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# **Safety Culture in the Swedish Railway Industry**

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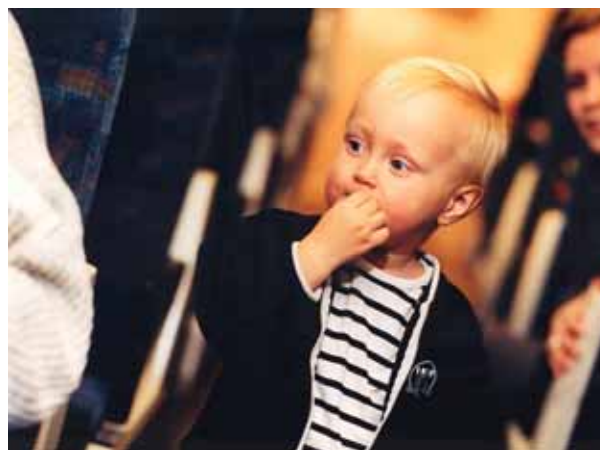
# Who are the Key Players Within the Industry?

- The regulatory bodies
- The independent accident investigators
- The railway companies i.e. train operating companies and infrastructure managers
- The manufacturers and suppliers
- The contractors



# Who are the Key Players Outside the Industry?

- The public at large
- Media
- Taxpayers
- Customers
- Shareholders
- Friends and neighbours



# What do the Key Players Want? What Core Values are There Internally?

Earning money (yield a good return)

**Founders**

**Investors**

Providing value for money

**Customers**

**Taxpayers in a subsidised industry (Government)**

# What do the Key Players Want? What Core Values are There Externally?

## **Maximising external effects**

E.g. creating new jobs by attracting business to a new site or an area by providing good transport service.

**Government**

**Society at large**

## **Minimising external effects**

E.g. less pollution and noise; less barrier effects i.e. the railway making it harder to move about from one part of a village to another; less accidents (especially those having an impact on the public)

**Government**

**Society at large**

# What Driving Forces are There to a Safety Culture?

- The cultural safety aspects emerge from within the industry itself. But there are more to it than the internal driving forces.
- In fact the society at large has an even greater impact on the railway safety culture.



# What Driving Forces are There to a Safety Culture?

- The role of the railway industry has been changing for the last 50 years.
- Competition from other transport modes has increased dramatically.
- The rail industry has changed from being one of the primary drivers for industrialisation into a world of transport modes competing.
- We have moved away from a rail industry intertwined with the development of national manufacturers, the state and the military defence.

# What Driving Forces are There to a Safety Culture?

- We in the railway industry are attached to prescriptive rules and regulations.
- Modern leadership focuses on objectives rather than rules.
- There is obviously a culture clash between modern management and the old prescriptive way as the rail industry moves into the new transport market focused on fierce competition.



# What Driving Forces are There to a Safety Culture?

- The ever changing conditions for rail services has lead to new roles internally and - in some cases - to what is known as the fragmented rail industry. In the good old days we were truly governed by discipline and other values associated with military leadership principles. We did it according to the Rule Book.
- Maybe it is not necessary share the same values any more?!



# A Case Study by the University of Linköping

- The University of Linköping has performed a case study about shared risk in the Swedish railway industry context.
- People from different parts of the rail industry took part in the case study.
- **The study showed that risk perception is primarily centred on the occupation environment.**
- **The railway is a socio-technical system where technical aspects, organisations and human behaviour is being joint together.**

# A Case Study by the University of Linköping

- Each occupational group has a safety culture of its own e.g.:
- Permanent way workers has culture based on hard work exposed to danger which they think they can control. The one who dare to disobey management and who dare to face danger is the hero of the day.
- Train dispatchers on the other hand has a culture based on rule obedience.

# A Case Study by the University of Linköping

- All occupational groups had an inherited lack of understanding the working conditions for other staff.
- Different occupational groups found it hard to understand all aspects of problems that had to be solved in a co-operative manor.
- As a result of the railway reform the lack of system understanding and shared values had become even more apparent as the management of the different groups had ended up i separate companies.

# A Case Study by the University of Linköping

- The study recommends that a lot more effort will be given to create **common core values** amongst the different groups of staff.
- In order to improve the basis for co-operation the study recommends actions in order to **exchange knowledge about the working conditions** for different job tasks.



## Creating Common Core Values

- The Management for Swedish National Rail Administration has launched a number of core activities for achieving common core values.
- All staff was invited to take part in the process for developing the core values.
- The top management examined and finally endorsed the core values.

## Creating Common Core Values

- The core values are now being communicated back to the staff
- Each group of staff is invited to reflect on what impact the core values should have on their daily work and how to take in the core values in the working scheme of each unit
- The head of every department will report back to the top management
- The level of acceptance of the common core values will be determined by doing surveys supervised by independent researchers

# Thank you for your attention!

Questions?

