Taking HOF and Safety Culture steps further:
Two new training courses to better manage psychosocial risks and develop safety leadership

F. Carpinelli | 05.10.2026 | Valenciennes

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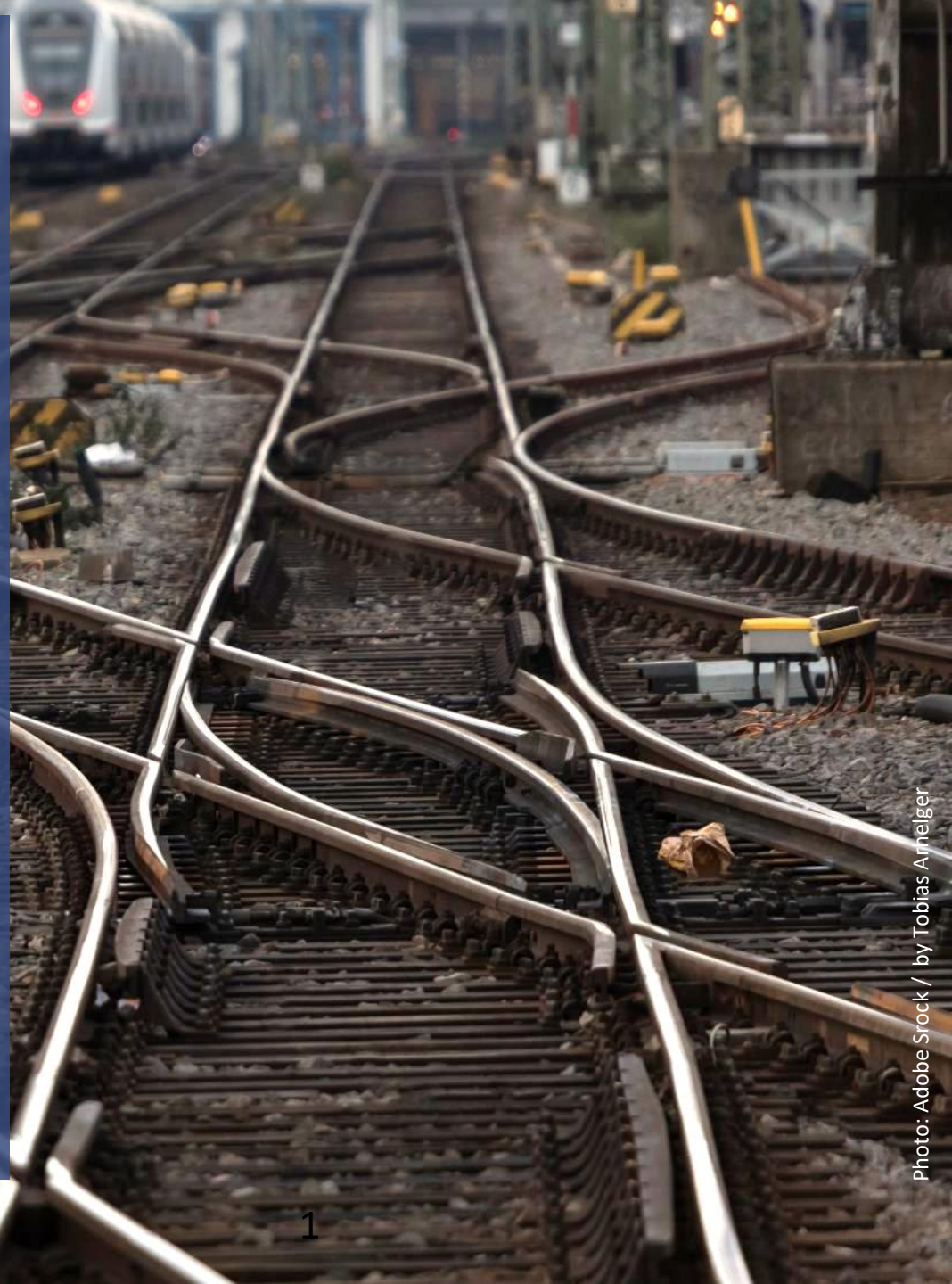


Photo: Adobe Srock / by Tobias Arnejger

Competent people rarely make mistakes because they are incompetent; they often make mistakes because their cognitive, emotional or social resources are compromised. Psychosocial risks are therefore both a matter of health at work and of operational safety.

KEY MESSAGE:

Psychosocial risks do not cause incidents by themselves. They weaken the conditions that enable people to work safely and keep the system resilient.

GLOBAL AIM:

Better manage the resources and work conditions, strengthen risk control measures, build resilience.

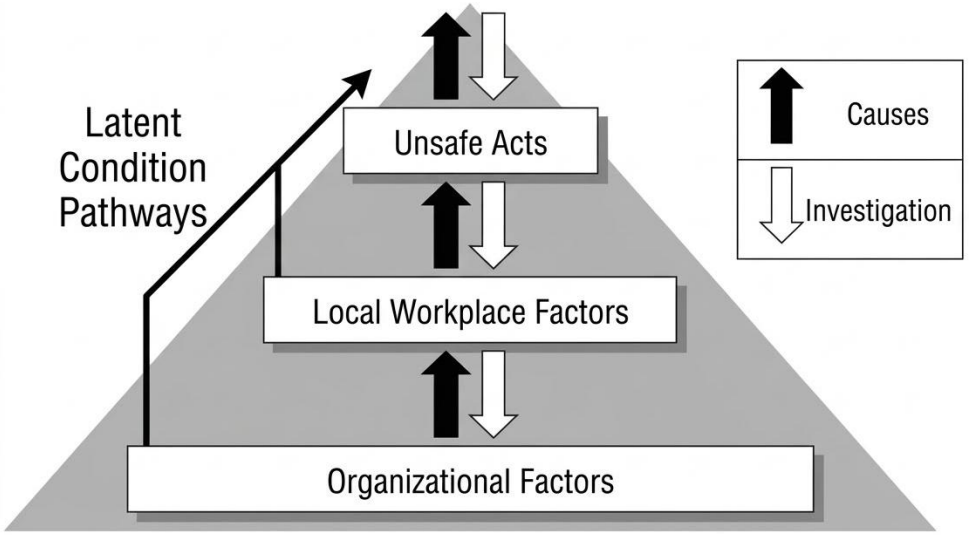
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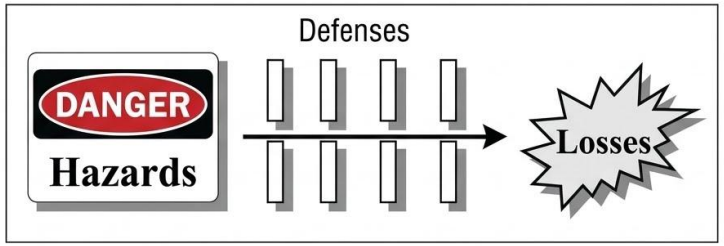
Training Agenda

8:45	INTRODUCTION
9:00	Why do safety professionals sometimes make mistakes?
9:15	Expectations. Presentation of the Silent suggestion box
9:30	The consequences: Cases
10:30	BREAK
10:45	The consequences: Cases
12:30	LUNCH
13:30	National, European and international views on PSR
13:45	What are the main Psychosocial Risk Control Measures?
14:45	PSR4Safety: Good Practice in Safety Governance
15:15	Organisational Safety Keys
15:30	BREAK
15:45	Opening of the box
16:00	My action plan
16:45	Closure
17:30	End of day

What make this possible?







(Reason, 1997. *Managing the Risks of Organizational Accidents.)*

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DEMANDS
Can I manage what is being asked of me?

RECOVERY
Can I adequately recover from work?

CONTROL
Do I know what is expected, and do I have enough latitude to do it?

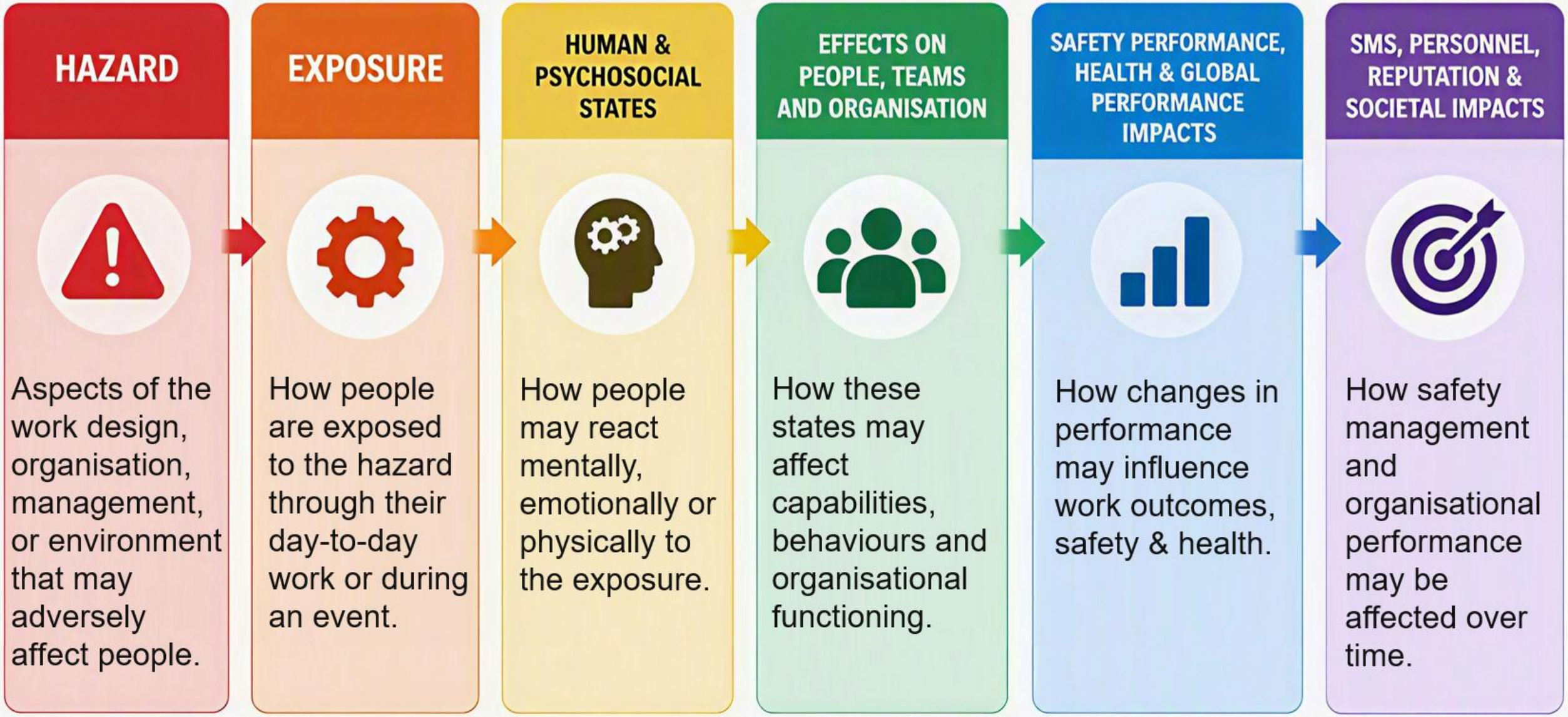
RELATIONSHIPS
Can I interact and speak up without fear of negative interpersonal consequences?

SUPPORT
Do I have the people, competence, tools and assistance I need?

UNCERTAINTY
Do I understand what is changing and what it means for me?

FAIRNESS
Do I have a voice, and am I treated and recognised fairly?

CRITICAL EVENTS
Are we prepared to face exceptional events and recover from them?



A CHAIN OF INFLUENCE

Each stage can be influenced by multiple factors and strengthened (or weakened) by (lack of) prevention and protection factors (risks control measures)

NOT A DIRECT LINE

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5. SUPPORT: Support, resources & working environment

"Do I have what and whom I need, to carry out my work safely and efficiently?"



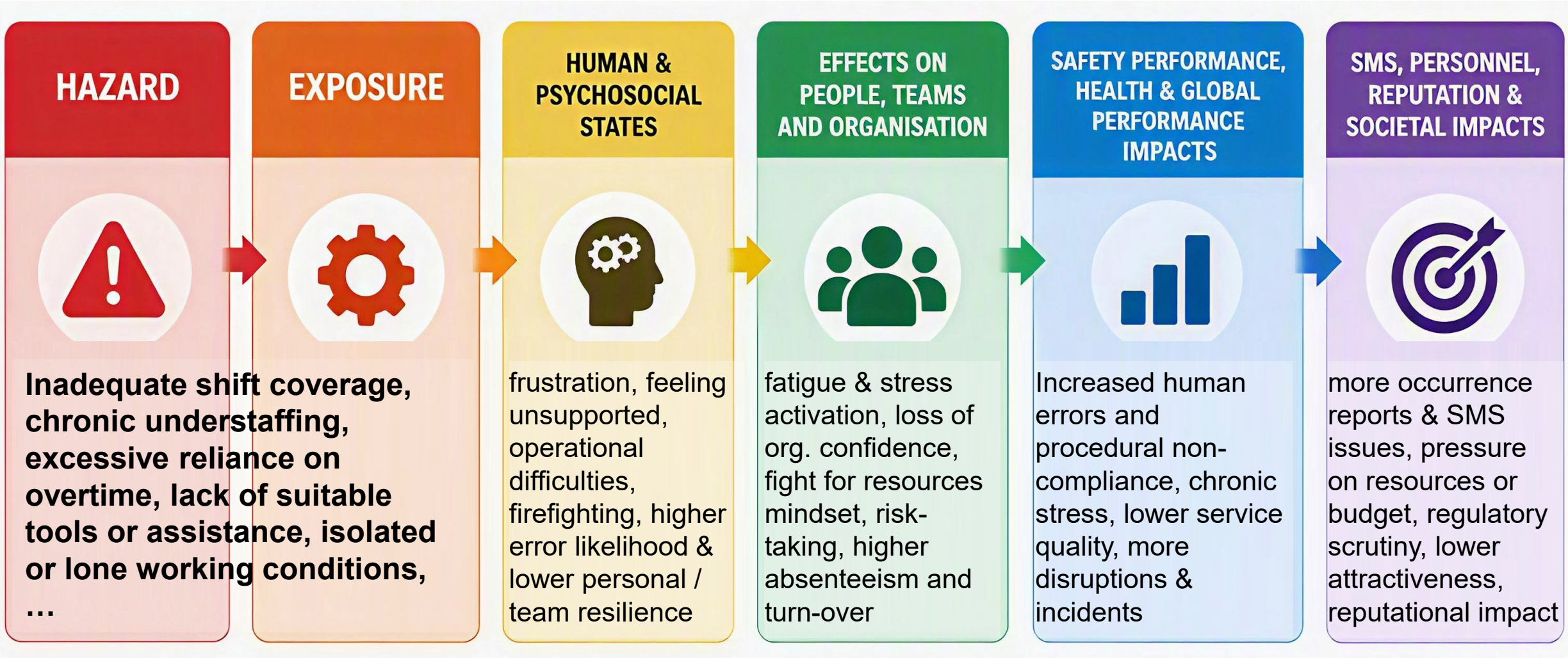
Lack of the organisational, practical or interpersonal resources needed to perform work safely and effectively.

This includes inadequate staffing levels, competence, training, safety leadership or access to coaching and assistance; outdated or poorly maintained tools; limited technical, operational or ergonomic support; isolated work and extreme working conditions.

A technician repeatedly works with unreliable or poorly maintained equipment.

A maintenance team starts its shift with fewer qualified staff than normally required.

Potential Influence Pathway: 5. Support



A CHAIN OF INFLUENCE

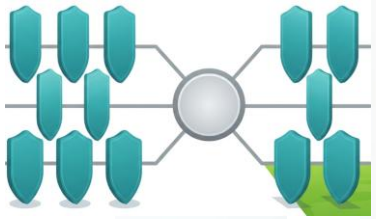
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5. SUPPORT: Support, resources & working environment

"Do I have what and whom I need, to carry out my work safely and efficiently?"

Hazard: Lack of the organisational, practical or interpersonal resources needed to perform work safely and effectively. This includes inadequate staffing levels, competence, training, safety leadership or access to coaching and assistance; outdated or poorly maintained tools; limited technical, operational or ergonomic support; isolated work and extreme working conditions.





HAZARD

Support:
Support, resources & working environment

Lack of the organisational, practical or interpersonal resources needed to perform work safely and effectively.

EXPOSURE

Examples of situations

Inadequate staffing levels
- Too few people
- High reliance on overtime
- Skills gaps
- High staff turnover
- Limited back-up or relief

Insufficient training and competence development
- Inadequate initial training
- Lack of refresher training
- Limited access to coaching or mentoring
- Outdated training content
- Insufficient competence assessment

Inadequate tools, equipment and infrastructure
- Outdated or unreliable equipment
- Poor maintenance
- Lack of suitable tools
- IT system limitations
- Unsafe or poorly designed workplaces

Limited operational and technical support
- Insufficient expert support
- Limited access to specialist advice
- Delayed technical assistance
- Inadequate ergonomic support
- Lack of clear guidance or procedures

Challenging working conditions
- Isolated or lone working
- Remote locations
- Extreme weather conditions
- Poor physical working environment
- Limited access to rest, welfare or basic facilities

INTERMEDIATE HUMAN AND PSYCHOSOCIAL STATES

How it affects people

Cognitive states
- Increased mental workload
- Reduced concentration
- More errors and lapses
- Difficulty learning or adapting
- Reduced situational awareness

Emotional states
- Frustration
- Anxiety
- Feeling unsupported
- Reduced confidence
- Helplessness

Physiological states
- Stress activation
- Fatigue
- Increased physical strain
- Sleep disturbance
- Health deterioration (long term)

Behavioural states
- Compensatory behaviours
- Risk-taking (to get the job done)
- Workarounds
- Reduced adherence to procedures
- Withdrawal or disengagement

Team and social states
- Reduced cooperation
- Increased tensions
- Greater reliance on individuals
- Reduced knowledge sharing
- Lower team resilience

POTENTIAL EFFECTS ON PEOPLE, TEAMS AND ORGANISATION

People (short & long term)
- Increased stress and fatigue
- Reduced job satisfaction
- Loss of confidence
- Burnout and mental health issues
- Increased sickness absence

Teams
- Reduced coordination
- More errors and rework
- Increased conflict and pressure
- Reduced mutual support
- Lower team performance

Organisation
- Higher absenteeism
- Increased turnover
- Recruitment and retention difficulties
- Higher operational costs
- Loss of knowledge and experience

POTENTIAL IMPACTS ON SAFETY PERFORMANCE, HEALTH AND GLOBAL REPFORMANCE

Safety performance
- Increased human errors
- Procedural non-compliance
- Use of inadequate or faulty equipment
- Reduced vigilance
- Higher risk of incidents and accidents

Health outcomes
- Chronic stress
- Musculoskeletal disorders
- Mental health deterioration
- Fatigue-related health effects
- Long-term health issues

Operational / business performance
- Reduced productivity
- More delays and disruptions
- Higher operating and maintenance costs
- Lower service quality
- Reduced innovation and adaptability

POTENTIAL IMPACTS ON SMS, MANAGEMENT AND COMPANY REPUTATION

Safety Management System (SMS)
- More occurrence reports
- Findings related to resources and organisational support
- Need for additional controls
- Greater monitoring and assurance activities
- Reduced effectiveness of the SMS

Management system
- Increased management workload
- Pressure on resources and budget
- Need for strategic workforce planning
- Difficulty implementing change
- Risk of non-compliance with legal and regulatory requirements

Company reputation
- Safety incident visibility
- Regulatory scrutiny
- Perception of inadequate resourcing
- Lower employer attractiveness
- Reduced stakeholder confidence
- Risk to licence to operate

FEEDBACK LOOPS

Impacts can feed back and increase support constraints
(e.g. through absenteeism, higher workload on remaining staff, reduced resources, loss of expertise)

Can lead to increased future support constraints
(e.g. higher workload, reduced resources, loss of expertise, deteriorating working environment)

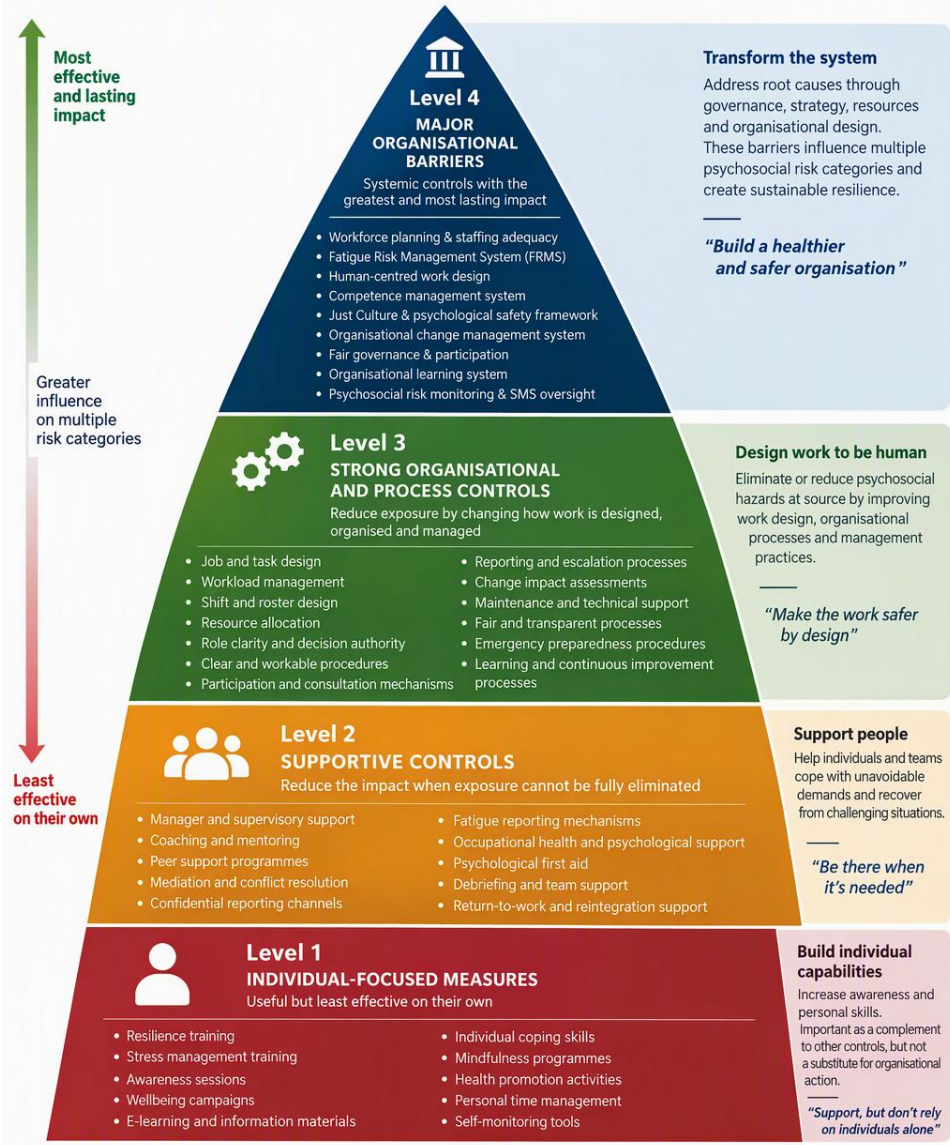
From psychosocial hazards to safer, healthier and more resilient organisations.

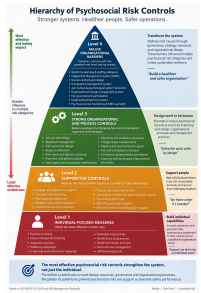
People | Safety | Performance | A sustainable future

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Hierarchy of Psychosocial Risk Controls

Stronger systems. Healthier people. Safer operations.





MAJORS INDICATORS

What will we make clear on our Executive Dashboard Structure?

1. Safety Culture Index
2. Psychological Safety Score
3. Trust in Leadership Score

4. Workload Pressure Index
5. Fatigue Exposure Index
6. Weak Signal Reporting Score

7. Organisational Change Exposure Score
8. Human & Organisational Capability Index
9. Barrier Health Index

Organisational Safety Keys

This approach does claim that PSRs can indirectly cause a railway accident.

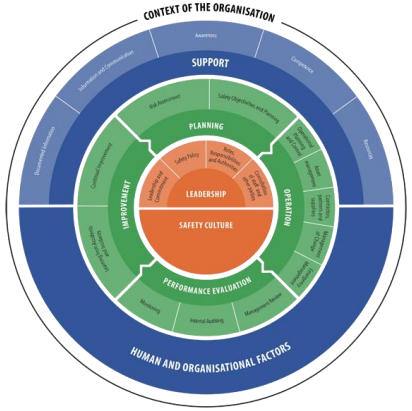
It shows the **intermediate mechanisms through human and organisational factors and weak risks control measures**, by which psychosocial conditions can weaken operational safety and performance, and ultimately the effectiveness of the SMS.

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Launch of the ERA Safety Leadership Training (2017–2018)

- Introduction of the concepts of Safety Culture and HOF in EU safety regulations, with reference to the significant influence of leadership
- ERA's mission to promote these regulations and support their implementation
- The SAIPEM and ICSI experience: emotional impact, balance between theory and practice => very positive reception amongst managers in high-reliability organisations (e.g. oil platforms, aviation, energy, etc.)



- Decision to develop and disseminate a one-day training course across the entire rail sector, using a professional film as a foundation
- Establishment of a task force with experts from the Union to contribute to the script and the learning objectives

The film “Between the Lines” shapes the training day





Neil, Jordan, Vincent

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The 5 Safety Leadership Principles

be ENGAGING

Involve & Motivate

be SUPPORTIVE

Dedicate Time & Care

be CREDIBLE

Lead by Example & Build Trust

be COURAGEOUS

Challenge & Intervene

be ADAPTIVE

Learn & Improve

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Roll-out of the training (2019-2026)



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Roll-out of the training (2019-2026)

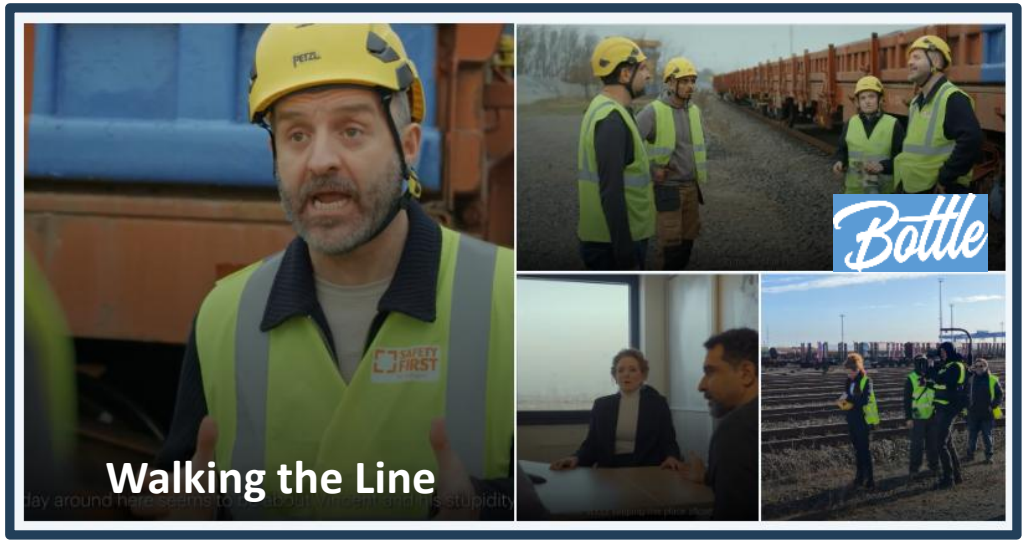
Organisation	Number of Qualified Trainers	Number of Training Sessions	Number of Trained Persons
ERA	8	63	879
Irish Rail	8	40	626
Eurostar	4	30	250
Lokaltog	2	40	368
Infrabel	8	45	434
Ermewa	4	26	279
Railcare	2	9	102
Hellenic Train	4	10	104
Hellenic Railways	3	6	38
Stasy	2	5	34
Lineas	4	*newly qualified*	
Trenitalia	8	*newly qualified*	
SJ	2	*newly qualified*	
TOTAL	**59**		**3114***

***Training numbers per June 2026**

Safety Leadership Training 2: Advanced Practice

- A second, **newly developed training course** builds on the same proven methodology
- Designed with the support of the community of safety leadership trainers to deepen participants' understanding and application of the **five safety leadership principles**
- Set within the same company one year after Vincent's accident, the second film demonstrates how the five principles of safety leadership are translated into practice while highlighting the challenges and complexities associated with their implementation.
- First cross-organisational **open session in Valenciennes on 14 January 2027**





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Join our upcoming sessions!

The training significantly changed my perspective on safety-related issues.

It stays with you. People remember it, that's what makes the difference. […] Our staff often complain about boring slides. But after this training, I got phone calls of people saying that for the first time something really stuck with them.



You think twice about safety problems you have had before and hopefully also think twice next time you have a problem. Good movie.

It gave me awareness of my role as an administrator. Safety leadership is not just for operations it should be all over the company. It was an eye opener to me that this is important even though I am not operative.

I would definitely recommend this course. It helps deepen participants' understanding of safety and the importance of the actions and responsibilities of all stakeholders in maintaining it.

ERA Training Catalogue

Training (A to Z)	Mode	Next sessions scheduled
HOF in SMS	Onsite	26-28 May 2027 - Register now!
Investigating SMS	Online	23-25 March 2027 - Register now!
Organisational Just Culture	Online	To be announced
Risk Management Beyond Compliance	Onsite	17-18 March 2027 - Register now!
Safety Culture Assessment & Monitoring	Onsite	To be announced
Safety Culture Oversight	Onsite	To be announced
Safety Leadership 1: Foundations	Onsite	13 January 2027 - Register now!
Safety Leadership 2: Advanced Practice	Onsite	14 January 2027 - Register now!
Safety Leadership Train-the-Trainer	Onsite	09-12 February 2027 - Register now! 02 - 05 March 2027 (**in French**) - Register now!

https://www.era.europa.eu/events-training/era-training-catalogue

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ERA Training Catalogue

Topic	Available Languages*
ERTMS - Basics	English
EU Regulatory Framework	English
Human and Organisational Factors - Basics	Albanian, English, French, German, Greek, Spanish
Human and Organisational Factors Toolkit	English, Greek
Implementing the EU Railway Regulation on Vehicle Maintenance	English
Online SMS Guide (SMS Wheel)	English, Greek
Organisational Just Culture - Basics	Croatian, English, French, German, Greek, Italian, Polish, Spanish
Safety Culture Model - Basics	English, Greek
Safety Culture Model - Interactive Guidance	English, German, Polish
Safety Leadership Trainer Preparation	English
Single Safety Certificates for Assessors	Czech, English, Greek, Italian
The World of TSIs	English
Vehicle Authorisation	English
What is SMS	English

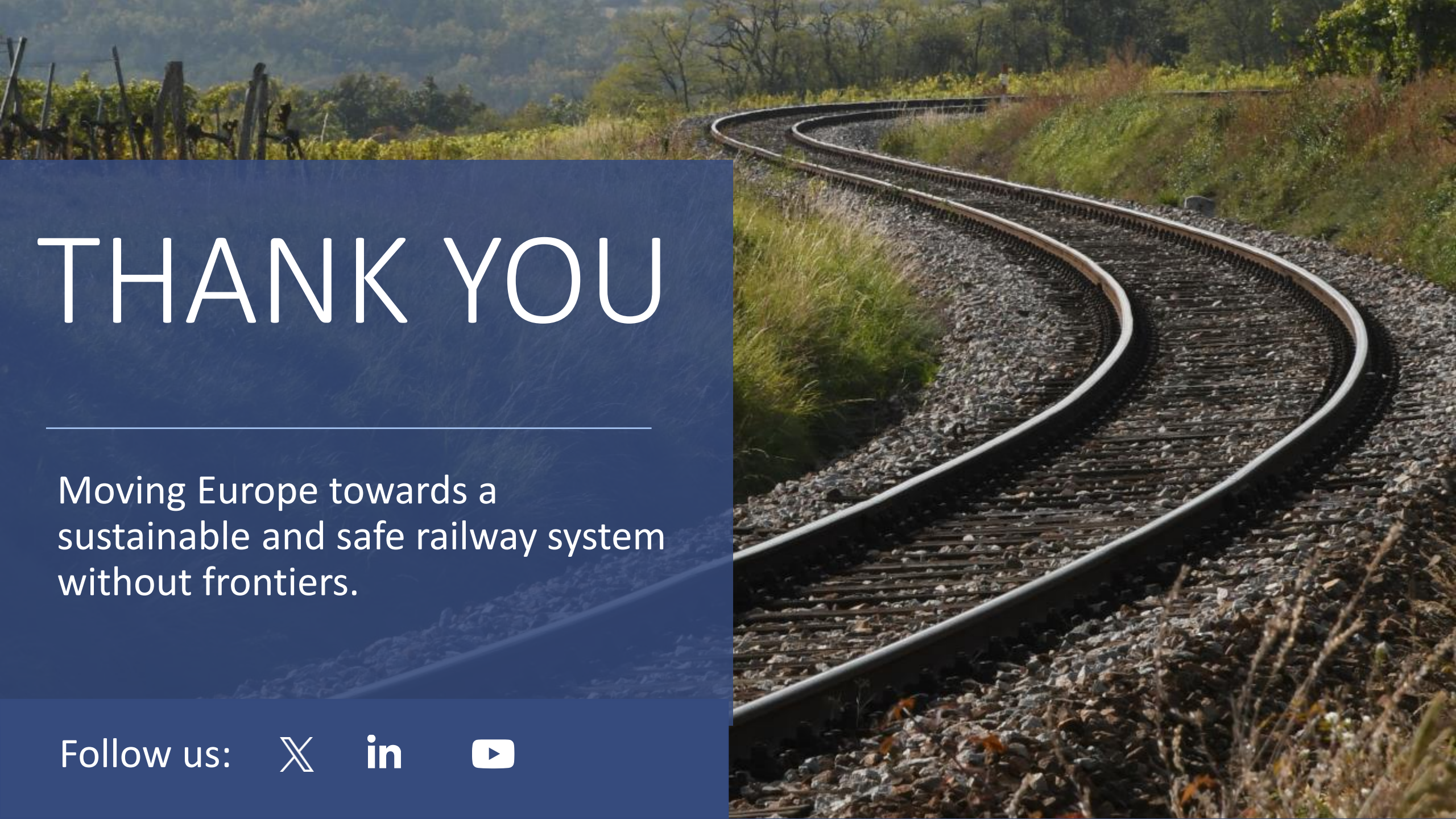
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