

A SAFETY CAROL

This easy-to-use Leader's Guide is provided to assist in conducting a successful presentation. Featured are:

INTRODUCTION: A brief description of the program and the subject that it addresses.

PROGRAM OUTLINE: Summarizes the program content. If the program outline is discussed before the video is presented, the entire program will be more meaningful and successful.

PREPARING FOR AND CONDUCTING THE PRESENTATION: These sections will help you set up the training environment, help you relate the program to site-specific incidents, and provide program objectives for focusing your presentation.

REVIEW QUESTIONS AND ANSWERS: Questions may be copied and given to participants to document how well they understood the information that was presented. Answers to the review questions are provided separately.

INTRODUCTION

Ernest "Scrooge" Hungerfield and Jacob Marley didn't have time for safety. They thought following safety procedures was a waste of their precious time and they bullied or teased anyone they perceived as "wasting time for safety." One day, while performing a task in his usual unsafe manner, Marley is killed. Marley's death causes Scrooge to become even more convinced that all workplace injuries are unpreventable. The ghost of Marley is doomed to live in the endless dimension of regret and forced to watch the ripple effects of his unsafe actions on himself and his co-workers. Marley's ghost explains to Scrooge that he too will be doomed to the same fate if he does not change his ways and embrace safety. Marley's ghost tells Scrooge he will be visited by the Spirits of Safety Past, Safety Present and Safety Future and he must learn from them to avoid the same fate. After the three spirits teach him valuable safety lessons about the impact of his past, present and future unsafe acts, Scrooge vows to become a positive safety influence on others. He learns that safety can be contagious and that when safe choices are made in the present, the future is a much better place.

PROGRAM OUTLINE

MARLEY & SCROOGE REGARD SAFETY AS A WASTE OF TIME

- "Jacob Marley is dead. There is no doubt about that. I know it to be true, but it is important for you to know also. In fact, I saw him die," says Jerry, the narrator of the program.
- "It's been many years ago, but I remember it like it was yesterday," he adds. "The 'Marley and Scrooge Repair Shop' was operating in its normal fashion, which is to say unsafely."
- For as long as anyone can remember, everyone referred to the Maintenance Department as the "Marley and Scrooge Repair Shop." Someone hung up the sign as a joke really, but it fit so well, it never came down.
- The name fit because Jacob Marley's name was, well, Marley. Ernest Hungerfield was such a grumpy, unfriendly and uncaring person that his name was of course, Scrooge.
- Their experience and assertive personalities made Marley and Scrooge the de facto rulers of the repair shop and the workers under their influence became their apprentices.
- Marley and Scrooge—two peas in a pod. Marley was Scrooge's twin in every way, except birth. They both measured their self-worth, their skill and their superiority to others by how fast they performed their jobs.
- To Marley and Scrooge, following a safety procedure was a waste of their most precious time and they bullied or teased anyone they perceived as "wasting time for safety."
- They considered safety meetings to be "good for nothing safety meetings."

MARLEY'S UNSAFE & CARELESS ACTS RESULT IN HIS DEATH

- On that day, Marley's last, he needed to service a motor that powered an elevated conveyor system.

- Marley flagged down a forklift to lift him up to reach the motor, which he planned to work “hot.” These unsafe acts were common practice in the “Marley and Scrooge Repair Shop.”
- “I know, because I was there when it happened,” says Jerry. “I know, because I was the one who raised him up with the forklift.”
- As Marley worked on the motor, an arc blast occurred and he was thrown from the forks of the lift to his death. “I felt the heat of the arc blast caused by Marley’s carelessness,” Jerry states. “His family was told that he was dead before he hit the ground and didn’t suffer, but I heard the sounds he made that day, so I know otherwise.”
- “That day, the day Marley died, moved me from the category of ‘Repair Shop Apprentice’ to ‘Safety Advocate.’ But it had the opposite effect on Scrooge,” adds Jerry.
- If it was possible for Scrooge to become even more “Scrooge-like,” that is exactly what happened.
- Scrooge continued to run the “Marley and Scrooge Repair Shop” just as before. He forbids anyone from taking down the sign and 10 years passes by—10 years of risk-taking, shortcuts and poor safety habits imparted by Scrooge onto his fellow workers and apprentices.

SCROOGE SPURNS HIS NEPHEW’S REQUEST TO PARTICIPATE IN A SAFETY MEETING

- Scrooge had a nephew named Fred, who had a good heart. Fred had escaped the gravity of Scrooge’s unsafe orbit. Fred was one of the ones trying to improve the safety culture of the place.
- He even got his family involved, especially his kid brother Timmy, who dreamed of becoming a graphic artist. Timmy loved helping Fred create safety posters and Fred was determined to help pay Timmy’s way to art school.
- One day, Fred was passing the “Repair Shop” en route to a safety meeting and made a point to invite Scrooge to participate.
- When Scrooge says his time is too valuable to waste on “such drivel,” Fred tells him not to be so closed minded about the benefits of safety.
- “Benefits? What on earth are you talking about?” says Scrooge. “What is the benefit to you, other than working slower, having to wear uncomfortable equipment and worst of all having to follow some ‘safety rule,’ which stifles your ability to use skill and experience to do a job faster and easier!”
- “Those safety rules are made with the input of fellow workers and with your help they could be even better. And we don’t work slowly. We work at a pace where we get the job done without incident or injury. You know Uncle Scrooge, breaking things and hurting people doesn’t get the job done any better,” replies Fred.
- “And if I remember right, Marley thought he knew the best way to get things done too,” he adds. “Well, now he’s dead and a half dozen of your so called ‘repair shop apprentices’ are out on disability. It seems to me that being dead or injured would be a lot more stifling than just following a safe work procedure.”
- As usual, arguing with Scrooge was a fruitless exercise for Fred; and, as usual, they both went their separate ways—Fred to a safety meeting while Scrooge went to his car to go home.

SCROOGE IS VISITED BY MARLEY’S GHOST

- On the way home, the ghost of Marley appears in Scrooge’s rearview mirror and asks him if it would be safer if he buckled his seatbelt. Scrooge tells himself that something he had eaten must not be agreeing with him and he will get an antacid when gets home.
- When Scrooge opens and closes his medicine cabinet to get the antacid, Marley is standing through the mirror, which is now an open window to the other side. Marley’s ghost, which is entwined with chains containing safety locks, uses a chain to pull Scrooge into another dimension.

- “Oh, what a dream! Marley what is this?” Scrooge asks. “What are these chains and who are all these people?”
- “Scrooge, don’t you recognize Bobby Smithers? He lost his hand lubricating a running machine just like I taught him,” Marley’s ghost replies. “And Young Frankie? Young Frankie fell without the protection of a harness because I teased him for wearing it!”
- “Scrooge! I could have avoided this misery for so many! I failed so many in life Scrooge, so many of those who looked up to me for instruction,” continues the ghost. “And now I’m forced to wear these chains because of my mistakes. Scrooge, forced to watch the ripples of how I’ve changed so many lives.”
- After Scrooge says he doesn’t remember Bobby or Frankie and that a lot of people had been injured at the “Repair Shop, including Marley, the ghost says, “I’m well aware of my fate, Scrooge, but there’s opportunity still for you to change yours.”
- Marley’s ghost tells Scrooge that he will be visited by the spirits of Safety Past, Safety Present and Safety Future. “If there is any capacity to learn, any at all, you just might avoid joining me in this dimension of endless regret. Now be gone with you! Your tour is about to begin!”

THE SPIRIT OF SAFETY PAST RECALLS THE RIPPLE EFFECTS OF PAST CHOICES

- Scrooge awakens in his bed and says, “What a dream! I must have had some fever yesterday. Perhaps a shower will wake me up.”
- When Scrooge opens the shower curtain, the Spirit of Safety Past appears. The spirit tells Scrooge he is going to take him back in time only to learn, not to change. “You can never change the past, Remember that, Scrooge, you can never change the past!”
- The spirit then pulls Scrooge into the shower and into another dimension. After a frightened Scrooge settles down, the spirit take Scrooge back to a time when he and his wife Sarah were breaking up.
- When Sarah tells Scrooge that he takes foolish chances and doesn’t seem to care if he gets hurt or even dies, he replies, “Come on Sarah, getting hurt is just bad luck; you can’t stop it. You only live life once; you have to enjoy life! Live life to the fullest, you know?”
- After Sarah says that adults live each day so it won’t be their last, Scrooge says, “I can’t spend every day trying not to get hurt, it doesn’t make sense to me! It doesn’t seem fun.”
- Sarah tells Scrooge that she can’t let him hurt her and his daughter, little Becky, by hurting himself and they leave him.
- “You never have understood what she was talking about, perhaps you will,” says the spirit. “She left to avoid being hurt by your unsafe behaviors. Unfortunately, those who worked with you didn’t have that same choice. Look.”
- The spirit then shows Scrooge the ripple effects of injuries suffered by four of his apprentices. “Who are these pitiful people?” Scrooge asks.
- “You don’t recognize the families of your own apprentices, Scrooge? They are awash in the ripples of despair,” replies the spirit. “Ripples caused by the stones of unsafe acts cast into the pond you call the “Repair Shop.” A safety cesspool is a more apt description.”
- The spirit tells Scrooge that he has taught his apprentices that it’s okay to risk life and limb by taking shortcuts and foolish chances to save time.
- When Scrooge asks how he can help them, the spirit responds, “Scrooge, you can’t change the past. You can’t un-cast a stone. The Spirit of Safety Present will show you more soon. Now take your stone of misery and go!”

THE SPIRIT OF SAFETY PRESENT SHOWS HOW EASILY CO-WORKERS CAN BE LED ASTRAY

- Scrooge then falls into another dimension inhabited by the Spirit of Safety Present, who shows him examples of his

present behavior and its effect on his co-workers.

- When Scrooge tells a co-worker that locking out a conveyor takes too much time, the spirit says, “It seems your present self is casting stones, again.”
- Scrooge asks if the worker will be injured because of his bad example and the spirit says she isn’t sure because she is the Spirit of the Present, not the future. She then asks Scrooge what he thinks.
- “Well it just makes sense that if he keeps skipping the lockout procedure, eventually his luck’s going to run out,” answers Scrooge. The spirit says it is interesting of him to recognize that.
- The spirit then shows Scrooge walking past a safety meeting in progress and telling his co-workers they were lazy and wasting time. “You’re scared of working hard so you hide behind safety rules and safety meetings. Bah humbug!”
- After seeing some of Scrooge’s co-workers respond by walking away from the meeting, the spirit says, “It seems you have a knack for undermining the safety program by refusing to participate.”
- When Scrooge and the spirit witness a couple of the co-workers agreeing with Scrooge, he asks, “But why do they listen to me? How will they ever learn to work safely if they don’t participate? Don’t they understand what the future holds for them if they continue to work unsafely?”
- “No one in this dimension can see the future Scrooge! They only have the present,” replies the spirit. “Workers in the present are easily led astray by the poor examples of co-workers and the false promise of time saved through shortcuts and ignored procedures,” replies the spirit.
- Scrooge then asks, “So how can they be convinced to work safely in the present in order to avoid injury in the future? A future they cannot see.”
- “That is the question, isn’t it? Eliminating poor influences and negative examples is a starting point. Perhaps you’ll find more answers in the future. The Spirit of Safety Future will be along soon. Be gone, now,” concludes the Spirit of Safety Present.

THE SPIRIT OF SAFETY FUTURE FORESEES THE CONSEQUENCES OF SCROOGE’S INFLUENCE

- After falling from the dimension of the present, Scrooge falls asleep in a chair in his bedroom and wakes up in the dimension of the future.
- When he tells the Spirit of Safety Future that he is anxious to become a better man, the spirit shows him a future incident in which his nephew is fatally injured when a large pipe falls on his head while he is hanging a safety poster.
- “Oh no! That’s awful! Poor Fred. Is he OK? That was not very smart of Jerry to be lifting up that pipe like that!” exclaims Scrooge.
- “Well, that’s an understatement! I’m surprised you didn’t call it unpreventable or bad luck!” the spirit replies.
- Scrooge tells the spirit that it was clearly unsafe and pleads for Fred to be okay. The spirit then shows Fred and his friends and family in the hospital.
- When Jerry, the forklift operator who was moving the pipe, asks if Fred is okay, Timmy, his brother, says, “No, he’s not ok! He’s dying! He tried and tried and tried to change the safety culture of that place. He tried to change Scrooge and now he’s dying. It’s just not fair, it’s not right.”
- Timmy tells Fred it’s not his fault and then shouts, “Damn you, Uncle Scrooge! Why can’t you see the real cost of your risk taking! Is it a fair trade for saving time at work! Is this really worth the risk?”

- When Scrooge asks the spirit why Timmy is mad at him, the spirit replies, “Well, unfortunately, people’s safety choices are influenced by the people around them. Those influences can be good or bad. Unfortunately, for the time to come, Jerry has to work with you. See for yourself!”
- Scrooge is then shown a scenario in which he tells Jerry, who was preparing to barricade the area, to use a forklift and ladder to lift the pipe instead of the boom truck that wasn’t available.
- “Jerry, just use what you do have available and get it done! I see a forklift and a tall ladder. Make it work or don’t bother coming back tomorrow!” Scrooge says. “Oh and forget the barricades. If someone is too stupid to stay out of the way, well then natural selection is a wonderful thing!”
- Scrooge watches the scenario with shock and disbelief at how cruel his old self was. “Oh my! Timmy is right. This is all my fault! Oh I wish I could change it. Can’t I go back and do better? Can’t we change all this somehow?” he asks.
- The spirit tells him there’s more to see and shows him a scenario in which a shorthanded Scrooge needed to service a chipper. He didn’t bother to lock it out and forgot about the automated material sensor on the conveyor.
- As Scrooge tells himself not to work on the chipper without locking it out, the spirit says, “No, you cannot hear yourself Scrooge, and even if you could, you wouldn’t listen. You’ve been told many times and given many procedures emphasizing the importance of locking it out. Now, your luck has run out!”
- Scrooge then witnesses his foot tripping the sensor on the conveyor, causing it to start and his being pulled into the chipper. “No!,” he cries, to which the spirit responds, “After all you’ve seen, you weep for yourself?”
- “No Spirit. No. I weep for Fred, Timmy and his family and all the others who fell under my unsafe influence,” says Scrooge. “I weep because now I can’t go back and change it. Now that I’ve died I can’t prevent their misery.”
- The spirit reminds him that he is the spirit of things yet to come and that things yet to come, do not have to be. “Don’t have to be? That implies a choice, that a better decision can still be made?” Scrooge asks.
- The spirit replies, “Scrooge! It seems my work here is done. It’s all up to you now. Be gone from me!”

SCROOGE BECOMES A SAFETY ADVOCATE

- Scrooge falls from the dimension of the future and wakes up hanging in a full-body harness as he mutters, “Working safely casts good ripples.”
- When Fred, Jerry and other co-workers discover him and take him down from the harness, Scrooge says, “Fred. Fred. Oh Fred, when is the next big safety meeting? I must be there. May I speak at the meeting? I have a lot to say.”
- Fred answers, “Of course, Uncle Scrooge, we need your input. Scrooge then tells Fred to always watch where he’s going so he can stay safe and help Timmy go to art school.
- After telling Smitty to forget all the shortcuts he had ever shown him, including disregarding the required lockout on the chipper, Smitty says, “But that will take time.” Scrooge asks, “And what better use of your time than to be safe? You’ve got a great family at home. You must always think of them too.”
- Jerry then asks Scrooge if he’s feeling okay and Scrooge tells him he’s better than okay. “Jerry, you must always set barricades when you work over a walkway and always use the right equipment, don’t make do with whatever is handy.”
- When Jerry tells Scrooge that wasn’t what he said in the past, Scrooge says, “Look, I’ve made some mistakes in the past, and you can’t change the past, but the choices I make now, the choices we make now, they decide those things yet to come!”
- In response to Smitty’s question about what “things to come” means, Scrooge replies, “I’ll show you what I mean. Our shop is like a pond. Come on! Every choice we make is like casting a stone into that pond. The ripples roll outward and eventually touch everything and everyone. The ripples can be good or bad depending on the choices we make.”

- Over time, Scrooge happily shared all that he had learned from each of the safety spirits. He set good examples by his actions; he participated in safety meetings and on committees; he offered praise when deserved and gentle reminders when needed.
- Scrooge found that working safely is contagious and that when safe choices are made in the present the future is a much better place.
- He even asked Timmy to design a new addition to the old “Repair Shop” sign that said “Safety Is Job #1.” From that day forward, it was always said of Scrooge that he knew how to keep the safety culture well.

PREPARE FOR THE SAFETY MEETING

Review each section of this Leader's Guide as well as the program. Here are a few suggestions for using the program:

Make everyone aware of the importance the company places on health and safety and how each person must be an active member of the safety team.

Introduce the program. Play it without interruption. Review the program content by presenting the information in the program outline.

Copy the review questions included in this Leader's Guide and ask each participant to complete them.

Make an attendance record and have each participant sign the form. Maintain the attendance record and each participant's test paper as written documentation of the training performed.

Here are some suggestions for preparing your video equipment and the room or area you use:

Check the room or area for quietness, adequate ventilation and temperature, lighting and unobstructed access.

Check the seating arrangement and the audiovisual equipment to ensure that all participants will be able to see and hear the program.

CONDUCTING THE PRESENTATION

Begin the meeting by welcoming the participants. Introduce yourself and give each person the opportunity to become acquainted if there are new people joining the training session.

Explain that the primary purpose of the program is show viewers how their decisions about safety have a ripple effect, eventually touching everything and everyone and that these ripples can be good or bad depending on the choices we make.

Introduce the program. Play it without interruption. Review the program content by presenting the information in the program outline.

Lead discussions about job tasks at your facility that could have a negative impact on co-workers if they were witnessed being performed unsafely.

After watching the program, the viewer will be able to explain the following:

- Which unsafe acts and carelessness lead to Marley's death;
- What Marley's ghost tells Scrooge when he takes him to the dimension of endless regret;
- What the Spirit of Safety Past recalls about the ripple of effects of past choices;
- What the Spirit of Safety Present stresses about employees being easily led astray from the safety effort;
- Which consequences the Spirit of Safety Future foresees for Scrooge and his family if he continues his unsafe ways;
- What actions Scrooge takes when he returns from the dimension of the future and becomes a safety advocate.

A SAFETY CAROL
Review Quiz

Name _____ Date _____

Please provide answers to the following to show how well you understand the information presented during this program.

1. The Maintenance Department in the program was referred to as the Marley and Scrooge Repair Shop.
 - a. true
 - b. false

2. The employees who worked under Marley and Scrooge were known as their _____.
 - a. assistants
 - b. apprentices
 - c. associates

3. Who raised Marley up on the forklift to repair the motor on the conveyor?
 - a. Smitty
 - b. Scrooge
 - c. Jerry

4. Marley had been killed by the arc blast before he ever hit the ground.
 - a. true
 - b. false

5. What did Fred's brother Timmy dream of becoming?
 - a. a safety professional
 - b. a graphic artist
 - c. a maintenance technician

6. While Scrooge was driving home after arguing with Fred, what did Marley's ghost suggest that he do?
 - a. slow down
 - b. check his mirrors
 - c. buckle his seatbelt

7. Marley's ghost called the dimension he had been cast into after his death the dimension of _____.
 - a. eternal pain
 - b. endless regret
 - c. perpetual guilt

8. The Spirit of Safety Past told Scrooge he was going to take him back in time so he could change his past.
 - a. true
 - b. false

9. According to the Spirit of Safety Present, workers in the present are easily led astray by poor examples of co-workers.
 - a. true
 - b. false

10. After returning from the dimension of the future, Scrooge told Smitty to forget all the shortcuts he had ever shown him.
 - a. true
 - b. false

11. Timmy designed an addition to the shop sign that said _____.
 - a. Take Time For Safety
 - b. Safety Is Everyone's Responsibility
 - c. Safety Is Job #1

Answers To The Review Quiz

1. a
2. b
3. c
4. b
5. b
6. c
7. b
8. b
9. a
10. a
11. c