



COUNCIL  
MEDICAL SOUTH AFRICA



# SC 2023

INTERNATIONAL RAILWAY  
SAFETY COUNCIL

**"Reshaping Railways in an Uncertain World"**

CAPE TOWN, OCTOBER 1 - 6, 2023




**IRSO**  
INTERNATIONAL RAIL SAFETY  
COUNCIL



**IR**  
INT

HOSTED BY  RAILWAY SAFETY  
HOSTED BY  REGULATORY  
RAIL SAFETY ON THE RIGHT TRACK



Zoe Tse, General Manager – Operations Safety & Quality  
MTR Corporation

## The Journey of Just Culture

# 港鐵路綫圖 MTR system map



**安全第1**  
**質量至上**  
Safety First  
Quality Always

## Heavy Metro

## 11 Lines

## 98 Stations

**271** km

## Light Rail

## 68 Stations

## Performance

## Passenger

## Journeys On-time

**99.9%**

## Average Weekday

## Patronage

**4.45M**

## High Speed Rail

(Hong Kong section)

## 1 Station

**26 km**



# Schein's Three Levels of Organisational Culture

What we See

Norms, Behaviours,  
Systems, Processes  
(Visible)

What we Say

Strategies, Goals,  
Values, Attitudes  
(Less visible)

What we Believe

Belief, Perceptions,  
Assumptions  
(Subconscious)



Safety culture improvements, adaptations, and successes in rail



# Just Culture

Emphasize on “What went wrong?” instead of “Who caused the problem?”

- **Systems thinking** by focusing on **mistakes caused by faulty organizational culture** but not individual
- Individuals are **Accountable for their willful misconduct or gross negligence**
- Create an **open environment** where individuals feel free to report errors
- Help us to **investigate and correct the root cause and learn from mistakes**



**Problem is often the fault of the system.**

**Change the people without changing the system, the problems will continue.**



# MTR Just Culture Journey

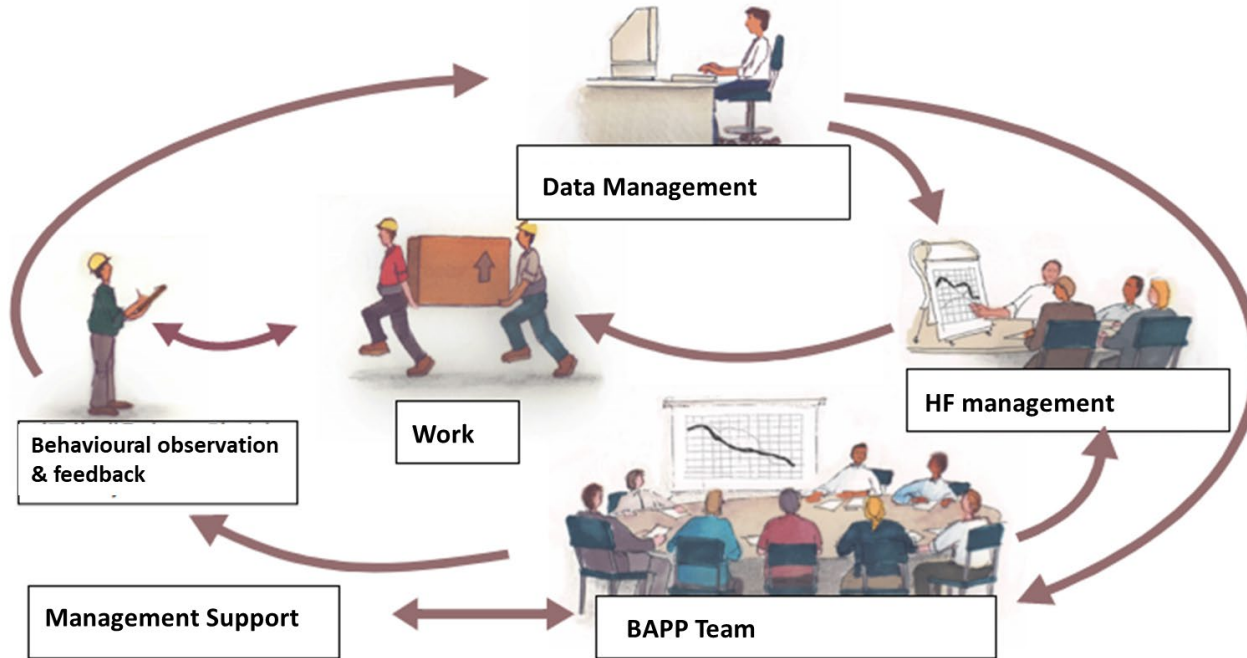


Safety culture improvements, adaptations, and successes in rail



# Behavioural Accident Prevention Process (BAPP)

Encourage safe behaviour and prevent at-risk behaviour

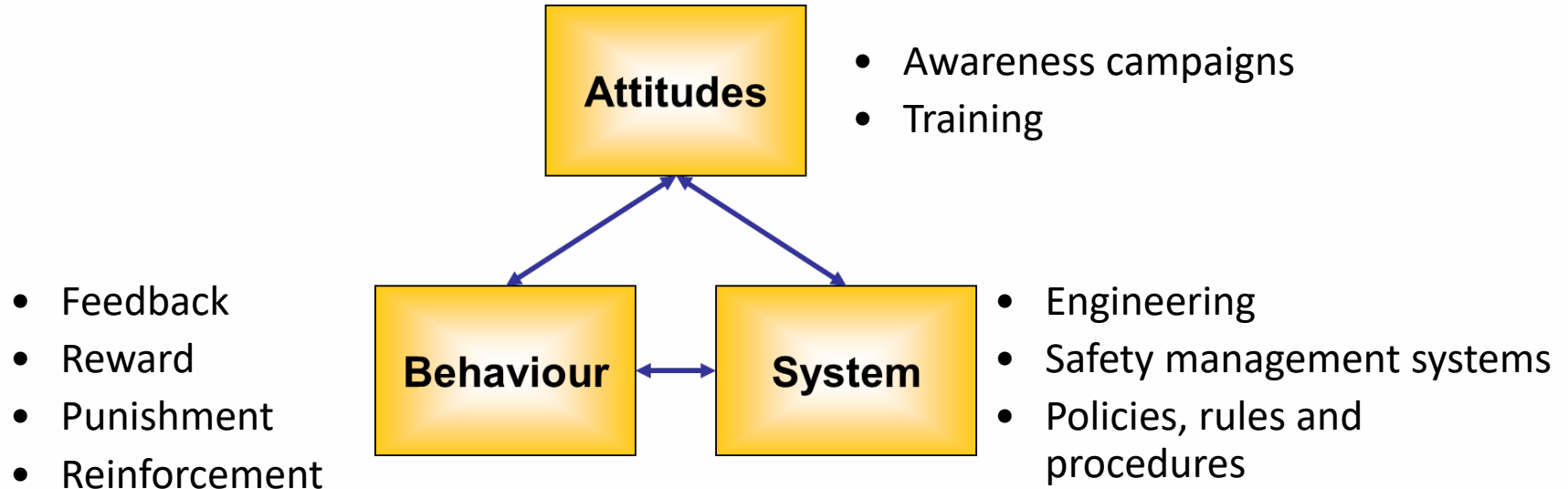


Safety culture improvements, adaptations, and successes in rail



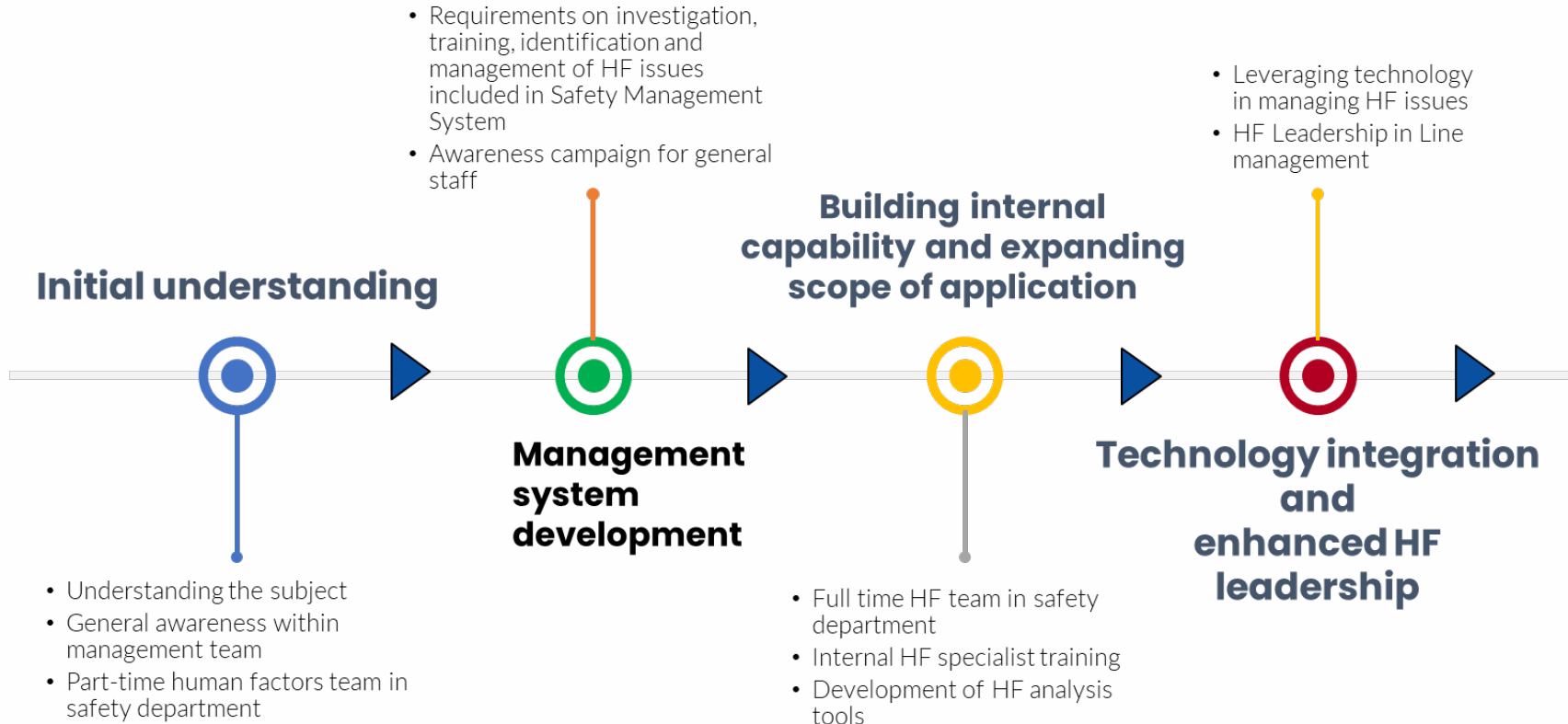
# Human Factors Management

## Multi-faceted approach to improvement





# Human Factors Management - Phase II



# AAA iSPOTit Programme

## Promote safety reporting culture

- Encourage staff to report safety issues which helps **identifying and addressing potential safety hazards before they escalate to a more serious safety consequence**
- **AAA iSPOTit**, a well-known in-house mobile app to enable staff to **report safety hazards, near-misses, and anomalies** anytime, anywhere without fear of being blame
- The report submitted by staff will be sent to the relevant parties simultaneously via emails for follow-up.
- **Has anonymous reporting options** for staff to choose to report which creates a safe and positive impression on

Reporting



**Anomaly • Alert • Action**



敬小慎微、防微杜漸！  
見異即報、安全有你！

Safety culture improvements, adaptations, and successes in rail



# 5C Culture

## Reinforce safety mindset

- This approach fosters a culture of safety and accountability in a relatively **grounded and easy-to-remember way** and helps reduce the risk of errors and accidents.
- 5C is a safety mindset that encourages employees to consider **Consequence, Compliance, Communication, Competence, and Culture** in their daily work.
- Not just promotion and communication, but extensive implementation in daily works e.g.
  - pre-work safety briefing
  - incident review & lessons learnt



# Just Culture

## Reinforce staff awareness and support collaboration

### Just Culture Policy

Just Culture needs to be supported by management and staff. All employees are responsible for their actions and are held accountable for their decisions and behaviours that may affect safety.

- To strive for continual improvement in safety performance, lessons learnt from the identification of potential risks, mishaps and real safety events are essential to prevent recurrence.
- Humans are an essential part as they provide the necessary flexibility and resilience to adjust to unforeseen circumstances.

We focus on what went wrong rather than who caused the problem. We will make every effort to create an environment deal fairly and justly with cases of human error.



### Unacceptable Behaviour

- Willful violation
- Cover up own mistake
- Gross negligence



### Understandable Behaviour

- Report own mistake or error immediately
- Unintentional
- Influenced by organizational / management / environmental issues



### Good Behaviour

- Willing to speak up and report / handle:
- Hazards
- Near Misses
- Anomalies



### 個案分享(1) – 不可接受行為

- 某晚非行車時間，一工作隊以徒步工作 (Pedestrian Access Work) 形式進入路軌範圍執行測量工作。
- 為方便工作，擅自安排從非正確開口進入軌道範圍。
  - 偽造 SafeTrack App 系統的「正確」紀錄。
  - 事後因紀錄上的時間不一致致「瞞騙」事件曝光。



**故意違規、偽造記錄 → 不可接受行為**

**後續跟進**  
正陸續為各條的QR Code替換為NFC感應，令代碼難以複製或篡改，以提升後備進入軌道程序的安全性。

### 個案分享(2) – 可理解行為

- 中午時於車廠範圍進行調車工作。
- 調較頭燈後，沒有經區離核實燈殼實況狀態。
  - 順意的電動車打發生故障。
  - 在強烈陽光照射下，會令控制面板上的燈號難以識別。

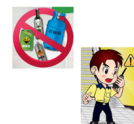


**受到環境和設備影響，未熟習新WI的細節 → 可理解行為**

**後續跟進**  
正檢視燈殼打和控制面板燈號的問題。

### 個案分享(3) – 良好行為

- 在列車上發現一名乘客攜帶石油氣氣瓶。
- 立即主動上前告訴乘客。
  - 立即向列車控制中心 (TC) 匯報事件。
  - 最終發現氣瓶被棄於車站樓梯位置。



**勇於匯報 → 良好行為**

**後續跟進**  
在不同平台宣傳同事的良好行為，讓大發了解事件及學習。

**Be Accountable**  
**Balance for Fairness**  
**Build Mutual Trust**  
**Be Brave to Report**

Safety culture improvements, adaptations, and successes in rail



# Just Culture

## Approach

- Enhance collaboration of management and staff
- Conduct non-incident driven reviews

Proactive and Preventive Actions

1

- Identification of common underlying factors
- Systemic controls over 'quick fix'

Learn from incidents

2

- Promotion and communication
- Train up Just Culture Champion
- Role based awareness & education

Awareness & Education

3

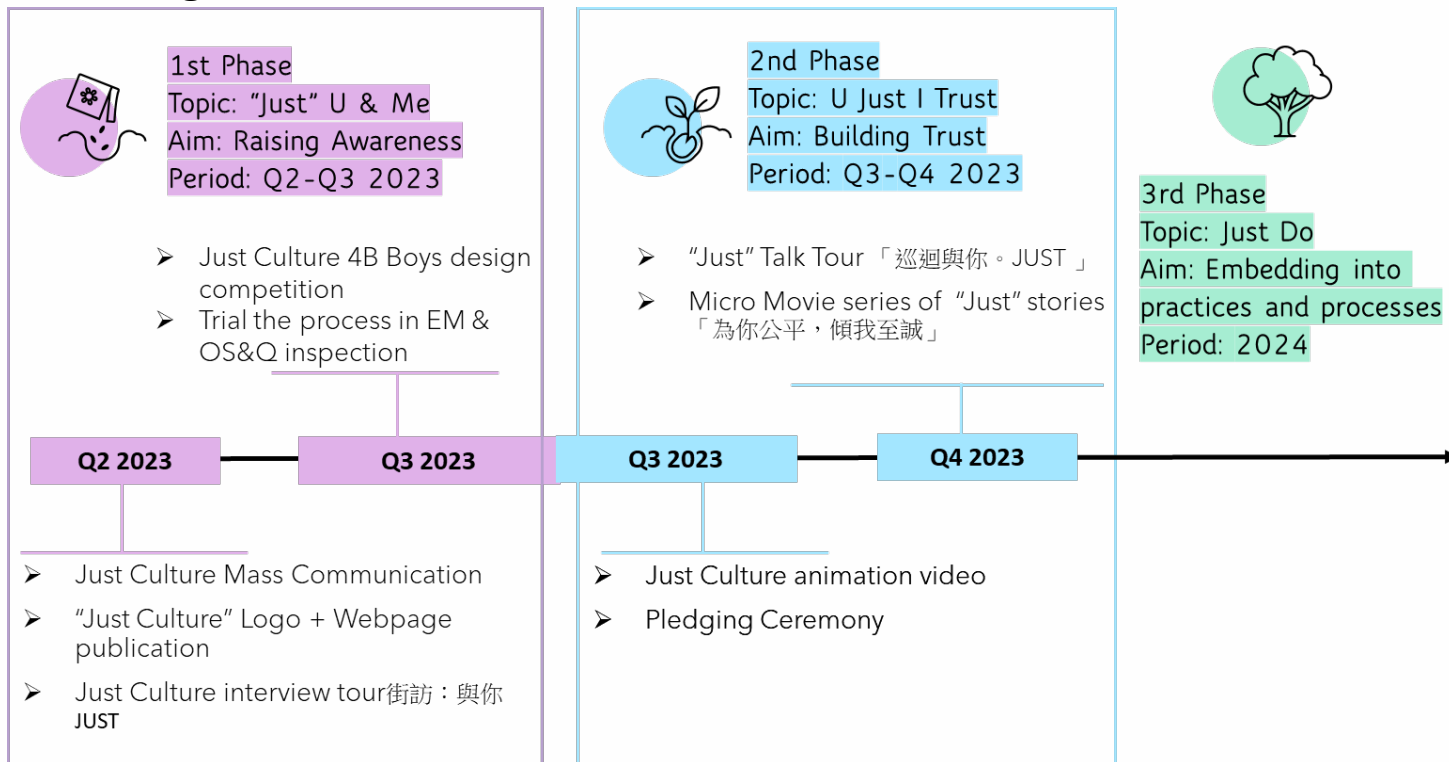
	<b>Be Accountable:</b> Accountability with a Learning focus	<b>Balance for Fairness:</b> Fair process with a systemic perspective	<b>Build Mutual Trust:</b> Trust and Collaboration	<b>Brave to Report:</b> Reporting and Learning
<b>Phase 1</b> (1 <sup>st</sup> 6-month)	<ul style="list-style-type: none"> <li>• Promotion and awareness training for all staff ③</li> <li>• Identify and arrange suitable Just Culture training for Champion ③</li> </ul>	<ul style="list-style-type: none"> <li>• Cases study and handling trial, i.e. sample one case monthly ① ② ③</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance visibility of systemic controls ① ② ③</li> <li>• Identify pain points ① ③</li> </ul>	<ul style="list-style-type: none"> <li>• Promotion for good behaviours ① ③</li> <li>• Enhance visibility of reporting tools ① ③</li> </ul>
<b>Phase 2</b> (2 <sup>nd</sup> 6-12 month)	<ul style="list-style-type: none"> <li>• Role/Scenario based awareness training focusing on common failures and consequences ① ③</li> </ul>	<ul style="list-style-type: none"> <li>• Tools development ① ②</li> <li>• Workshop with managers to discuss and learn how to handle cases ① ② ③</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct non-incident review involving staff to explore for systemic controls ① ②</li> </ul>	
<b>Phase 3</b> (3 <sup>rd</sup> 6-month)		<ul style="list-style-type: none"> <li>• Document Just Culture related information ③</li> <li>• Develop database ③</li> </ul>		<ul style="list-style-type: none"> <li>• Platform for good behaviours ① ③</li> <li>• Positive reinforcement programme ① ③</li> </ul>

Safety culture improvements, adaptations, and successes in rail



# Just Culture

## Promotion Programme



Safety culture improvements, adaptations, and successes in rail



IDS





## Just Culture Roadshow at Depots and Stations

## Just Culture Case Sharing



# Just Culture



## “Just” Talk Tour 「巡迴與你。JUST」



### Objectives:

- Collect feedback from different Segments/Departments through discussion sessions
- Get insights from staff of different levels

### Plan:

- At least 1 session for each Segments/Departments



## Micro Movie series of “Just” stories 「為你公平，傾我至誠」

### Objectives:

- Show before and after JUST
- Share touching real cases of JUST
- Elaborate the characters of 4B
- Reinforce Just Culture by storytelling

### Plan:

- Micro Movies for each “B” by highlighting the changes



## Pledging Ceremony

Management cartoon icon with personal commitment for email signature / profile picture



I support Just Culture

### Objectives:

- Top management and staff representatives commitment to support Just Culture

### Plan:

- Pledging Ceremony by signing on Just Culture Policy
- Sharing sessions: by external guest, e.g. psychologist, good story sharing
- 1<sup>st</sup> Session of Just Talk Tour

Safety culture improvements, adaptations, and successes in rail



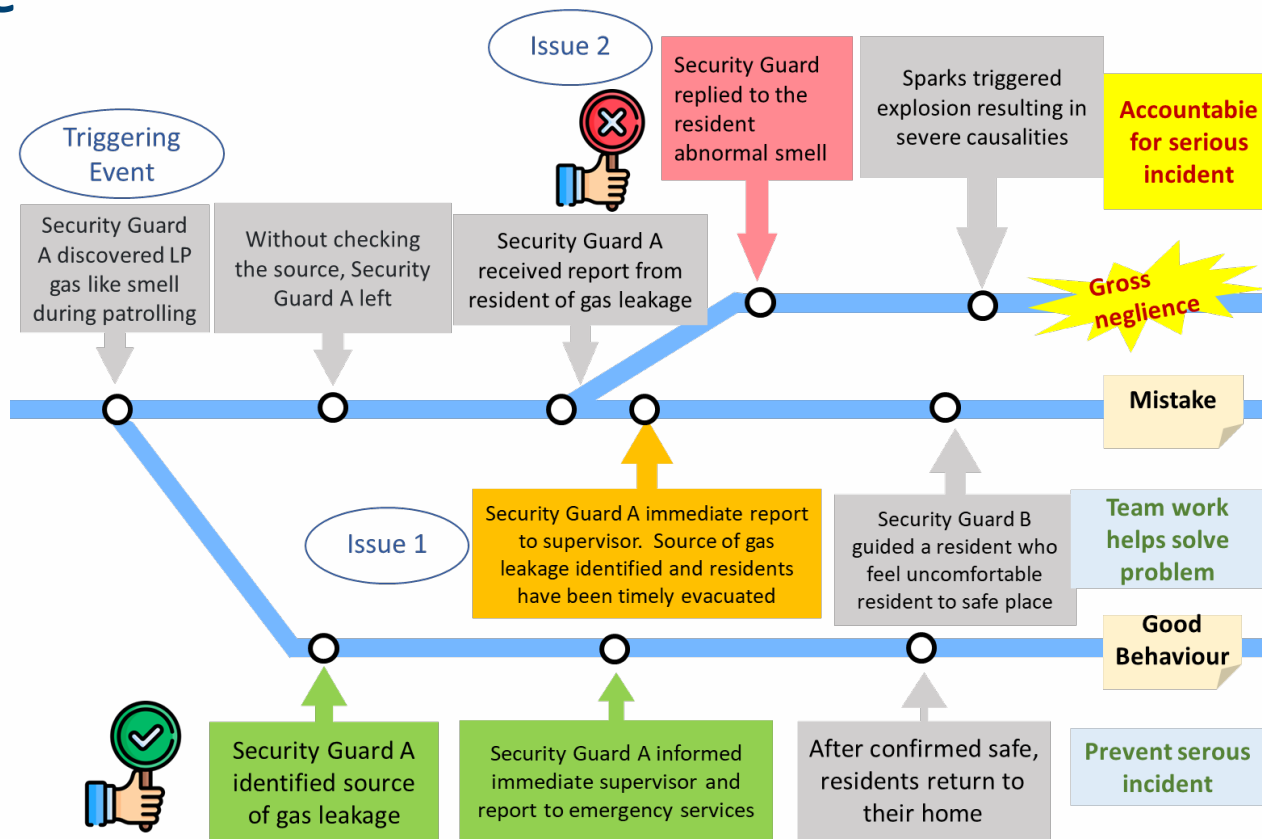
IPSC



# Just Culture



## Just Culture Principle Working Example

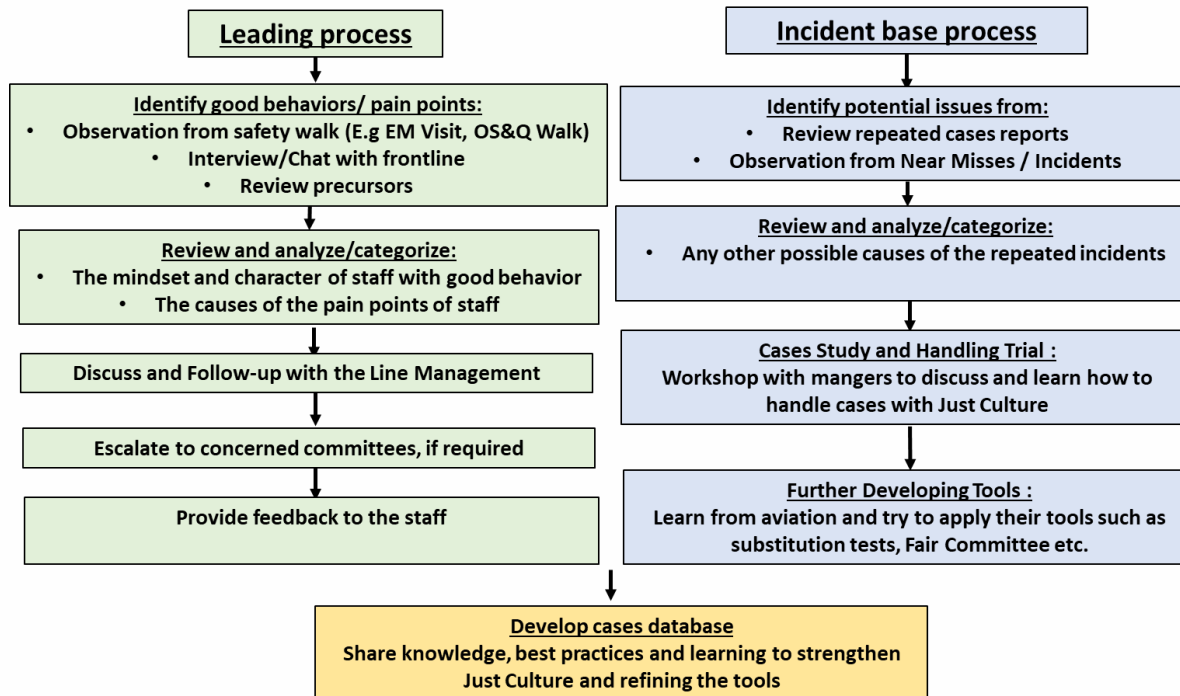


Safety culture improvements, adaptations, and successes in rail





## "What Went Wrong" Process



# Just Culture

Continuous learning – benchmark for good practices



Just Culture Committee



Substitution Test



Operations Learning Review

# Just Culture

## A life journey



Safety culture improvements, adaptations, and successes in rail





# Just Culture

## A life journey



### 5C

- Consequence
- Compliance
- Communication
- Competence
- Culture



### 3A

- Anomaly Reporting
- Alert
- Action



### 4B

- Be Accountable
- Balance for Fairness
- Build Mutual Trust
- Brave to Report

Safety culture improvements, adaptations, and successes in rail





HOSTED BY



RAIL SAFETY ON THE RIGHT TRACK

[www.irsc2023.com](http://www.irsc2023.com)

