

2012 eNEWSLETTER – VOLUME IV - How to drive Cultural Change to Accelerate Performance

In this issue, we focus on a cutting-edge approach to address cultural change and accelerate performance within an organisation: it is called the DuPont Integrated Approach for Safety (DnA).

We hope you enjoy the read.

Also, we would like to take this opportunity to wish you all a very happy holiday, as well as a safe, and successful 2013.

For further information about us, we invite you to visit our DSS EMEA website: www.sustainablesolutions.dupont.co.uk

Core Value



Managing an Ageing Workforce

Instead of retiring, many baby boomers are turning into "silver workers". How can companies optimise outcomes for this ageing workforce while improving their bottom line?

Feature Article



DnA for Safety - A Catalyst to Accelerate Transformation

How and why do people make decisions about their safety? A new service offering considering the motivation behind actions, DnA for Safety is designed for organisations that are already advanced in their safety culture, but whose efforts have plateaued.

Video Interview



Video Interview with Rod Gutierrez

Rod Gutierrez, DuPont Sustainable Solutions Principal Psychologist and father of the DuPont Integrated Approach (DnA) for Safety explains the three pillars of the DnA approach and its true innovative power.

Case Study



Taking Safety to the Next Level

DuPont™ Nomex® Plant implements DnA for Safety to achieve a sustainable safety culture.

News & Events



News and upcoming events

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

Managing an Ageing Workforce

2012 was meant to signal the start of retirement for the baby boomers, people born between 1946 and 1964. But they are living longer and staying healthier than previous generations. Coupled with pared down pensions, a stock market that is affected by the recession and low interest rates, financial pressures have made it inevitable that people continue working into their seventies. At the same time, the birth rate in many European countries, as well as China is decreasing. That has left employers facing a huge potential skills gap. There are just not enough people aged 30-40 in the EMEA region to replace retiring workers.

As a result, statisticians estimate that by 2020, 45% of German workers will be aged over 50, up from 25% today. In Switzerland, a report issued in October 2012 also highlighted the increasing trend for senior workers to stay at work well after their retirement age¹. The situation is similar in other European countries. In fact, the European Agency for Safety and Health at Work estimates that the 55-66 year old age group is expected to expand by approximately 16.2% between 2010 and 2030, while all other age groups are expected to decrease accordingly². Europe is not alone. In the US, the number of workers aged 55 and over grew by 3.5 million from September 2009 to September 2012³. Employers in Japan, Singapore and South Korea are in a similar situation and also have to prepare for the challenges posed by an ageing workforce.

What is the challenge?

It is clear that workforces in 2020 will look very different to those of today. While management is keen to retain the skills of older workers, it has to work out the best means of dealing with the specific challenges an older work population poses. These range from workplace design issues - making the most of the skills developed by older workers without monopolising senior position; putting in place health-related benefits; and developing strategies to transfer knowledge from ageing employees to prevent skill gaps. The loss of skills from a large group of employees that are simultaneously nearing retirement will have a major impact on any business.



The key to a longer working life: safety and health at work

Age and illness are inextricably linked, and many illnesses stem from lifestyle related issues, such as an illness or injury on the job. As a result, health and safety at work is vitally important to keep older, skilled employees working. This was underlined by both a Swiss and a European Union survey. According to an EU-OSHA European Opinion Poll on Health and Safety at work, 87% of people see good occupational safety and health as crucial if people are to work longer before they retire⁴. But according to a Euro barometer survey, many of them fear that conditions at their workplaces will not make it easy for them to continue working into old age. More than half of those surveyed thought their workplace had not been sufficiently adapted to the needs of older people.

¹ Toujours plus de Seniors Travallent, Tribune de Genève, 8 Octobre 2012, <http://www.tdg.ch/vivre/societe/toujours-seniors-travallent/story/16917980>

² Promoting active ageing in the workplace, EU-OSHA, <http://osha.europa.eu/en/publications/articles/promoting-active-ageing-in-the-workplace/view>

³ For Older Workers, Here Is Where the Jobs Will Be, The Wall Street Journal, October 22, 2012 <http://online.wsj.com/article/SB10000872396390443854204578060534215611750.html>

⁴ Working better for longer, European Agency for Safety and Health, September 25th, <http://osha.europa.eu/en/publications/articles/active-ageing-working-better-for-longer/view>, p.2

A study commissioned by the Swiss Confederation came up with similar findings. It showed that companies, despite recognising the value and skills of older workers in certain areas, do not apply a consistent human resources policy that encourages aging workers to stay right up to or beyond their retirement age⁵.

“Companies have to make allowances for older workers,” Peter Augsten, Practice Leader, DuPont Sustainable Solutions says. “If they want to retain the knowledge and skill these employees have developed over years, they need to put in place specific benefits and policies to support them.”

How to prepare for and ensure the safety and health of ageing employees at work

1. Recognise the value of aging workers through appropriate workplace attitude

2012 was named the European Year for Active Aging and Solidarity between Generations. “Active Aging” is described as “encouraging older people to remain active by working longer and retiring later”.

EU-OSHA suggests an “attitudinal reform to create fair and appropriate attitudes towards older workers”⁶. Companies need to make an effort to bring about a positive working atmosphere for old workers. Out-dated attitudes or “ageism” can negatively impact their career and prematurely force them out of the workplace, deny them promotions and/or exclude them from learning and training opportunities⁷. Adapting the workplace to older workers requires some flexibility and perhaps re-thinking of where and how to make the most of their skills, but mistaken beliefs and negative attitudes to older workers can lose businesses a valuable human resource.

2. Promote health and a healthy lifestyle

According to a study by the Swiss Confederation, the decision to keep working after retirement age does not only depend on financial issues, but primarily on health issues⁸.

Ageing is not an equal process and two people with the same birth dates might have very different physical and mental conditions. Studies show that individuals who exercise regularly can remain relatively unchanged in terms of physical capacity between the ages 45 and 65. This means that a 45-year-old employee who does not exercise may be less fit than an employee who is 20 years older who does⁹.

“Age management” within a workplace must therefore always focus on prevention of health and safety issues.

⁵ “Départ à la retraite et démographie: une étude révèle une tendance et une disposition à travailler plus longtemps”. Press Release, Swiss Confederation, October 8th, 2012

<http://www.news.admin.ch/dokumentation/00002/00015/?lang=fr&msg-id=46218>

⁶ EU-OSHA, Promoting active ageing in the workplace, p. 6

⁷ Safe and Healthy, a Guide to Managing an Aging Workforce, Government of Alberta, 2006

<http://alis.alberta.ca/pdf/cshop/safehealthy.pdf>, p. 6

⁸ “Départ à la retraite et démographie: une étude révèle une tendance et une disposition à travailler plus longtemps”. Press Release, Swiss Confederation, October 8th, 2012

<http://www.news.admin.ch/dokumentation/00002/00015/?lang=fr&msg-id=46218>

⁹ Safe and Healthy, a Guide to Managing an Aging Workforce, Government of Alberta, 2006

<http://alis.alberta.ca/pdf/cshop/safehealthy.pdf>, p. 15

Corporate safety and health professionals should take proactive measures to identify and treat health issues, which might be induced either by age or working conditions. They should also promote a healthy lifestyle at work by promoting sport activities, healthy eating, drinking, recovery and sleep.

DuPont™ Occupational Health and Safety Professionals provide services such as a health check-up, information on resilience and ergonomics. The company also encourages and subsidises employees' sport activities throughout the company. In addition, many sites organise "wellness days" to raise employees' awareness of the value of exercise, diet and lifestyle.

3. Encourage a work / life balance

Occupational Health Experts should actively work with employees and employers to adapt the type and timing of work to their age and physical conditions.

In a team, managers will have to keep adapting the work balance within their team based on numerous changing issues such as health, disabilities and gender. Age should just be one more item to consider when managing a diverse workforce. According to the Swiss Confederation Study into people working after retirement age, an influential factor in their decision to continue working is the flexibility of working hours. DuPont, for example, has programmes that allow for flexibility of working hours and location, thus allowing for a healthy work / life balance.

This and other adaptable workplace policies make it possible to accommodate older workers' needs and help them cope with their workload.

4. Continue education and training throughout an employee's career

In order to keep updating skills and competencies, training – on the job as well as off the job – has to be planned and adapted to different learning paths for younger and older workers. If a company can maintain the mental activity of their employees by training them regularly throughout their career, they are likely to continue learning over their lifetime of work. "Many employers are still searching for the young, dynamic employees with 20 years professional experience, but today's labour market cannot supply them", Mr Augsten concludes. "If we can hold onto the skills of older workers, why wouldn't we?"

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DnA for Safety – A Catalyst to Accelerate Transformation

In the 1970s safety professionals believed that influencing the behaviour of employees would result in profound changes in work safety. It was thought that behavioural patterns determined people’s thoughts, attitudes, beliefs and values. Today, cognitive psychology has taught us that the way we think and make decisions drives how we behave. The DuPont Integrated Approach (DnA) for Safety takes into account how and why people make decisions. It accounts for motivational factors, which are both intrinsic and extrinsic, and addresses the means by which high-risk habits are formed, and broken. The innovation of DnA lies in combining psychology, behavioural safety and an understanding of the social norms that govern us to improve work safety to new levels.

In the past two years, DuPont Sustainable Solutions has been implementing this new learning approach at DuPont sites with excellent results. The programme, which uses coaching to accompany individuals, managers and corporations through cultural change, is also available to external companies looking for more than the traditional safety management tools. Ten companies in Europe, the Middle East and Africa, as well as DuPont itself, have already decided to work with this approach and have made significant progress in transforming their safety performance.

What is DnA?



DnA stands for DuPont Integrated Approach for Safety and is an enhanced, holistic approach – one that positions safety as an intrinsic value and involves every individual in an organisation.

Traditionally, companies followed the safety journey described by the Bradley Curve – a cultural change model. Using this curve, safety specialists track the evolution of employees from a reactive safety culture (the first stage of the curve during which companies only target compliance to safety rules set by institutional authorities, managers are not involved in implementation of the safety culture and safety is only a matter of natural instincts) to an Interdependent stage of safety (the final stage of the curve, in which employees and employers care for each other’s safety, safety is a reason for organisational pride and people help others to conform to this state of mind and way of working). This model is a very effective way of tracking a company’s shift to operational safety and is a good reflection of cultural change.

Nevertheless, the model has two limitations. The first is the comforting sense of achievement organisations have once they have achieved the move from the dependent stage to the independent stage. However, safety should be a continuous goal. It is not a destination that is reached and then requires no further effort. Commitment to it needs to be renewed, reinvigorated and reinforced consistently over time. How can that be done in a way that remains innovative and prevents employees from becoming bored with an often repeated message?

The second limitation of the Bradley model is that the journey of a whole company does not automatically match the journey of individuals within that organisation. Do employees comply with a given behaviour because they fear the consequences of not complying, or because they expect recognition? Will employees continue to behave in a safe way when nobody is watching? How safely do they behave when they are not in a work environment?

The DuPont Integrated Approach addresses these limitations by tackling the following questions: why do people do what they do? What are their beliefs? As a result, the programme works at several levels to transform organisations from one that has employees who are simply compliant with safety to one with employees who are committed to safety, thus matching the employees’ personal safety journey with that of the organisation.

The essential pieces of the puzzle

The new DnA approach uses a practical model of human behaviour that considers how the brain processes information, how we think and what we believe, as well as influential external factors such as the work environment and social climates. To learn more about the three pillars of DnA (its philosophy, methodology and offerings), watch the video interview with Rod Gutierrez, DuPont Sustainable Solutions’ principal psychologist.

DnA for Safety enables companies to build a more effective, tailored change programme, based on the specific needs of their business and personnel, using a more holistic understanding of what drives human behaviours.

DuPont Values, Attitudes and Beliefs Index

DuPont Sustainable Solutions offers a one-of-a-kind assessment tool, the DuPont Values, Attitudes and Beliefs Index, to build a profile of critical safety beliefs, values and behaviours (three of the elements mentioned in this newsletter’s video interview with Rod Gutierrez).

DuPont psychologists have designed this highly effective, unique tool for a number of applications. It will help to identify ways of engaging the workforce of companies in many different sectors in powerful, positive change.



A competency based learning experience

Competency based learning differs from the traditional delivery of safety training. It works with each individual to develop their skill level from their own starting point and then assesses progress against a universal standard of competency, rather than against the achievements of other learners.

Coaching: a key element for the success of the individual’s safety journey

DuPont ProGress Coaching builds on the level of competency an individual has achieved during the training phase to consolidate what has been learnt and maximise on-the-job achievement. This new approach moves away from “instruction” to a facilitated learning journey, with coaching being the crucial difference.

It is during this stage of applying theoretical learning to real life operations that participants can expect to realise the most significant improvements in their safety competency and in influencing the safety attitudes of their team members.

DuPont ProGress Coaching is designed to meet the needs of the individual and the company and is usually delivered over a period of months during which a qualified coach works with individuals or small groups to successfully complete a specified personal action plan or workplace project.



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Where traditional safety programmes aim to change behaviour within an organisational culture, DnA focuses on changing the beliefs and values of individuals within that organisation for a more lasting change in behaviour and accelerated progress towards work safety excellence.

Video Interview with Rod Gutierrez

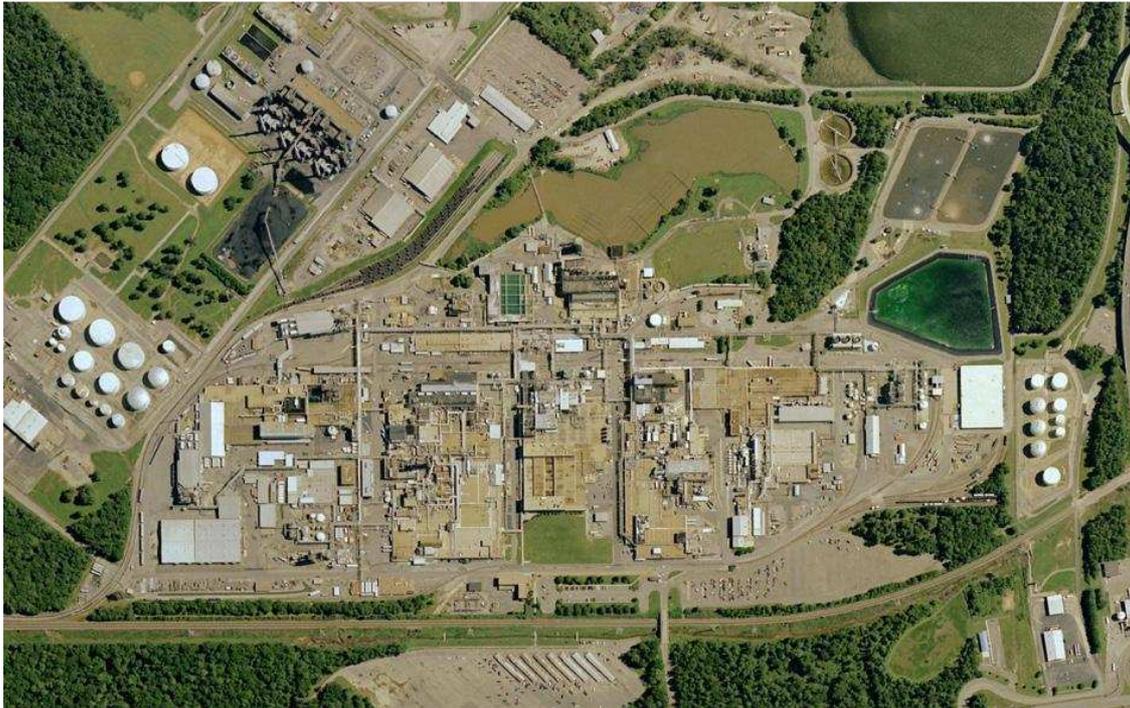
In this video, Rod Gutierrez, DuPont Sustainable Solutions Principal Psychologist and father of the DuPont Integrated Approach (DnA) for Safety explains the three pillars of the DnA approach and its true innovative power.

[View the full video here](#)

Taking Safety to the Next Level

DuPont™ Nomex® plant implements DnA for Safety to achieve a sustainable safety culture

DuPont™ Nomex® is a flame-resistant meta-aramid fibre that is employed as a dielectric insulator for high temperatures. The DuPont Spruance plant in Richmond, Virginia has been producing Nomex® since the late 1960s, and is currently DuPont's largest manufacturing site in terms of both employment and capital investment. The 550-acre plant, located on the James River, is the global headquarters for one of DuPont's fastest-growing businesses, DuPont Protection Technologies.



DuPont and safety

DuPont has a well-established and well-earned reputation for safety innovation and expertise. The Nomex® business at the Spruance plant has a track record of growth and improvement over the last decade and completed 2011 with safety performance better than the DuPont corporate average. In an attempt to break through plateaued safety performance and to further move towards safety interdependence, Nomex® management inquired about the DuPont Integrated Approach (DnA) for Safety, a new product offering from DuPont Sustainable Solutions (DSS). A pilot offering was designed and launched in December, 2011.

“Nomex® decided to implement DnA at a time when we have had some excellent safety performance. We had gone for the most part of the year without a recordable injury of any sort. And we were looking for what it would take to get us to the next level of safety. We really needed something to keep us from getting stale and stagnate from doing the same things over again and we wanted to take it to the next level. And we really felt like DnA would do that for us.”
Deborah McKitten, Unit Manager, Nomex®

The DuPont Integrated Approach (DnA) for Safety: a catalyst to accelerate performance

DnA for Safety is an enhanced system that builds on traditional behavioural approaches and the DuPont Felt Leadership model. DnA helps initiate and support significant and sustained cultural

change across all phases of development, whether your organisation is just beginning its journey to a sustainable safety culture or you're looking for a powerful new catalyst to boost your performance.

DnA for Safety provides people, leaders in particular, with improved care, competence and confidence that enable a richer level of engaging with others. This improved engagement capability builds deeper relationships and delivers business benefits far beyond safety.

DnA for Safety is a new approach to safety because it takes into account how and why people make decisions. It accounts for motivational factors, which are both intrinsic and extrinsic, and addresses the means by which high-risk habits are formed. DnA enables companies to build a more effective, tailored safety program, based on the specific needs of a business and its personnel, using a more holistic understanding of what drives human behaviour.

This core element is what differentiates DnA for Safety from traditional safety programs. Traditional programs are about shifting behaviours within an organisational culture; DnA is about shifting an individual's own beliefs and values. This technique aligns an individual's attitudes and values with those of an organisation, thereby ensuring that they believe and act in the safest manner possible. This transformation process is a journey and takes place one day at a time, one individual at a time.

“We look at DnA as just exactly what the title says - Integrated Approach to Safety. Many of us who have been with DuPont for a long time have had a lot of the basic tools. DnA not only brings them all together, but takes it to the next level. It helps us to go beyond the things that we've learned – how to do a safety audit and incident analysis. DnA is the next level of addressing why people do what they do.”

Deborah McKitten, Unit Manager, Nomex®

Nomex® entered into discussions with DSS about running a DnA pilot program at their Spruance plant. Nomex® believed that DnA would be the best application to help the organisational culture get to the fully independent and then to the interdependent stage of the “Bradley Curve” model.

DnA for Safety as a transformational offering

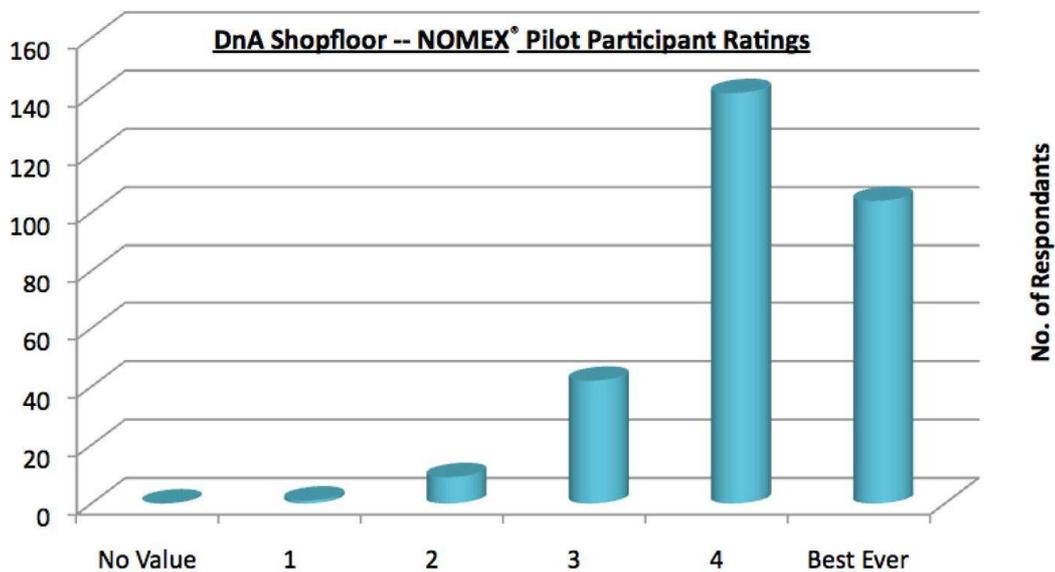
The Nomex® plant was specifically selected for the pilot based on its large employee size – about 550; its maturity - greater than 30 years of operation; and its safety culture – dependent / independent with record setting performance for the business. The pilot program was launched in December 2011. DSS provided a combination of training and coaching sessions, as well as workshops to Operators, First Line Supervisors and Leadership. The magnitude of the people touched is significant and included approximately 30 managers and SHE team members. The transformation process included:

- A 2-day operational-level offering for the business safety leadership/DnA implementation team
- A subsequent 2-day line supervisor offerings
- Focused coaching sessions for business leadership, line managers and first line supervisors
- A 4-hour “Shop Floor” delivery for more than 400 hourly employees
- “Supervisors Skills Workshops” delivered over a period of 6 months to strengthen safety supervisory skills

“We always talk about safety and making it personal. We always say it needs to be, but it always tends to come back to rules, procedures and things that people are supposed to do like robots. Well, that’s not what safety should really be about and isn’t what it’s about. It’s about me personally, about my family, about what I value. And that’s what DnA addresses.”
 Paul Repak, Nomex® Safety, Health and PSM Manager

Setting a sustainable transformation

The DnA pilot program received a positive response from participants across all levels of the Nomex® organization. The majority of the employees who participated in the “Shop floor” sessions rated the class as the best safety engagement program they ever experienced. The feedback came from employees who ranged in career length from several years to over 40 years. In fact, many people felt compelled to approach the DnA for Safety facilitators and convey that it was the ‘best ever’ program.



“Spruance employees have really enjoyed the DnA experience so far. We consider DnA an on-going journey versus something you just go, do and put it back on the shelf”
 Deborah McKitten, Unit Manager, Nomex®

In comparison to site safety performance for the adjacent manufacturing operations at the Spruance Site, with the DnA for Safety program, Nomex® remains the site’s best performing business with regard to safety performance. The next step for Nomex® is to continue the journey to safety improvement by implementing the DnA for Safety methodology and reinforcing it as a part of their daily routines and work practices.



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News & Events

News

The 2012 DuPont Sustainability Progress Report Revealed

DuPont shares its progress towards sustainability objectives. Read about the [DuPont sustainability journey](#) or engage with @DuPont_ability on Twitter.

Upcoming Events

Save the date and join us on September 24-26, 2013 in Dubai!

DuPont Sustainable Solutions is convening executives, leading academics and key officials from government and civil society to provide insight and spark dialogue on the means through which companies can both accelerate growth and drive consumer preference. Participants will be able to interact with one another, sharing best practices and forging new contacts with senior decision-makers.

The event will include the prestigious [DuPont Safety and Sustainability Awards Ceremony](#).

More information will be available by the end of January 2013.

Join DuPont Sustainable Solutions

[African Mining Indaba](#)

February 4-7, 2013 – Cape Town, South Africa

Investing in African Mining Indaba is the world's largest mining investment event and Africa's largest mining event. For 19 years, Investing in African Mining Indaba along with its partners in Africa have channelled billions of dollars of foreign investment into the mining value chain. Mining Indaba is the world's largest gathering of mining's most influential stakeholders and decision-makers vested in African mining. 2012 was a record breaking year, with more than 7,000 individuals representing more than 1,500 international companies from 100 countries and approximately 45 African and non-African government delegations. This is where the world connects with African mining.