

Safety Culture and Leadership: Where is the Agency Going?

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European Rail Human and Organisational Factors

Valenciennes, 15th November 2018

CSM on SMS requirements related to railway undertakings and infrastructure managers (2018/762)

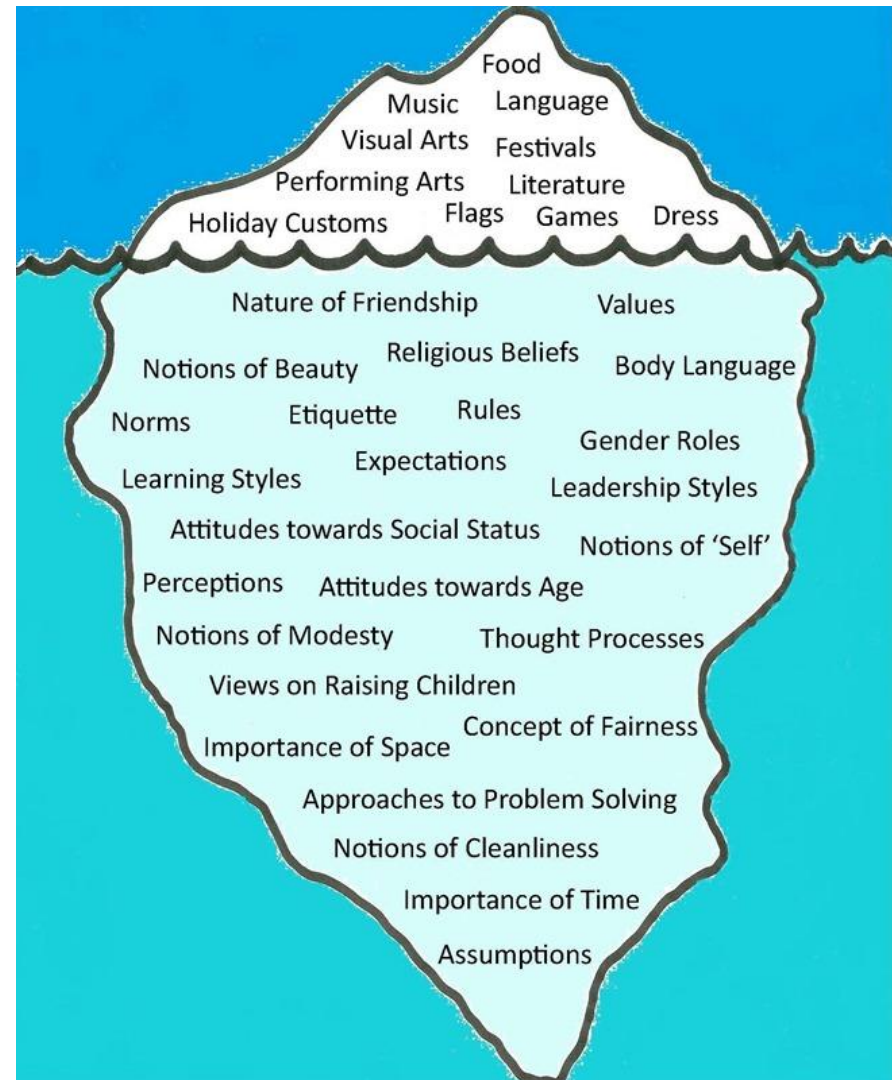
*“The organisation shall provide a **strategy** to continually improve its safety culture (...)”*



*“Top management shall demonstrate **leadership** and commitment to the (...) SMS”*

Evaluate Safety Culture

- Two types of evaluation...
 - Safety culture **assessments**
 - **Regulatory oversight** of safety culture
- ... that lead to a **safety culture picture**: an insight, at a given moment in time, into the drivers that shape **organisational behaviour patterns, safety consciousness** and **safety performance**...
- ... not a numerical dashboard!



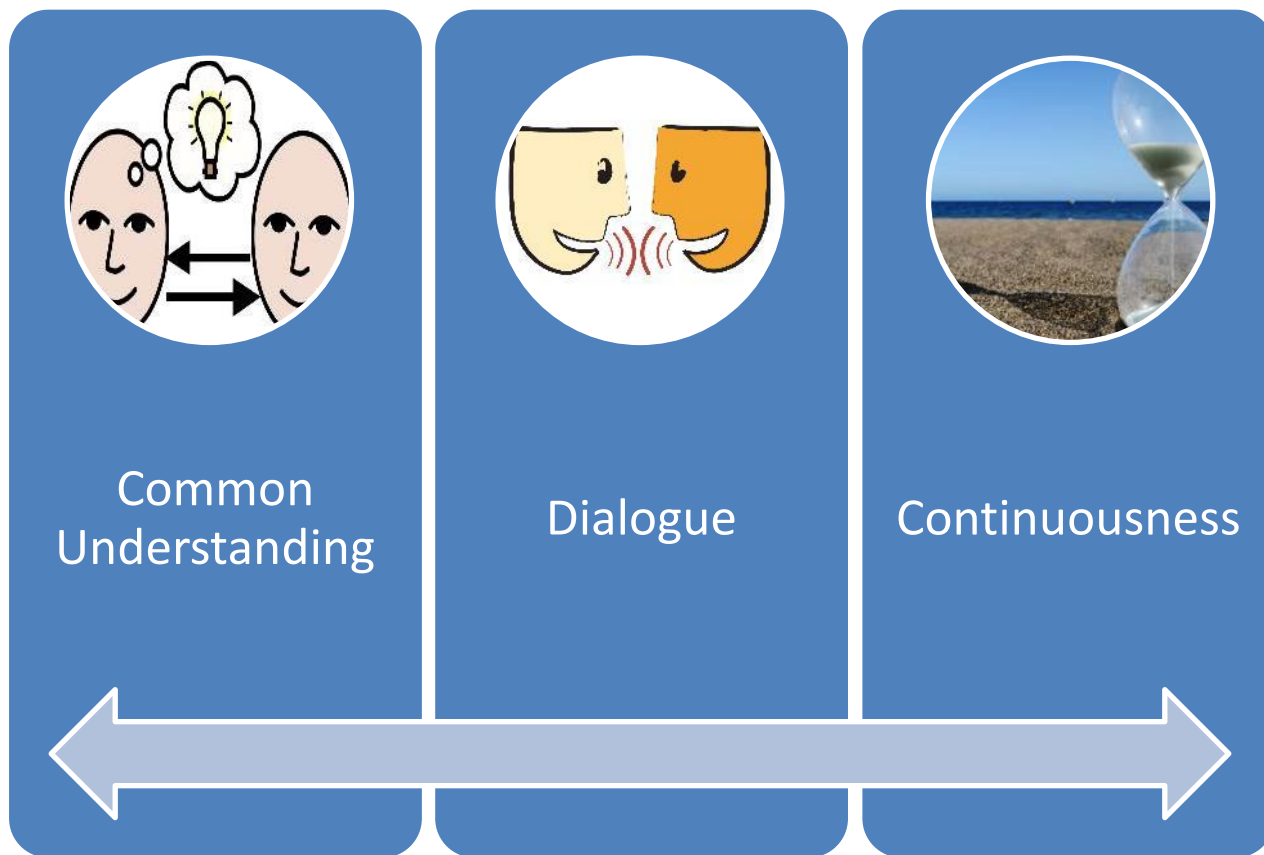
Safety Culture Assessment



- *open mind*
- *questioning attitude*
- *detailed notes*
- *balanced approach*
- *stick to the facts*
- *consider context*

Regulatory Oversight of Safety Culture

- Being an inspector, can I access safety culture related information?



Three pillars of regulatory oversight of safety culture
(IAEA TecDoc 1707)

Human and Organisational Factors Network

Ad-Hoc Task Force on Railway Safety Culture Assessment

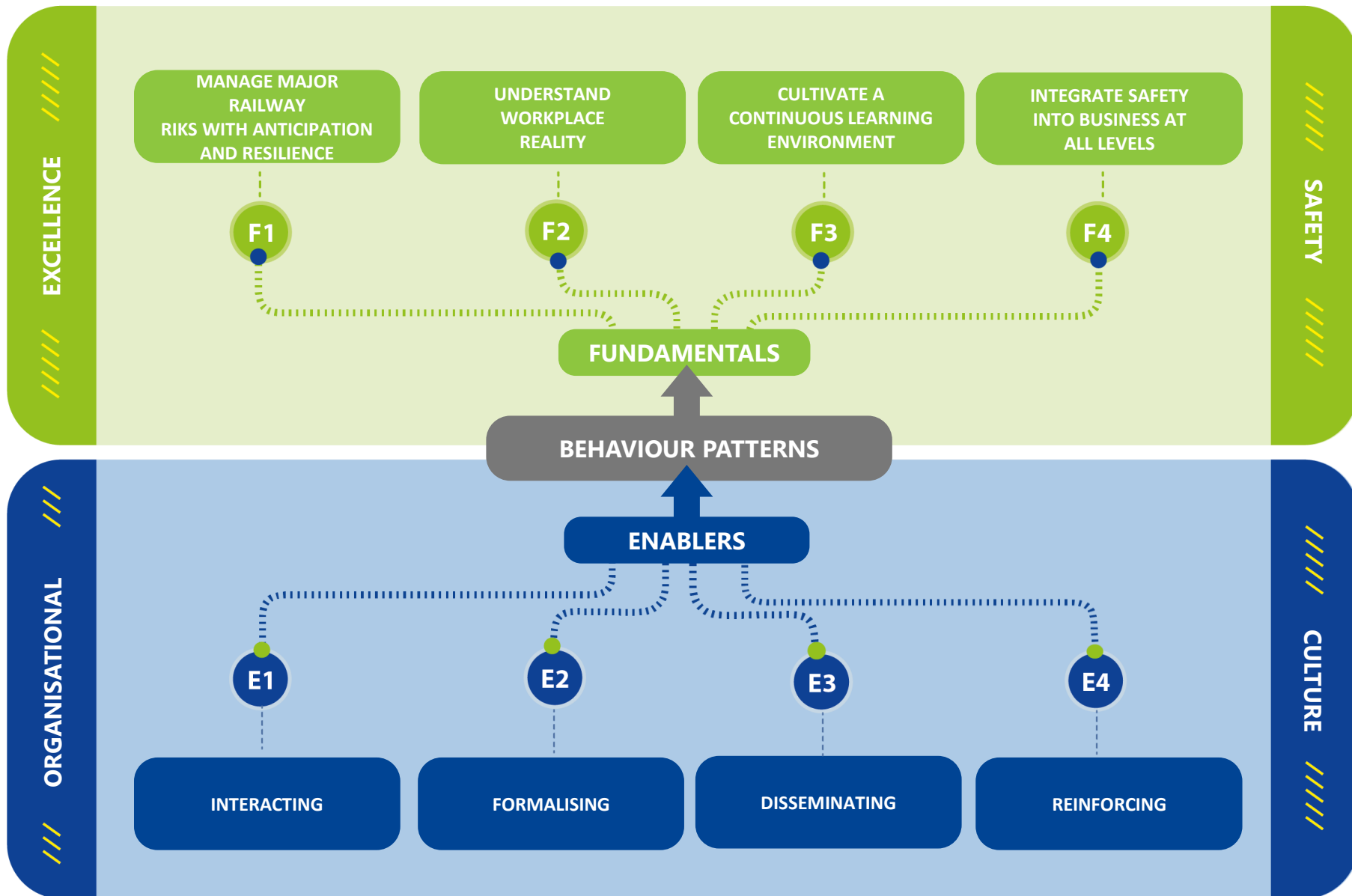


- ... based on the expertise and experience of professionals from several
of railway organizations and from different

Three meetings in 2018: initiation, development, finalisation



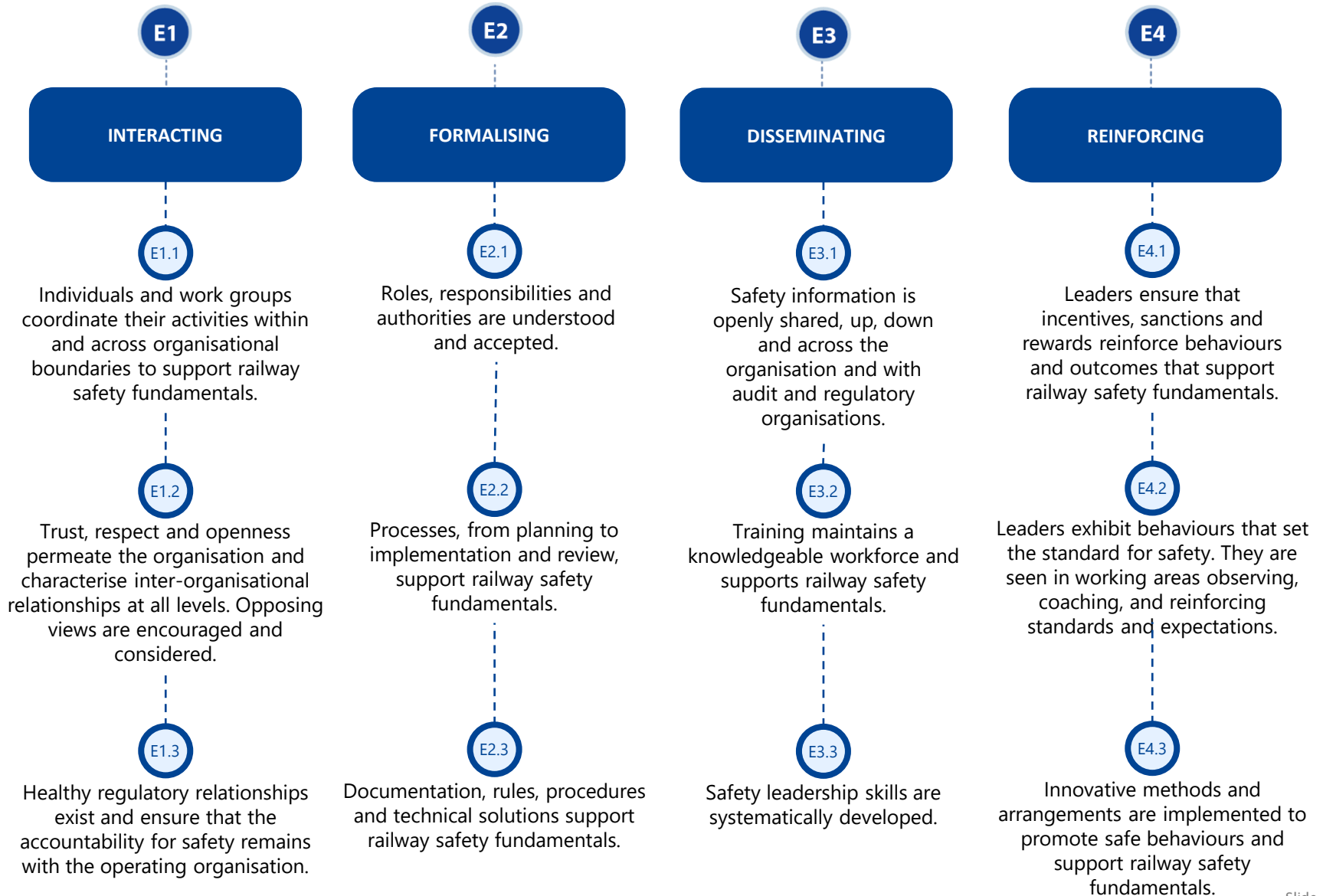
European Railway Safety Culture Model: Components



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)



The Model... in a Nutshell

- Innovative model: distinction of cultural enablers (organisational culture) and railway safety fundamentals (positive railway safety culture)
- A conceptual framework to foster common understanding of safety culture
- A practical tool to support the sector: evaluate to learn and improve
- In line with the **European railway safety culture declaration** signed by more than 60 European leaders



**Join in and Sign the European Railway
Safety Culture Declaration!**

*“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](#)





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