



# IRSC 2022

INTERNATIONAL RAILWAY  
SAFETY COUNCIL

SEVILLA, OCTOBER 16-21, 2022



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# PREPARING RAILWAY STAFF TO CULTURAL CHANGE

linked to digital and technologic innovations



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# Preparing railway staff for cultural changes linked to digital and technical innovations 1/2

- Digital and technical innovations will be **sooner or later** in the **railway landscape, including AI, ML, DL, etc.**
- Railway companies will increasingly integrate **digital technologies** into **their operations & safety management, and other activities.**
- While becoming more **fluid and more connected** to the rest of the world, railway system is also becoming **more vulnerable to its ecosystem & environment**, more exposed to **cyber-risks but also to fire, climate, and consequently economic and political risks**

=> As Human play a key role in **this process of change**, it is important that digital and technical innovations are **accompanied with/by the necessary cultural change**, to better prepare all **staff, operators, managers, leaders, and decision-makers.**

Strengthen the **development** of future **technological and digital innovations in the railways by accompanying the necessary cultural changes** of all levels of **employees**

# Preparing railway staff for cultural changes linked to digital and technical innovations 2/2

Objective of the UIC study : enhance safety & performance by **avoiding** overall **reluctance** to changes with digital and technical innovations.

Resistance is based on the notion that, even though technical barriers have fallen, some features of technology are difficult **for end-users to learn**.

The other resistance is based on the “**personality profile**” of the end-user.

- **Anticipate and** accelerate the **shaping transformation** of employees through rail automation and digitalization
- **Reduce “organizational” resistance** to digital changes
- Promoting / Sharing **practical examples** and best experiences



# INDEX

## ACCOMPANY

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digital and technical innovations require cultural changes

## INSPIRE MOTIVATION

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a change of mentality and culture, in the way all employees learn, train, and work

## DESIGN

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methods for designing workspaces as “per excellence” places

## ACCOMPANIMENT OF STAFF

→ the digital and technical innovations require cultural changes

## Accompaniment of staff for cultural changes

Focusing on **employee engagement** can create more efficient and **productive workforce**. Any initiatives of improvement which are **taken by management** can not be fruitful without **willful involvement** and engagement of employees

Managers will face more challenges because organizations will need **more employees with increased technical and professional skills**

- Strengthening the role of operational staff in knowledge, via the involvement of Managers' eye, is **on how to keep employees engaged & committed in their job**
- Certifying acquired knowledge and in particular technical knowledge: "establishing a certification system also enables the company's employees to adopt a **"culture of virtuous competition"**
- Involving and engaging senior & second line managers in **new/disruptive methods of training competencies & skills**





# INSPIRE MOTIVATION

→ a change of mentality and cultural practices in the way employees learn and train

# Inspire motivation of Staff for cultural changes 1/2

- such a major change requires **management of employee motivation**
- is recommended that a **maturity assessment be carried out prior any deployment**, to consider what incentive measures should be put in place and to **anticipate employee resistance**.
- Commonly encountered resistance is related to **emotional and psychological needs** on the one hand, and the **workstation design on the other**.
- “Factors such as remuneration, promotion, recognition, and relationship with the hierarchical superior [...], affect personal and emotional needs, **and therefore condition they support for any new initiative**” (even some jobs will disappear/shift)

**These knowledge workers can not be managed with old styles of management. They will deeper expect operational autonomy, job satisfaction and status/recognition**



## Inspire motivation of Staff for cultural changes 2/2

- Transport companies will not only need technological skills, but **also soft skills, psychological skills, communication skills. Adaptability, curiosity, and social intelligence are important and welcome in the future** if companies want their employees to have good working conditions.
- In times when technologies used in the transport sector are rapidly changing, it is **important to consider** that each person has **different biological, physical, and psychological capacities to adapt** to changing circumstances, and these changing circumstances are **not only relevant to their actual job**
- **Resiliency to stress, skills for coping to change, need to be addressed not only in employee on-the-job training, but already start in school.**

N.B these soft skills should be developed earlier in stage, to allow people to have a higher level of adaptability.



# DESIGN

→ methods for workplaces of learning per excellence

# Design workplaces

- **Start from the top: Employee engagement requires leadership commitment and appropriate skills**
- **foster employee autonomy through a less hierarchical organization (organizational leverage) as persuasion, social intelligence, emotional responsiveness, and teaching others, may well be in higher demand (old workforce must keep relation with technology)**
- **establish new relationships based on trust, commitment and transparency (two-way communication) between employees, customers, and business partners: co-creation may be a new way of working which enables collectivity, gives workers the opportunity to express themselves, but must importantly, it is reflected in the results**
- **Deliver employees appropriate training: help employees to update by themselves their knowledge and skills through training methods, and establish learning as a lifelong passion to consistently acquire new skills over time**
- **Have strong feedback system: Build a distinctive corporate culture, companies should promote a strong work culture in which the goals and values of board & managers are aligned/shared across all work sections.**

## OUTCOMES

→ project to be kicked off in 2023 (FGC, NETWORK RAIL, PKP, SZ, INFRABEL, RENFE, FS)

# Outcomes



**Learning Lab** for cultural changes interactive and evolutive tool to identify barriers, issues and solutions  
December 2023



**Guidelines** - recommendations and best practices on how to engage staff at all levels of the organization  
December 2024



**Cultural changes : final conference** to disseminate and share  
December 2025



**UIC RAIL HOF digital platform** will host and highlight best practices, solutions and recommendations



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