ENHANCING THE COOPERATION BETWEEN RAILWAY STAKEHOLDERS FOR IMPROVING SAFETY CULTURE

TECHNICAL NOTES

Deliverable 8

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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. TECHNICAL NOTES

The aim of this section is to identify any variations between the individual reviewer 's assessment and his or her rating (To improve, Be aware, No issues, Working well) and to find out how to deal with such a situation within the team of reviewers.

During the three Peer Review, we did not find any considerable variations between the individual reviewers' assessments. Whenever a variation occurred on the assessment of an attribute, it was discussed with the whole TWINNING II team. This methodology was applied in assessment of all the attribute results with varying levels of discussion required in order to reach a joint decision. The team leader was responsible for this task and handled the situation very well.

However, during the first Peer Review, there were extensive drawn-out debates between the Reviewers in the team. This was certainly due to our lack of experience and to the fact that everyone came with their own field experience: some had never done interviews or observations, others had their vision strongly influenced by their usual day jobs, and others were not used to working in a team. During the first Peer Review, we therefore experimented, and had to agree on the requirements of teamwork, and to put each of the findings into perspective before finally adopting a common vision on an attribute.

As a result, writing the summaries for each of the attributes took a lot of time for the first Peer Review. We learned from this situation and were much more efficient during the two other Peer Reviews.

One of the lessons learned from the first Peer Review was that it is not necessary to discuss all the findings and that the team should focus on a systemic view of each attribute, rather than detailing each individual finding, especially when the team identifies a large number of (hundreds) of findings. Also, it is important that the team itself discusses all topics and agrees to an explanation and the link to the model – then the work in the whole group is easier.

Here is the process we followed:

1) Detect duplicates and eliminate them,
2) Read and discuss all the findings linked to an attribute,
3) Discuss the assessment of these findings,
4) Decide together in the whole group whether it is an “area of improvement” or “strength” for the company (it could be that despite a lot of “be aware” in the findings the attribute is assessed as “strength” by the team and vice versa),
5) Agree in the group by ensuring the fairness and representativeness of each team member to a summary of each attribute with the overall assessment.

We didn't need to organise harmonisation meetings because the two NSAs were present in the team and played their role as contributors in a spirit of co-construction.

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