The role of leadership in safety

7th ERA WORKSHOP

Budapest, 2 October 2019

EUROPEAN
UNION
AGENCY
FOR RAILWAYS

"Safety is a state of mind.
Safety requires time and resources and above all dedication, from the top to the bottom.
Let's not leave anyone behind!

As leaders, your behaviour counts more than anyone else's. You have a major influence on culture and this is why we expect you to be safety leaders."

Josef Doppelbauer
European Union Agency for Railways
Executive Drector

But how to put this in practice?
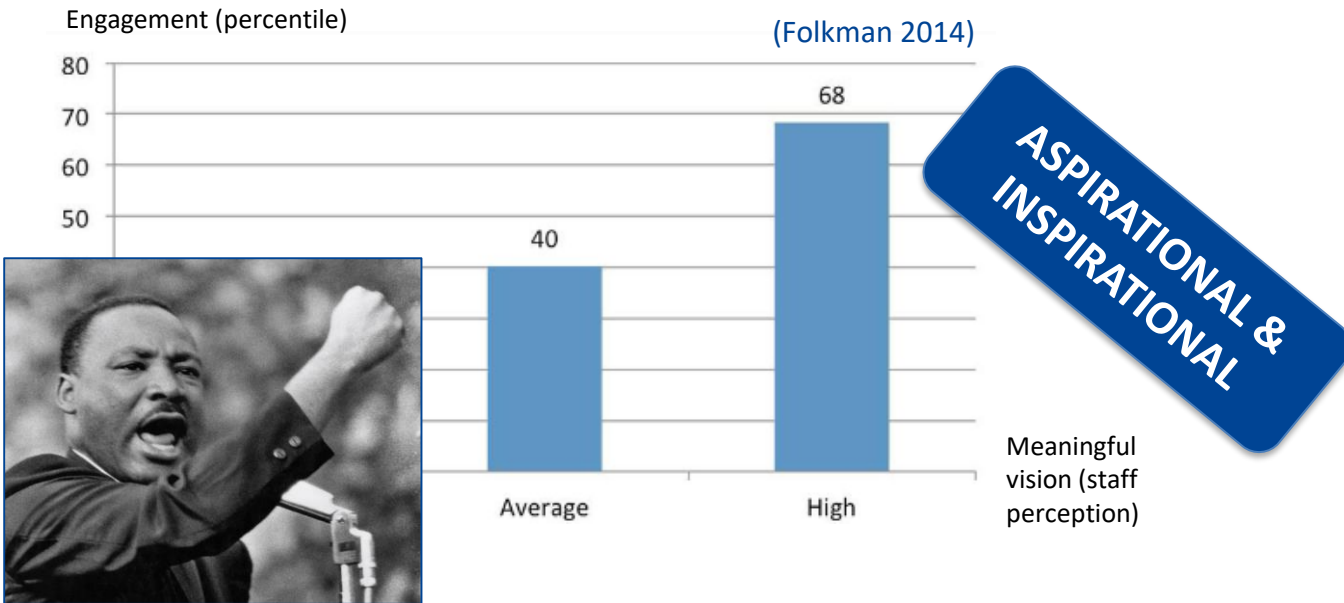
1- Create the safety vision
2- Share the safety vision
3- Be credible and lead by example
4- Promote team spirit and horizontal cooperation
5- Acknowledge good practice and apply fair sanctions

1- Create the safety vision

Engagement (percentile)

(Folkman 2014)

ASPIRATIONAL & INSPIRATIONAL

Meaningful vision (staff perception)

Four overarching principles that shall be fulfilled to maintain safety and sustainable performance.

1- Create the safety vision

TASK VS ACTIVITY
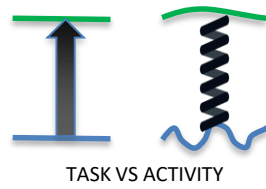
| CONTROL MAJOR RISKS | UNDERSTAND WORKPLACE REALITY | LEARN FROM EXPERIENCE | INTEGRATE SAFETY CONSISTENTLY |

F1   F2   F3   F4

FUNDAMENTALS

1- Create the safety vision

• Involve everyone in the construction of the safety vision

• Give safety appropriate importance in the context of other challenges, with the objective of collective efficiency and overall performance

• Use the safety vision to define a safety strategy that is practical and suited to the needs of the situation on the ground and integrate it into the safety management system

• Integrate safety at all levels of the organisation

• Evaluate managerial and operational practices to check the implementation of the safety strategy and relevance of the safety vision

2- Share the safety vision

• Provide regular communication of safety vision, strategy and expectations in terms of conduct

• Renew messages to maintain vigilance, motivation and participation; refer to past accidents

• Communicate clearly and appropriately: use suitable language to ensure understanding and reduce the amount of information

• Remind that safety is everyone's business

• Create a workspace where intrinsic motivation can develop and grow

3- Be credible and lead by example

• Demonstrate on a daily basis a personal commitment to safety and working conditions through attitude and decisions

• Be available on-site to observe, intervene when faced with dangerous behaviour, listen and communicate effectively

• Be able to challenge and question the attitude of others including senior managers and experts

• Ensure that all actors obtain sufficient expertise to take ownership of safety objectives

• Demonstrate exemplary compliance with safety requirements and commitments even in degraded conditions

• Create a climate of trust, respect and openness; promote transparency by providing reasons for decisions and ensure that actions are understood
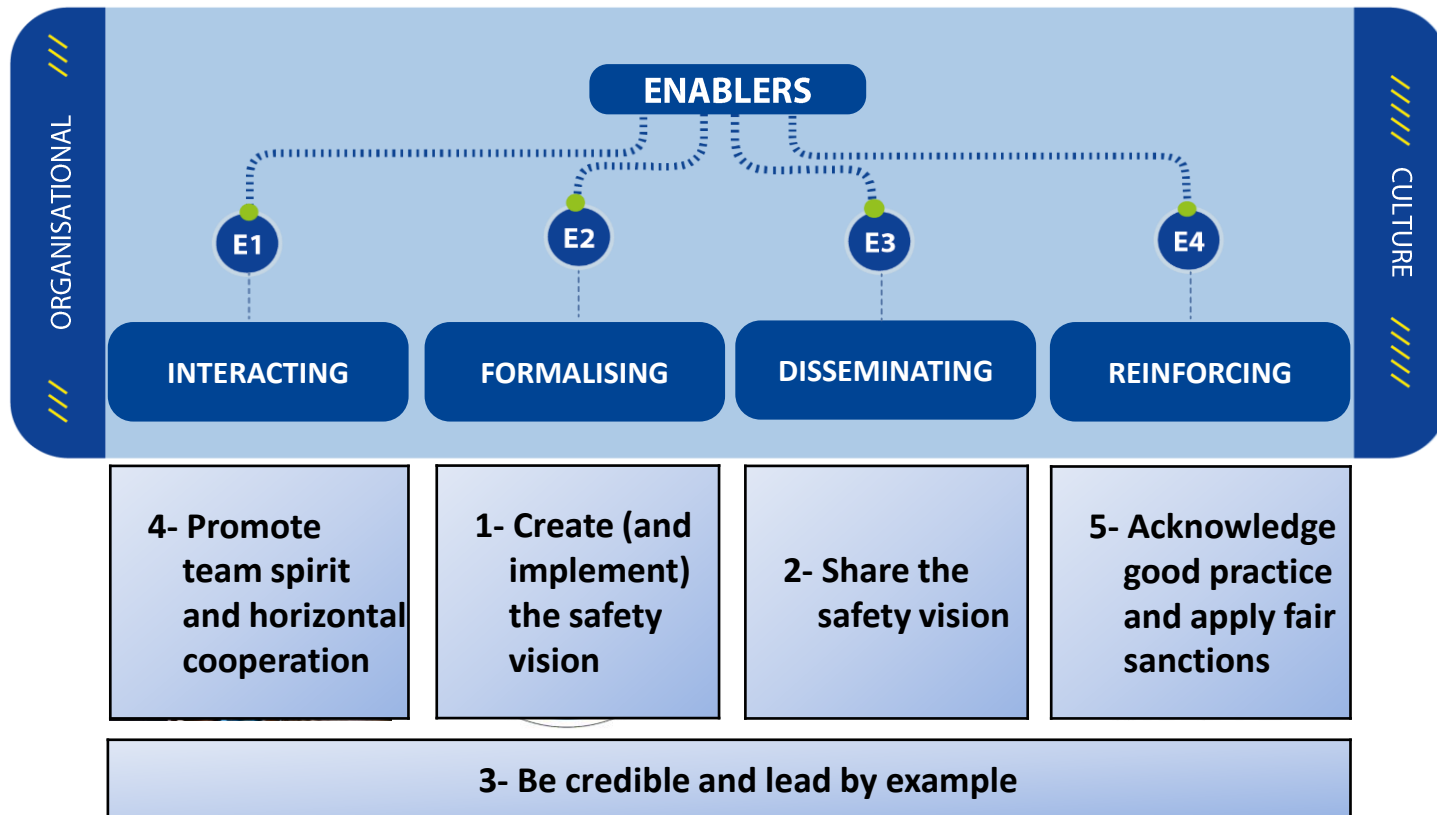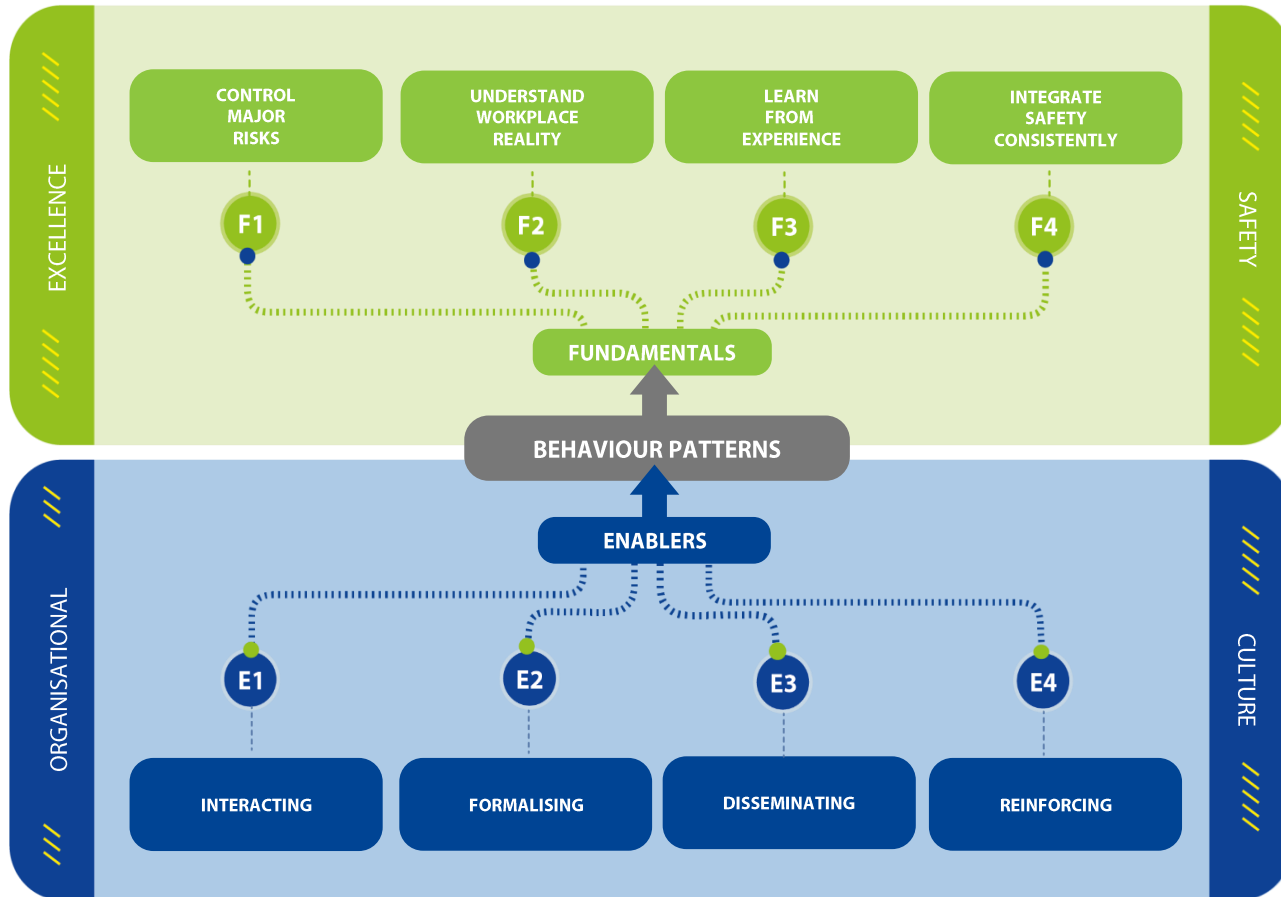
4- Promote team spirit and horizontal cooperation

• Encourage discussion and team spirit to resolve safety problems and sharing of good practice, tools and methods

• Ensure a shared understanding of risks (particularly at interfaces) and individual contributions

• Ensure that everyone feels included and that internal and external teams collaborate and share a collective commitment for safety

• Develop a good relationship with safety staff and inspectors

• Use objectives and performance indicators that support horizontal cooperation

• Hold regular meetings with the various trades and professions to discuss safety issues

• Check that established group practice supports transparency and collective progress

5- Acknowledge good practice and apply fair sanctions

• Recognise and highlight good practice and initiatives in order to reinforce safe behaviour and raise awareness
• Collectively celebrate success
• Explain what is unacceptable conduct and the corresponding sanctions (if necessary using a graded scale)
• Carefully analyse the context before applying any sanction
• Exercise skilled, fair and honest judgment in safety matters
• Be able to transparently justify any sanction

ENABLERS

ORGANISATIONAL

CULTURE

E1   **E2**   **E3**   **E4**

INTERACTING	FORMALISING	DISSEMINATING	REINFORCING

4- Promote team spirit and horizontal cooperation	1- Create (and implement) the safety vision	2- Share the safety vision	5- Acknowledge good practice and apply fair sanctions

3- Be credible and lead by example

- *Culture is shaped directly by the way leaders behave and decide*
- *Safety leaders contribute to develop a positive safety culture*
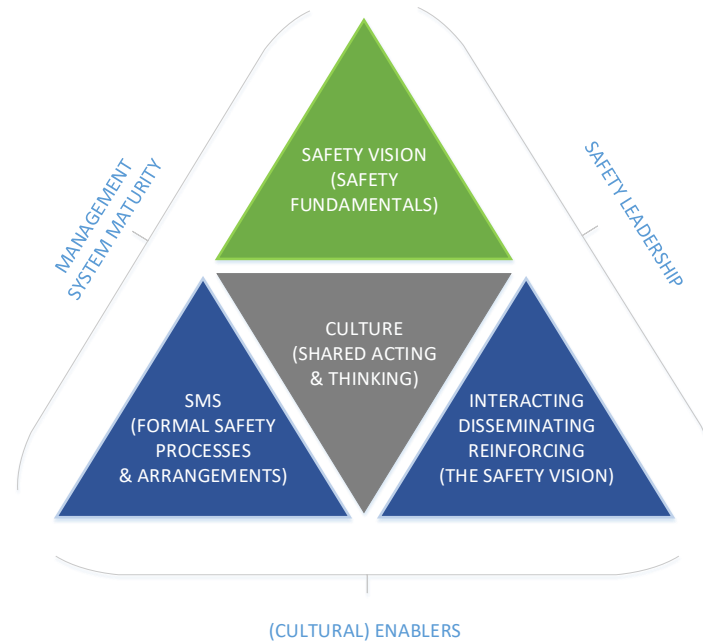
- Strong relationship between (safety) leadership and (safety) culture
- Common Safety Methods on SMS Requirements (EU) 2018/762
  - "Top management shall demonstrate leadership and commitment to the development, implementation, maintenance and continual improvement of the safety management system (…)"
  - "The organisation shall provide a strategy to continually improve its safety culture"
- The European Union Agency for Railways (ERA) has developed tools to support the development of a positive safety culture within the Single European Railway Area, e.g.
  - European railway safety culture model
  - European railway safety culture declaration
  - **1-day training on safety leadership**

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