How to develop rail safety leaders?
Our missions - The CFL GROUP

- Passenger transport by rail and road, in the Grand Duchy and beyond → backbone of the national public transport network (Passenger Rail Operator)
- Management of the railway infrastructure in the Grand Duchy of Luxembourg → Management of traffic on the rail network as well as the expansion, modernisation, renewal and maintenance of the infrastructure (IM)
- Freight transport and logistics activities (Freight Rail Operator) → Covering the entire logistics chain

COMPOSITION OF THE CFL GROUP

Consisting of a total of 22 companies
One of the largest employers in the Grand Duchy: 4844 employees
The extraordinary increase in passenger numbers

- 10.6 MIO. in 1950
- 12.5 MIO. in 1970
- 14.0 MIO. in 1980
- 13.9 MIO. in 1990
- 14.9 MIO. in 2000
- 18.0 MIO. in 2005
- 22.5 MIO. in 2010
- 22.9 MIO. in 2015
- 23.3 MIO. in 2017
- 25.0 MIO. in 2019

In less than 20 years from 2003 to 2019

2020: Downward trend due to COVID-19

+85%
The CFL’s new strategy

2 main priorities

**Safety and Quality**
Two goals linked together with no contradiction
SAFETY CULTURE – WE ARE CFL

How I behave

What I think

Organisation – Rules
Migration of Safety Culture towards «Independent Safety Culture »

**ÉVOLUTION DE LA MATURITÉ DE LA CULTURE SÉCURITÉ COURBE DE BRADLEY**

- Instincts naturels
- Règlementations & Procedures
- Engagement actif & Exemplarité

**NOBRE D’ACCIDENTS**

- Réactif
- Dépendant
- Indépendant
- Interdépendant

- 2018
- 2022

Que quelqu’un est responsable de la sécurité. Je suis les règles parce que je dois le faire.

Je suis responsable de ma propre sécurité. Je suis les règles parce que je veux le faire.

**ARRIVÉE 2022**

Culture Sécurité «Indépendante»
Assessing Safety Culture CFL in cooperation with DuPont
Online survey- Field audits -Interviews

Periodicity: 5 years

Assessing Safety Culture CFL en cooperation with ERA
Online survey (15 minutes)

Periodicity: 2 years

Objective 2022: Independant Safety Culture
Objective 2030: Interdependant Safety Culture
SAFETY RAILMAP

AREAS OF IMPROVEMENT
Implementing Safety Culture is not a « ONE SHOT »
« SAFETY FIRST » is not enough

A Safety Leader wants to contribute to a sustainable change of the mindset of the employees

Safety Culture needs « Safety Leaders »
to accompany the change of the mindset of all employees in a sustainable way
What is a Safety Leader?

A Safety Leader can be compared to a guide in a journey towards safety.

What is a tour guide confronted to?

• They have to be able to inspire all the travelers, people who are very different.

• Some of the travelers do not like to walk, others are independent and do not want a travel program, ...

• The tour guide must be able convey how the journey will be and plan intermediate stages.

• They have to inform the travelers what clothes are needed and provide clothes for the travelers who do not the right equipment.

• They have to adapt to unforeseen events and be able to reschedule without losing out of sight the goal.

• They have to make sure that everyone arrives safe, satisfied and happy at destination so that his travelers book again a new trip and that new travelers would like to experience this journey.

Let’s translate the missions of the tour guide to safety
Safety Culture journey - What does a Safety Leader need?

1. Destination has to be defined/announced and promoted within a company - safety is the common thread

By the top management and by all employees through trainings, meetings, audits, at events like the Safety Day of CFL Group
What equipment is needed towards a Safety Culture journey?

2. « What equipment is needed » by a Safety Leader?

- Resources (time and budget, other colleagues who can support, trainings...)
- Support by management and other leaders
- Communication support – graphic design (videos, flyers, ...)
- Promotion platforms for the communication support
- Trainings and training platforms
- Innovation
What skills does a Safety Leader need?

- Many Safety Leaders are needed to take all employees with you on the journey.
- Safety Leaders are needed at all hierarchical levels and everyone has their own tasks:
  - Top manager: support – messages
  - Field worker: inform his colleagues
  - Skills needed are different
- Common basic skills: LEADERSHIP Skills

Qualities of Leadership:
- Honesty
- Efficient communication
- Will power
- Knowledge
- Consistency
- Visionary outlook
- Selflessness
- Courage
- Availability
- Empathy
- Competence
- Care
Safety Tools have to be evaluated (further steps for improvement)

How are the tools applied in practice?

Interactive workshops with employees of different levels
Two supplementary tools are implemented at the CFL Group

**Safety Dialogues**
Since 2019-till now
Train the Trainer
Inhouse Training
648 employees trained (14%)
6457 dialogues carried out

**Leadership**
Different trainings adapted for different levels and work
Special program since 2021
(for all and top managers)
Psychological approach first mentioned in 1976 by Sharon Anthony Bower and Gordon Bower « Asserting yourself » to treat problems

Now the method is associated to the non-violent Communication by Rosenberg

D: Description of the facts
E: Express your emotions
S: Specify solutions
C: Consequences and Conclusions
SAFETY DIALOG in 6 steps

Having a conversation with someone you see taking a risk
Safety Dialogues

1. Observe and then decide how to establish contact
2. Make a positive comment about safe behaviour
3. Express your empathy (express your fear that the person may have an accident)
4. Make the person think and talk about the consequences of their dangerous behaviour as well as the preventive measures
5. Extend the conversation to the whole *working place*
6. Ask the person to recall the preventive measures they committed to in step 4
   Thank the person.
Video illustrating a safety dialogue used for training

Training inhouse « train the trainer »

E-learning module

Training integrated in other Safety trainings (audits, ...)
Areas for improvement

Annual goal fixed: 9 (average) per trained person
Focus on quantity not quality?

How are the Safety Dialogues used?
Individual coaching needed?

More presence is wished on the field
It’s not only the fact of being responsible

It’s the fact of caring for yourself and for those whom you are responsible for
LIVE THE VALUES OF CFL

ÊTRE L’EXEMPLE
1. Leadership
   • Appliquer les règles
   • Motiver le personnel
   • Etre à l’écoute
   • Avoir l’ouverture d’esprit

COMMUNICATION OUVERTE
2.
   • Transparence
   • “Faînness”
   • Confiance
   • Respect
   • Respecter la confidentialité

COOPÉRATION SOLIDAIRE
3.
   • Vigilance partagée
   • Soutien mutuel

DÉVELOPPEMENT
4.
   • Analyse systématique des incidents/accidents
   • Connaître les risques et dangers
   • Fixer des objectifs et mettre en place des plans d’actions d’amélioration
   • Développer la technique afin d’assurer une amélioration de la sécurité
   • Développer les compétences du personnel: Formation et recyclage

COOPÉRATION
OUVERTURE
RESPECT
EXEMPLARITÉ
EXCELLENCE
Key for a Safety Culture

PRESENCE ON THE FIELD
LISTEN – SEE – ACT
Decide safety
THANK YOU FOR YOUR ATTENTION