

16 - 17 JUN 2015

Coping with terrorism: the role of Human Factors

Organisational committee: RZD (International cooperation department)
and UIC Security Division

PARIS, UIC HQ
16, RUE JEAN REY 75015 PARIS



Concluding declaration and the way forward...

The participants of the workshop thank UIC for having taken the initiative to organise this meeting and are pleased with its success, around 70 participants participated representing 40 companies or organisations from 23 countries.

They consider that the level of the global terrorist threats requires cooperation to be improved between the various rail companies, national authorities and the relevant international bodies.

They stress the crucial place and role of Human Factors within the security policies developed by the railway companies.

They have asked UIC to publish a summary of the workshop specifically addressing the main debates and results of the workshop.

They have asked UIC to organise in an appropriate way the continuation of common work on the following topics:

Analyze of the evolution of threats including cyber threats

Globally Railways are not only becoming more « connected », but more and more dependent on complex computing systems and software.

This is happening on railway system critical safety functions like Control and Command Signalling systems (e.g. ERTMS), or on pure rail commercial operations (e-tickets). Therefore, developing cyber security capacity-building is currently for railways a paramount to ensure the needed resilience to the rail cyber systems.

UIC Security Division should on behalf of their members, engage with international partners, organisations and the industry to support global capacity-building for the railways operating community.

The challenge is to foster an international cooperation regarding cyber-security issues. That could be achieved by developing a global rail cyber-security observatory, which would allow understanding the challenges that the railways operating community currently face, and provide guidance on how to cope with the current and future cyber threats.

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+ Perception and Feeling of security v/s objective level of security

- The first level of answer is to develop the objective level of security in reducing the criminal acts (CCTV, alarms ...) as well as reducing the consequences of the criminal acts (information, communication).

Each of the actors has their own performance criteria but the real challenge is the degree to which passengers feel that they are secure.

- The second level of answer is to better taking into account the subjective level of security. Attractiveness, performance and the image of transport sector depend also on the "Feeling of security" from passengers.

Indeed, the "feeling of security" (awareness) has an impact on the customer transport choice and on the way we manage security in general. That is why it is crucial to understand how we could encourage people to become agents of positive change in security, without frightening them.

- The challenge is to better know and understand the "feeling of security" of passengers in order to propose adapted solutions as a main focus which helps to remain the competitiveness force of rail transport in the future.

+ Training of staff: awareness of threats and vulnerabilities, professional skills ...

- The first challenge is at organizational level. Railway organizations should take into account the limits of human performance in routine tasks and a training program could be developed for the security management. Such a program could be focused on the sources of human error, decrease of attention and vigilance, the risks of long shifts or no shifts, and the importance of staff having regular breaks or alternating tasks.

- The second initiative is focused directly on the security staff. A training/awareness program could be developed to increase the motivation of the security staff who perform routine activities (e.g. those who work on X-ray scanners, document verification etc.). It is important that they become aware of the importance of their activity as well as the limits of their cognitive performance in long monotonous tasks.

- The third challenge is to train the security staff to identify suspicious elements in the appearance of the passengers and environment and to read the body language of passengers during a face to face interaction. Acquiring these skills is very important in the context of the future European Smart Borders initiative, which might create a socio-technical context in which borderguards and security agents might be focused mainly on monitoring and observing the travelers.

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+ Involvement of clients in improving their own security

- How to involve clients into their own security without overwhelming or scaring them?

We know that the involvement of clients is one of the key solutions to strengthen security.

As an example, a “See something, say something” campaign is already used in some countries in order to inform, alert and provides direction on detecting and reporting suspicious behaviors or objects.

- We should together think about other awareness campaigns on the involvement of clients taking into account cultural identities and societal differences in railway sector. We may also go further on considering other innovative possibilities and on further lines to involve the clients in the best way.

+ Dissemination of the information to UIC member contacts

Organise all the knowledge on these topics (best practices, studies and projects results, recommendations, action plans, training modules ...) to easily share it between members and partners with different level of confidentiality.

+ Security communication strategy (internal, partners, media.....) and crisis management

- How to communicate before the crisis? Awareness and prevention

Target: Rail Security staff, Rail non Security Staff, Public, Partners/Providers

Rail Security Staff: professional training: developing the corporate culture

Rail non Security Staff: developing the security culture and raise awareness of the threats and vigilance (alert, incident reporting)

Public: developing the security culture through alert, reporting to a rail staff (ethical alert). The idea is to involve the public without scare them. Security is a win-win challenge.

Partners/ Providers: developing their railway culture in giving them knowledge's on possible rail dangers and constraints

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- How to communicate to citizens during the crisis?

Target: Public

A citizen communication: Developing and presenting a citizen communication, in a form of an awareness program, this would give ethical and cultural solidarity to railway public and rail non security staff.

- How to communicate after the crisis? Communication and shared experience

Target: Rail Security Staff, Rail non Security Staff, Partners

An effective communication

How to set up an effective communication with the Medias?

How to communicate to the public after a crisis?

A shared experience on crisis management

Have an exchange of good practices in terms of crisis management.

What's about the experience feedback?

What works and what doesn't in terms of crisis management?

Please send us your comments and suggestions for the future, in order to present an amended text to the next UIC General Assembly! Thank you