International Rail Safety Council

Organisational culture and safety outcomes

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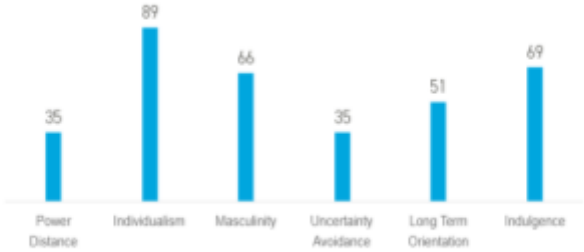
External impacts on culture

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



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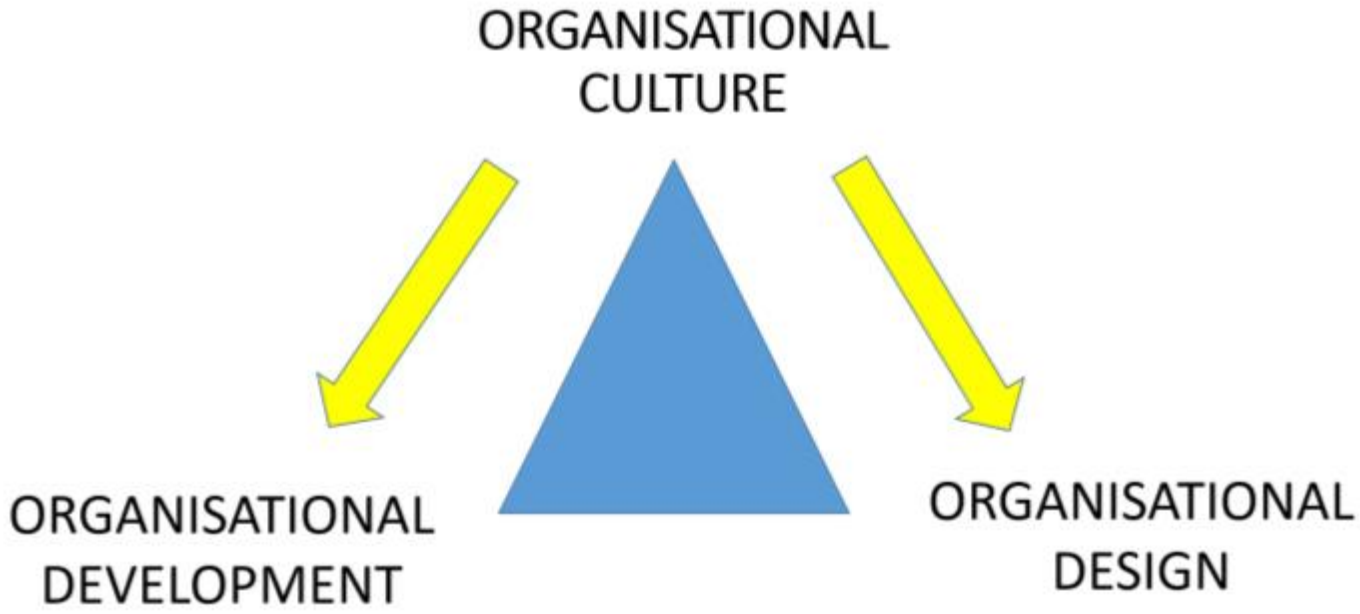
planning, collaboration, degree of risk taking and instant gratification- all of which can have a significant effect on safety

Organisational culture: see next slide

Internal factors affecting culture:

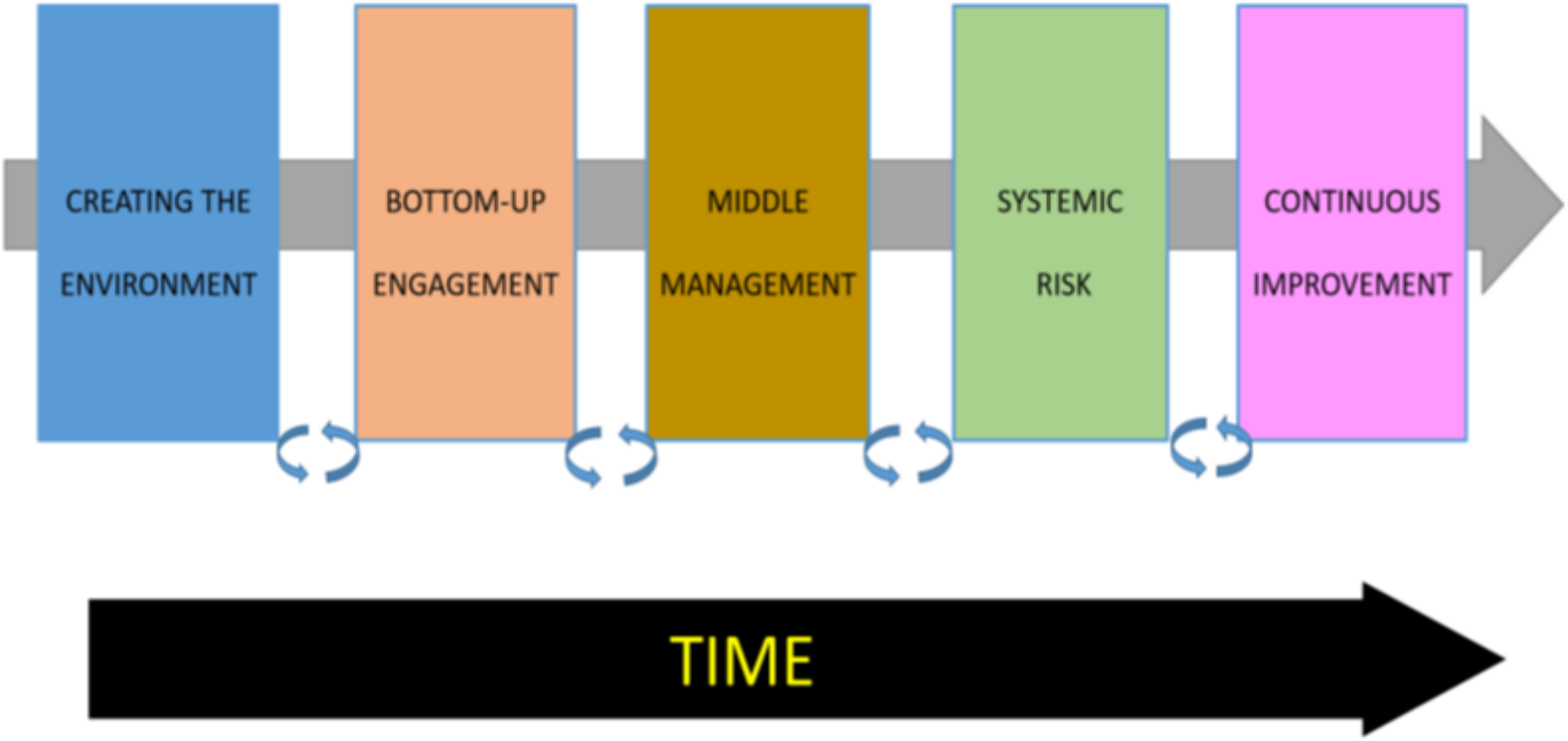


Organisational development: Is a process of planned, systemic over-arching change designed to improve effectiveness. As such it includes interventions for processes, structure and culture.

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

Creating a vision statement:

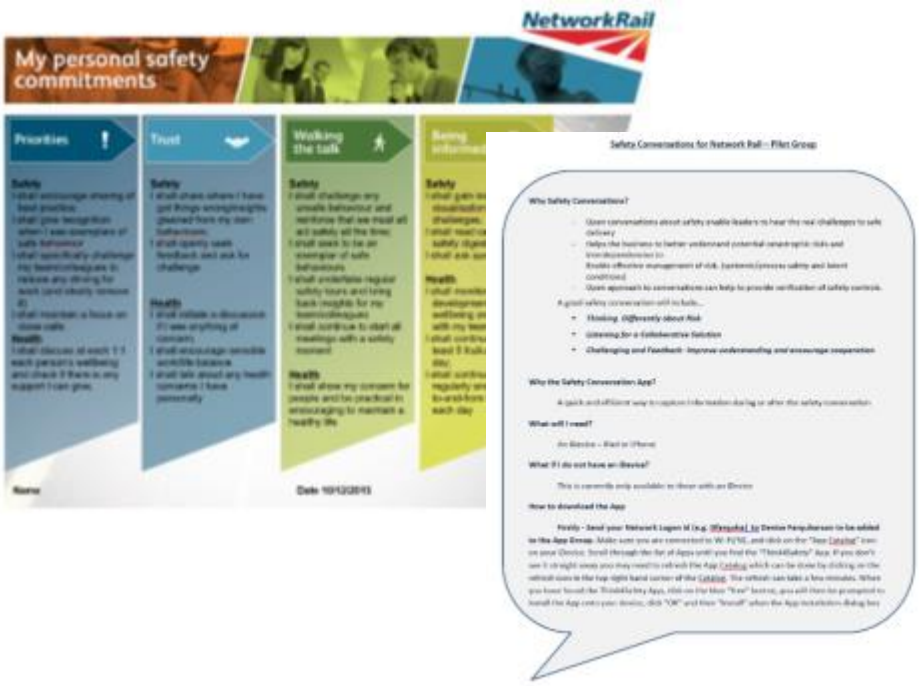
Organisational Focus



Individual focus and change

Changing ‘safety culture’- leadership

Creating the environment



Defining safety leadership behaviours

- How to deliver the vision
- 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

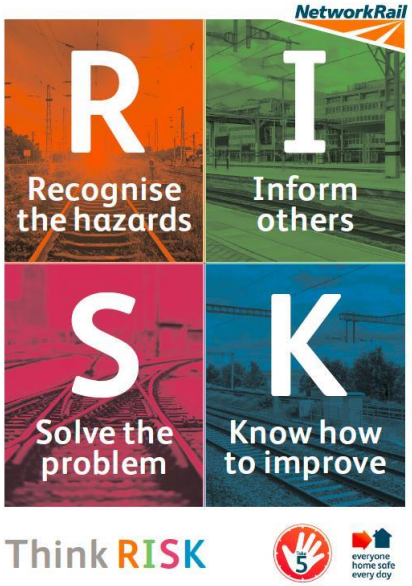
Bottom Up Engagement

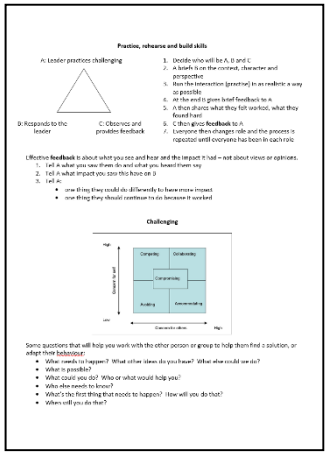
Setting behavioural expectations through:

- 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

Middle Management





Interviews

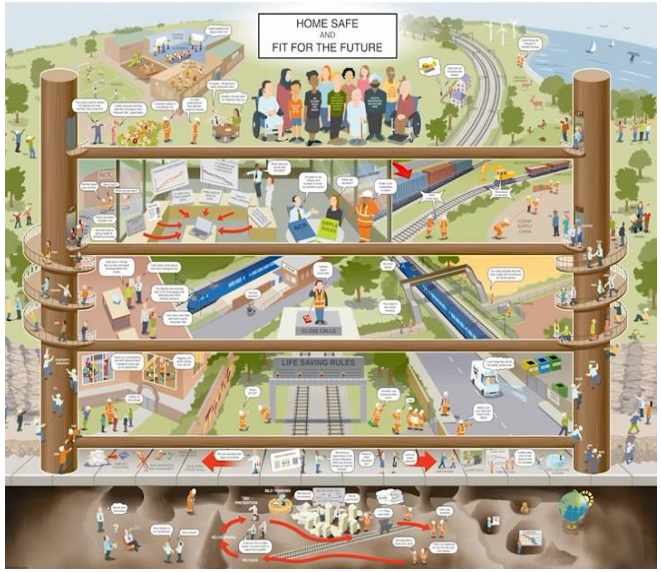
Performance reviews

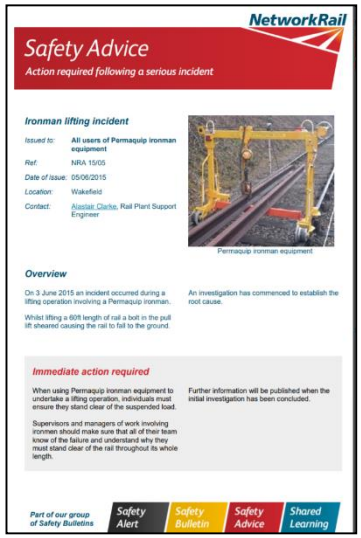
Developing management of safe behaviours :

- 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

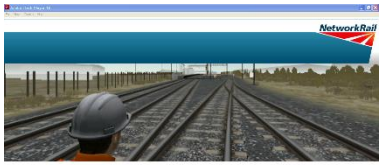
Changing 'safety culture - reinforcing all barriers

Systemic Risk

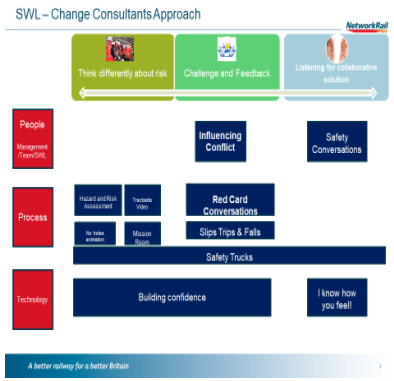




home safe plan



Newark Northgate Incident
Lookout struck by Train
22nd January 2014



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