

# What is safety culture?

Safety culture conference

Firenze, 4<sup>th</sup> December 2018

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# 1. About ERA

A few words on the European Union Agency for Railways



# The European Union Agency for Railways

- The Agency was founded in 2004\* by the Regulation (EC) 881/2004, today it employs approximately 170 staff members, its tasks are defined in the new Regulation (EU) 2016/796.
- Location:
  - Headquarter in Valenciennes (FR),
  - Meeting facilities in Lille (FR)



**Making the railway system work  
better for society**



# The European Union Agency for Railways

- The **objective of the Agency** is to contribute, on technical matters, to the implementation of the European Union legislation aimed at improving the competitive position of the railway sector by:
  - Enhancing the level of **interoperability** of railway systems
  - Developing a **common approach to safety** on the European railway system
  - Contributing to creating a **Single European Railway Area** without frontiers, guaranteeing a high level of safety
- The "4th Railway Package" will transform the Agency **from a consultative body to an Authority** capable of issuing Safety Certifications and Vehicle Authorisations (by June 2019, Regulation (EU) 2016/796)



### Authorisation and certification:

- Safety Certificate for Cross-border operators (mandatory)
- Safety Certificate for national operators (voluntary)
- Vehicle Authorisation

### Approval:

- ERTMS trackside approval

### Monitoring:

- National Safety Authorities
- Notified Bodies

Opinions, advices and reports to the European Commission or Member States

Recommendations to the European Commission, mainly defining the content of:

- Technical Specifications for Interoperability (TSIs)
- Common Safety Methods (CSMs)
- Registers

Safety culture evaluation:

- Scope: **evaluation of the development of a safety culture** including occurrence reporting.
- Report shall include:
  - The result of the evaluation
  - improvements to be made to the system (if needed)
- Deadline: 16 June 2024

## The role of the member states

### Member states:

- approve the working plan of the Agency (SPD) via the Agency Management Board;
- are actively working with the Agency (Working groups, pool of experts, public consultations, etc.);
- vote for mandates and/or for final recommendation at the Railway Interoperability and Safety Committee (RISC).

**European citizens are always represented by the member states  
in the work done by the Agency.**



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## 2. Safety Culture in the legal framework

The legal requirements

## EU Railway Safety Directive (2016/798)

- **Recital 10:** Member States should promote a culture of mutual trust, confidence and learning in which the staff of railway undertakings and infrastructure managers are encouraged to contribute to the development of safety while confidentiality is ensured.
- **Article 9(2):** Through the safety management system, infrastructure managers and railway undertakings shall promote a culture of mutual trust, confidence and learning, in which staff is encouraged to contribute to the development of safety while ensuring confidentiality.

## Common Safety Method on Safety Management System – Regulation (EU) 2018/762

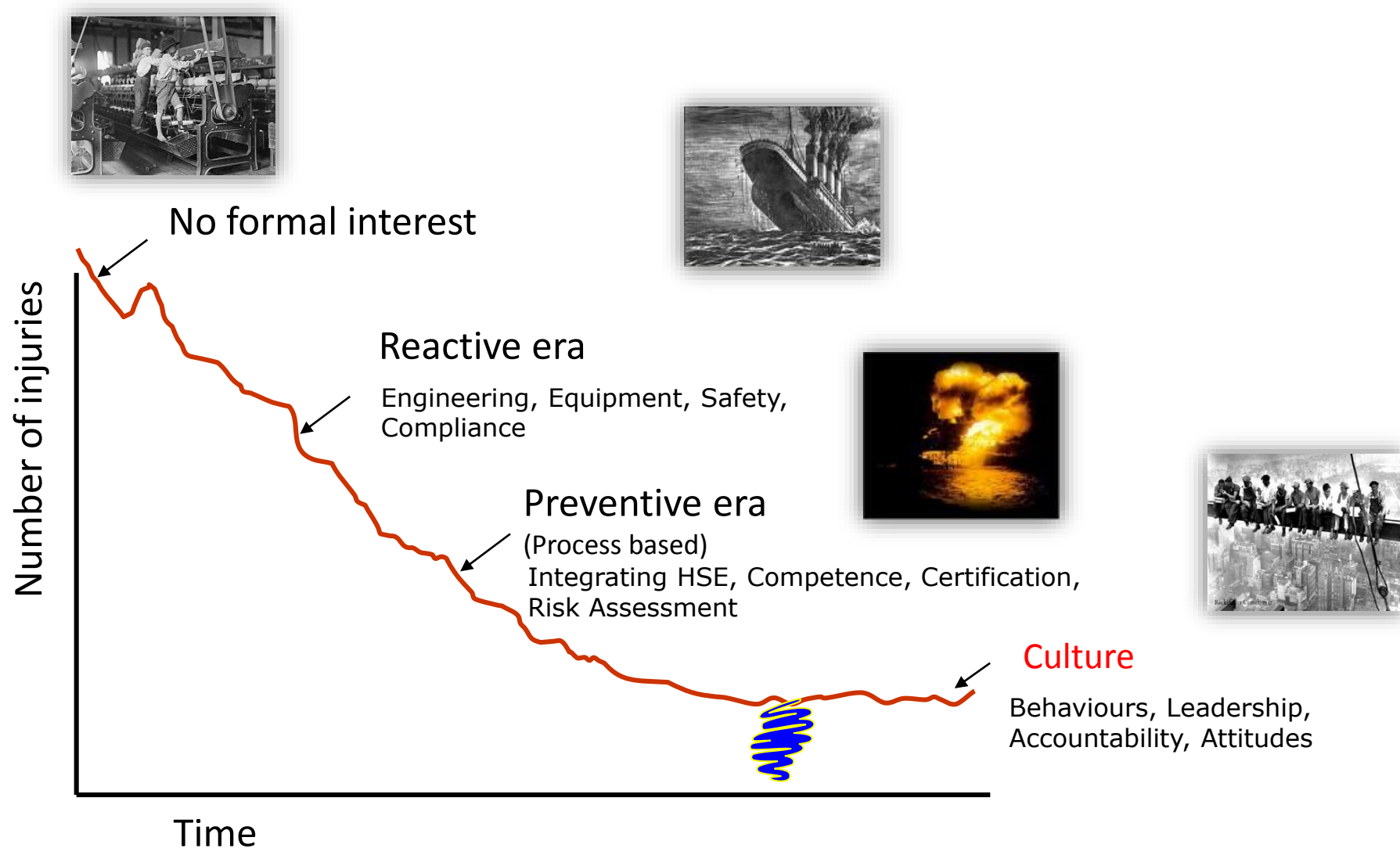
- **Recital 7: The way safety is perceived, valued and prioritised in an organisation reflects the real commitment to safety at all levels** in the organisation. Therefore, it is also important for railway undertakings and infrastructure managers to:
  - identify the actions and behaviours that can shape a **positive safety culture**, and
  - **promote through** their safety management system this **culture of mutual trust, confidence and learning** in which staff are encouraged to contribute to the development of safety by reporting dangerous occurrences and providing safety-related information.

## Common Safety Method on Safety Management System – Regulation (EU) 2018/762

- **Annex I and II – Section 2.1.1 (j): Top management shall demonstrate leadership and commitment to the development, implementation, maintenance and continual improvement of the safety management system by: (...) promoting a positive safety culture.**
- **Annex I and II – Section 7.2.3:** The organisation shall provide a **strategy to continually improve its safety culture**, relying on the use of expertise and recognised methods to identify behavioural issues affecting the different parts of the safety management system and to put in place measures to address these.

# 3. Culture

# Why Culture?







Culture: What does it mean to you?



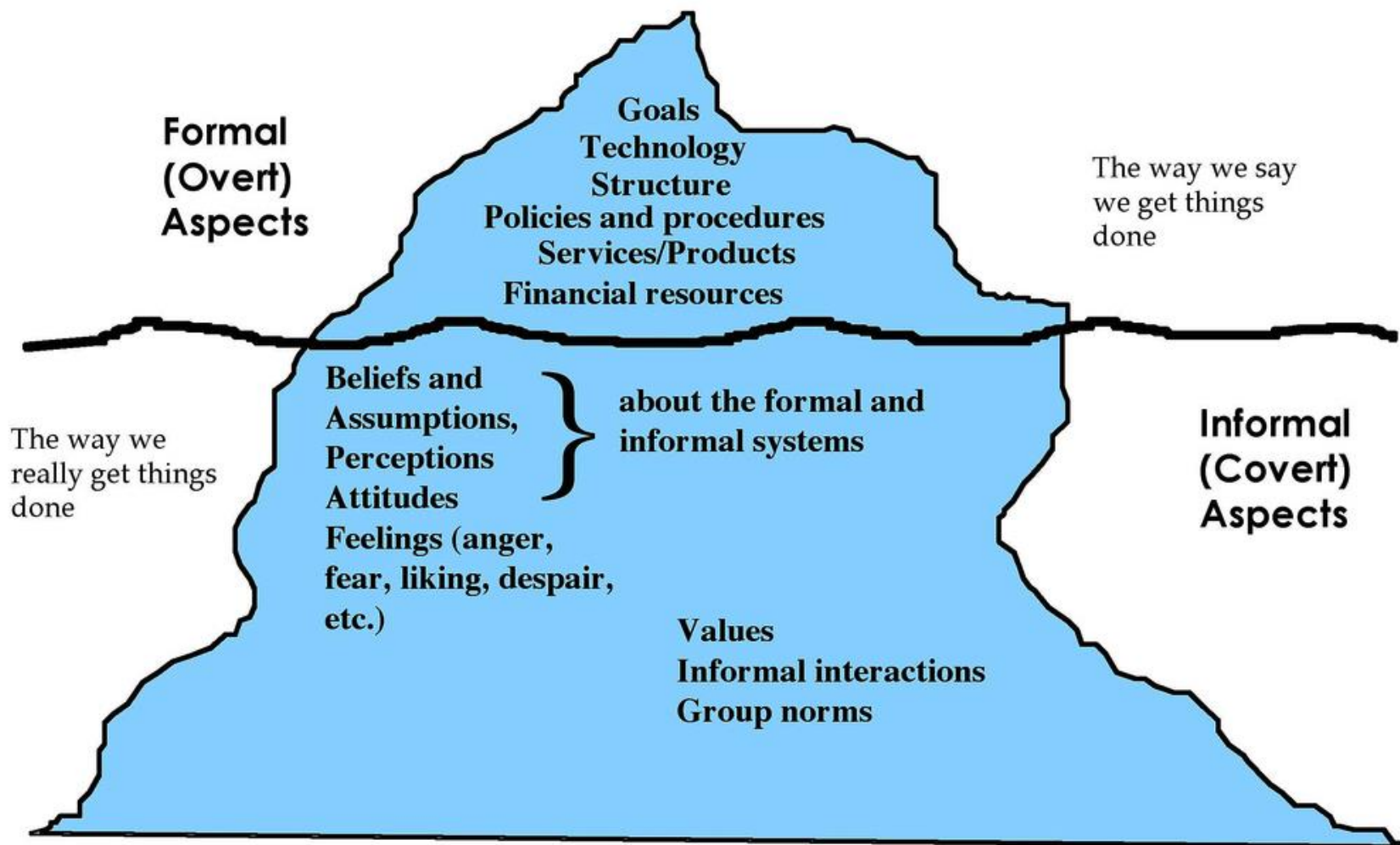


## Culture: some properties

- Culture is deeply-rooted, it is not a superficial phenomenon and hence fairly stable over time
- Culture is shared and relates primarily not to an individual, but to a group, a community, or an organization
- Culture is broad and covers all aspects of external and internal relationships in a group, a community, or an organisation
- Any prospective cultural change in an organization creates resistance to change
- Culture manifests itself with symbols, heroes, rituals
- Building blocks of culture are values, attitudes and social norms

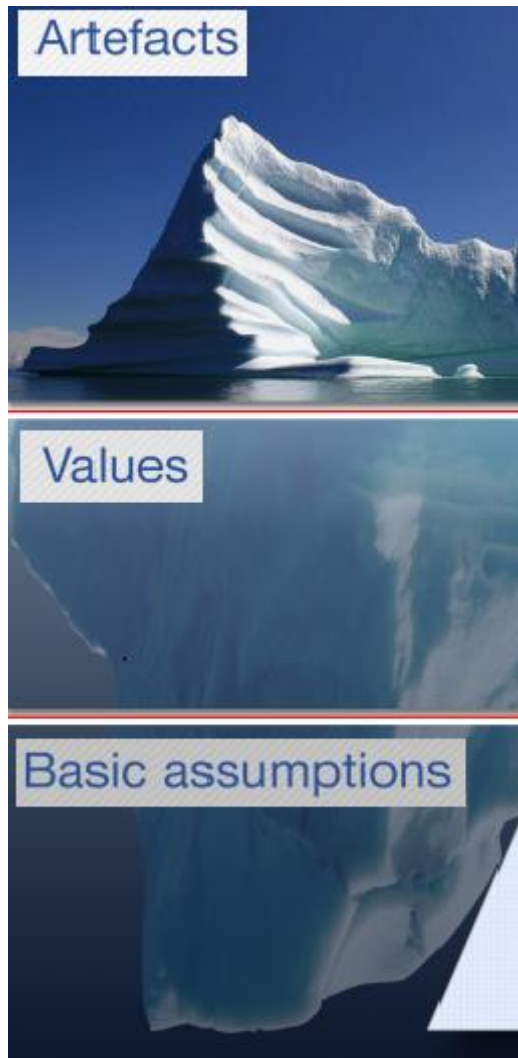


# Organisational Culture Iceberg



*Created by Stanley N. Herman. TRW Systems Group, 1970*

# Organisational Culture: Schein's Multilevel Model



*What you see, hear and feel  
When entering an organisation, the design  
and architecture of the building*

*Espoused values such as  
"Safety first", "Equality of opportunity"*

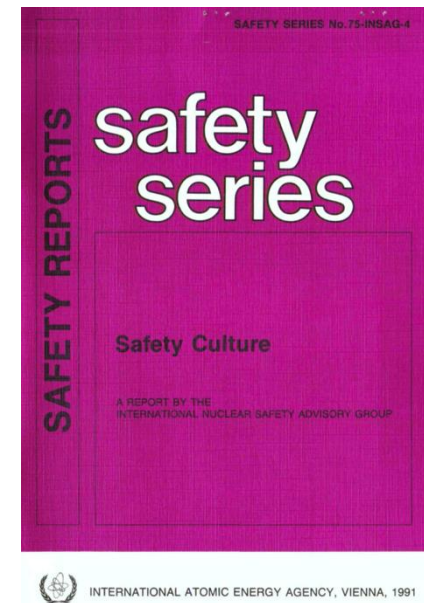
*The nature of time and space; the nature of  
truth; the relative importance of work, family  
and self-development...*

## 4. Safety Culture



*“Safety culture is that assembly of **characteristics and attitudes in organisations and individuals** which established that, as an overriding priority, nuclear plant safety issues receive the attention warranted by their significance.”*

- Informal / formal aspects
- Normative definition
- International Atomic Energy Agency - IAEA Definition ever since





## Cartoon: What is Safety Culture? (ICSI)





Promoting a  
Positive Railway  
**Safety Culture**

## 5. Railway Safety Culture Model



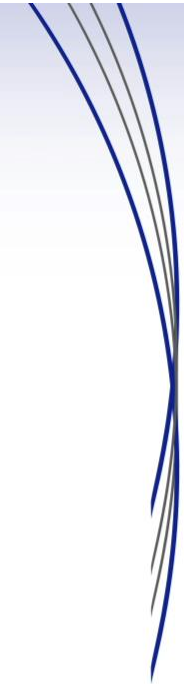
# Human and Organisational Factors Network

## Ad-Hoc Task Force on Railway Safety Culture Assessment

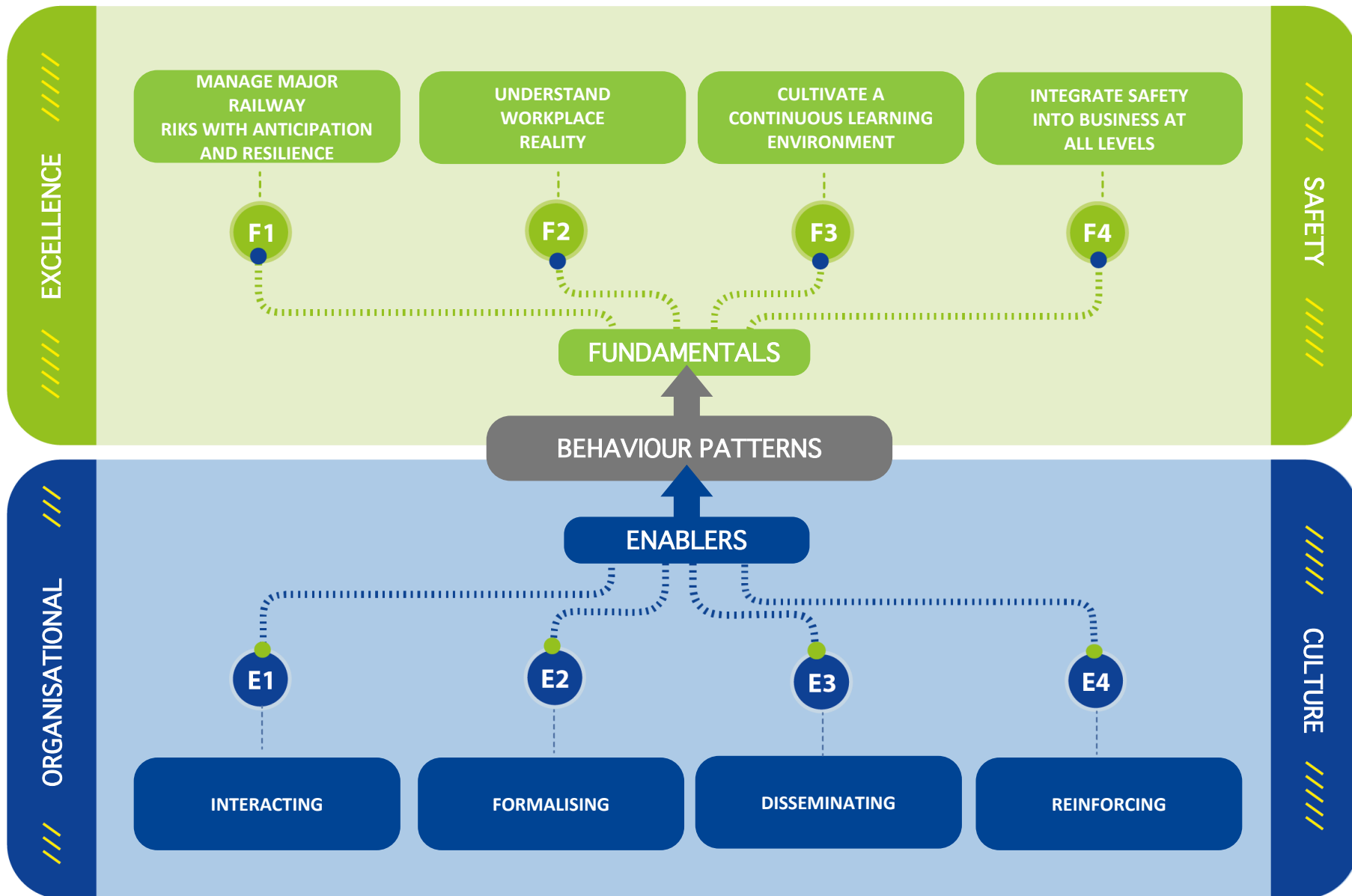


Three meetings in 2018: initiation, development, finalisation





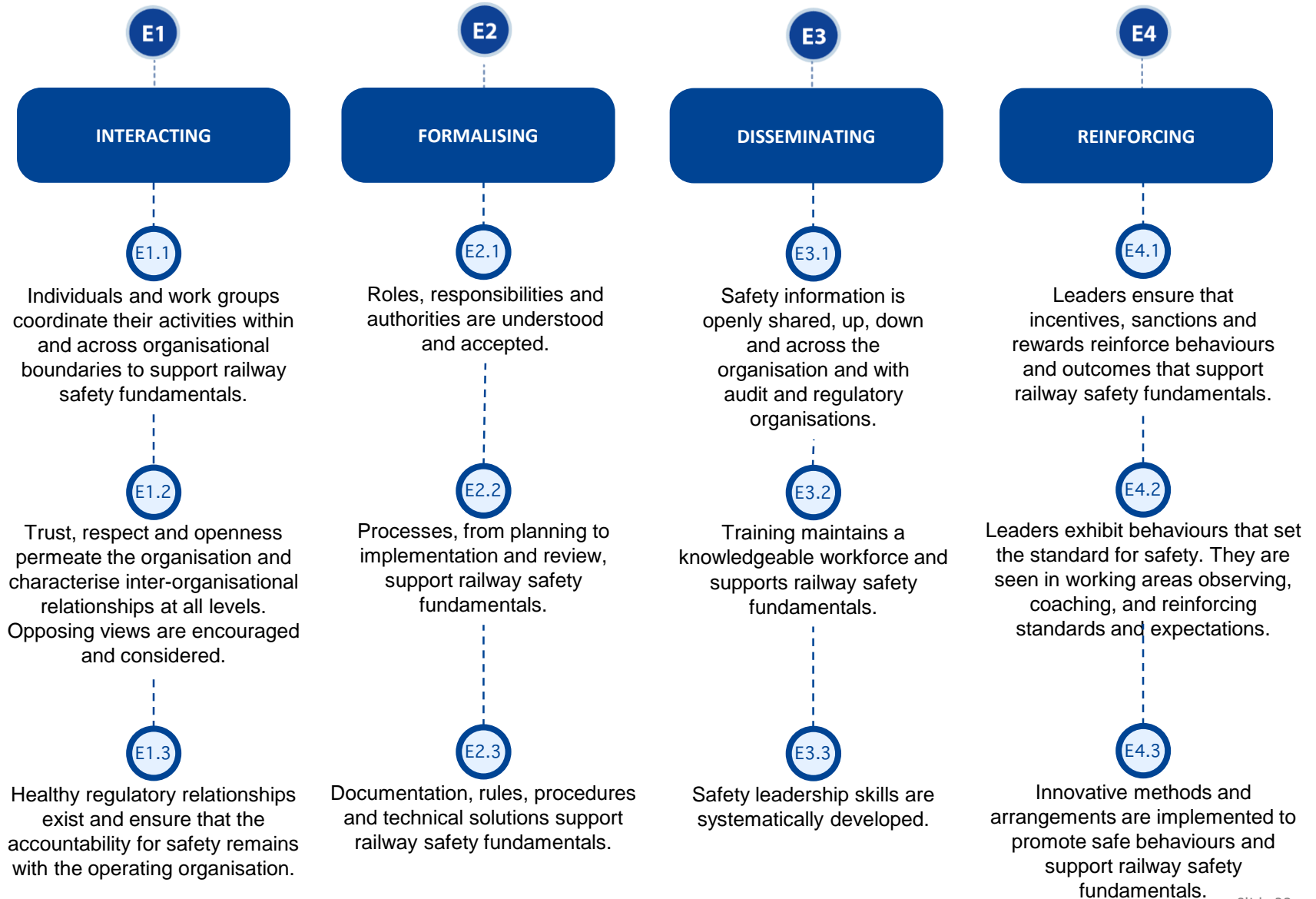
# European Railway Safety Culture Model: Components



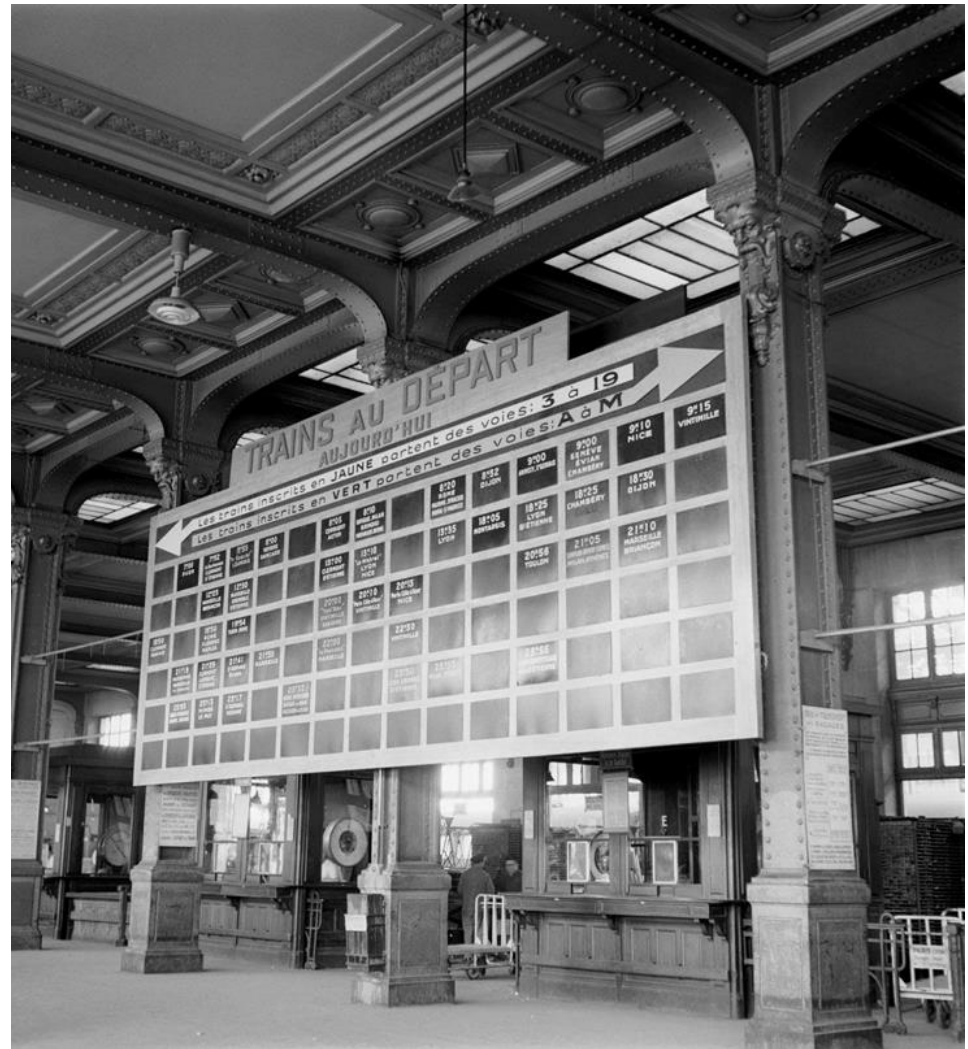
# Railway Safety Fundamentals: Attributes



# Cultural Enablers: Attributes



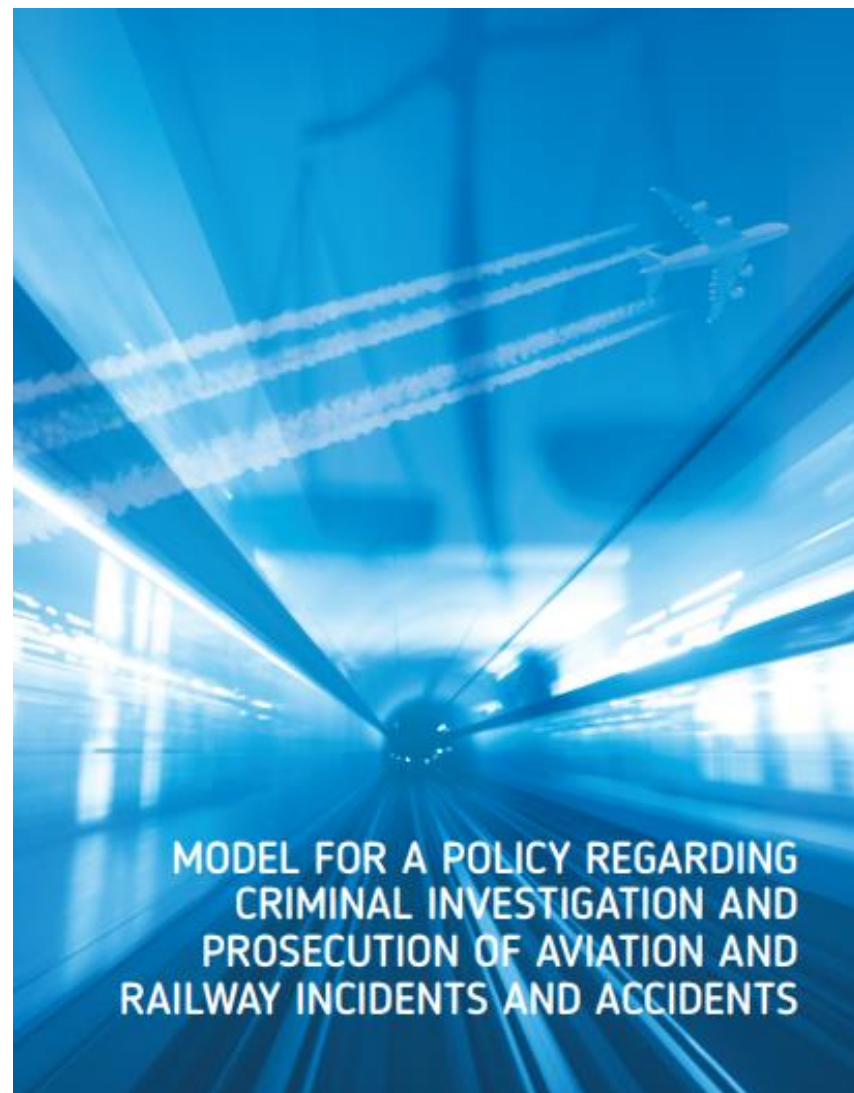
- Development of draft guidelines and training material
- Pilot (2019)
  - Safety culture assessments with infrastructure managers and railway undertakings
  - Regulatory oversight with national safety authorities
- Revision of model, guidelines and training materiel (2019-2020)



## 7. Other ERA Safety Culture activities



- Model policy
- Just Culture training of experts and judiciary
- National workshops with experts, judiciary and ministries
- Annual just culture event – aviation, healthcare, railways.
  - 200 participants, approx. 40 judiciary





“Safety requires time and resources, but above all a commitment –  
from the top to the bottom.

Let’s not leave anyone behind!

As leaders, your behaviour counts more than anyone else’s.  
You have a major influence on culture and this is why we expect you  
to be safety leaders.”



[EU Transport Commissioner Violeta Bulc, April 2018](#)

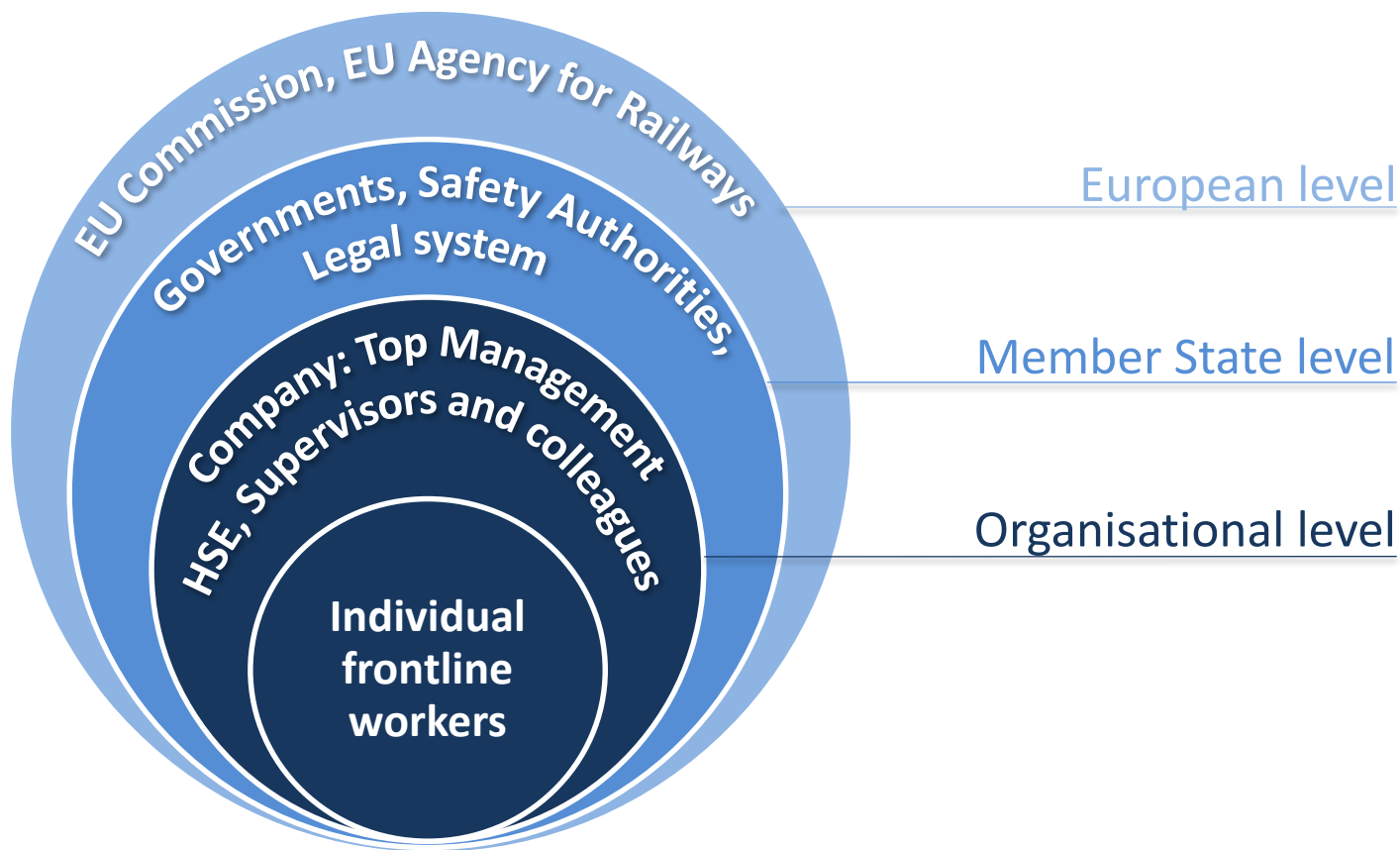
## A Workshop on Railway Safety Leadership

- A 1-day training for first-line to senior managers
- Designed with the support of a Task Force
- Based on a film which explores the circumstances leading to a real accident that took place within a railway undertaking
- Main message: ***how to be a safety leader on a daily basis?***
- Finalisation: 1<sup>st</sup> Semester 2019
- [Link to the trailer](#)



## [Railway Safety Leadership Video](#)

## We all influence railway safety culture...



**...Whatever your role, you can contribute to improving safety culture!**



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