

Making the railway system  
work better for society.

## DECISION n° 278

### *of the Management Board of the European Union Agency for Railways adopting the ERA Communication and Dissemination Plan for 2022*

#### **THE MANAGEMENT BOARD OF THE EUROPEAN UNION AGENCY FOR RAILWAYS,**

Having regard to the Regulation (EU) 2016/796 of the European Parliament and of the Council of 11 May 2016 on the European Union Agency for Railways<sup>1</sup> (hereinafter referred to as “the Agency”) and repealing Regulation (EC) No. 881/2004 (hereinafter called “the Agency Regulation”), and in particular Articles 39 and 51 § 1 point (g) of the Agency Regulation,

#### **HAS DECIDED AS FOLLOWS:**

##### *Article 1*

The Communication and Dissemination Plan 2022 of the European Union Agency for Railways is presented to the Management Board as set out in Annex to this decision.

##### *Article 2*

The present decision shall enter into force on the day following that of its adoption. It will be published on the Agency website.

For the Management Board,

The Chairwoman  
Clio LIÉGEOIS

Annex: ERA Communication and Dissemination plan 2022

*Annex: ERA Communication and Dissemination Plan 2022*

In line with article 51.1(g) of the Agency Regulation, the ERA Communication and Dissemination Plan needs to be decided every year by the ERA Management Board.

It shall give an overview on the planned

1. *Key Principles*
2. *SPD 2022 target indicators and outputs*
3. *Events 2022 overview*
4. *ERA Academy*
5. *News and (social) media*
6. *Media relations and crisis communication*
7. *Internal communication*

A follow-up of the state of play can be presented to the Board at members' discretion.

#### 1. *Key Principles*

*This document describes the key axes for the Agency's communication and dissemination plan for 2022, jointly drafted by the Stakeholder Relations, Academy and Communications (SAC). We are upgrading our approach to communication and dissemination to adapt to the new roles of the Agency under the 4<sup>th</sup> Railway Package, and to better answer the needs of our Stakeholders, for instance:*

*Initiated by the pandemic situation in 2020, many more online activities have been developed and successfully implemented. The very positive feedback and increased participation from our stakeholders in ERA webinars and online conferences clearly indicates that we need to increase our offer for online communication and training. In addition, by using more online communication and dissemination, the Agency can reach a much larger audience to promote and explain its activities.*

*The railway sector is currently challenged by the need for upskilling staff and training new staff. The new ERA Academy is coordinating the Agency's dissemination activities, organising events and installing a learning platform and an accessible repository of information: the Knowledge HUB, focussing on the needs of its stakeholders. We will offer comprehensive regulatory information right from the source. Individuals will have the flexibility to access high-quality trainings when and where it suits them best.*

*The key principles in this are:*

- › ***Promote and facilitate knowledge of railway rules and technical specifications***
- › ***Constant and fruitful exchange with key stakeholders (NSAs, NIB, GRB, other)***
- › ***Integrated planning (= speak with one voice, consistent messaging)***
- › ***More impact on the European public / justify why we are doing what we are doing***
- › ***Promote professional image of ERA***
- › ***Contribute to internal culture change***

## 2. SPD output indicators and targets 2022

The following indicators and targets have been defined in the SPD 2022:

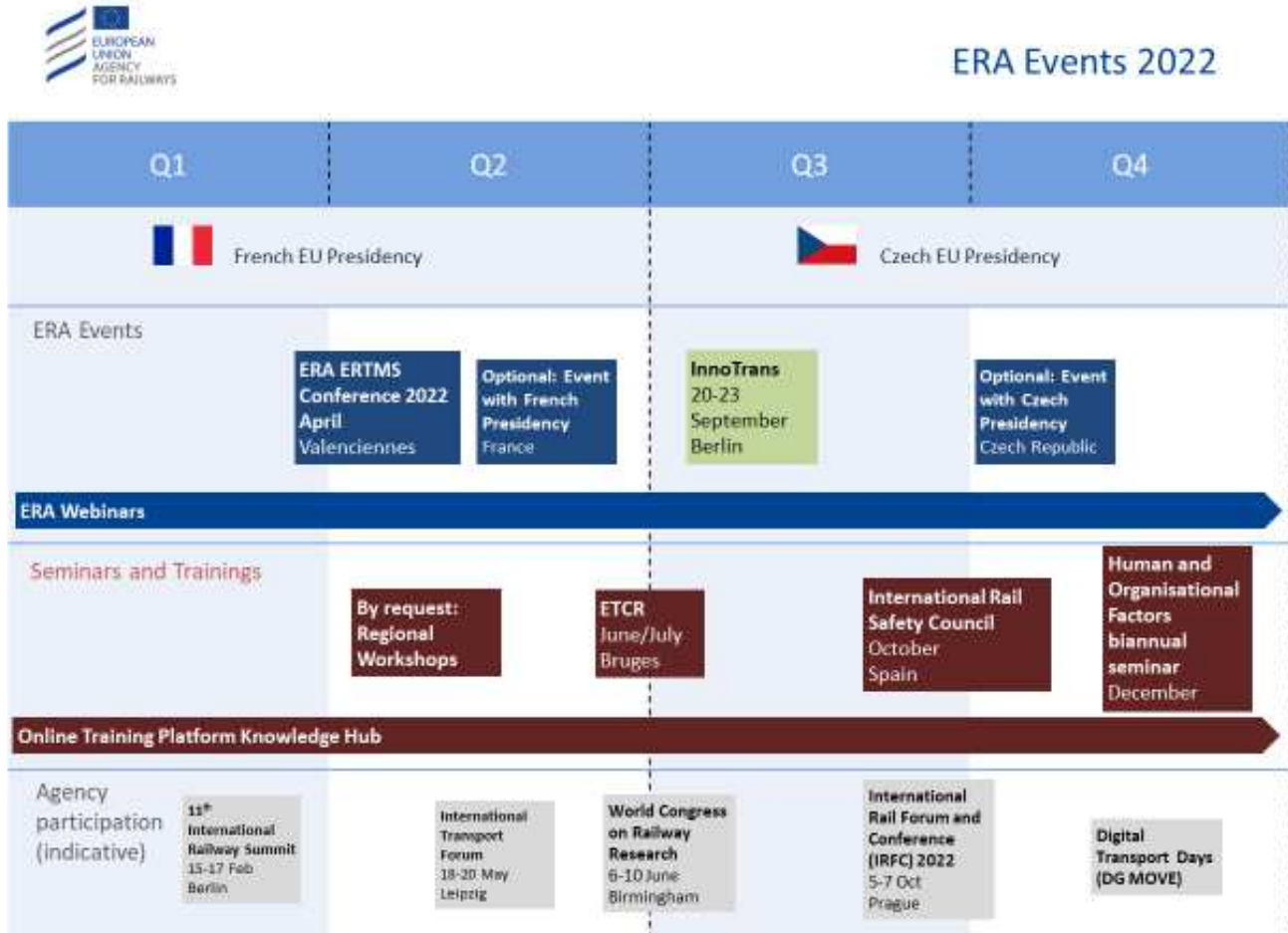
| ERA1161                                  | Output indicator  | Target  |
|--|---|---|
| Online corporate communication           | LinkedIn number of followers  | 10% increase compared with 2021 numbers   |
|  | Creation of original content for social media   | At least 15 posts per month   |
|  | Twitter number of followers   | 10% increase compared with 2021 numbers   |
|  | Retweet numbers   | At least 12 retweets per month  |
|  | Participation in DG DIGIT meetings and workshops on website development / management                                    | Attended  |
|  | Upgrading & re-designing of the website   | Online by end of Q4 2022  |
| ERA1162                                  |   |   |
| Media Relations and Crisis Communication | WP1: Improve capability e.g. by early detection systems, a tool for reputation measuring/monitoring                     | 100%  |
|  | WP2: Deliver effective crisis communications  | No reputational damages (legal actions, written complains)  |
|  | WP3: Improve capability: review corporate messaging, design a multi-annual campaign, include videos, FWC with PR agency | Key messages defined, improved tools and procedures, FWC with PR Agency   |
|  | WP4: Deliver effective media relations  | Increased number of articles/features compared to 2021; all enquiries answered within deadline; etc (details see plan)  |
|  | WP5: Deliver effective media coverage of ERA events   | Increased media coverage per ERA event compared to previous year in relevant international media & in specialised media |
|  | WP6: Test & refresh reputational awareness of staff   | Training delivered, quality of communications by non-SAC staff improved   |
| ERA1163                                  |   |   |
| Communication Services                   | Creating and implementing communication campaigns aiming at explaining ERA's  | 2 Communication Campaigns   |

|             |  |  |
|-------------|--|--|
|             | mission, activities and added value  |  |
|             | Creating communication products (publications, videos, multimedia content) supporting the strategical goals of ERA, which efficiently performs the new tasks set out under the 4th Railway Package   | <ul style="list-style-type: none"> <li>• <i>5 publications explaining ERA's work and programmes</i></li> <li>• <i>videos</i></li> <li>• <i>5 GIFs</i></li> </ul> |
|             | Strengthening and keeping the consistence of ERA corporate design  | <ul style="list-style-type: none"> <li>• <i>Updating the Visual Identity Guidelines</i></li> <li>• <i>2 internal trainings delivered to ERA Staff</i></li> </ul> |
| ERA1145     |  |  |
| ERA Academy | Building and managing the Academy, promotion of the Academy, naming and design   | Developed and implemented as planned   |
|             | Building the Knowledge HUB: integration of the e-Learning environment (Moodle), organising blended learning and classroom trainings, manage Library and Terminology. This includes the safety trainings portfolio.   | Developed and implemented as planned   |
|             | Contributing to the Competency Framework   | Continued development  |
|             | Delivering ERA events: conferences, webinars, workshops as defined in the yearly communication and dissemination plan agreed by the MB.  | Developed and delivered as planned   |
|             | Delivering trainings upon request of the Commission, Member States, candidate countries and networks within the nature of activities and the extend as defined by the MB (Art. 43 EU 2016/796). Participating in conferences organised by other stakeholders | Delivered  |

|  |  |                                      |
|--|--|--------------------------------------|
|  | if related to the Agency's projects and services.  |                                      |
|  | Developing a training 'movement': intensify and further develop its network with academics and institutions engaged in railway education to promote specific Railway university level education.                   | Contacts established                 |
|  | Building and managing the Academy, promotion of the Academy, naming and design   | Developed and implemented as planned |
|  | Building the Knowledge HUB: integration of the e-Learning environment (Moodle), organising blended learning and classroom trainings, manage Library and Terminology. This includes the safety trainings portfolio. | Developed and implemented as planned |

### 3. Events 2022

ERA will organise and will participate in 2022 to several events:



#### 4. ERA Academy

Regulation 2016/796, Art. 43 states that: “the Agency shall engage in training and other appropriate activities concerning the application and explanation of railway safety and interoperability legislation and related products of the Agency such as registers, implementation guides and recommendations. “In addition, the 4<sup>th</sup> Railway Package tasks require specific upskilling to make the new processes run as smoothly as possible. Finally, we are convinced that an increase of knowledge and understanding of the Railway related regulations and technical standards will significantly contribute to further improve Railway safety in Europe.

To adapt to available resources and finance and considering the benefits and acceptance of remote conferencing and -learning, the approach for the ERA Academy has been revised. The new approach is based on a flexible model enabling the Agency to optimally adapt to the needs of its stakeholders and to available resources and finance. The dissemination activities of the Agency, coordinated by the ERA Academy, are in line with the 7<sup>th</sup> strategic statement of the SPD, **the EU will become the global reference for rail and ERA authorisations will be globally recognised.**



Possible spin-off: increased collaboration with railway research and innovation

#### Output indicators

The new ERA Academy intends to facilitate training and other learning activities, by organising events and networking and by creating the Knowledge HUB. This e-learning platform will include trainings provided by



ERA as well as trainings provided by qualified external training organisations. We strive to make trainings available locally, in the local language, saving mission costs and time and reaching a larger audience.

**The activities of the new ERA Academy, as visualised above, are:**

Building the Knowledge HUB: this e-learning platform will contain the expertise as defined by ERA's competence management system and other relevant information related to Railway Regulations and Technical Specifications. ERA will organise via its Knowledge HUB blended learning and classroom trainings. This includes the safety trainings portfolio. The platform will include a library and a terminology reference. Some trainings may be offered by external training organisations, qualified by ERA. This qualification will ensure the quality and appropriate interpretation of the Railway Regulations and technical specifications by those training organisations.

Delivering ERA events: the Academy will continue to organise ERA conferences and online webinars. It will coordinate the participation of ERA speakers at workshops upon request of the Commission, Member States, candidate countries and networks within the nature of activities and the extend as defined by the MB (Art. 43 EU 2016/796). In addition, it will organise the participation of ERA experts as speakers in conferences/workshops/trainings organised by other stakeholders if those are related to the Agency's projects and services, depending on available resources and finance, as such exploring synergies and improving efficiency for the organisation.

Developing a training 'movement': the Academy intends to intensify and further develop its network with universities and other organisations engaged in railway education, e.g. NSAs, training centres, railway undertakings, to promote specific railway education, to seek for synergies and to eventually contribute to railway research and innovation.

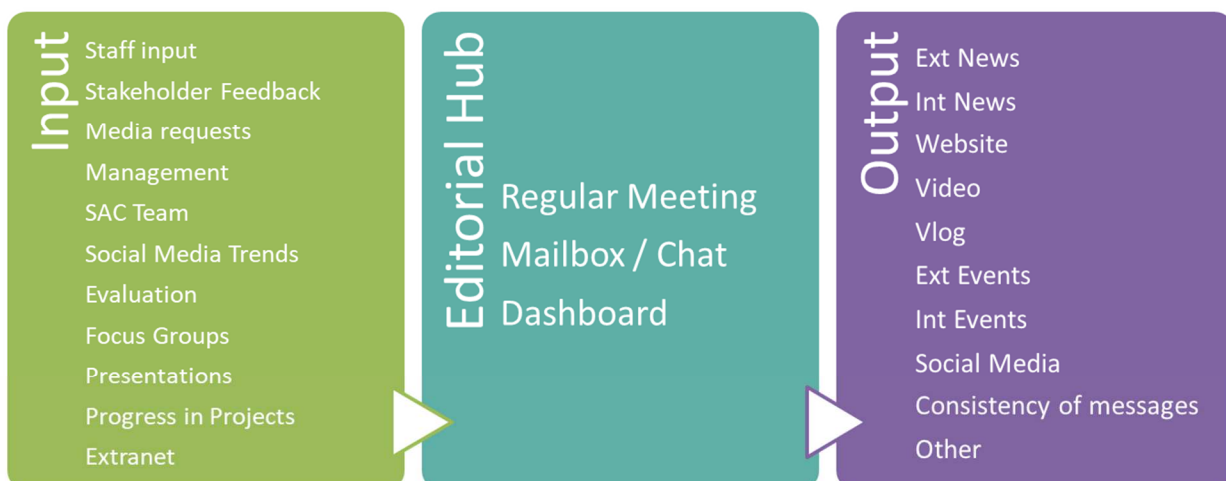
The Academy will be managed as a programme within MS Project. Its programme management includes promoting its activities and putting in place a flexible mechanism which will allow for the costs to be recovered in a transparent way and in line with the applicable financial rules (Art.2 MB Decision 245). The financial impact of the Academy activities will be addressed in 2022.

## 5. News, social media, and website

ERA's **main channels for news output** are the **ERA website** (news and events section), different versions of **newsletters** (ERA Newsletters, TAF and TAP TSI Bulletins, NSA Network newsletters, EUMedrail newsletters), and our social media channels on **Twitter** and **LinkedIn**.

Traditionally, ERA has put out about four newsletter editions per year, and regularly featured news and events on the website, while publishing social media content on demand. With the relevance of the latter on the rise, the need for an **integrated editorial planning** is more important than ever for consistent and relevant news output.

With the creation of a **centralised editorial hub**, we facilitate constant dialogue between the SAC team and ERA staff for creating items for publishing in the appropriate channels, e.g. website, social media, newsletters and other.



**Editorial meetings** are regularly held, with an open invitation to all ERA staff who wish to publish something. Other sources of input, i.e. stakeholder feedback, messages received via social media channels, and/or media requests will also be presented during those meetings. A centralised **editorial dashboard** will give transparency on planning, and which stories are being told.

### Feedback and Measure of Success

- › *Number of social media views / interactions (see SPD targets)*
- › *Stakeholder Feedback Survey 2022*

## 6. *Media relations and crisis communication*

To enable productive media relations, and to have a prompt and accurate intervention in case a crisis occurs, it is essential to **ensure good communication between all involved stakeholders** internal and external, with the intention to cover both proactive and reactive media relations, as well as content creation with a digital emphasis.

ERA's communication team will cultivate productive relationships with the media, both general and trade media, with a special focus on Brussels-based media, thereby **strengthening ERA's reputation among relevant press outlets** with high distribution throughout all Member States. We plan to do this through the provision of press materials, organising media interviews and press conferences – including online, and responding to journalists' enquiries in a prompt manner.

Furthermore, the Agency will increase its work **with national multipliers and national networks authorities** to convey our message in a greater number of languages to broaden our multilingual reach.

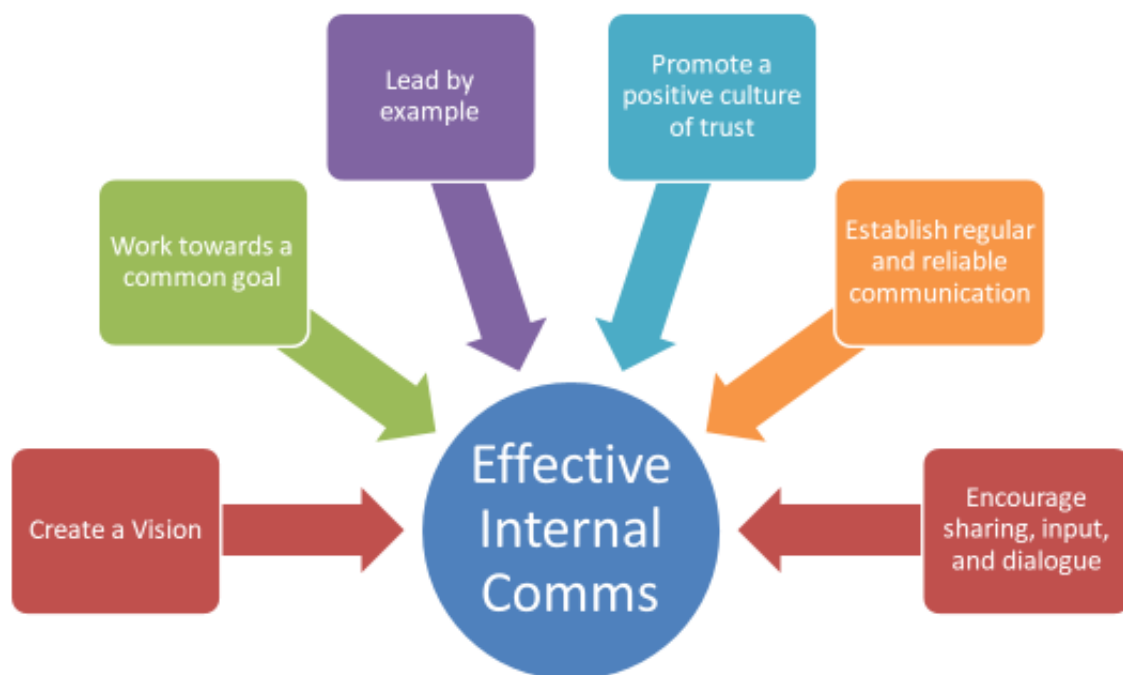
Increasing ERA's institutional **preparedness and capacity to respond adequately to a crisis** remains a strategic objective. Training on crisis communication will be provided to the agency's crisis communication team, and subsequently to ERA staff.

## 7. Internal Communication

An effective internal communication service shall support the Agency to develop a **positive organisational culture**, which is characterised by mutual trust and transparency, good and reliable information services, fosters supportive behaviour, puts an end to silo thinking and fosters a one-Agency vision and communication flow, and fosters a trustful and collaborative relationship between management and staff.



### ERA Internal Communication



Slide 10

Key partners for the internal communication service are the **ERA Human Resources** team, the **BetterTogether@ERA** project (culture change), the **ERA club** for extracurricular activities, and the **ERA staff committee**.

In 2022, the SAC team will initiate **regular output of internal news to ERA staff**, facilitate **ERA General Assemblies**, and co-organise ERA events and initiatives in collaboration with its partners.

### Objectives

The internal communication service shall serve to fulfil the objectives of the Agency where appropriate. Those include:

- 1) *Establish a vibrant, open, reliable and informative internal communication service*
- 2) *Create opportunities for staff members to connect with fellow colleagues*
- 3) *Improve communication from ERA management vis-à-vis staff and vice versa*
- 4) *Improve staff engagement*

- 5) *Be a source of inspiration*
- 6) *Offer a platform for exchange at professional level and beyond*

### **Outputs**

- › *Internal news (new intranet homepage)*
- › *ERA General Assemblies (monthly)*
- › *Other activities that support the objectives stated above*
- › *Screens in the ERA reception and cafeteria*
- › *Chat group(s) (optional)*

### **Feedback and Measure of Success**

- › *Number of clicks on the intranet homepage*
- › *Individual feedback surveys throughout 2022*