

# 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?

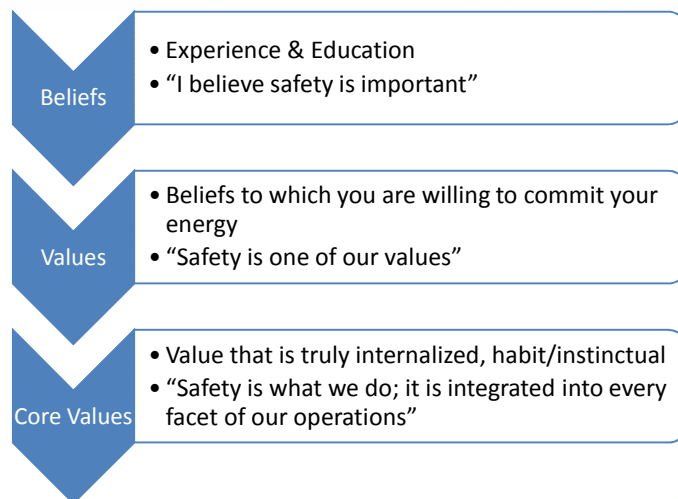
### Organizational Commitment & Alignment to Safety

- 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



## 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

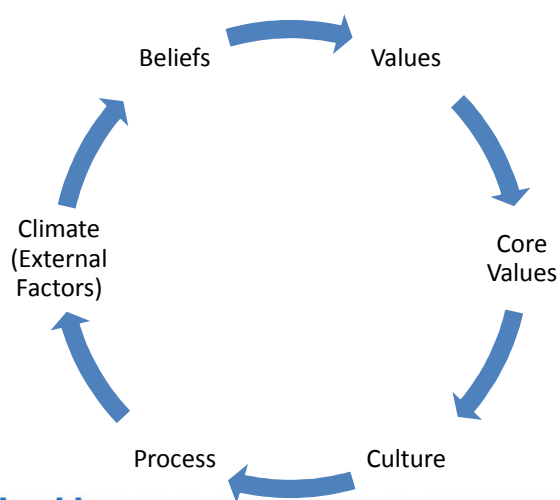
- Leadership and management alignment
  - Commitment workshops, deep internal dive around personal beliefs
- Clear expectations
- By procedure
- Operational discipline
- Audit, Audit

## 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



## 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](http://www.abc.org/ehstodayslc)



## THE JOURNEY TO SAFETY EXCELLENCE DUPONT-BRADLEY CURVE

