

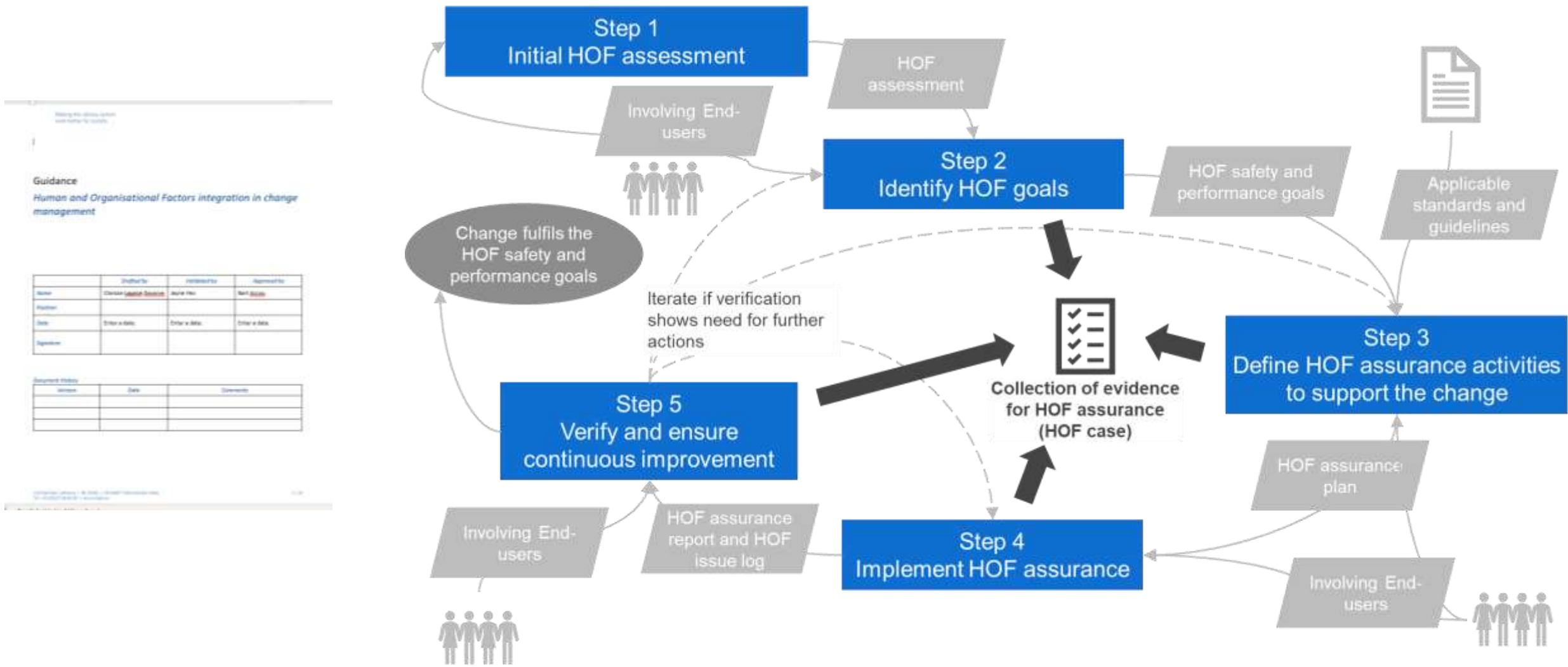
# European Rail Safety Days 2021

Workshop 10 Human and Organisational Factors toolkit for change management



- Presentation of the HOF Toolkit for change management and Sources of Performance Variabilities
- Presentation of the Exercise
- Group Exercise
- Presentation of Results and discussion

- Objective: develop a non-mandatory toolkit to support the integration of Human and Organisational Factors in change management

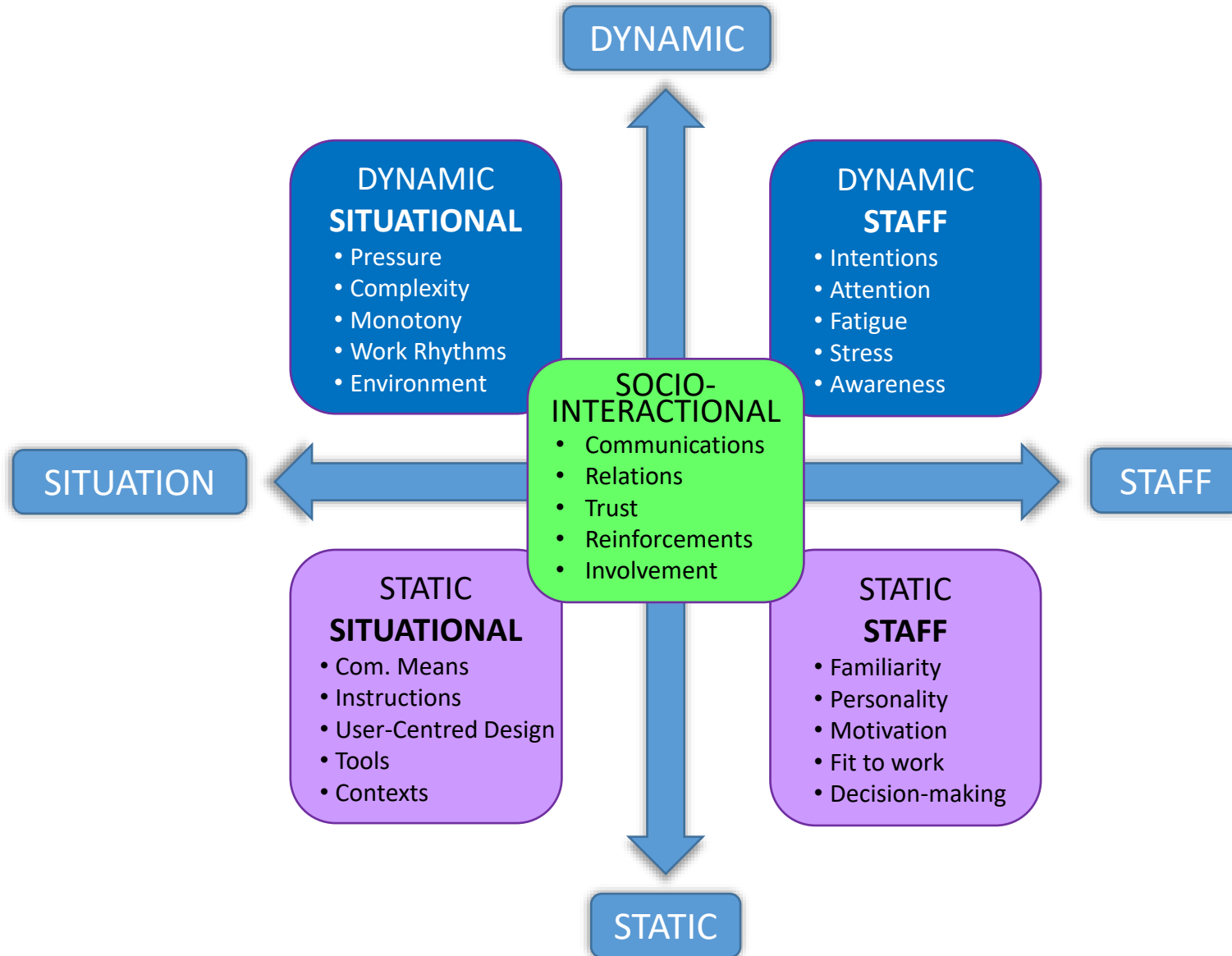


Guidance  
Human and Organisational Factors integration in change management

Order No.	Priority	Responsible	Completion
1	High	John Doe	Not Started
2	Medium	Jane Smith	In Progress
3	Low	Mike Brown	Completed
4	High	Emily White	Not Started

Order No.	Date	Comments
1		
2		
3		

# Sources of Performance Variabilities Overview



<b>DYNAMIC STAFF FACTORS</b>	Temporary characteristics of the individuals and teams that could influence the course of a situation
<b>STATIC STAFF FACTORS</b>	Lasting characteristics, repetitive elements in the concerned individuals and teams that could influence the situation or other concerned people
<b>DYNAMIC SITUATIONAL FACTORS</b>	Temporary or even fugacious characteristics of the situation that could influence the individuals and the teams
<b>STATIC SITUATIONAL FACTORS</b>	Lasting or repetitive characteristics of a situation that could influence the individuals or teams at work, or the context in which the activities take place
<b>SOCIO-INTERACTIONAL FACTORS</b>	Relationships between the people concerned and around them that could influence the work situation or the people themselves in their reactions, attitudes, perceptions

## DYNAMIC STAFF FACTORS

Temporary characteristics of the individuals and teams that could influence the course of a situation

**INTENTION** Intention during actions / Situational reasoning / Error types

**ATTENTION** Vigilance – Divided/shared attention / Concentration - Focus

**FATIGUE** Indicators of fatigue at the moment, during the shift, during previous days

**STRESS** Stress in a wide sense incl. emotions & other psychosocial factors

**AWARENESS** Awareness of the situation incl. self, knowledge / risks / information

## DYNAMIC SITUATIONAL FACTORS

Temporary or even fugacious characteristics of the situation that could influence the individuals and the teams

**PRESSURE** Uncertainty – volatility – rapidity -change / time pressure to act - react

**COMPLEXITY** Complexity - ambiguity of actions / Autonomy for taking decisions, actions

**MONOTONY** Monotony of the situation, of the activity / reflections, routines and habits

**WORK-RYTHM** Real working time, start/end, effective breaks, physical-mental work load balance

**ENVIRONMENT** Work environment: visibility, noise, vibrations, wind, rain, cold, heat,...

<b>STATIC STAFF FACTORS</b>	Lasting characteristics, repetitive elements in the concerned individuals and teams that could influence the situation or other concerned people
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**EXPERIENCE** Familiarity / Individual experiences - history/trajet/working career

**PERSONALITY** Individual characteristics moral/psychological incl. confidence, openness,...

**MOTIVATION** Engagement / Differentiate priorities e.g. orientation towards goals, risks, rules,...

**FIT-TO-WORK** Work requirements e.g knowing how to (do/be), well-being, health/medical checks

**DECISION-MAKING** Capacity (sustainable / momentary) for decision taking

<b>STATIC SITUATIONAL FACTORS</b>	Lasting or repetitive characteristics of a situation that could influence the individuals or teams at work, or the context in which the activities take place
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**COMMUNICATION-MEANS** Technical means e.g. availability, clarity, skills, training, feedback,...

**INSTRUCTIONS** expected - Quality of procedures and rules, link with residual risks

**DESIGN** (+/-) user centred design/ Man-Machine-Interface / Level of automation

**TOOLS** & equipment, tests, suitability, availability, maintenance, training, verification,...

**CONTEXT** societal, institutional (legislation, economy, politics, press, pandemic, sabotage, terrorisme...)

## **SOCIO-INTERACTIONAL FACTORS**

Relationships between the people concerned and around them that could influence the work situation or the people themselves in their reactions, attitudes, perceptions

**COMMUNICATIONS** between employees, teams, hierarchical levels, top-down, bottom-up,...

**RELATIONSHIPS** interpersonal e.g. team, with supervisor, between teams, conflict / power

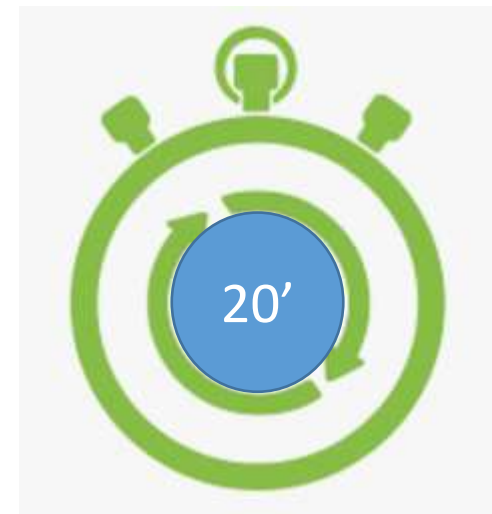
**TRUST** in information, in others e.g. colleagues, subordinates, HL, organisation, technology,...

**REINFORCEMENT** positive, negative e.g. psy safety, good practice, threats, fees, sanctions

**INVOLVEMENT** participation / responsabilisation in and towards (to be) taken decisions



- Please :
  - nominate a spokesperson,
  - discuss and identify human and organisational factors impacts relating to the case study,
  - prepare to present your feedback on the questions.
- The groups are the one assigned to each table:
  - Group 1 on the dynamic staff factors
  - Group 2 on the dynamic situational factors
  - Group 3 on the static staff factors
  - Group 4 on the static situational factors
  - Group 5 on the socio-interactional factors



Any question or Feedback?

- Please contact us:
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