What is “World Class” Safety, and How Do We Achieve It?

Greg Hoberock
President & CEO, hth companies, inc.

Gary Birchall
Safety Consultant
Retired DuPont

What is “World-Class”? 
The World-Class Standard for Health, Safety & Environment in the Construction Industry

The world-class standard for health, safety and environment in the construction industry embodies **leadership commitment** to not only developing a **safety culture** where each person is accountable for the safety and well-being of all, but providing the means and methods for each employee to leave work in the same—**or better**—condition than which they arrived.

---

**Culture vs. Climate**

- **Culture**
  - Values
  - Beliefs
  - Myths
  - Traditions
  - Norms

- **Climate**
  - Atmosphere
  - Environment
  - Conditions
  - Surroundings
Safety Culture vs. Safety Climate

- Every company has an existing culture (good or bad)
- Core values determine culture
- Culture is the foundation of structural elements that manage day to day operations
- These elements are the major influence of climate
- Culture is typically established over many years
- Climate can be influenced by internal and/or external factors
- Climate can be created or changed in a very short period of time and can produce results rapidly
- A strong culture should be able to adapt to external forces and overcome unacceptable internal issues
- Climate is not a replacement of culture

What is Necessary for a World Class Safety Culture?

Organizational Commitment & Alignment to Safety

- An organizational commitment and alignment to safety can be reflected by three major components:
  - Safety Values
  - Safety Fundamentals
  - Clear Expectations
- Refers to the degree to which an organization’s upper management emphasizes safety in decision making, where execution is flawless and resources are allocated to achieve the safety vision and goals
How do we change culture?

• Change beliefs...
• ...to Values...
• ...to Core Values

Progression of a Core Value

Beliefs
• Experience & Education
• “I believe safety is important”

Values
• Beliefs to which you are willing to commit your energy
• “Safety is one of our values”

Core Values
• Value that is truly internalized, habit/instinctual
• “Safety is what we do; it is integrated into every facet of our operations”
How do we change culture?

Change leadership beliefs
• Education: Cost, moral, business loss, ethics, legal, community pressure, news media, etc.
• Experience: Taking advantage of critical events, lessons learned, industry catastrophe, etc.

Change Beliefs to Values
Values--beliefs that we will work on
• Leadership and management alignment
  • Commitment workshops, deep internal dive around personal beliefs
• Clear expectations
• By procedure
• Operational discipline
• Audit, Audit
Change Values to Core Values

Core Values--values that are completely internalized

- Rewarding behaviors that reflect values
- Environment to invite innovation - trust and respect
- Uncompromising leadership

Cyclical Development of a Safety Culture

Beliefs → Values → Core Values → Culture → Process → Climate (External Factors)
Leadership is Essential

How does safety become a core value?

- Consistent demonstration by leadership
- Senior managers should instill “safety is a core value” to all employees and align upon a SAFETY VISION
- Sell the Vision by living the vision
- Assign Responsibility and Accountability
- Celebrate Success; learn from Failure

Leadership Commitment to safety as THE Core Value – the hth Example
What does World Class Look Like?

• An aligned leadership team that manages against the highest standards, where values are not compromised
• A workplace free of recognized hazards by understanding and mitigating risk to the employee and the community
• Robust and efficient safety systems
• A recognized leader in the industry

Key Points

• Leadership’s commitment are key
• Beliefs become values which become core values
• Leaders must live by those core values and shape the culture around those values
• Cultures shape climate—both positively and negatively
Questions?

Slides will be available post-conference at www.abc.org/ehstodayslc

THE JOURNEY TO SAFETY EXCELLENCE
DUPONT-BRADLEY CURVE

- Natural Instincts
  - Driven by safety
  - Compliance
  - Lack of management involvement
  - Discipline reactive to injuries

- Supervision
  - Condition of employment
  - Discipline
  - Rules
  - Supervisory control

- Self
  - Personal commitment
  - Self-managing
  - Self-discipline
  - Self-responsibility
  - Care for self

- Team
  - Team commitment
  - Help others conform
  - Value for each other