



**Key considerations and main challenges to
transform the safety culture in Adif
Porto, European Rail Safety Days**

4th of November 2021

Esther Mateo Rodríguez
General Director of Safety, Security and Corporate Systems in ADIF



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1. Where we are and where we aim to go

2. The SIGMA project as the core in the Safety Culture Transformation

3. Challenges and opportunities

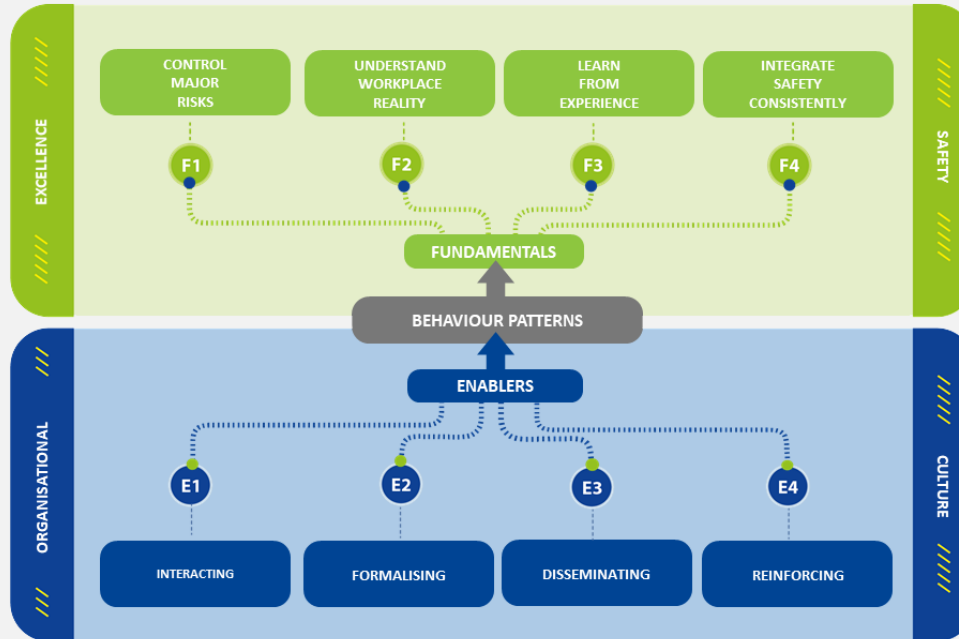


Vision of the Safety Culture in Adif

- ✓ SAFETY Leadership.
- ✓ Demands of SOCIETY.
- ✓ Great risks.
- ✓ ANTICIPATION.
- ✓ TRANSPARENCY and an environment of TRUST.
- ✓ Data management.
- ✓ The participation of everyone in LEARNING from mistakes as well as successes.
- ✓ Continuous EVOLUTION and IMPROVEMENT.



European Railway Safety Culture Model 2.0: Components





Why an initial diagnosis?

- ✓ To know where we are.
- ✓ To have a point of reference in assessing the maturity in safety culture.
- ✓ To measure the evolution of safety culture in a complex and ever-changing system.
- ✓ To focus efforts on the weakest aspects identified.
- ✓ To further promote the developed aspects.

Diagnostic results

- ✓ High hierarchy and lack of autonomy in decision-making.
- ✓ Internal and external interaction.
- ✓ Organizational silence.
- ✓ Complacency.
- ✓ Generational relief.
- ✓ Cultural transformation of the organization, not only in Safety.



sigma

TRAINING & COMMUNICATION



SAFETY CULTURE DIAGNOSIS



ORGANIZATIVE LEARNING & KNOWLEDGE MANAGEMENT



HOF



EXCELLENCE

CONTROL MAJOR RISK

F1

UNDERSTAND WORKPLACE REALITY

F2

LEARN FROM EXPERIENCE

F3

INTEGRATE SAFETY CONSISTENTLY

F4

SAFETY

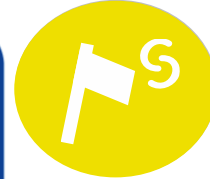
FUNDAMENTALS

BEHAVIOUR PATTERNS

RISK & EVENTS ANALYSIS AND MANAGEMENT



SAFETY LEADERSHIP



ORGANISATIONAL

ENABLERS

E1

E2

E3

E4

CULTURE

INTERACTING

FORMALISING

DISSEMINATING

REINFORCING

SAFETY NOTIFICATIONS SYSTEM



JUST CULTURE







Commitment Values Beliefs
Attitudes Procedures Processes Unwritten rules
Understanding Motivation Feelings



- Safety Leadership
- Just culture
- HOF
- Safety Notification System



- Establishing patterns of formal and informal interrelations
- Innovation and digital transformation
- Generating internal networks of knowledge sharing and communication
- Development of key competences

Where we are today in Sigma?

- ✓ **Vision of safety culture shared by the organization.**
- ✓ **Identifying opportunities to improve.**
- ✓ **Commitment between the Company and Unions in the just Culture process.**
- ✓ **Design of a Safety Notifications System.**
- ✓ **Development of a specific training program for the effective integration of HOF.**

Challenges

- ✓ Effective and visible implementation of the Just Culture Policy.
- ✓ Gaining the active participation of contractors and suppliers in the implementation process of safety culture.
- ✓ Sharing the level of understanding and awareness in safety culture to other areas beyond the railway.
- ✓ That cultural transformation facilitates the organization's relationship to safety.
- ✓ Establishing key indicators in measuring cultural transformation.
- ✓ Strengthening communication channels to transmit information on safety matters with workers as well as society.

Opportunities

- ✓ Transforming the way in which we think and act.
- ✓ Consolidating the European safety culture & extending it to suppliers and contractors.
- ✓ Aligning European legislation with Just Culture.
- ✓ Establishing a Safety Notification System consistent with the technical and legal framework.
- ✓ Promoting the high standards of safety and transparency demanded by society.

*“If you want to learn about culture,
listen to stories.”*

***If you want to change the
culture, change the stories.”***



*LOOKING FORWARD MEETING YOU IN
SEVILLE – SPAIN
October 17,18 and 19 2022.*



#safetyourculture

