive in Japan ends in expensive tangle**

Authorities in Japan were still reconstructing Monday how eight Ferraris, a Lamborghini and a few Mercedes-Benzes wrecked on an expressway Sunday morning, coating the road in an Italian red metal sauce worth more than \$1 million. It's not a sight for those squeamish about totaled supercars.



Some 14 cars in all were involved in the chain-reaction crash on an expressway named China Road in Yamaguchi prefecture, leaving 10 people with minor injuries. While the injuries were light, several of the vehicles appear totaled. How did so many Ferraris end up on the road together? The group — which Japanese police officials called “a gathering of narcissists” — were driving to a supercar meet-up in Hiroshima, where about 100 vehicles were expected to show. As one driver who was invited along but passed noted, it was unusual for such a drive to take the expressway — where speeds are closely monitored and traffic can be thicker due to lower tolls on Sundays. Even so, the Ferraris were estimated to have been running between 80 mph and 100 mph when the crash happened.

Police and video reports say the wreck began when a 60-year-old businessman from Fukushima driving a Ferrari F430 attempted to pass a Toyota Prius, but instead hit the guardrail. That set off a chain reaction among the cars driving in a tight formation behind the lead Ferrari, eventually wrapping up seven other Ferraris — namely a 360 Modena, F355 and a white

Testarossa — along with a Lamborghini Diablo and a couple of high-end Mercedes. The Prius sustained some rear bumper damage, but escaped relatively unharmed.

**Can I have my weed back?** Devonte Davon Jeter, 19, of 334 Penn Ave., Midland, was arrested when Midland police officers found a bag of marijuana at his feet during a routine traffic stop. Jeter asked for a preliminary hearing in Beaver County Court, and his public defender, Mitchell Shaheen, had a great thought. Since there were four people in the car, the marijuana could have belonged to any of the four, not necessarily Jeter. So, in court Shaheen tried to convince Judge William Livingston that the marijuana could have belonged to any of four men in the car. It was a good argument, until...

Judge Livingston asked Shaheen about Jeter's comments to police. After the arrest, "Mr. Jeter asked if he could have his weed back," officer Bruce Clark testified Monday in court. "I don't know what else 'Can I have my weed back' can mean, other than it's his," assistant district attorney Kevin Kindred said. Shaheen didn't have a good argument for this one!

### **OSHA Corner - -**

**Forklift fatality under investigation - -** Employee loses life in accident at Denton manufacturing plant, Friday, December 9, 2011 By Lowell Brown and Matthew Zabel / Staff Writers.

Employees at a Denton manufacturing plant were in mourning Friday after an accident claimed a worker's life. A forklift overturned at about 7:20 a.m. outside United Commercial Cast Stone, killing the driver, police said. The Tarrant County Medical Examiner's office identified the driver as Jose Rivera, 21, of Denton. "We're heartbroken," said Gary Davenport, an accountant for United Commercial Cast Stone, which employs about 40 people at a 20,000-square-foot warehouse at 4001 E. McKinney St. "Our focus is really on the family members in this situation. Our hearts go out to them."

Davenport confirmed that Rivera was a worker at the plant but could not provide details of his job or how long he had been there. Rivera was not married but had family in Denton, he said. Davenport declined to discuss the accident because a review was under way. It was the first fatal accident in the company's 21-year history, he said. "We're exploring safety issues and making sure this doesn't happen again," Davenport said. Police spokesman Ryan Grelle said Rivera had dropped off a pallet in the parking lot of the business and as he was backing away, a wheel got stuck in a pothole. As he tried to navigate the forklift out of the pothole, he raised the forks and the machine's weight shifted, causing it to tip. Grelle said the driver tried to jump from the forklift but was caught underneath it. The investigation is continuing.

### **Colac forest worker killed by a falling tree**

14 Dec, 2011, A FORESTRY worker was killed by a falling tree near Colac this afternoon. Paramedics were called to the incident at 1.57pm on the Colac-Lavers Hill Road about 2km

south of Gellibrand. The 38-year-old man died at the scene. Three Worksafe investigators were heading to the scene this afternoon. The death is the fifth workplace fatality in Victoria for December and the 25th for the year.

### **Lake in the Hills man killed after clothing trapped in machinery**

By Kimberly Pohl - - A 26-year-old Lake in the Hills man working for his family's landscaping business died Monday in what investigators say appears to be a tragic accident. Tim Pittas suffered fatal injuries about 10:30 a.m. after his clothing became trapped in a moving ice auger on the 200 block of Sutton Road in unincorporated Hanover Township, near Streamwood, Cook County Sheriff's spokesman Frank Bilecki said.

Pittas was unloading salt from the bed of his pickup truck as he worked for Qualityscapes Inc., the South Elgin-based business his family owns. Pittas' father discovered his injured son, who was transported to Sherman Hospital in Elgin and pronounced dead at 11 a.m., Bilecki said.

"All indications are that it appears to be a horrific accident," Bilecki said. A Cook County Medical Examiner's spokesman said an autopsy performed Tuesday showed Pittas died of ligature strangulation. His death was ruled an accident. The Occupational Safety and Health Administration has opened an investigation into Pittas' death, standard practice when there's a fatality related to the workplace, spokesman Scott Allen said.

### **OSHA investigation underway for injured tower technician**

By AMANDA FRIES, Observer-Dispatch, Dec 27, 2011, Occupational Health & Safety Administration investigation is underway for a cell tower technician who fell more than 80 feet while working Thursday, an OSHA official said in an email Tuesday.

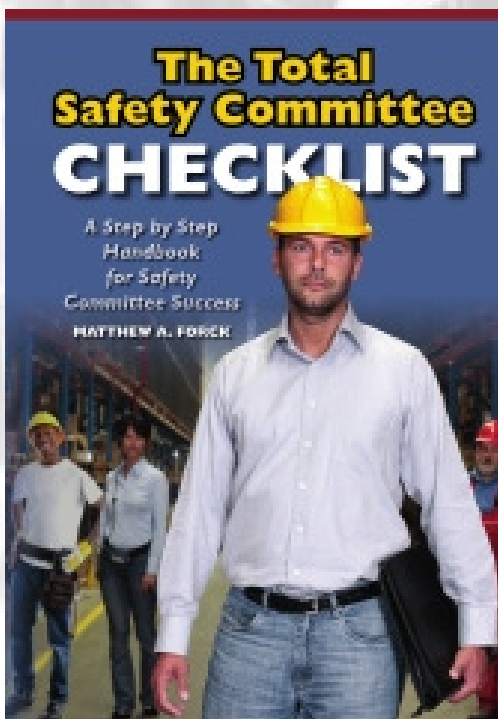
The name still is not being released for the Patriot Towers contractor who previously was in critical, but stable condition after falling from the tower on River Road in Marcy. Assistant Chief Kevin Monaghan said he was transported to Strong Hospital in Rochester from St. Elizabeth Medical Center on Friday and was believed to be in his late twenties and not from the area.

The victim had multiple broken bones after he fell and landed on top of a platform about 15 feet off the ground, Monaghan said. "He was wearing the safety harness and gear," he had said. "It appeared to be the appropriate gear." An investigation by Patriot Towers had begun as well, Monaghan said. Officials from Scottsville-based company said Tuesday that the victim indeed was working for them at the time of the incident, but would not comment further.

The purpose of OSHA's inspection will be to determine workplace safety standards that apply in the situation, said Ted Fitzgerald, the regional director for public affairs at the U.S. Department of Labor, as well as whether the employer complied with those standards. If OSHA finds the employer did not comply, Fitzgerald said in an email that citations and fines could be issued.

*In 2012, every member of your safety committee needs this book!*

**Get prepared for 2012 today and save \$4.00 per book, no limits!**



**The Total Safety Committee Checklist—A Step-by-Step Handbook for Safety Committee Success!** --Don't you wish that safety committees came with instructions? After all, our committees are major investments in time and resources, yet they all too often fall short of expectations. Instructions, guidelines and tips for committees are scattered in procedures, sprinkled on the Internet, and scribbled on napkins...until now. The Total Safety Committee Checklist is your one-stop-shop for a month-by-month checklist of safety committee activities. Find both the basic 'must do' material for those committees that are just getting started, as well as extra credit items for highly effective committees. Safety committees finally have instructions!

Price; \$12.95 but save \$4 per book - - no limits!

**SAVE \$4.00 per book**, use 84PBESHF discount code.

Click here to order; <https://www.createspace.com/3421797>

**Matt Forck, Keynote Speaker, Kcrof Industries, LLC**  
[www.thesafetysoul.org](http://www.thesafetysoul.org) or [Matt@thesafetysoul.org](mailto:Matt@thesafetysoul.org)  
(573) 999.7981

**Energy. Perspective. Balance. Results!**

## ISMA-Involved Safety Meeting Activity

- Activity:** Change Habits
- Estimated Time:** 10 Minutes
- Materials Needed:** Post it notes and pencils/pens
- Reference materials:** See ISMA below.

### The ISMA:

- Give each person a small post it note and pencil/pen.
- Ask each person to think of his or her work and job. Ask them to think of safety, both at home at work. What are some areas that they cut corners?
- If your group performs safety observations and keeps statistics of safety versus at-risk acts, go over this list as the group is thinking.
- Have each person write two at-risk acts that they engaged in.
- Ask each person to put the post-it note in his/her pocket and challenge them to change these behaviors.
- In one month, pull the notes back out and ask each person to think about how they did in changing these habits.

### The Take-a-ways:

We have safety meetings and safety functions, but it seems that we still have people getting hurt. It seems that our incident rates remain the same or increase. The only way to decrease incident rates is to change behaviors, that is the only way. Please take a look at your habits and commit to change the two you have written on the sheet.

**Want 101 ISMAs?** Check out *ISMA (Involved Safety Meeting Activities—101 Ways to Get Your People In Involved!* at Matt's website;  
<http://www.thesafetysoul.org/Matt%20Forck%20Safety%20Speaker%20Review%20Books.htm>

*SPOT-M –(Safety Picture of the Month)*

**What's wrong with this?**



*Can you find the shortcut?  
(See the next page for a hint).*

***Choose in favor of your safety!***

*SPOT-M –(Safety Picture of the Month)*

**What's wrong with this?**



*This is a normally locked door, with access to the businesses cash and vault. Workers have inserted a piece of cardboard so they can easily pass in and out for breaks and take trash to the trash bins. What other short cuts are being allowed? What security threat does this present to a 'bad guy' who needs cash. Finally, what kind of simple system can be employed to get rid of the card board?*

***Choose in favor of your safety!***

*SPOT-M –(Safety Picture of the Month)*

## One Slip Away from Road kill...



*The warning sticker below this man's feet instructs him NOT to stand on the top two rungs of this ladder. The reason is that the ladder is very unstable when using these top two steps. A fall here probably puts the worker outside of the traffic protection and in a lane of very busy rush hour traffic - - not a good position - - don't take that chance!*

***Choose in favor of your safety!***

## ***Safety, Clipped from the Headlines...***

---

### **OSHA looks into death by toxic fumes in Theresa**

*7:24 PM, Dec. 10, 2011 by Gannett Wisconsin Media*

HERESA — The Nov. 28 death in Dodge County of a Horicon man who was apparently overcome by toxic fumes while working in a coating room with his boss is being investigated by federal safety officials.

While Dodge County Medical Examiner PJ Schoebel said the cause of death for Roman Torres, 55, is still undetermined pending completion of lab work, rescue workers on the scene believe Torres and Thomas Persha were overcome by fumes while mixing chemicals in a small interior room at Vivid Image Inc., located just outside Theresa. Persha, 65, also of Horicon, was rushed to the hospital for treatment.

According to OSHA investigations conducted between Oct. 1, 2010, and Sept. 30, 2011, the lack of proper respiratory protection was listed as one of the most frequently cited standards following inspections of worksites. As OSHA workers gather information following the death of Torres, they aren't likely to find any documentation on site of a similar incident years ago that resulted in two workers being rushed to the hospital. Dodge County Emergency Management Director Joe Meagher said rescue workers were called to the business after a UPS driver found two men lying unresponsive at the business. The incident was simply listed as an ambulance call.

Because Vivid Image is a small-time operation with just two employees, many federal safety reporting rules don't apply, including the documentation of injury and illness incidents. Under current law, only businesses with 10 or more employees in any given year are required to document incidences of employee injury or illness due to work-related incidents.

"Even then there's no legal obligation of business owners, hospitals or the Sheriff's Office to report anything other than a fatality or a catastrophe in which three or more people are hospitalized from a work-related incident," said Kim Stille, area director for the OSHA office in Madison. "Had we been notified of the previous incident, I would like to think we would have gone out to investigate it."

Although safety violations and unsafe working conditions at small businesses may fly under the radar of federal inspectors, Stille said those same businesses can still find themselves facing an inspection if a complaint or referral is filed by a worker, building inspector, a legal representative or relative of an injured worker, or a safety or health professional.

Stille says OSHA has a priority list of inspection thresholds according to situations of imminent danger, fatalities and catastrophes, complaints, referrals, follow-up or planned inspections.

"We're especially adamant about conducting inspections where fatalities or catastrophes have occurred in order to prevent them from happening again," Stille said.

According to OSHA data, each day, 12 people are killed in work-related accidents. Last year, 4,547 workers were killed in the United States. That year, OSHA officers conducted 40,993 inspections of businesses.

Unfortunately, Stille said, many work-related injuries or unsafe conditions or lack of safety practices go unreported. "We know people fear retribution from their employers, so whistleblower protections were put in place by the Department of Labor so that workers have a voice," Stille said.

**Safety Thought:** *Can your workers say 'no' to a task? What happens if the job is stopped and the work and safety procedures questioned? How can we introduce a 'safe to say no' work environment in 2012?*

## ***More News, Clipped from the Headlines...***

---

### **OSHA proposes nearly \$200,000 in fines after man's death at Earth City plant**

A suburban St. Louis company could face nearly \$200,000 in fines after the U.S. Occupational Safety and Health Administration cited 37 health and safety violations in an investigation that began after a fatal accident. A worker at Resource Management in Earth City died June 12 in an accident involving a baling machine at the recycling company. OSHA said Monday that 22 of the 37 violations are considered serious. The agency proposed fines of \$195,930.

Resource Management has 15 business days to comply, request an informal conference with OSHA, or contest the findings. The company's senior vice president, Greg Maxwell, says officials plan to discuss the findings with OSHA. The co-worker found Mario Montoya, 43, inside a baler compactor machine at Resource Management's plant at 4375 Ryder Trail North, according to a preliminary investigation by the St. Louis County medical examiner's office. The machinery was a compactor for recycling paper. Montoya apparently got fatally injured while trying to fix a jam, authorities said at the time. Montoya had lived in the 7500 block of Riddle Court in St. Louis County.

Resource Management in Earth City is the largest materials recovery facility in the area; its sorting line separates materials for bulk sale. The plant is the company's only Missouri location. Resource Management has three plants and its corporate offices in Illinois.

**Safety Thought:** We all know that if a serious incident or fatality occurs on our property, then OSHA will investigate and our company is at great risk of fines, legal action and other unpleasant proceedings. These proceedings will take months, if not years to conclude, and cost hundreds of thousands of dollars. What if we took this same time and money and invested in a proactive safety program. In addition to long term savings from these efforts, we can save lives too - - what a deal!

## Motivation for 2012

---

### What It Takes to Win: Extreme Lessons from Polar Explorers

by Morten T. Hansen | Posted in the on-line Harvard Business Review, December 2011

One hundred years ago, the Norwegian polar explorer Roald Amundsen and his team planted the Norwegian flag on the South Pole, becoming the first humans in history to reach it. They had won against the British team, led by Robert Falcon Scott, who would arrive 34 days later, only to stare in defeat at the flag waving in the wind. On the return journey, Scott and his men labored on, frost-bitten, hungry, and exhausted. As the brutal winter closed in, they could no longer keep up, and they died in their tent, only 11 miles from the next depot of food and shelter.

In an earlier post, Kishore Sengupta and Ludo Van der Heyden were able to discern some leadership lessons from the race — that you need more than determination and courage to get you ahead. There's even more we can learn here. Why did Amundsen win and Scott lose? When Jim Collins and I studied who won big in highly uncertain industries, we found that those leaders — including Bill Gates, Andy Grove, and Herb Kelleher — had much in common with Amundsen, while their peers shared traits with Scott (see our book [Great by Choice](#)).

**Choose unity before competence.** Unlike Scott, Amundsen had gone to extraordinary length to pick the best people, those with the highest competence (e.g., a champion skier, a world-class dogsled driver). The best business leaders also understood the importance of that single task. In 1992, for example, Bill Gates said, "take our 20 best people away and I tell you that Microsoft would become an unimportant company."

But even more importantly, Amundsen emphasized unity and teamwork over individual competence. He got rid of his best person, Johansen, and booted him from the final assault team because he had quarreled with Amundsen openly in front of all the others. Amundsen could not risk fracture in his team, which could jeopardize the whole enterprise. Likewise, Bill Gates was quick to manage out people who didn't fit, including two presidents, James Towne and Michael Hallman.

This principle may seem harsh; for sure, Amundsen was not nice, warm, and fuzzy. However, he didn't take the easy path ("let's hope it will work out") but made difficult choices ahead of time. In selecting people, it is not about being nice, but rigorous.

**Channel paranoia.** Amundsen planned for everything going wrong, while Scott relied on everything going right. Unlike Scott, Amundsen built buffers and safety margins wherever he could. For a primary supply depot, he placed 20 black pennants around it so that they would not miss the depot on the return journey (in which case they would die). Scott, in contrast, put a single flag on his primary depot.

Like Amundsen, the best business leaders had *productive paranoia*, being hyper-vigilant about potentially bad events that can hit your company and then turning that fear into preparation and

Matt Forck | [www.thesafetysoul.org](http://www.thesafetysoul.org) | (573) 999-7981

**Building SAFE People!**

clearheaded action. Andy Grove of Intel went around "looking for the black cloud in the silver lining." He even titled his book [Only the Paranoid Survive](#). Leaders need to draw up a list of all the bad things that can happen, build cash reserves, hedge, and acquire options, to prepare for the worst. This requires fanatic discipline.

**Cultivate a growth mindset.** Amundsen spent his entire life learning things for polar exploration. During one trip he experimented with eating raw dolphin meat, just to see if it could be useful if shipwrecked. He went and lived with the Eskimos to learn how to run dog sledges in harsh conditions. In a twist of history, he learned from Scott's previous Discovery expedition the importance of marking the depots; during that expedition, Scott and Shackleton almost died because they could not find the depot on the return. But Scott did not learn that lesson himself.

Psychologist Carol Dweck advocates the importance of a growth mindset, having the attitude that ability comes from hard work and learning and not some innate fixed skill and intelligence. This sums up the pair perfectly: While Amundsen continuously pushed to learn and learn, Scott seemed a prisoner of his own fixed mind and British norms of the day.

The leaders we studied in *Great by Choice* had the learning mindset, too; they continuously experimented with new ideas, using data and observations to learn new things. In our HBR article on collaborative leadership, Herminia Ibarra and I argue that leaders need to instill the growth mindset and learning goals in their company to spur innovation.

**Not all time in life is equal.** People often get stuck in routine work and fail to see disruptions and big changes. It turns out that Amundsen's entire expedition was aimed at the North Pole. Yes, the North. But as he was planning, he received crushing news: The North had fallen to Cook and Peary. A big change indeed. Amundsen, in secret, decided to go south. Only when the ship was at the port of Madeira, Portugal, did he tell his crew.

Like the best business leaders we studied, Amundsen "zoomed out" (what's the new situation?), then "zoomed in" (redirect to the South). When a big change or opportunity came along, they took a step back, assessed the new situation, asked whether it called for a change, and if it did, then made the change and zoomed in to execute brilliantly.

In 1980, IBM managers visited a company called Digital Research to use its CP/M operating system for the new personal computer. But that meeting didn't go well, and the IBMers turned to Microsoft in frustration, but Microsoft was not in that business. In that moment, Bill Gates zoomed out, recognized the opportunity, then zoomed in to deliver an operating system — which became Windows. Great leaders zoom out, then zoom in to confront disruption and change.

Amundsen conquered the South Pole and lived. Scott lost the race and died. Are you — and the leaders around you — an Amundsen or a Scott?

## ***Tools for Pros!***

---

### **Is Training all Wrong? - - What leaders recognize about training**

**Matt Forck, CSP and JLW**

Years ago, I was a safety professional in charge of a large geographic area in out state Missouri. I was tasked with supporting nearly 400 linemen, substation technicians and natural gas pipefitters/equipment operators. My role included safety awareness, safety committee facilitation, reporting to senior management and a host of other responsibilities. I was also tasked with a large number of training models.

In the electric utility industry, OSHA demands a plan before any work begins. OSHA mandates a five step process to job planning. First, all participants on a job must meet before work begins and OSHA outlines the specific topics that must be covered before work begins. Just in case you are interested, those topics are; Hazards associated with the job, Safe work practices that apply to the work, Special precautions, asking the question, what is different about this work, or what are the hidden hazards that can get me hurt. Next, OSHA requires a thorough discussion of Energy Source control and finishes with the PPE required for the work. Or, as I like to say, HS2EP. I noted that on my many field observations that crews were not properly planning. And, I noted on a number of incident reports that lack of planning was contributing to injuries. I did what any proactive safety professional would have done...I put together a training program.

Working with another safety professional, we designed a great, (if I don't say so myself), three hour interactive program. We delivered the training and reinforced the message with cards for dashboards and billfolds. As a matter of fact, I still carry my card nearly ten years later! About three months after all training was complete, I was in speaking to one of these groups who, just 90 days prior, had this wonderful training, and I decided to give them a quiz. To my surprise and astonishment, it took several minutes before this group could recite the five key elements of a job briefing, or HS2EP. Alarmed, I thought it might be a fluke. I repeated the 'quiz' across much of my area only to find it was not a fluke. Most groups struggled to recall those key elements. Many were not using the cards. While job briefings may have been happening, my fear was that old habits had returned or more likely, never went away. And, due to a lack of planning hazards were being missed. I was troubled, why didn't the training stick?!

After much analysis and scrutiny, I believe the training failed because I finally realized I was not the trainer! Sure, I was the guy in front of the work group facilitating the three hour session but I was not the trainer. Sure, I was the safety professional guiding the material, advancing the slides, but I was not the trainer. Sure, I instructed the work group on the right way to hold a job briefing, but I was not the trainer. What I failed to realize is that to change a work practice like

this, training doesn't last three hours. It lasts 30 days! And, the first line supervisor is the trainer...not me!

**Making it Stick** - - In order to make this type of training stick, safety professionals must do more than offer a three hour training...we must offer a three hour and thirty day training session. Before the initial training we need to:

- Get approval from managers that the training is needed.
- Be clear about and communicate well expectations follow up responsibilities of each supervisor. Meaning, that supervisors are the trainers and must do specific things after the initial session to form a habit.
- Next, provide the training to all supervisors, giving them the training and the set of expectations as follow up to the training.
- Provide resources to supervisors to help them be successful.
- Provide some specific evaluation process at 30 days, 90 days and one year, to make sure the training did 'stick' and a new habit is in place.

**The New Skill** - - Over the last decade, many organizations have moved to get supervisors out from behind the desk and into the field. The intent is to have supervisors coaching our field or floor employees and offering feedback. The key skill set for supervisors is the ability to observe work and give timely feedback to correct at-risk behaviors and to reinforce positive and safe behaviors. Yet, the more we learn about key drivers to incidents, the more we understand that this key skill set is only half the battle and will not propel you organization to the level of safety success...let me explain the 'other half.'

**A True 'Preventable' Tragedy** - - The cell phone rang; being in a meeting, I ignored it. It immediately rang again and I stepped out of the room. It was the regional dispatcher. I can still remember his words, "Electrical contact Matt...we've got two men down."

I told the dispatcher that I'd be there as soon as I could. I left the meeting and peeled out of the parking lot. I had an 80-mile drive to the work site; how could this have happened?

A recent study entitled *The Peer Principle* by Bloomberg Businessweek published in May 2010 stated, "In the area of safety, our study found that 93% of employees say they see urgent risks to life and limb, and yet less than one-fourth of those who see concerns speak up about them. Rather, they wait for bosses or others to take action."

Once on site, I found that the crew had been setting poles and laying out phases to reconductor three mile section of line. The six man crew, with over 100-years of experience between them, was going to work one last pole then go home for the weekend. Given the experience of the crew and the fact that this job was normally done with three men, not six, it was a cake job for a Friday.

The only major hazard on the job was a 12,470 volt phase-to-phase overhead line. The crew knowingly positioned their truck under the line to avoid setting up on a busy road. Putting the truck there, under the only hazard on the job that could quickly end one's life, one would think they would have stopped and discussed this hazard; or, placed a spotter designated to watch the boom, making sure it stays out of the minimum approach distance, or ground the truck or cover the lines. They did none of these things, remember, "less than one-fourth of those who see concerns speak up about them." Shortly after starting work, the boom contacted the overhead line as the men were pulling material off the truck. Both receive an electrical contact. One man died. A family is without a father. All five men, who were on the crew, will live with this memory forever.

Recently, researchers were studying organizations asking why there were differences in safety records. "We found," researchers later wrote, "That on the surface, the best and the rest looked quite similar. All were fastidious in keeping up with signage, inspections, compliance training, and enforcing safety policies. But we kept hearing unusual language in our interviews with the true standouts. It wasn't until we interviewed and surveyed 1,600 safety directors, managers, and employees that we realized we weren't really getting it."

In the end, researchers found that accountability was the key element to outstanding safety performance. But, it wasn't supervisors holding workers accountable that propelled organizations to the next level. Instead, it was workers holding each other accountable. "Since accountability appeared to be the key to safety as well as the full trove of corporate performance treasures, we then explored what made accountability tick in the leading teams and companies.

Remarkably, cultures of accountability had little to do with bosses. Rather, it was all about peers." Organizations with cultures of peers coaching peers found remarkable success - - and not just in safety. "Those supervisors and managers with the strongest safety records were five times more likely to be ranked in the top 20% of their peers in every other area of performance. They were 500% more likely to be stars in productivity and efficiency and employee satisfaction and quality, etc."

This research should change the way we do business. Today, in most organizations, supervisors perform a prescribed number of job observations each week or month. And, we train these supervisors to observe crew work, look for safety rules and procedures that are not being followed, and then coach crews to perform work in a safe manner. We do NOT coach supervisors to access the level of feedback or accountability given on the crew, then coach the crew in techniques to improve that feedback. See the difference?

Supervisors should have a keen eye on the safety rules being followed, or not, on a job. But, the 'other half', and arguably the more most important piece for long term success, should not be to record these job audits, coach then move on...instead their primary focus should be on the level of coaching and feedback the crew is offering each other. The first is catching fish for the crew, the latter is teaching the crew to fish...and if the crew on this day had been taught to fish

coach each other, then they would have taken steps to eliminate the hazard, saving a life in the process.

**Making it Stick - -**

- Revise supervisor observation sheets to reflect coaching and feedback.
- Offer training to supervisors so they know what coaching and feedback skills are effective, which ones to encourage and when crew communication is not up to par.
- Coach the coaches by having safety professionals or others who are skilled in the area of observing coaching and feedback to accompany supervisors. The purpose of this is to give supervisors additional training in this important area.

**Matt Forck**, CSP and JLW leads safety conferences, seminars and keynote presentations on safety's most urgent topics including leadership, accountability and cultural change. A noted speaker, Mat is a former journey line worker and member of a utility safety staff. Matt has also published six books and dozens of articles. Contact Matt, learn about FREE resources or inquire about having Matt speak at your next event through his website; [www.thesafetysoul.org](http://www.thesafetysoul.org).

References; The Peer Principle, Bloomberg Businessweek - -The Influential Leader May 2010