ENHANCING THE COOPERATION BETWEEN RAILWAY STAKEHOLDERS FOR IMPROVING SAFETY CULTURE

Twinning II final event and impact

Lead author: UIC

Dissemination level: PU

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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

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1. The final event of Twinning II project

The final event of the Twinning II European project was organised during the European Rail Safety Days 2023, which took place from 20 to 22 September in Tallinn, Estonia. The conference focused on nurturing a learning railway system, a topic of paramount importance for safe operations. The conference delivered a diverse range of stimulating presentations by experts and leaders from railways and other high-risk industries. Around 270 participants attended the European Rail Safety Days 2023, a wide audience from Europe and other regions of the world.

1.1 The First Day at the European Rail Safety Days 2023 – the Twinning II final event

The first day of the conference (20 September 2023) was dedicated to “Learning from each other, learning from experience” and was divided in 4 sessions:

- Session 1: Safety Culture Peer Reviews
- Session 2: Learning from safety critical sectors
- Session 3: Learning from investigations
- Session 4: Learning from monitoring

The presentation of the Twinning II European project was part of the first session on “Safety Culture Peer Reviews”, moderated by Enno Wiebe from CER.
Virginie Papillault, who oversees this project within the UIC safety Unit, was invited by Josef Doppelbauer to speak at the Safety Days.

She had 20 minutes to present the project, starting with a few facts and figures, then she introduced the members of the Consortium: CFL, Irish Rail, Infrabel, SNCF Réseau, EPSF, ACF, Trenitalia, DB Cargo, Lisea, ÖBB Infra, ERA in the advisory board and UIC as coordinator. She then gave an overview of the Twinning II project and presented its objectives. She explained the structure of the project with its 4 activities: preparation and data gathering, data analysis and evaluation, identifying good safety culture practices and development of guidelines and finally the dissemination and management of the project. She then showed a graphic representation of the key actors in a Peer Review and explained what a Peer Review is in practice. An example of a Peer Review timeline was proposed with its 3 important steps: preparing for the Peer Review, conducting the Peer Review, and reporting the Peer Review.

She then decided to give the floor to 3 of the consortium members who had taken part in the Peer Review, so that they could give their feedback experience on conducting a Peer Review.

Ludwig Koschnutig, responsible for the SMS in ÖBB Infra, was unable to attend the Tallinn conference, but presented ÖBB Infra’s feedback in a 2-minute video. He explained that he had the role of Host Coordinator in this Peer Review. He began by pointing out that a Peer Review costs time and money, and that it is not always easy to get the relevant staff away from their daily business. He then added that we had problems with the language in the peer review.

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The Peer Review gave ÖBB an overview of safety culture, some insights from outside the company. It gave also many details about behaviors, perception and expectation et the level of implementation of their safety culture vision in the daily business.
The Peer Review has showed ÖBB Infra areas of improvement where measures can be implemented to improve Safety Culture. The Peer Review also highlighted areas of good practice in which ÖBB Infra is strong.
He explained that, thanks to the Peer Review exercise, all the relevant departments at ÖBB are working on developing appropriate measures and implementing this positive approach in their daily work. He concluded by saying that the Peer Review had provided the basis for the next steps in their Safety Culture programme.

Then, Vincent Vanhoutte, manager of the Safety Culture Division and Natacha Dedecker, Teamleader General Affairs, both from Infrabel, were unable to attend the Tallinn conference, but presented Infrabel's feedback in a 3-minute video. Natacha Dedecker played the role of facilitator in Infrabel's Peer Review, which meant that she planned the interviews, explained the purpose of the project and intervened when language problems arose.

Vincent Vanhoutte's team took care of all the preparation for the Peer Review, including making practical arrangements with staff on the field and ensuring that everyone was accompanied to every interview, focus group or observation.

The aspects that impressed Infrabel the most were the way in which staff opened to the Peer Review team and gave an honest opinion on the different topics. Infrabel believes that it was very enriching to have all these professional from all over Europe, from the railway sector, and that this helped them to assess the safety culture within their organization. They highlighted the fact that giving the opportunity to staff to give their own opinion on what is going well and what should be improved in terms of safety is a real added value.

The results of Twinning II, according to Infrabel, showed them that it must use the experience of staff in the field to contribute to the continuous improvement of safety It will also help Infrabel to construct the safety roadmap.

Then, Neil Blakeley from Irish Rail, gave an insight into his role as Team Leader in one of the Peer Reviews.

Prior to Virginie's Papillault presentation on Twinning II, in the session "Safety Culture Peer Reviews", Doris Horvath and Claude Mark from CFL presented "Hosting a safety culture peer review: opportunity or burden?". The aim was to list CFL's areas of improvement and strengths in terms of Safety Culture and how these were highlighted by Twinning II. They analysed the results of Twinning II in terms of the level of Safety Culture in their organisation.

1.2 The Second Day at the European Rail Safety Days 2023 – the workshop sessions and presentation of Twinning II experience

The second day of the European Rail Safety days (21 September 2023) was dedicated to "Fostering learning opportunities". The morning session focused on workshops sessions, one of which is of interest to us: "How to conduct and participate in a Peer Review", organised and animated in cooperation with UIC (Virginie Papillault) and ERA (Fabrizio Carpinelli).
The aim of this workshop was to exchange views on the Safety Culture Peer Review exercises carried out in Twinning II, and to get feedback from experienced actors who have already conducted a Peer Review. To do this, in each of the 2 workshop sessions, we had the presence of 4 stakeholders from the Twinning II Consortium (Paul Hodgson from CFL,

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Neil Blakeley & Ken Byrne from Irish Rail and Thierry Saule from SNCF Réseau). Together, discussed the benefits and challenges of conducting a Peer Review. To do this, we used a list of questions:

- What is a Peer Review?
- How long does a Peer Review last?
- Who are the key actors?
- How do you prepare a Peer Review?
- What tools are used during a Peer Review?
- How do you go from raw data to a report on strengths and areas for improvement?
- What is the difference between an audit and a Peer Review?
- What tools do you use today to find out how your staff perceive safety and safety culture?

Based on these questions, we asked the workshop participants to provide answers, and where this was not the case, the 4 Consortium members were able to open discussion with the participants.

Then we presented the ERA Safety Culture Model with its enablers and fundamentals, used as a basis in Twinning II. We also presented the First Safety Culture Peer Review Handbook, drafted in cooperation with UIC and ERA, as a tool to be used in future Peer Reviews.

Below, you will find the agenda for the first session and the morning session on the second day of the European Rail Safety Days 2023. Finally, the final event of Twinning II is illustrated by some photos and LinkedIn posts from the European Rail Safety Days.

1.3 Communication and dissemination of the Twinning II European project during the European Rail Safety Days

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Agenda Safety Days 2023

Find here all the presentations from all the speakers who participated in the conference. All other information about the Safety Days 2023 can be found here.

Day 1 | Day 2 | Day 3

Day 1 : Learning from each other, learning from experience - 20 September 2023

08:30 - 09:00 Registration

09:00 - 09:30 Opening: Keynote Speeches

- **Josef Doppelbauer**, ERA (Presentation)
- **Sander Salmu**, Ministry of Climate of Estonia (Presentation)

09:30 - 11:00 Session 1: Safety Culture Peer Reviews

Chair: **Enno Wiebe**, CER

- **Kim Drews**, ERA - Why Safety Culture Peer Reviews (Presentation)
- **Doris Horvath**, CFL and **Claude Marx**, CFL - Hosting a safety culture peer review: opportunity or burden? (Presentation)
- **Virginie Papillault**, UIC - Fostering cooperation between railway stakeholders to improve safety culture. Lessons learned from the Twinning II EU Project (Presentation)

11:00 - 11:30 Coffee break

11:30 - 13:00 Session 2: Learning from safety critical sectors

Chair: **Michaela Schwarz**, ÖBB

- **Conrad Dube**, Nuclear Safety Expert - Enhancing safety culture in nuclear power plants (Presentation)
- **Marc Baumgartner**, IFATCA - The canary in the coal mine – why a Just Culture saves lives (Presentation)
- **Raphaël Baumler**, World Maritime University - Strengthening a safety learning culture in the shipping industry (Presentation)

13:00 - 14:00 Lunch break

14:00 - 15:30 Session 3: Learning from investigations

Chair: **Nathalie Duquenne**, ERA

- **Greg Morse**, RSSB - Does the past still matter? Learning from the Clapham train accident of 1988 (Presentation)
- **Pilar Calvo Holgado**, ESM - Seven Blind Mice. Lesson learned in Human and Organisational Factors from catastrophic railway accidents (Presentation)
- **Nelson Oliveira**, GPIAAF - Investigating to prevent. The role of National Investigation Bodies and their challenges for the improvement of rail safety (Presentation)

15:30 - 16:00 Coffee break

16:00 - 17:30 Session 4: Learning from monitoring

Chair: **Ilaria Castriota**, ANSFISA

- **Martynas Čekanauskas**, LTG - Geopolitical challenges and industrial revolution 4.0. How to manage emerging railway traffic safety threats? (Presentation)
- **Julia Burggraaf**, Researcher - Exploring big data effectively to identify the (human) factors that matter most and under which circumstances (Presentation)
- **Geir-Rune Samstad**, SJT - Learning from near-misses: a key stage for the development of a reporting culture at the national level (Presentation)

17:30 - 18:00 Day 1 Closure

Commentators' feedback

- **Amélia Areias**, **Jean-Christophe Le Coze**, **Lars Zimmermann**

Conclusive words

- **Kaido Zimmermann**, Chairman of the board, Director General, Eesti Raudtee

19:30 - 22:30 Networking dinner

(Presentation)

Figure 1 Agenda of the First Day

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Agenda Safety Days 2023

Find here all the presentations from all the speakers who participated in the conference. All other information about the Safety Days 2023 can be found here.

Day 1 | Day 2 | Day 3

Day 2 : Fostering learning opportunities - 21 September 2023

08:30 - 09:00 Welcome

09:00 - 09:30 Day 2 Opening

- **Tamo Vahemets**, Operation Lifesaver Estonia - The contribution of non-profit organisations to safety – How *Operation Lifesaver* supports railway safety in Estonia (Presentation)

09:30 - 09:45 Workshop introductions and split into rooms

09:45 - 11:00 Workshop Session A*

Eight workshops conducted in parallel:

#1. **Michaela Schwarz** - Cross-organisational SPADs – learning from each other (significant findings and myths) (Presentation)

#2. **Jean-Christophe Le Coze** - Strategy, change, learning and safety: discussing the lessons of the past, thinking about the future (Presentation)

#3. **Conrad Dube** - Improving performance by task observation and coaching (Presentation)

#4. **Jennifer Reilly** - Breaking Through the Noise. How to communicate effectively on safety (Presentation)

#5. **Dominique Künzli** - Not another questionnaire! An approach to address the level of safety culture in teams (Presentation 1) - (Presentation 2)

#6. **Virginie Papillault** and **Fabrizio Carpinelli** - How to conduct and participate in a peer review (Presentation)

#7. **Amélia Areias** and **Graça Brígida** - CHANGE! Risk perception and behaviour on the railway (Presentation)

#8. **Tshika Mfuni** and **Alice Bisshop** - Your brain on track. Experimenting the links between cognition and safety (Presentation)

Figure 2 Morning agenda of the Second Day



Figure 3 Photo of Speakers - Session 1

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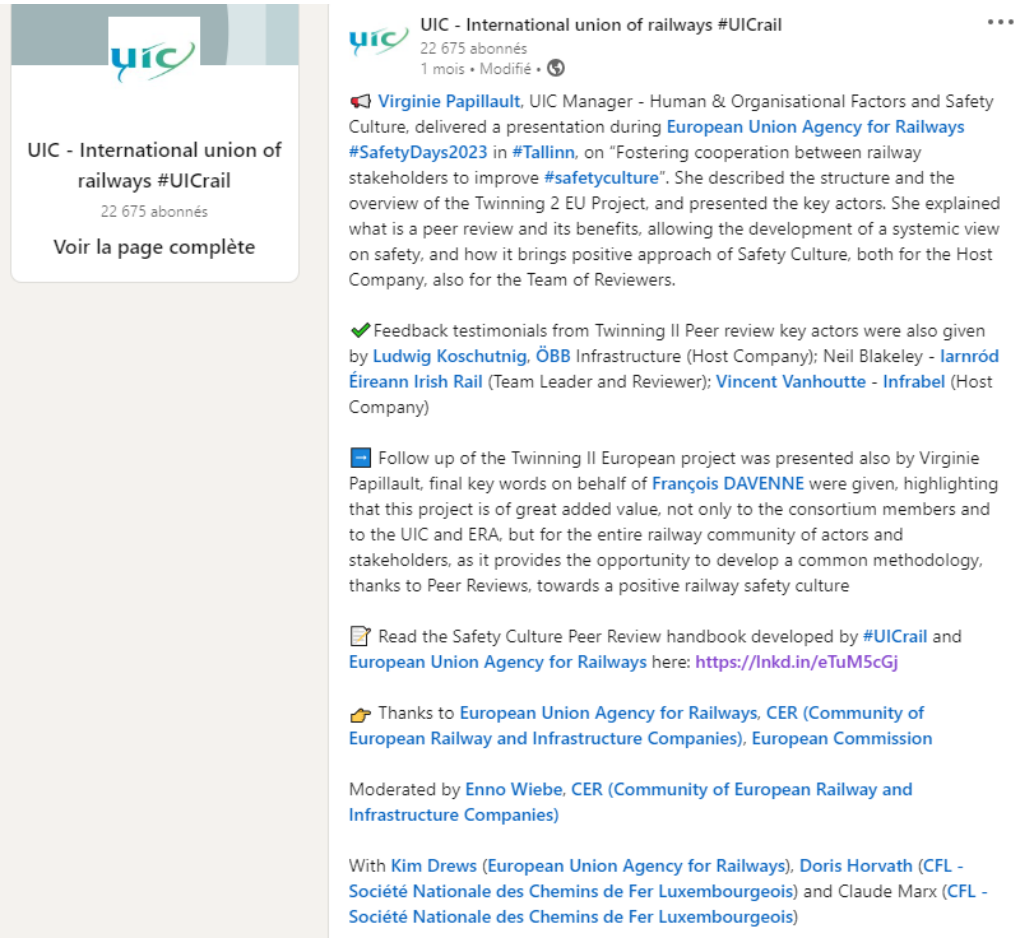


Figure 4 UICrail post for the First Day – Session 1

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Figure 5 Photo of the Session 1 - Day 1 - Q&A session



Figure 6 Photo of the Session 1 - Day 1 - Q&A session

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UIC - International union of railways #UICrail
22 675 abonnés
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UIC - International union of railways #UICrail
22 675 abonnés
3 sem. • Modifié •

Virginie Papillault, #UICrail, and Fabrice Carpinelli , from European Union Agency for Railways ran a workshop on "How to conduct and participate in a peer review" at the ERA #SafetyDays2023.

The purpose of the workshop was to present and launch the new #SafetyCulture Peer Review handbook, available here: https://lnkd.in/eTuM5cGj, created by #UICrail and European Union Agency for Railways and to have feedback from experienced stakeholders who already conducted a Peer Review, discussing about the benefits and challenges of the Peer Review.

With Neil Blakeley (Iarnród Éireann Irish Rail), Ken Byrne (Iarnród Éireann Irish Rail), Paul Hodgson (CFL cargo), Thierry Saule (SNCF Réseau); Cedric Cassanet (DB Cargo)



Figure 7 UICrail post during the workshop session on Peer Review with Twinning II Team

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2. Impact

In terms of networking, the opportunity to organise the final event of Twinning II during the European Rail Safety Days was decisive in terms of success. It boosted exchanges with participants on the Peer Review Process, the methodology used, and the experience acquired during the 3 Peer Reviews conducted in Twinning II. Moreover, by giving the floor to the main actors in Twinning II, it showed that the Peer Review is above all a team exercise, with a real team spirit.

As for the Twinning II workshops, they also stimulated the interest of participants, who asked many questions during the workshop, but especially afterwards. In fact, 3 companies have already decided to “sign up” for future peer reviews.

In terms of image, this final event was organized by ERA, which decided from the outset to give Twinning II a special place in its conference. This is a strong sign from both ERA and UIC that the topic of Safety Culture Peer Reviews is of vital importance to the rail sector.

In terms of cooperation, this final event also showed that UIC and ERA are increasingly cooperating on the topics of Human and Organisational Factors topics as well as Safety culture. The Safety Culture Peer Review Handbook is the concrete result of our cooperative work, as well as the co-organization of the workshop session on “how to conduct and participate in a Peer Review”. This cooperation is essential if the rail sector is to improve its safety performance in Europe.

In order to continue the work begun under Twinning II, UIC and ERA have reached an agreement to carry out future Peer Reviews. They are in the process of setting up a UIC-ERA working group whose aim will be to:

- Keep the Peer Reviews tool up to date,
- Evolve the Peer Reviews process as necessary,
- Organise 2 to 3 Peer Reviews per year

UIC and ERA will coordinate the team of reviewers and the team leaders and will provide training to new reviewers and team leaders.

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