



Training Solutions, Delivered!

SAFETY'S MOST WANTED

Episode II: The Accomplices

**Leader's Guide, Fact Sheet
& Quiz**

Item Number: 3730
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This easy-to-use Leader's Guide is provided to assist in conducting a successful presentation.

PREPARING FOR THE MEETING

Here are a few suggestions for using this program:

- a) Review the contents of the Fact Sheet that immediately follows this page to familiarize yourself with the program topic and the training points discussed in the program. The Fact Sheet also includes a list of Program Objectives that details the information that participants should learn from watching the program.
- b) If required by your organization, make an attendance record to be signed by each participant to document the training to be conducted.
- c) Prepare the area and equipment to be used for the training. Make sure the watching environment is comfortable and free from outside distractions. Also, ensure that participants can see and hear the TV screen or computer monitor without obstructions.
- d) Make copies of the Review Quiz included at the end of this Leader's Guide to be completed by participants at the conclusion of the presentation. Be aware that the page containing the answers to the quiz comes *before* the quiz itself, which is on the final page.

CONDUCTING THE PRESENTATION

- a) Begin the meeting by welcoming the participants. Introduce yourself and give each person an opportunity to become acquainted if there are new people joining the training session.
- b) Introduce the program by its title and explain to participants what they are expected to learn as stated in the Program Objectives of the Fact Sheet.
- c) Play the program without interruption. Upon completion, lead discussions about your organization's specific policies regarding the subject matter. Make sure to note any unique hazards associated with the program's topic that participants may encounter while performing their job duties at your facility.
- d) Hand out copies of the review quiz to all of the participants and make sure each one completes it before concluding the training session.

3730 SAFETY'S MOST WANTED
Episode II: The Accomplices
FACT SHEET

LENGTH: 19 MINUTES

PROGRAM SYNOPSIS:

"Don't be an accomplice to unsafe acts" is the theme of this second episode of our "Safety's Most Wanted" Series. Our host Tom Clark shines the spotlight on three injury-causing culprits: the prankster horseplay, the "get it done" cowboy" and the infectious apathy are each exposed as a source of workplace injury. Through co-worker interviews, incident reenactments and testimony from the culprits themselves, viewers learn how to defeat these safety culprits and maintain a safe workplace. Each of the safety villains in this program require accomplices in order to thrive. The viewer will learn that by refusing to participate in horseplay, not calling on the cowboy to "get it done" and refusing to be infected with someone else's apathy towards safety, we can all help create a safer workplace.

PROGRAM OBJECTIVES:

Explain to the program participants that the primary purpose of the program is to encourage employees not to be accomplices to the unsafe acts of three injury causing culprits: the "get it done" cowboy, horseplay and apathy.

INSTRUCTIONAL CONTENT:

THE 'GET IT DONE' COWBOY

Method of Operation

- This culprit goes by many names, such as "cowboy," but "the go-to guy" works too. His motto is "let's just get it done."
- He operates best when things start to get hectic, especially when time is critical or people aren't really sure what to do.
- Like electricity and water, human nature tends to look for the path of least resistance, especially when facing a crisis or time crunch. This is when the "cowboy" usually presents himself and many people can't resist the urge to call on him.
- There is usually at least one cowboy at every facility. He's been there so long, he knows how to do every job.
- He also knows every shortcut and every trick to get around the safety rules, save time and get the job done, but like all cowboys and go-to guys, he can't work alone; he needs a group of accomplices to support his activities.
- Another trait of the go-to guy is to turn into a bully when others won't go along with his plan. Either through intimidation or shame, he'll try hard to recruit accomplices for his schemes.

The Cowboy's Accomplices

- Newer workers are usually the first to be convinced of the cowboy's mode of operation. One employee said that the cowboy "seems like he always had a better way to do things and his way seldom included following the safety procedures."
- Other workers all just went along with the cowboy because he'd been there longer than the person who wrote the procedure, so they just did it his way.
- Having one set of rules and procedures for most employees and a different set for the go-to guy is a double standard that can quickly undermine a safety program.
- The cowboy teaches his co-workers that it's okay to ignore safe work practices when needed. All too often, managers and supervisors reinforce his message by calling on him directly or by praising the results of his actions.
- The cowboy says he is amazed how gullible most people are. He doesn't care about the company, the production goals or even saving time; those are just cover stories to help him get what he really wants.
- It's the spotlight and the attention the cowboy craves. He says it feels good "when the engineers and the suits upstairs" have to call on him to a job done. "If I have to risk my life, or yours, to keep that feeling going, well, that's just the way it is," he says.

Get It Done Cowboy Reenactment

A chemical line at the plant was down and a supervisor suggests calling Frank, the “get it done” cowboy to get the line back up. A shaft needed to be replaced on one of the drive motors and Frank decided that if they could “hot swap” it quickly, they could avoid the much longer shut down procedure. They only had 45 minutes before the bypass holding tank filled up. Frank told a forklift operator to lift a motor off its mounts with a chain so Troy could crawl under and remove the damaged shaft parts. The forklift operator objected, knowing this went against procedure, but Frank shouted him down and coerced him into going along. When the operator accidentally hit the mast tilt lever instead of the up lever, the chain slid off the forks and motor fell on Frank and another employee. Frank’s leg was severely crushed and the other employee was killed.

Lessons:

- Remember, the cowboy must have accomplices in order to thrive. To stop him, co-workers must refuse to participate in his unsafe activities.
- When the pressure is on and time is short, resist the urge to call on the cowboy “to save the day.”
- Most importantly, supervisors and managers must not become accomplices by allowing a double standard to exist when it comes to safety. Safe work practices must be followed by everyone and in all situations.

HORSEPLAY

Method of Operation

- Another culprit is horseplay. He says it’s all in good fun, a little prank here, a little joke there, but the punch line is often a lot different than anyone expected.
- Horseplay and teasing seem innocent enough, but the workplace is not the proper environment for fun and games. There are always hazards and dangers lurking nearby.
- Distraction is one of the easiest ways horseplay can injure his victims. When people get caught up in games they don’t pay attention to the dangers nearby.
- Even when the pranks seem harmless, it’s important to remember that one person’s fun is usually bothersome and aggravating to others; having a laugh at someone else’s expense often leads to a dangerous escalation.
- Horseplay says it’s all fun to him, because he doesn’t care if anyone gets hurt. It’s all about getting a laugh and feeding off the crowd.

Horseplay Reenactment

Tucker put some grease on a piece of equipment in Lester’s work area. When Lester grabbed it, he got grease all over his hand. Several co-workers in the area thought it was hilarious, especially Billy. Publicly embarrassed by the event, Lester plotted his revenge. He decided to rig a compressed air line into a small bin filled with metal filings and hardware parts at Billy’s workstation. Although Lester’s intention was to create a large mess for Billy to clean up just as he was trying to go home, Billy was hit in the eyes with metal filings when Lester turned on the air. He had to go to the hospital to be treated for his injuries.

Lessons:

- The victim of pranks and horseplay often feels the need to “get back” at the person picking on them. Sometimes it’s good-natured one-upmanship between friends, while other times the victim feels a visceral need to get even, especially when they’ve been embarrassed.
- Nothing about horseplay makes sense; that’s why it is so dangerous. There are no rules, there is no way to win and most people don’t know when to stop or think about the possible consequences of their actions.
- Even when friends are just playing around, the uncontrolled nature of horseplay combined with an industrial or construction environment often leads to disaster.

Horseplay’s Accomplices

- To make your workplace free from horseplay, it must be free of accomplices. Don’t enable horseplay by being part of the crowd; make it known that you don’t think it’s funny.
- If you witness unsafe behaviors such as horseplay, report it right away before someone gets hurt. Also, be supportive of those who speak up to try and create a safer workplace.

- Horseplay just can't stand up to a hostile crowd. Give him the hook by refusing to participate in his dangerous routine.

APATHY

Method of Operation

- Apathy likes her victims to think of her as a loner. She is seen as someone who keeps to herself and really doesn't get involved with other people, certainly not their safety; she simply doesn't care.
- While a company's safety culture depends on people who will look out for themselves and for others, this is when apathy tries to gain a foothold. Her method of operation is to fan the flames of discontent.
- Apathy despises all the do-gooders looking to be helpful when it comes to safety. She says let someone else worry about that; she'll do her job, you do yours.
- Apathy undermines the safety efforts of others by her lack of participation and she also belittles the safety program with negative comments.
- Once apathy gets established, she slowly begins to spread, even within the best of safety programs. When people get mad at her, they take it out on the safety program, causing apathy's impact snowball.
- Apathy works really hard at infecting experienced workers and supervisors. She says enforcing safety rules and managing a safety program is a thankless job, so why bother?

Apathy Reenactment I

One day, Freddy walked by the maintenance shop and saw it was a mess. He also saw Mandy, known for her apathy, walk by and do nothing. He decided she was right, let somebody else worry about it and left. Other employees joined Freddy, not wanting to be the only ones stuck with a housekeeping project and vacated the area. When a material handler then came into the shop to get a pallet of parts, he got caught between his pallet truck and some materials that had been left in the walkway. He fell to the floor and was severely injured.

Apathy Reenactment II

A supervisor had been in meetings all day and had just been "snapped at" by a maintenance worker not wanting to wear his fall protection when he discovered an employee riding a large pipe being moved by a crane. Although he was shocked by this sight, he neglected to put a stop to this major safety violation and decided to speak with the employee at a later time. Fortunately, the employee arrived safely at his destination, but another employee witnessed the supervisor's apathy toward the unsafe act and tried it himself later that day. He was killed when he fell off the pipe to the plant floor.

Lessons:

- Overcome apathy by refusing to let other people's poor attitude affect your safety choices.
- If a co-worker is not fully committed to the safety effort, talk to your supervisor about it rather than give up your own commitment.
- Apathy cannot spread without willing accomplices. When you feel put upon and tired of your safety efforts, this is the time to be on high alert against apathy's infection.
- When surrounded by co-workers and supervisors committed to safety, apathy just can't survive.

SUMMARY

- In this episode, we have spotlighted three of Safety's Most Wanted injury instigators. Each of these villains, the "get it done" cowboy, the comedian horseplay and the infectious apathy has similar modes of operation.
- They require either the approval, participation or at least the tolerance of a group of workplace accomplices. This is what also makes them easily defeated; they can't exist in a workplace culture where everyone is committed to employee health and safety.
- Keep your eyes out for these heartless villains and don't be an accomplice. Do your part to make sure they don't take up residence in your workplace.

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ANSWERS TO THE REVIEW QUIZ

1. e

2. a

3. d

4. b

5. e

6. b

7. c

8. a

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REVIEW QUIZ

The following questions are provided to determine how well you understand the information presented in this program.

Name _____ Date _____

1. The "Get-It-Done Cowboy," also known as the "Go-To Guy," gets the job without regard to safety. Which of the following describes him?
 - a. He operates best when things are hectic
 - b. He's experienced and knows how to do almost every job
 - c. He takes shortcuts to save time
 - d. He turns into a bully when others don't go along with his plan
 - e. All of the above

2. Having one set of rules and procedures for most employees and a different set for the go-to guy is a double standard that can quickly undermine a safety program.
 - a. True
 - b. False

3. How do you stop the "Get-It-Done Cowboy?"
 - a. Refuse to participate in his activities
 - b. Resist the urge to ask him to help when time is short
 - c. Enforce the same rules and procedures for all employees
 - d. All of the above

4. It's okay to engage in horseplay when the prank seems harmless.
 - a. True
 - b. False

5. Why is horseplay so dangerous?
 - a. It causes a distraction
 - b. There are no rules
 - c. Most people don't know when to stop
 - d. It can escalate
 - e. All of the above

6. What should you do if you witness unsafe behaviors, such as horseplay?
 - a. Ignore it
 - b. Report it right away
 - c. Participate

7. _____ is seen as someone who keeps to herself and really doesn't get involved with other people, certainly not safety.
 - a. Boredom
 - b. Disinterest
 - c. Apathy

8. How do you overcome apathy?
 - a. Refuse to let other people's poor attitude affect your safety choices
 - b. Give up your own commitment to safety
 - c. Focus on your own job and don't worry about other people