

Training and Risk Management Newsletter

Harvey B. Lermack & Associates

Inside this issue

- How to prepare your line managers and subject matter experts to act as effective trainers. P. 1.
- Some good web sites for education and training reference materials. P. 1.
- Investigate both injuries and near misses to learn how to prevent accidents. P. 2.

In the next issue

- Before you can train your employees to work safely, you need to get their attention. We'll discuss how to do that.
- The top 10 skills required of good leaders, according to a recent survey.

Leverage your training resources by preparing managers to be trainers.

Training Your Trainers

SUPERVISORS and managers are frequently called on to train employees. This training may be in a formal classroom format—such as apprenticeship classes, safety courses, or technical training. Or it may be conducted by supervisors during the course of daily business—orienting new employees, or teaching them new skills and updating old ones.

Furthermore, some training may be provided by subject matter experts—techies who may or may not be skilled in transferring their knowledge and expertise to others.

Usually, these people are called on to provide training despite never having been taught how to do so.

Sometimes this works out well.

Some people are naturally outgoing, and are interested in doing a good job. But all too often, these people are thrown in over their heads, and wind up giving the task less than their best.

In order to ensure that training is conducted effectively, consider training the people who are providing the instruction.

In our train-the-trainer courses, we cover and stress the following topics, many of which have been discussed in previous editions of this newsletter:

- Adult learning principles
- Platform training skills
- Group facilitation skills
- Instructional objectives

- Evaluation, measures and tests
- Credibility
- Handling adverse situations

And most importantly, prospective trainers must have the opportunity to practice the new skills they have learned, using the materials they will actually be presenting.

By training your instructors, including supervisors, managers and subject matter experts, you will enable them to successfully convey the necessary information to the workforce.

For more information, please contact me.

Improve your training by researching ...

Education and Training Web Resources

In the last issue, we provided some web sites for environmental, safety and health information.

Following are web resources for education and training information.

Information is also available on training vendor web sites, which are not included here.

Training Supersite—<http://www.trainingsupersite.com/> This site is sponsored by Bill Communications, publishers of Training Magazine.

Presentations Magazine—<http://www.presentations.com/>

This site (and Presentations Magazine) usually has some great tips on giving effective presentations.

American Society for Training and Development—www.astd.org/

This is the leading training organization in the country. The web site provides a lot of useful training and reference materials.

Society for Human Resource Management—www.shrm.org/

Likewise, SHRM is one of the preeminent human resources management societies.

International Society for Performance Improvement (ISPI) - www.ispi.org/
This group is bit more technically oriented;

the site may appeal to those who want to get into training theory in a bit more depth.

Harvey Lermack's Faculty Web Site: <http://faculty.philau.edu/lermackh>

In addition to information about courses at Philadelphia University, this site also provides a list of web links contributed by students and faculty on a range of business topics, including strategic planning and management, key business periodicals, company industry and financial research sites, international business sites, and information about doing business in specific regions and countries.

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For more information, or for copies of recent publications or handouts which describe our products, services and projects in more detail, send me an electronic mail message. Include your electronic and business address, and phone number.

Harvey B. Lermack & Associates is a professional education, training and consulting firm. Our mission is:

- *To help organizations improve risk management, environmental, health and safety performance through innovative training and education programs. The key result—your employees know how to identify, assess, and manage the risks at their workplace, reducing incidents and costs and improving productivity.*
- *To help organizations develop leaders at every level by delivering effective professional development training. The key result—leaders who bring a strategic focus to their daily and long-term activities.*
- *To ensure the success of these and other training and development efforts by utilizing innovative performance management techniques, working with individuals and small groups to ensure changed behaviors. The key results—safer operations, better performance, and reduced costs.*

My associates and I bring extensive industrial, academic, training and consulting experience to this unique mission.

Do a Better Job in Analyzing Safety ...

Near Misses Provide Vital Safety Information

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Training and Consulting Services

Risk Management Training
Behavioral Safety
Environmental, Health & Safety Programs
Strategic Planning and Management Skills
Leadership Skills for the 21st Century
Managing Change
Performance Management
Effective Networking & Alliances
Cultivating Influence
Coaching and Counseling Skills
Facilitation Skills for Teams and Meetings
Developing & Delivering Effective Training Programs
Balancing Work, Family and Career, and Time Management
Personal Skills Development

Most organizations spend a lot of time investigating accidents—especially what happened and who did it. Unfortunately, this is often an exercise to affix blame. The correct reasons to investigate accidents are to identify the root causes, to fix them, and to prevent similar accidents from occurring.

In order to achieve this, we need to analyze all the information that's available. That includes not only accident data, but also the circumstances surrounding near misses. Because when you think about it, the only difference between an accident and a near miss is luck. And perhaps the next time we won't be so lucky.

In fact, consider the National Safety Council's safety pyramid, which states that:

For every fatality, there are:

- 29 serious injuries
- 300 near misses, many

of which involve property damage

- 3000 underlying hazards, any of which could result in a near miss, serious injury or fatality

It should be obvious that the more we learn about the hazards at work, the more likely we are to eliminate the hazards that may result in serious injuries and fatalities. And overlooking near misses ignores a great source of such data.

Now, the first trick is to get every employee and supervisor to report near misses. This can only occur if everyone feels secure that there will be no recriminations; and if they understand the value of the data and the commitment to use it to avoid future accidents.

Every investigation, whether reviewing an accident or a near miss, should follow these **10 Critical Steps to**

Accident Investigation:

1. Emergency response—report the incident immediately and get medical assistance for the injured
2. Secure the area and equipment, to prevent further injury or damage
3. Identify potential witnesses
4. Use a prepared investigation kit
5. Collect evidence and record it, and complete necessary forms
6. Conduct interviews
7. Review and analyze all information and data
8. Prepare investigation report
9. Implement corrective actions—both immediate and permanent
10. Follow-up to ensure corrective actions are in place and effective

If you would like further information about training your supervisors to investigate accidents and near misses, please contact me.