Introduction

Hotel du Pont, located in Wilmington, Delaware, is a AAA Four Diamond establishment owned and operated by the DuPont Company for nearly 100 years. As a member of the Preferred Hotel Group™ and the Historic Hotels of America®, the hotel is widely recognized for its excellence in architecture, decor, accommodations, and food and guest services. Its 206 guest rooms and 11 suites have earned the International Gold Key Award for design, and Hotel du Pont’s award-winning Green Room Restaurant and the DuPont™ Theatre are landmark destinations for both domestic and international guests. Hotel du Pont remains committed to retaining the warmth and splendor that has made it so highly regarded for almost a century by continuing to offer a variety of world-class amenities and services to cater to every need.

Challenge

Historically, Hotel du Pont’s workplace safety performance, as measured by its Total Recordable Rate (TRR), was significantly better than that of the hotel industry overall. Between 2002 and 2008, for example, Hotel du Pont's TRR averaged 2.0, while the average TRR for hotels/motels (excluding casino hotels) over the same period was approximately 6.0. This is three times Hotel du Pont’s rate, as reported by the Board of Labor Statistics (United States Department of Labor).

In keeping with DuPont core values and a centuries-long emphasis on safety excellence, hotel leadership challenged the organization to emphasize safety awareness and improve its safety performance. Not only would this help create a safer workplace for Hotel du Pont employees, but it would also help improve guest safety and add value to the overall guest experience.

The leadership team at Hotel du Pont stepped up to the challenge and refocused their efforts on achieving the corporate goal of ZERO injuries to help drive safety improvements.

Leadership refocuses on “The Goal is ZERO.” The result is a 50% reduction in TRR.
Solution
DuPont Sustainable Solutions (DSS) was engaged in early 2008 to conduct a complete safety assessment of Hotel du Pont’s safety management system. The two-part assessment was based on defined essential elements of workplace safety excellence. Safety consultants worked with Hotel du Pont leadership to create and train a team of employees who led an 18 month-long improvement process. The elements of this improvement process are illustrated below:

Based on the assessment of the current state, several focus areas were identified. The improvement effort resulted in the implementation of the following actions by Hotel du Pont, with monitoring by DSS consultants:

- Central Safety Committee (CSC) organized and subcommittees formed
- Executive oversight team developed to support CSC.
- Standard Operating Procedures developed and/or updated.
- Safety Leadership Training – 4 hour sessions.
- Monthly Safety Meetings held by all groups.
- DuPont™ STOP™ For Each Other (SFEO) training program – refreshed and enhanced previous observation training.
- Safety Observation Training – classroom and field.
- Safety observations regularly conducted throughout by all levels of the organization.
- Group presentations at CSC to foster involvement and acceptance of responsibility.

While involved in this effort, they discovered:

- Management takes a more active role, leading by example, ensuring that there are sufficient resources to support safety programs and working to maintain active lines of communication throughout the organization.
- Employees are highly involved in the safety efforts, sharing values and demonstrating a strong sense of teamwork.
- Supervisors and employees ensure that shortcuts aren’t tolerated, practices are consistent with procedures, and documentation is always up-to-date.
- Throughout the organization, housekeeping levels are excellent, and pride in how things are done is apparent.

Results
The disciplined implementation of the recommended actions with visible support from Hotel du Pont’s leadership team resulted in a 50% reduction in Hotel du Pont’s TRR. This level of improvement in less than one year is directly attributable to leadership’s continued safety commitment, regular safety meetings, the application of the DuPont™ STOP™ program and other safety training methodologies, and the general emphasis on safety in all hotel areas.

During this same period and concurrent to the improvement effort, Hotel du Pont guest comment cards were analyzed. This analysis indicated an increase in the SIRV (satisfaction, intent to return and value) rating:

<table>
<thead>
<tr>
<th>Year</th>
<th>Hotel du Pont SIRV Rating</th>
<th>UniFocus Competitive Set – Luxury Hotels*</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>95.1</td>
<td>85.0</td>
</tr>
<tr>
<td>2009</td>
<td>95.3</td>
<td>85.9</td>
</tr>
<tr>
<td>2010</td>
<td>96.2</td>
<td>87.1</td>
</tr>
</tbody>
</table>

Overall, Hotel du Pont quickly achieved world-class safety performance by focusing on the essentials of world-class safety management. As a result, a significant number of short and long term benefits of a strong safety program were identified. According to Thomas A. Hannum, former Executive Chef and current Safety Manager, DuPont Hospitality, “...most important is the fact that we are seeing fewer employee injuries and that they believe we truly care about their well being. From a business perspective there is less overtime, better employee morale, and better productivity.” Likewise, the increase in guest satisfaction has helped reinforce Hotel du Pont’s international reputation for delivering world-class service, along with world-class safety.

About DuPont Sustainable Solutions
DuPont is committed to sharing its owner-operator experience and best practices to help other hospitality properties around the world improve their safety management systems that support their employees and guests. As one of 13 DuPont businesses, DSS brings customers the benefits of an integrated global services and technology delivery enterprise. DSS applies DuPont’s real-world experience, history of innovation, problem-solving success, and strong brands to help organizations transform their workplaces and work cultures to become safer, more efficient and environmentally sustainable.

For more information on DuPont Sustainable Solutions and its world-class consulting services, call us today at 1-800-532-SAFE (7233) or visit us at www.sustainablesolutions.dupont.com

*For over three decades, UniFocus has been one of the most trusted names in satisfaction measurement technology, and is a leading global pioneer of results-driven solution technologies and business intelligence for the hospitality industry.