



## Hilton UK & Ireland



Case

Study

Wolfgang M. Neumann took up the post of Area President for Hilton UK & Ireland in January 2003, at which point he assumed overall responsibility for health and safety for the company's 76 hotels in the region. A 19-year Hilton veteran through many regions of the world, Wolfgang put health and safety high on the agenda from the very start.

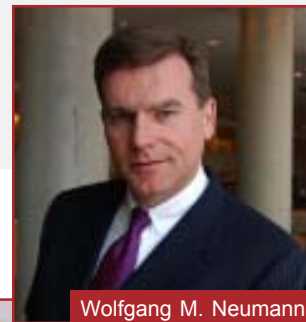
### DRIVERS FOR LEADERSHIP

Wolfgang chose to be actively involved in health and safety arrangements to ensure that he is meeting his legal responsibilities and that his management team is able to focus on balanced scorecard drivers for the business. He has acted to send clear messages to his management team and the rest of the organisation as to how he expects health and safety to be dealt with.

	<b>No. of employees</b>	12,000 +
	<b>Business Sector</b>	Leisure [FTSE 100]
	<b>Business Activities</b>	Hotels
	<b>Location</b>	UK & Ireland

**“The support and interest Wolfgang gives towards safety motivates Safety Managers, encourages new initiatives and moves the operation towards a safety culture that is an integral part of our business. I am confident that the future promises further measured successes and clear national recognition for our innovative approach within the hotel industry.”**

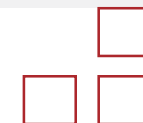
Douglas Cameron, Safety & Security Risk Director, Hilton UK & Ireland



Wolfgang M. Neumann

### VALUE OF LEADERSHIP

- Clearly set direct, personal communication style of a no-blame, learning culture
- Executive focusing on strategic health and safety issues in business context
- Broadened health and safety to include security, thereby refocussing hotel management attention on risks in business
- Shifted safety team perspective towards working within business constraints to achieve safety aims



- ### BENEFITS OF LEADERSHIP
- Increased management understanding and awareness of costs and benefits of health and safety management
  - Increased speed of response to hotel-specific issues due to direct communications
  - Increased integration and improvement of health and safety in local management and reporting
  - In 2003-04 greater improvements in hotel performance scores achieved where safety managers were appointed

**“The introduction of health and safety managers...acts as an important conduit for improving communication on health & safety.”**

Graeme Kerr, Team Leader, Health and Safety Advice Team, Environmental Protection Services, Glasgow City Council

HSE

Leadership in Health & Safety

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**WOLFGANG'S MESSAGE TO OTHER DIRECTORS IS...**

**“Leading health and safety is vital as a key business driver. I also enjoy the diversity of the subject and encourage open communication relating to concerns, incidents or accidents. We equally celebrate our successes.”**

**HOW WERE ARRANGEMENTS DEVELOPED?**

Three years ago this function was merged with other operational support functions (i.e. Technical Services, Purchasing and IT) to form Management Services.

This enabled good integration of health and safety into the other business support functions.

**CURRENT BOARD ARRANGEMENTS**

The Safety and Security Risk Director reports to Mark Selawry, Vice President Management Services, who represents the health and safety function on the Executive Board, and shares this responsibility with the President.

All operational members of the Executive have direct responsibility for health and safety, either as a management function or as set performance targets which are related to their individual bonus targets on health and safety.

**WHAT WAS DONE?**

Changes were undertaken internally, involving consultation with the workforce and guidance on health and safety. It was an iterative process building on the experience of some Board members. Overall it was found to be straightforward and relatively undemanding.

With Wolfgang's demand for open, direct communications, reporting by the Safety and Security Risk Director and his team to the Executive has changed. They now present strategic health and safety issues at meetings, and liaise directly with individuals on issues relating to specific hotels, ensuring clearer and more relevant communications which can be translated into action.

**DIRECTOR'S ENGAGEMENT**

- Supported the appointment of local hotel health and safety “experts” to identify and support local issues
  - Included security under the remit of the Health and Safety Team (for both hotel employees and customers)
- He works with the Health and Safety Team encouraging them to think “with an owner’s hat on” to add value to the business.



**WHAT DOES THE DIRECTOR DO?**

**“My colleagues, shareholders and guests working or staying at Hilton hotels deserve and expect that commitment from me. We, as a team, realise that cost implications become business benefits when associated with good safety practices & beliefs.”**

Wolfgang M. Neumann, Area President, Hilton UK & Ireland

**“Wolfgang’s vision to position Health and Safety Managers in hotel clusters gave me the opportunity to transfer from my previous position as Health Club Manager to my preferred passion for safety.”**

Debbie Grey, Health and Safety Manager, Bournemouth, Southampton & Portsmouth Hotel Cluster

- Proactively supports Safety Risk Director in incidents and major spend issues
- Works with Executive and Safety Team to identify and implement lessons learnt from incidents
- Attends safety risk department meetings
- Personally sends e-mails to employees to disseminate safety lessons and praising initiatives
- Reviews safety documents to ensure they do not conflict with the business and are implemented