

PRINCIPLE TO PRACTICE **with David Lynn, CSP**

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

There are five basic safety principles that must be part of any successful safety program: management commitment, employee involvement, worksite analysis, hazard prevention and control and training and development. These concepts are also the key components of OSHA's Voluntary Protection Program. In this live presentation, safety professional and motivational speaker David Lynn discusses 15 real-world, successful techniques that can be used to put these five safety principles into practice. Designed as an awareness level program for safety leaders and managers, the program will help viewers change safety attitudes and culture at their organizations.

PROGRAM OUTLINE

LEARNING AND UNDERSTANDING THE MECHANICS OF SAFETY

- David begins his presentation by telling a story about his son learning to play baseball. After teaching him the basic principles of hitting the ball, David watched a professional hitting coach give his son some "good solid instructions."
- "I thought I'd taught Jacob what he needed to know to hit a baseball," David says, "But in reality, there was far more to learn from the principles I taught him to the techniques and mechanics that he learned."
- He notes that in safety, it is very similar. "I think in general, we all understand basic principles, principles that OSHA teaches with their Voluntary Protection Program—things like management commitment, employee involvement, worksite analysis, hazard prevention and control, training and development."
- "These are basic principles and tenants that OSHA promotes, you know, that help lead a safe work environment," David adds, "But in reality, there's a lot of things that help support and demonstrate those principles to make it successful."
- To be successful, his son had to learn the mechanics of hitting, he says. "Well, we're the same, we have to learn the principles of safety and understand the mechanics to make it work."

MANAGEMENT COMMITMENT

- David says the number one principle in OSHA's Voluntary Protection Program is management commitment. "This is an extremely important principle in the process for leading safety. If you think about it makes sense because if you don't have management commitment, it's hard to get things done."
- "I can also tell you that management commitment does not exist unless you have visible, consistent action," he adds. "People want to be able to see what you believe about safety, not just see what you write down on a piece of paper."

- “They want to be able to see your actions; they want to be able to see it in how you do business; they want to see how you relate to people,” continues David. “So management commitment is one of those elements that allows us to do that.”
- There are three things you can do to help demonstrate management commitment, according to David. “Now, the first thing that makes it easy is to set up a very structured plan, a program for being able to manage safety. So being able to have a structured plan allows you to be able to create an environment where people know what to expect.”
- Structured plans should include OSHA’s Voluntary Protection Program: principles, management commitment, employee involvement, worksite analysis, hazard prevention and control and training development,” he adds. “That plan should be able to show you how these elements work in a program and what you need to do and how you need to do it; that structure allows you to know what to do.”
- “For example, if you have five principles in OSHA’s Voluntary Protection Program, you need to make sure that plan covers how you’re going to handle and make commitment visible. How are going to involve employees; how are you going to analyze work. You know, how are going to put controls in place and how are you going to train people?” asks David.
- He says those are the five you want to cover, but you also need to make sure that you share how those techniques will help support that plan and how you would be able to demonstrate it over time.
- To illustrate the importance of having a sound safety plan, David tells the audience about the structure of rafting expeditions in which “there are rules you have to follow and things you have to do.” The guide will go through everything you need to know, such as what to wear, what to do if you fall out of the boat, etc. “They have a very structured way they explain everything to you.”
- “So in essence, they have a plan to help you get from one end of the river to the other end of the river safely. Safety is similar,” David says. “You’ve got to have a plan that thinks downstream and helps recognize hazards and prevent risks. So that’s one element of safety commitment and how you demonstrate it.”
- He notes that the second thing to keep in mind is to be visible in the process. “Management has to be visible and you need to choose the elements of that plan that you want to be visible.”
- “For example, a rafting guide is very visible. He speaks loud and they tell you what to do and how to do it, and they show you in very explicit detail,” continues David. “So they’re very visible in the process. Now, management needs to be visible as well in their work environment to help make it work.”
- The third element of management commitment David discusses is measured accountability. “You know, we want to be able to hold people accountable and we want to make sure we do things right, but to be able to do that, you’ve got to have a way to quantify things,” he says.
- As an example, David says that when he asks his three sons how they did on their tests in school, the reply is “Ah, it was okay.” He says that is very vague and that he wants to know specifics so he can determine how well they are doing.
- “You know, safety is very similar. Working with OSHA, there were times when I’d go to different sites and they would tell me things,” adds David. “You know, I’d ask them ‘how well are you doing in safety?’ and I’d get vague answers.”
- He says he wanted specifics. “It’s important that as we develop that measured accountability within our safety plans that we know how to count things. We need to know how to keep score so that we can determine how good we’re doing. All of these things help build on the rest of the principles within OSHA’s VPP program.”

EMPLOYEE INVOLVEMENT

- David addresses employee involvement next in his presentation. “I’m sure we’ve all had jobs at times where we felt like we were just punching the clock and we were just another number in a big pile of employees. Well, we want to add value to organizations, so it’s important that we instill some sincerity into our programs by allowing people to take ownership of different processes.”
- “So what I want to challenge you to do is think about how you can add that kind of sincerity to your workforce,” he says, “Because that employee involvement helps generate a climate that is receptive to safety, and there’s three things you can do to help involve employees.”
- David notes that you don’t have to create a safety committee to get people involved. “You can take things that already exist in your program and let people, you know, engage in those processes.”
- He adds that you can get employees involved in things safety audits, safety meetings and job safety analysis “with the point of making sure people feel like they have some ownership in the process because that’s the key to employee involvement. We’ve got to show some sincerity and get people engaged in the different things that go on.”
- “Now, the second thing you can do to get people involved is utilize a mentoring program,” says David. “I mean, if you think back to your work career, I bet everybody in here has had a mentor at some point.”
- David makes the point that one-on-one, peer-to-peer learning is far more effective than sitting in a classroom. “And so what you want to do is utilize that advantage and get people involved that way; find your experienced workers and help them understand the value of being a mentor, and let them share what they know with new employees.”
- “You know people that are new to a job, you know just within the first 60 days are more receptive to being injured,” says David. “So, it’s important to utilize the experience of older workers or more mature workers on site with the people that come on site.”
- “Those guys can understand the value they add; they can help coach people along; and, then they can evaluate new employees,” he continues. “All of that helps people get involved and take ownership of their work.”
- A third way to get people involved is to ask them questions, according to David. “Survey their opinions about things. Now, I’m sure we’ve all taken surveys at one point or another, but it’s important to discover what people really feel about your safety program, the different elements that we’ve discussed so far.”
- He notes that it is important to take that information and determine where to make improvements. “You want to make sure you respond. So, as you see trends in your data that you collect from a survey, you’ve got to make sure that you evaluate those trends and see how you can make a difference, because people want to see a positive change.”
- “So what you have is an opportunity to get people involved in a process; you have an opportunity to let people mentor employees; and, then you have an opportunity to survey how people feel about safety. All of these create an environment that engages a workforce and hopefully helps them feel that they’re more than just a number,” concludes David.

WORKSITE ANALYSIS

Audits

- “Now, audits are very common in any industry, but what you want to be able to do in an audit is not just create a to-do list for somebody,” says David. “You know we want to make sure we go out into our different settings, whether it’s the shop floor or the project out in the field, we want to go out and try to identify risks.”

- He adds that once we identify risks, we need to assign responsibility to correct it and follow up on it, make sure things are corrected. “One of the most frustrating things about doing an audit is discovering that nothing was changed or nothing changed afterwards; you’ve got to make sure there’s teeth to an audit.”
- To demonstrate why an audit must have teeth, Dave recalls a story about having his sons clean their messy room one Saturday. He told them he wanted it clean in one hour and he pointed out exactly what needed to be done, made assignments and gave each son responsibilities.
- He told them that if wasn’t done, he’d be back in a hour and clean it his way with a bunch of trash bags. They didn’t take him seriously and when he returned after an hour, their room was exactly the same.
- Since he had been put to the test and had to live up to his word, David got out the trash bags and bagged up all the toys. “You would have thought the sky was falling,” he says. “These boys went crazy, but what did it do? It did leave an impression on them that they remember to this day.”
- “The idea is that there has to be a process. You have to have clear communication,” adds David. “You’ve got to assign responsibilities, but there has to be consequences.”
- “In an audit program in safety, one of the most frustrating things in the world is to identify things that never get corrected. So, you can’t fall into that trap as a leader in your work environment; so, you have audits that are important because you identify risks,” he says.

Annual Assessments

- David says that while an annual assessment sounds like an audit, it should be thought about in terms of an annual physical.
- “OSHA requires that you do an annual assessment with VPP,” he says. “Other ISO requirements require annual assessments, well, so I think it’s important that we check the health of our program.
- David remembers that when he was sick as a child, he never went to the doctor because his mother was a nurse, “but the weirdest thing was, you know every time I had a birthday, we went and had an annual physical.”
- While he wondered why he was going to the doctor when he didn’t feel badly, “the reality is, in that annual physical, you know, you have a little blood work, you have your blood taken, you get the works, but they’re looking at things beneath the surface,” he says. “You know, they’re trying to determine your health and to determine things that may not have symptoms.”
- David says the same thing exists in a safety program. “You’ve got to look at things, you know, beneath the surface and that’s what an annual assessment is all about. So you’ve got an audit where you’re looking at physical things out in the work environment; you have an assessment where you’re trying to determine the health of a program overall. So, those are two proactive tools.”

Incident Investigations

- Incident investigations are a reactive tool that is a critical part of a program, according to David. While they often involve fatalities and accidents, they aren’t pleasant. “What you do want to do is be able to determine what caused them so you can correct them from recurring.”
- “Because a lot of the places I went (when working with OSHA), if they had looked at the less serious things over the years,” he says, “It could’ve prevented some of the more serious things.”
- “So, in your work environment, you can take the near misses, the first aids and investigate the root causes of those, and help make improvements in your environment. It’s a reactive tool, but it can have a positive impact overall in your safety environment,” continues David.

- When you take these three worksite analysis tools and get management and employees who know how things operate involved, you can make a powerful impact on safety in your work environment, he adds.

HAZARD PREVENTION AND CONTROL

- David says that the way he likes to think of the fourth principle, hazard prevention and control, is that there is risk in everything. “Virtually everything you do, there is some level of risk. You can trip walking to your car; you can hurt yourself tying your shoe, I’ve had people do that, so there’s risks in everything you do.”
- “So, if that’s the case and you have people over here and risk over there, how do you protect people from getting hurt?” he asks. “Well, the key is to have the right controls, or the right barriers and defenses between the person and the risk. And that can help contribute to a safe work environment.”
- David adds that you can help that environment by having good pre-task planning tools by anticipating risks. “You analyze what’s going to occur; you identify where people can get hurt; and, you put the right measures in place to protect people.”
- He then reflects on his previous example of whitewater rafting and how they explain all the rules and requirements for going down the river. “That’s an element of pre-task planning, because they’re explaining what could occur and how to protect yourself.”
- “And that doesn’t end, even when you ride down the river, you know your guide is looking ahead; you know being able to anticipate what could occur and give you instructions the entire time,” David continues. “You know the work environment is very similar.”
- He notes that it is important that we always look ahead, trying to determine what could occur so we can help people protect themselves and give them the right tools to protect themselves. “So, you have a pre-task planning concept that helps you, you know, create that culture injury-free.”
- The second thing you can do is very simple, and that is having good site safety rules, according to David. “A lot of people, a lot of companies may refer to them as different things. It could be the cardinal safety rules; it could be your ten commandments of safety, whatever you want to call it, but the idea is that you have a set of rules that protect people from specific things in their environment where they could be injured.”
- “But the key to having good site rules is not just what you put on paper, but how you enforce it and your expectation for complying with those rules,” he adds, “Because being able to focus on those rules, it generates a culture and a climate that understands that these things are important and we’re going to follow them. So, you know, that supports things like a pre-task plan because you want to make sure you’re following the rules and you’re anticipating risks downstream.”
- David says the third thing you can do in hazard prevention and control is to have good policies and procedures that support the rules and that support your scope of work and the things you do. These include regulatory programs like lockout/tagout and hazard communication that not only cover regulatory ground, but also protect people by putting barriers between them and the risks.
- “Now, the thing is too, if you’ve got 10 volumes of policies and procedures, how effective is that? Not real effective, because it just collect dust on a shelf,” he continues. “So it’s important that your procedures and your policies are concise, and to the point so that you know what they and what they mean and the value they add to the program. That helps make a process successful.”
- In conclusion, David says, “So, when we think about hazard prevention and control, it’s important to make sure we pre-plan, it’s important that we have the right rules in place; and, it’s important that we have the right procedures in place to protect us. And all of that creates a climate that can help us be injury-free.”

TRAINING AND DEVELOPMENT

- David says the fifth and final principle, training and development, is critical because it shows us how we need to do things safely and there are some different techniques that we can use to help do that.
- “Now, I’ve heard by different educators that you only remember 10 to 20 percent of what you hear,” notes David. “I don’t know if that’s true, but I think it’s a good rule of thumb.”
- He says he’s also heard you have to hear something seven times before you actually remember it. “So, if you take those two ideas and merge them together, you can see that it’s important to make sure that we communicate and train people from different directions.”
- Training such as mentoring goes beyond the classroom because it helps support the ideas and the concepts as well as the policies and the procedures you learn in training, according to David. “And so, for this principle to take hold, it’s important that we look at how we train people.”
- “Now, one of the first things we can do is train our leaders. Leadership is all about influence,” he says, “And what better thing do you need to influence than safety?”
- David says we should be able to take the principles he has discussed and teach them to our leaders. “Giving people leadership training shows them how to incorporate regulatory programs like lockout and HazCom and confined space into their normal work environments, whatever that may be. So, leadership training is extremely important; in some ways, that should be that 10 or 20 percent that people remember.”
- “The third thing that I think is critically important that helps educate people is just an overall training or safety communication. That represents the sales side of safety,” adds David. “You know, for example, if you have the best procedures in the world and the best processes in the world, but if you don’t communicate it in multiple ways, you lose an opportunity to make an impact.”
- When it comes to communication, you need to make sure your message goes out in seven different directions, according to David. “It can’t just be an email you distribute to a general distribution list. You’ve got to talk about it; you’ve got to put up posters; you’ve got to be visual about it; you’ve got to communicate from multiple directions and multiple people.”
- “If you take an idea that you’ve got to hear things seven times, I’ve also heard that it takes 21 days to create a habit,” David continues. “Okay, so if that’s true, that means you need to communicate things repetitively over and over again so that people begin to adapt that as their habits, their positive way of doing business.”
- He says that all of that is communication campaign that can build the image and climate you want for safety and to help highlight all the important things people need to know about safety.
- “And it helps develop a culture that can win. And so, if you think about you’ve got training and development that’s critical, you’re training leaders, training them on regulatory programs, and you’re communicating safety in a very powerful way, adds David. “All of those things help contribute to a winning safety culture.”

CONCLUSION

- David closes the presentation with a sport analogy. “We’ve talked about five principles in all these modules. We’ve talked about management commitment, employee involvement, worksite analysis, hazard prevention and control and training and development. All of them represent principles.”
- “So think about this. I have golf bag; I have golf balls; I have golf tees; I have a score card,” he says. “You know, I have what I need to play golf and I have the basic principles in mind.”

- “You just take that little white ball and you hit it into the hole. Now that easy, right?” he asks. “Wouldn’t you all agree? Well, not really. You know, just because I may have the tools to play golf, and I understand the basic principles and rules of golf, does not make me a golfer.”
- “So, the same thing applies to safety. We’ve talked about principles that apply, but really to make a strong safety culture, it’s important that you understand the techniques and mechanics that make those principles work,” David concludes.

PREPARE FOR THE SAFETY MEETING

Review each section of this Leader's Guide as well as the DVD or digital media. 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 and then play it without interruption. Review the program content by presenting the information in the program outline.

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 to discuss 15 real-world, successful techniques that can be used to put the five basic safety principles into practice.

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

Lead discussions about your facility's safety program and how putting the five safety principles discussed in the program into practice to improve it.

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

- How visible commitment of safety leaders, structured plans and measured accountability can encourage the safety efforts of employees;
- How involving employees in the safety process, utilizing mentors and using surveys can create a positive work environment;
- How safety audits, self-assessments and incident investigations can improve an organization's safety program by learning where the risks are and evaluating the control measures used to minimize those risks;
- How an organization's pre-task planning, site rules as well as policies and procedures can be used to create a climate that helps employees to be injury-free;
- How leadership training and safety communication can be used to contribute to a winning safety culture.

PRINCIPLES TO PRACTICE
with David Lynn, CSP
REVIEW QUIZ

Name _____ Date _____

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

1. What is the number one principle in OSHA's Voluntary Protection Program?
 - a. Management Commitment
 - b. Employee Involvement
 - c. Worksite Analysis

2. What was David's son's response when asked how he did on his test at school?
 - a. Okay
 - b. Great
 - c. Awesome

3. David says that there are a high percentage of people injured on the job during the first _____ days of employment.
 - a. 60
 - b. 100
 - c. 150

4. Which technique of workplace analysis is reactive rather than proactive?
 - a. Audits
 - b. Annual Assessments
 - c. Incident Investigations

5. It is important to have policies and procedures that are concise and to the point.
 - a. true
 - b. false

6. What are sometimes referred to as the "10 commandments of safety" put in place that everyone is supposed to know and follow?
 - a. pre-task plans
 - b. policies and procedures
 - c. site rules

7. It typically takes hearing something three times before you remember it.
 - a. true
 - b. false

8. According to David, leadership is all about _____.
 - a. influence
 - b. discipline
 - c. respect

9. How long does David say it takes to create a habit?
 - a. 7 days
 - b. 14 days
 - c. 21 days

ANSWERS TO THE REVIEW QUESTIONS

1. a

2. a

3. a

4. c

5. a

6. c

7. b

8. a

9. c