



# How to develop rail safety leaders ?



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## 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



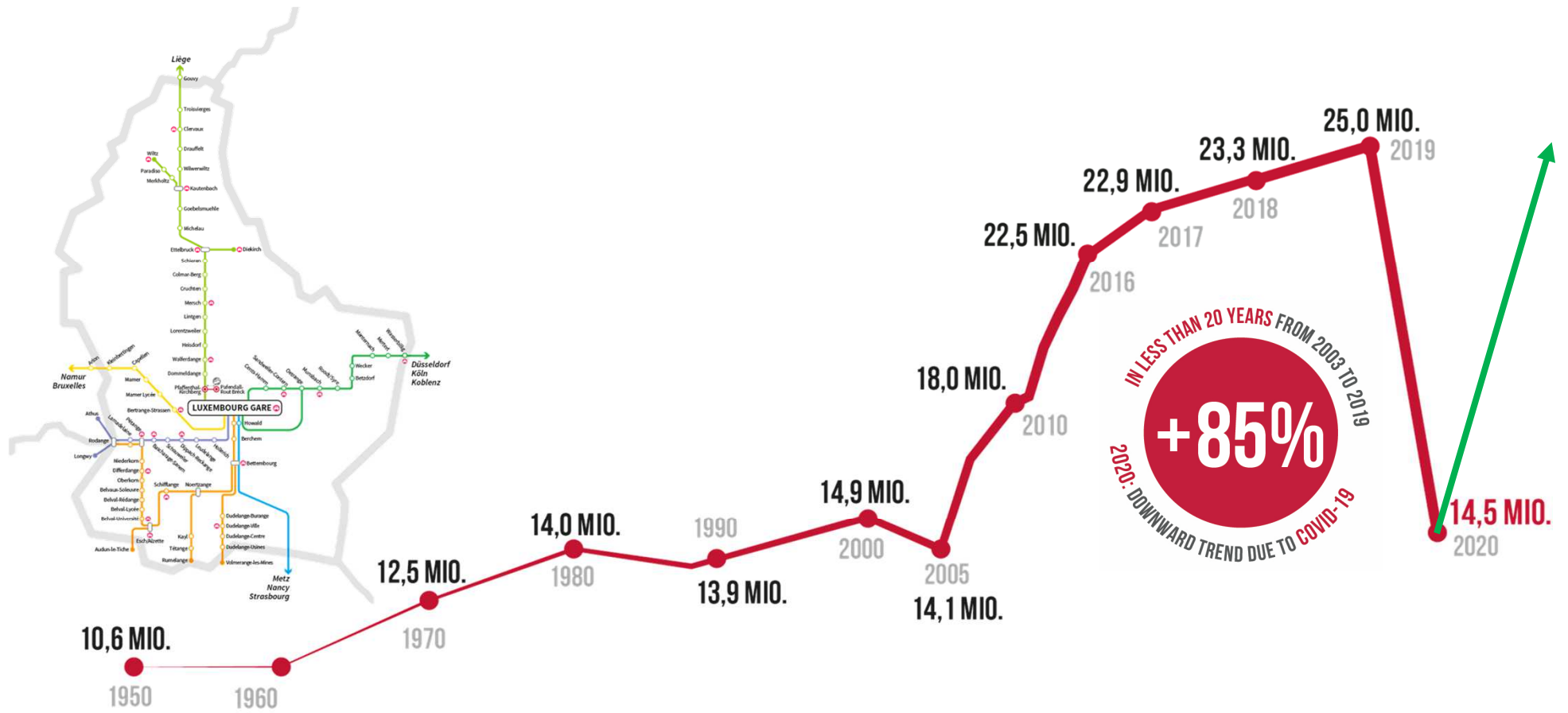
## COMPOSITION OF THE CFL GROUP

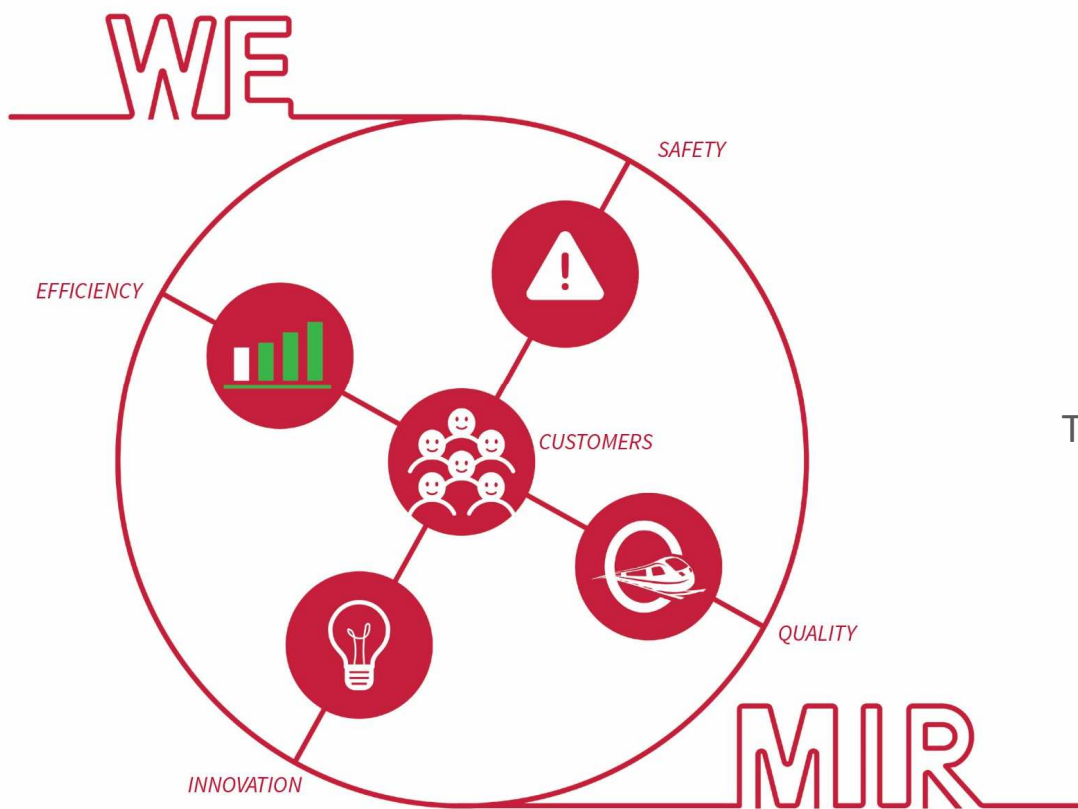
Consisting of a total of 22 companies

One of the largest employers in the Grand Duchy: 4844 employees



# The extraordinary increase in passenger numbers

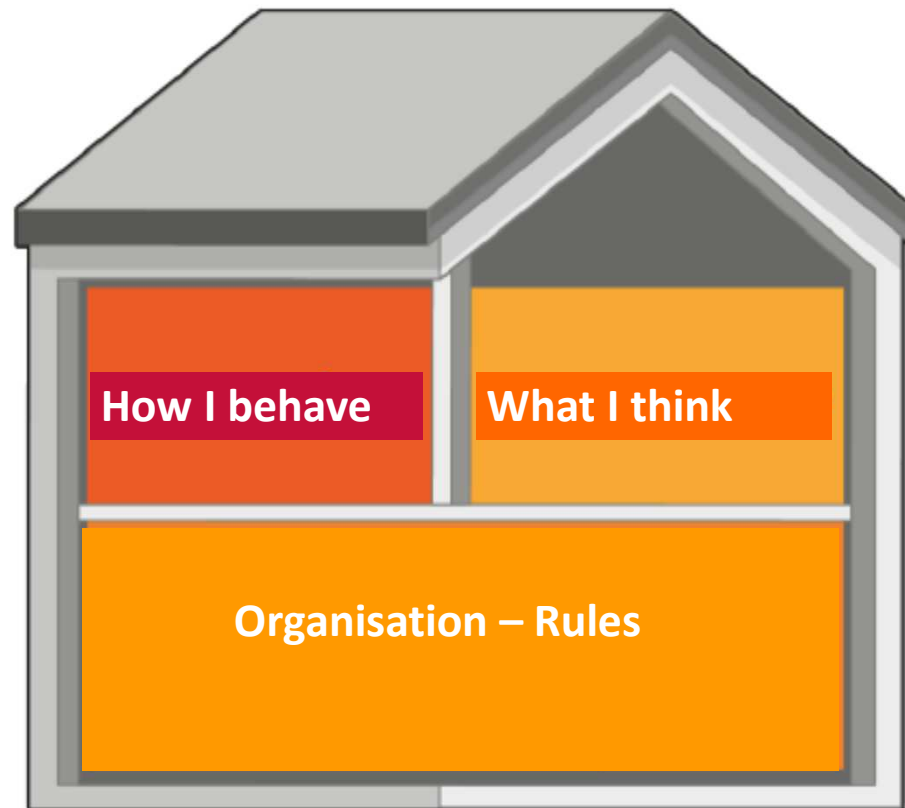




2 main priorities

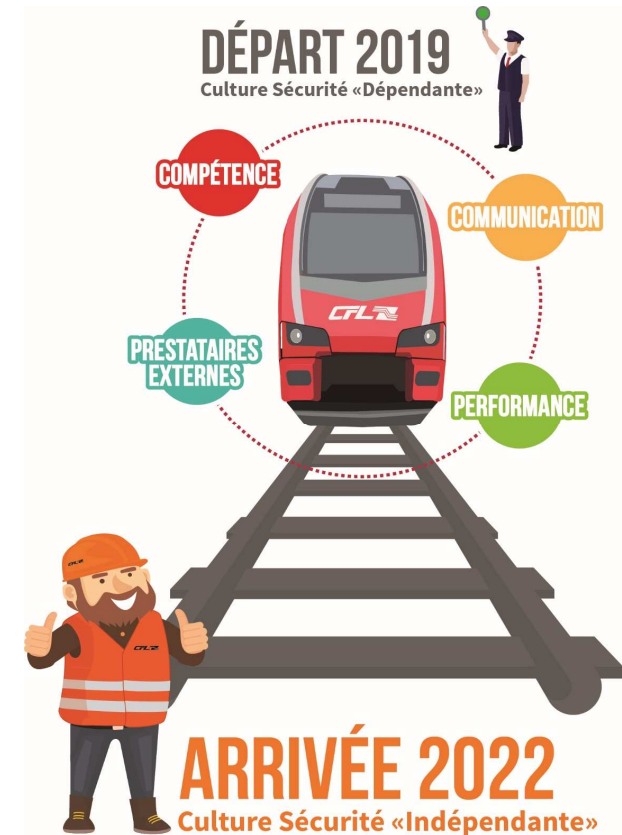
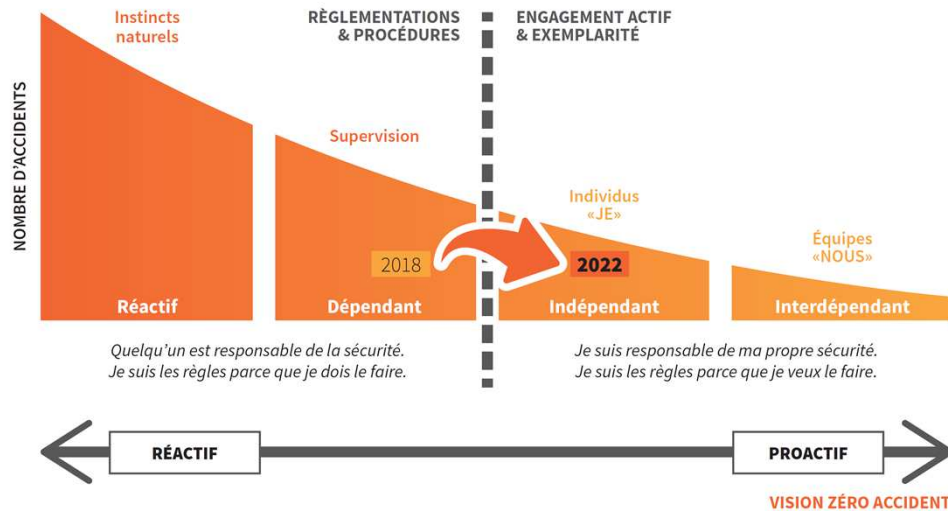
### Safety and Quality

Two goals linked together with no contradiction



## Migration of Safety Culture towards «Independent Safety Culture»

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



## Evolution of maturity of the safety culture of the CFL's strategic objectif of the CFL Group

2009  
2018  
2023  
2029

Assessing Safety Culture CFL in cooperation with DuPont  
Online survey- Field audits -Interviews

*Periodicity: 5 years*

2021  
2023  
2025  
2027

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

*Periodicity : 2 years*



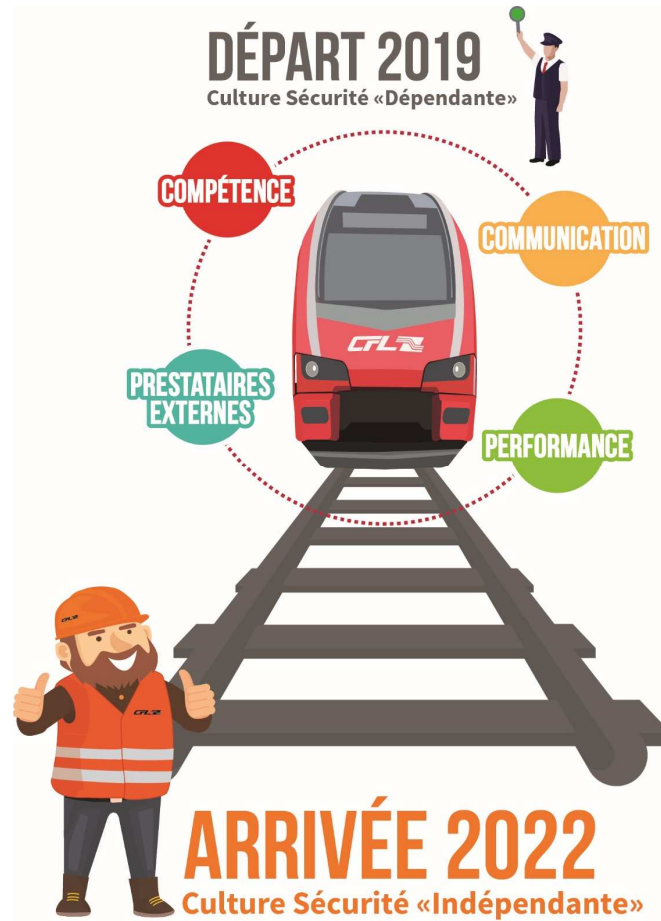
*Objective 2022: Independant Safety Culture*

*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.

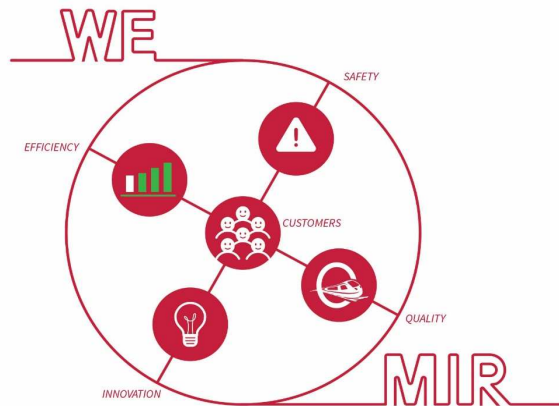


**Let's translate the missions of the tour guide to safety**

# 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





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)

## Safety Dialogues

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 Dialogues**



**SAFETY DIALOG**  
in 6 steps

Having a conversation  
with someone you see  
taking a risk



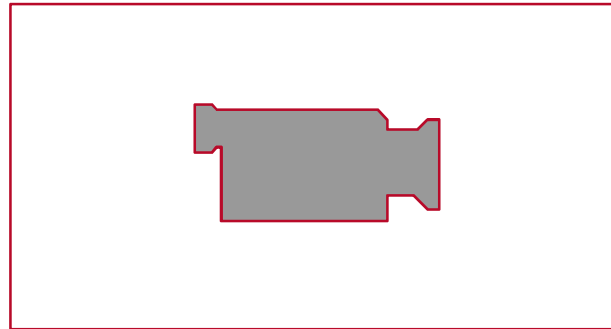


**Safety  
Dialogues**

- 
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, ...)*



**Safety  
Dialogues**

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



CULTURE DE  
LEADERSHIP CFL  
LEADERSHIP KULTUR CFL



*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

### LES VALEURS CLÉ DE LA CULTURE SÉCURITÉ

#### ÊTRE L'EXEMPLE

##### • Leadership

- 1
  - Appliquer les règles
  - Motiver le personnel
  - Être à l'écoute
  - Avoir l'ouverture d'esprit

#### COMMUNICATION OUVERTE

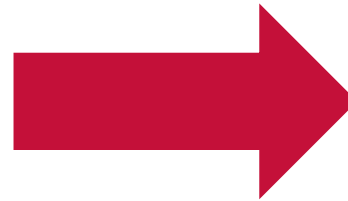
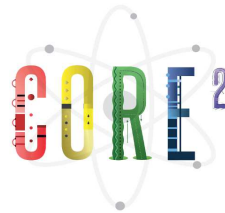
- 2
  - Transparence
  - « Fairness »
  - Confiance
  - Respect
  - Respecter la confidentialité

#### 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



**PRESENCE ON THE FIELD**

**LISTEN – SEE – ACT**

**Decide safety**





**THANK YOU FOR  
YOUR ATTENTION**