Just Culture Work Shop - Rome 2017
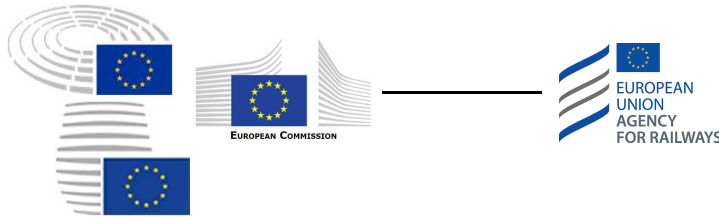
A simplified view on external influence of operational safety culture

November 2017

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EUROPEAN
UNION
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FOR RAILWAYS

Governing Railway Safety

- Legislation
- Assessing national rules
- Monitoring NSA
- Safety Certification and Authorisation*

Member State level

NSAs

NIBs

- National legislation
- Supervision
- Safety Certification and Authorisation

- Accident investigations
- Recommendations

Operational level

- Safety Management Systems
  - Rules, procedures, instructions, training, competence mgm…..
- Risk assessment (NoBo, DeBo)
- Safety investigations

Infrastructure Manager

Railway Undertakings Undertakings

Contractors, sub-contractors, ECMs…………

Historic safety development

Figure from: Railway Safety Performance in the European Union
http://www.era.europa.eu/Document-Register/Pages/Railway-Safety-Performance.aspx
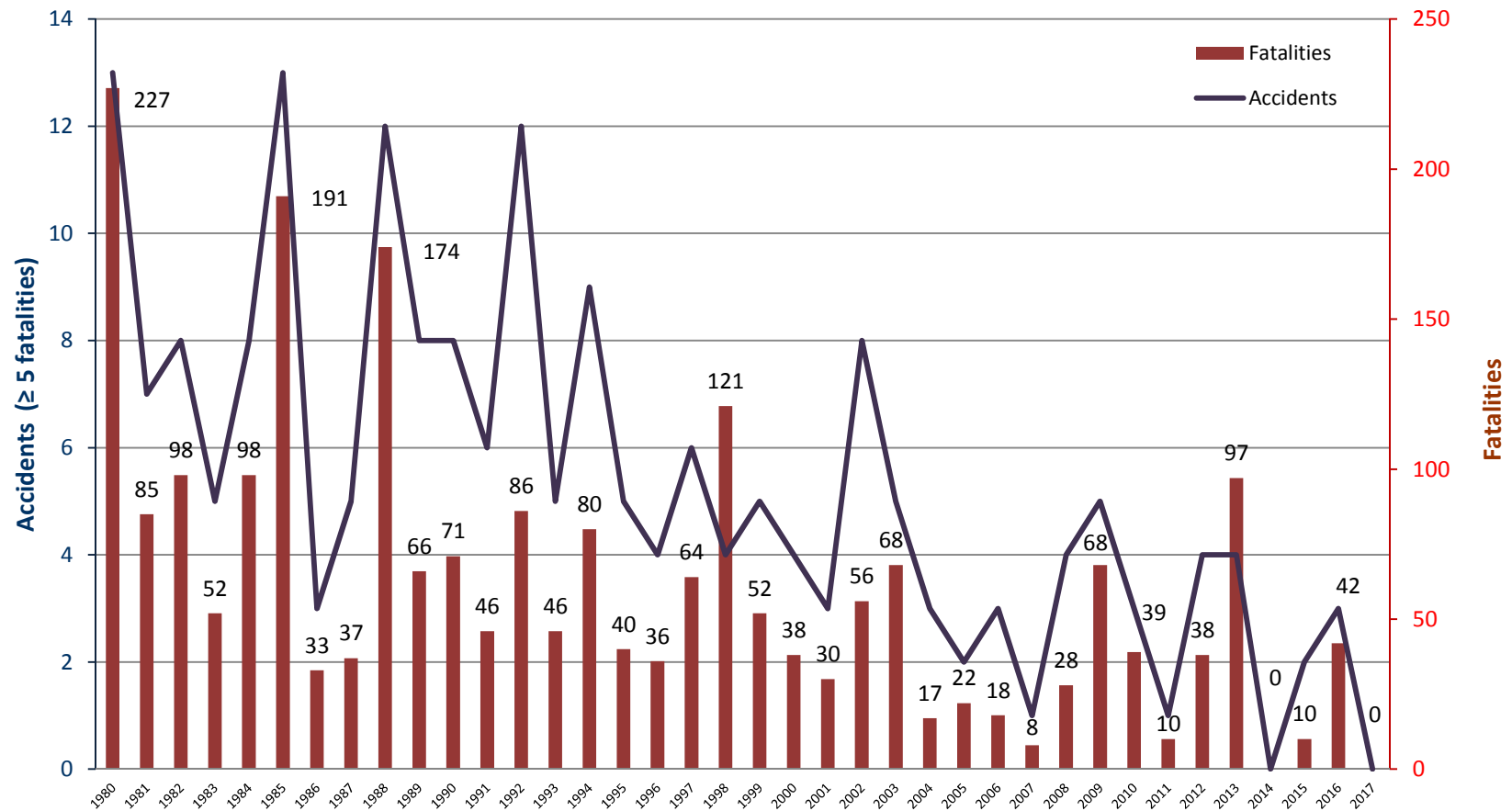
Development of significant accidents
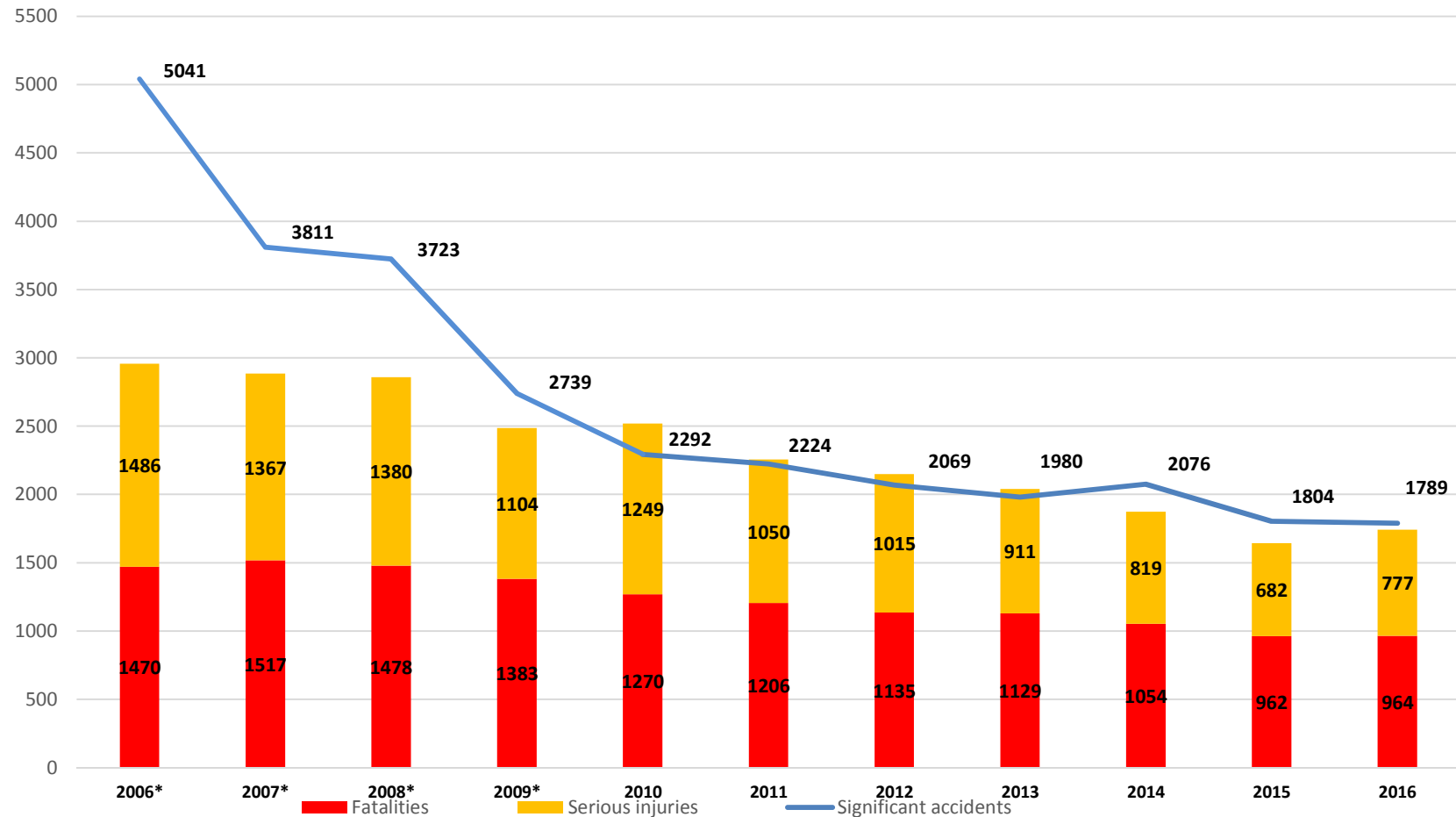
Figure 1: Significant accidents and resulting casualties for the EU-28
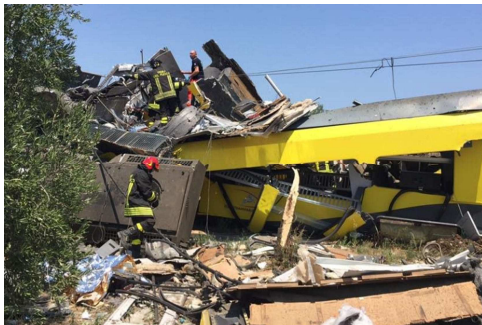* Not all Member States were reporting EU-27 (2006-2009)

Figure from: Railway Safety Performance in the European Union
http://www.era.europa.eu/Document-Register/Pages/Railway-Safety-Performance.aspx

Safe – but still with catastrophic accidents!

- A decade of SMS and risk management
- Need for **strong safety leadership** and **positive safety culture**
- **Human and Organisational Factors (HOF)** plays a significant role in all catastrophic railway accidents and occurrences

Resilience - how? Three Pillars of Safety

Safety Performance

Technical Safety

Safety Management System

Human and Organisational Factors
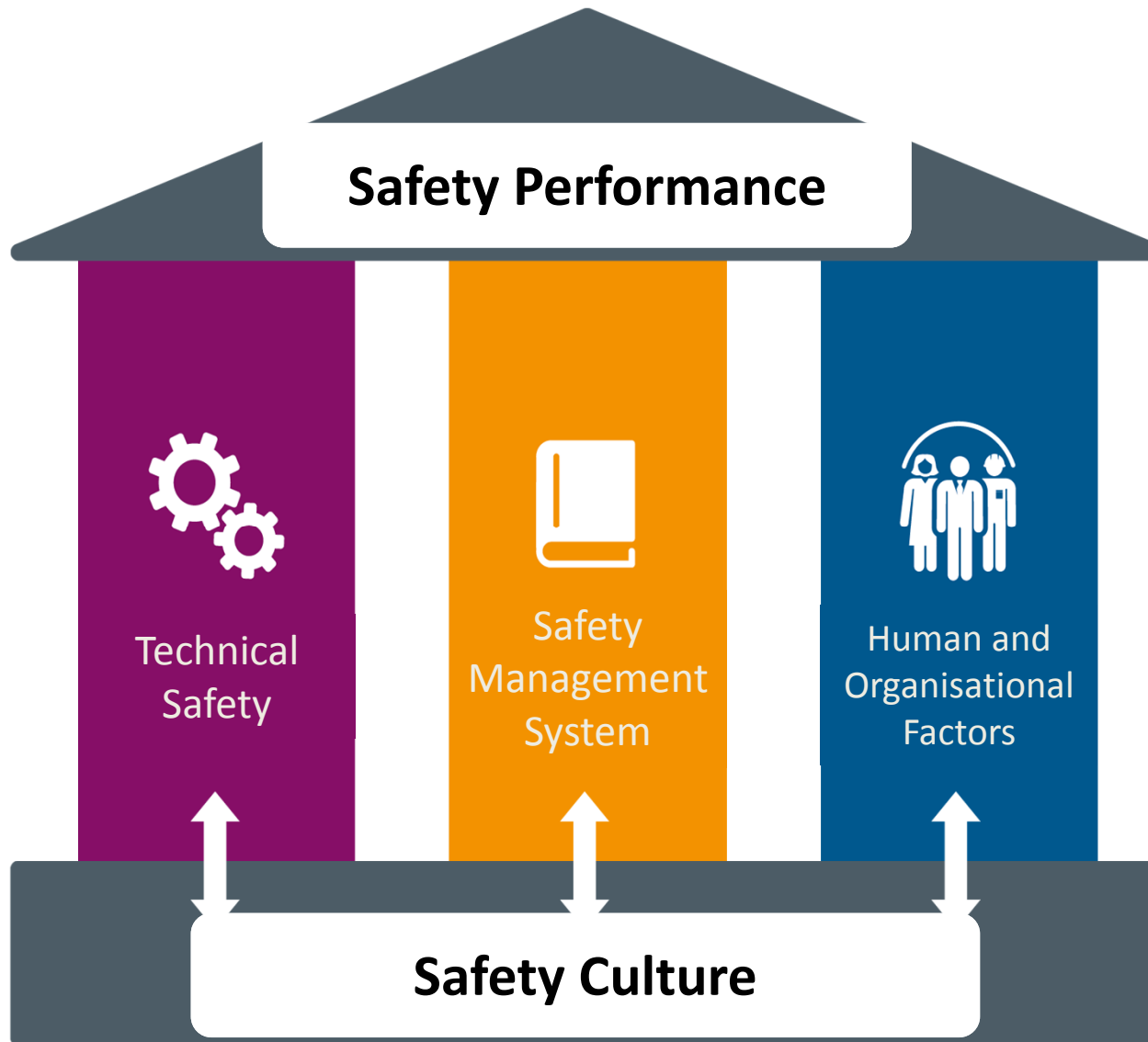
Safety Culture

Railway Safety Culture: Towards a Common Understanding

*Safety culture refers to the interaction between the requirements of the **safety management system**, how people **make sense** of them, based on their attitudes, values and beliefs and what they actually do, as seen in **decisions and behaviors**.*

A positive safety culture is characterised by a collective commitment by leaders and individuals to always act safely, in particular when confronted with competing goals.

New European legislation - Recast Railway Safety Directive (2016/798)

Recital 10

"Member States should promote a culture of mutual trust, confidence and learning in which the staff of railway undertakings and infrastructure managers are encouraged to contribute to the development of safety while confidentiality is ensured."
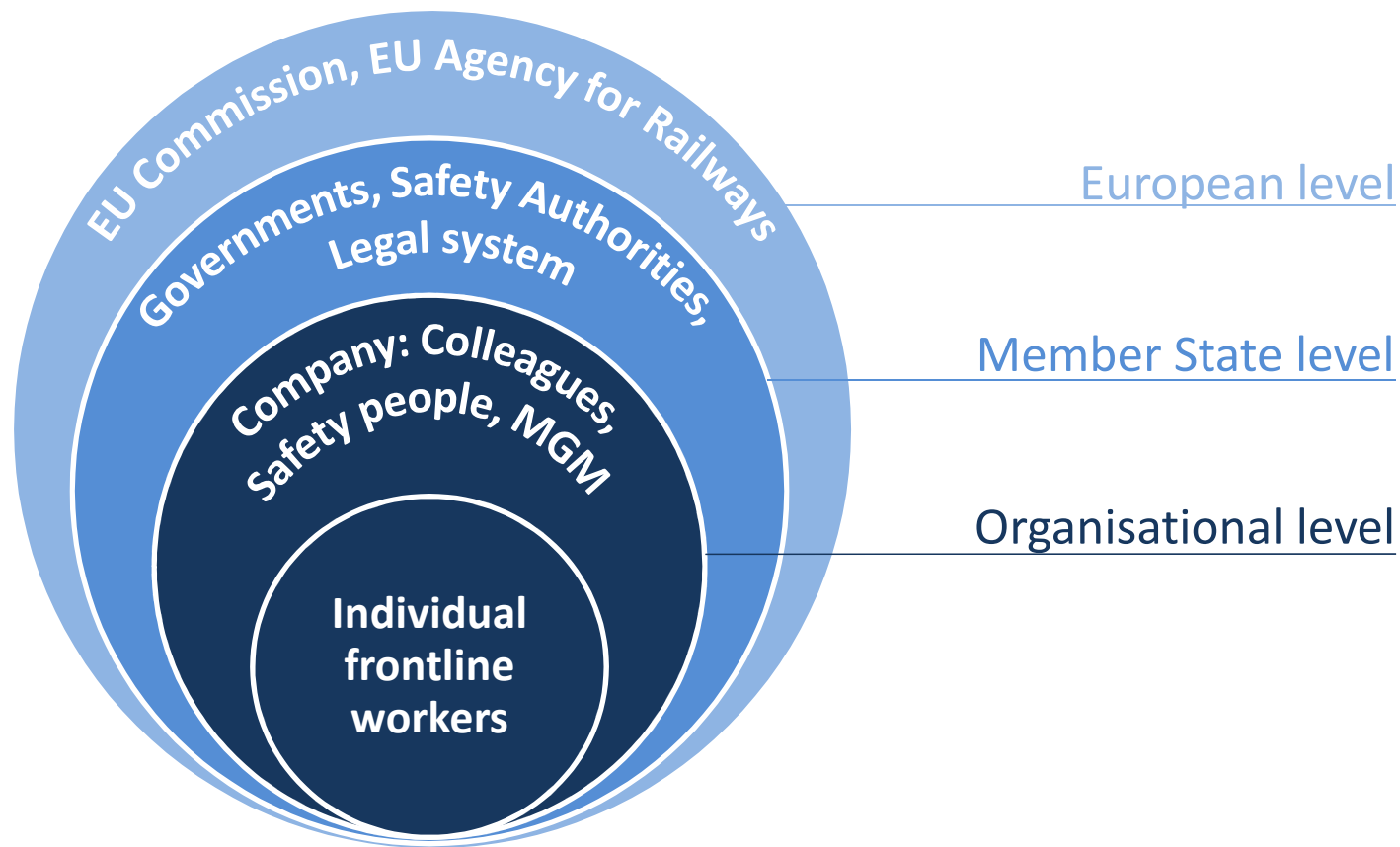
Article 9 (2)

"………Through the safety management system, infrastructure managers and railway undertakings shall promote a culture of mutual trust, confidence and learning in which staff are encouraged to contribute to the development of safety while ensuring confidentiality."

External influence on the company culture

EU Commission, EU Agency for Railways

Governments, Safety Authorities, Legal system

Company: Colleagues, Safety people, MGM

Individual frontline workers

European level

Member State level

Organisational level

- We want public transport to be $af€

- Accept that human beings have limitations

- Understand that humans are part of a complex system

- Examples from Monkey Rail Business:

  – Experienced rule compliant train dispatcher

  – Tried to follow rules and procedures but caused an occurrence/accident

  – As "he was the cause", he was sent to prison for x years, also loosing his family and future job opportunities

  – "Everybody" was happy that "the idiot" was sent to prison

  – No further investigation were done, and nothing were changed

  – System, environment and therefore risk remains the same

- The director of Monkey Rail Business knows about safety issues in dispatch
- Don't know how to solve the issues due to unclear legislation (and lack of….)
- Wont discuss solutions with the authority
- Authority afraid of liability/responsibility so they will remove the certificate if they know
- Situation remains unsolved and dangerous

Shomery.org

- He is so frustrated about how staff handles situations that he fires another dispatcher for complaining about the working conditions after causing danger

Publicdomainpictures.com
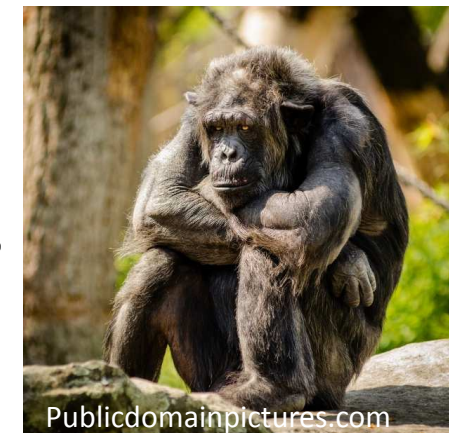
- Other staff hears about their imprisoned and fired colleague
- And starts to act like this

Everything is perfect!

https://sahajtimepass.wordpress.com/2013/06/16/3-monkeys/

The result is:

- No Openness
- No Trust
- No Confidence
- No Reporting
- No Understanding of workplace reality
- No Learning and developing
- Potentially unsafe condition

Creating sustainable Safety

➢ Safety Management System as the best mean to plan activities and anticipate adverse situations that can be expected

➢ Rules and procedures do not cover all situations

➢ Human flexibility and creativity needed to counter unexpected situations and to make the system safe
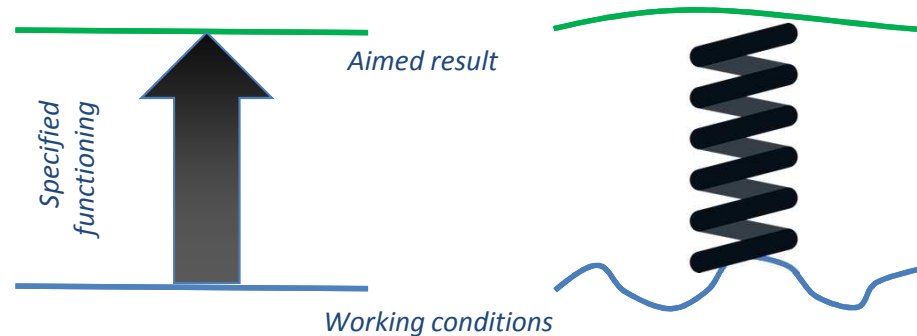
➢ Understand workplace reality: why do certain types of behaviour and decisions stand out as 'the right thing to do'?

➢ Every deviation from a prescribed safety process is an opportunity to understand how working conditions influence actual work practice

➢ Create and maintain those conditions that allow work to succeed

- Legislation to fit reality

- Authorities are curious critical "friends"

- Legal and safety investigations goes beyond the individual

- Organisations learn from good and bad deviations – for the benefit of safety and business efficiency

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