

Risky Business

Engineering Safe Gymnastics

USAG Congress 2017

The process to minimize allegations that ruin your life.

Speaker Notes: Learn how to minimize allegations that ruin your life, the life of your coaches, your company, your brand, your association, your industry, your sport. More importantly, the life of kids. This presentation explores how to work on the safety process so you never have an allegation of abuse, or if you do, you can quickly discover the truth and respond quickly, enhancing your reputation.

Risky Business

Engineering Safe Gymnastics

By David Holley davidholley@asigymnastics.com
with Tiffany Warren twarren@asigymnastics.com

Speaker Notes: David Holley and Tiffany Warren of ASI Gymnastics present “Risky Business: Engineering Safe Gymnastics.” Tiffany is the Safety Officer and Product Development Director for ASI Gymnastics. David is the CEO. They are also members of the ASI Safety Team.

David Holley

Owner - ASI Gymnastics, CEO, President



Speaker Notes: David's family. He has two sons, and two grandchildren at the time of this presentation (August 2017). He is married to wife, Debi. Debi is CFO of ASI Gymnastics. David and Debi serve as USAG Business Ambassadors.

David Holley

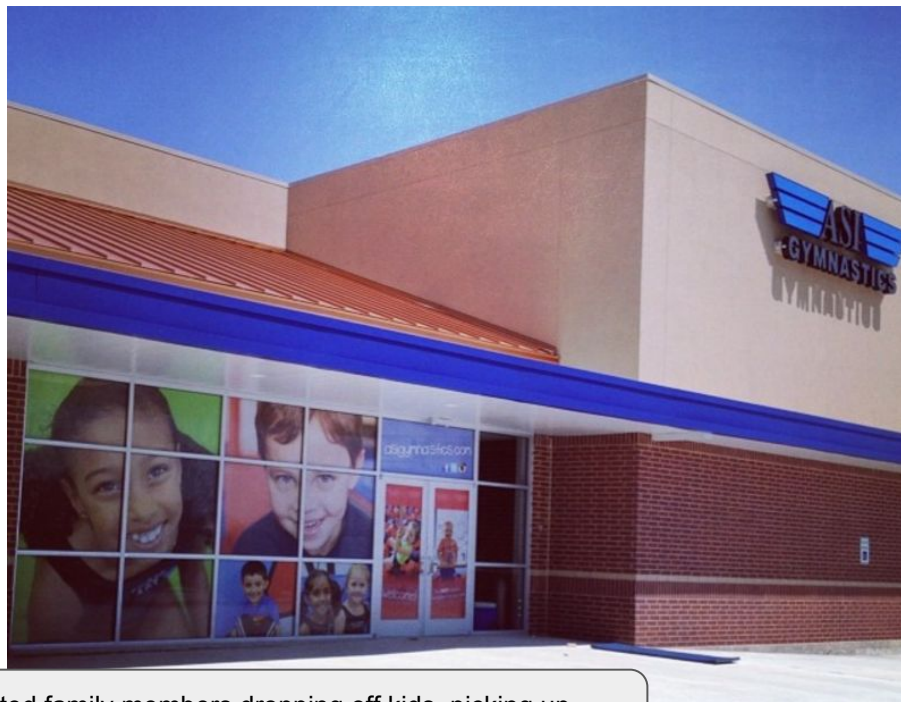
- Industrial Engineer
- Computer Science Engineer
- Gymnastics Owner 26 years



Speaker Notes: A graduate of University of Texas at Arlington. David worked at Texas Instruments and Convex Computer Corporation early in his career. Many of the management techniques, marketing skills, and Engineering standards he learned at the two companies are applied at ASI Gymnastics. Notably, the use of metrics, specifications, progressions, documentation, pragmatic marketing, and strict teamwork during the hiring process. Lastly, a constant desire for continuous process improvement.

ASI GYMNASTICS®

- Founded 1991
- 10 Locations in Texas
- 11,000 Gymnastics Students
- **1.5 million visits/year**

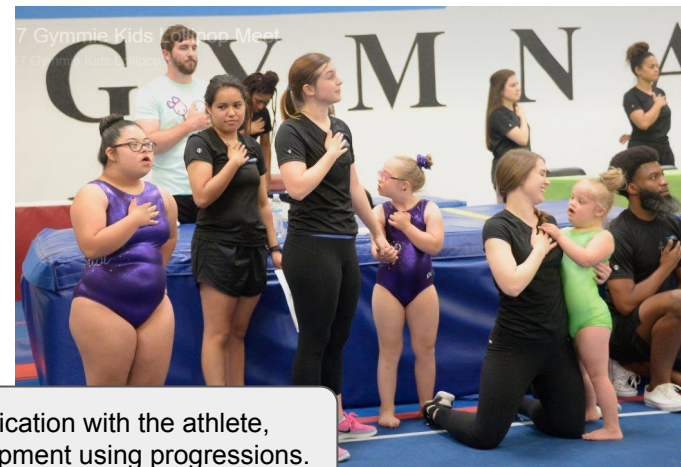


Speaker Notes: The total visits includes all estimated family members dropping off kids, picking up kids, attendance at meets, parties, camps, and of course class activity, etc.

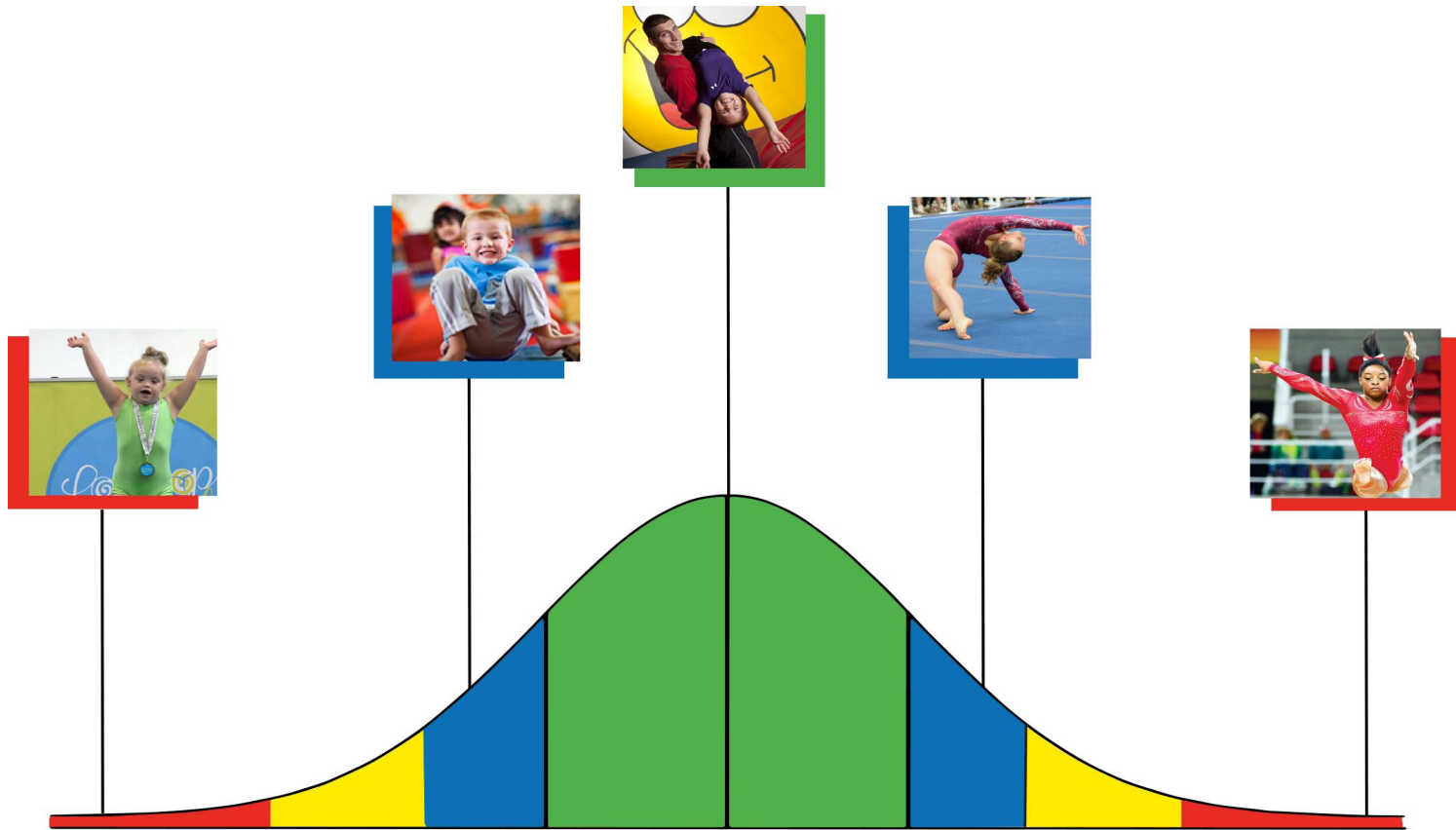


Mission Statement:

To offer the best gymnastics instruction possible to each child at *their* level.

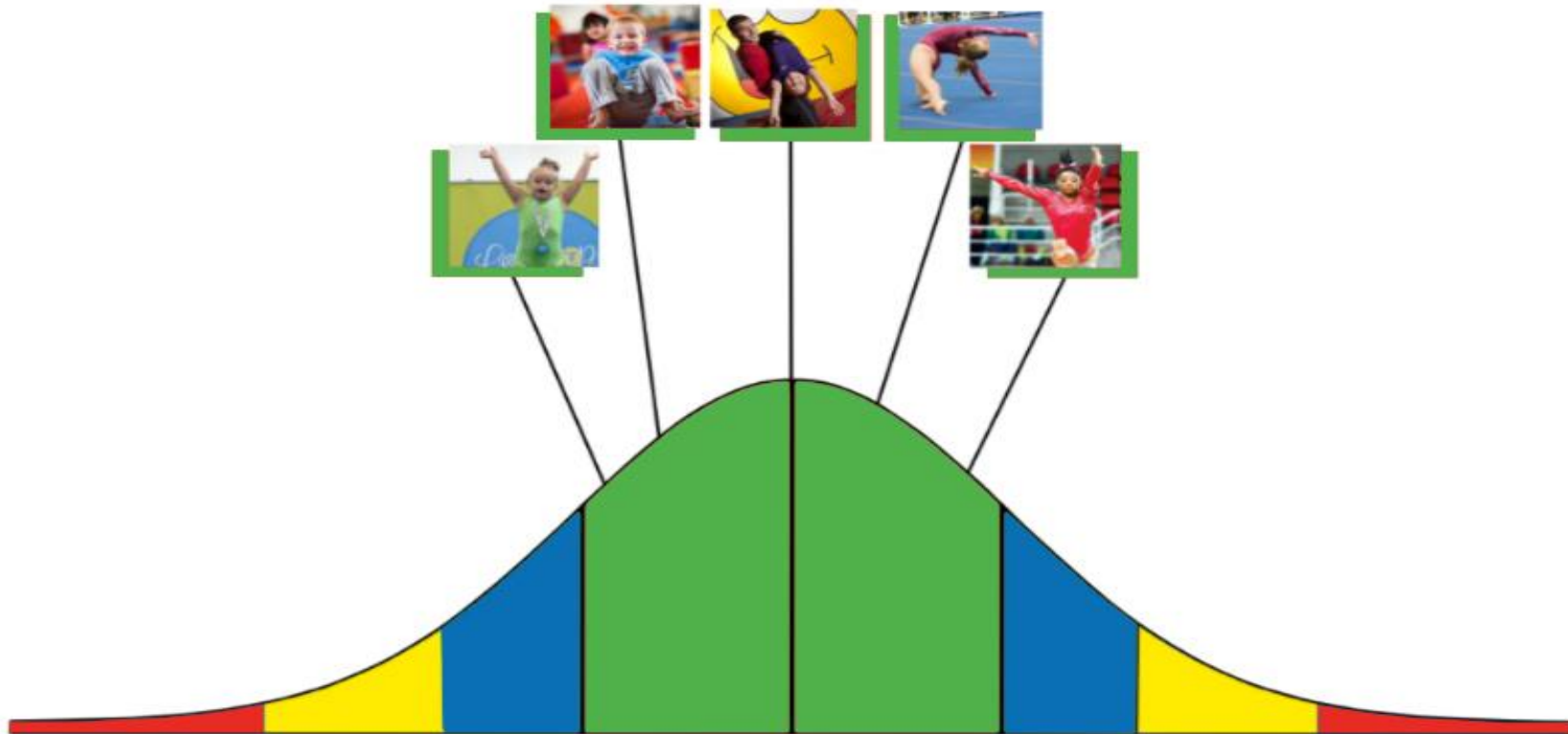


Speaker Notes: It is the coach's responsibility to establish communication with the athlete, evaluate the ability of the child, and then begin to encourage development using progressions.



Mission Statement: The Best Gymnastics Instruction Possible to Each Child at Their Level.

Speaker Notes: At ASI Gymnastics, we view all children across a spectrum of needs as it relates to the requirements of the coach. Green is considered more normalized, or less risky for the coach and child..



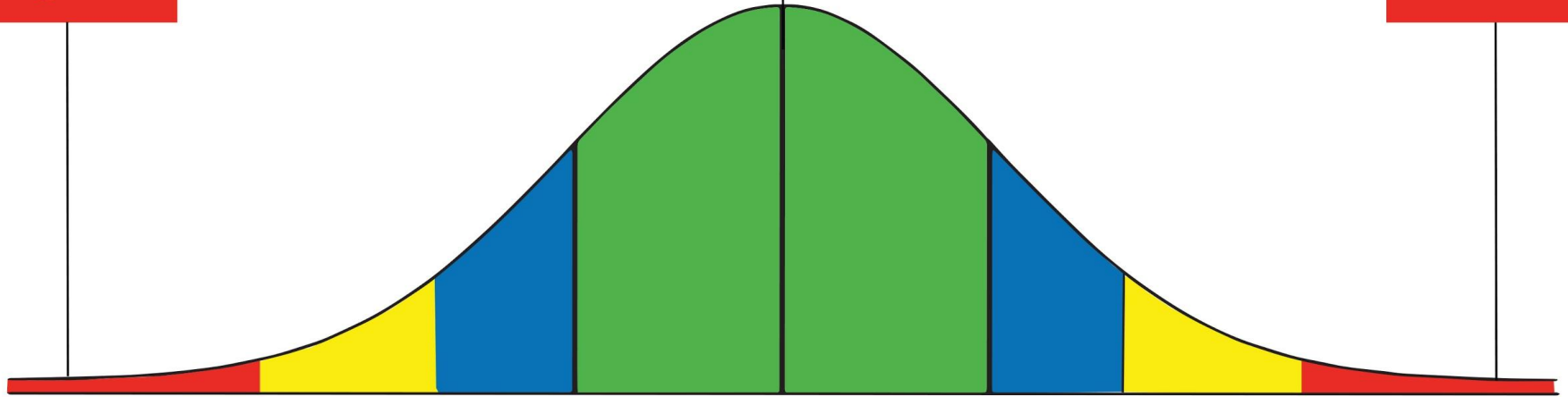
Mission Statement: The Best Gymnastics Instruction Possible to Each Child at Their Level.

Speaker Notes: By designing lesson plans, evaluation systems, proper use of progressions, understanding child development, and learning valuable communication skills, we believe it is possible to coach within a more normalized spectrum for all children. (GREEN) as opposed to more risky behavior where progressions are skipped and communication suffers (RED).

Business Goals and Objectives

More Allegations

Higher Risk



Speaker Notes: Using the same normalization curve, organizations that Engineer processes, systems, and policies designed to minimize risk will also minimize allegations. The goal is to move more toward (GREEN) and operate less in the (RED) through Engineering. Thus you are able to minimize allegations.

Allegation

- A claim or assertion that someone has done something illegal or wrong, **typically made without proof.**

Speaker Notes: Definition of an allegation

Possible Allegations

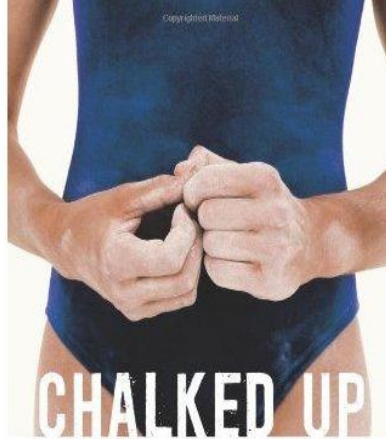
- **Verbal** abuse
- **Physical** abuse
- **Sexual** molestation
- **Poor Instruction**
- **Injury**
- **Criminal behavior**

Speaker Notes: Allegations range from the most serious to very minor. Poor instruction is something most might consider a complaint, but in today's society it becomes an allegation especially with the power of social media. Yelp, Twitter, and other review sites give parents a platform to make allegations that put our reputation at risk.

Result of Allegations

- Loss of reputation
- Brand erosion
- Financial loss
- **Prosecution**
- **Bankruptcy**

Speaker Notes: The results of an allegation are swift and obvious. Most organizations have no integrated process to manage allegations.



Inside Elite Gymnastics'
Merciless Coaching, Overzealous
Parents, Eating Disorders, and
Elusive Olympic Dreams

JENNIFER SEY

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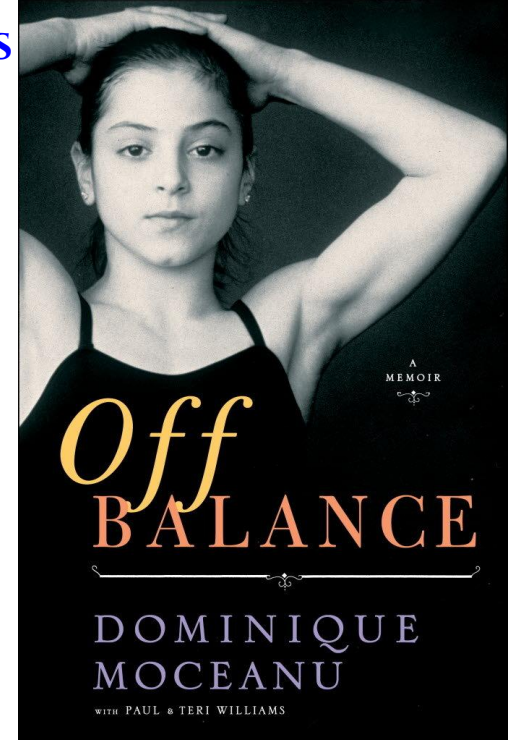
GYMNASTICS DOCTOR LARRY NASSAR FACES SEX-ABUSE ACCUSERS IN COURT

Gymnastics' Hidden Abuse Crisis

Did USA Gymnastics Do Enough
to Prevent Child Abuse?

ESPN: *Off balance: USA Gymnastics*
Needs a Cultural Change

1984 U.S. Olympic Gymnastics Coach Quits Sport Amid Sexual Abuse Allegations



Speaker Notes: USAG has dealt with allegations for years. The most serious get the headlines. Allegations are impacting the reputation of USAG, of the Sport of Gymnastics, of our local clubs and coaches. Any allegation related to gymnastics is an allegation against our industry and the result is negative affect on our brand reputation and our equity.

Allegations at ASI From 1991 to 2000

1991 - ASI Founded

No Video surveillance

1991 to 2000: **Three** allegations of abuse

Two convictions.

Speaker Notes: Of the two convictions, one was a misdemeanor assault, the other was a felony sexual assault on a minor. The felony assault involved a coach lifting a child in the gym, and touching the breast area from under the arm. An allegation was made, and eventually the coach was convicted. While ASI had some video camera technology during that period, ASI did not have full video coverage.

Allegations at ASI From 2000 to Present

2000 - Comprehensive Video Surveillance installed

Three allegations of abuse.

No charges filed.

No convictions.

Speaker Notes: Immediately after the allegation and termination of the coach in the previous incident, ASI policy was changed to insist on full coverage of all of our gymnastics facilities. After 2001, three serious allegations were made: Physical assault of a minor by a coach (2006), indecent exposure by a male in front of a 3 year old (2014), and possible improper touching of a minor by an adult (2016). All three were proven false by video replay and no arrests, charges, or actions were taken. In the two later cases, the customers became more loyal as they gained respect for our safety process and response.

Risk

- Expose someone or something *valued* to **danger, harm, or loss**.

Speaker Notes: Defining risk with emphasis on the things we value as a business, customers, staff, and family. We also value our brand. See the following slides.

People We Value



Speaker Notes: Our gymnasts, Our family, Our staff.

Things we Value

- Our Brand
- Our Reputation
- Our Relationships
- Our Equity
- Our Money



Speaker Notes: We value the business we build. We want a safe place to practice the sport we love.

Risks in Gymnastics

- Lack of Education
- No Process (Engineering)
- No Enforcement
- **Lack of Supervision**
- **Improper Relationships**

Speaker Notes: Most safety courses in gymnastics start with supervision and discuss Improper relationships. Continuously focusing on the core risk factors (education, process, and compliance) will help ensure supervision, increasing proper relationships.

If you can't describe what you are doing as a **process**, you don't know what you're doing.

- W. Edwards Deming

Speaker Notes: Dr. W. Edwards Deming taught that by adopting appropriate principles of management, organizations can increase quality and simultaneously reduce costs (by reducing waste, rework, staff attrition and litigation while increasing customer loyalty). The key is to practice continual improvement and think of manufacturing as a system, not as bits and pieces.

W. EDWARDS
DEMING



OUT OF
THE CRISIS

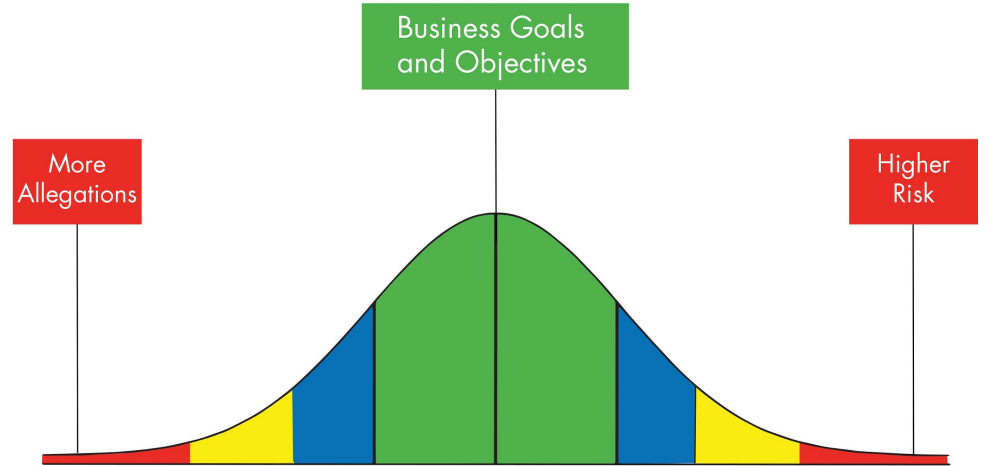
Safety Engineering:

Safety engineering ***begins*** *during the design*
of a system or product development.

Speaker Notes: At ASI, Safety Management and Product Development are integrated. Every decision is made in the best interest of the child. We find that also benefits our brand, as that is what our market wants. The Company Culture begins with the premise, “How do we safely develop a child by applying gymnastics?”

Safety Engineering:

The purpose of safety engineering is to **control risk** by **reducing or completely eliminating** it.



Safety Engineering:

Aims to **reduce** the rate of failures and

if failure does occur, **the failure is not life threatening.**

Speaker Notes: Gymnastics has successfully reduced catastrophic injuries. However, we must move beyond this standard. “Life” is more commonly defined as the life of a gymnast, but can also mean, the life of your staff, your gym, your industry.



Safety Engineering Goal:

Zero Allegations

Allegations vs Risk

No Risk	Zero Allegation
Low Risk	Low Allegations
High Risk	Many Allegations

Speaker Notes: The business can expect more allegations in a product that is considered higher risk. It is possible to eliminate allegations, but that would require elimination of all risk. This presentation realizes Gymnastics involves an assumption of risk by the parent and athlete, as there is a reasonable expectation that injuries can occur.



*In a true zero-defects approach,
there are **no unimportant items.***

Philip Crosby

Speaker Notes: Crosby authored *Quality is Free* in 1979. The book describes quality as a zero defects approach relative to standards and measuring quality as the price of non-conformance. The quality system is prevention of defects. In gymnastics, this means prevention of poor coaching, lack of supervision, injuries, and abuse that lead to allegations.

Industrial Engineering: **Optimize** the Process

Industrial engineering deals with the optimization of complex processes or systems.

Industrial engineers work to eliminate waste of time, money, man-hours, energy and other resources that do not **generate value**.

Speaker Notes: Coaching gymnasts, dealing with parents, and competition is a complex process. Optimization requires removal of anything that does not generate value.



ASI Industrial Engineering Goal:

Generate Value



Engineering Safety at ASI Gymnastics

1. **Optimized** General Supervision
2. Progressive specific supervision
3. Incident management Process
4. Allegation minimized through Member Services

Speaker Notes: General supervision includes open facilities, management systems, coaches, and cameras. Specific supervision must include progressions, spotting, and evaluations by independent supervisors and/or judges. The incident management process involves technology and policies to increase communication with parents. Proactive communication, specifically after minor injuries and any other injuries help build trust, and loyalty. Transparency, swift investigations, with follow up minimize the opportunity and motivation for a parent (customer) to make an allegation.

Put a good person in a
bad system and the
bad system wins, no
contest.

- W. Edwards Deming

Speaker Notes: Winners focus on system and process engineering.

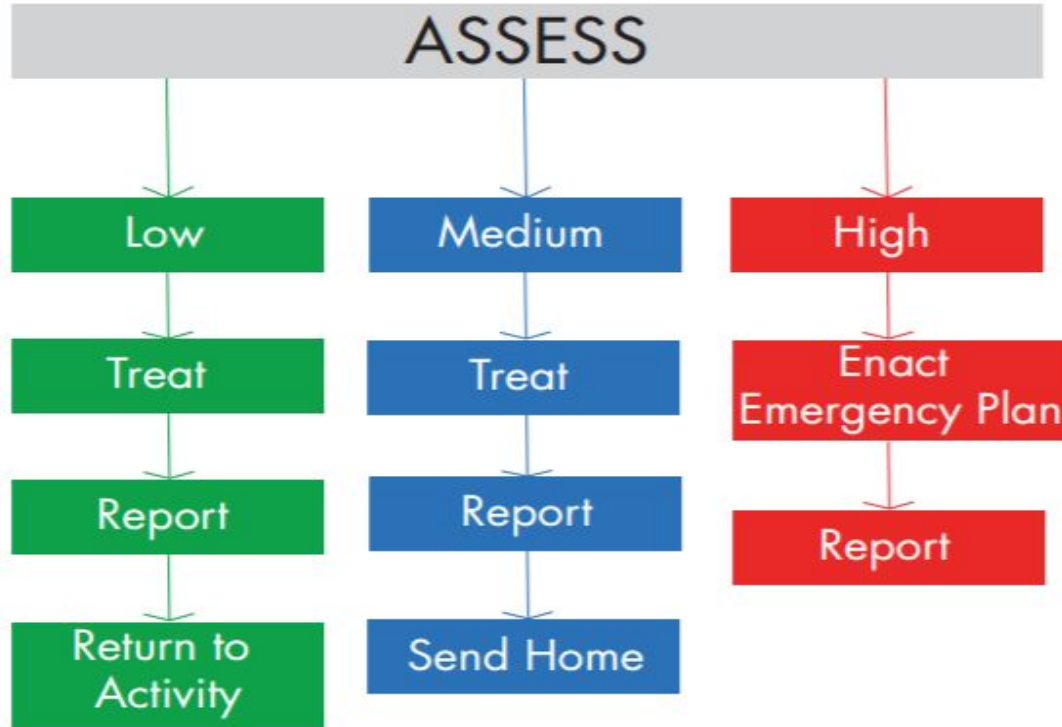




The ASI Gymnastics

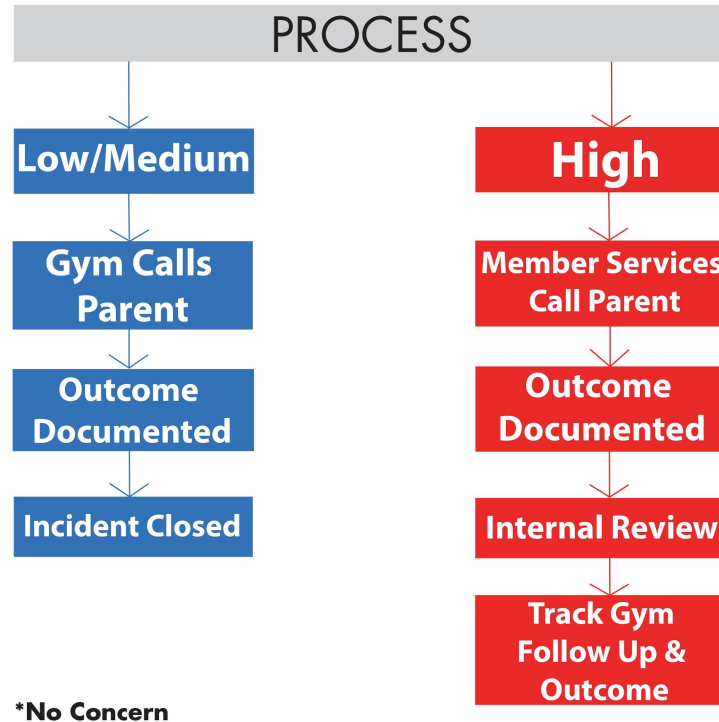
Safety Management System

INCIDENT HAPPENS



Speaker Notes: GREEN: Scrape, bruise, bumps. BLUE: Falls, Possible Sprain, sits out, and not comfortable to return today. RICED. RED: Suspected break, serious injury, Call 911.

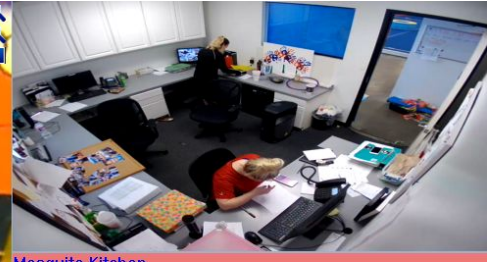
FOLLOW UP



Speaker Notes: Follow Up is required within 24 hours. System is 100% electronic with self audit. Gym is given a Safety Rating, and Gym Leadership Safety Bonus is effected by grade. All High Concern incidents are also reviewed by the Corporate Safety Team, and require more formal investigation and follow up. This is the proactive intervention that minimizes allegations at ASI Gymnastics. With this system we are reaching out to parents and giving them detailed feedback, support, and comfort as needed. The result is enhanced brand value and customer loyalty.

Video monitors **all** activity

- Click to search...
- VMS/DVR/NVR List
 - Allen
 - Arlington
 - Cypress
 - Firewheel
 - Keller
 - Lake Highlands
 - Mesquite
 - Camera List
 - Fisheye 1
 - Fisheye 2
 - Cubbies
 - Kitchen
 - Lobby
 - Office
 - Back Door
 - Front Entrance
 - Parking Lot
 - Plano West
 - Rockwall
 - The Woodlands
 - Video Server List
 - IP Camera List
 - Recording Server List
 - SNVR List



Speaker Notes: Every member of the ASI Gymnastics Safety Team has access to the video surveillance system. Cameras monitor all rooms in all of the ASI Gyms. In addition, local gym management monitor activity, perform investigations, and use replay to improve supervision..

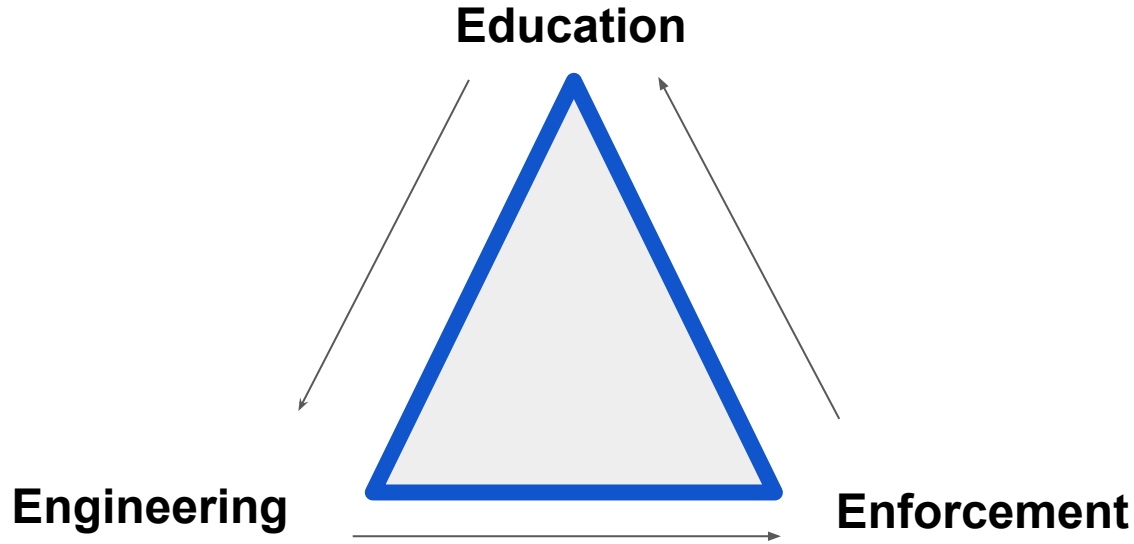
Video Cameras Return on Investment

ASI Gymnastics invests in Video Cameras to enhance

- Child Protection
- Risk management
- Staff Education
- Reputation

Speaker Notes The quality of the Safety Management System increases value and adds to the ASI Brand Reputation. Coaches appreciate the protection of children and staff as we have minimized risk of a false allegation.

Education - Engineering - Enforcement



Speaker Notes: ASI Gymnastics Safety Program contributes to improvement in all areas of the business through continuous process improvement. Education of staff on our goals, leads to safety standards in the engineering process and policy development. Policies are used to develop enforcement and compliance criteria. Errors, failures, and observations allow education improvements, and the cycle continues.

Scenario #1

Spring into Action

Speaker Notes: Only available during live presentation. David and Tiffany demonstrate an actual incident and use video replay. A child injures her ankle after not approaching the springboard correctly during vault circuit. The scenario demonstrates the coaching staff employed proper general supervision and responded promptly. The gym staff also followed up promptly and professionally with the parent. Result: No allegation.



ASI Gymnastics <no-reply@wufoo.com>

to kwinniford, safety, memberservices, bcarrico ▾

Name of Injured: *

[redacted]

Is the injured person a member of ASI Gymnastics? *

Yes

First Aid Services Rendered: *

- Call 911

Other Person Involved: *

No

Witr

Safe

If hi

Stud

Actu

Student was at vault circuit and was doing 1 foot to 2 foot and one foot caught on mat and from looks of the video seems like she might of rolled her ankle. Destiny said she couldn't move her leg so we stabilized her and called 911. Paramedics arrived, they didn't get in ambulance, and not sure if it's broken or just a bad sprain. Mom said she would go to hospital/doctor. Chris Reed has backed up the video. Critical Open has been added to account since it was a high concern.

Speaker Notes: This is a representation of the actual online incident report. It is emailed to everyone on the safety team and management of the gym. Everyone on the team has a role to play and takes action immediately during a High Concern Incident, such as this.

Scenario #2

The Sales Slip

Speaker Notes: Available only in the live presentation. The contracted janitorial crew failed to arrive on time and finished mopping the lobby as the gym opened. In addition, the staff failed to properly dry the floor and/or post proper signage. A Mother wearing flip flops slips and possibly hurts her knee. The husband makes an allegation (complains). The staff fails to respond. The family continues to complain to staff and insist that the problem be resolved, and it continues to escalate. The video clearly shows ASI Gymnastics failed in many areas. We owned the liability and eventually filed a claim with our insurance provider.

**ASI Gymnastics** <no-reply@wufoo.com>

to wogymmanager, safety, asi.woodlands, memberservices, wosalesmanager ▾

Name of Injured: *

[redacted]

Is the injured person a member of ASI Gymnastics? No

*

Please Explain Other Situation *

Mom stepped in water puddle and slid one foot out in front of her.

Type of Injury: *

Possible Sprain/Strain

Action Taken: *

Sent home

First Aid Services Rendered: *

- Ice

Other Person Involved: *

No

Witnesses to Incident:

[redacted]

Initial Safety Grade: *

High Concern Injury

If high concern, who was notified on the safety team? *

Tiffany Warren

Speaker Notes: The online incident was filed and the ASI Gymnastics Safety Team went to work. The allegations were quickly investigated. Many simple standards were not followed. More importantly, simple courtesy would have kept the customer from becoming frustrated.

The Sales Slip

- Reported on Saturday as medium concern
- Escalated to Insurance claim 4 days later
- Settled for \$42,000
- Lack of Supervision
- Lack of Training
- Negligence

Allegations were **proven** True

Speaker Notes: The result of a simple slip in the lobby of the facility. Our investigation system worked and though we failed, we discovered the truth and minimized systematic damage to our brand.

Risky Business: Engineering Safe Gymnastics

Action Items

- 1) Engineer your **Safety** Process
- 2) **Prove** Allegations true or false as quickly as possible

Speaker Notes: ASI Gymnastics encourages every organization to develop a Safety System that is a continuous process focused on minimizing allegations by eliminating unreasonable and inefficient risk in the organization. An example of something that is risky and adds no value to the development of an athlete is allowing the athlete and coach to travel to meets together and alone. Allegation management should be a part of every organization and engineered to create value, not just avoid cost.

Risky Business: Engineering Safe Gymnastics

Expect Allegations

- Goal: **Zero** Allegations
- Generate **Value to your reputation**

Speaker Notes: If we plan for all possible allegations, then we can begin to engineer allegation mitigation and increase value.



Speaker Notes: A well-managed Safety process allows everyone we value to truly enjoy the sport of gymnastics, and protects the children and staff we value.

Risky Business

Thank You for

Practicing

Safe Gymnastics



Speaker Notes: Managing Safety in Gymnastics is a Risky Business. Practicing Safety Engineering may not make us perfect, but it should make it less likely we face serious allegations in the future. The children we love deserve Perfect Practice!

Risky Business

Engineering Safe Gymnastics

David Holley - davidholley@asigymnastics.com

and/or Tiffany Warren - twarren@asigymnastics.com

Speaker Notes: Thank you for viewing Risky Business: Engineering Safe Gymnastics. **Continue to the next slide** for additional news and allegations published hours after this presentation was made at the 2017 USAG Congress. Thank you. I would like to thank Tiffany Warren for her many hours of work on this project.

Gold Medal Safety

ASI Takes a look at Balancing Winning at All Costs versus Safety in Gymnastics

With all the allegations in the news during 2017, ASI owner David Holley decided to produce a video titled [Gold Medal Safety](#) . The video looks at the balance of winning and abuse in the sport versus safety.

Many athletes like Dominique Moceanu and Aly Raisman are speaking up. More will follow. Before we can design solutions, we must fully investigate what our problems are in an open, transparent setting. This will allow us to engineer sound policy directed at child safety, athlete safety, coach safety, and yes, Olympic success.

*Minutes before the P&G Championships Men's Finals on August 19, 2017, Aly Raisman was interviewed by [USA Today](#), where she addressed allegations at USA Gymnastics This preceding was presented at USAG Congress earlier that day. Many are in agreement that the organization needs to be more transparent in order to understand our real problems, **prior** to moving forward.*

Speaker Notes: Click on the video link to go to <http://asigymnastics.com/2017/08/15/gold-medal-safety/> Read the blog and watch the video. Please share. David and more importantly, USAG would appreciate your feedback.

Risky Business

Engineering Safe Gymnastics

Presented by David Holley at USAG Congress, 2017
Anaheim, California