ENHANCING THE COOPERATION BETWEEN RAILWAY STAKEHOLDERS FOR IMPROVING SAFETY CULTURE

INDIVIDUAL SCALES

Deliverable 7

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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 conducted, 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. INDIVIDUAL SCALES

In all three peer reviews, the team of reviewers used the same individual scales.

It should be remembered that all the data collection activities (interviews with managers and staff, behaviours observations, review of documentation, and focus groups) should enable the team of reviewers to develop a well-founded individual opinion, which is then transformed into a team opinion.

it is important to specify that in this deliverable, which focuses on "Individual scales", “Individual” will be considered as "a team of reviewers". This is usually done in several stages for each of the team of reviewers.

- Enter the data collected, observed

- Choose the attribute that seems most appropriate for the data collected

- Give a final description in column "B" of the excel file.

- Assess the relevance of the finding.

At each stage, the reviewers draw their own conclusions from all the data collected.

At the end of each interview, observation or focus group, each team debriefs and decides together which of the "data collected" are the most relevant. The most relevant “data collected” will then be linked to one of the twenty-four attributes of the European rail safety culture model. It should be remembered that each attribute is taken from the European rail Safety Culture Model (ERA) presented in section D.4, with its 12 Fundamental and 12 Enablers.

The team of reviewers then summaries its assessment in comments for each of the attributes. In addition to the reviewers’ comments, the reviewers score each “data collected, applying the following assessment scale:

1. To improve

2. Be aware

3. No issues

4. Working well

An assessment of “To improve” means that this is a point of attention that needs to be improved in the existing system and could have an impact on the company’s overall safety culture.

The assessment “Be aware” means that this point must be taken into consideration and if left unattended could become a problem area for the company.

An assessment of “No issues” means the “data collected” does not pose a problem.

An assessment “Working well” means that the “data collected” is considered relevant to the safety culture and could be or become a good practice.

After this process, the “data collected” then becomes “findings.”

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When assessing “findings”, the reviewers may be supported by behavioral descriptions (anchors) for each attribute.

Assessing the “findings” enables reviewers to focus their attention towards differences and thus stimulates the discussion within the team evaluation, including the identification of strengths and areas for improvement.

The output of the individual evaluation process, which in this case is a team, consists of data spreadsheets for each team of reviewers. The spreadsheets contain both comments and an assessment choice for all assessed “findings” and are delivered electronically to the team leader.

The “findings” are then uploaded to the common platform created for this purpose.

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