European Railway Safety Culture Model 2.0
European Railway Safety Culture Model 2.0: Components

- **Excellence**
  - Control Major Risks
  - Understand Workplace Reality
  - Learn From Experience
  - Integrate Safety Consistently

- **Fundamentals**
  - Enablers
    - Interacting
    - Formalising
    - Disseminating
    - Reinforcing
Railway Safety Fundamentals: Keywords

- Questioning attitude
- Reporting
- Learning from others
- Decision making
- Resilience
- System complexity
- Improvement
- Resource allocation
- Risk awareness
- Working conditions
- Analysis
- Safety vision
- CONTROL MAJOR RISKS
- UNDERSTAND WORKPLACE REALITY
- LEARN FROM EXPERIENCE
- INTEGRATE SAFETY CONSISTENTLY

F1
F2
F3
F4
Railway Safety Fundamentals: Attributes

**F1.1 Risk awareness**
Individuals at all levels are aware of major risks and understand their personal contribution to safety.

**F1.2 Resilience**
The capability to operate safely under unexpected situations is developed.

**F1.3 Questioning attitude**
Individuals at all levels avoid complacency, challenge assumptions, encourage and consider opposing views.

**F2.1 Working conditions**
The organisation recognises that working conditions, such as time pressure, workload and fatigue influence safe behaviours.

**F2.2 System complexity**
The organisation recognises that its technologies and systems are complex and can fail in unpredictable ways.

**F2.3 Reporting**
Routine and abnormal deviations are recognised and reported. Measures to identify and mitigate organisational silence are implemented.

**F3.1 Analysis**
Reporting is systematically analysed to identify those factors that allow organisational learning and improvement.

**F3.2 Improvement**
Safety related feedback is perceived as an opportunity to improve performance and is acted upon.

**F3.3 Learning from others**
The organisation actively seeks learning opportunities.

**F4.1 Safety vision**
The organisation develops and implements a safety vision to support the achievement of business objectives.

**F4.2 Resource allocation**
Safety is a primary consideration in the allocation of resources.

**F4.3 Decision making**
Individuals at all levels are convinced that safety and operations go hand in hand.

CONTROL MAJOR RISKS
UNDERSTAND WORKPLACE REALITY
LEARN FROM EXPERIENCE
INTEGRATE SAFETY CONSISTENTLY
Cultural Enablers: Keywords

E1 INTERACTING
- Teamwork and collaboration
- Interpersonal values
- Regulatory relationships

E2 FORMALISING
- Roles and responsibilities
- Organisational design
- Organisational systems

E3 DISSEMINATING
- Communication
- Competence management
- Soft skills

E4 REINFORCING
- Leading by example
- Management intervention
- HOF expertise
**Cultural Enablers: Attributes**

**INTERACTING**

**E1.1 Teamwork and collaboration**
Collaboration within and across organisations is nurtured to operate safely.

**E1.2 Interpersonal values**
Trust, respect and openness permeate the organisation and characterise inter-organisational relationships at all levels.

**E1.3 Regulatory relationships**
Healthy regulatory relationships exist and ensure that the accountability for safety remains with the operating organisation.

**FORMALISING**

**E2.1 Roles and responsibilities**
Roles, responsibilities and authorities are understood and accepted.

**E2.2 Organisational design**
Organisational structures support sustainable and safe performance.

**E2.3 Organisational systems**
Processes, tools and documentation support sustainable and safe performance.

**DISSEMINATING**

**E3.1 Communication**
Safety information is openly shared within and across organisations.

**E3.2 Competence management**
Competence management ensures a knowledgeable workforce.

**E3.3 Soft skills**
Safety leadership and non-technical skills are systematically developed.

**REINFORCING**

**E4.1 Leading by example**
Managers exhibit behaviours that set the standard for safety.

**E4.2 Management intervention**
Managers ensure that incentives, sanctions and recognition reinforce behaviours and outcomes that support sustainable and safe performance.

**E4.3 HOF expertise**
Human and organisational factors, including frontline experience, are systematically considered during design and change.
Making the railway system work better for society.

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