ERA-SCS
#ERASafetySurvey

EUROPEAN UNION AGENCY FOR RAILWAYS

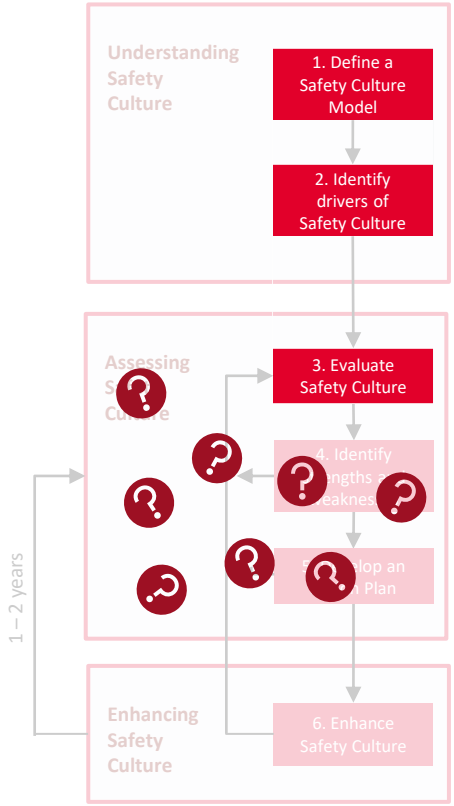
ÖBB HOLDING

Learning from and acting upon the first European Rail Safety Climate Survey

Zsófi Berkes and Grégory Rolina

HEUTE. FÜR MORGEN. FÜR UNS.

Safety Culture Process



Source: Eurocontrol & FAA

Aims of today

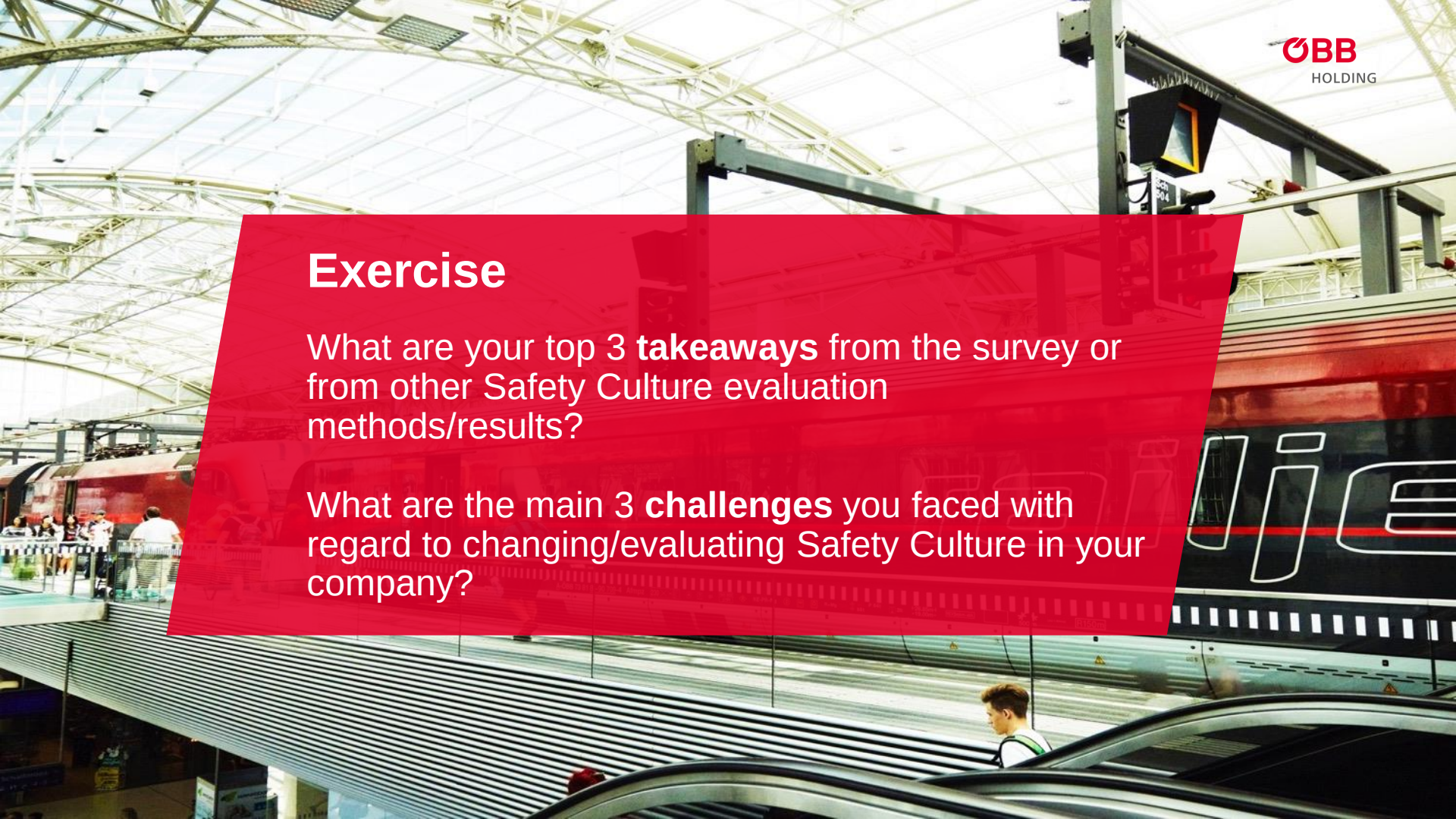
How can we make this workshop successful?

We (i.e., the facilitators – us! – and the participants – you!) engage in **conversation** about our Safety Climate Survey results and how we will deal with them, **talking honestly** about…

- … the challenges we have faced or are facing,
- … how we are managing these,
- … what actions we are taking,
- … best practice,
- … what lessons we have learnt, and
- … any other topics that might come up.

What should we discuss?

- How do I **analyse and interpret** the results? What can I get out of the results?
- What should I do if we use a **different SC model**, or we already have results from a different SC survey?
- What **other sources of information** can I use to understand my company's SC?
- How do I **communicate** the results?
- How do I deal with **criticism**?
- What are the **next steps** I can/should take after having analysed and presented the results?



Exercise

What are your top 3 **takeaways** from the survey or from other Safety Culture evaluation methods/results?

What are the main 3 **challenges** you faced with regard to changing/evaluating Safety Culture in your company?

How do I analyse and interpret the results?
What can I get out of the results?

ÖBB
To start us off:
Do you have any tips you would like to share? Any difficulties you have faced when analysing the data?

Tip 1: Compare meaningful groups

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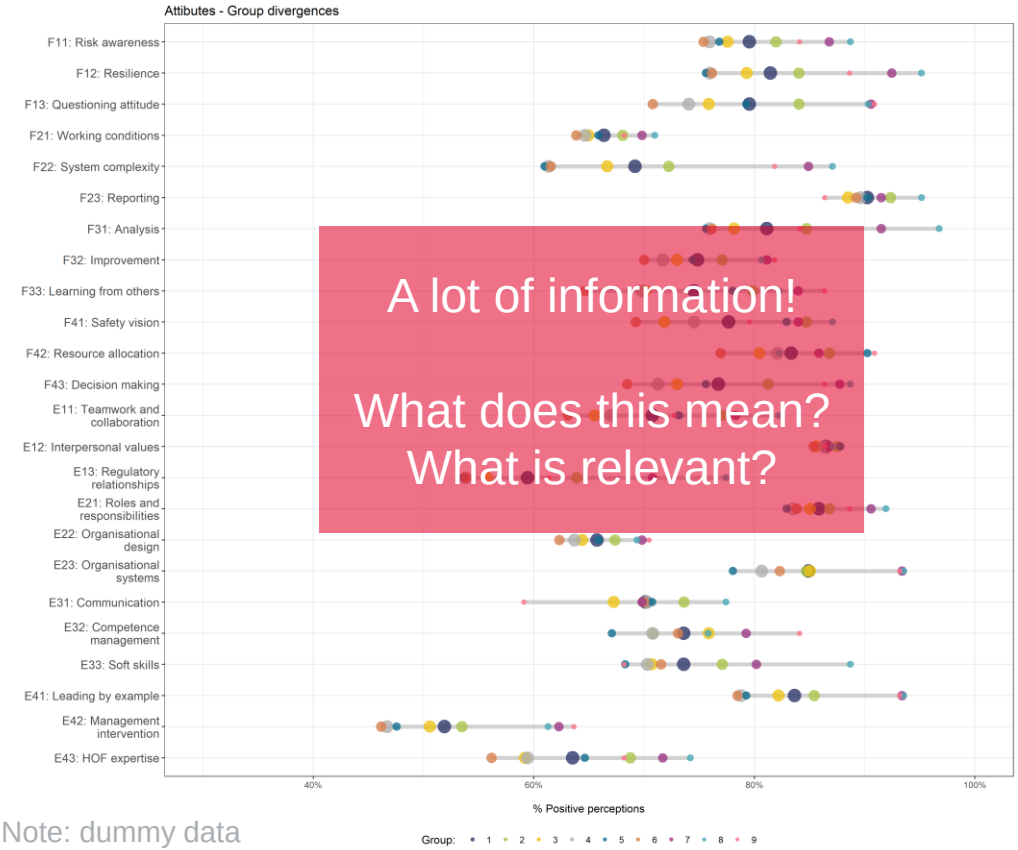

A lot of information!

What does this mean?
What is relevant?

Group	Position	Experience
Group 1	All	All
Group 2	All	over 10 years
Group 3	All	under 10 years
Group 4	Non-managers	All
Group 5	Non-managers	over 10 years
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Group 7	Managers	All
Group 8	Managers	over 10 years
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Note: dummy data

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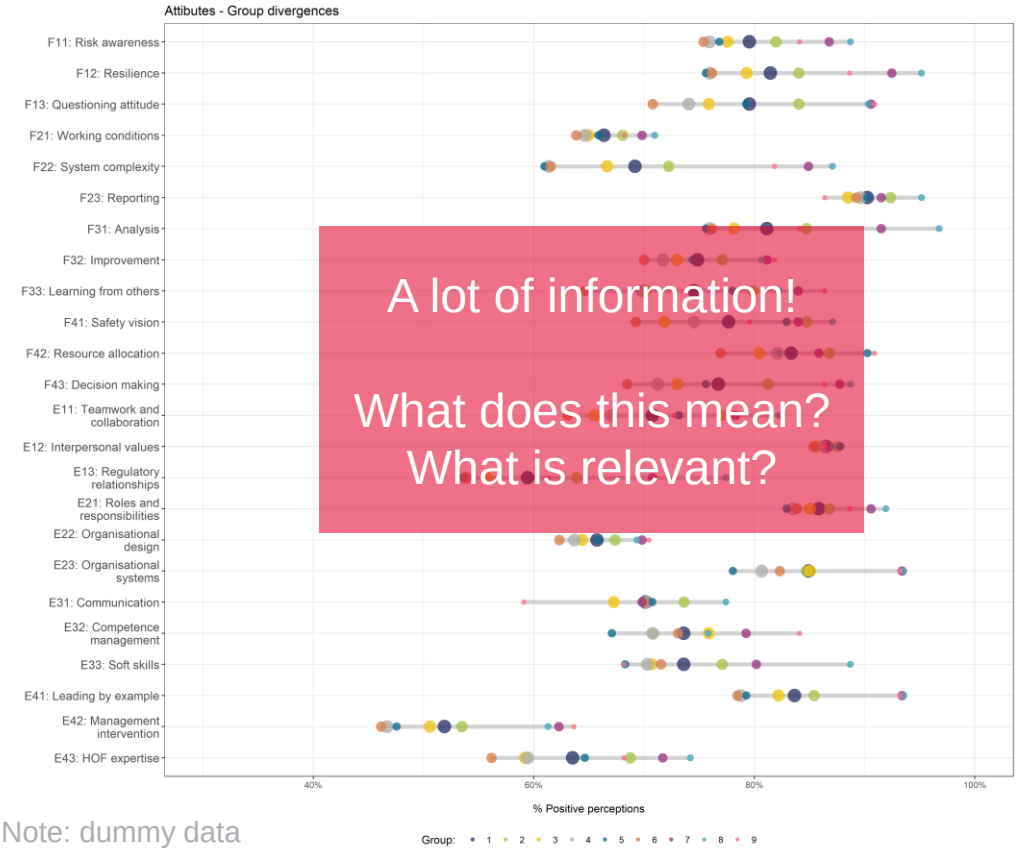

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Meaningful comparison #1

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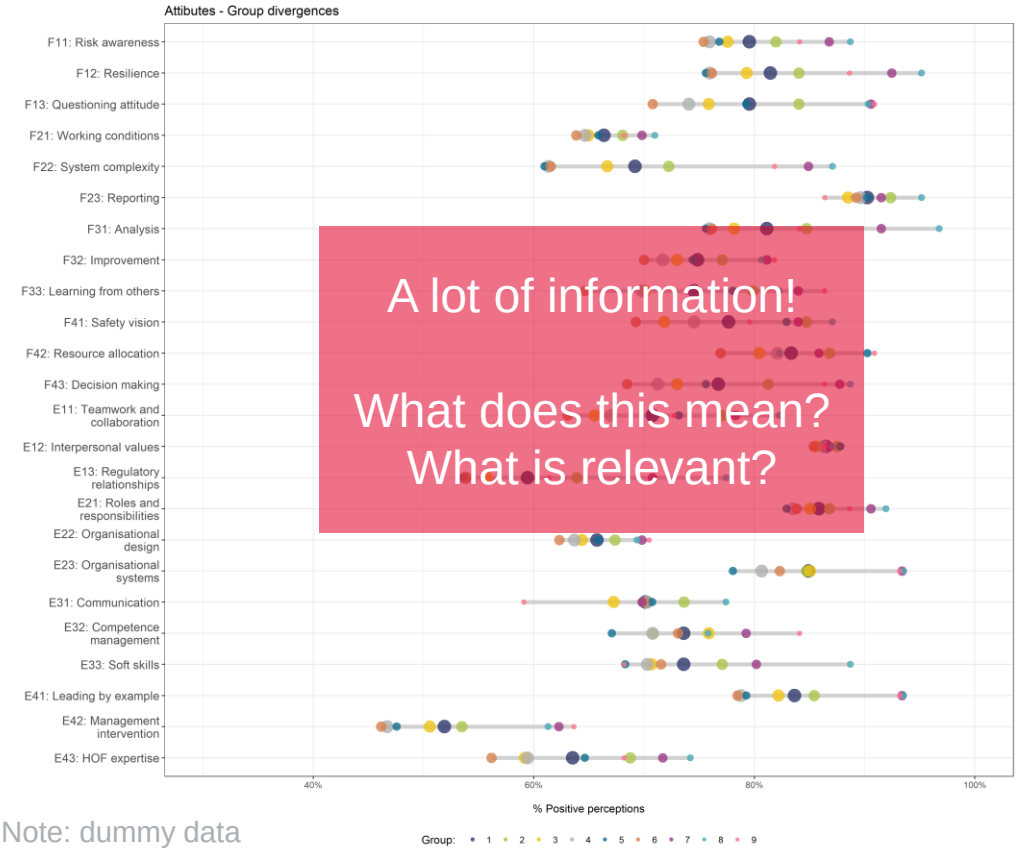

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Meaningful comparison #2

Group	Position	Experience
Group 1	All	All
Group 2	All	over 10 years
Group 3	All	under 10 years
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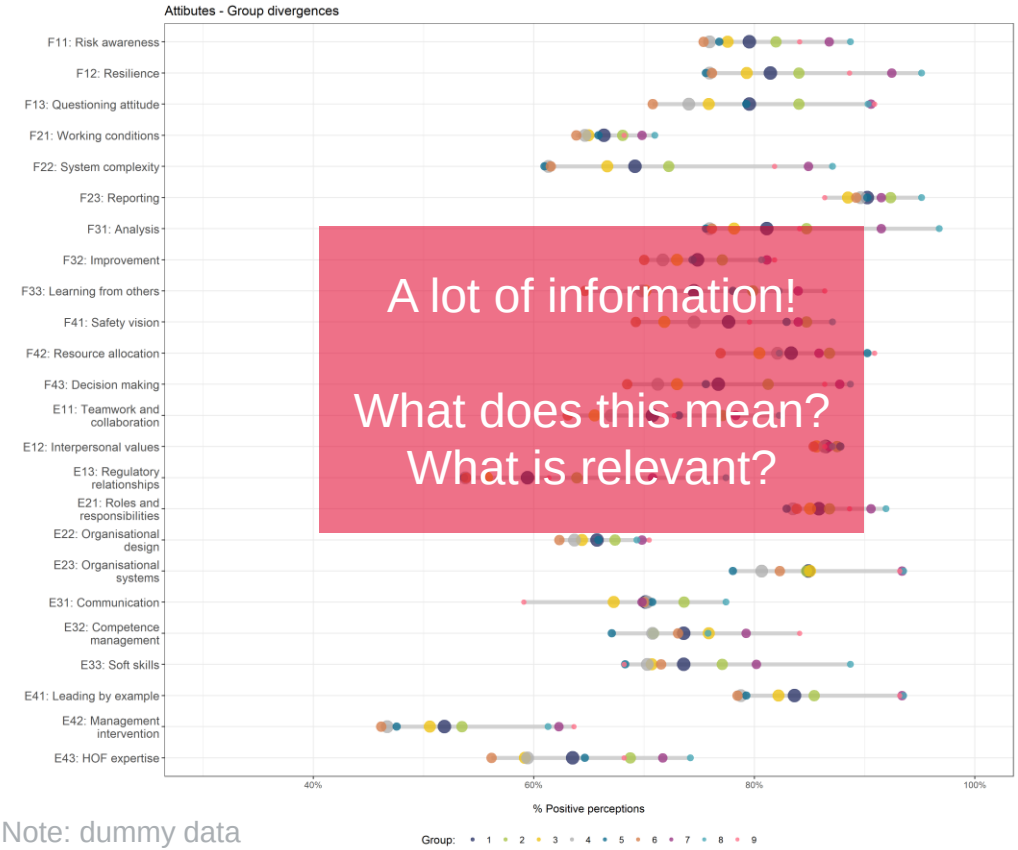

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Meaningful comparison #3

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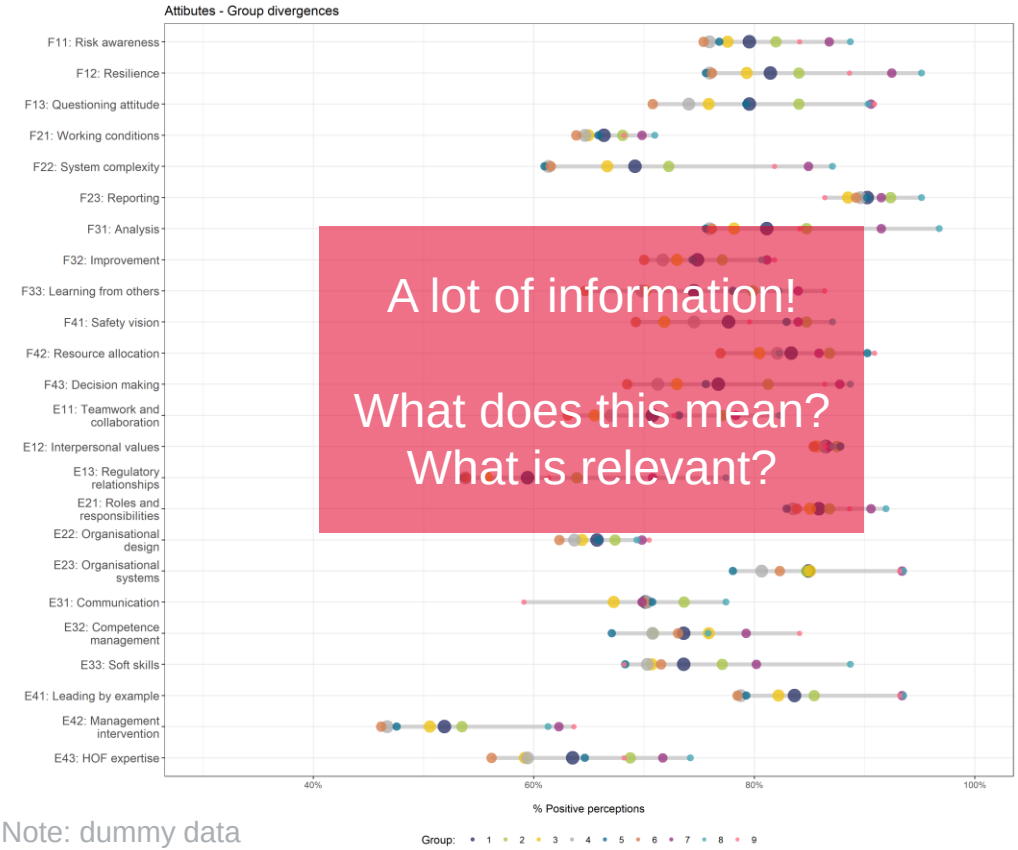

Note: dummy data

Meaningful comparison #4

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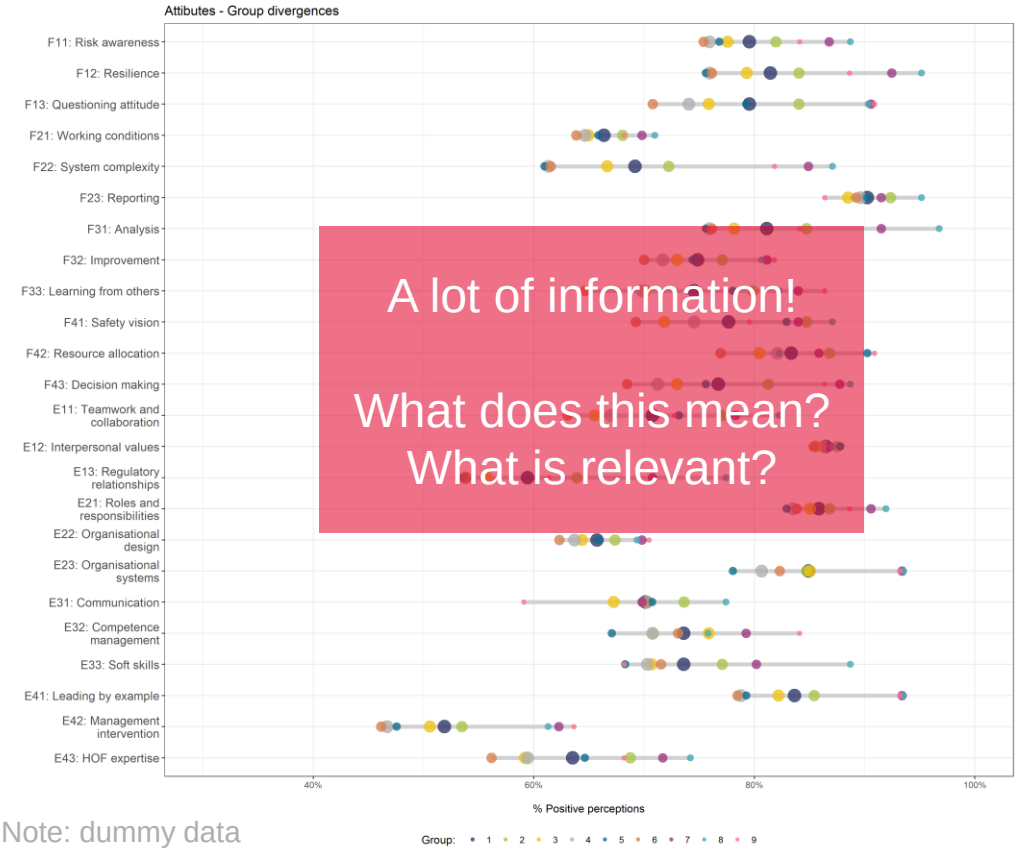

Note: dummy data

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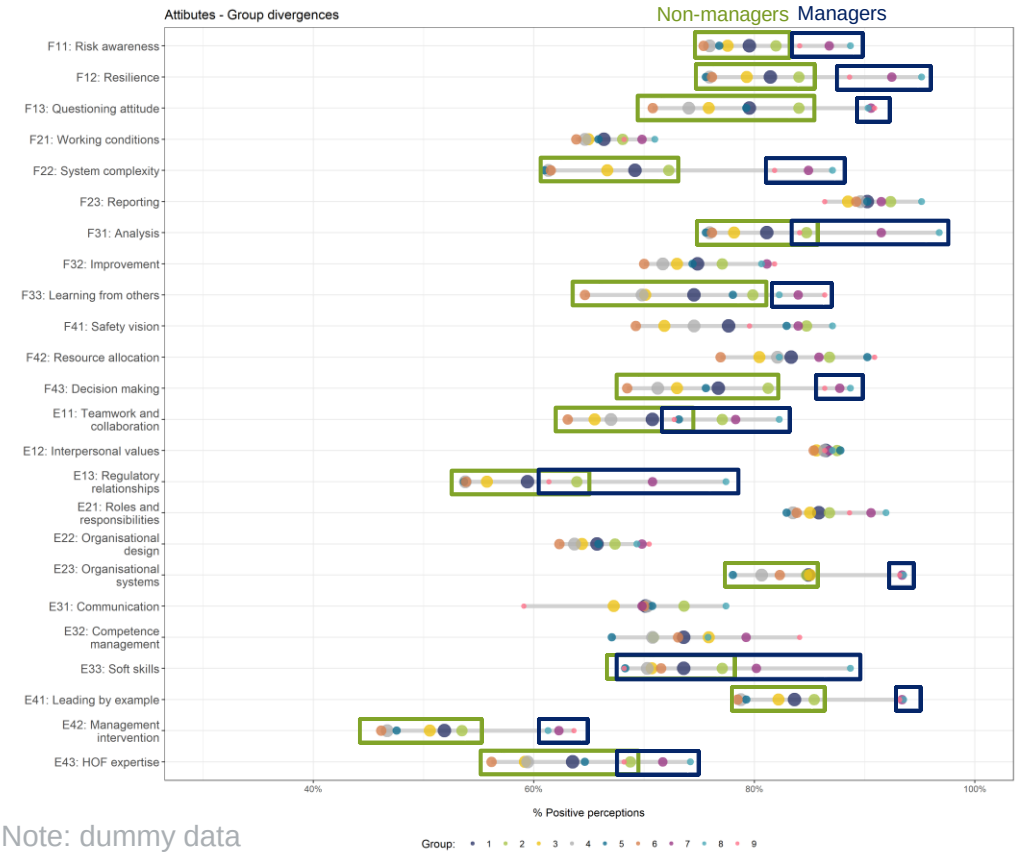

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Meaningful comparison #2

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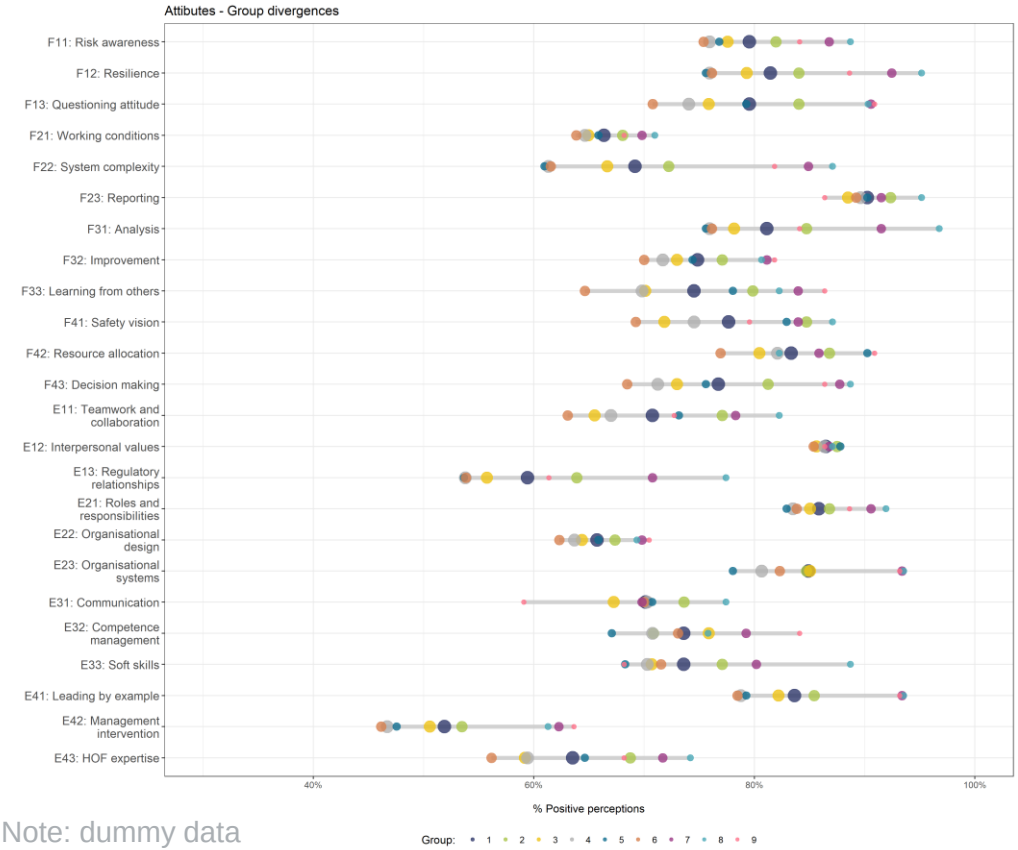

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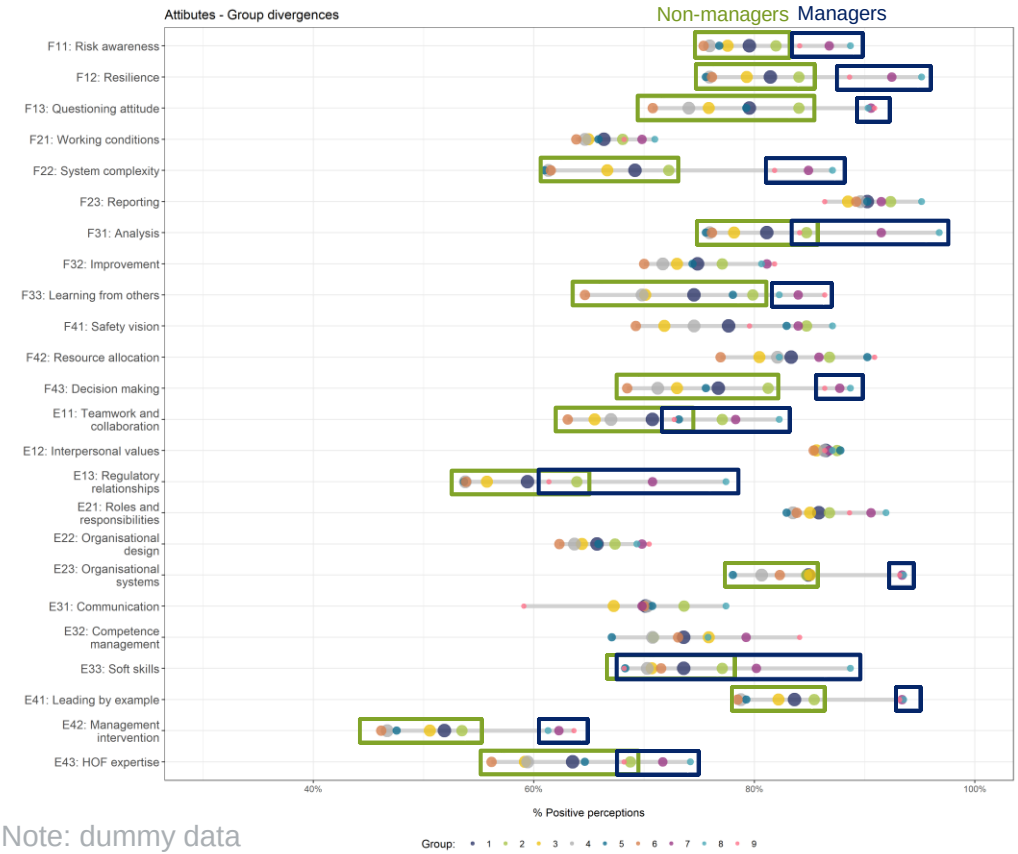

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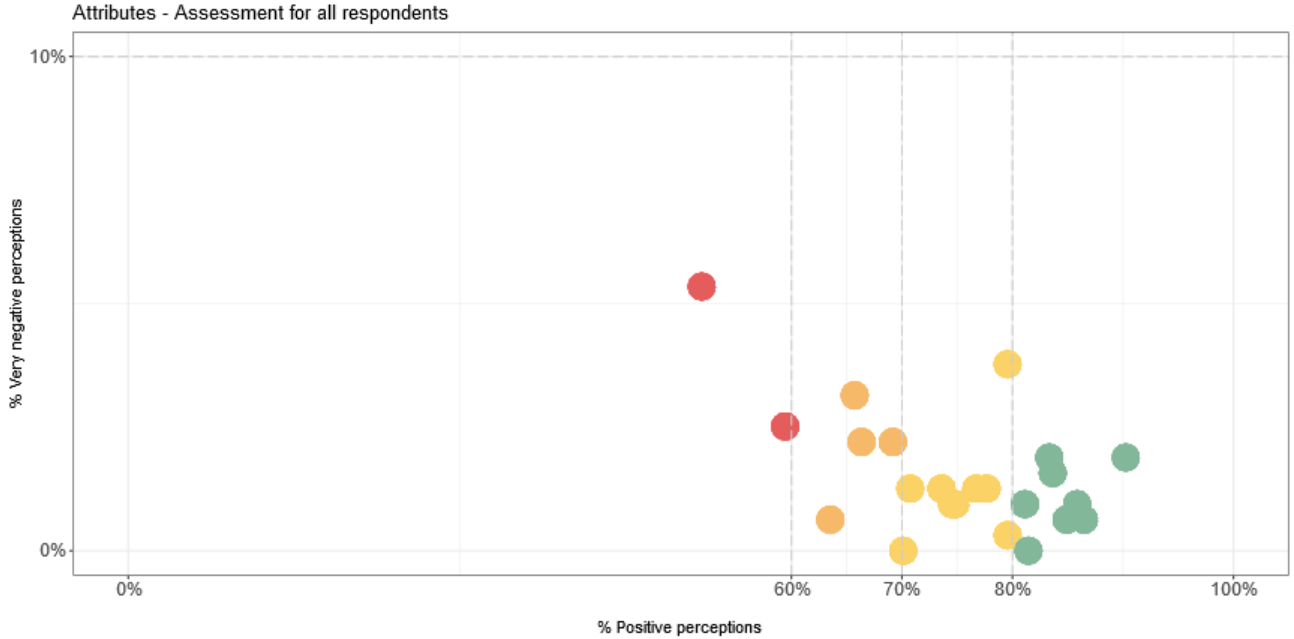

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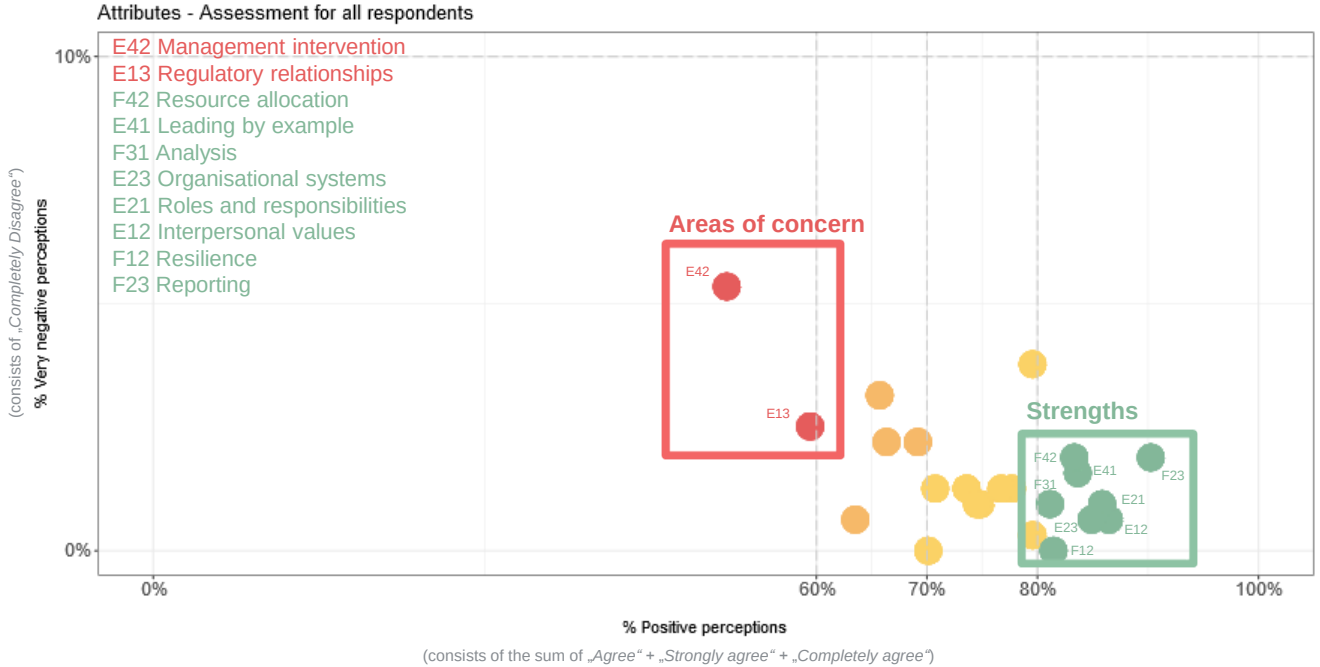

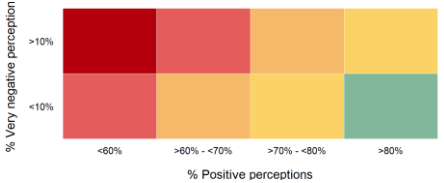

Recommendation of ERA:

- Launch a safety culture **assessment** → Structural **action plan** following the assessment
- **Confirm** the potential strength → **Maintain and anchor** strength

Note: dummy data

Tip 3: Simplify and adapt to audience

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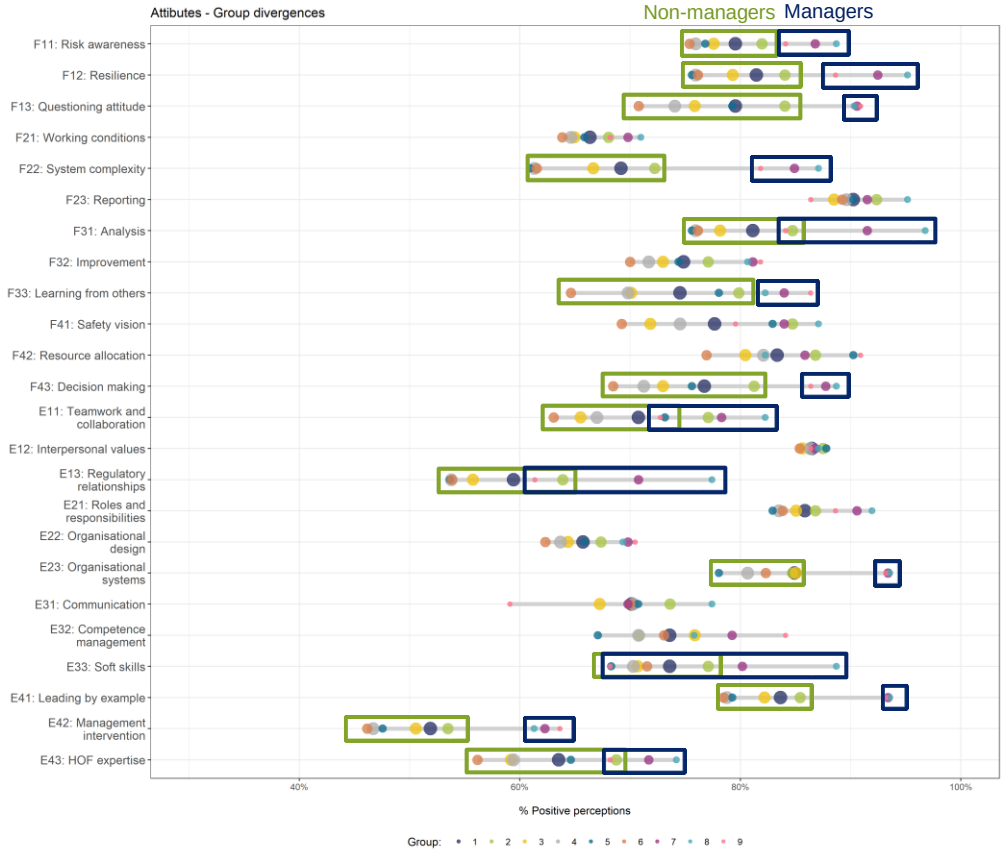
From this…



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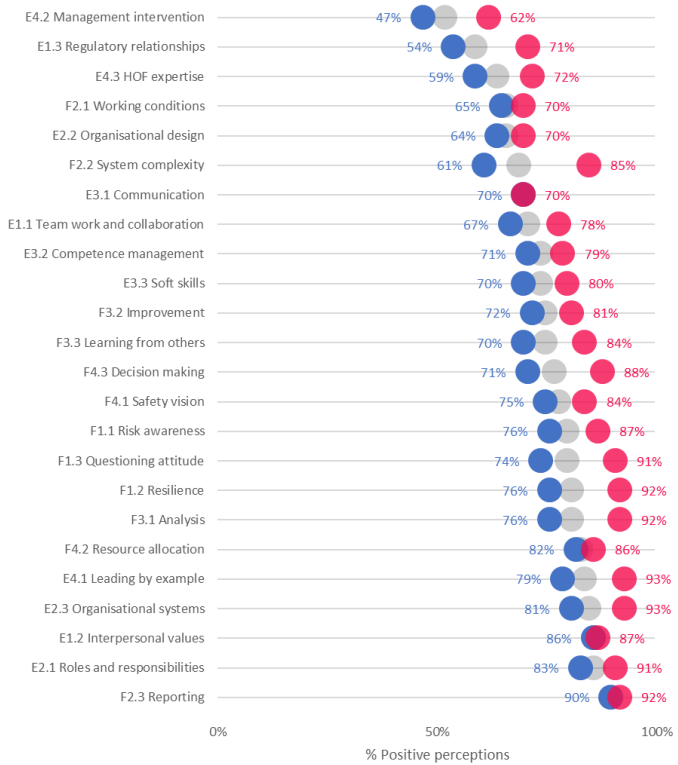
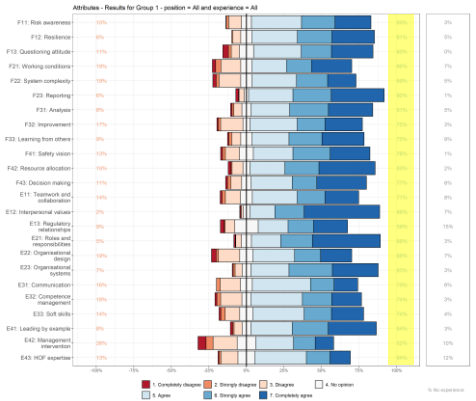


Non-managers
Managers
All

… to this!



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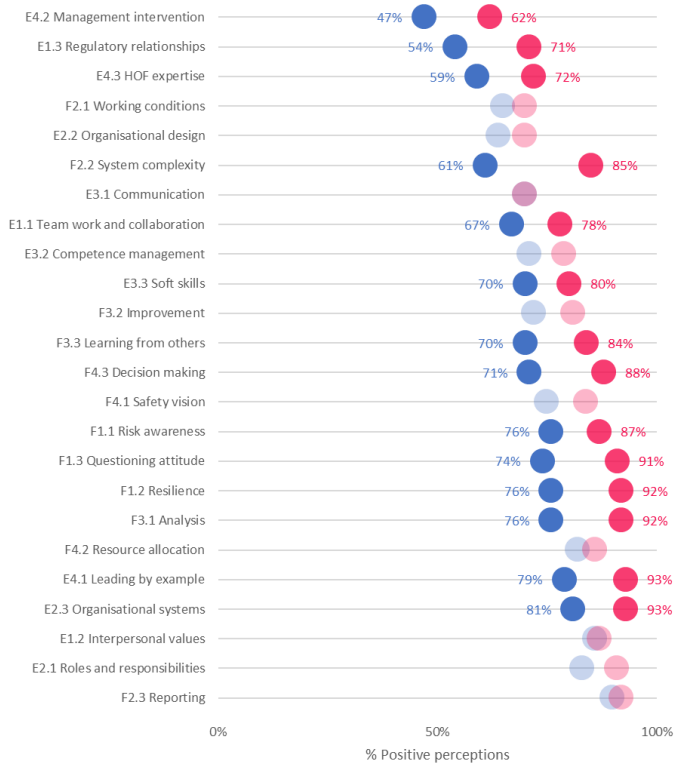

Non-managers
Managers

… or this!

NB: The dots are faded if there is less than 10% difference between the groups.

Note: dummy data

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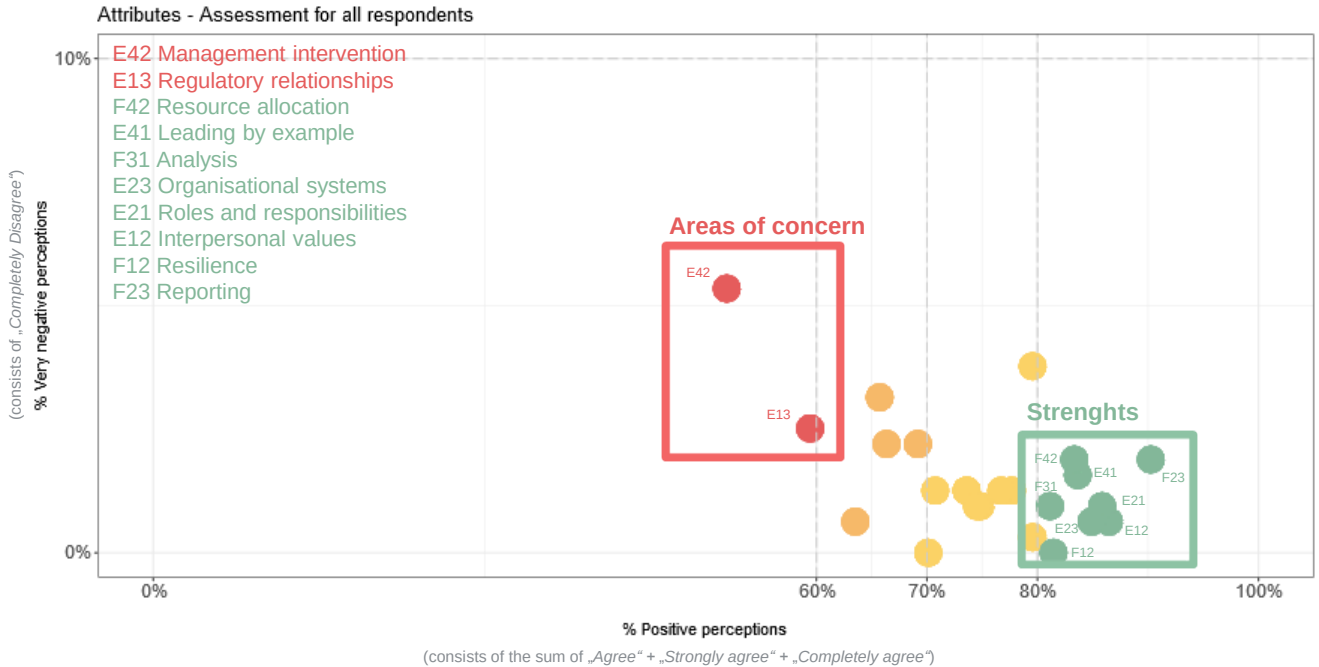

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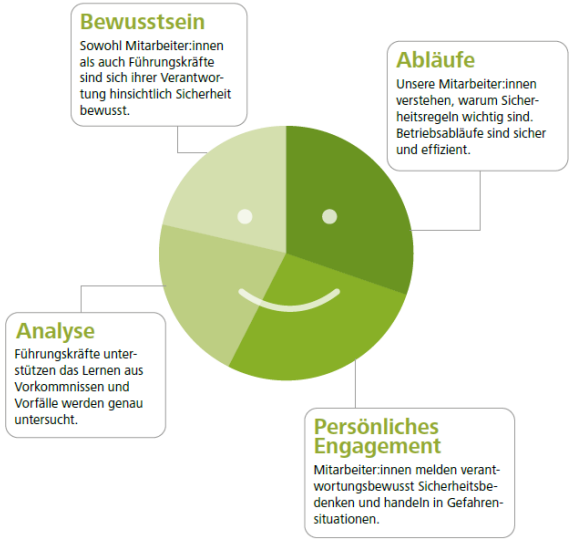


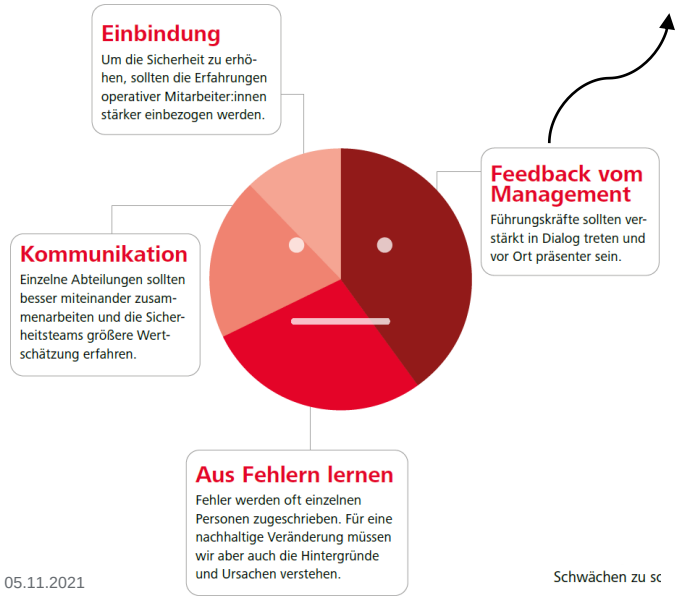
… to this!

From this…

E4.2 Management intervention:
Managers ensure that incentives, sanctions and rewards reinforce behaviours and outcomes that support the accomplishment of the safety vision

…to this

Management feedback:
Managers should engage more in dialogue with staff and be more present on site.



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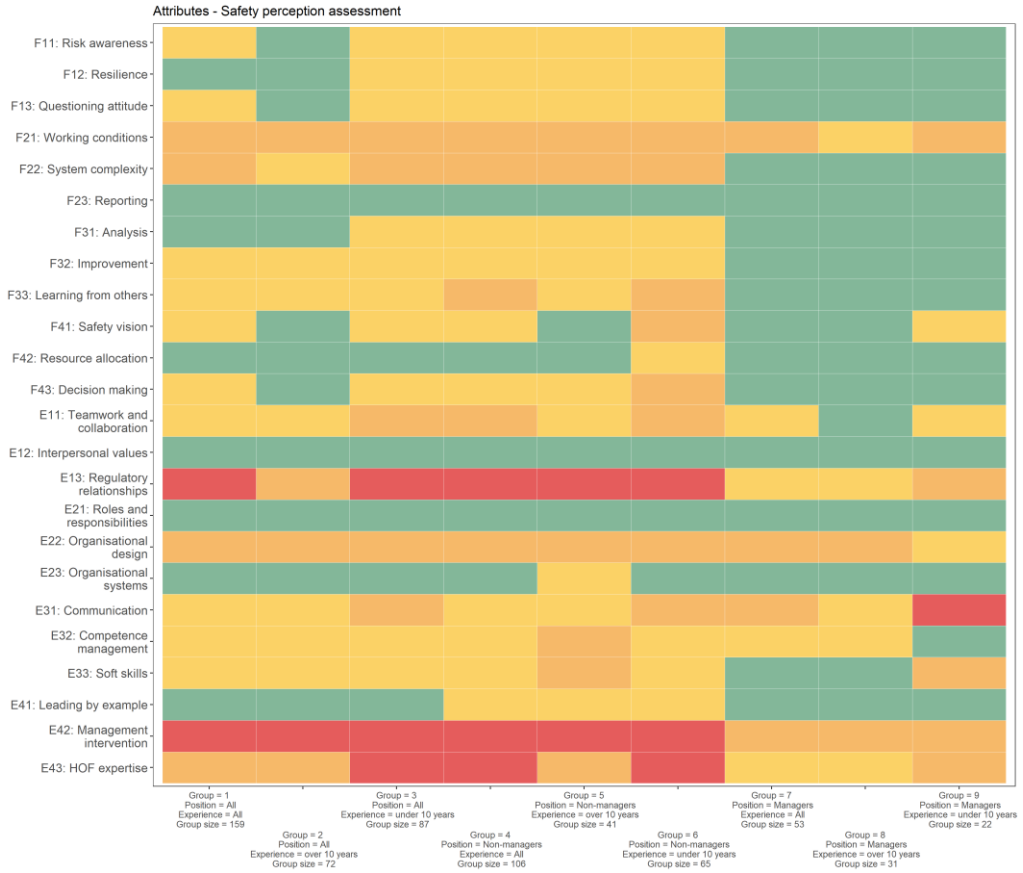

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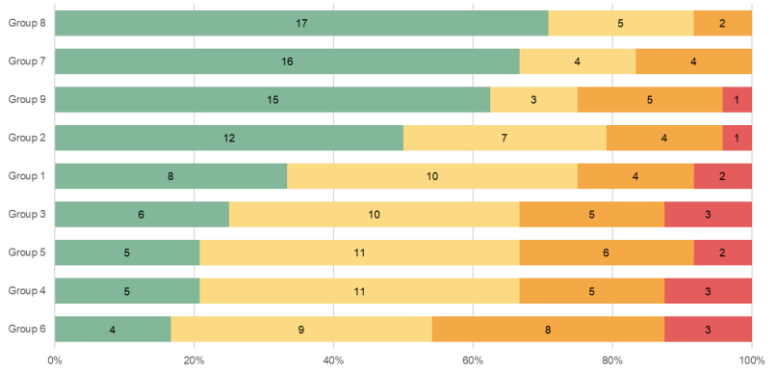

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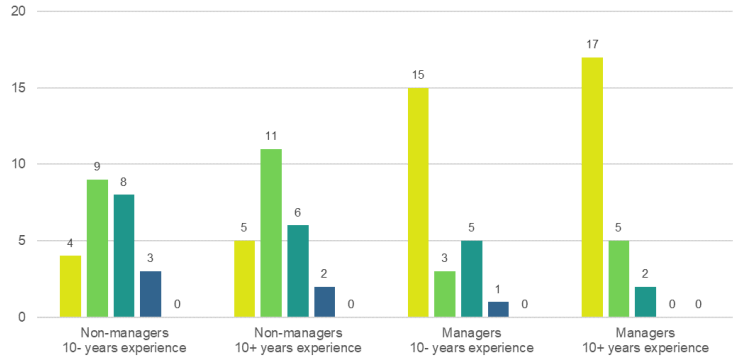


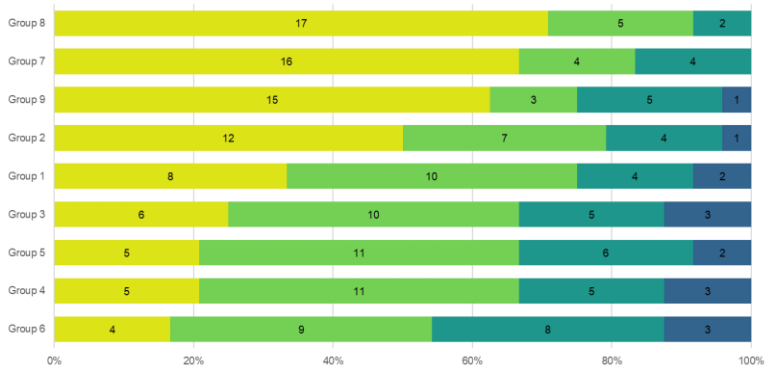
… to this!

Note: Red-amber-green colour palettes are often not colour-blind friendly! Consider alternatives.

Not colour-blind friendly

Colour-blind friendly

Colour-blind friendly



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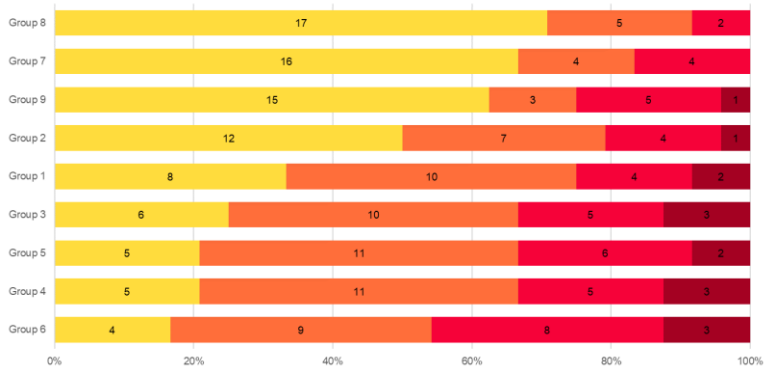

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Tip 4: Make the interpretation explicit

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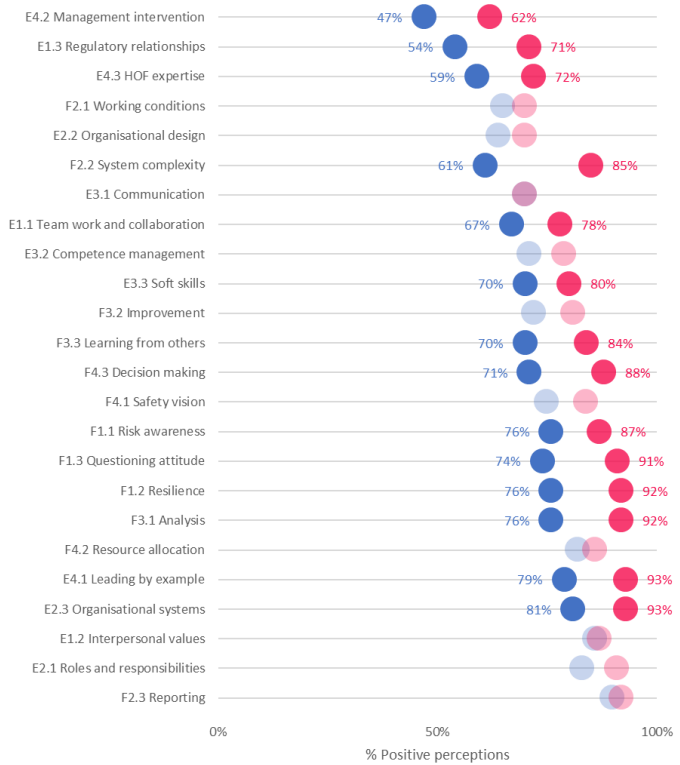

Non-managers
Managers

Note: dummy data

Interpretation

Managers have more positive perceptions than Non-managers in more than half of the safety culture categories.

NB: The further right the point, the more positive the assessment of the category. The further left, the more negative the assessment.

Tip 5: Be careful if high percentage of
“No experience“ replies

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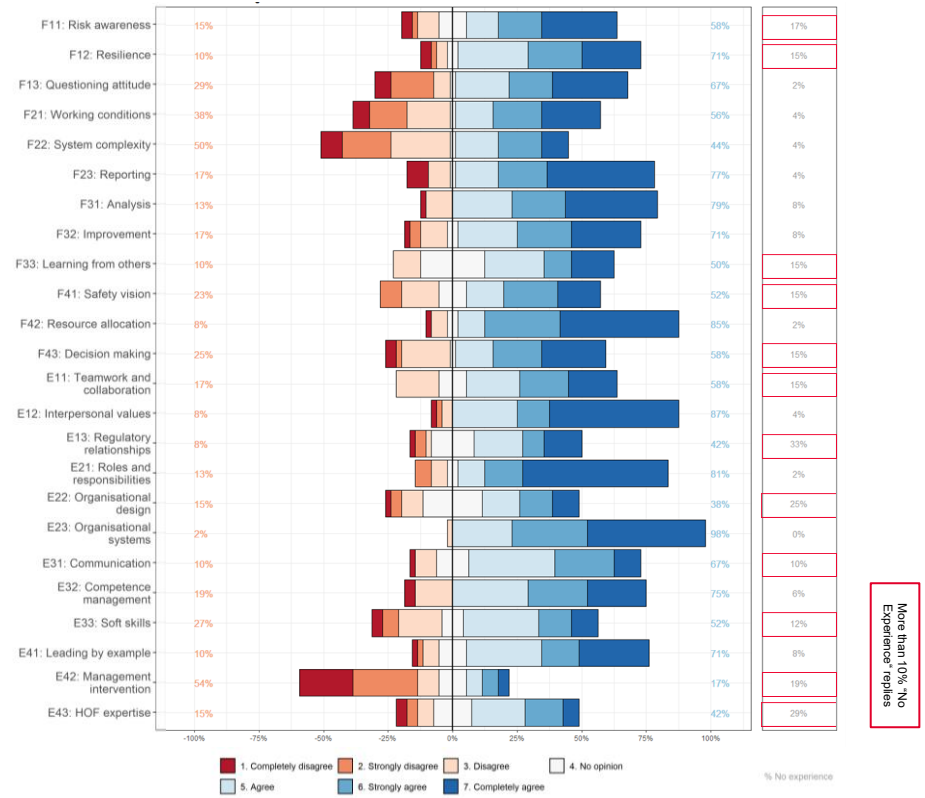


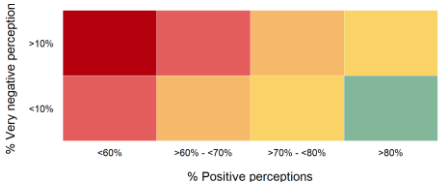
Note: dummy data

What could “No experience“ mean?

- Lack of personal experience with a topic
- Weakness in the organisation’s safety culture – e.g. lack of training or comms about safety

What can you do?

- Highlight when presenting results
- Consider in your interpretation – especially due to impact on categorisation into green-yellow-amber-red-dark red



Tip 6: Find rules to make comparisons

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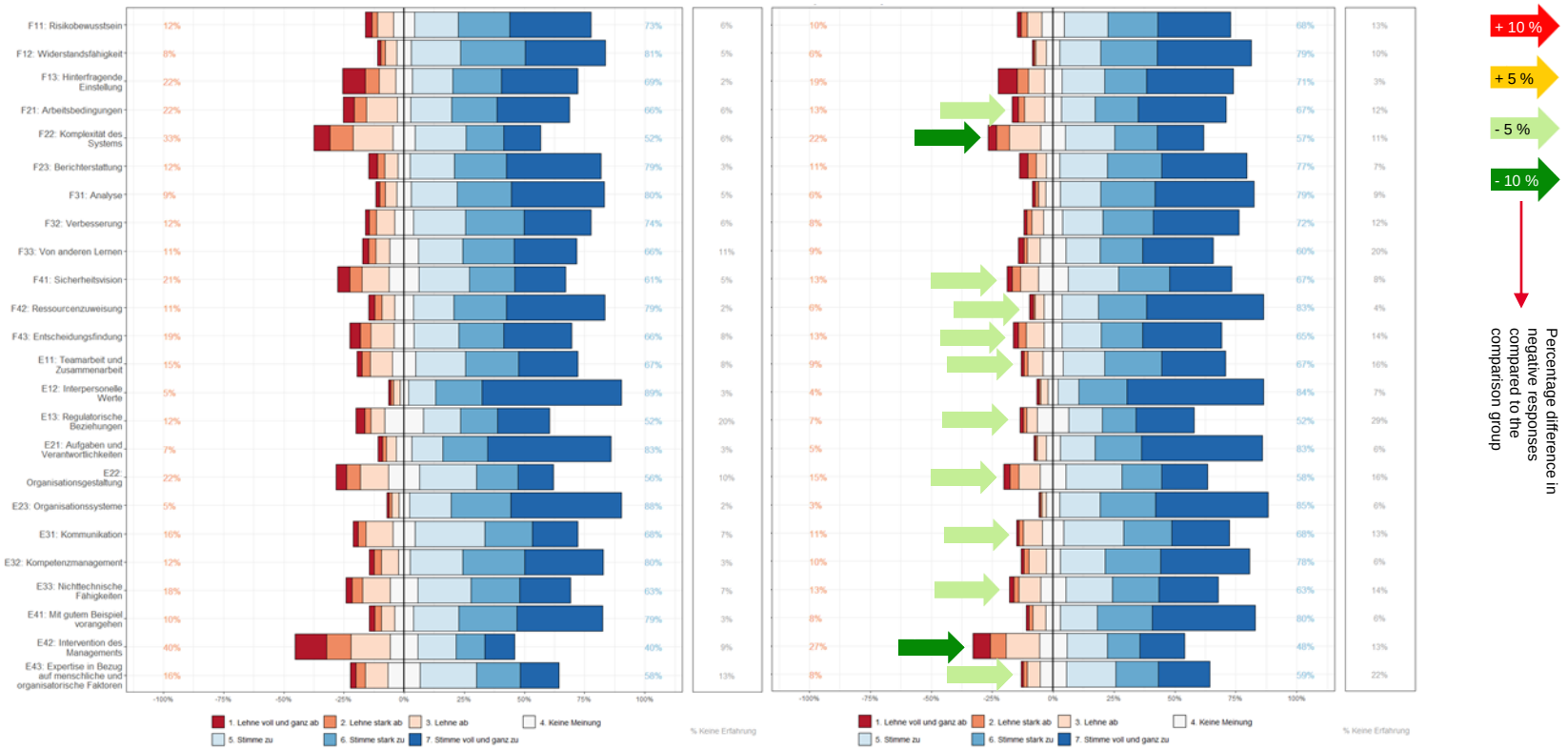

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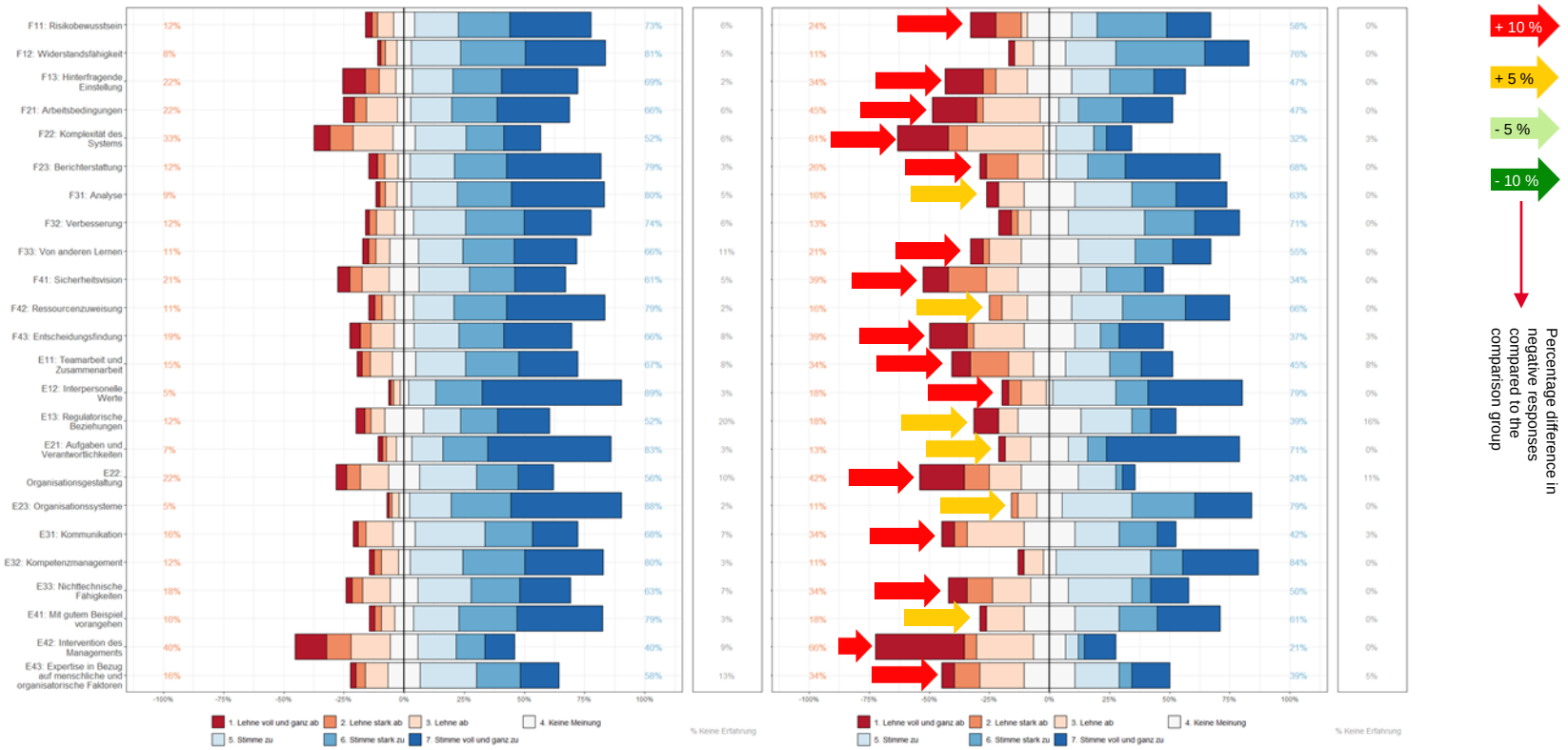

Note: dummy data

Any other tips?

Discussion:
How would you or do you deal with low participation rates?

Communicating the results

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Discussion:
How do I communicate the survey results?
Who are my target groups?

Discussion:
What criticism have you encountered so far? What points of criticism are you expecting? How can you deal with it?

Putting the results into context

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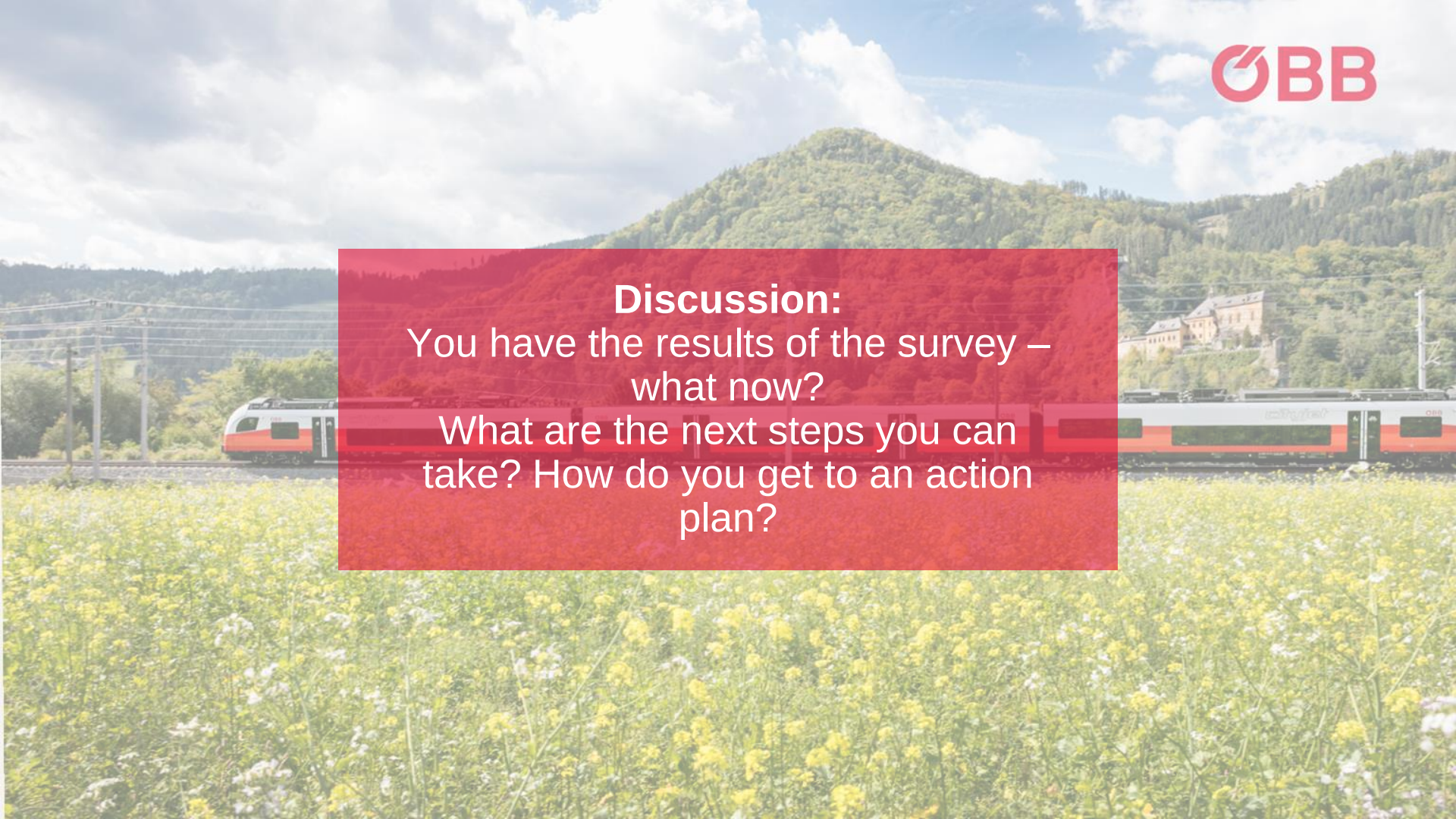
Discussion:
What should I do if we use a different Safety Culture model or we already have results from a different Safety Culture survey?

Important:
A safety culture assessment is more than “just“ the survey!

Discussion:
What other sources of information do I have that I can use to understand my company’s Safety Culture?

*“**Observation** can give a **richer feedback** about people’s behaviour. The **questionnaire** can collect a **considerable pool** of data, and the **interviews and workshops** can help **interpret and explore** respondents’ points of view.“*

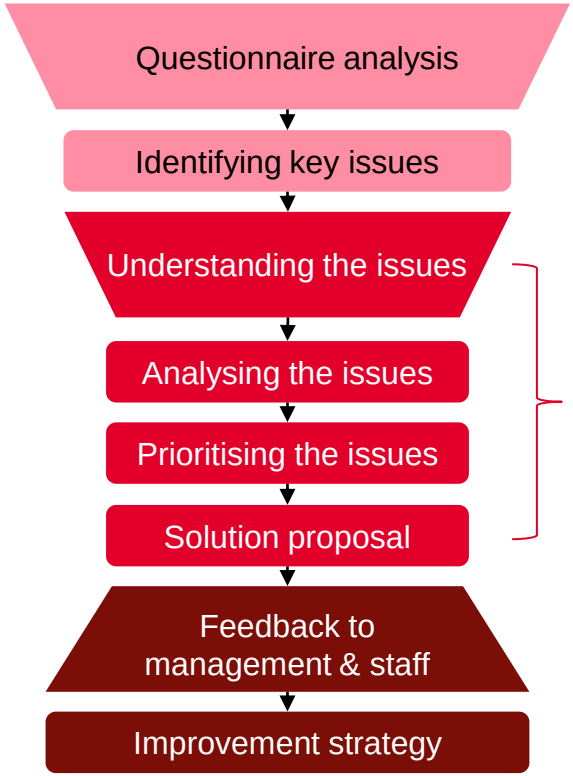
Next steps and creating an action plan


Discussion:
You have the results of the survey – what now?
What are the next steps you can take? How do you get to an action plan?

Next steps – Options and tips

- Run an assessment: workshop, focus group, interviews
- Focus on operational staff
- Focus on areas of concern
- Incorporate and prioritise planned/ongoing actions
- Do it as part of planned (training) activity
- Use safety culture discussion cards
- Identify Safety Culture champions

Examplary Safety Culture Improvement Process



Source: Skybrary

Next steps – Considerations

- Any relevant ongoing/existing/forgotten actions?
- Who will run the assessment (workshop/interview)?
- How will you ensure independence and impartiality?
- What skills are required for the running the workshop/interview?
- Do you need to do any site visits for discussions or observations?
- When is a group representative / good enough? How many people should attend?
- How can you deal with difficult situations?
- Who are the participants of the workshop/interview? Who shouldn't be there?
- How long will your workshop / interview be?
- How will you ensure anonymity & confidentiality?
- What are the aims of the assessment?
- How will you get staff released for the activities?
- Who do you need on board to do next steps?
- How will you compile the results?
- Who will you feed back to after taking action? How will you ensure that you close the feedback loop?
- How will you ensure the action plan is acted upon? Who do you need to ensure buy-in from?
- How will you prioritise actions?
- How will you "sell" the importance of Safety Culture to sceptics?
- When will you re-assess safety climate?

“Safety isn’t
expensive,
it’s priceless”

Further reading

Links and Resources

- ERA Safety Culture Model
- ERA Safety Climate Survey Website
- Skybrary: Assessing Safety Culture in ATM
- Skybrary: Safety Culture
- Eurocontrol Safety Culture Discussion Cards
- ICSI: The essentials of safety culture
- SAFEORG: Tools for organizational safety
- Safety Culture in ATM: White Paper
- EUROCONTROL approach to Safety Culture
- Eurocontrol Safety Culture Programme
- RSSB Safety Culture Toolkit

Books

- James Reason: Managing the Risks of Organizational Accidents: Living with high-risk technologies.
- Carsten Busch: The First Rule of Safety Culture: A Counter-C-Word Manifesto