

Scenario 4

Safety: Good Enough?

Characters



Tom,
Employee



Mike,
Tom's coworker



Don,
Mike and Tom's supervisor



SCENE I

It is present day. Tom and Mike are working on some piping.



Mike



What are you doing there? That doesn't look like the process they taught me in training for tightening those fittings.



Tom



This is the way that Don, our supervisor, told me to do it. What training did YOU take?



Mike



I was trained by the Quality team. Doesn't this process require certification? Shouldn't you be supervised when making those fittings?



Tom



Not on this shift. I've done ten already. I've got to get five more of these done today, and there's nobody here to supervise. Anyway, I looked up the process in our desk guide, and what's written in the guide isn't as detailed as how our manager taught us to do it, so I'm pretty sure what I'm doing is just fine. Besides, you're here and you were trained by Quality. You see what I am doing. Isn't that good enough?

Later, Tom finds his supervisor, Don, to discuss training.



Tom



Hey Don! Glad I found you. Mike just told me that I was supposed to go through some training class to do those pipe fittings. I didn't take any class, you just showed us how to do it. Should I take a class or something?



Don



No. No. We don't have time for that. You just keep doing it the way I showed you and don't worry about taking a training class. Meeting our program deadline is the priority, not another training class with unrealistic requirements. Besides, I'm already short staffed.

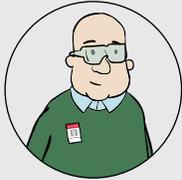
Discussion Questions

- ▶ How would you describe the troubling behavior presented in this scene? Define the issues.
- ▶ What are BAE Systems' expectations regarding the behavior you observe here?
- ▶ Are the company's expectations regarding this issue clear, and if not, what questions do you have?

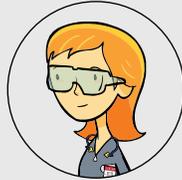
Scenario 4

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Characters



Don,
Mike and Tom's supervisor



Tory,
Don's supervisor



SCENE 2

A month earlier, Don met with his supervisor, Tory.



Tory



So Don, how's it going with your team and the new certification class?



Don



I'm still working on getting everyone through the process. We're a little shorthanded right now.



Tory



Are you documenting your team's attendance?



Don



I'm trying to, but it seems like so much extra paperwork when we're working on these tight deadlines. Do I really have to have a record of everyone's attendance? I think everyone on the team knows what they're doing.



Tory



I know we have tight deadlines and you are short two members of your team, but we agreed that all supervisors would have their teams trained by the end of the quarter. We have to create and maintain records for audit purposes. That means each employee has to be identified, with dates and times of class completion.



Don



Don't worry Tory. My team is experienced and they all know what they are doing—class, or no class. More importantly, we're going to meet the program deadline—even with less people on the team.

Discussion Questions

- ▶ How would you describe the pressure in Scene Two, and how did the pressure in Scene Two lead to the behavior in Scene One?
- ▶ Given the pressures these characters felt, what is the best response they can make? What obstacles would you expect them to face when pushing back against the pressure?
- ▶ Where could someone have intervened in this situation, or in this work culture, to break the chain that led to bad behavior?