

Larkin Safety Minute

When supervisors talk about safety—accidents go down.



Make sure your supervisor has something important to say...

Larkin Safety Minute

world's best safety research

illustrated for supervisors' safety talks

January 2019

Contents

Supervisors Reduce Accidents page 3



sample #1: *Shift Handover* page 5-6



sample #2: *Lockout/Tagout* page 8-9



sample #3: *Inexperienced Employees* page 11-12



sample #4: *New Risks Need New Plan* page 14-15

Monthly License Includes Four Things page 17

Building a *Larkin Safety Minute* page 18

Research Behind the Page Design page 19

Fee: Monthly License *Larkin Safety Minute* page 20

License Details: *Larkin Safety Minute* page 21

The Larkins page 22

Supervisors Reduce Accidents

When supervisors talk about safety—accidents go down.



$$r = -0.65$$

The correlation between supervisors' informal conversations about safety and serious accidents in eight Dutch chemical plants.

Sico van As: "Communication and Industrial Accidents," SOM Research Report, University of Groningen, The Netherlands.
<http://irs.ub.rug.nl/ppn/228120691>.

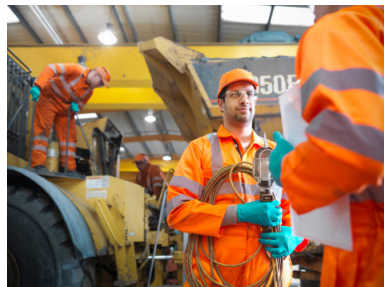
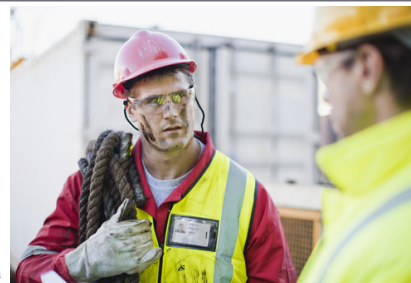
Only 2% of employees will change their behavior based on anything they read.

70% of employees who change their behavior do so after a face-to-face conversation with their supervisor.

Rogers, E. M.: *Diffusion of Innovations*, New York, The Free Press, 1962.

Clampitt, Phillip G.: "Employee Perception of the Relationship Between Communication and Productivity: A Field Study," *The Journal of Business Communication*, vol. 30, no. 1, 1993, p. 5-27.

<http://postgradicm.wikispaces.com/file/view/Clampitt+P+&+Downs+C+%281003%29+%27Employee+perceptions+of+the+relationship+between+communication+and+productivity%27.pdf>



Compliance with written safety standards (PPE) climbed from 47% to 74% when supervisors personally asked for the compliance.

Wogalter, Michael S.; Vincent C. Conzola; Tonya L. Smith-Jackson: "Research-Based Guidelines for Warning Design and Evaluation," *Applied Ergonomics*, vol. 33, 2002, p. 219-230.
<http://www.who.int/ctc/guidelines/ArtElevenWogalterNine.pdf>

When supervisors talk about safety, unsafe acts go down.



supervisors informal conversations about safety	unsafe material handling	$r = -0.75$
	unsafe electrical work	$r = -0.81$
	failing to use PPE	$r = -0.86$

Zohar, Dov and Gil Luria: "The Use of Supervisory Practices as Leverage to Improve Safety Behavior: A Cross-level Intervention Model," March 2003
<http://www.sciencedirect.com/science/article/pii/S0022437503000781>

Sample #1
Shift Handover

World's best safety research

Illustrated for supervisors' safety talks

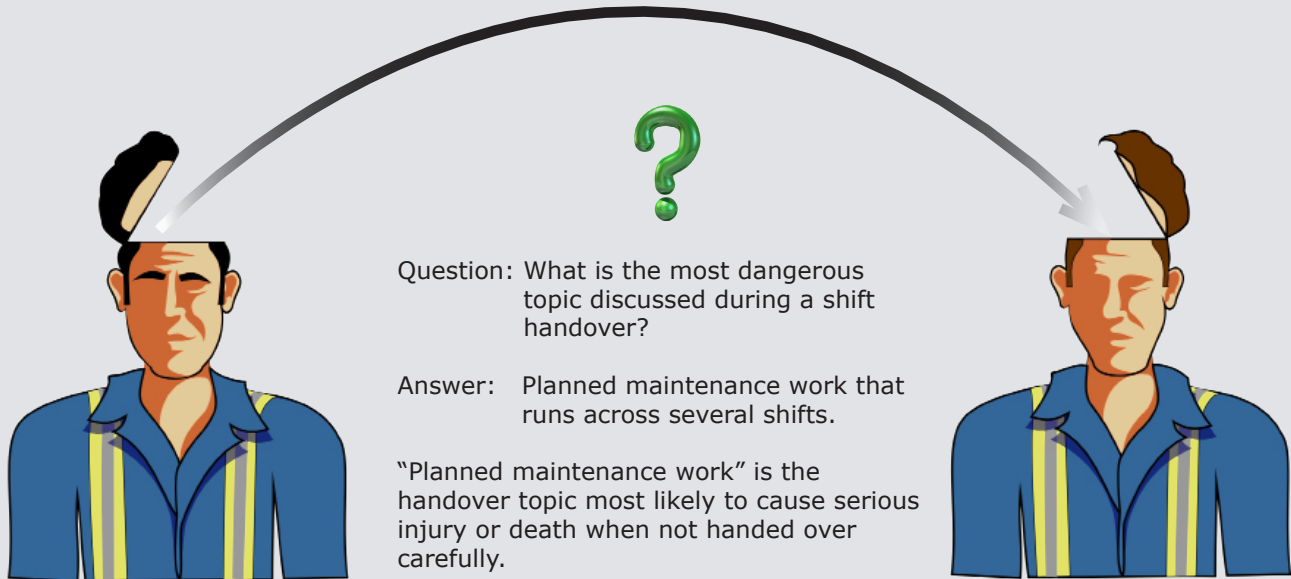
Test this sample with your supervisors

Shift Handover

50% of all operating mistakes happen in the first 30 minutes after a handover.

Why?

Because the person coming on doesn't get the handover he or she needs.



Best Shift Handovers

Best Shift Handovers Use Two Types of Communication: Log Book + Face-to-Face Conversation

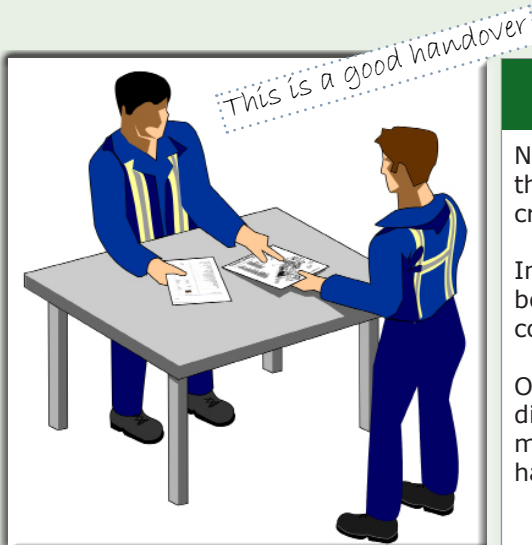
Log Book

NOT a blank book with handwritten notes.

Instead, best log books are visual.

The best use:

- areas maps
- checklists
- equipment icons
- diagrams of processes
- risks in color (highest to lowest)
- thumbnails of active work permits



Face-to-Face

NOT good enough to just leave the log book for the oncoming crew to read.

Instead, best handovers use log book together with a face-to-face conversation.

On average, face-to-face discussions clarify 3 serious misunderstandings during each handover.

Supporting Information

Talking Points - Shift Handovers

Is this true for us:

"50% of mistakes happen in the first 30 minutes of a shift"?

Should we be worried about handing over "planned maintenance"?

"Planned maintenance running across shifts is the most dangerous handover topic."

Research shows a blank handover book with only handwritten notes is not best practice.

Can we make a new handover book that is more visual:

- icons for equipment
 - maps
 - thumbnails for open work permits
 - colors for risk levels
-with places for handwritten notes next to each visual

Do we use a handover book INSTEAD of a face-to-face conversation?

Research shows you need both (log book + face-to-face).

3 big mistakes clarified in each face-to-face handover conversation

Fifty Percent of Operating Mistakes Happen in the First 30 Minutes on the Shift

Study details:



- air traffic controllers
- 3,222 controller errors between 1988 and 1994
- FAA's Operational Error/Deviation system database
- sponsored by U.S. FAA (Federal Aviation Administration) and NASA (National Aeronautics & Space Administration)

Rocco, Pamela S.: "The Role of Shift Work and Fatigue in Air Traffic Control Operational Errors and Incidents", January 1999.

www.dtic.mil/cgi-bin/GetTRDoc?AD=ADA360730

Best Handovers Use Log Book + Face to Face

Study details:



- study of shift handovers during the MER Mission (Mars Exploration Rover)
- MER landed two robot rovers on Mars

Parke, Bonny and Andrew Mishkin: "Best Practices in Shift Handover Communication: Mars Exploration Rover Surface Operations", October 2005.

<http://www.docstoc.com/docs/50919414/BEST-PRACTICES-IN-SHIFT-HANDOVER-COMMUNICATION-MARS-EXPLORATION-ROVER>

Biggest Handover Mistake: Planned Maintenance

Study details:



- examined five serious accidents where handover problems were a contributing factor
- industries studied: offshore oil & nuclear power
- conclusion: "All incidents involved planned maintenance work."

Lardner, Ronny: "Effective Shift Handover - A Literature Review", *Offshore Technology Report - OTO 96 003*, U.K. Health & Safety Executive, Offshore Safety Division, June 1996.

<http://www.hse.gov.uk/research/otopdf/1996/oto96003.pdf>

Three Misunderstandings Corrected During Face-to-Face Conversations

Study details:



- nuclear reprocessing plant
- shift handovers by production supervisors
- handovers were tape recorded and observed
- total of 16 taped handovers with face-to-face conversations plus log books
- average of 2.66 misunderstandings clarified in each face-to-face turnover conversation

Lardner, Ronny: "Effective Shift Handover - A Literature Review", *Offshore Technology Report - OTO 96 003*, U.K. Health & Safety Executive, Offshore Safety Division, June 1996.

<http://www.hse.gov.uk/research/otopdf/1996/oto96003.pdf>

Complimentary - Anyone May Use This Larkin Safety Minute With Their Supervisors

Sample #2
Lockout/Tagout

World's best safety research
Illustrated for supervisors' safety talks
Test this sample with your supervisors

Lockout/Tagout

Why do people die in lockout/tagout accidents?

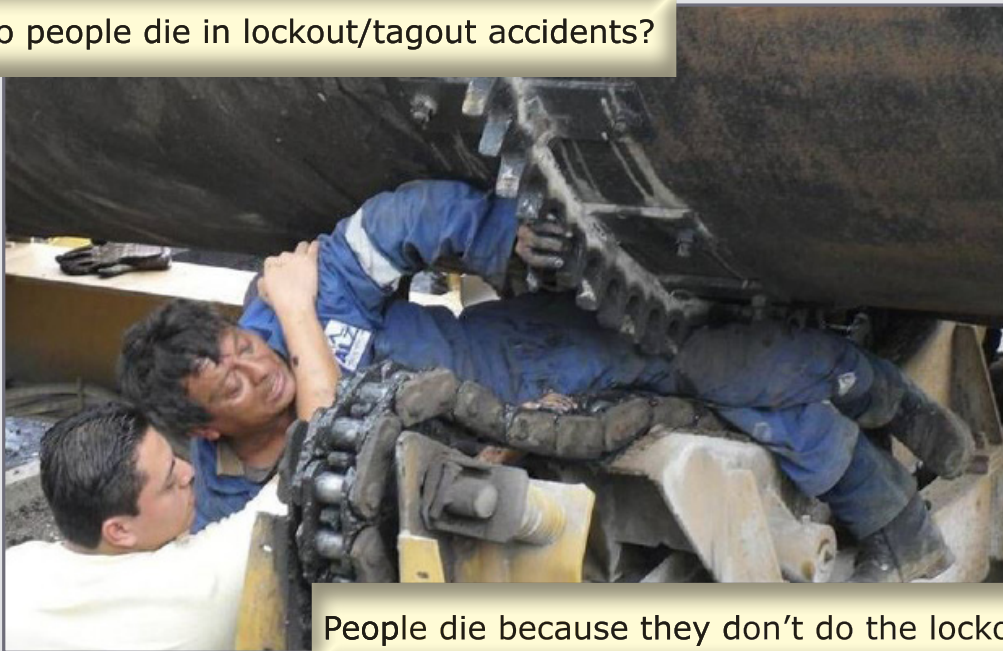
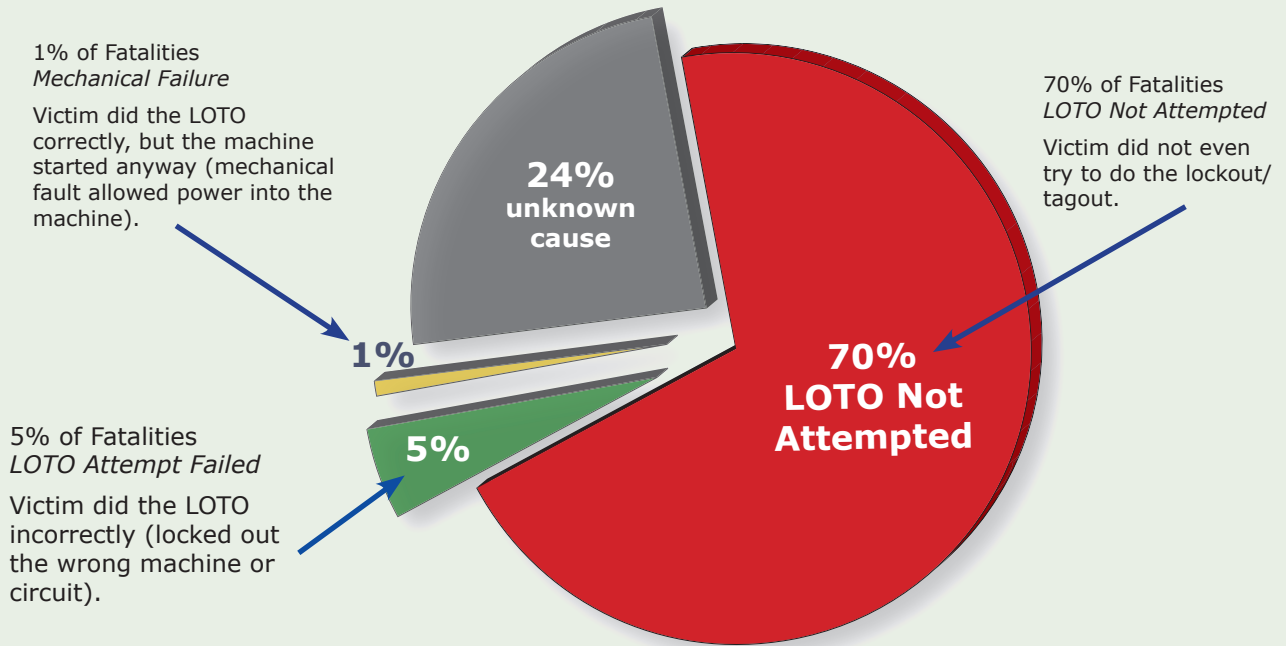


Photo credit: Jack Benton

People die because they don't do the lockout/tagout.

624 Lockout/Tagout (LOTO) Fatalities



Lockout/tagout saves lives when people do it.

Supporting Information

Talking Points - Lockout/Tagout

Where are we NOT doing LOTO and eventually someone is going to get hurt?

Can we make our lockout/tagout procedures faster and easier?

When we see someone working without LOTO, do we say something?

- On average, employees "say something" only 40% of the time they see something unsafe.
- Are we more or less than this 40%?

The main point of this research:

- 70% of the people who die in lockout/tagout accidents
- did not even try to do the LOTO

LOTO may be a hassle, but it's better than this.

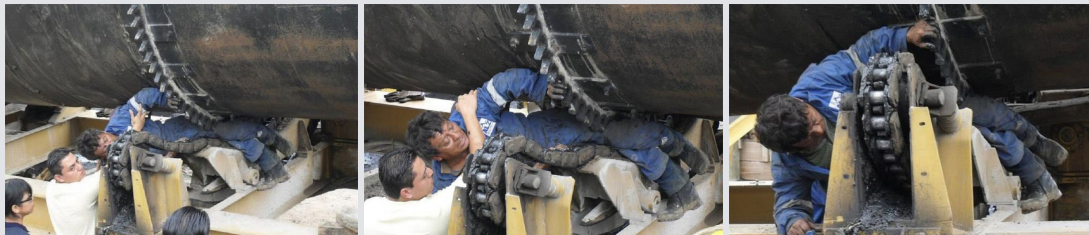


Photo Details

"Safety Photos of the Year: 'Why Lock-Out, Tag-Out is Vitally Important'"

EHS Safety News America

Jack Benton

<http://ehssafetynews.wordpress.com/?s=safety+photo&submit=Search>

Study of Lockout/Tagout (LOTO) Fatalities

Study details:

- analysis of OSHA accident investigation reports
- studied only fatalities involving lockout/tagout
- 624 total LOTO fatalities
- U.S. manufacturing companies
- 1984 to 1997

Bulzacchelli, Maria T.; Jon S. Vernick, Gary S. Sorock, Daniel W. Webster, and Peter S.J. Lees: "Circumstances of Fatal Lockout/Tagout-Related Injuries in Manufacturing," *Journal of Industrial Medicine*, vol. 51, 2008, p. 728-734.

<http://onlinelibrary.wiley.com/doi/10.1002/ajim.20630/abstract>

Why
We
Need
Supervisors'
Help....
Regulations
Are Not
Working

Regulations Are Not Working

In 1990, the U.S. Occupational Safety & Health Administration (OSHA) passed a Lockout/Tagout regulation.

Dr Bulzacchelli studied the rates of LOTO-related fatalities before the OSHA regulation was imposed and after the OSHA regulation was imposed.

The result? A very small increase in LOTO-related fatalities AFTER the OSHA regulation was imposed.

Dr Bulzacchelli concluded, "There is no evidence that the lockout/tagout standard decreased fatality rates...."

Bulzacchelli, Maria T.; Jon S. Vernick, Gary S. Sorock, Daniel W. Webster, and Peter S.J. Lees: "Effects of the Occupational Safety and Health Administration's Control of Hazardous Energy (Lockout/Tagout) Standard on Rates of Machinery-Related Fatal Occupational Injury," *Injury Prevention*, vol. 13, 2007, p. 334-338.

http://www.experts.scival.com/jhu/pubDetail.asp?t=p m&id=17916891&n=Daniel+Webster&u_id=970

Sample #3
Inexperienced Employees

World's best safety research
Illustrated for supervisors' safety talks
Test this sample with your supervisors

Inexperienced Employees



Inexperienced Employee Twice as Likely to be Injured

An inexperienced employee...

(less than one year experience at the company)

....is almost twice as likely to be injured as someone with one year or more experience.

In this study, employees with less than one year of experience were only 7.6% of the workforce....

BUT

....these inexperienced employees were 14% of all medical-treatment injuries.



Supervisors need to keep one eye on the inexperienced employee.



Problem is Experience Not Age

The increased risk is NOT caused by age.

Older employees were just as likely to be injured as younger employees, if the older employee had less than one year of experience.

Supporting Information

Talking Points - Inexperienced Employees

Do we have new people (less than one year experience) at our site?

- contractors or employees
- anyone at our site for the first time

Around 50% of fatalities involve employees with less than one year of experience.

Being older is no protection—older employees are just as likely to be injured as young employees IF they are new to the site.

People who have worked here a long time think the safest way to do things is obvious. It is NOT obvious.

To a new person it's not obvious at all.

Experienced employees need to watch anyone new to our site.

Metal Mining: Employees With Less Than One Year Experience are 56% of Fatalities

- study based on data from MSHA (U.S. government Mine Safety & Health Administration)
- fatalities in USA metal mining
- 56% of these fatalities were employees with less than one year of experience doing that particular task

Ross, Jamie: "Three Lessons from 2009 Mining Fatality Statistics," *Mining Man* (Blog) July 10, 2010.

<http://www.miningman.com/Blog/July-2010/Three-Lessons-from-2009-Mining-Fatality-Statistics>

Construction Workers in China: 50% of Injuries Happen in the First 10 Weeks an Employee is at the Site

Study details:

- 136 construction companies in Southern China
- 209 injuries
- 98 fatalities
- 47.5% of the combined injuries and fatalities happened to employees working at that construction site 10 weeks or less

Wang, Yousong; Yan Zhang; Sun Wah Poon; and Haiying Huang: "A Study of Construction Site Accidents," March 18, 2011.

[cibworld.xs4all.nl/dl/publications/Publ274/WANG.DOC](http://www.cibworld.xs4all.nl/dl/publications/Publ274/WANG.DOC)

Study Details

Study details:

- sample included 15,000 employees in USA coal mines
- sample included underground mines, open-cut mines, and coal processing plants
- injuries were those requiring medical attention
- employees with less than one year's experience at present company were 82% more likely to be injured
- Study is rare because while many other studies show increased injuries among inexperienced employees, these other studies do not show whether the higher accident rate happened because these injured employees were "inexperienced" or because they were typically "younger".
- This study had a large enough sample (15,000 employees) to include older employees who were also inexperienced.
- These older employees had the same accident rate as the younger employees if the older employees were inexperienced.
- researchers from U.S. Bureau of Mines

Butani, Shail J.: "Relative Risk Analysis of Injuries in Coal Mining by Age and Experience at Present Company," *Journal of Occupational Accidents*, vol. 10, 1988, p. 209-216

<http://www.sciencedirect.com/science/article/pii/0376634988900144>

Sample #4
New Risks Need New Plan

World's best safety research
Illustrated for supervisors' safety talks
Test this sample with your supervisors

New Risks Need New Plan

Question: Why do military jets crash?

Answer: Pilots believe they can handle an unexpected risk without changing the flight plan.



Photo credit: South African Airforce

Your employees can handle unexpected risks. Right?
Just like this guy.

The Pattern for a Crash

1. Pilot takes off with an agreed flight plan.
2. Something unexpected happens:
 - bad weather
 - instrument failure
 - unanticipated aircraft traffic
3. Pilot decides he/she can handle this new risk without changing the original flight plan.
4. Pilot cannot adapt fast enough—plane crashes

54% of pilot decisions leading up to a crash or near-miss follow this pattern.

Lesson for Supervisors

Employees are too confident about their ability to handle unplanned risks.

In this study, most pilots:

- saw the new risk
- understood the new risk
- but....believed they could manage it without any change to the existing plan

When significant unplanned risks appear:

- stop the work
- redo the plan—controlling the new risk
- restart the work with the new plan

Supporting Information

Talking Points - New Risks Need New Plan

Fighter pilots are very confident people—that's why they crash.

- They think they can handle an unexpected risk without changing the plan.
- They can't....
- 54% of pilot decisions just before a crash come from overconfidence.

Everyone has a plan today.

But what do we do when unexpected risks pop up?

- Do we keep going—confident we can handle the new risk with the old plan.
- Or, do we stop work and make a new plan.

Don't let overconfidence get you or anyone else killed.

Stop and redo the plan.

Study of Military Aircraft Accidents/Incidents

Study details:

- military aircraft in the French Air Force (Armée de l'Air)
- analysis of 30 accident and incident investigations
- investigations published by the Bureau Enquêtes Accident Défense-air

Bourgeon, Léonore; Claude Valot; Anthony Vacher; and Claude Navarro: "Study of Perseveration Behaviors in Military Aeronautical Accidents and Incidents: Analysis of Plan Continuation Errors," *Proceedings of the Human Factors and Ergonomics Society, 55th Annual Meeting, 2011*, p. 1730-1734.

<http://pro.sagepub.com/content/55/1/1730>



Most Pilots Saw and Understood the New Risk

In the study of French Air Force aircraft accidents and incidents:

- 20% of the time—pilots stayed with the original flight plan because they did not notice the new risk.
- 26% of the time—pilots noticed the new risk, but did not really understand the consequences. They saw but misunderstood the risk.
- 54% of the time—pilots noticed the new risk, understood its consequences, but believed they were skilled enough to handle the new risk without making any changes to the flight plan.

Source same as above.



Photo Credit: Fighter Pilot Ejecting

Photo details:

- Lt Maryke Lynn
- Aeronautical Society of South Africa
- South African Air Force

<http://www.af.mil.za/news/2006/031.htm>



sa air force
Department:
Defence
REPUBLIC OF SOUTH AFRICA

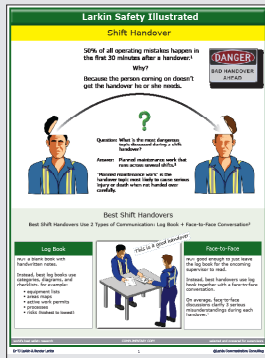
Larkin Safety Minute

Background - Fee - Details

Monthly License Includes Four Things	page 17
Building a <i>Larkin Safety Minute</i>	page 18
Research Behind the Page Design	page 19
Fee: Monthly License <i>Larkin Safety Minute</i>	page 20
License Details: <i>Larkin Safety Minute</i>	page 21
The Larkins	page 22

Monthly License Includes Four Things

1. Larkin Safety Minute



- one each week
- 52 a year
- topics selected and illustrated for supervisors' safety talks

2. TJ Quarterly Conference Phone Call



TJ will contact a person or group of your choice (4 times each year).

Discussing the past quarter's *Larkin Safety Minute*:
 "Were topics relevant?"
 "Easy to deliver?"

Getting your advice on future topics:
 "Topics your supervisors want?"
 "Topics your leaders want?"

Discussing any other safety communication issues.

3. TJ Yearly Face-to-Face Meeting

(for those holding monthly licenses for 12 months)



TJ's presentation:
Communicating Safety (customized for your company)

- 1.5 hours
- see video samples (<http://www.larkin.biz/videos.php>)
- any size audience
- only additional expense is travel

or

TJ's Face-to-Face meeting with:

- leadership team
- HSE professionals
- supervisors

4. Safety Communication Log

Number	Topic	Thumbnail	Supervisors Delivered This Topic on	Major Points
#1	Shift Handover		May 2	80% of all operational mistakes happen in the first 30 minutes of a shift. Most dangerous handover topic is communication (aka missing over, wrong or off). Best handovers use: • written handover document with a check-off and handover procedure. • discussing the handover document.
#2	Lack of Input		May 8	Likelihood of input drops when people do it. 80% of the people who die in 1995 accidents didn't have a voice in the 1990s. Only 1% of the people who die in 1995 accidents did in 1990s. And a handwritten note caused the equipment to start up anyway.
#3	Disempowered Employees		May 13	New employees (less than one year) are 10x more likely to have a serious accident than more experienced employees. Age is not the problem. Even older employees (70+ years) are 10x more likely to have a serious accident.
#4	New Shift Starts New Plan		May 22	Why do fighter pilots crash their jets? When they see a new jet—they don't stop and take a new flight plan. (Caused by 50% of crashes and serious near misses). Lesson for employees when you see a new job—stop and take a new plan.

Safety Communication Log shows:

- safety topics
- thumbnails
- dates delivered by supervisors
- major points delivered

Safety Communication Log can be emailed:

- monthly
- quarterly
- yearly

Use for internal or external safety audits.

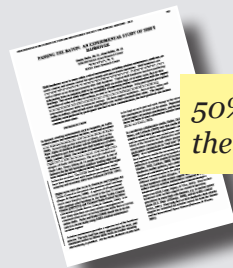
Building a *Larkin Safety Minute*

1. We Study Safety Research—Looking for Results Relevant for Supervisors



Risk: Health, Safety & Environment	Accident Analysis and Prevention	Human Factors	Journal of Safety Research	Risk Analysis: An International Journal
Journal of Occupational Health Psychology	Journal of Health Communication	International Journal of Environment and Health	Health, Risk & Society	Journal of Accident Investigation
Implementation Science	Fire Safety Journal	Annals of Occupational Hygiene	International Journal of Workplace Health Management	New Solutions
EHS Journal	Reviews of Human Factors and Ergonomics	Risk Management	Work and Stress	African Newsletter on Occupational Health and Safety
Proceedings of the Human Factors & Ergonomics Society Annual Meeting	Indian Journal of Occupational and Environmental Medicine	Scandinavian Journal of Work, Environment, and Health	Journal of Health, Safety and Environment	Risk, Decision and Policy

2. Condense Results Into One Useful Conclusion



50% of all operational errors happen in the first 30 minutes after a handover

3. Illustrate the Conclusion In a Easy-to-Talk-About Design

Larkin Safety Illustrated - Shift Handover

50% of all operating mistakes happen in the first 30 minutes after a handover!

Why?
Because the person coming on doesn't get the handover he or she needs!

Question: What is the most dangerous, overlooked error in a handover?
Answer: Poor handover and poor communication skills.

Best Shift Handovers: 7 Types of communication can help a Team to Pass Information!

- Look at the Handover:**
 - Handwritten notes
 - Handwritten notes on a board
 - Handwritten notes on a board
 - Handwritten notes on a board
 - Handwritten notes on a board
 - Handwritten notes on a board
 - Handwritten notes on a board
- Look at the Handover:**
 - Handwritten notes
 - Handwritten notes on a board
 - Handwritten notes on a board
 - Handwritten notes on a board
 - Handwritten notes on a board
 - Handwritten notes on a board
 - Handwritten notes on a board

4. Supporting Information and Talking Points on a Second Page

Larkin Safety Illustrated - Shift Handover

Background Information

Talking Points - Shift Handovers

Supervisor:

- Is this what you do 70% of the time after a handover?
- Should you be worried about this? Why?
- Handwritten notes on a board
- Handwritten notes on a board
- Handwritten notes on a board
- Handwritten notes on a board
- Handwritten notes on a board
- Handwritten notes on a board

Employee:

- Research shows a handover book with only handwritten notes is not best practice
- Handwritten notes on a board
- Handwritten notes on a board
- Handwritten notes on a board
- Handwritten notes on a board
- Handwritten notes on a board
- Handwritten notes on a board

Research Behind the Design

Larkin Safety Illustrated

Shift Handover

Point Size
large enough to read if projected onto a screen

Complexity
writing is grade level 5 to 7
(60% of adults read at this level)

Verdana Font
designed for reading online

50% of all operating mistakes happen in the first 30 minutes after a handover.

Why?

Because the person coming on doesn't get the handover he or she needs.



Drawing
increases attention, comprehension, and recall (improvement over text alone is between 100% and 600%)

Color
increases time spent on page by 21%



Question: What is the most dangerous topic discussed during a shift handover?

Answer: Planned maintenance work that runs across several shifts.

"Planned maintenance work" is the handover topic most likely to cause serious injury or death when not handed over carefully.



Dot Points
2.5 times more people will read dot-point text compared with a solid paragraph

Best Shift Handovers

Shift Handovers Use Two Types of Communication: Log Book + Face-to-Face Conversation

Line Length
3 1/2 inch (9 centimeters) best length for reading ease and accuracy

Log Book

NOT a blank book with handwritten notes.

Instead, best log books are visual.

The best use:

- areas maps
- checklists
- equipment icons
- diagrams of processes
- risks in color (highest to lowest)
- thumbnails of active work permits



Face-to-Face

NOT good enough to just leave the log book for the oncoming crew to read.

Instead, best handovers use log book together with a face-to-face conversation.

On average, face-to-face discussions clarify 3 serious misunderstandings during each handover.

Dr TJ Larkin & Sandar Larkin

page 1 of 2

No Large Text Blocks

maximum number of lines in any single paragraph is 6 or 7 lines

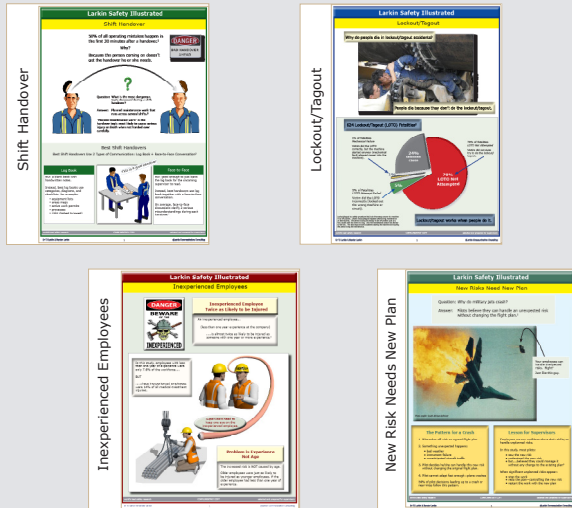
if the eyes can scan a text block in one fixation—the reader assumes the text is thematically linked

a single fixation = 6 or 7 lines of type

Fee: Monthly License for *Larkin Safety Minute*

(see page 17 for details)

1. *Larkin Safety Minute* (one each week - 52 a year)



2. TJ Quarterly Conference Telephone Call

See page 17 for details.



3. TJ Presentation or Face-to-Face Meeting

For those holding monthly licenses for 12 months.

See page 17 for details.



4. Safety Communication Log

See page 17 for details.

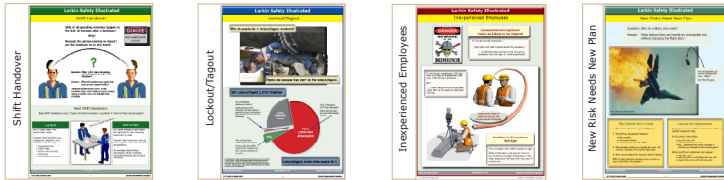
Number	Topic	Thumbnail	Supervisors Delivered This Topic On	Major Points
#1	Shift Handover		May 2	50% of all operational situations happen in the first 30 minutes of shift. Most dangerous handover topic is: communication with incoming/outgoing shifts. Best handover can: • utilize handover document with a structured format for communication • discuss the handover document
#2	Lockout/Tagout		May 4	Lockout/tagout works when people do it. 30% of the people who die in OSHA accidents didn't even attempt the OSHA lock, tag or test before the equipment is started up anyway.
#3	Inexperienced Employees		May 13	New employees (less than one year) are the most vulnerable and most likely to have a serious accident than more experienced employees. Age is not the problem. Even older workers are likely to have a serious accident.
#4	New Risk Needs New Plan		May 22	Why do fighter jets crash their jets? What else have a jet crashed (they don't stop crashing as jets are still crashing and crashing near rivers) Lesson for employees when you face a new risk: stop - make a new plan.

Monthly Licensing Fee Depends on the Number of Employees in Your Company or Business Unit

Number of Employees (employees = full time + part time + contractors)	Monthly Licensing Fee for This Many Employees
More than 100,000 employees	US\$8,000 a month
50,001 to 100,000 employees	US\$5,000 a month
25,001 to 50,000 employees	US\$2,500 a month
10,001 to 25,000 employees	US\$1,800 a month
5,001 to 10,000 employees	US\$1,500 a month
1,000 to 5,000 employees	US\$ 900 a month
Below 1,000 employees	US\$ 600 a month

License Details: *Larkin Safety Minute*

One *Larkin Safety Minute* each week



Dr TJ Larkin

quarterly conference
phone call

See page 17 for details.



Dr TJ Larkin

Presentation or
Face-to-Face Meeting

For those holding monthly
licenses for 12 months.

See page 17 for details.



Safety
Communication Log

Week	Topic	Standard	Responsible Party	Major Points
41	Shift Handover	OSHA 1910.141	J. Larkin	Shift handover is a critical time for safety. All workers must be present and attentive. The outgoing supervisor must provide a clear and concise summary of the work being performed, including any hazards or safety concerns. The incoming supervisor must acknowledge the summary and take responsibility for the safety of the work.
42	Lockout/Tagout	OSHA 1910.147	J. Larkin	Lockout/Tagout is a critical safety procedure. All workers must be trained and certified in LOTO. The LOTO procedure must be followed exactly, and all workers must be notified of the LOTO status. The LOTO must be removed only by the authorized person who applied it.
43	Inexperienced Employees	OSHA 1910.1200	J. Larkin	Inexperienced employees are a high-risk group. They must be properly trained and supervised. The supervisor must ensure that the employee is qualified to perform the work and that they are aware of the hazards and safety procedures. The supervisor must provide ongoing supervision and feedback.
44	New Risk Needs New Plan	OSHA 1910.132	J. Larkin	New risks require new safety plans. The supervisor must identify new risks and develop a safety plan to address them. The safety plan must be communicated to all workers and followed exactly. The safety plan must be reviewed and updated as needed.

See page 17 for details.

License Details: *Larkin Safety Minute*

Larkin Safety Minute	One <i>Larkin Safety Minute</i> e-mailed to you each week (pdf).
TJ Conference Phone Call	- Once each quarter - Up to one hour - any individual or group of your choice
TJ Presentation or Face-to-Face Meeting	- one each year - for companies holding a license for 12 consecutive months - only additional expense is travel
Safety Communication Log	- Records all your supervisor safety talk topics - Used for internal and external audits
No Commitment	- No Contract - Cancel at Any Time
License Fee Depends On	- All employees (All employees = full time + part time + contractors)
Printed Restriction	<i>For Exclusive Use Inside «Name of Your Company or Business Unit»</i> (printed on each <i>Larkin Safety Minute</i>)
Payment By	- Credit Card - Check - Direct Deposit
How to Buy	E-mail us (Larkin@Larkin.Biz); and we will e-mail you an invoice.
Emailing Your Employees	You give us a single contact (we email each <i>Larkin Safety Minute</i> to the contact you give us).
Translating <i>Larkin Safety Minute</i>	- Portuguese - Spanish - French - Arabic Each language requested (in addition to English) requires an additional US\$800 each month.

The Larkins

Helping Large Companies Improve Communication with Employees



Dr TJ Larkin

Dr TJ Larkin & Sandar Larkin began Larkin Communication Consulting in 1985.

We improve communication for employees with an emphasis on better communication for frontline supervisors.



Sandar Larkin

Working with top management at more than 20 global companies, including:

USA/Canada



ExxonMobil
Chemical

ConocoPhillips

MONSANTO



International

RioTinto



VALE



Book
(with Sandar Larkin)



Communicating Change: Winning Employee Support for New Business Goals (McGraw-Hill)

Harvard Business Review article
(with Sandar Larkin)



"Reaching and Changing Frontline Employees"

Chemical Engineering Progress
(with Renato Prestes)



Use Scare Tactics to Communicate Major Incidents available as a free download from:

<https://www.aiche.org/resources/publications/cep/2018/august/use-scare-tactics-communicate-major-incidents>

Communicating Safety



Communicating Safety: By TJ Larkin & Sandar Larkin
Free PDF Downloads — www.Larkin.Biz

Education, TJ has

Masters in sociology (University of Oxford)
Ph.D. in communication (Michigan State University)

Contact



Dr TJ Larkin & Sandar Larkin
Larkin Communication Consulting
230 Park Avenue, 3rd Floor West, New York, NY 10169
1-212-860-2939 www.Larkin.Biz Larkin@Larkin.Biz

END