

Safety culture program in Finland

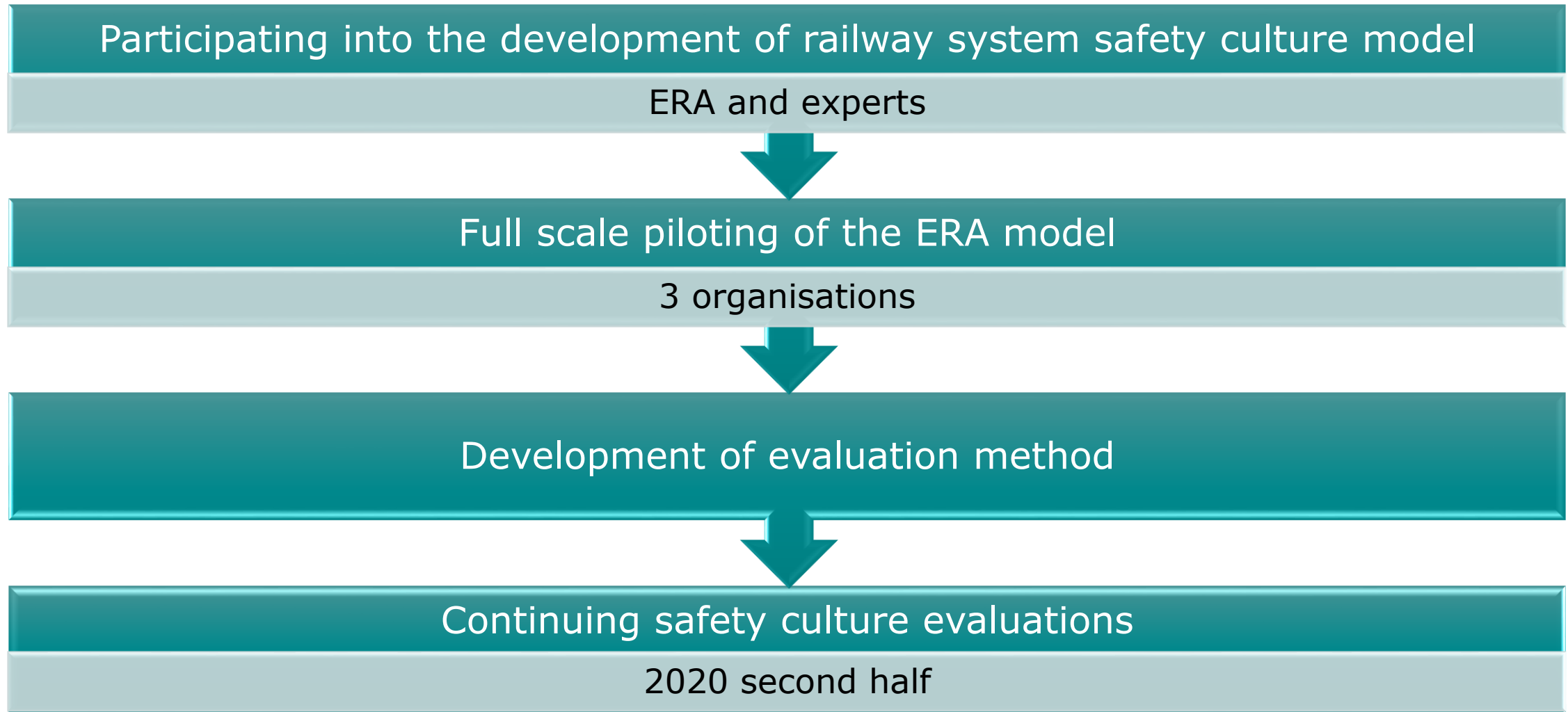
Kirsi Pajunen 13.11.2019

Background on the Finnish railway system

- ▶ 5926 line km, most single track
- ▶ 86 % equipped with ATP
- ▶ 3191 level crossings in total
- ▶ Railway undertakings: 4 with a licence + heritage railways + maintenance companies (former state railways dominating)
- ▶ Infrastructure managers: 1 state owned rail network + several private network (including harbours, industry yards...)



Safety culture program in Finland



Starting the safety culture evaluations at the Finnish NSA



Pilot phase

3 pilot organisations volunteering

Small railway undertaking

Freight operations of a big railway undertaking

Maintenance company

Safety climate survey already made in all 3 pilot organisations

Not based on the ERA model

Workshop for all 3 organisations (and NSA inspectors) to introduce the model

Pilot phase

Designing the interview questions

Designing the self evaluation forms

Drafting the model report with an experienced consultant

Drafting the slides based on the report

Reporting to the organisations

Workshop for all participants (How did we succeed?
Experiences)

Development phase in 2020

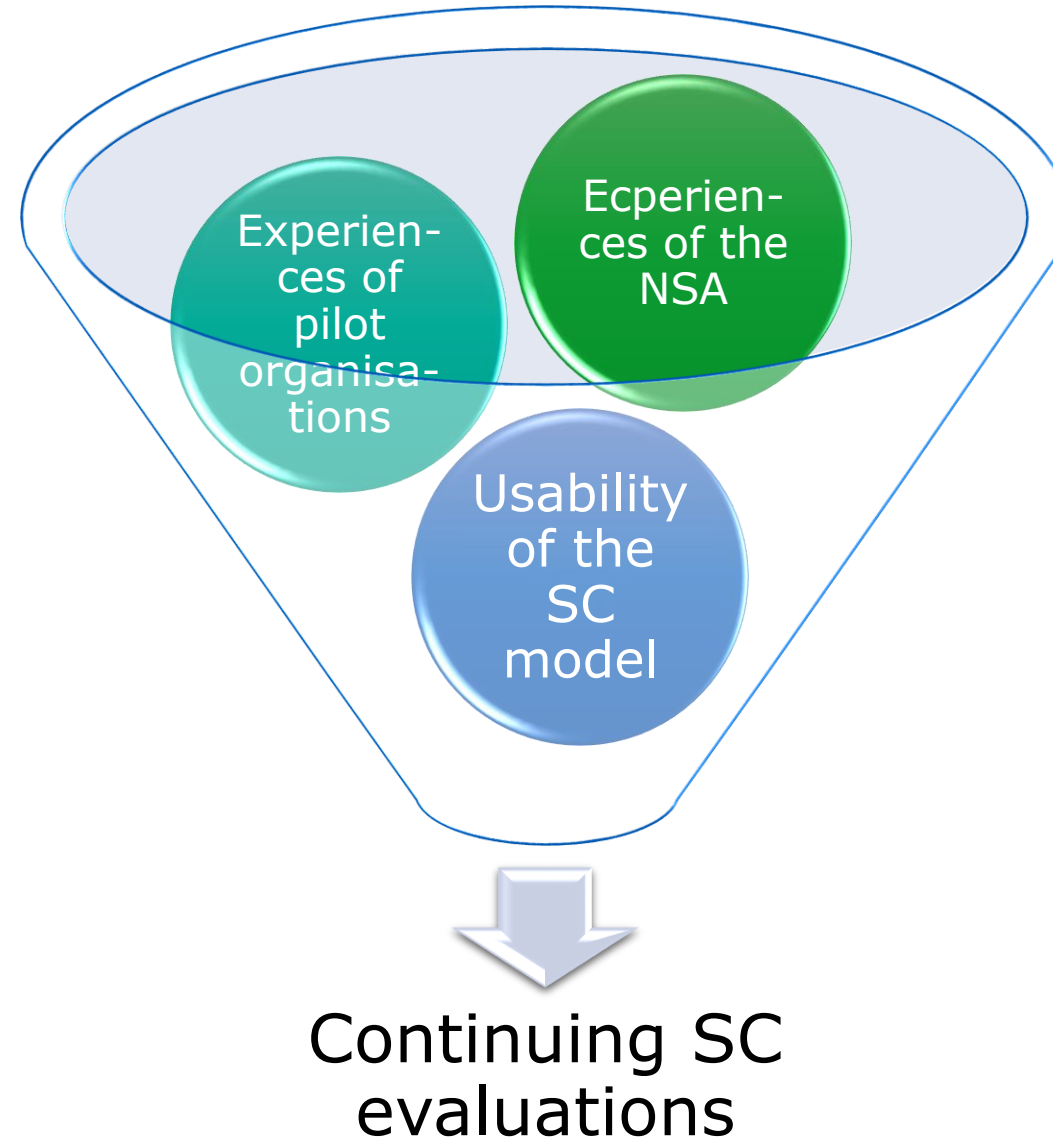
Updating the model into the documents

Translating the safety climate survey into Finnish

Modifying the interview questions

Updating the report template

Updating the evaluation guidelines



Thank you for your attention!

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Safety culture evaluation in Finland

Kirsi Pajunen 14.11.2019

General on SC evaluation

For evaluation of the level of safety culture

No mathematical equation

No strictly objective measures



Having to rely on expert views when the conclusions on the characters of safety culture are made based on different sources



Evaluation is the more reliable

The more systematically data is gathered

The more sources and more reliable methods it is gathered



The reliability of the evaluation is effected by

The competence of the evaluators gathering and analysing the data

The reliability of the model used

Methods used

SAFETY CLIMATE SURVEY

For pilot organisations
Done before the
development of the model

INTERVIEWS

Individual interviews
Semi-structural
Somewhat different
for management and
employees

OBSERVATIONS

During SMS audits
On field

SELF ASSESMENT

For safety managers or for
other managers who know
the model and know their
organisation well

DOCUMENT ANALYSIS

Web pages, meeting
memos, safety related
material incl.
occurrence reports,
audit reports, training
material...

INSPECTORS EXPERIENCE

In-house
interpretation of the
organisation





General evaluation on the safety culture of organisation

Safety culture of the organisation is at the present on the intermediate level





Example: The organisation puts lots of efforts on the safety but on the other hand it concentrates on the individuals. Continuous internal and external changes have effect on the safety culture.

Concentrating on the individuals instead of the organisation in safety is seen in e.g. stressing the responsibility of the individual, stressing the acts of the individual when analysing the safety occurrences and stressing human factors of the individual instead of the human and organisational factors.

Example of general level evaluation

| F1 Control major risks | F2 Understand workplace reality | F3 Learn from experience | F4 Integrate safety consistently |
|------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|
|  |  |  |  |

Safety fundamentals

| | | Evaluation | Examples on observations |
|-----|---------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| F1. |  | <p>The complexity of acting environment is recognised...and in unpredicted situations...</p> <p>Risk management is not Risk perceptions varied... Occurrences and safety observation analysis...</p> | <p>Based on interviews ... The employees seemed to have...</p> |
| F2. |  | <p>The occurrences are reported...</p> <p>Analysing the main influencing factors to enable the organisational learning is not performed yet.</p> <p>Integrating HOF into work planning... especially on organisational factors.</p> | <p>The occurrence report include... concentrating mainly on individuals... However, giving information on occurrences...</p> <p>In survey ... but on the other hand in interviews ...</p> |
| F3. |  | <p>The organisation has a culture on ... Management and employees ...</p> <p>Safety information</p> | <p>Based on the interviews the attitude of the management... even when it was not directly asked...</p> |
| F4 |  | <p>Safety is considered important and that shows in daily work...</p> <p>Some decisions are based clearly on finance e.g. working alone....</p> | <p>In the management monthly reports</p> <p>Based on the interviews... a real value</p> |

Report and slides for the evaluated organisation

- ▶ Introduction
- ▶ General
 - ▶ Safety fundamentals
 - ▶ Cultural enablers
 - ▶ Objective of pilot
- ▶ Methods used in pilot
- ▶ General on the evaluation of SC
- ▶ Case "Organisation"
- ▶ Results
 - ▶ General evaluation
 - ▶ Safety fundamentals
 - ▶ F1
 - ▶ F2
 - ▶ F3
 - ▶ F4
 - ▶ Cultural enablers
- ▶ Summary
- ▶ Main results
- ▶ Observations

Lessons learned so far

*The only
mistake in life
is lesson not
learned*

Albert Einstein

The model makes sense and can be used in different sized organisations

- Time consuming (partly because of the learning phase)
- Confidentiality important
- Trust: doing together (NSA and actor)
- Need to be flexible
- Good notes very important
- More information on the organisations and safety to the NSA
- Self assessments not in groups (interesting to compare)

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Thank you!

Safety is made by people and culture

Topi Manner, CEO Finnair