

## 2012 eNEWSLETTER – VOLUME II

In this edition of the DuPont Sustainable Solutions eNewsletter we focus on how training can be a key factor in achieving your strategic corporate objectives.

If you would like further information on these topics, you may contact a DuPont representative through our website [www.sustainablesolutions.dupont.co.uk](http://www.sustainablesolutions.dupont.co.uk)

### Safety Contact



#### **The Cost of Road Accidents and Distraction**

Every day, 85 people in the European Union lose their life in a road accident. What is the social cost of motor-vehicle accidents and what could be the impact on your business?

### Feature Article



#### **How can training improve your bottom line?**

Which are the benefits of integrating training and employee development into your company's strategic objectives?

### Interview



#### **The unique value of Training Solutions**

In this interview, Christian Beers tells us what the Training Solutions offering is, what is their vision and how do they play a role within the DuPont Consulting Services.

### Case Study



#### **Making sure the cookie does not crumble!**

United Biscuits: Leading European Biscuits Manufacturer sees 80% reduction in injuries after the introduction of SafeStart® Programme.

### Video



#### **VELUX achieves safety milestone: Video Case Study**

"It's possible to change employee behaviour" Velux Group says. Only in 2011 the Group reduced the number of industrial accidents among wage-earning staff by 37% compared to the previous year.

### News and Events



#### **News and upcoming events**

The latest news about DuPont Sustainable Solutions and where you can find us in the coming months.

## The Cost of Road Accidents and Distraction

Every day, 85 people in the European Union lose their life in a road accident. Despite awareness campaigns across the continent, the number of fatal road accidents has even increased between 2010 and 2011 in countries such as Germany, Sweden, Poland and Belgium. This human cost is related to one of the most common activities in the world: driving.

In any industry, most employees are confronted with road traffic risks: employees who drive to work, sales representatives who drive to meet customers, as well as the operators who are engaged in the road logistics value chain. In this article, we will analyse what the cost of road accidents for business is, where the problem lies and which actions can be taken to reach a 0 accident rate in your company.



### ***Road Traffic: A work-related hazard***

Road traffic is a work-related hazard across all sectors.

According to Eurostat, almost 10% of all work-related accidents happen on the road. Beyond the human cost of those accidents, businesses must also consider the monetary value of motor-vehicle accidents and the social cost of road traffic hazards.

The social cost of road traffic accidents includes expenses associated with:

- The cost of death
- The impact on that person's working team
- The reduced quality of life for survivors
- Medical costs
- Legal and court processes
- Increased insurance fee for the company fleet
- Property damage

These factors have a major impact on company budgets and when they are summed up, they ultimately have a big impact on countries GDP.

A company's focus in changing its safety culture, in this case specifically related with changing behaviours on the road, will have a direct impact not only on people's life, but also in decreasing those social costs. However, where does the problem lie and how can one impact road accident rates?

### ***Awareness vs. Actions***

Most drivers are aware of the dangers related with driving and distracted driving. In the past decades, Governments have run public awareness campaigns on driving hazards, conducted intensive policing and road improvements and car manufacturers have introduced safer cars and trucks.

Consequently, if drivers are aware of the dangers, where does the problem lie? The issue is the gap between awareness and actions.

Even when drivers are aware of the risks associated with driving, they still engage in behaviours they know are potentially dangerous. To change people's behaviours, there is a need for [behaviour-based safety programmes](#)<sup>1</sup>.

***Behaviours: The risk of driving distracted***

Distraction is an important cause of accidents. According to the European Transport Safety Council, driver distraction is thought to cause between 20 and 30% of all road collisions<sup>2</sup>.

Distractions can be divided into four categories:

1. Physical distractions: when the drivers' hands are busy eating, drinking, smoking or looking for an object in the car.
2. Visual distractions: when the driver is distracted and loses visual focus on the road. For instance, when someone is driving at 50km/h and looks out of the window for one second, it is calculated that he/she is driving blind for 14m, which is equal to the length of roughly two to three cars.
3. Auditory distractions: when a driver listens to music, he will not be able to hear signals from outside. This is applicable not only to motor-vehicle drivers, but also to pedestrians or bike drivers who are listening to music while on the road.
4. Cognitive distractions: when the driver's mind is not focused on the task of driving, but absorbed by other thoughts, for example he/she may be thinking of work while driving back home or family issues. Most people notice the visual and mechanical distractions and automatically cut them out. Cognitive distraction is more difficult to cut away since the driver is often not even aware of his or her own lack of attentiveness. According to the National Safety Council, cognitive distracted drivers can miss up to 50% of their driving environment, including stop signs, pedestrians and red lights.

***How to prevent distracted driving and accidents?***

In order to influence people's behaviour within your company and have a direct impact on the human and social cost related with road hazards, there are several actions that can be taken on a company level:

1. [Create a safety culture](#) within your company: this is the sustainable solution to change a corporate culture and behaviour and ensure that employees comply with safety standards, even when they do not feel observed by someone else.
2. Lead by example: Senior Managers should show the example and act in the way they would like their employees to behave.
3. Regularly organise [defensive driving trainings](#): it is a knowledge and skill that needs to be refreshed.
4. Adopt driving safely corporate policies: preventing employees from using mobile phones or any electronic device when driving for work.

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<sup>1</sup> SafeStart® is a registered trademark of Electrolab Limited. Coastal Training Technologies Corp., which is part of DuPont Sustainable Solutions, is the owner of the SafeStart® license except for France, Canada, Australia and USA.

<sup>2</sup> PRAISE™: Minimising In-Vehicle Distraction, issued by European Transport Safety Council from December 2010  
[http://www.etsc.eu/documents/PRAISE\\_Thematic\\_Report\\_Moving%20In%20Vehicle%20Distraction\\_21\\_December%202010.pdf](http://www.etsc.eu/documents/PRAISE_Thematic_Report_Moving%20In%20Vehicle%20Distraction_21_December%202010.pdf)



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Communicate about safety issues and behaviour: explain to employees the reasons of the policies. As an individual, there is also some basic behaviour to adopt in order to drive safely:

1. Prepare: adjust your car before starting the engine - mirrors, seat and seatbelt.
2. Avoid distractions: before starting the engine, turn on the radio station you would like to listen to and set the navigation system (or check your map) to where you want to go. Also, put all objects that might distract your attention (for example, your mobile phone or your bag) out of reach.
3. Do not use your mobile phone: inform frequent callers (family and friends) that you do not answer calls while driving. Switch off the phone when entering the car or put it out of reach.
4. Fatigue: if you have a long drive ahead of you, make sure you are not hungry or sleepy. Pull over to take a break when you feel tired or when you feel you are losing concentration. Take a short walk, have a bite, drink some water or coffee.
5. Avoid the “automatic pilot”: try to alternate the routes you take every day as this will prevent you from losing attention to the road you are taking.

## **How can training help you achieve strategic business objectives?**

Even though most organisations have workplace training as an integral part of their processes and operations, many of these companies still do not take full advantage of the benefits of integrating training and employee development into their strategic objectives.

### ***What is not working?***

Many business leaders perceive training as an obligation, something they need to invest in, but which does not reflect on the company or individual performance results. In these scenarios, assessments of learning and of business performance are conducted separately, as if one did not have any relation with the other. Sometimes, unfortunately, they really do not.

The problem is that often training still remains tactical<sup>3</sup>. Not many companies really believe that training should be run as an integrated part of the business strategy<sup>4</sup>, and as a consequence, investments in training are often poorly managed.

Moreover, European companies diminish their investment in training per employee<sup>5</sup> and budget constraints cause usage of generic training, instead of customised, strategically aligned training. This means that there are lower investments and lower effectiveness and this results in a vicious circle where companies invest in poor training programmes which do not bring the expected value both to companies, employees and leaders, who then decide to cut investment in employee development programmes.

This negative circle can be stopped and training can become a key factor of success for any business willing to achieve its strategic objectives. It is proven that vocational education and training have a positive and significant effect on company performance indicators such as quality, innovation, employment or growth<sup>6</sup>.

### ***The key for successful training performance***

Training can be efficient only if it is aligned with an organisation's strategy and its goals. It may seem obvious, but if it were really applied, there would not be so many high-level executives that do not perceive any influence of employee training on their business goals, except for working hours "lost" on training.



In order to be truly aligned with the strategy, training has to become a part of the organisation's strategy, but how is that accomplished?

### ***How to align training with strategy?***

What are the tactics that make training not only achieve employee development goals, but increase their commitment to strategic goals and in this way, improve the company's performance?

<sup>3</sup> Adelsberg and Trolley's research 2011 Update

<sup>4</sup> "Running Training Like a Business" is a title of their book from 1999

<sup>5</sup> Research conducted by the European Centre of the Development of Vocational Training in 2011

<sup>6</sup> Research conducted by the European Centre of the Development of Vocational Training in 2011

### 1. Direct connection between leadership and training providers:

Business Leaders have to make sure that the Learning and Development department and the training/consulting companies are aware of the business goals and organisation's strategy. They must be well informed on the factors that directly influence the achievement of the company's critical goals and of the metrics used to measure the performance.

As strategies change, so does the training alignment. Information flow between senior management and the training designers must therefore be unobstructed.

### 2. Understand the connection between individual performance and the business outcome:

It is essential to understand how individual performances influence the business outcome. Having this information, the training provider is able to customise and direct the training so that it transforms and improves the employee's behaviour and develops his/her skills in a way that positively impacts business performance.

It is also crucial to understand how employee commitment to business goals in the specific organisation influences the achievement of those goals.

### 3. Leadership engagement:

Senior Management should not only support the training, but should also feel "ownership" for it. They can participate in its design and content, which will make sure that it is aligned with the strategy. They should be offered a "taster" of the training (even if the training itself is not targeted for them) and have a chance to interact with the participants.

### 4. Line Managers' involvement:

Line Managers should be involved in training – make them participate in "tasters". In some cases, it is possible to train different levels of employees in the same group, for example, [SafeStart®](#)<sup>7</sup> or other safety awareness trainings can be applied to all employees, as it addresses human behaviour directly and thus errors that can lead to accidents not only at work, but also at home or on the road.

### 5. Adapting training methodology to the unique business culture:

The methodology and content of the training have to leverage business strategies. Trainees can even contribute to new ideas and future strategies. Also training has to be adapted to the organisations' unique business culture.

#### ***How to make training effective: keep the audience engaged***

Training has to be relevant to the business and to the participants. The employees who go through a learning process have to feel that the training is important to them.

One of the most mentioned factors that influence the retention levels of training, and consequently the improvement of skills and behaviours of each employee and the achievement of strategic goals, is the participant's engagement in training.

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<sup>7</sup> SafeStart® is a registered trademark of Electrolab Limited. Coastal Training Technologies Corp., which is part of DuPont Sustainable Solutions, is the owner of the SafeStart® license except for France, Canada, Australia and USA

However, one cannot just demand trainee’s engagement. One has to create an engaging training. This is very difficult as employees receive hundreds of messages every day and they get distracted.

There are three key factors to take into account when creating an engaging training programme:

1. **Audience:** to whom will the training be addressed? Different groups and levels of employees should receive different kinds of training, depending on their tasks within the organisation, but also on their level of knowledge, on their background and their influence on the overall business outcome.
2. **Content:** must be created so that it is relevant, reflects real life situations and applies modern techniques of instructional design. One should remember that the audience is composed of adults and that they learn differently to children.
3. **Cooperation:** the design, development and delivery of effective training materials involve a partnership among many team players. This team effort is comprised of competencies and application skills in writing, interviewing, analysing, graphics, computer applications, human learning knowledge, motivational techniques, formative and summative evaluation, marketing, human relations skills and project management. The development of training materials is a team exercise, because no one-person has expertise in all these competencies. It also demands very close partnership and cooperation between the company ordering the training and the training organisation. One should not forget that the customisation of the training and its adaptation to the company’s culture and goals are essential.

### ***Training Solutions***

The Training Practice of DuPont Sustainable Solutions applies an Instructional Systems Design (ISD) approach when developing its training programs. The system’s approach allows for



continual feedback which is used for the adaptation of the instructional materials. It is a scientifically derived methodology which incorporates the research and theories of cognitive and behavioural psychology. The ISD approach provides sound decision-making to identify the “who-what-when-where-why” of training; it provides an orderly process of gathering and analysing performance requirements and insures that training and support materials are developed with maximum efficiency and effectiveness.

When designing the training materials DuPont considers the principles of adult learning:

- Adults need to know why they need to know.
- Adults need to learn experientially. Let them practice something.
- Adults approach learning as problem solving and must verify their new competencies at solving these problems.
- Adults learn best when the topic is of immediate value. It must be relevant.
- Adults need to integrate new ideas with what they already know.

Trainees should never feel that they are wasting their time. By engaging them and offering interactive and experimental learning methods, Training Solutions is able to improve their commitment to strategic goals.

***Method (platform and environment) – depending on audience and on the content***

Training Solutions creates different methods based on blended learning: using multiple platforms (face-to-face, eLearning, workbooks, movies, self-paced and instructor-led training). For executives, blended learning means that the training method is easily adaptable to the company’s strategy, as employees can learn on their workplace and the learning platform can differ depending on the skill or behaviour in question.

For employees, an interactive practical format may improve retention and engagement levels.

***Assessment***

The learning assessment does not have to and should not be conducted separately from the performance assessment. The training objective is to transform business and this transformation is measured by performance indicators established by the organisation itself.

Most learning systems offer the possibility to measure training using operational learning metrics such as the number of hours logged, courses completed, lessons started, the most missed questions and similar. These metrics are essential to evaluate the results of the training itself, but are just a first step to complete the learning assessment’s results in the organisation.

Before implementing the training, one should identify the performance targets and, after the training, the outcome may thus be measured based on the established metrics.

Care should be taken when measuring the learning results. The research from the European Centre of the Development of Vocational Training, mentioned before, suggests that measurements of the effects of training should not be made before one year following the investment as there is a delay in training effects.

In summary, training can be a key factor for business success, but there are some basic guidelines to follow:

- Training must be strategically linked to the business objectives from the beginning.
- Top Leaders need to be involved in its development and work closely with the resources in charge of its design.
- Line Managers need to be involved in the testing and implementation of the training.
- Training must be adapted to the audiences’ needs and should help employees to develop strategic skills for their business performance.
- Content has to be highly engaging for the audience and adapted to their business needs.
- When working on people’s learning process, the methodology needs to be adapted to the audience’s best way to learn.
- Success and performance need to be measured and assessed over a long period of time.

However, in order to achieve a significant return on investment for training, it must be fully integrated into corporate strategic goals, as well as all people management processes.

**Christian Beers tells us how Training Solutions is an integrated part of DuPont Consulting Services**

***What is Training Solutions and how does it play a role within the DuPont Sustainable Solutions offering?***



The DuPont Sustainable Solutions Training Practice is one of the services provided by DuPont within its Integrated Consulting Framework.

Behavioural change is a key factor for driving and sustaining cultural change across companies and DuPont Sustainable Solutions has all the tools to address corporate and operational cultural change both at a strategic and at an implementation level.

Training Solutions offers a blended bouquet of learning solutions, in the areas of safety, industrial skills, ethics and compliance, that deliver continual knowledge transfer to empower employees and improve performance.

***What is the unique value proposition of Training Solutions?***

Training Solutions can share the experience of cultural change that gathered from the DuPont background and the expertise in developing and delivering customized Leadership and Management Solutions. In May 2012, DuPont Sustainable Solutions has been ranked among the World Top 20 Content Development Companies by TrainingIndustry.com.

Training Solutions offers a holistic approach to cultural change through customised solutions that address both strategic consulting to management, as well as the ability to assist the customer in the creation of their own capability development needs. Furthermore, to complete the learning development journey, Training Solutions offers a full range of content in this area. Such content can be adapted and delivered through experienced trainers as well as through traditional media (DVDs, printed documents, posters) or eLearning. Our well-known brands and programs, such as STOP™ and SafeStart®, reinforce our position as a leader in this field.

***What is your vision?***

We want to be a catalyst for transformation. We develop learning solutions to help organisations, of all industries and sizes, meet their unique training objectives. Training Solutions aims at delivering higher-value, tailored integrated learning and development solutions based on DuPont expertise. We want to utilise new technologies to deliver effective knowledge transfer, through a complementary approach resulting in more than pure consulting and coaching services.

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### **VELUX achieves safety milestone: Video Case Study**

In cooperation with DuPont Sustainable Solutions, VELUX set up a programme called VELUX Safety Excellence, with the aim to reduce workplace accidents and reach a 0 accidents goal. Today, with a comprehensive safety programme at the 25% implemented stage, the VELUX Group can already see that it is possible to change its employees' behaviour and thereby reduce the number of accidents at its factories.

[Read the VELUX press release: Single-minded effort pays off](#)



[http://www.youtube.com/watch?feature=player\\_embedded&v=oYQOE0IvdtE](http://www.youtube.com/watch?feature=player_embedded&v=oYQOE0IvdtE)

## News & Events

### *News*

#### **DuPont Sustainable Solutions calls to action on World Day for Safety and Health at Work**

Business pressures threaten gains in workplace safety. Despite a significant decrease in the number of accidents and fatalities in workplaces across the European Union over the last five decades, thousands of European men and women continue to be injured or killed in the workplace every year.

» [Read the World Day for Safety and Health at Work press release](#)

» [Read the Market Study on Safety Perception in Major European Companies](#)

#### **DuPont Among Leaders on 2012 Climate Innovation Index**

DuPont has been recognised as a leader in climate innovation within the Mapplecroft Climate Innovation Indexes<sup>8</sup>. According to Mapplecroft, DuPont is addressing energy and climate challenges in the global marketplace by developing and commercialising renewable, bio-based materials; advanced biofuels; energy-efficient technologies and alternative energy products and technologies.

» [Find out more about the DuPont recognition on Mapplecroft Climate Innovation Indexes](#)

#### **DuPont Sustainable Solutions ranked among Top 20 Content Development Companies**

DuPont Sustainable Solutions has been ranked among the World Top 20 Content Development Companies by TrainingIndustry.com. Companies were selected based on:

- Industry visibility, innovation and impact
- Capability to develop and deliver multiple types of content
- Company size and growth potential
- Depth and breadth of subject matter expertise
- Quality of clients
- Geographic reach

» [Read more about the World Top 20 Content Development Companies](#)

### *Upcoming Events*

#### **Improving your safety culture with Training Solutions from DuPont**

DuPont Sustainable Solutions will be hosting a series of workshops and webinars focusing on the conceptual basis for safety management, behavioural based safety and risk reduction, and specific methodologies to address safety in the workplace.

Safety Management Info Day

June 21st - Neu Isenburg, Germany

#### **Pre-Announcement**

The new DuPont Safety and Sustainability Awards Call for Applications will soon be launched.

For preliminary information, please contact [dupontsafetyawards@nexdor.ch](mailto:dupontsafetyawards@nexdor.ch)

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<sup>8</sup> <http://mapplecroft.com/cii/>