ENHANCING THE COOPERATION BETWEEN RAILWAY STAKEHOLDERS FOR IMPROVING SAFETY CULTURE

DETAILED ACTION PLAN

Deliverable 1

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D1.1 DETAILED ACTION PLAN

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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 method for identifying strengths and areas for improvement of safety culture, so that each RU/IM of it 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

TWINNING II project aims at developing of 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 1 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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2. TWINNING II general approach

The approach chosen in this project highlights the different types of partners present in the consortium: RU, IM, and NSA. To facilitate exchanges and communication between these different types of actors, workshops are organised to enable these numerous exchanges. In order to be able to exchange in a secure environment, these workshops and any type of exchange will be confidential.

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

This project, whose approach is to be as close as possible to the real practices of the safety culture, will conduct interviews with managers and staff in the form of open discussions in order 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 inspire from the SCART guidelines, adapted to the EU safety culture model.

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3. Work breakdown structure

Work Breakdown Structure		
A1	**Preparation and Data Gathering**	**ACTIVITY 1 - LINK TO THE PROJECT APPROACH** Efficiency of the project through a 3-days training programme conducted by ERA. It will give the partners of the consortium a common basis of definitions, vocabulary, knowledge, and method. Conducting interviews with managers and staff to be close of the real practices of the safety culture. It will be conducted in the form of open discussions to establish a relationship of trust and cooperation. In parallel, direct observations of operational and working activities will be carried out, to capture behaviours in real-life situations
T1.1	**Preparation and agreement of advanced info/training package**	
T1.1.1	Kick-off workshop: definition of scope of reviews, question sets	
T1.1.2	Production of detailed action plan as route map for the twinning	
T1.1.3	ERA Safety Leadership Training at UIC Headquarters (ERA will be accompanying each peer review sequence, performed during the project): - 11, 12 July 2022: dedicated to the consortium members. Will focus on safety leadership and safety culture assessment process. - 13 July 2022: dedicated to team leaders. Will cover the advanced safety culture assessment process	
T1.1.4	Selection of Team leaders to cooperate with UIC on the: documentation package (T1.2.1), documentation analysis report (T1.2.2), summary of findings report (T1.3.1), report of observations (T2.2.3), technical notes (T.1.4.4), report on good practices (T.3.1.3) Team Leaders and Peer Reviewers will be nominated, for each peer review sequence, based on a set of criteria.	
T1.2	**Gap analysis – RU / IM / NSA**	
T1.2.1	Documentation package: reviewing of relevant documents for safety culture	
T1.2.2	Documentation analysis report	
T1.3	**Interviews with managers and staff – RU / IM / NSA**	
T1.3.1	Preparation phase to the interviews: implementation of a set of questions to be asked the managers. Identify the numbers of managers to be interviewed.	

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T1.3.2	Conducting interviews to collect additional information not covered by documentation, assess plant staff understanding their duties and responsibilities	
T1.3.3	Summary of findings report	
T1.4	**Behaviour observations – RU and IM**	
T1.4.1	Read appropriate safety standards, procedures, codes, regulations prior to observing the work activity (adapted from the SCART/WANO guidelines),	
T1.4.2	Preparation phase to the observations: determine the "what to observe", "when to observe" and the "where to conduct" the observations (adapted from the SCART/WANO guidelines)	
T1.4.3	Direct observation of operational and work activities including assessment of operational and safety practices, use of procedures, drawings and instructions, use of quality control measures, and supervision and management control of work	
T1.4.4	Report of observations	
A2	**Data Analysis and Evaluation**	**ACTIVITY 2 - LINK TO THE PROJECT APPROACH** This project will inspire from the SCART guidelines, adapted to the EU safety culture model, and from ERA experts' insights
T2.1	**Individual Attribute evaluation**	
T2.1.1	Definition of the evaluation scale and criteria, from the SCART/WANO guidelines, adapted to the EU safety Culture model	
T2.1.2	List of individual-identified issues, suggestions, recommendations, good practices.	
T2.2	**Harmonisation**	
T2.2.1	Harmonisation meeting n°1: NSA as a role of harmonisation commission + Team Leaders + Reviewers	
T2.2.2	Harmonisation meeting n°2: NSA as a role of harmonisation commission + Team Leaders + Reviewers	
T2.2.3	Technical notes	
T2.3	**Team Attribute evaluation**	
T2.3.1	Workshop n°2 will focus on: - Collegial ranking for issues resolved, satisfactory progress rate, insufficient progress rate; - Evaluation Progress Report	

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A3	**Identifying good safety culture practices and development of guidelines**	**ACTIVITY 3 - LINK TO THE PROJECT APPROACH** This project emphasises cooperation and exchange of experience by implementing 2 or 3 peer reviews in different countries
T3.1	**Identifying good safety culture practices**	
T3.1.1	Look for good safety culture practices and describe them in written form (adapted from the SCART/WANO guidelines)	
T3.1.2	Identify the safety culture practice according to degree of novelty, proven benefit, and replicability	
T3.1.3	Report on good safety culture practices	
T3.2	**Development of guidelines**	
T.3.2.1	Peer review: first session with OBB (Austria)	
T.3.2.2	Peer review: second session with Infrabel (Belgium)	
T.3.2.3	Peer review: third optional session with CFL (Luxembourg)	
T3.2.4	Workshop n°3 will focus on: - Information sharing instrument (report, IT tool, training) - List of good safety culture practices - REX of the project and peer review achieved - Architecture of "safety culture twinning guidelines in railways"	
T3.2.5	REX report	
T3.2.6	Safety Culture Twinning II Guidelines	
A4	**Dissemination and Project Management**	**ACTIVITY 4 – LINK TO THE PROJECT APPROACH** This project will “invite” EU stakeholders to integrate such peer reviews processes, into their SMS practical arrangements related with “continuous improvements”, either on national or international basis
T4.1	**Dissemination**	
T4.1.1	Creation of a public website for Twinning II project: structure, goals, news, and dissemination material	
T4.1.2	Electronic project brochure (key objectives)	
T4.1.3	Social media presence to show the characteristics of the project	
T4.1.4	Final conference in Brussels	
T4.1.5	Dissemination material and website. A logo is an essential project communication and dissemination material to raise awareness of the project. Templates will be created and used to bring a coherent visual image to all information produced in the project including official communication to the European Commission and presentations to different audiences. To contribute to the promotion and communication of the project objectives and its	

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	outcomes, a number of brochures, presentations and leaflets will be produced.	
T4.2	**Project Management**	
T4.2.1	Progress report to the European Commission	
T4.2.2	Final report to the European Commission	

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ANNEX I. Detailed action plan – Gantt format

LEGEND

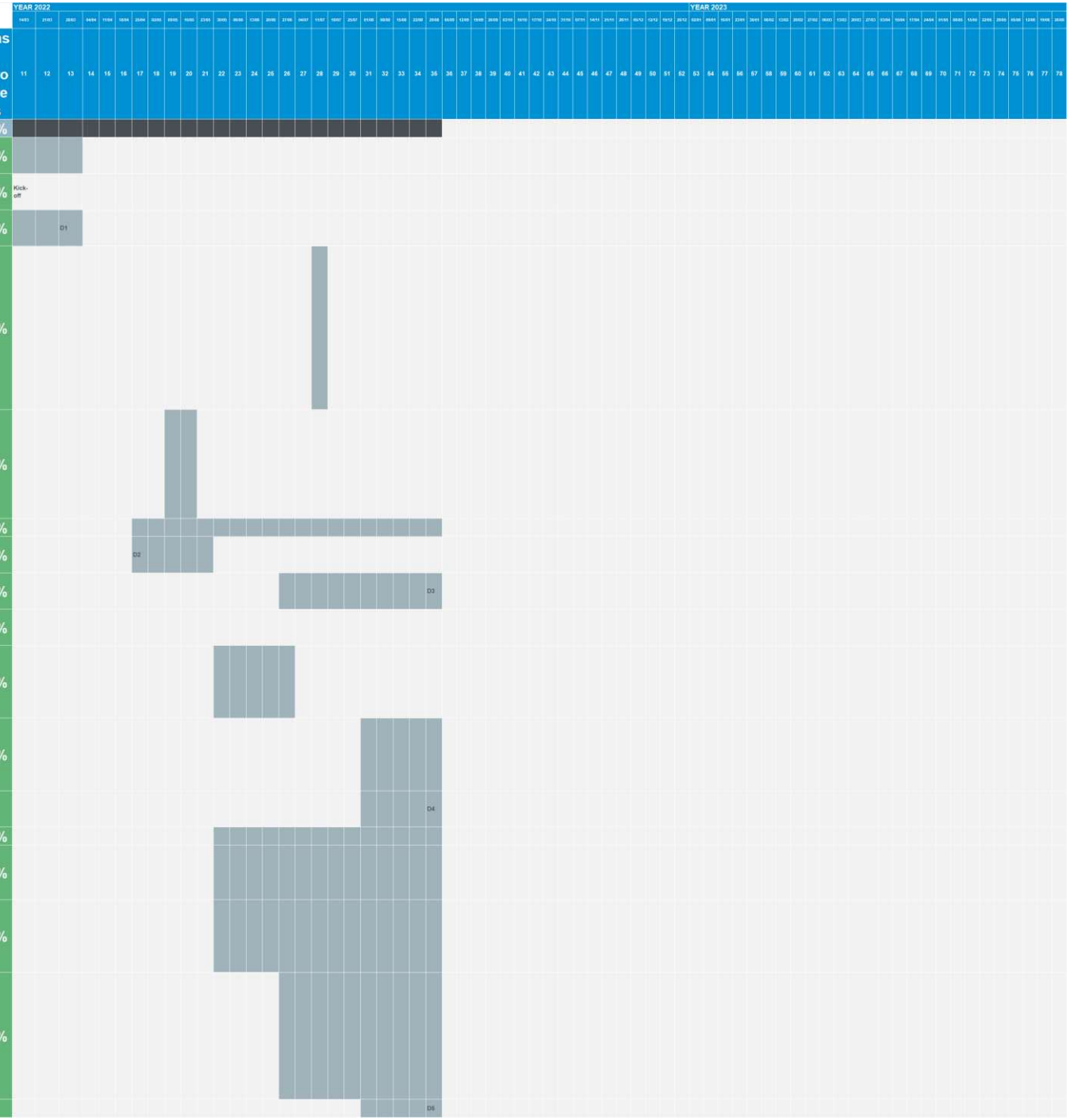
D1	Detailed action plan (end of March)
D2	Documentation package
D3	Documentation analysis report
D4	Summary of findings report
D5	Report of Observations
D6	Evaluation Scale and Criteria
D7	Individual scales
D8	Technical notes
D9	Collegial Ranking Report
D10	Evaluation Progress Report
D11	Report on good safety culture practices
D12	REX report
D13	Safety Culture Twinning II Guidelines
D14	Dissemination material and website
D15	"Progress report to the EC
D16	"Final report to the EC



Copie de TWINNING-II-DETAIL

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Work Breakdown Structure		Start Date	End Date	Duration in weeks	Start Week	End Week	Task progress
A1	Preparation and Data Gathering	03/01/2022	31/08/2022	35	1	35	0%
T1.1	**Preparation and agreement of advanced info/training package**	**03/01/2022**	**31/03/2022**	**13**	**1**	**13**	**0%**
T1.1.1	Kick-off workshop: definition of scope of reviews, question sets	11/03/2022	11/03/2022	11		10	0%
T1.1.2	Production of detailed action plan as route map for the twinning	12/03/2022	31/03/2022	4	10	13	0%
T1.1.3	ERA Safety Leadership Training at UIC Headquarter: - 11, 12 July 2022: dedicated to the consortium members. Will focus on safety leadership and safety culture assessment process. - 13 July 2022: dedicated to team leaders. Will cover the advanced safety culture assessment process	11/07/2022	13/07/2022	1	28	28	0%
T1.1.4	Selection of Team leaders to cooperate with UIC on the: documentation package (T1.2.1), documentation analysis report (T1.2.2), summary of findings report (T1.3.1), report of observations (T2.2.3), technical notes (T.1.4.4), report on good practices (T.3.1.3)	15/05/2022	22/05/2022	2	19	20	0%
T1.2	**Gap analysis – RU and IM**	**29/04/2022**	**31/08/2022**	**19**	**17**	**35**	**0%**
T1.2.1	Documentation package: reviewing of relevant documents for safety culture	29/04/2022	29/05/2022	5	17	21	0%
T1.2.2	Documentation analysis report	01/07/2022	31/08/2022	10	26	35	0%
T1.3	**Interviews with managers and staff – RU and IM**	**03/01/2022**	**24/01/2022**	**4**	**1**	**4**	**0%**
T1.3.1	Preparation phase to the interviews: implementation of a set of questions to be asked the managers. Identify the numbers of managers to be interviewed.	01/06/2022	01/07/2022	5	22	26	0%
T1.3.2	Conducting interviews to collect additional information not covered by documentation, assess plant staff understanding their duties and responsibilities	01/08/2022	31/08/2022	5	31	35	0%
T1.3.3	Summary of findings report	01/08/2022	31/08/2022	5	31	35	
T1.4	**Behaviour observations – RU and IM**	**01/06/2022**	**31/08/2022**	**14**	**22**	**35**	**0%**
T1.4.1	Read appropriate safety standards, procedures, codes, regulations prior to observing the work activity	01/06/2022	31/08/2022	14	22	35	0%
T1.4.2	Preparation phase to the observations: determine the "what to observe", "when to observe" and the "where to conduct" the observations	01/06/2022	31/08/2022	14	22	35	0%
T1.4.3	Direct observation of operational and work activities including assessment of operational and safety practices, use of procedures, drawings and instructions, use of quality control measures, and supervision and management control of work	01/07/2022	31/08/2022	10	26	35	0%
T1.4.4	Report of observations	01/08/2022	31/08/2022	5	31	35	



Work Breakdown Structure		Start Date	End Date	Duration in weeks	Start Week	End Week	Task progress
A2	**Data Analysis and Evaluation**	**01/09/2022**	**30/11/2022**	**14**	**35**	**48**	**0%**
T2.1	**Individual Attribute evaluation**	**01/09/2022**	**30/09/2022**	**5**	**35**	**39**	**0%**
T2.1.1	Definition of the evaluation scale and criteria, from the SCART guidelines, adapted to the EU safety Culture model	01/09/2022	30/09/2022	5	35	39	0%
T2.1.2	List of individual-identified issues, suggestions, recommendations, good practices.	01/09/2022	30/09/2022	5	35	39	0%
T2.2	**Harmonisation**	**30/09/2022**	**31/10/2022**	**6**	**39**	**44**	**0%**
T2.2.1	Harmonisation meeting n°1: NSA as a role of harmonisation commission + Team Leaders + Reviewers	30/09/2022	31/10/2022	6	39	44	0%
T2.2.2	Harmonisation meeting n°2: NSA as a role of harmonisation commission + Team Leaders + Reviewers	30/09/2022	31/10/2022	6	39	44	0%
T2.2.3	Technical notes	01/10/2022	31/10/2022	6	39	44	0%
T2.3	**Team Attribute evaluation**	**31/10/2022**	**30/11/2022**	**5**	**44**	**48**	**0%**
T2.3.1	Workshop n°2 will focus on: - Collegial ranking for issues resolved, satisfactory progress rate, insufficient progress rate; - Evaluation Progress Report	31/10/2022	30/11/2022	5	44	48	0%
A3	**Identifying good safety culture practices and development of guidelines**	**01/12/2022**	**30/04/2023**	**18**	**48**	**65**	**0%**
T3.1	**Identifying good safety culture practices**	**01/12/2022**	**31/03/2023**	**18**	**48**	**65**	**0%**
T3.1.1	Look for good safety culture practices and describe them in written form	01/12/2022	31/01/2023	10	48	57	0%
T3.1.2	Identify the safety culture practice according to degree of novelty, proven benefit, and replicability	31/01/2023	28/02/2023	5	57	61	0%
T3.1.3	Report on good safety culture practices	31/01/2023	31/03/2023	9	57	65	0%
T3.2	**Development of guidelines**	03/01/2023	31/03/2023	13	53	65	0%
T.3.2.1	Peer review: first session with OBB (Austria)	21/11/2022	25/11/2022	1	47	47	0%
T.3.2.2	Peer review: second session with Infrabel (Belgium)	05/12/2022	09/12/2022	1	49	49	0%
T.3.2.3	Peer review: third optional session with CFL (Luxembourg)	09/01/2023	14/01/2023	1	54	54	0%
T3.2.4	Workshop n°3 will focus on: - Information sharing instrument (report, IT tool, training) - List of good safety culture practices - REX of the project and peer review achieved - Architecture of "safety culture twinning guidelines in railways"	30/03/2023	30/04/2023	5	65	69	0%
T3.2.5	REX report	01/02/2023	30/04/2023	13	57	69	0%
T3.2.6	Safety Culture Twinning II Guidelines	01/02/2023	30/04/2023	13	57	69	0%
A4	**Dissemination and Project Management**	**03/01/2022**	**30/06/2023**	**78**	**1**	**78**	**0%**
T4.1	**Dissemination**	**03/01/2022**	**30/06/2023**	**78**	**1**	**78**	**0%**
T4.1.1	Creation of a public website for Twinning II project: structure, goals, news, and dissemination material	30/04/2022	30/06/2023	62	17	78	0%
T4.1.2	Electronic project brochure (key objectives)	01/04/2022	30/04/2022	5	13	17	0%
T4.1.3	Social media presence to show the characteristics of the project	30/04/2022	30/06/2023	62	17	78	0%
T4.1.4	Final conference in Brussels	15/06/2023	15/06/2023	1	76	76	0%
T4.1.5	Dissemination material and website	01/04/2022	30/04/2022	5	13	17	0%
T4.2	**Project Management**	**03/01/2022**	**30/06/2023**	**78**	**1**	**78**	**0%**
T4.2.1	Progress report to the European Commission	01/05/2022	31/10/2022	28	17	44	0%
T4.2.2	Final report to the European Commission	02/01/2023	30/04/2023	17	53	69	0%

