ENHANCING THE COOPERATION BETWEEN RAILWAY STAKEHOLDERS FOR IMPROVING SAFETY CULTURE

EVALUATION PROGRESS REPORT

Deliverable 10

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ABOUT TWINNING II

Twinning II is the acronym for the programme support action: ENHANCING THE COOPERATION BETWEEN RAILWAY STAKEHOLDERS FOR IMPROVING SAFETY CULTURE.

TWINNING II aims at the improvement of the safety culture in the European rail sector.

This project provides a method for identifying strengths and areas for improvement of safety culture, so that each RU/IM in the sector is assisted in the enhancement of its safety culture;

The TWINNING II project delivers methods, recommendations and suggestions for improvement in areas where performance falls short of European and aligned international practice;

TWINNING II concentrates on practical experience with other specialists in safety culture, and between the members of the consortium.

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TABLE OF CONTENTS

ABOUT TWINNING II 3
Executive summary 5
1. TWINNING II General Approach 6
2. Evaluation Progress Report 7
Activity 2: Data Analysis and Evaluation 7
Task 2.1: Individual Attribute evaluation 7
Task 2.2: Harmonisation 8
Task 2.3: Team Attribute evaluation 8

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Executive summary

The TWINNING II project aims at developing the safety awareness, safety culture and safety commitment within organisations, with special focus on training activities, identification of safety hazards and issues, and management of blocking points for the development of a safety culture.

In this project, the partners in the consortium will first identify and then exchange on generalised technical failures, flawed instructions, and behavioural inconsistencies related to operational activities that may be critical for safety.

Partners will also share strategies and techniques for effective reporting of events, for analysis of incident and accident data, and for reporting events and identifying their benefits.

Positive results or third-party practices in different organisations and national frameworks approved during this project and adapted to the resources and management specific to safety needs, can be transposed in EU railway regulatory framework.

In general, participants in the consortium share knowledge about safety systems, processes, tools, and behaviour.

Potentially, particular focus will be performed on seamless cross-border safety and integration of safety processes used in the border Member States onto train running cross-border situations and linked safety-relevant operation.

Another important lever of this project is to encourage and support the exchange of expertise between the consortium members, and beyond, when possible, to increase the level of safety awareness and commitment within hosting and visiting organisations.

Based on the “peer review” exercises carried out, a methodology for safety “peer review” in the rail sector will be developed. This will include useful guidelines on “peer review” techniques, improvement strategies and tools, as well as documentation of and reference to useful knowledge for a better understanding of the rail sector and its safety challenges.

This deliverable 1 will present the detailed action plan of the project. The action is divided into four activities:
- Preparation and data gathering
- Data analysis and evaluation
- Identifying good culture practices and development of guidelines
- Dissemination and project management

This deliverable 2 gives an overview of how the different actions fit together and complement each other throughout the project. It is also an essential tool for project management.

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1. TWINNING II General Approach

The approach chosen in this project highlights the different types of partners present in the consortium: Railway Undertaking (RU), Infrastructure Manager (IM) and National Safety Authority (NSA). To facilitate exchanges and communication between these different types of actors within the railway eco-system, workshops are organised between participants from each type of organisation. To ensure that the exchanges take place in a secure environment, these workshops and any type of exchange are strictly confidential.

The approach of this project also emphasises cooperation and exchange of experience by implementing 2 or 3 peer reviews in different countries. For this project to run efficiently, training is given to provide a common base of knowledge, a common vocabulary, and a common method to all stakeholders.

This project, whose approach is to get as close as possible to the real practices to get a clear view of each organisation's safety culture, will conduct interviews with managers and staff in the form of open discussions to establish a relationship of trust and cooperation. In parallel, direct observations of operational and work activities will be carried out to capture behaviours in real-life situations that are often not identified by field actors nor managers.

For the data analysis and evaluation phase, this project will take inspiration from the SCART guidelines, adapted to the European Railway Safety Culture Model from ERA.

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2. Evaluation Progress Report

As indicated in the Grant agreement, in the framework of Activity 2 “Evaluation Progress Report, after having reached half of the planned time for the structured twinning activities; based on the findings gathered, the European Commission partner to this agreement, in collaboration with the European Railways Agency, will deliver recommendations (if needed) to be implemented in the second phase of the twinning actions.”, resulting in the deliverable this “Evaluation Progress Report”.

First of all, it is important to note that the ERA and two NASs took part in all the key events of the project, requiring collective work and co-construction: the ERA training on safety culture, the kick-off meeting of the project, the workshops, as well as the debriefing meetings after each Peer Review.

Activity 2: Data Analysis and Evaluation

Activity 2, “Data Analysis and Evaluation” started on 30 September 2022 during a 4-hour remote meeting hosted by the UIC. Due to the operational commitments and field requirements of the railway companies in the consortium, it was not possible to start earlier. Although we started later, the work was completed on time. This meeting provided an opportunity to start discussing how to manage the individual attribute evaluation and to start preparing for the first Peer Review scheduled for 20-25 November 2022.

Task 2.1: Individual Attribute evaluation

To begin Task 2.1 “Individual Attribute evaluation”, we clarified that the individual evaluation was in fact a small group evaluation. It was also necessary to explain to each of the Reviewer that each evaluation should not reflect a personal interpretation, but the facts as expressed by the interviewees. The “Individual Attribute evaluation” was based on the ERA Safety Culture Model, following the characteristics and attributes of safety culture as follows:

For the Fundamentals:

- Control of Major risks

- Understand workplace reality

- Learn from experience

- Integrate safety consistency

For the Enablers:

- Interacting

- Formalising

- Disseminating

- Reinforcing

During the first stage, we worked on a common definition of the evaluation scale and criteria, inspired from the SCART guidelines, and adapted it to the EU safety Culture Model. The ERA provided us the following evaluation scale:

1. To improve

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2. Be aware

3. No issues

4. Working well

This evaluation scale easy to understand in theory, but the practical exercise taught us a lot.

The second stage was dedicated to listing the individual-identified issues, suggestions, recommendations, good practices. We took the time to prepare and discuss the series of questions for each of the attributes of the ERA Safety Culture Model in order to help each reviewer in case the interview or focus group did not run smoothly. For example, to get an interviewee or several people in a focus group going again, these questions could help get the discussion going again or build on what had just been said. This step helped us to have the same reading of the evaluation scale and to draft common definitions of the characteristics of the safety culture.

Task 2.2: Harmonisation

In Task 2.2, “harmonisation” had not yet started at M10 because the Peer Review had not yet been carried out. Nevertheless, given that two NSAs from the consortium had taken part in the three Peer Review from 20 November 2022, it was straightforward to benefit from their feedback on supervision during the many meetings we had with them in the preparation phase and then during the Peer Reviews.

Task 2.3: Team Attribute evaluation

In Task 2.3, “Team Attribute evaluation” had not yet started at M10 because the Peer Review had not yet been carried out. Nevertheless, the Team Leaders were selected and started to discuss the way to co-construct a Team attribute evaluation for the future Peer Reviews. Then, they decided to organise 3 phases:

- collect all the comments and evaluation of the Reviewers on a common excel spreadsheet with the help of the ERA in terms of methodology

- present all these comments and evaluation to the whole Team of Reviewers

- assess each of the 24 attributes to be discussed by the TWINNING II team of Reviewers. A join team assessment is drawn up for each attribute.

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