

NEWSLETTER

June 2018

Editorial.....	1
Interview: Tony Licu, Eurocontrol	2
ERA News: European Rail Safety Culture Declaration.....	2
Spotlight on: Women in Transport	3
National Rules Drastically Reduced.....	4
ERA SMS App launched.....	4
Dates and Announcements	4

Editorial



Dear Reader,

Rail safety touches the very essence of our business. We can proudly say that rail is the safest mode of land transport, but the impressive safety record of past decades (largely achieved through technical progress) is overshadowed by singular accidents with often tragic consequences, leaving surviving dependants in terrible grief, and the reputation of the entire European rail system damaged.

Towards a Positive Safety Culture

The causes of these tragic accidents are more than often rooted in organisational failure – and we have

to reflect carefully, and pay attention to best practices in other sectors, in order to find an appropriate pro-active counter-measure to prevent such accidents. We have to move from a rule-based to risk-based approach, and encourage staff in the rail sector to migrate from “compliance” behaviour to pro-active safety thinking.

Top managers must be the first promoters of a positive railway safety culture. They are the ones in charge of the safety management system, shaping their respective corporate culture. This culture must be characterised by impartiality and transparency, and rely on trust and openness, as opposed to a culture of blame and opacity. Pro-active safety behaviour comes with a learning process, rather than a process of assigning blame.

Learning from other Sectors is Key

Pro-active safety behaviour can be found in many other high-risk industries – for example the medical business in the US. Despite fierce market competition, patient safety is not an item of that competition. Rather, knowledge is shared across the sector to avoid major catastrophes.

The European rail sector can learn a lot from other sectors in this respect. The Agency has worked closely with, for example, the European Organisation for the Safety of Air Navigation (Eurocontrol) on this issue (see interview on p. 2). But the European rail sector, too, has already taken some impressive steps into the right direction, as we learned during the European Rail Safety Summit from

10-12 April in Dubrovnik. It was inspiring to follow the debate among safety managers from different European sectors – please find all presentations and videos [here](#).

European Rail Leaders Sign Safety Declaration

Symbolically consolidating their commitment to a positive safety culture, more than 50 leaders from the European rail sector signed, together with the European Commissioner for Transport and myself, the [European Railway Safety Culture Declaration](#). It is a first step on a long way towards establishing a positive safety culture for railways in Europe, in a process that will entail a lot of exchange and open debate – and the Agency will do its utmost to initialise and foster this debate in the coming years, so that eventually we get all the players in the rail sector on board. If you are a leader of a company, institution or technical body in the European rail sector, we encourage you to join the initiative by electronically signing the declaration [here](#).

More information on the different elements of the declaration, and the way forward in the evolution of its text and ERAs campaign to promote European rail safety culture, you find on page two.

In further news, modernising European railways means not only to adopt new ways of thinking about rail safety, but also gender balance and equality (p. 3). Last but not least, the Agency is glad to announce progress in regard to the long-awaited reduction of national rules (p. 4). ◀

Interview with Tony Licu, Head of Safety Unit at EUROCONTROL



Where are the railways with safety culture?

I think you are just making a big start. You are writing history with this 2day safety summit, putting forward the declaration, and I saw a lot of commitment by the rail undertakings, regulators, investigating bodies – it is a fabulous start, led by the Agency, and supported by the European Commission. Now you need to keep going, and I am sure ERA will do a good follow-up.

How did Eurocontrol manage to fill the notion of safety culture with flesh and blood?

We invested a lot – the programme started in 2003, and we organised several trainings and events with air

navigation service providers locally, and one annual European safety culture work shop over the past 15 years. One important element in working with your national stakeholders is confidentiality; when you measure the culture of a company, the report must be confidential. Some may agree to publish the report, some will not – but what is important is that they get a realistic account on how their employees feel about safety. Together they will share lessons, and they will start forging a network of people who are leading in safety culture in their organisation. And I think you can mirror that in railways, and we will be happy to assist and help with that – I think we will be able to carry much more weight together, and maybe even involve other modes of transport as well, such as for example maritime.

How do you get senior management to accept critical reports on their safety culture?

It is never easy to accept bad news - but they will understand that it represents a unique opportunity to

improve their organisational culture per se. If the employees see that their senior management is reacting positively to potential criticism, corporate allegiance and motivation levels go up – this I have seen with many organisations. As CEO of a company, investing in corporate culture – rather than in writing stricter rules – is much more rewarding, as the employee's willingness to work with senior management and go the extra mile to improve safety will increase. I am a great believer of safety culture, it is the next thing to do. We are well regulated in Europe already, but in order to fill the laws with flesh and blood, we need pro-active safety culture. ◀

Tony is Head of Safety Unit at the Network Manager Directorate of EUROCONTROL. He leads the deployment of safety management and human factors programmes of EUROCONTROL.

The European Railway Safety Culture Declaration

Leaders of the European rail sector commit to a positive safety culture

Safety management can only be effective when all staff share and live a common commitment to safety. This is where leadership plays a paramount role, as a key to guide any cultural change. [The European Railway Safety Culture Declaration](#), a voluntary commitment by Europe's rail leaders, marks the beginning of the Agency's campaign to promote a positive rail safety culture in Europe. It was first presented at the [European Rail Safety Summit](#) on 10 - 12 April in Dubrovnik.

European Commissioner for Transport Violeta Bulc, co-initiator of the

campaign, underlined the need to integrate human and organisational factors in the safety management



system of railways in Europe. This is reflected in the declaration, which lays out the following guiding principles of a positive safety culture:

- › Risk-based safety management
- › Understanding workplace reality
- › Cultivate a continuous learning environment
- › Integrating Safety into business

More than 50 companies initially signed up to the declaration, and

many have followed since. If you are a company leader, and are interested in signed the declaration – please follow the instructions on this page in order to sign the declaration electronically.

In consultation with the European Commission, the sector organisations, and the National Safety Authorities (NSAs), ERA will continue to promote positive railway safety culture in the coming years.

Learning from best experience in other sectors, ERA has partnered up with EUROCONTROL to organise a just culture training for railways from 14-16 November 2018. ◀

Further information:
[The European Railway Safety Culture Declaration](#)
[Interviews with keynote Speakers from Dubrovnik Summit](#)

For CEOs: sign the declaration [here](#)

Spotlight on: Women in Transport

Not only an Issue of Social Justice and Equality: the Modernisation of European Railways with a Redefined Role for Women

With more than 5.9 million employees in the 28 European Union member states, land transport is a major job provider for European society – however, with only 14% of these workers being female, the sector lags behind others, thereby failing to break with old habits from a male dominated era. The need to close this gap is especially immanent for the rail sector, which is facing fierce competition in a free and globalised market, while at the same time struggling to attract talent in the age of demographic change and decline of the working-age population, as a joint study of the Community of European Railways and Infrastructure Companies (CER), the European Infrastructure Managers (EIM) and the European Transport Workers' Federation (ETF) points out.

Attracting women to work in the rail sector therefore is not only an issue of social equality, but an essential measure to push ahead a much-needed modernisation project to keep up with global competition. Breaking with stereotypes and progress of technology mean that women can finally freely participate in this sector and contribute to its development.

Clio Liégeois, Chairwomen of the ERA Management Board, expects positive effects for the Agency when facing the challenges of performing the new functions of a European authority under the Fourth Railway Package: "communicating Europe is today more important than ever before. I can well imagine young

female leaders taking up a key role in this task, which will determine the future of our society."

Anna Gigantino, Head of Unit at the Agency holds that in order to meet the challenges of the Fourth Railway Package, "we need winning teams.

managerial function. I want to show to young women that this is possible, that they should not limit themselves."

The Agency is an equal opportunities employer with an overall 62%-38% male-female gender balance, has a



Source: Eurostat 2017

Winning teams are based on diversity and for this reason we need to pay attention to gender balance, but also to other factors of diversity."



Besides her regular job and duties, Anna Gigantino works on encouraging young women to be part of Railway system by representing and promoting the Agency in high schools and universities. Her approach is very simple and honest: "I am a women with a technical background and a

number of benefits to offer to its employees: teleworking, flexi-time with the possibility to recuperate surplus hours, several part-time options, several leave options (maternity and breast feed leave, parental leave, family leave etc.), as well as adequate training, and mentoring programs.

Together with the rail sector organisations, ERA will play a proactive role in promoting women in transport, help raise awareness, collect data, and support all initiatives to invoke a culture of change to eliminate gender stereotypes. ◀

Further information:

[Women in Transport – Platform for Change \(EC\)](#)
[Women in Rail \(CER\)](#)

Dates and Announcements

ERA Launches SMS App



The Agency proudly presents the “ERA SMS” App, which is now available both for Android and Apple smartphones in respective stores.

The App helps users to navigate through main elements constituting a railway *Safety Management System (SMS)*, including brief descriptions about their meaning according to the new *Delegated Regulation* establishing common safety methods on SMS requirements. It also contains a management maturity assessment tool which allows a user to evaluate how effective the SMS is by scoring the safety performance and creating a report on the findings.

Scan the QR code below to download the App (or go directly to the relevant store, searching for “ERA SMS”):



[Apple Store](#)



[Google Store](#)

Milestone Reached: Programme for the Reduction of National Rules



Brussels, 7 June 2018 – At an event organised by the Group of Representative Bodies (GRB), ERA Executive Director announced the long-awaited result of the Agency’s programme to reduce national rules to advance the removal of technical barriers in the Single European Railway Area (SERA). As result of the programme, national technical and safety rules have been reduced from 14.000 to 1.200.

Started in early 2016, the programme to reduce national rules is a cornerstone of regulatory simplification under the Fourth Railway Package, promoting Technical Rules for Interoperability (TSIs) as essential tool for safe and cost-effective management of the European rail system.

The switch to one European set of rules opens markets, increases transparency, and makes contradictory and unnessecary rules redundant.

Questions on the 4th Railway Package?

Online now

ERA’s FAQs on the Fourth Railway Package

[Find out more](#)

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10 July
2018

1st Workshop of the Multimodal Risk Management, Luxembourg

[Programme and Registration](#)

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