ENHANCING THE COOPERATION BETWEEN RAILWAY STAKEHOLDERS FOR IMPROVING SAFETY CULTURE

COLLEGIAL RANKING REPORT

Deliverable 9

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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 conducted 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. Collegial Ranking Report

In the three Peer Reviews, the team of Reviewers used the same collegial ranking process. However, we observed that this ranking process was refined over the course of the three Peer Reviews, thanks to the lessons learned and the evolving experience of the team of Reviewers.

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.

The TWINNING II team of reviewers therefore developed a common team opinion for each of the 24 attributes of the European Railway Safety Culture Model. The team's opinion necessitated the sharing of individual assessments between Reviewers and served as a basis for identifying strengths and areas for improvement.

In line with the previous "evaluation scale and criteria" (D6), the rating process requires the team members to focus on the reasoning behind any scoring decisions made. Both, ratings and facilitated safety culture discussion act as a check and balance to ensure the integrity and consistency of the TWINNING II outcome.

The development of the team's opinion for each of the safety culture attribute is achieved through a co-construction process, which takes place in 3 phases:

- First phase: The comments and assessments of all the Reviewers (or team of Reviewers) are combined by the team leader on a common excel data spreadsheet, with the same equally important for each Reviewer.

- Second phase: the individual comments and individual assessment are presented to the whole TWINNING II team of reviewers.

- Third phase: the assessment of each of the 24 attributes is discussed in the TWINNING II team of reviewers. A join team assessment is drawn up for each attribute. The team's assessment makes it possible to identify the company's strengths and areas for improvement. This is what we can see in the table "summary of the findings" in D4 "Summary of Findings".

However, this collegial ranking is more subtle and holistic because it takes into account the company's progress in relation to each of the safety culture attributes. For example, if the team of Reviewers considers that the company's rate of progress in relation to a given attribute is satisfactory, not only will the reviewers' comments and assessments be taken into account, but also the company's willingness to resolve the problem, to initiate discussions or actions on the subject, or at least its level of awareness of the problem and its consequences. Conversely, if the reviewers consider that the company's rate of progress is insufficient, they will take this into account in their overall and final assessment of the attribute. This explains why there is sometimes a discrepancy between the assessments of the "findings" and the final assessment of the attribute, which may not correspond exactly.

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