

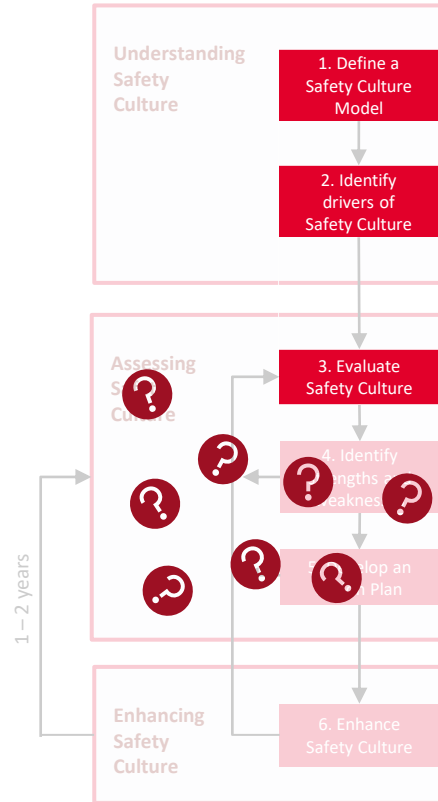
Learning from and acting upon the first European Rail Safety Climate Survey

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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?

The background image shows a railway track curving through a lush green landscape. The track is on the left, with gravel ballast and overhead power lines. The surrounding area includes rolling green hills, a mix of trees (some bare, some with light green foliage), and a large green field on the right. The sky is blue with light, wispy clouds. A red banner is overlaid at the bottom of the image.

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

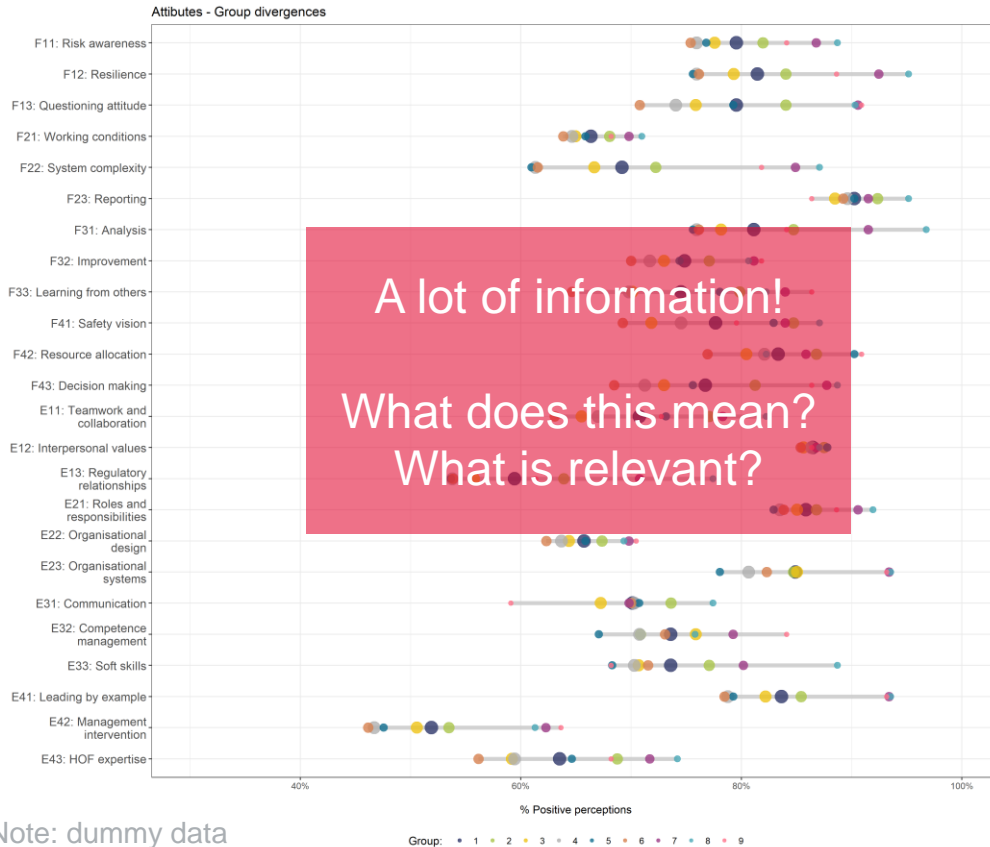
The background of the slide is a scenic landscape. On the left, a railway track curves through a green field. In the distance, there are rolling hills, trees, and several high-voltage power line towers under a clear blue sky. A red semi-transparent box is overlaid in the center of the image, containing white text.

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

A large, semi-transparent red rectangular box is centered in the middle of the image. It serves as a background for the text.

Tip 1: Compare meaningful groups

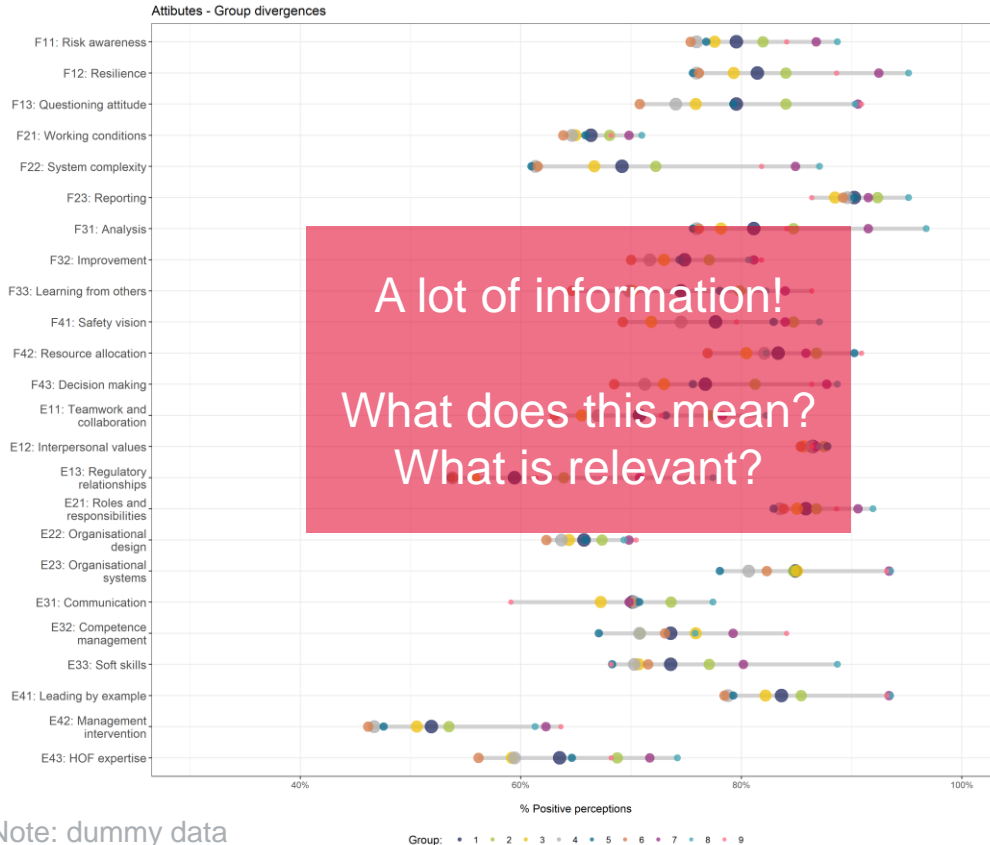
Tip 1: Compare meaningful groups



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
Group 6	Non-managers	under 10 years
Group 7	Managers	All
Group 8	Managers	over 10 years
Group 9	Managers	under 10 years

Note: dummy data

Tip 1: Compare meaningful groups

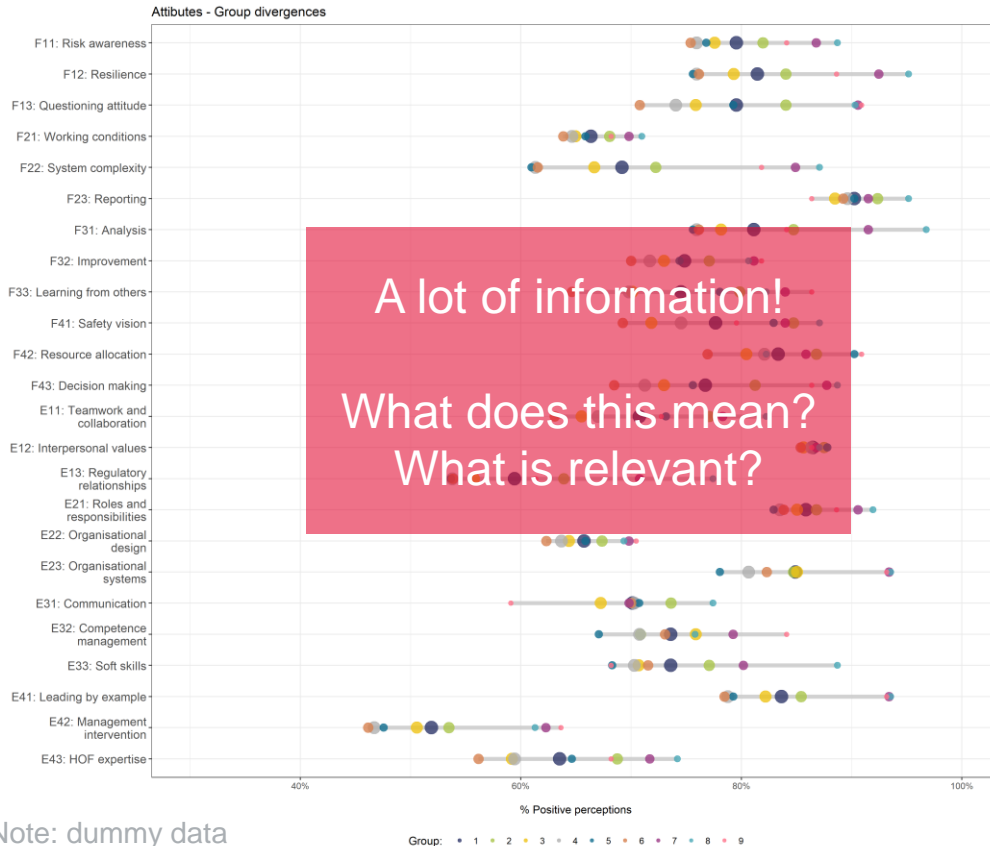


Meaningful comparison #1

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
Group 6	Non-managers	under 10 years
Group 7	Managers	All
Group 8	Managers	over 10 years
Group 9	Managers	under 10 years

Note: dummy data

Tip 1: Compare meaningful groups

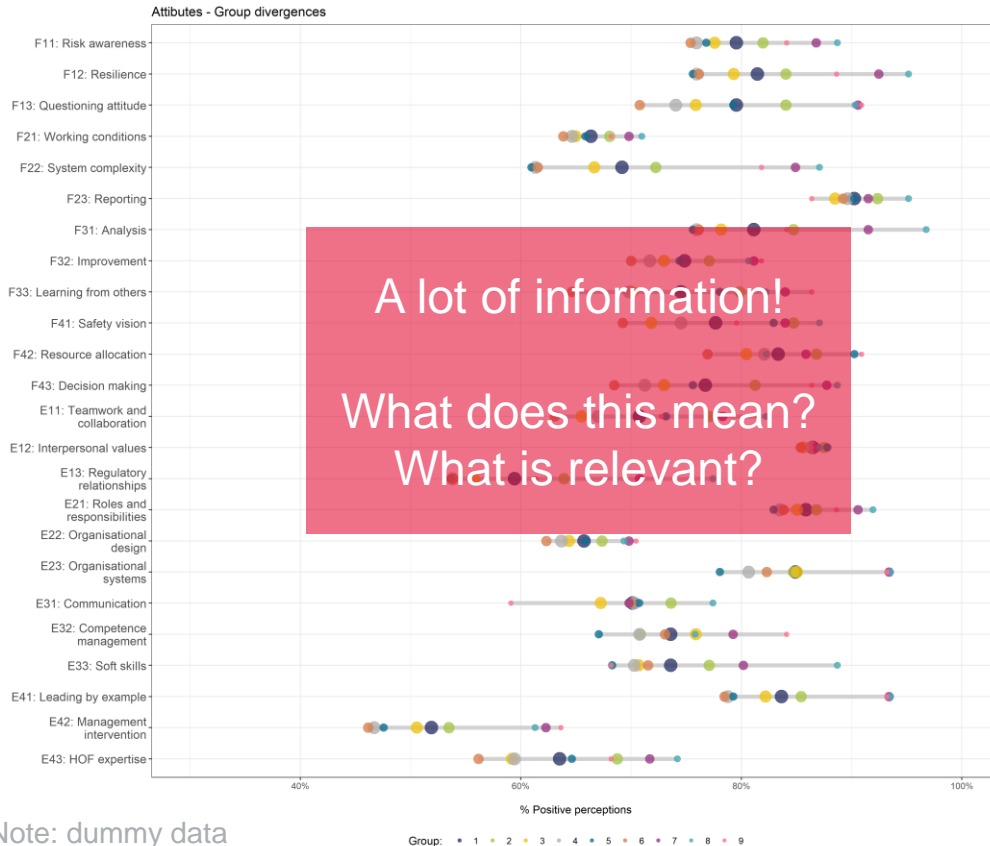


Meaningful comparison #2

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
Group 6	Non-managers	under 10 years
Group 7	Managers	All
Group 8	Managers	over 10 years
Group 9	Managers	under 10 years

Note: dummy data

Tip 1: Compare meaningful groups

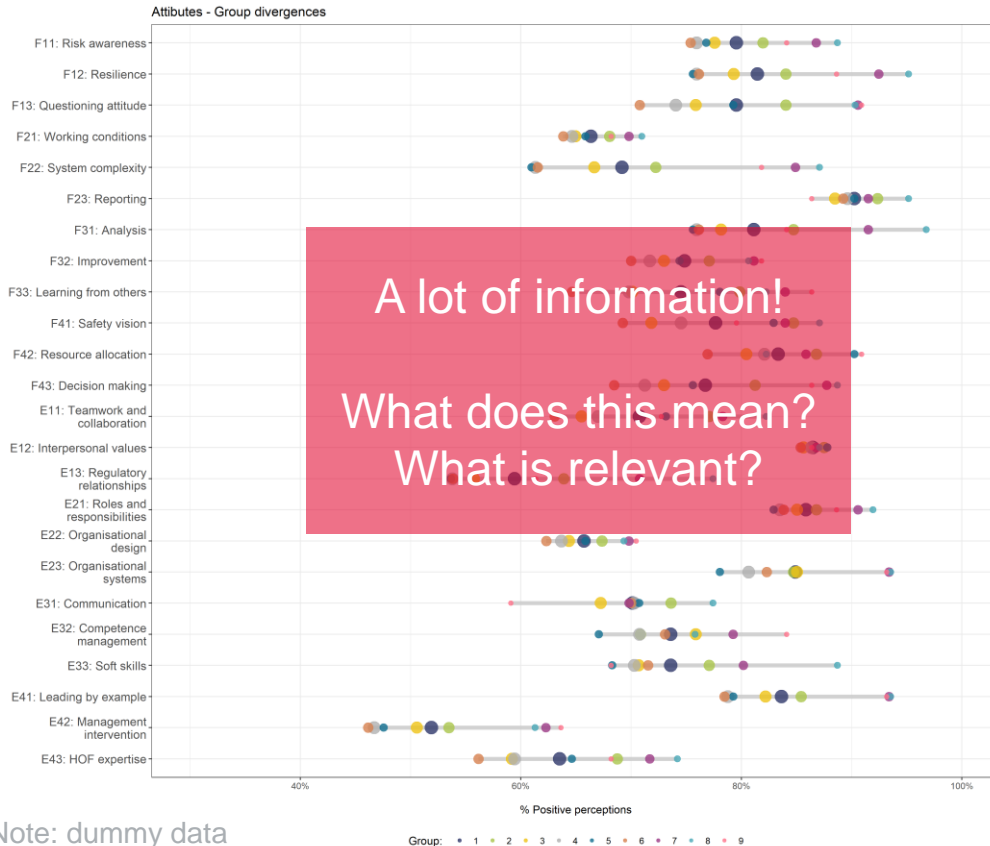


Meaningful comparison #3

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
Group 6	Non-managers	under 10 years
Group 7	Managers	All
Group 8	Managers	over 10 years
Group 9	Managers	under 10 years

Note: dummy data

Tip 1: Compare meaningful groups

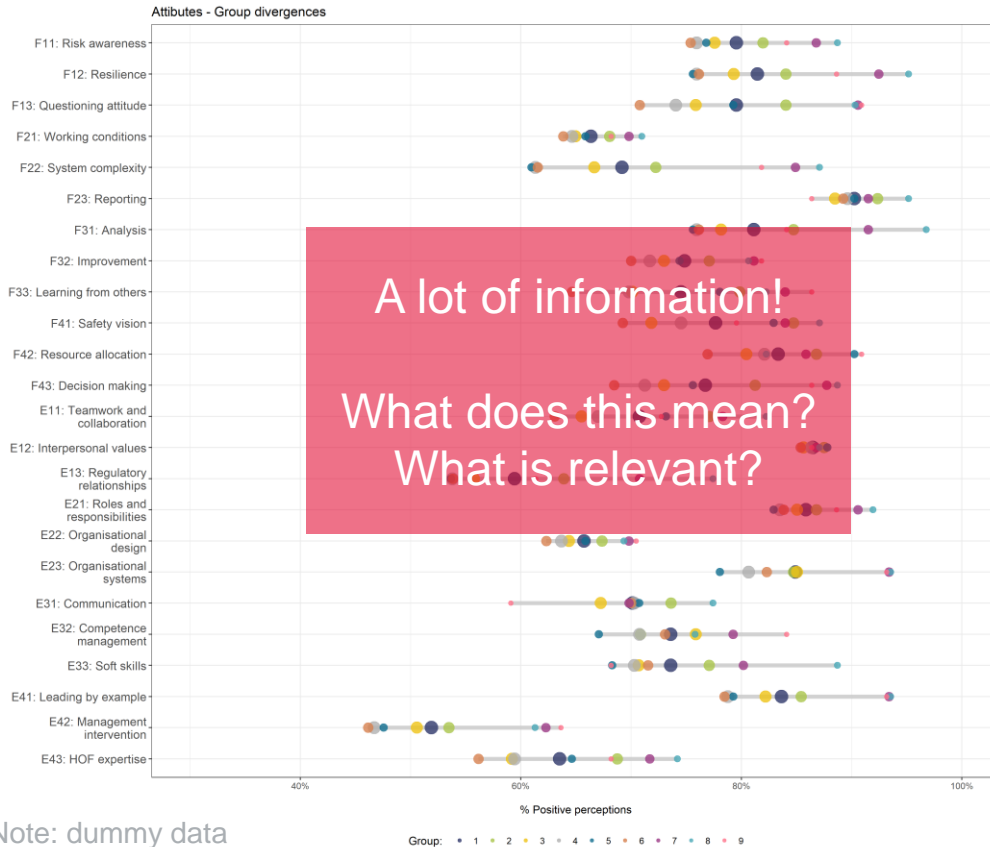


Meaningful comparison #4

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
Group 6	Non-managers	under 10 years
Group 7	Managers	All
Group 8	Managers	over 10 years
Group 9	Managers	under 10 years

Note: dummy data

Tip 1: Compare meaningful groups

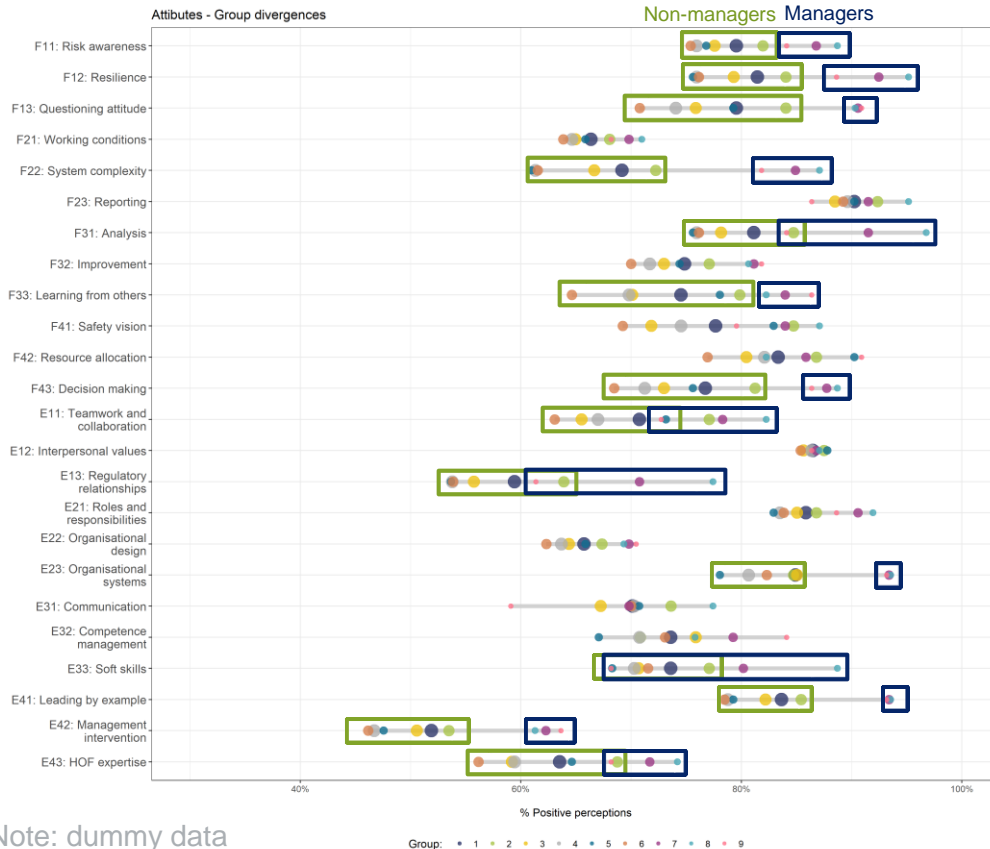


Meaningful comparison #5

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
Group 6	Non-managers	under 10 years
Group 7	Managers	All
Group 8	Managers	over 10 years
Group 9	Managers	under 10 years

Note: dummy data

Tip 1: Compare meaningful groups



Meaningful comparison #2

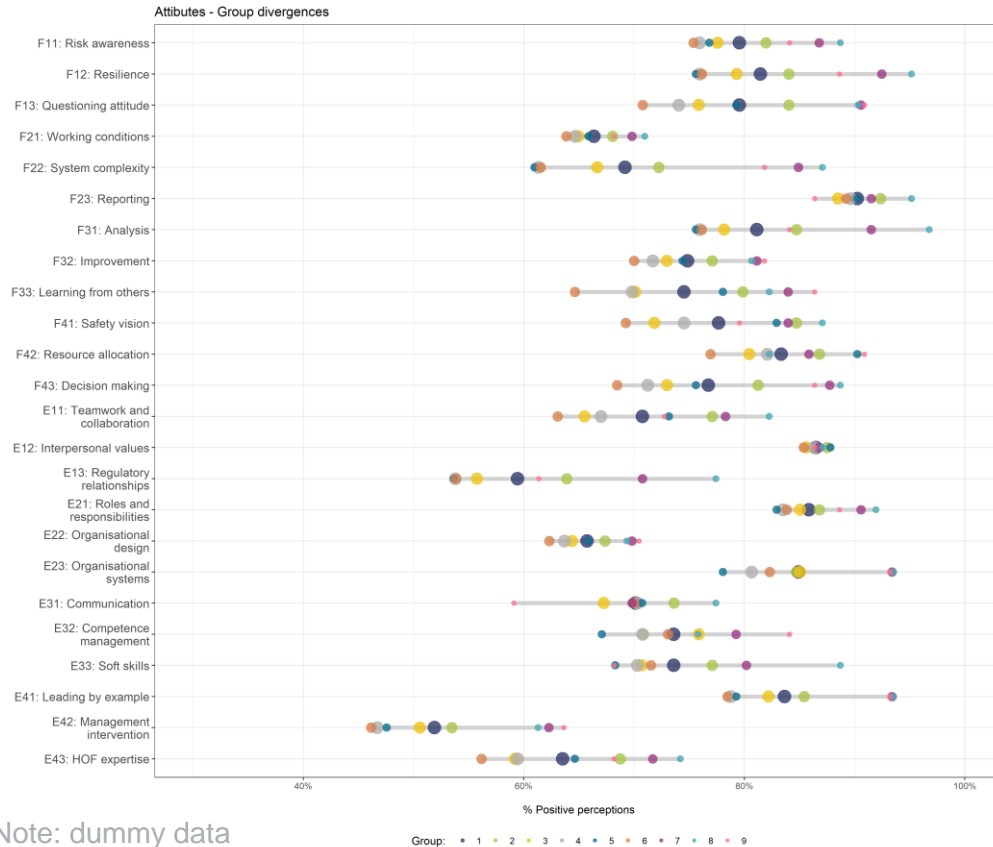
Group	Position	Experience
Group 1	All	All
Group 2	All	over 10 years
Group 3	All	under 10 years
Group 4	Non-managers	All
Group 5	Non-managers	over 10 years
Group 6	Non-managers	under 10 years
Group 7	Managers	All
Group 8	Managers	over 10 years
Group 9	Managers	under 10 years

Note: dummy data

A large, semi-transparent red rectangular box is centered in the middle of the image. It serves as a background for the text 'Tip 2: Highlight relevant information'.

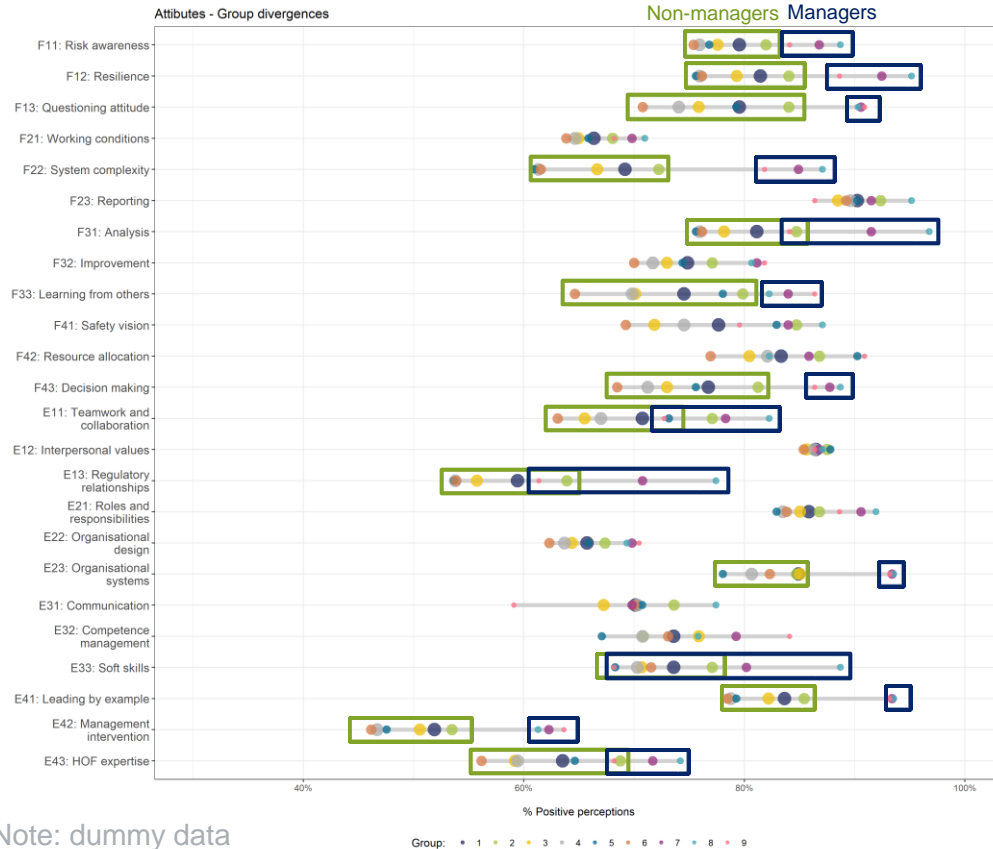
Tip 2: Highlight relevant information

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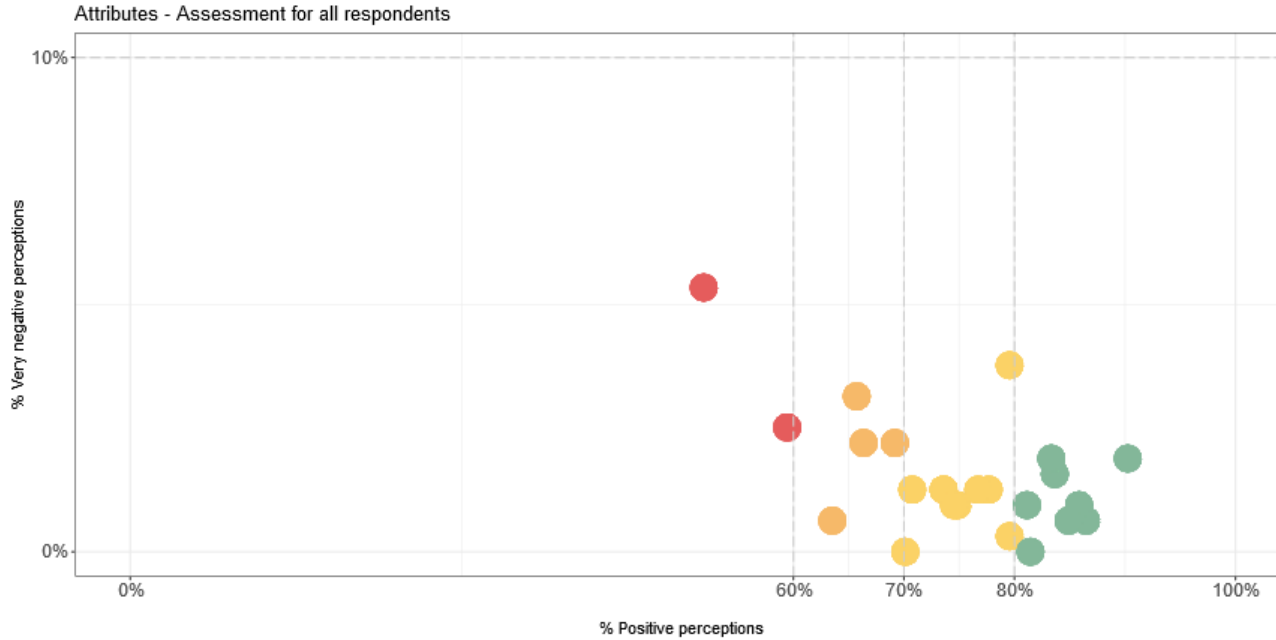
Note: dummy data

Tip 2: Highlight relevant information



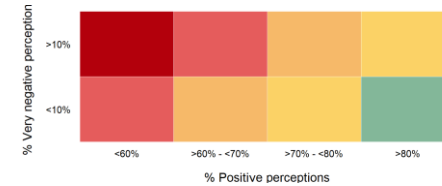
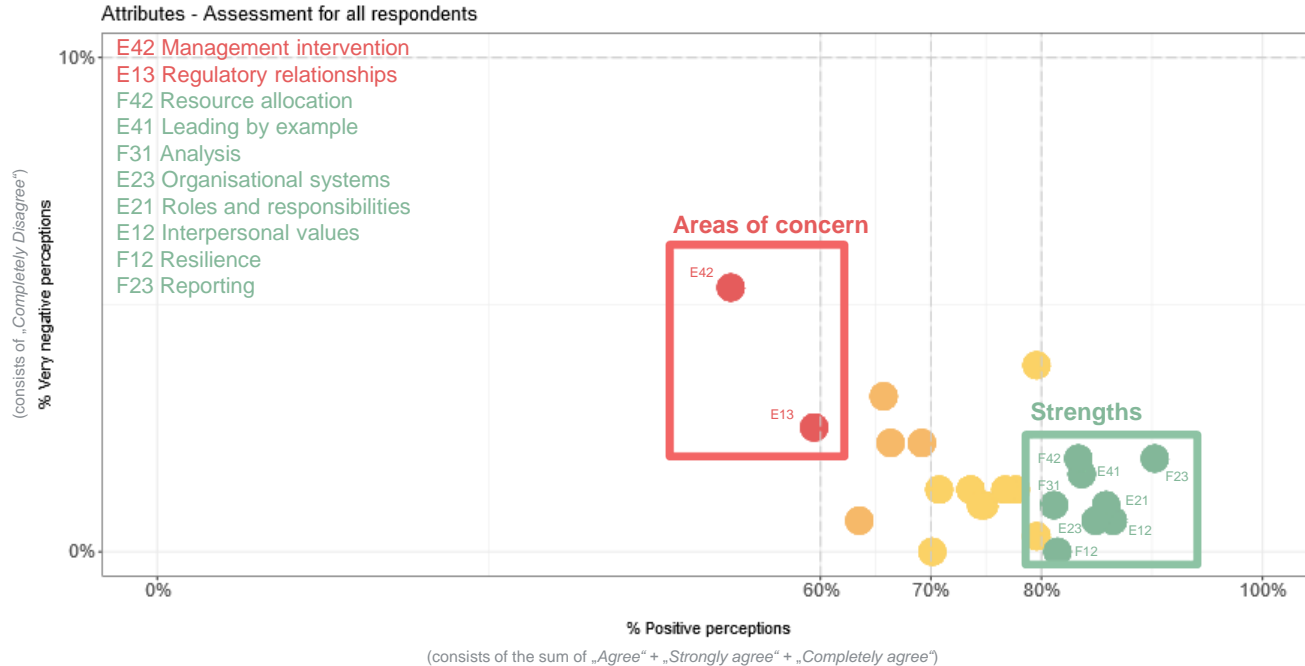
Note: dummy data

Tip 2: Highlight relevant information



Note: dummy data


Tip 2: Highlight relevant information



Recommendation of ERA:

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

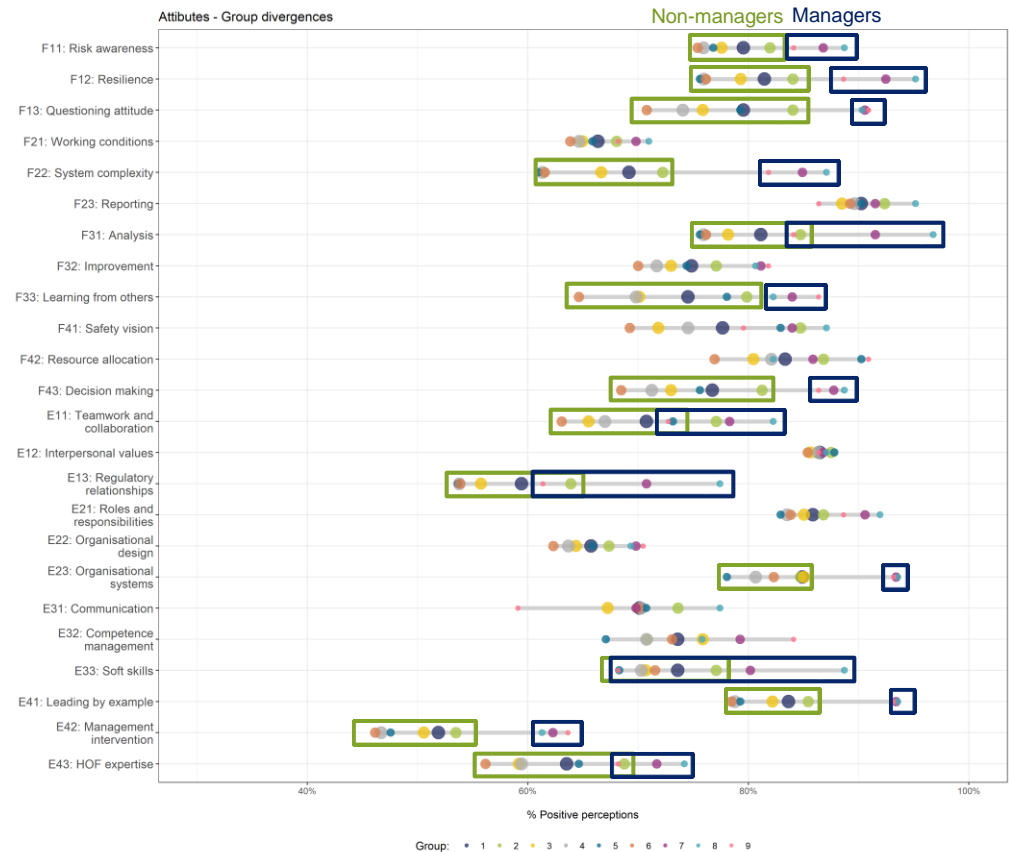
Note: dummy data



Tip 3: Simplify and adapt to audience

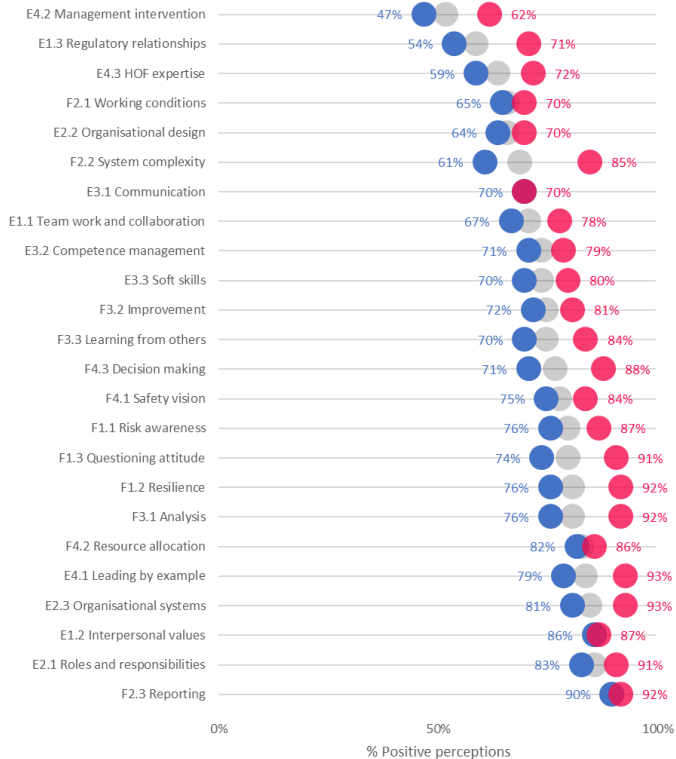
Tip 3: Simplify and adapt to audience

From this...



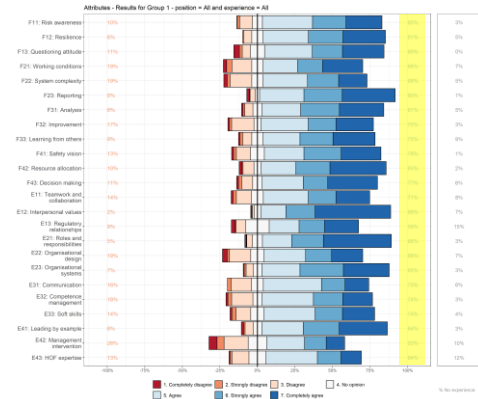
Note: dummy data

Tip 3: Simplify and adapt to audience



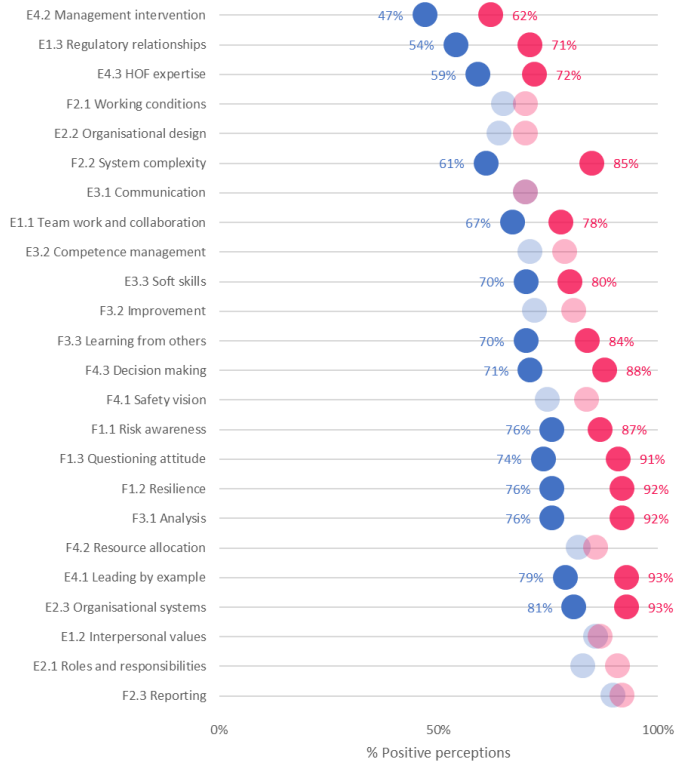
Non-managers
Managers
All

... to this!



Note: dummy data

Tip 3: Simplify and adapt to audience



Non-managers
Managers

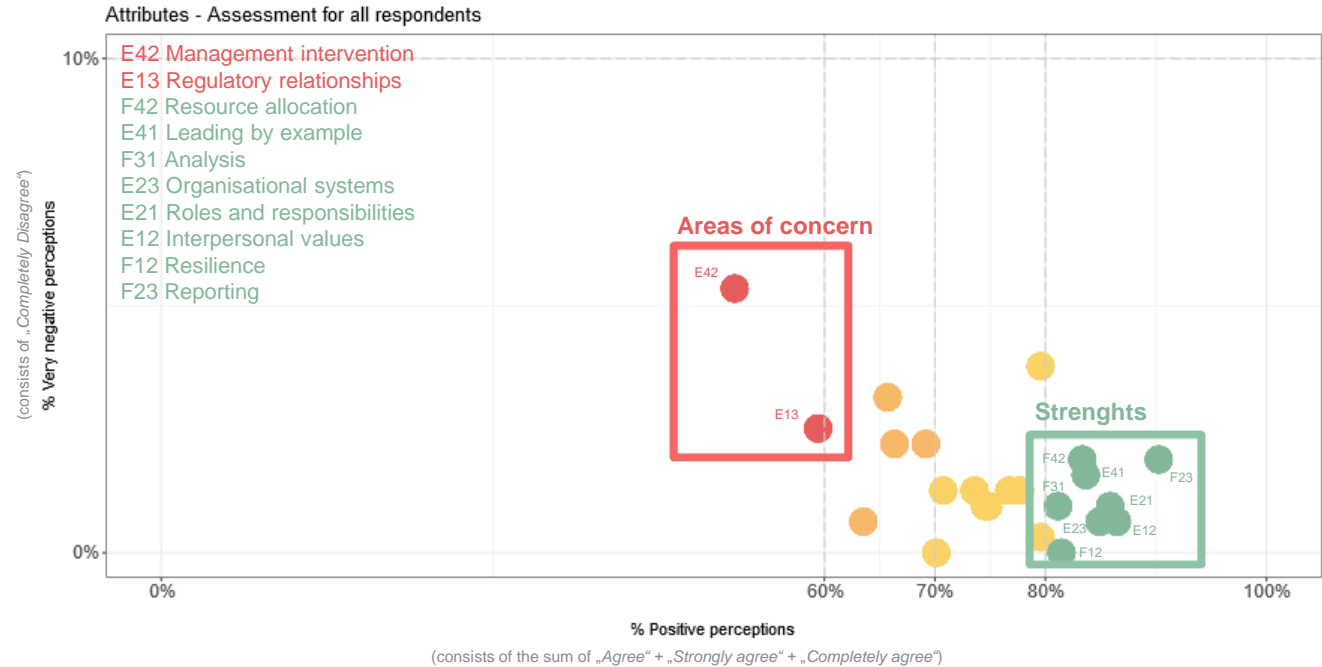
... or this!

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

Note: dummy data

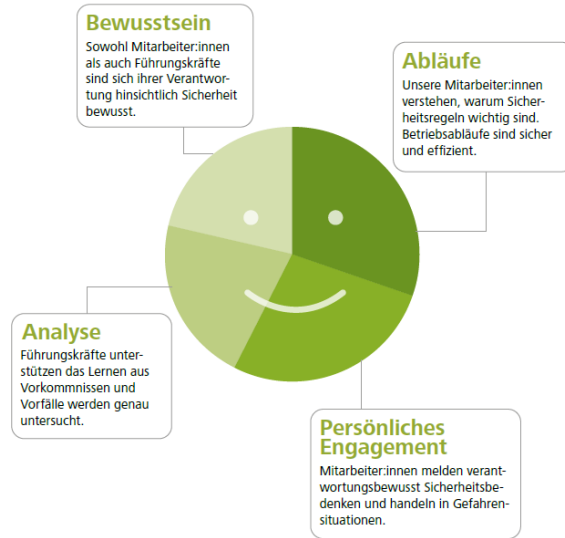
Tip 3: Simplify and adapt to audience

From this...



Note: dummy data

Tip 3: Simplify and adapt to audience



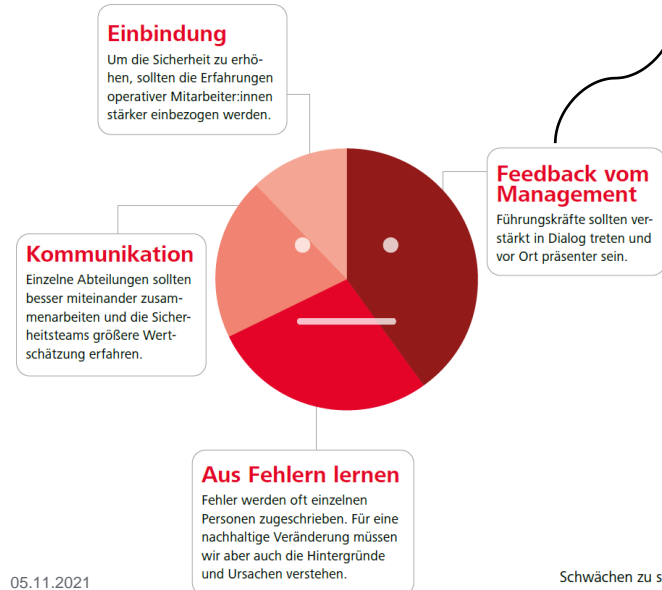
... to this!

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

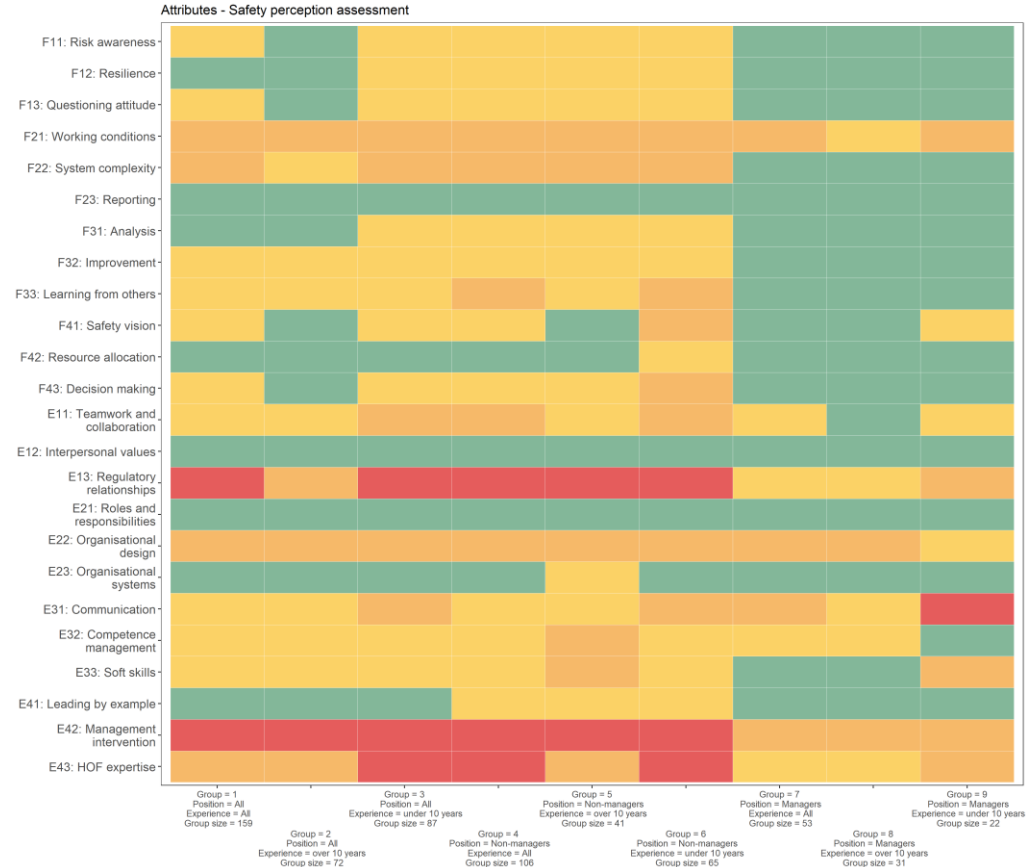
...to this

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



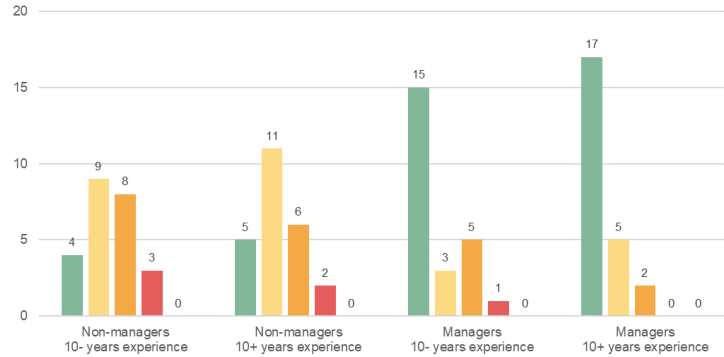
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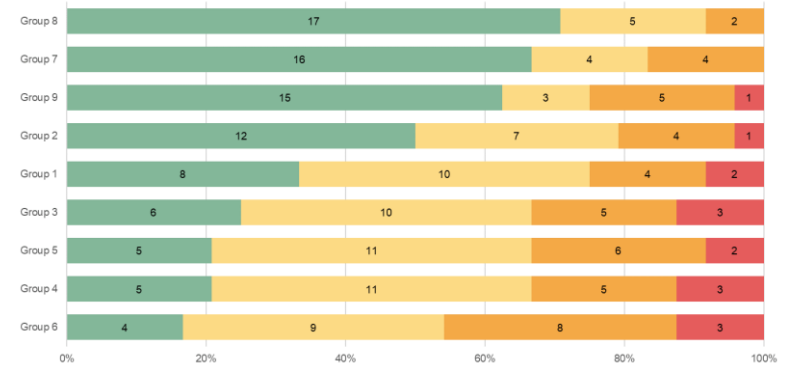


Note: dummy data

Tip 3: Simplify and adapt to audience

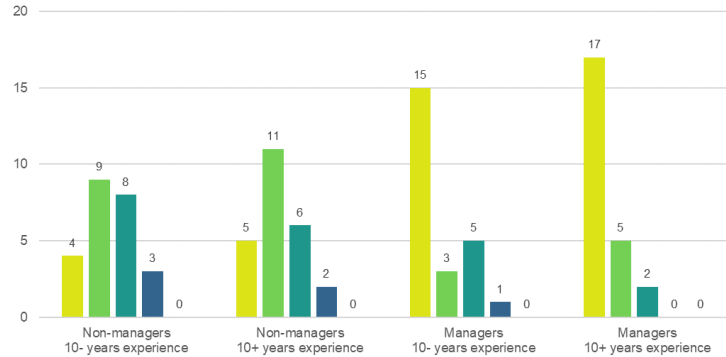


... to this!



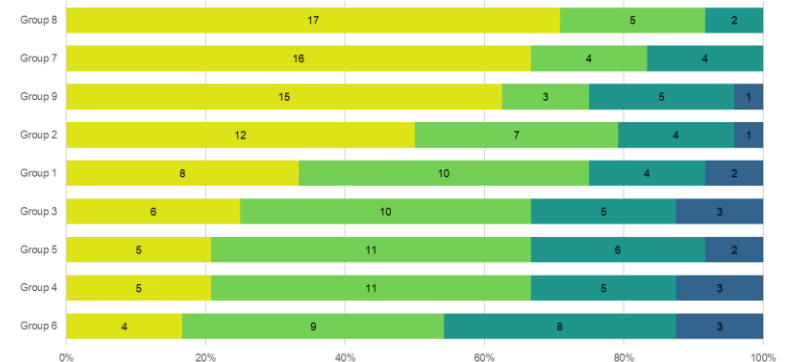
Note: dummy data

Tip 3: Simplify and adapt to audience



... to this!

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



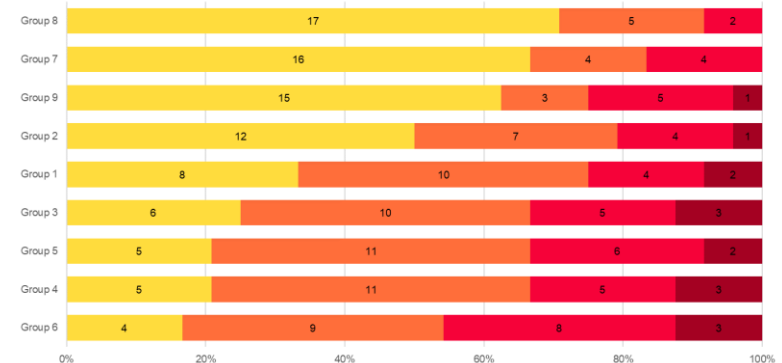
Note: dummy data

Tip 3: Simplify and adapt to audience



... to this!

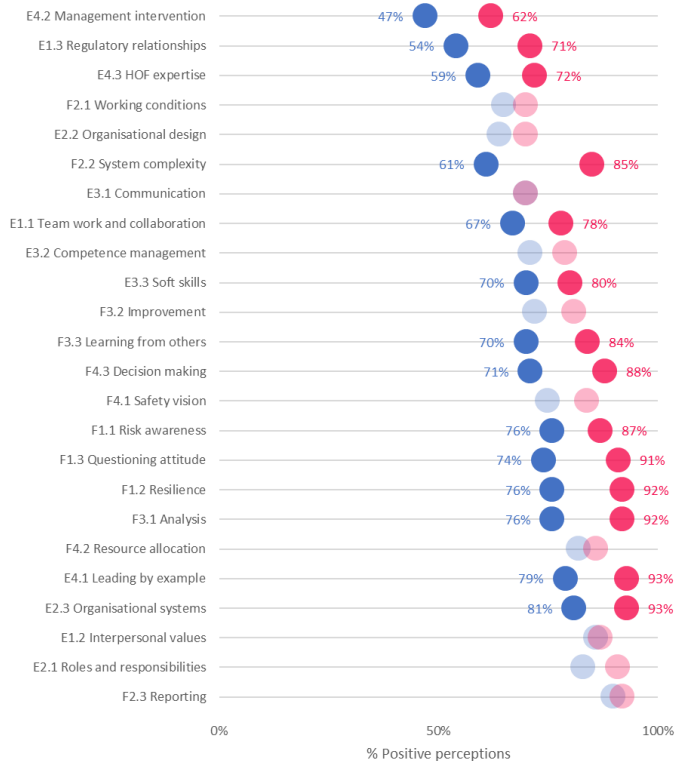
Note: Red-amber-green colour palettes are often not colour-blind friendly! Consider alternatives.



Note: dummy data

A red semi-transparent rectangular box is centered in the image. Inside this box, the text 'Tip 4: Make the interpretation explicit' is written in a white, sans-serif font. The background of the entire image is a landscape view from a train window, showing a railway track curving to the left, green fields, a dirt path, and power lines under a blue sky with light clouds.

Tip 4: Make the interpretation explicit



Non-managers
Managers



Interpretation

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

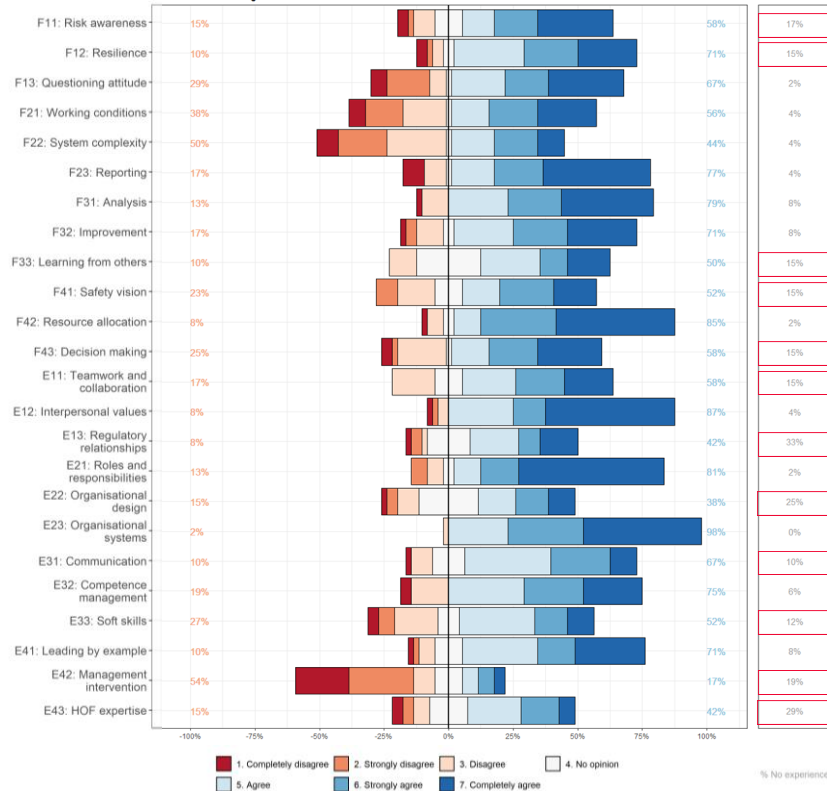
NB: The further right the point, the more positive the assessment of the category. The further left, the more negative the assessment.

Note: dummy data

The background of the slide is a landscape photograph taken from the perspective of someone on a train. On the left, a portion of a brown train carriage is visible. The train tracks curve through a green, hilly landscape under a clear blue sky. In the distance, there are power lines and a forested ridge. A red semi-transparent box is overlaid in the center of the image, containing white text.

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

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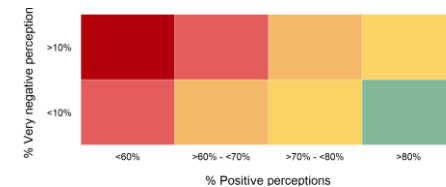
More than 10% „No Experience“ replies

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

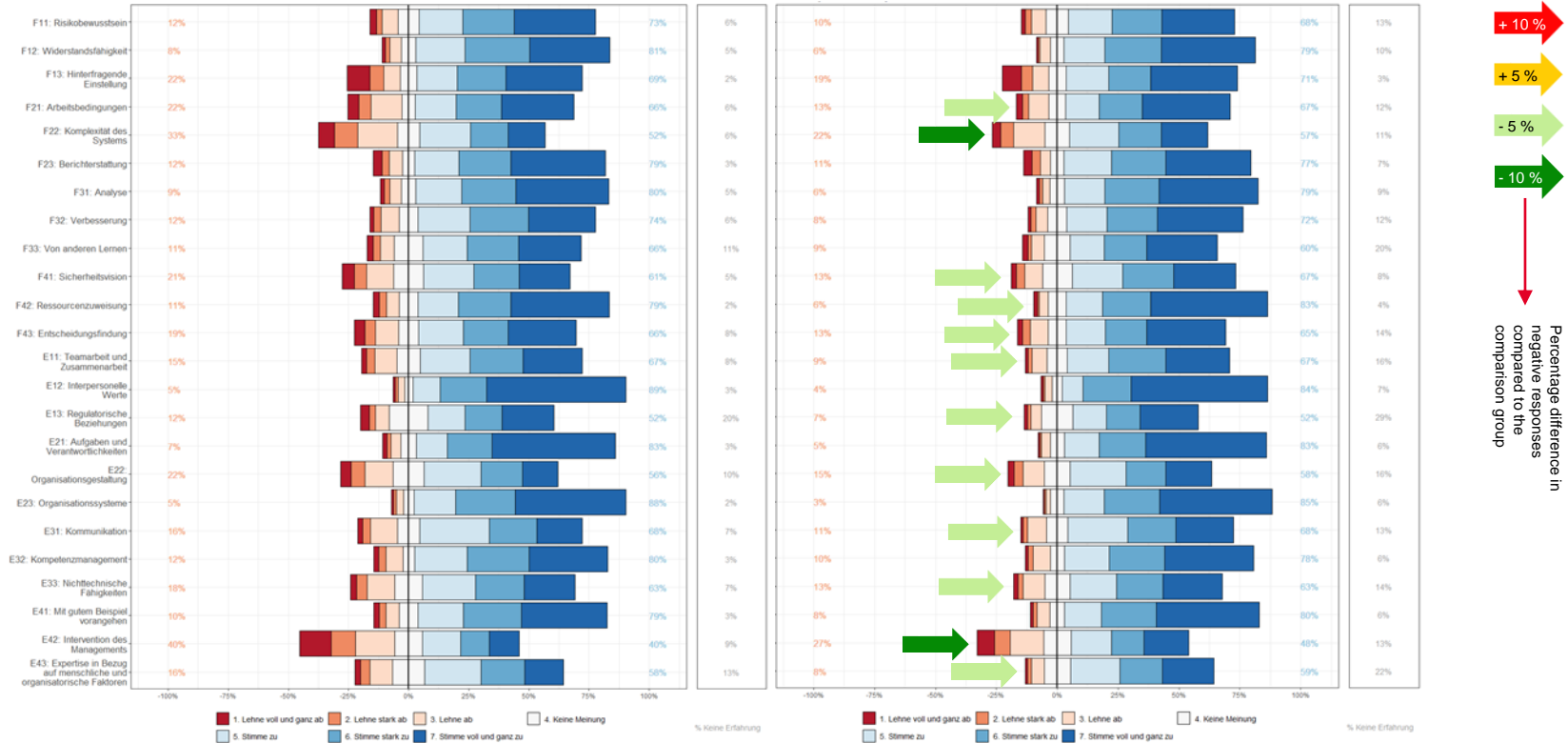


Note: dummy data

A red semi-transparent rectangular box is centered in the image, containing the text 'Tip 6: Find rules to make comparisons' in white. The background of the entire image is a scenic view of a railway track curving through a green landscape under a blue sky with light clouds. A utility pole is visible on the left, and a road runs parallel to the tracks on the right.

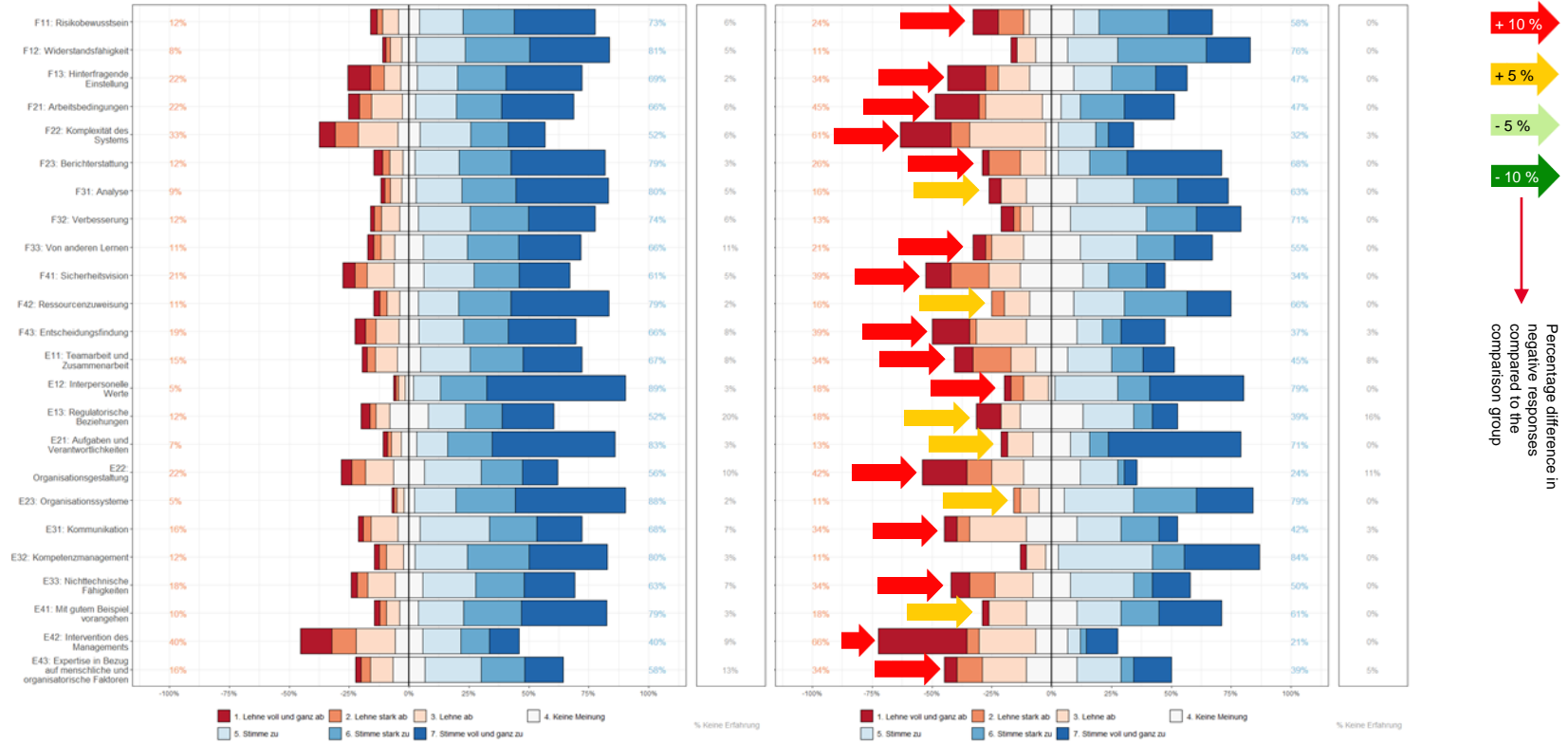
Tip 6: Find rules to make comparisons

Tip 6: Find rules to make comparisons



Note: dummy data

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Note: dummy data

A large, semi-transparent red rectangular box is centered in the middle of the image. It serves as a background for the text.


Any other tips?

The background of the slide is a landscape photograph taken from the perspective of someone on a train. On the left, a portion of a brown train carriage is visible. The train tracks curve through a green, hilly landscape under a clear blue sky. In the distance, there are power lines and a forested ridge. A red semi-transparent box is overlaid on the center of the image, containing white text.

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



Communicating the results

The background of the slide is a scenic landscape. In the foreground, there is a field of yellow autumn leaves. In the middle ground, a red train is visible on tracks, with a utility pole nearby. In the background, a large hill covered in autumn-colored trees rises under a blue sky with scattered white clouds. A small white structure is visible on the peak of the hill. A semi-transparent red rectangular box is centered over the middle of the image, containing white text.

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

The background image shows a scenic winter landscape. In the foreground, a railway track curves through a snowy field. The middle ground features a dense forest of evergreen trees covered in snow. In the background, there are large, snow-capped mountains under a clear blue sky. A small town or village is visible in the distance, nestled in a valley. The overall scene is bright and clear, suggesting a sunny day.

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:

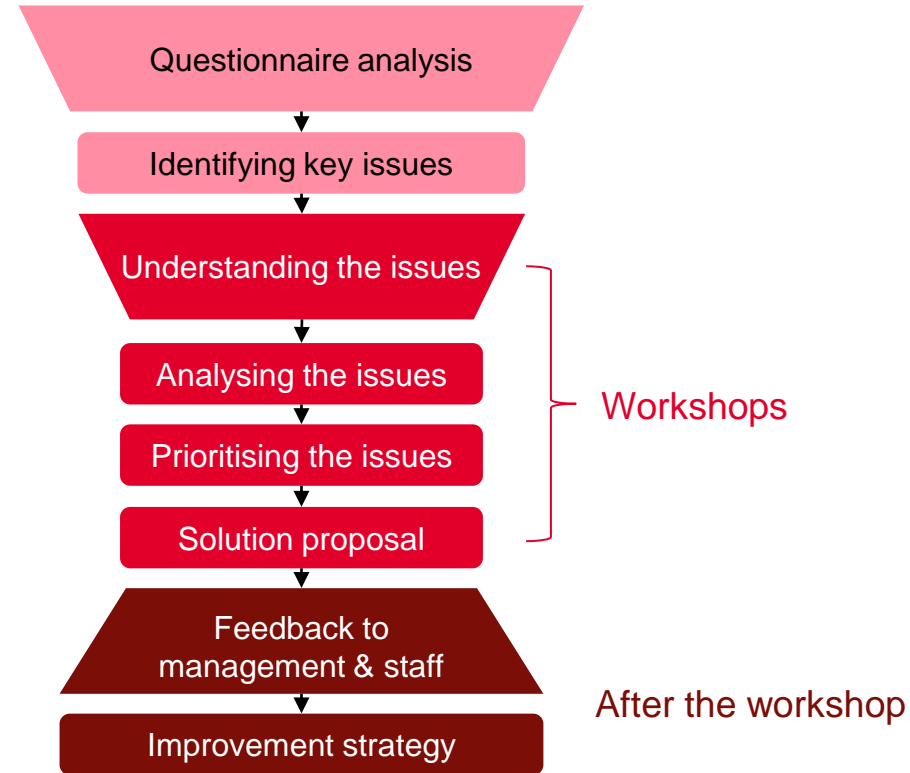
You have the results of the survey –
what now?

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

Exemplary Safety Culture Improvement Process



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