ENHANCING THE COOPERATION BETWEEN RAILWAY STAKEHOLDERS FOR IMPROVING SAFETY CULTURE

EVALUATION SCALE AND CRITERIA

Deliverable 6

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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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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 SCALE AND CRITERIA

The TWINNING II team is expected to develop a common opinion for each attribute of the European Railway Safety Culture Model for each of the companies which is reviewed. The collegial opinion of the whole team presupposes the sharing of individual assessments between team members and provides the basis for identifying strengths and areas for improvement in the railway company which is Peer Reviewed.

Whilst individual comments and observations form the basis of the team's discussion of each Safety Culture Attribute, the assessment process is designed to highlight gaps and disparities between reviewers' views within the team in an open and transparent manner. The assessment process also forces team members to focus on the reasoning behind the rating decisions.

Both the assessment and the facilitated Safety Culture discussion by the group of reviewers serve as a check and balance to ensure the veracity of the TWINNING II results.

The development of the team's opinion for each of the Safety Culture Attributes that are assessed, is done through a collective team process that includes several phases:

- First phase:

The comments and assessments of all reviewers for each attribute are combined by the team leader into a common database.

All the Reviewers in the TWINNING II Team are considered to have an equal importance for the assessment. They therefore have the same weight.

- Second phase:

Individual comments, individual assessment values, team assessments for each attribute are presented to the whole TWINNING II team.

- Third phase:

The assessments of each attribute are discussed within the TWINNING II team. A common team assessment for each attribute is drawn up jointly, always referring to the data collected, and the observations made in order to remain as accurate as possible. The team's assessment helps to identify strengths and areas for improvement.

The attributes considered as strengths reflect an organisational performance or a specific attitude of the reviewed organization that characterises a strong Safety Culture. This is reflected in the "working well" assessment given to findings.

As with the strengths, some attributes of the Safety Culture Model can be identified as being an Area for Improvement.

In the Areas for Improvement, the organisational performance, attitudes, behavior, or communication can be identified as not corresponding to a mature Safety Culture.

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The TWINNING II team's view is that in order to achieve a strong Safety Culture, identifying some improvement should be considered a necessary part of the process.

The "to improve" and "be aware" labels reflect Area of Improvement. The identification of Areas for Improvement generally leads to recommendations to be carried out in the relevant department.

As part of the process, the assessment work should not be included in the Mission Report and should be kept in a confidential and secure space, not accessible to the Peer Reviewed company, and not to be used for future benchmarking purposes.

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