



IRSC Hong Kong 2010

Human Factors in Challenging Financial Times – An Australian Perspective

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Human Factors – The Good News

- Developing understanding & acceptance of human factors in the rail industry
- Building an understanding of Just Culture
- Humans are not machines
- Normal for humans to make mistakes
- Error tolerant safety management systems
- Incident causation investigation
- Discipline vs performance management

Rail Resource Management

- Aviation
Crew Resource Management (CRM)
- Maritime
Bridge Resource Management (BRM)
- Rail Industry
Rail Resource Management (RRM)

= Improved safety performance

HF in Challenging Financial Times

- We thought we were invincible
- Along came the:
Global Financial Crisis
- Our superannuation savings decreased
- Bank Managers fell behind used car salesman in community standings
- Lost business confidence

Global Financial Crisis

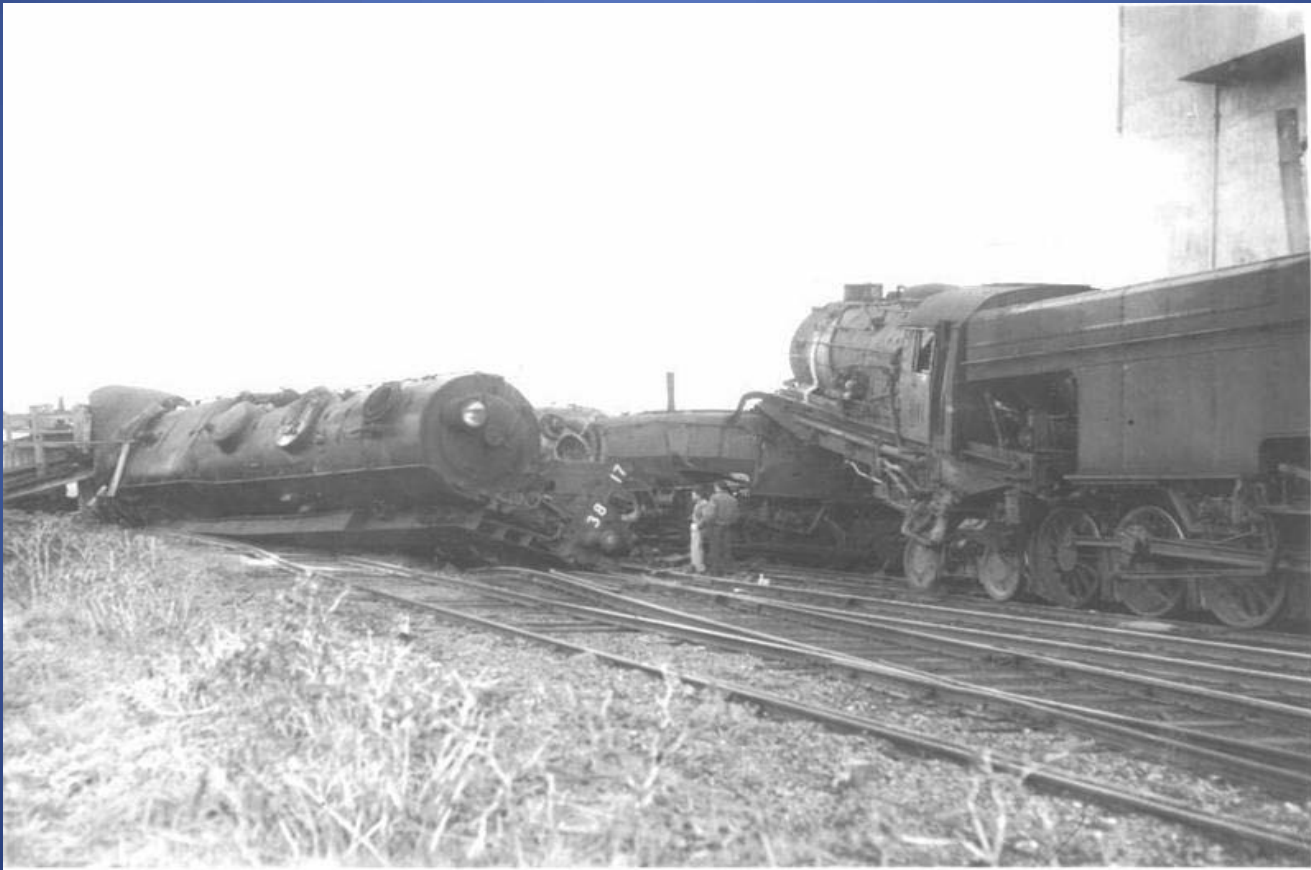
- Impact on rail industry
- Public vs Private sector
- Privatisation impact
- No long term planning
- Loss of competence
- Cost reduction
- Impact on HF programs



HF in Challenging Financial Times

- In some rail entities, experienced rail expertise and competence is now viewed as “baggage from the past”
- Those who do not remember the past are condemned to repeat it (George Santayana)

No Human Factors in 1963

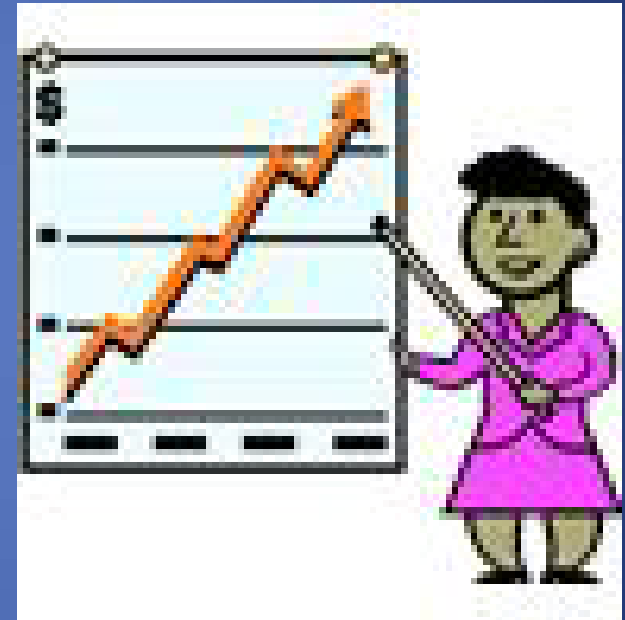


No Human Factors in 2010



Some Good News

- Improving financial trends
- Rail transport popular
- Increased volumes
- Increased passengers
- Emerging HF acceptance
- Continuing cost reduction
- **So what are we doing wrong?**



Safety Manager Key Lessons

- Failed to secure management support
- Lack of internal HF champions
- Singular safety case focus
- Lack of financial business case thinking
- No demonstrated return on investment
- **We have to change our thinking?**

Key Questions

- What effect will GFC have on rail safety culture & performance ?
- How can we prepare for a potential second GFC ?
- What lessons can we take from the crisis so we don't make the same mistakes next time ?
- **Or are we flogging a dead horse ?**

Flogging a Dead Horse

- The bush wisdom of the Australian Stockman passed down from generation to generation, says that when you discover that you are riding a dead horse, the best strategy is to dismount
- However, in the Public Service, a whole range of far more advanced strategies are employed, such as:

Flogging a Dead Horse

- Change riders
- Buy a stronger whip
- Visit other countries to see how they ride a dead horse
- Perform a productivity study to see if lighter riders improve the performance of dead horses
- Hire a contractor to ride the dead horse

Flogging a Dead Horse

- Harness several dead horses together in an attempt to increase the speed
- Appoint a committee to study the horse and assess how dead it really is
- Re-classify the dead horse as “Living Impaired”
- Develop a strategic plan for the management of dead horses
- **Promote the dead horse to a management position**

Human Factors in Challenging Financial Times

Let's hope we are not flogging a dead horse

Thank You

