

I CHOSE TO LOOK THE OTHER WAY: *Three Stories Of Workplace Safety*

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

In this dramatic telling of the popular safety poem "I Chose To Look The Other Way," viewers will witness examples of three common scenarios of workers not speaking up about safety. The storylines feature a failure to follow lockout/tagout, an employee neglecting to wear PPE and a worker choosing not to wear fall protection as the primary causes of incidents that result in fatalities; however, your employees will learn that the root cause of each was a reluctance to speak up. They will be convinced that speaking up about unsafe acts is critical in the prevention of workplace injuries.

PROGRAM OUTLINE

OPENING

- In the opening of the program, three employees make statements about co-workers who died on the job.
- "Jonathan and I grew up together. I guess you could say we were best friends, but what kind of friend stands by and lets the other one die? I could have saved a life that day, but I chose to look the other way," says Steve.
- Jason adds, "I didn't really know Alvin very well. He seemed like a rough character to me, like someone who's bad side you did not want to be on. But that was no reason to let him die. I could have saved a life that day, but I chose to look the other way."

"I was Jeff's supervisor, but I was also his friend. On the day Jeff died, I failed at both and did nothing to save him. I could have saved a life that day but I chose to look the other way," Michael says.

MILL WORKER CRUSHED IN WINDER

- Steve recalls that he and Jonathan had played high school football together and were best friends who had worked at the mill for nearly 25 years.
- He adds that Jonathan was still the star, except at work instead of football. He knew how to do every job at the mill.
- "He was always being asked for help or advice on how to work on complex equipment or improve a work procedure," says Steve. "He was the 'go to guy' to get things done."
- One day, Steve walked past the winder area and saw Jonathan on the winder with the guard off. "Some of the new guys were around also, so I figured he was teaching them the service procedure just like he had taught it to me earlier."
- While Jonathan was instructing the new hires, Steve noticed that the winder intake not been turned off or locked out. "That should have been done first before the guard was even removed," notes Steve. "I thought about saying something about it, but who was I to correct him in front of all the new guys he was training."
- "Besides, maybe I was wrong. Maybe he had found a different way to make the winder safe for service," Steve says. "So I shook it off and went on my way. That's when I heard the winder start up."

- Steve turned around and hurried to the winder in a panic. He tried to pull Jonathan out, but he was already waist deep in the winder.
- “By the time I turned around he was already waist deep in the winder. I ran over there and hit the E-Stop and tried to pull him out, but it was too late. Some friend I was. I could have saved a life that day, but I chose to look the other way,” Steve concludes.

MAINTENANCE WORKER KILLED IN FALL FROM PLATFORM

- Jason remembers that he first encountered Alvin while working maintenance on the third shift. They were preparing to do a job on a platform and Jason stopped to get his fall harness.
- “You don’t need that. Just get up on there and get your work done,” Alvin said to Jason.
- “At that time, everybody on third shift just kind of did their own thing when it came to safety,” says Jason. “Sure, we had PPE and fall protection available, but no supervisors were ever around to make us use the stuff, so no one did.”
- Later, he was moved to first shift and at that time, the company began a big push to reduce injuries and safety became a big concern.
- “After that, it was hard hats and safety glasses everywhere and fall harnesses mandatory on all platforms,” Jason notes. “I was glad really; I felt much safer knowing I wouldn’t fall.”
- One day, Alvin showed up on first shift. Jason hadn’t seen him in months. They were assigned to climb up to a platform and install an overhead pipe assembly.
- Jason recalls that Alvin had on a fall harness, but he didn’t connect his lanyard to anything. “I guess he was trying to look like he was following the safety rules so he wouldn’t get in trouble. Anyway, I caught his eye, as if to remind him to hook up, but I didn’t actually say anything.”
- “I just couldn’t bring myself to speak up,” continues Jason. “I mean, it wasn’t that long ago that I was working without a harness too, plus I didn’t want to make Alvin mad. It happened shortly after that.”
- While the two were preparing to position the assembly from the platform, a co-worker on the ground was using a chain to hoist the pipes while another employee was using a tagline to hold them steady.
- “We were hoisting a pipe assembly with the chain hoist, says Jason. “The pipe was almost in position when the guy holding the tagline tripped and pulled the pipe right towards Alvin and me.”
- “It happened so fast. We were both knocked off the platform. Of course, I was fine, but Alvin—he hit the ground and died on the way to the hospital. I could have saved a life that day, but I chose to look the other way,” concludes Jason.

WORKER WITHOUT HARDHAT STRUCK IN HEAD AND KILLED

- Michael recalls that when he was an hourly employee on the production floor, his supervisor was a “real stickler” about safety who insisted employees wear their PPE anytime they were out in the production areas.
- “We really hated wearing the hard hats, especially in the areas away from the actual production lines where there were no obvious overhead hazards,” says Michael.
- When the supervisor moved to another department, Michael took over his position. “Now I was the one responsible for enforcing the same safety rules I used to complain about,” he says. “Predictably, the guys didn’t like it and really gave me a hard time about it.”
- The workers under Michael continued to grumble about wearing their hardhats. “Eventually, I gave in and agreed to let them skip the hardhats when traveling through the production areas and only enforced the rule when they were actually working on the line,” he concedes.

- “I guess I was trying to be their friend instead of their supervisor and the one responsible for their safety,” continues Michael.
- He adds that he now knows that was a bad idea. “Safety has to be a habit and by selectively enforcing the safety rules I let my workers, my friends, fall out of the habit of wearing their hardhats.”
- One day, the plant’s shipping manager approached Michael’s employees to tell them she had a big order that had to be shipped out that day. She says it’s the material from their production line that is holding up the order.
- Michael’s friend Jeff and the rest of the crew then rushed around to get material moving into the line. They didn’t take the time to put their hardhats on. “There’s just too much stuff moving around out there to work without a hardhat,” says Michael.
- “That would have never happened before,” he adds. “Before I became supervisor, they never would have had them off in the first place.”
- While Jeff was working down the line to make sure everything was running smoothly, a distracted forklift operator turned his lift truck toward a crane carrying a steel I-beam.
- Michael says he was across the aisle when he heard shouting. He looked up to see what was going on just as the forklift struck the I-beam.
- When the forklift hit the I-beam, it spun directly into Jeff’s head, killing him, “It was a real bad scene, but then it got even worse, because Jeff’s wife also works here and she ran over to see what had happened and saw him laying there like that,” says Michael.
- “It was awful. Even now, years later, every time I see her I still have a hard time looking her in the eye. I could have saved a life that day, but I chose to look the other way,” Michael concludes.

THERE ARE NO GOOD REASONS FOR LOOKING THE OTHER WAY

“There were a lot of reasons I didn’t speak up on the day Jonathan died, but none of them make any sense now. There is never a good reason to let someone be in harm’s way,” says Steve.

“I didn’t want to make Alvin mad, so I didn’t point out his unsafe behavior. Well, I can say from experience that it’s better to make someone mad than to watch them die,” Jason says.

“I thought I was being a friend by looking the other way, but you’re not doing anybody any favors by letting them get away with violating safety rules. You are just increasing their chances of getting hurt or worse,” says Michael.

THE POEM, “I CHOSE TO LOOK THE OTHER WAY”

• At the conclusion of the program, Steve, Jason and Michael each recite verses of the poem “I Chose To Look The Other Way,” written by safety professional Don Merrell.

I could have saved a life that day,
 But I chose to look the other way.
 It wasn’t that I didn’t care;
 I had the time, and I was there.

But I didn’t want to seem a fool,
 Or argue over a safety rule.
 I knew he’d done the job before;
 If I spoke up, he might get sore.

The chances didn’t seem that bad;
 I’d done the same, he knew I had.

So I shook my head and walked on by;
He knew the risks as well as I.

He took the chance, I closed an eye;
And with that act, I let him die.
I could have saved a life that day,
But I chose to look the other way.

Now every time I see his wife,
I know I should have saved his life.
That guilt is something I must bear;
But it isn't something you need share.

If you see a risk that others take
That puts their health or life at stake,
The question asked or thing you say;
Could help them live another day.

If you see a risk and walk away,
Then hope you never have to say,
"I could have saved a life that day,
But I chose to look the other way."

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 to encourage employees to speak up when they see a co-worker engaged in unsafe behavior so injuries and fatalities can be prevented.

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

Lead discussions about any injuries or close calls at your facility that could have possibly been avoided had someone spoken up about any unsafe behavior or situation that contributed to the incident.

**I CHOSE TO LOOK THE OTHER WAY:
Three Stories Of Workplace Safety
REVIEW QUIZ**

Name _____ Date _____

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

1. Steve and Jonathan had worked at the mill for nearly 10 years when the incident that killed Jonathan occurred.
 - a. true
 - b. false

2. Steve didn't say anything to Jonathan about the winder because he didn't want to correct him in front of the new hires.
 - a. true
 - b. false

3. Jason said no one on the third shift wore PPE or fall protection because it wasn't available.
 - a. true
 - b. false

4. While on the platform, Alvin had on his fall harness but didn't connect his lanyard to anything.
 - a. true
 - b. false

5. Alvin and Jason were knocked off the platform when their co-worker holding the tagline tripped and pulled the pipe assembly into them.
 - a. true
 - b. false

6. Michael's supervisor required Michael and his co-workers to always wear hardhats.
 - a. true
 - b. false

7. Michael says he agreed to let his crew skip wearing hardhats while traveling to and from the production area because he was trying to be their friend instead of their supervisor.
 - a. true
 - b. false

8. Michael said what made the scene worse when the I-beam struck Jeff in the head was that the forklift also ran over him while he was lying on the ground.
 - a. true
 - b. false

9. Steve says there are only a few good reasons for letting somebody be in harm's way.
 - a. true
 - b. false

10. Michael says that by looking the other way when it comes to safety rules, you are just increasing the chance of someone getting hurt.
 - a. true
 - b. false

ANSWERS TO THE REVIEW QUESTIONS

1. b

2. a

3. b

4. a

5. a

6. a

7. a

8. b

9. b

10. a