

# IRSC 2023

INTERNATIONAL RAILWAY  
SAFETY COUNCIL

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

CAPE TOWN, OCTOBER 1 - 6, 2023

HOSTED BY





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European Union Agency for Railways & Iarnród Éireann Irish Rail

# Building a Community of Safety Leaders in European Railways



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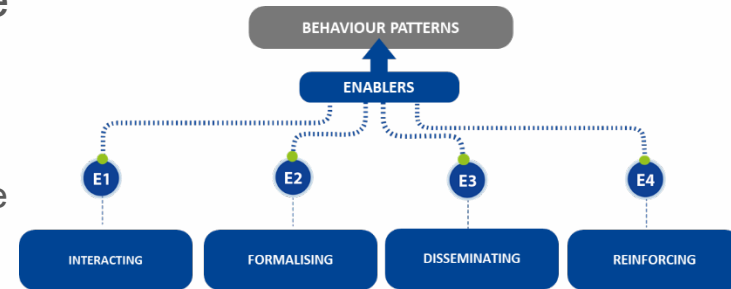


# Outline

- Why a safety leadership training?
- Training content and film trailer
- Deployment: One example at Irish Rail
- The future: Expanding the community

# Why a safety leadership training?

- Railways organisations focus on technical reliability and business performance
  - Lack of recognition of safety in individual appraisal and career path
  - Lack of non-technical skills development
- A critical ingredient to developing a safety culture
  - Managers, from the very top, influence the organisational culture, through interacting, making decision, assessing, leading
  - Any professional has to be aware of the risks, his/her role and responsibility and act accordingly (intervene, speak up, stop)

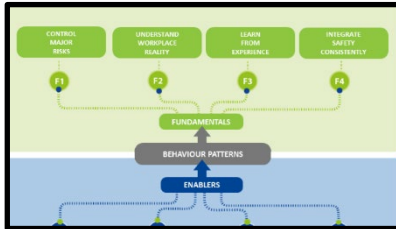


# What main specifications?



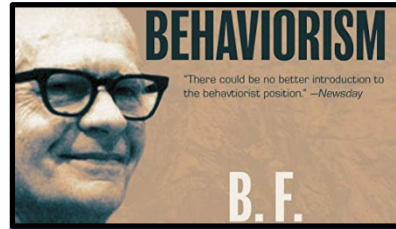
- Involving participants' heart, body and mind
  - Emotional basis as a main pedagogical feature: a film describing an accident to which any rail professional should be able to relate, progressively revealing critical organisational failures, discussed among the participants
  - 1-day interactive training gathering professionals at the same level (maximum of 15 participants)
- Top-down deployment starting from the board to mitigate cognitive dissonance and paradoxical injunctions
- A commitment from the participants to continue developing their safety leadership

# Training curriculum



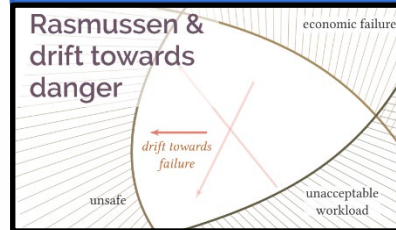
**SAFETY VISION**  
ERA Safety Culture Model,  
long-term approach

**SAFETY LEADERSHIP PRINCIPLES**  
Roleplay



**ABC**  
Skinner's theory,  
intervention, recognition

**DECION MAKING**  
Rasmussen's boundaries  
and pressures, STOP



**JUST & FAIR**  
Trust, reporting, deviations,  
sanctions

**ACTION PLAN**  
Individual commitment to  
safety leadership



# Deployment

2019



2020



2021



2022



2023



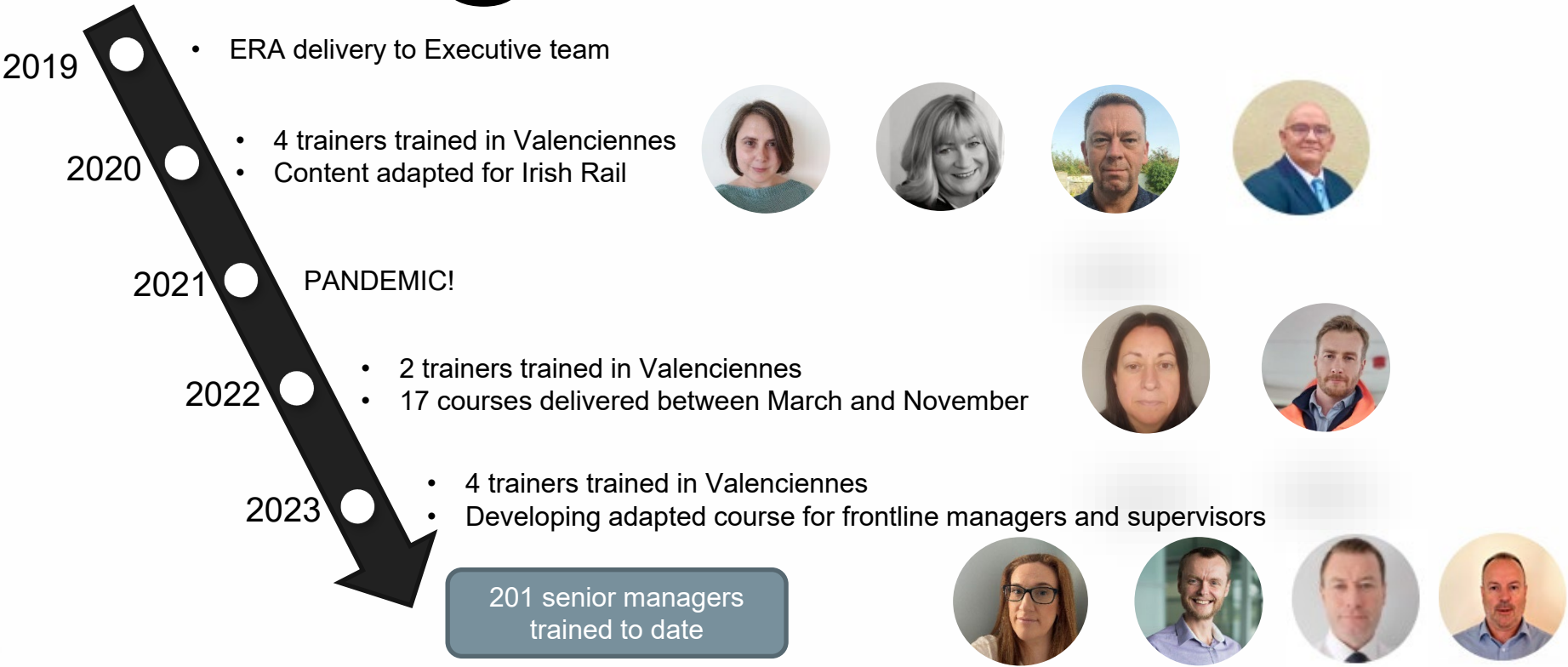
Sub-theme: 5. Safety Culture Improvements

# Between the Lines: Trailer





# Roll out @ IRISH RAIL



# Local adaptations

- Reference throughout to our SMS and local procedures
  - E.g. Link from legislative requirements on risk assessment to our risk assessment and change management standards
  - Exercise on our safety vision 'Always Safe'
- Expanded Just Culture module
  - Includes Irish Rail decision tree
  - Exercise on identifying type of error or violation based on real incidents in Irish Rail



Excellent behaviour

Slip/Lapse

Mistake

System-induced violation

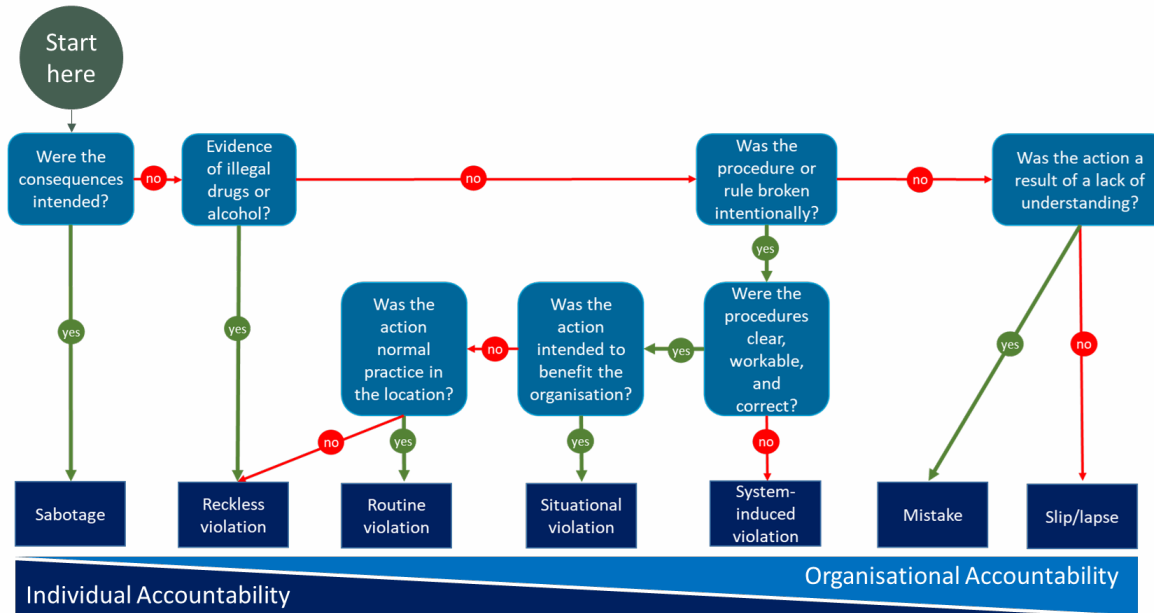
Routine violation

Situational violation

Reckless violation

Sabotage

# Irish Rail Just Culture Decision Tree



Excellent behaviour
Slip/Lapse
Mistake
System-induced violation
Routine violation
Situational violation
Reckless violation
Sabotage



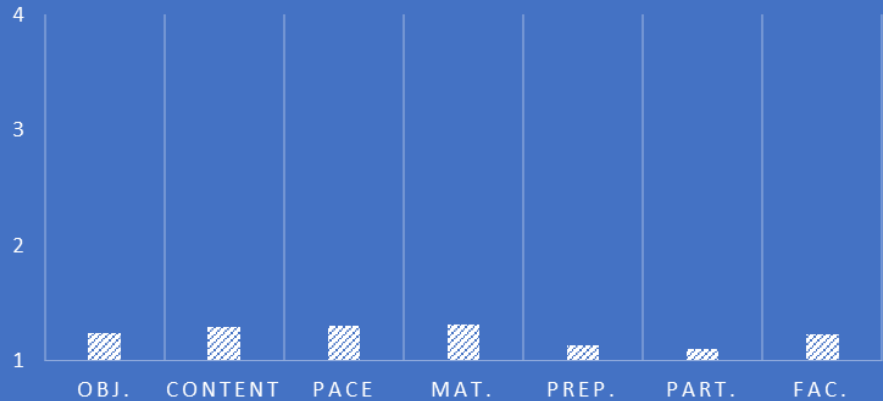
# New course for Irish Rail supervisors



- Based on the same content, including the film
- Removed safety vision material
- Increased focus on teamwork
  - Linking safety leadership to team management
  - New exercise on railway teams
  - Video clip of Captain Sullenberger talking about the influence of teamwork
- Additional decision making exercise
  - Exploring when to STOP

# Feedback from participants

TRAINEE FEEDBACK  
(1=EXCELLENT, 4 = VERY POOR)



Analysis of 147 feedback forms

“Very relevant course delivered in an interactive and enjoyable way”

“Fantastic interaction between instructors and group and amongst the group”

“I was provided with a good understanding of good safety behaviours, qualities of safety leadership and how to progress as a safety leader”

“The video was a real eye-opener”

“Great interaction”

“The video really brought home how the causes of most accidents are very complex, and often include organisational factors”

# Fostering the community



Committed to Safety!

Safety Leadership Training



- 1<sup>st</sup> edition of the **Safety Leadership Trainers Summer School** (June 2023, Brussel) gathering **ERA, Irish Rail, Eurostar, Infrabel, Lokaltog** trainers
- Learning from each other, improving the training
  - Improved module on decision-making
  - Postcard to increase effectiveness of the individual action plan
  - Safety Leadership Principles 2.0

# ERA Safety Leadership Principles 2.0



# Conclusions

- Cooperation ERA-Rail Organisations at each stage as a key success factor: film script, pilot, deployment, improvement
- The Safety Leadership Training and Train-the-Trainer course are available upon request (chargeable service)
- Next training sessions
  - Organisational Just Culture (6-8 & 16 Nov.) - online
  - Investigating SMS (5-7 Dec.) - online
  - Safety Leadership (12 Dec.) - Valenciennes, France

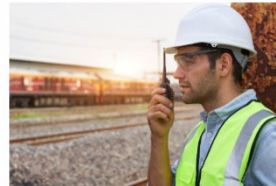
## ERA Website > Domains > Safety Training and Assistance



I work in an organisation interested in implementing ERA safety training or support activities



I am interested in participating in an upcoming ERA safety training activity.  
This section gathers e-learning, online and classroom training activities.



I am interested in being trained to deliver ERA safety training or support activities



My organisation has developed a safety training or related activity that should be promoted by ERA  
Coming soon

[STARS@era.europa.eu](mailto:STARS@era.europa.eu)





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