What is safety culture?

Safety culture conference Firenze, 4th December 2018

Kim Drews & Grégory Rolina







- 1. About ERA
- 2. Safety Culture in the legal framework
- 3. Culture
- 4. Organisational Culture
- 5. Safety Culture
- 6. Railway Safety Culture model
- 7. Other ERA Safety Culture Activities

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:

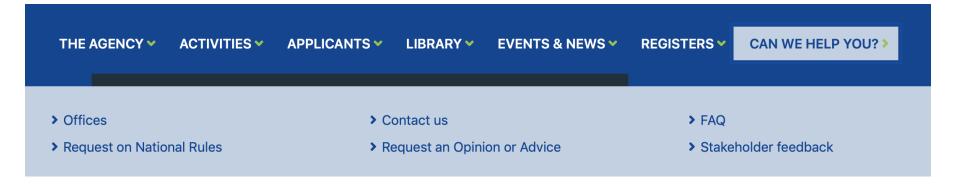
- approve the working plan of the Agency (SPD) via the Agency Management Board;
- are actively working with the Agency (Working groups, pool of experts, public consultations, etc.);
- vote for mandates and/or for final recommendation at the Railway Interoperability and Safety Committee (RISC).

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





era.europa.eu









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

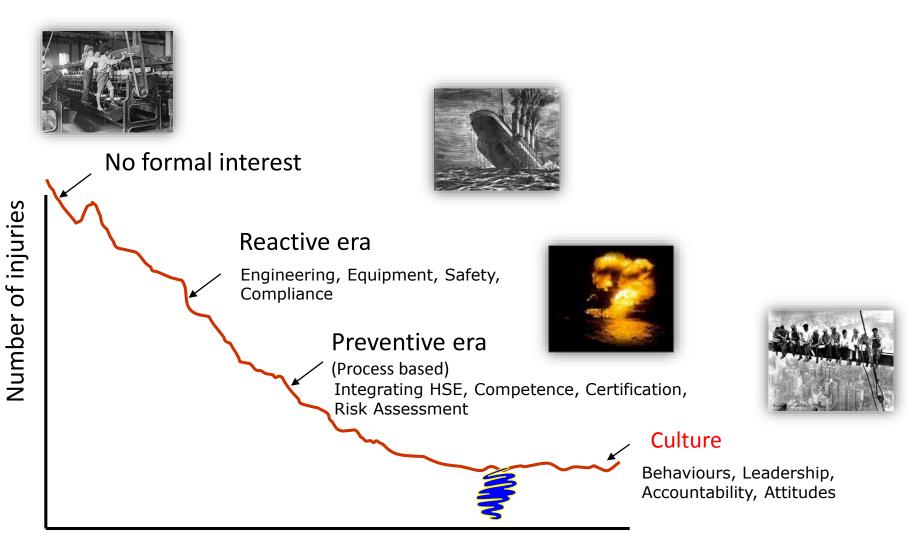
- Annex I and II Section 2.1.1 (j): Top management shall demonstrate leadership and commitment to the development, implementation, maintenance and continual improvement of the safety management system by: (...) promoting a positive safety culture.
- Annex I and II Section 7.2.3: The organisation shall 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?



Time



















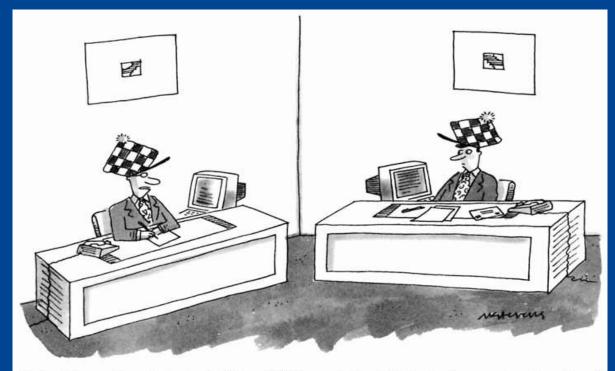






Culture: some properties

- 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



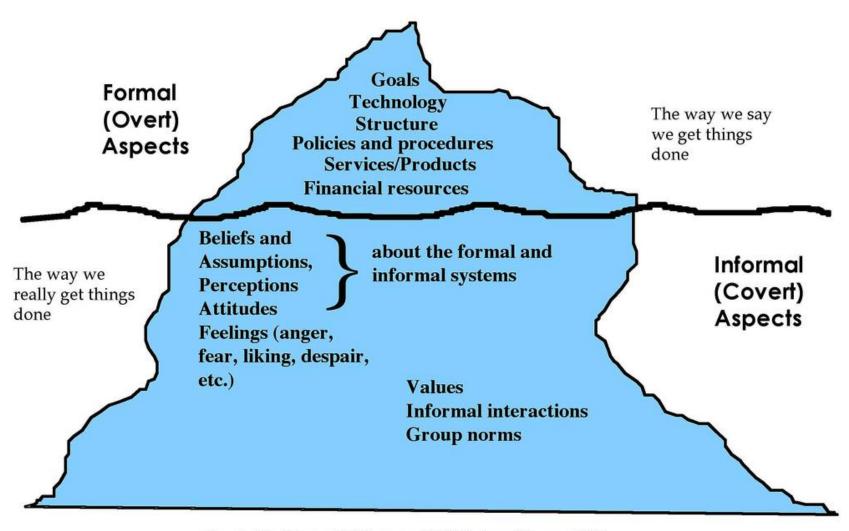
"I don't know how it started, either. All I know is that it's part of our corporate culture."



4. Organisational Culture



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



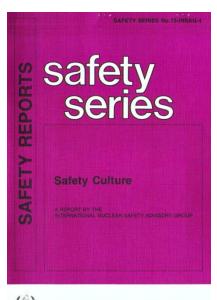






"Safety culture is that assembly of characteristics and attitudes in organisations and individuals which established that, as an overriding priority, nuclear plant safety issues receive the attention warranted by their significance."

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





Cartoon: What is Safety Culture? (ICSI)







5. Railway Safety Culture Model



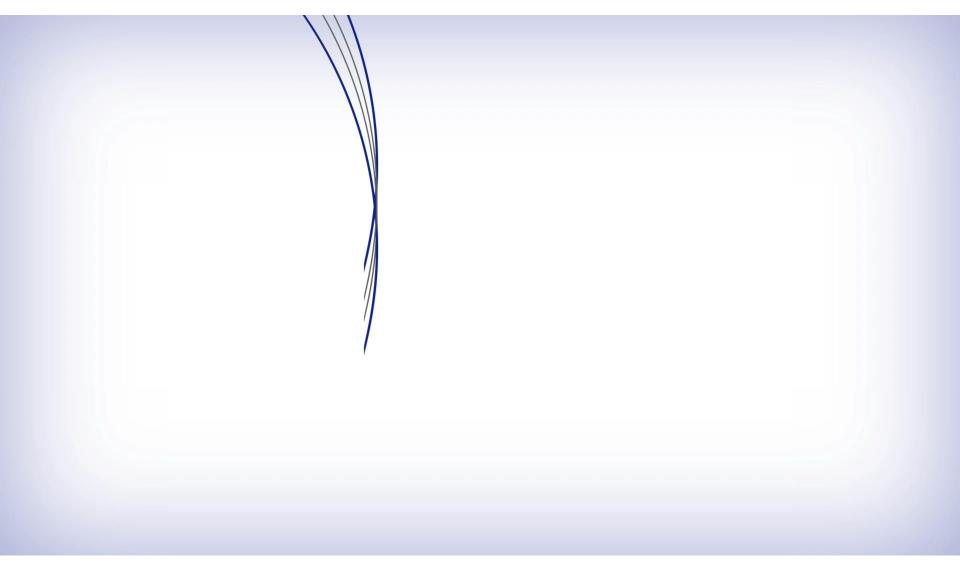
Human and Organisational Factors Network Ad-Hoc Task Force on Railway Safety Culture Assessment



Three meetings in 2018: initiation, development, finalisation

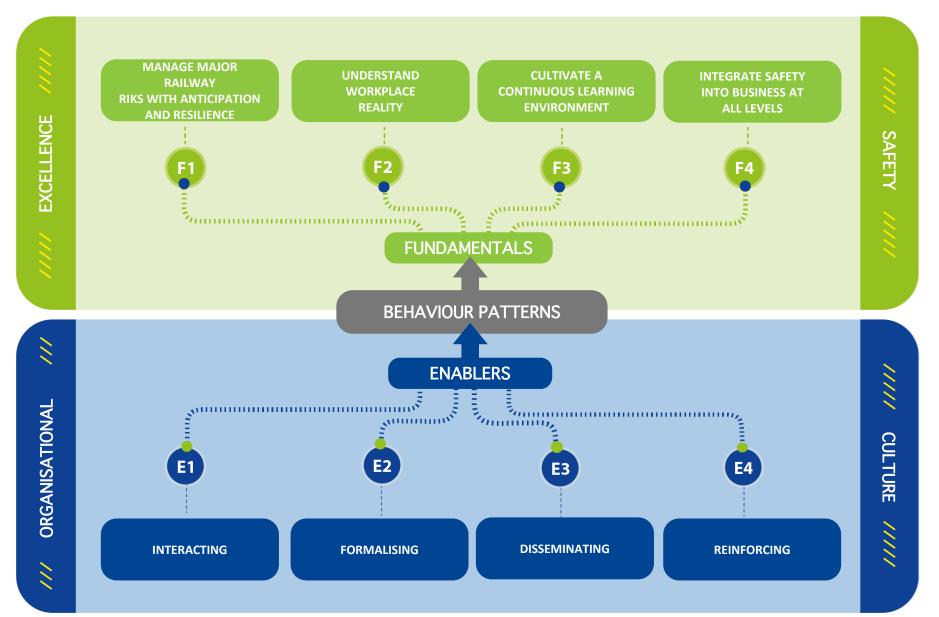








European Railway Safety Culture Model: Components





Railway Safety Fundamentals: Attributes



The capability to operate safely under unexpected situations, which relies on the competence and flexibility of frontline operators and managers, is recognised and developed.



The organisation recognises that complex technologies and systems can fail in unpredictable ways.



Individuals at all levels are aware of major railway risks and understand their personal contribution to risk management.







Measures to identify and mitigate organisational silence are implemented.



Routine and abnormal deviations from anticipated performance are recognised, reported and analysed.



Human and organisational factors, including frontline experience, are systematically considered following safety events, deviations, and during design and change.



F2



Collaboration within and across organisational boundaries is nurtured to operate safely.



Safety related feedback is perceived as an opportunity to improve performance and is acted upon.



Individuals at all levels avoid complacency, challenge assumptions and support organisational learning.







The organisation recognises that working conditions, such as time pressure, workload and fatigue influence safe behaviours.



Individuals at all levels are convinced that safety and operations go hand in hand. They demonstrate their commitment to safety through their behaviours and decisions.



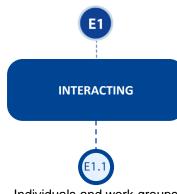
Safety is a primary consideration in the allocation of resources.



F4



Cultural Enablers: Attributes



Individuals and work groups coordinate their activities within and across organisational boundaries to support railway safety fundamentals.

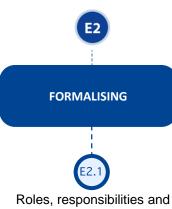


Trust, respect and openness permeate the organisation and characterise inter-organisational relationships at all levels.

Opposing views are encouraged and considered.



Healthy regulatory relationships exist and ensure that the accountability for safety remains with the operating organisation.



Roles, responsibilities and authorities are understood and accepted.



Processes, from planning to implementation and review, support railway safety fundamentals.



Documentation, rules, procedures and technical solutions support railway safety fundamentals.



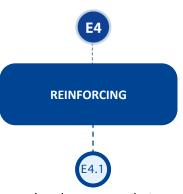
Safety information is openly shared, up, down and across the organisation and with audit and regulatory organisations.



Training maintains a knowledgeable workforce and supports railway safety fundamentals.



Safety leadership skills are systematically developed.



Leaders ensure that incentives, sanctions and rewards reinforce behaviours and outcomes that support railway safety fundamentals.



Leaders exhibit behaviours that set the standard for safety. They are seen in working areas observing, coaching, and reinforcing standards and expectations.



Innovative methods and arrangements are implemented to promote safe behaviours and support railway safety fundamentals.





- 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

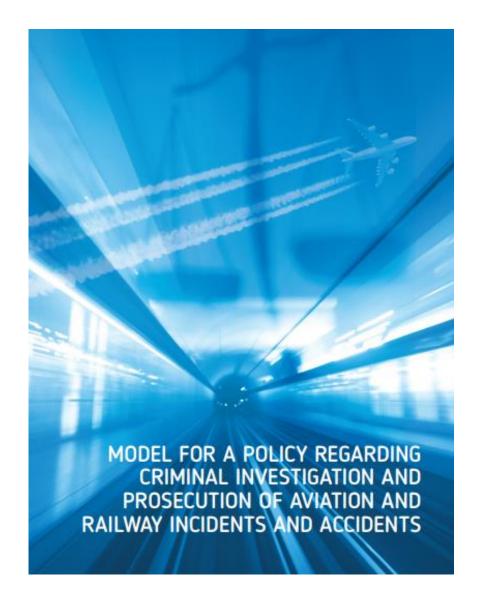






- Model policy
- Just Culture training of experts and judiciary
- National workshops with experts, judiciary and ministries
- Annual just culture event aviation, healthcare, railways.
 - 200 participants, approx. 40 judiciary









"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: 1st Semester 2019
- Link to the trailer







We all influence railway safety culture...



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



Making the railway system work better for society.



Discover our job opportunities on era.europa.eu

