



Safety Culture Steering Committee Meeting Agenda

March 12th, 2021

1:00 pm – 3:00 pm EST

[Virtual Link](#)

| Discussion Items | | Leader | Time |
|-------------------------|---|-------------------------------|-------------|
| 1. | Greetings | Ben | 1:00 |
| 2. | Committee Chair Announcement | Ben | 1:03 |
| 3. | Update on Safety Culture Assessments a) ONR b) QGRY | Brianna Laurie Stephane | 1:05 |
| 4. | RAC Focus Group | Ben / Sam/ Brianna | 1:20 |
| 5. | Strategic Safety Culture Development Initiative a) Introduction b) Presentation | Sam Dr. Fleming | 1:30 |
| 6. | Safety Initiative Best Practices Research Study Recruitment | Brianna | 2:00 |
| 7. | Peer Safety Culture Sharing Initiative a) Survey b) 1 pager | Ben / Sam / Brianna | 2:05 |
| 8. | Railway Commitment | Ben / Sam / Brianna | 2:15 |
| 9. | Safety Culture Metrics / Pilot Update | Sam | 2:20 |
| 10. | Transport Canada Update | Sean Rogers | 2:30 |
| 11. | Shortline Safety Institute Update | Tom Murta | 2:35 |
| 12. | Committee Roundtable | All | 2:40 |
| 13. | Adjourn | | 3:00 |

**People.
Goods.
Canada
moves
by rail.**

Safety Culture Steering Committee: RAC Focus Group

March 12, 2021



Railway Association
of Canada

RAC Focus Group: Context

Focus group session held with the intent to:

- ☐ Consult about challenges and opportunities relative to safety culture
- ☐ Solicit feedback on the RAC Safety Culture Improvement Initiative
- ☐ Identify gaps
- ☐ Identify how the RAC can best support railways.

RAC Focus Group: Takeaways

Initiatives to address feedback:

- ☐ Roadmap of safety culture training offerings
- ☐ Safety culture resources and awareness document
- ☐ Safety culture guidance document for advancing safety culture
- ☐ Development of a peer review process for sharing of best practices.



Railway Association
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What We Heard Report

A summary of feedback from the RAC Safety Culture Focus Group
held December 3rd, 2020

Executive Summary

On December 3, 2020 a two-hour long safety culture focus group was held with representatives from Cando Rail, CP Rail, Genesee & Wyoming Railway, Prairie Dog Central Railway, Southern Railway of British Columbia, and VIA Rail; providing a broad range of railway experiences with differing operations and perspectives. The RAC Safety Culture Team facilitated the discussions.

The objectives for the session were to:

- ☐ Consult about challenges and opportunities relative to pursuing the journey to assess and strengthen safety culture for the railway industry;
- ☐ Solicit feedback on the RAC Safety Culture Improvement Initiative
- ☐ Identify any gaps in the initiative; and
- ☐ Identify how the RAC can best support railway's safety culture journeys.

To begin the session, a presentation overview of the Safety Culture Improvement Initiative was provided to participants. The presentation provided information on the governance model of the initiative, the safety culture assessment process, leadership training, the compendium of best practices and tools, and safety culture research efforts (e.g., safety culture indicators and short-focused survey). Afterwards, discussion questions were presented to the focus group to help guide conversation. The four discussion questions were:

1. What are your key opportunities and challenges in advancing safety culture?
2. What support do you need to achieve this?
3. What can the RAC do to better support its members in advancing safety culture?
4. How can railway members best support each other in advancing safety culture?

The focus group was productive with the identification of several opportunities which can be advanced to help members strengthen their safety culture. The focus group prioritized the following items for development.

1) Leadership / Management Safety Culture Training

Participants reported that the differing levels of knowledge or understanding of safety culture amongst senior railway leaders is a challenge to advancing safety culture. An integral factor in developing a strong safety culture is having leadership commitment and buy-in, which encompasses having a good comprehension of what safety culture is. Discussions also indicate that companies are challenged by ensuring that leaders have the support and skills needed to be effective leaders (e.g., knowing how to intervene and understanding how to successfully establish relationships with employees). Additionally, it is perceived that changes amongst leadership can cause discontinuities in an organization's safety culture progression, therefore ensuring that safety culture training is available is key for maintaining knowledge and onboarding new personnel. This speaks to the need for the RAC to continue with leadership and safety culture training opportunities for railways.

2) Guidance Document on Advancing Safety Culture

Railway members suggested that further support for the safety culture journey be provided in the form of a safety culture standard, or guidance document, which explains the characteristics of a strong safety culture and outlines a practical approach for members to progressively

strengthen safety culture. This guidance document would describe the behaviours and characteristics associated with a strong safety culture, how companies can define and brand their culture, and identify best practices which can be used and adapted to make progress while suiting individual company needs.

3) Safety Culture Resource Information and Communication / Awareness Document

Enhancing and increasing communications to RAC members about safety culture resources and best practices was identified as a need. Members felt that they don't necessarily have a good knowledge or easy access to such information. As well, members suggested that a robust communication / awareness document be developed to help them raise the level of knowledge and awareness of safety culture in their company.

4) Peer Review Process

A peer review process for sharing initiatives and best practices amongst RAC members was suggested to facilitate and encourage peer learning and exchange. It was identified that the RAC is in a position to develop and facilitate this amongst its membership. This would allow railways to see what initiatives other railways have implemented relative to safety culture, thereby enabling peer support and learning.

Proposed Next Steps

Based on the feedback from the focus group, the Safety Culture Team proposes to address the priority findings through four buckets. These buckets are sufficiently broad in scope to address most of the feedback; however, it is important to note that not all feedback may be addressed through these initiatives. The work will continue to evolve as initiatives are completed and additional feedback is received.

The Safety Culture Team will be working in the following areas in 2021 to increase the support available to RAC members to assist with their respective safety culture journeys. This development effort will include consultation with members to ensure that deliverables are aligned with needs and opportunities.

1. Leadership / Management safety culture training

- **Action:** The Safety Culture Team will produce a roadmap of training offerings in Q1 2021.

2. Safety culture resources and communication / awareness document

- **Action:** Two deliverables will be developed:
 - a) a document detailing resources available to members; and
 - b) a safety culture communication / awareness document.

Both will be developed along with a communication strategy in Q1 2021 by the Safety Culture Team.

3. Developing a safety culture guidance document for members

- **Action:** Development of a guidance document to begin after completion of item #2, in collaboration with industry, targeted for Q2 2021.

4. Develop peer review process for sharing of best practices

- **Action:** Item to be included in 2021 RAC work plan for Q3.



RAC Safety Culture Steering Committee – Strategic Safety Culture Development Initiative

Name of Initiative:

“Strategic Safety Culture Development”

Objectives:

1. Enhance and elevate safety culture knowledge of steering committee members by leveraging external experts;
2. Provide ongoing safety culture education to steering committee members, in order to:
 - ☐ Elevate strategic safety culture knowledge;
 - ☐ Provide updates on research and advancements;
 - ☐ Connect safety culture with railway issues and opportunities;
 - ☐ Provide a foundation for members to partake in the formulation of the steering committee vision, initiatives and development efforts.

Concept:

1. Initiate ‘Strategic Safety Culture Development’ initiative with 2 educational installments on Leadership delivered by Dr. Mark Fleming:
 - Educational installments to be delivered during safety culture steering committees;
 - Duration will be approximately 15 – 20 minutes;
 - Initial installments will cover:
 - ☐ Critical role of leadership and line management in a strong safety culture;
 - ☐ Effective leadership skills and interventions;
 - ☐ Leadership and Line management Training – progressing from singular training events to a development process.
2. Following the initial educational installments on leadership delivered by Dr Fleming, the intent will be to consult with the safety culture steering committee to identify additional themes which are relevant and valuable to members, for subsequent ‘Strategic Safety Culture Development’ installments.

Recruitment Letter/Posting

Identifying and Sharing the Secrets of Safety Success

SMU REB # 12-118 (SMU REB File Number)

**Faculty Supervisor: Dr. Mark Fleming
Psychology Department
Saint Mary's University, 923 Robie Street,
Halifax, NS B3H 3C3
(902)496-8759 ; mark.fleming@smu.ca**

**Principal Investigator: Brianna Cregan
Psychology Department
Saint Mary's University, 923 Robie Street,
Halifax, NS B3H 3C3
(902)817-8043 ; Brianna.cregan@smu.ca**

Dear _____,

We are conducting a research project on safety initiative best practices and are inviting you to participate. We are specifically looking to explore the process of organizational safety change. This could be in the form of an intervention or initiative (for example, safety training, or a near miss system) or of a safety practice (for example, a newly implemented safety performance measure). We are looking for interested organizations to share their safety experiences.

The study itself will be an interview either over the phone or via an online platform. The interview requires 1 hour of time. We are also interested in conducting a document analysis therefore if you feel comfortable we may ask you to share safety-related documents. If your organization participates in the study, it will receive a summary report of findings from all participating organizations once the research is complete (the organizations will not be identified so therefore will be anonymous in the report).

Please let us know if you or your organization would be interested in participating in this research study. You can contact either Dr. Mark Fleming (mark.fleming@smu.ca or (902)496-8759) or Brianna Cregan (Brianna.cregan@smu.ca or (902)817-8043) in order to participate or find out more information about this study.

We look forward to hearing back from you,

RAC Safety Culture Steering Committee: Challenges, Priorities and Initiatives

RAC Safety Culture Steering Committee: Challenges, Priorities and Initiatives

Introduction:

The RAC Safety Culture Team is inviting you to participate in a short 10-minute survey as part of the Peer Safety Culture Sharing Initiative aimed at understanding the current state of safety culture within Canadian railway organizations. We are specifically interested in surveying RAC members who also sit on the Safety Culture Steering Committee.

The purpose of this survey is to determine what types of safety challenges Canadian railway organizations are currently facing, areas of priority for safety improvement and strategies/initiatives being utilized to increase workplace safety and foster a positive safety culture.

The intent of collecting this information is to inform future discussion topics and themes within the RAC Safety Culture Steering Committee meetings.

Participation is voluntary and your individual responses will be treated as confidential. Only those on the RAC safety culture team will have access to survey responses. You can withdraw from the survey at any time.

If you have any questions or would like more information, please contact Brianna Cregan (RAC safety culture team member) at brianna.cregan@smu.ca.

Challenges and Areas of Focus

1. What element(s) of your safety culture are currently providing challenges for you?

☐ Leadership Commitment to Safety

☐ Two-Way Communication

☐ Employee Engagement

☐ Learning Culture

☐ Fair/Just Culture

If you chose Leadership Commitment:

Can you describe how Leadership Commitment to Safety is presenting challenges for you and your organization?

If you chose Two-Way Communication:

Can you describe how Two-Way Communication is presenting challenges for you and your organization?

If you chose Employee Engagement:

Can you describe how Employee Engagement is presenting challenges for you and your organization?

If you chose Learning Culture:

Can you describe how Learning Culture is presenting challenges for you and your organization?

If you chose Fair/Just Culture:

Can you describe how Fair/Just Culture is presenting challenges for you and your organization?

2. What element(s) of your safety culture is your organization currently focused on?

- ☐ Leadership Commitment to Safety
- ☐ Two-Way Communication
- ☐ Employee Engagement
- ☐ Learning Culture
- ☐ Fair/Just Culture

If you chose Leadership Commitment:

Can you describe how your organization is focusing on Leadership Commitment to Safety?

If you chose Two-Way Communication:

Can you describe how your organization is focusing on Two-Way Communication?

If you chose Employee Engagement:

Can you describe how your organization is focusing on Employee Engagement?

If you chose Learning Culture:

Can you describe how your organization is focusing on Learning Culture?

If you chose Fair/Just Culture:

Can you describe how your organization is focusing on Fair/Just Culture?

Safety Initiatives

3. Please select what types of safety initiatives are currently ongoing/being implemented within your organization:

- ☐ Leadership education
- ☐ Supervisor education
- ☐ Employee education
- ☐ Employee incentivization
- ☐ Safety reporting (incidents or injuries)
- ☐ Employee involvement/engagement
- ☐ Safety communication
- ☐ Leadership visibility
- ☐ Development and/or mobilization of safety committees
- ☐ Recognition/reinforcement of positive safety behaviours
- ☐ Coaching/feedback
- ☐ Updating/changing incident investigation process
- ☐ Employee accountability
- ☐ Peer-to-peer communication
- ☐ Building trust
- ☐ Near miss reporting

☐ Change in disciplinary approach

☐ Other (please describe below)

4. Of the ongoing safety initiatives at your organization, which three are your top focus?

5. Why are these initiatives the focus right now?

6. Describe each of the three initiatives in detail below:

Demographics:

Please indicate which company you work for:

In future Safety Culture Steering Committee meetings we would like to start inviting members to share their safety culture experience in regards to what their areas of focus are, what challenges are faced, and what initiatives are being worked on. Would you feel comfortable being contacted to speak on behalf of your organization on one of these topics?

☐ Yes

☐ No

If you answered "Yes":

What is the best way to contact you about speaking at a future Safety Culture Steering Committee meeting?

Thank you for your participation!

RAC Safety Culture Steering Committee – Peer Safety Culture Sharing – Initiative

Name of Initiative:

‘Peer Safety Culture Sharing’ Initiative

Objectives:

1. Leverage the strengths and experience of safety culture steering committee members by creating a process to share and exchange safety culture practices and experience amongst members;
2. Leverage collective knowledge, best practices and experience for the benefit of all members;
3. Understand common challenges and opportunities faced by members, as well as approaches which have been successful;
4. Create a catalyst for sharing and learning, as well as identifying development opportunities;
5. Create opportunities for members to connect, partner and support each other.

Concept:

1. Inception:

- ☐ A short survey* will be sent to steering committee members during Q2-2021 in order to identify the key issues and opportunities faced by members in advancing safety culture;
- ☐ Results will be analysed and shared with members for purposes of identifying the top 3 most significant / relevant issues and opportunities.

2. Process:

- ☐ RAC Safety Culture team to develop agenda and process for starting initiative during a steering committee meeting in 2021. The intent is to integrate this initiative with a safety culture steering committee meeting agenda. Duration to be 1 hour or less.
- ☐ Theme, agenda, and process will be shared with steering committee members in Q2 – 2021;
- ☐ Members will be asked to come to the next steering committee prepared to present / discuss their experience, best practices (if available), challenges, opportunities and/or development opportunities for the specific theme identified.
- ☐ RAC Safety Culture Team to take notes during ‘Peer Safety Culture Sharing’ process and share with members for subsequent consultation and prioritization.
- ☐ The key themes will be reviewed / updated at the beginning of each year for purposes of identifying one theme each year to use this initiative.

* Survey Link: https://smuniversity.qualtrics.com/jfe/form/SV_bQpMhLTlqU28q7c

SAFETY CULTURE ASSESSMENT –
RAILWAY COMMITMENT

Safety Culture Assessment – Railway Commitment

1. Background - Safety Culture:

A strong safety culture bolsters all aspects of performance, including safety, service and efficiency.

The Railway Association of Canada's [safety culture assessment process](#) has [benefited](#) many Canadian railways by identifying opportunities and enabling the implementation of initiatives which have made a significant positive impact.

Railways which engage in a safety culture assessment with the expertise of the RAC obtain a baseline understanding of their safety culture as well as their strengths and opportunities, and are therefore positioned to develop pinpointed initiatives to strengthen their safety culture (i.e. action plan).

The RAC has developed a number of [documents](#) (available in their member's website) which explain the key elements of a strong safety culture and provide resource documents as well as best practices. Please contact Ben Chursinoff at bchursinoff@railcan.ca if you do not have access to the member's website.

2. Purpose of this Document:

This document, entitled "Safety Culture Assessment – Railway Commitment", complements existing RAC documents and has been developed to help railways which engage in a safety culture assessment to understand the roles, responsibilities and expectations associated with the assessment, and therefore to sign-off with an informed commitment to move forward.

It is expected that this document will enable participating railways to fully understand the process, engage effectively in each of the steps, and thereby achieve a positive outcome which will meet their objectives.

3. Safety Culture Assessment – Overview:

The safety culture assessment process consists of the following major steps:

- 1) Planning and design
- 2) Perception survey
- 3) Initial results (and draft report)
- 4) Focus groups
- 5) Action plan and final report
- 6) Monitoring



Broadly, these steps are undertaken jointly between the RAC Safety Culture Team and the railway, including its in-house team.

Moreover, an effective assessment requires a clear understanding of the activities within each of the six major steps, as well as the associated roles and responsibilities. The table shown in the next page outlines these six major steps and the associated activities which make-up a safety culture assessment, as well as the parties involved / responsible for each activity.

As reference, the following key documents are available in the [RAC member website](#):

- a) Safety Culture Assessment Guide (i.e. "[Assessment Guidance Document](#)");
- b) "[Action Plan Guidance](#)";
- c) "[Compendium of Safety Culture Tools](#)" and "[Safety Culture Tools](#)"
- d) Five Safety Culture Elements:
 - ☐ "Leadership Commitment";
 - ☐ "Two-Way Communication";
 - ☐ "Employee Involvement";
 - ☐ "Learning Culture";
 - ☐ "Fair and Just Culture"

Table of Key Activities and Parties Involved / Responsible *

| Major Step | Activity | RAC Team | Railway Management ** | Railway In-House Team | Resources Required |
|---------------------------|---|----------|-----------------------|-----------------------|--|
| 1) Planning and Design | 1.1 Railway executive sign-off to proceed with assessment | | X | | Time: multiple meetings for in-house team to plan assessment steps |
| | 1.2 Overall Assessment Planning | X | X | X | |
| 2) Perception Survey | 2.1 Survey Draft Preparation | X | | | Time, materials & space: in-house team to disseminate survey; employees need time and space to complete, and supervisors to collect. |
| | 2.2 Survey Review and Finalization | X | X | X | |
| | 2.3 Survey Communication and Roll-Out | | X | X | |
| | 2.4 Survey Data Analysis | X | | | |
| 3) Initial Results | 3.1 Draft Report Preparation | X | | | Time: in-house team to review results. |
| | 3.2 Draft Report – Review and Comments | X | X | X | |
| 4) Focus Groups | 4.1 Focus Group Planning | X | X | X | Time, materials & space: In-house team planning, space to host focus groups, workforce participation. |
| | 4.2 Focus Group Communication / Scheduling | | X | X | |
| | 4.3 Focus Group Sessions | X | | | |
| 5) Report and Action Plan | 5.1 Draft Report (version 2) Preparation | X | | | Time: In-house team to review results & plan actions. |
| | 5.2 Draft Report (version 2) - Review and Comments | X | X | X | |
| | 5.3 Draft Action Plan - development | | X | X | |
| | 5.4 Final Report with Action Plan | X | | | |
| | 5.5 Communication Plan to Employees | | X | X | |
| 6) Monitoring | 6.1 Implement Action Plan and Monitor | | X | X | Time & materials: in-house team to implement actions. |

* The RAC Safety Culture Team is available to support the railway at all times throughout each activity of the assessment process.

** Railway management will identify a representative who will be the contact person with RAC, and coordinate activities internally.

4. Railway Commitment and Signature:

The designated railway representative is responsible to read this document and to ensure that the railway leadership team understands and supports the safety culture assessment as well as the development and implementation of an action plan.

Railway Representative Name

Signature

Date

Please send a signed copy of this agreement to the RAC at the onset of the “planning and design” phase of the safety culture assessment.

5. Disclaimer and Confidentiality:

Disclaimer: As explained in Section 2 of this document, the Railway Commitment is intended to help railways understand the roles, responsibilities and expectations involved in a safety culture assessment. The Railway Commitment does not provide for any form of consequence, pecuniary or otherwise, to a railway company for any changes or delays experienced to the safety culture assessment process.

Confidentiality: All information involved in the safety culture assessment process remains confidential between the RAC and the participating railway company. No identifying (i.e. employee-specific) information is shared regarding the survey and focus group participants as all data is aggregated.