Driving World Class Safety and Culture

Continuous improvement is the secret to maintaining high levels of safety and DuPont has identified the 12 essential elements required to address sustainable change management in workplace safety. In this overview, you’ll learn how DuPont can help companies in the hospitality industry create an environment that drives continuous improvements in safety. Leadership, structure and processes will be discussed, as well as how to measure the effectiveness of those components.

Background
Safety management is a complex and difficult expertise to develop but is essential to all businesses and industries. At DuPont, we offer deep practical experience, tested and refined in a wide variety of business cultures, which is combined with the power of global DuPont resources. This level of expertise provides your business with the real time know-how to address even the most pressing safety management and risk issues.

Safety and the Hospitality Industry
We define the hospitality sector as Resorts, Hotels, Restaurants, Cruise Lines; basically those industries that have both an employee and customer/guest risk component. In today’s economic climate, the hospitality sector continues to navigate ever-challenging waters. Higher operating costs can make your business non-competitive or take resources away from your mission of serving the public. Given this difficult environment, a world-class safety structure can be critical to your operations. Experience shows that improved safety performance can result in safer workplaces, safer guests and employees and reduced losses from employee and guest claims.

The goal of a world-class safety structure is to help you manage risk and provide greater workplace safety, while reducing long-term costs. The enduring benefit is having your employees stay safe on the job, so that they can spend more time providing the service your guests expect.

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So how does safety impact the hospitality industry? Why is felt leadership important and how can organizations use leadership to drive a sustainable cultural change and notable safety improvements? Years of experience – as an owner-operator and with thousands of clients in many industries – has helped DuPont identify 12 essential elements of safety required to address sustainable change management in workplace safety.

There are also three key components of a world-class safety culture – Leadership, Structure and Processes – that need to be understood and measured for their effectiveness. By applying a holistic discipline, companies in the hospitality sector are able to reduce injuries and incidents, raise morale, increase productivity and improve guest service levels.

The Role of Vision and Values
At DuPont, we know the workplace is never really safe. That’s because the behavior of all people in the workplace determines whether or not incidents and injuries will occur. Consequently, for DuPont the key to safety can be summed up as follows – you get the level of safety performance and excellence that you, as a leader, personally demonstrate that you want.

Our vision is to be the world’s most dynamic science company, creating sustainable solutions essential to a better, safer, healthier life for people everywhere. The DuPont Safety Culture wasn’t built overnight – it took many years and too many unfortunate experiences. Today it is based on a set of core values which include:

- Safety and Health
- Environmental Stewardship
- Highest Ethical Behavior
- Respect and Value for People

Core Competencies
Every organization or company has several core competencies that you focus on, and in which you excel.

When you think about the 1 – 2 core competencies in your organization or company, what makes it a core competency? What are the routine tasks or duties completed on a routine basis to support your core competency? Now take your existing core competency and substitute workplace safety. What would you have to do to make it a core competency? How difficult would it be to drive the change?

Causes of Injuries
Within the hospitality industry, there are two main variables; employees and guest/customers. We approach guest/customer safety the same way we approach employee safety. In our experience, the majority of process and personal incidents, injuries and accidents are caused by unsafe acts and behaviors, not conditions and equipment. But the majority of Guest/Customer injuries are caused by company controlled facilities, procedures and employee training.

How much influence do you have on your guest/customer? More than you think.

I believe the leading cause of customer/guest accidents remains at risk behavior (unsafe acts). While it is possible to influence customer/guest behavior by creating awareness of potential hazards, our experience suggests the effectiveness of this approach is relatively limited (when compared to the ability of an organization’s leadership to influence employee behavior). Consequently, minimizing physical conditions that could contribute to accidents are critical to any effort to reduce customer/guest accidents. In other words, to address guest/customer accidents requires added focus on conditions.
The Impact of Developing a Safety Culture on Your Stakeholders

To improve the safety culture in your organization, you need to create the business case for it by:

1. Determining the return or value of improving safety in the workplace.
2. Developing a compelling reason why your leadership should do this.
3. Identifying how you are going to generate value.
4. Determining the impact on your stakeholders.

Safety statistics impact all of your stakeholders: your employees – in terms of productivity and relationship with the company; your customers – in terms of quality of products and on-time delivery; your stockholders – in terms of bottom line impact; and the community – in terms of public perception.

Developing a safety culture also hones management observation skills applicable to other business areas such as, proprietary information protection, housekeeping, and product quality.

But what is even more disturbing is that the true cost of workplace injuries and fatalities is hidden so companies often don’t know the impact on their business. U.S. industries alone spent more than $70 billion in direct costs such as medical and wage indemnity due to injuries. But companies can lose up to five times more in additional costs like lost production, poor quality goods and damage to customer relations and public image. Other additional costs include: management & supervision time; management/labor relations; missed shipments; general liability; turnover – retraining/rehiring costs; and sick time.

Another important benefit of Safety Improvement is that many lives will be saved. Many people will be spared disabling injuries and lost time from work each year. And more will go home to their families safely.

Managing Safety – It Starts at the Top!

To analyze client systems, DuPont breaks its world-class reference model into 3 major focus areas – Leadership, Structure and Processes & Actions.

Leadership includes:
- Management Commitment
- Policies & Principles
- Goals, Objectives & Plans
- Procedures & Performance Standards

Structure includes:
- Line Management Accountability & Responsibility
- Safety Personnel
- Integrated Organization Structure
- Motivation and Awareness

Processes & Actions include:
- Effective Communication
- Training & Development
- Incident Investigation
- Observations & Audits
DuPont Metrics and Measurements
In order to sustain and improve the safety culture, we have found the best metrics to utilize include:

**Trailing Indicators**
- Statistics
- Costs
- Penalties

**Current Indicators**
- Indices, safety observation findings
- Incident investigation reporting
- Safety meetings

**Leading Indicators**
- Quality of safety observation program
- Near-miss reporting
- Employees’ perception of safety

**World-Class Safety Requires Plan for Continuous Improvement**
In addition to implementing the structure described above, a continuous improvement plan needs to be developed, implemented and monitored to answer the following questions for your organization or company:

1. Where are you now?
2. Where do you want to go?
3. What’s in the way?
4. What are your plans to overcome the barriers?

At DuPont, our focus is on finding solutions to protect people, property, operations and the environment. Working closely with you, our safety consultants can help improve your safety systems and operations as well as your bottom line. Today, our insights and proven approach deliver solutions to clients across the globe. This combination of proven processes and industry experience provides an opportunity for significant results in your organization or company: client achievements such as zero injury rates, improved productivity and greater safety performance.

For more information about sustainable, world-class safety performance, please call us at 1-800-532-SAFE (7233) or visit us at www.safety.dupont.com