



International Rail Safety Council

Organisational culture and safety outcomes

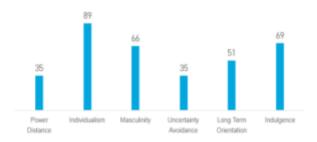
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External impacts on culture



The safety culture of the organisation is affected by: National culture:

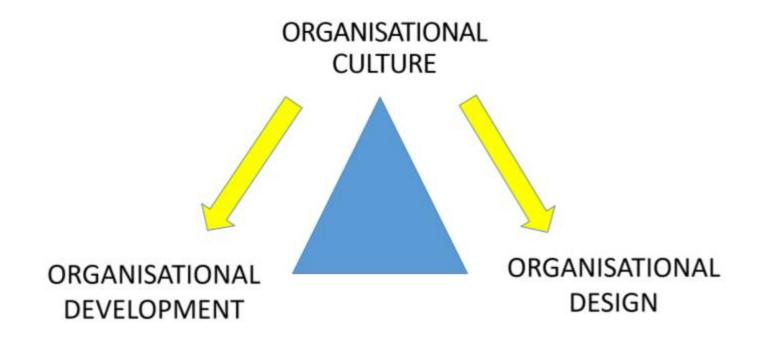


planning, collaboration, degree of risk taking and instant gratificationall of which can have a significant effect on safety

Organisational culture: see next slide



Internal factors affecting culture:



Organisational development: Is a process of planned, systemic over-arching change designed to improve effectiveness. As such it includes interventions for processes, structure and culture.

Organisational Design: Aligning the structure of the organisation with its objectives

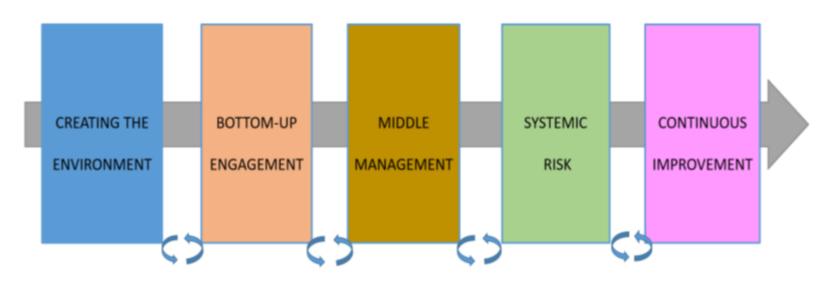


Creating a vision statement:





Organisational Focus



TIME



Individual focus and change





Changing 'safety culture'- leadership







Defining safety leadership behaviours

How to deliver the vision

experted taking

- Defining how to lead for fair culture
- Supporting up-skilling and monitoring effectiveness of safety conversations
- 360 degree feedback on safety leadership behaviours
- Your voice- greater engagement better safety



Changing 'safety' culture - engagement

Additional for sequence of a religion feature fail.

There fails in the processor of the control of the control



Bottom Up Engagement







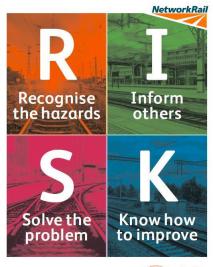
Setting behavioural expectations through:

- Golden thread rules (Life-saving rules) linked to a fair culture process
- Engaging all staff with understanding risk-bowties
- Creating local behavioural agreements safety lens
- Creating skills for speaking up-big picture
- Creating opportunity to improve safety - close call

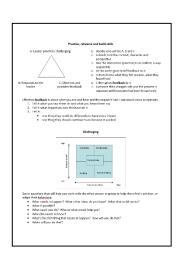


Changing 'safety' culture - management









Think RISK





Performance reviews

Developing management of safe behaviours

- Developing presentation and empowerment skills
- Developing listening, delegation and holding to account
- Creating stronger risk management and assurance
- Embedding behavioural evaluation into key development processes



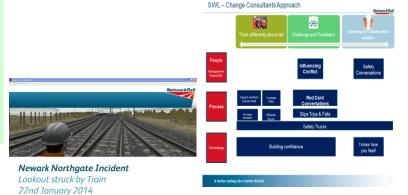
Changing 'safety culture - reinforcing all barriers

Systemic Risk









Creating risk management in all corporate decisions:

- Understanding responsibility for safety in all roles
- Using learning events to increase risk awareness
- Embedding safety behaviours in key safety programmes
- Sharing learning quickly and through robust active learning
- Weaving behaviours through all change programmes



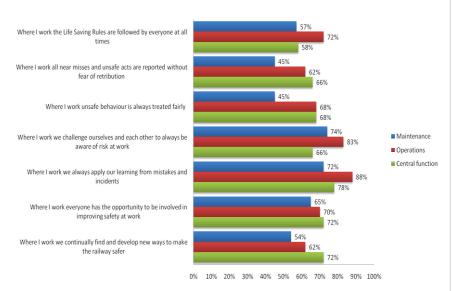
Changing 'safety' culture- monitoring and

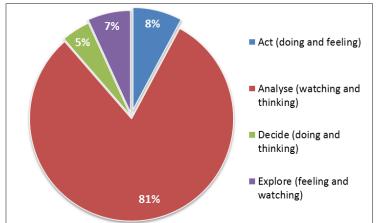
driving improvement

Continuous Improvement

Utilising learning events and measurement for improvement:

- Analysing whether full adult learning cycle complete and intervening if not
- Creating simple narrative measures to create ownership of change throughout business
- Tracking and monitoring against leading cultural change measures





Coltural Themes	1 Complaining Why stoud we do aryming?	D Receiving Me as something secure others are used.	3 Directing We need to get employees to blook the quest	d Davolving Individuals are responsibility	5 Involving Everyone is involved in making that a self-rouse
Compliant Culture What weld see	Pocycle bissarily broaking Life Saving Rules to get the lob dave Cover up, denot and blame	Striking to the rules if being wanther. Its bean CR external body insufficient breiting, very poorly progression of the claims another.	Managers starting to build safety rits lests and staff starting to billion Clearer rules; donnearing leader, safety, and faithful for yourself	Deing boyand compliance encouraging & shallenging one entitler to be safe Stepping unsafe acts; salong targations. Procedure safety	Safety experienced as a priority for energone - Inc. contributions- no need to refer to naise. Conventations: passion: open & horizot, time planned for safety
What word hear	We don't need rules — they're confusing. Rules are for 'quobled'ors, what's it get to do with me? "What's the problem?"	transmoot selects plans, apellier if do it has the bose will get me disciplined I get cought? We do it - we're being spied on? We've doe: - we're being spied on? Wh've doe: 2 days work in 1°; "Shut up and get on with 2°.	Manager "OK, this is how we're going to do this railest". I see only fallowing the rules." "Ok but give us time to do the job salebit."	barsions. Procine select barsage: "Oil everyone, how are we sains to do this select?" They you entable - 2's Oil." That went well don't s?"	From to manager "Ballety" From to manager "Ballety" Important bost - and this would make it even saler
Reporting Culture What wold see	Everyone agranes or turns a blind eve - or colludes to cover up rickletts. People as sock when they shouldn't be calcify downing, not reporting.	The bush about incidents only come to light in extreme cases light that took other or inscription! Doing the basic maintain, sudden without for arring resource, throughout but paintiess, inclosure, paperson.	Reporting systems are in place, more familiar, used and start to be suited. Pasting guidance & support through briolings & comes.	Reporting system is unscalar and none usable, more individuals egod from the scene of an exident - noticing about their own actions. Dison to communicate offsolively does take uncertary responsibility	The system is expensioned as single, resorting on all issues, robuiting prescribed responsibility has become natural & common lates reporting on prescribed decreases in incidents, change to monoging a fol.
What would hour	"I'm not reporting fright - I'll and up in the """ his required to know - just get on with it!" Nothing would happen if were to report anything."	"It wasn't my fault, it was an accident" "Europere does it (I'm the norm) but I was unlicity this time". I know it his got report the but \$50 a pain"	Starting to say "I suppose diose cals are inportant – I'll report fluir "Vivi to following procedure so serier safe"	This is inscrimit – Im-going to report if. It can see the benefit of dring the rose."	"We just do it"; "It's all all you do wheel" "Look teer for we've come since the bad did dever up dises!" "Lot's share the information";
Felir Culture What we'd one	Managers blame staff for safety lesses, staff blame poor planning ifn is and them culture; currelyment is rife.	Many managers don't ready (pg., (pg. safety & rouer feer backs. Cyricoen and disbellef about fise outure)	Managers start to see that fair suffam estends beyond montgaloost; moths begin to be broken down	individuals and teams seen to be resided fakty; a genuine deate to find underlying couses of relidents.	Regular ching of feedback & missing on concerns: Contracts only awarded to firms with a fair outure. That between unions are managers.
What weld hear	"Why should I - I'll lose overtime, per nithtleh jobs - or the pueh" Norsiger: "You've responsible for this - it's obvious"	Why did you do that?" It's down to you - you signed the appended." 'Our bode buys one thing & does enother."	Managers to Section/Manager You've got to make this for cature toppers; Dut you hear about 'X' - he didn't get the sack! Whe not?"	Hong on - 2's not that simple - et's get to the fixes' Let's get our H&S repairwolved'	Depy water "Ti oil our section manage about his incident - we always do, these days" "We've got a fair & open culture freme days"
Risk Aware Culture What we'd see	Figh account rates. Perforsance deetly the most important thing. Taking about safety but daing institled. Lack of continuity is assessments.	Responding to events by making room name. Taking about making taking about mix without really understanding. "Doing safety" like a risket.	Managers start asting for risk accessomers: Teams becoming more affarmed in taking about risk Mane existing of 'exclusio' & specifing-out	Individuals & home start making informed decisions about tisk usualmetrip - leading by example in safety loars etc. Planners seen out on track	Teams collaborating with contractors to agree risk accessorant. Buff to their manager how INCy manager fish. Contined efforts
What wo'd hour	"Dotting hart is part of the lob- dament comes with the tention?" This will never score? The nationals only for tough soriess?	"That's the Safety Qeabuproblem" "Come on, bester do II - It's the Susuar of the name." "Safer to go by the back _{ery} you've not point to think!"	"Wo (leasters) need to do this and here's why". Manager "CK, I were you to assess the risks in all pibs"	The can make that decision —we per manage the risks." This rechappy with this exit! posit with my boss before I corry on!	Twonder what others would do about Digit. Teams: Let's name a declare? Manager to learn: Your are you menager of ship one?
Culture Viver we'd see	Clame restuless again & again; not literating or working to change. No though in systems. High turnown of ignocil working, linked to problems in the system.	Some have been told, others haven't lack of understanding, fally? Very law application of learning, more rules and 'denhlocents' as a round of residents, investigations happening tost poor pusition.	Thorsugh birefregs, ugenod acceptance but still lack of the Forg Close calls good in importance investigations stockly gating better Town Hall birefregs throughout the country — generating the social country — generating — generating the social country — generating — gener	Requests for Into, realistic toperchations: test (aponting) falls yet, test fave to speak up. Personal close cable reported wound that for reconstructed social actions are fallen before sign off. following investigation Majority of close calls are closed.	Lessons learnt shared, cross sections of people involved; active selections of people involved; active selections of the selection of COs are showed. League proportion of COs are showed. So of investigations drops.
What we'd bear	Titud else can I learn? – I've nover boss harmod? These set on again? Those cash are a pain in the ares? This is nover gappa change? This is nover gappa change? This is nover assume & presides on the saltice? for the post 75 years.	We need to revestigate that that fin sure we did everything we should have done so it will be someone effect that? I've been on the cause / got the badge. This was a floreigh investigator - lock how that the report of."	"we ment to follow these rules because we have to - the bess lears as - 1 (assign, the first their the fact them to the fact	by colleague load me that this is wrong so I stopped and changed for softman of the softman of t	we discussed how we could do this in a lafer way and between as all we fluand our goal of wooding safer together between work started. Tably do we do things this way? "They was sore this will work safely?"
Richary Culture What we'd see	Us & them; no opportunity to orquide. Making past an issue – "It's not my area of responsibility."	Reporting but not doing anything Florigia problem without asking others Butther stamping / token gestures of medicing others Loyal to under-pressure manager	Fixing a problem without analysing cause or solving others Told to involve extrenal agencies Deter decision rooking as a result	Passing on reight knowledge & accidence without covacian to near blood. People switching to become needs restend of tell. More polaboration across disoptives.	Looking out for each other; weeks other rules as important. Creater confidence because of well rounded team. Always open to learning / a better vary
What send hear	the not my job I just get past to six my work, not to their." His don't know what they're dainy robody likener." Dunidens / "blain hally" - what do they know about the nationy?" Don't ank me. I'm not my asso." I look the mot an workshop & I'm not invited anymore."	THI don't do this then my bose set give me a north gible off. "Why die better modern X. A.". "Ler's both a committee". "DRR i Bennersweet gippigguess se seule if see deril "Wh've been told we've gippigglass to Ope / Moletenance".	I named the instructions regime to happening but no ones opchaed, to me, but instructions opchaed, to me, but instructions are about it so why should I report it agent? This impartant we include X & Y because?	I released this ward examinating wave been about all afformation. They are about it afformation. They are about it afformation to they — the book switted to hear my wave on that? I see a see a 1 seed more emperium of all secured of The asked the contractor for their pake on that.	The incident everyone at all terms before exterior such 8 are some to with an agreed agreed to option the sol flow collect. The object will be option to option the sol flow to the sol flow to the sol flow the sol flow to the sol flow the sol flow the sol flow the sol flow to the sol fl
entovativa Culture What weld see	Changeprent the recrise; recrease in salety issues but few resi stops – and they get, subsided by others.	Clear direction in scientifields— exhaus added when scientifield goes sering; Lots of scalables telling us how bad we are	Sorre passion in promoting Life Source Rules & other initiatives	Madang on installment trying different things, confidence in what we're doing	Engagement - everyone has a resor; continual eye, in performance and a safer railing; cross instactly knowledge stone
What werd hear	the don't want to do that because we have always done it this vary." They hear what they want to sear. This is the relivery, don't bring in rem-forgers ideas." "Yo a fad - 21 pack."	"We have to do it this way because we've been tald to." VW carn because." To was better when we Taster give is a trial — but it is ret. Sector 900 if a trial — but it is ret.	The does differ way - I don't was what you've done builties in the way we've done is before. This is the new way. I want is to do a process expressment evice.	You don't free way test not more what you did. We could discove afterwards to see what the briefles are. There is a before way! This is not a show-stopper to this?	"We chastenged this on site and worked set a before method of doing this which we shared with everyone to benefit the wider relating." "Left's talk aleast it." "Yest was a work useful discussion!" "Cs CK to I'vy and fall."