

Management systems are well established in Deutsche Bahn Group (DB AG) since many years. For the independent companies of DB AG internal regulations define a group-wide framework to implement technical elements like quality management-, safety management and occupational health management in an integrated management system. Additionally, legal standards for management systems have to be fulfilled depending on the specific objects of each company, e.g. railway companies have to demonstrate a safety management system complying with european requirements since 2010.

Despite this widely implemented framework, very often deep knowledge about the basic principles and effectiveness of management systems is only to be found with experts of the respective technical departments. Many employees focus on adherence to rules without understanding themselves as part of a dynamic system, ensuring the control of the company's risks and the achievement of aspired process results by a continuous loop of plan – do – check – improve. Though, broad understanding of goals and methods of a systematic management is pre-condition to develop an integrated management system as a core instrument, that is extended to all parts of a company and supported by employees on all level.

In answer to this need the central training provider of DB AG, DB Training, Learning & Consulting, developed a multilevel program offering interested staff members the possibility to be trained as an expert of quality-, safety- or risk management system by various technical comprehensive and specific training modules. The training might be closed by a certification as an appointee, manager or auditor of the specific management system, depending on the aspired training level. This personal certification constitutes a particular stimulus for the employees : it confirms the acquired competence and offers new directions of professional career. As well the assessment assures training success to responsible managers.

The presentation will explain the program's structure and its particular modules. Training methods will be described, that are applied to foster the attendees to actively participate and work out almost any learning content in group or individual work sessions. Thus, systematic management as a changed attitude and mind-set is practically experienced. As well, numerous group work support networking between the attendants, irrespective of company lines. Extraordinary practical experience is also guaranteed by trainer, which normally work as business consultants of the respective technical subject within the Deutsche Bahn Group.

Until now the program may be called a success, which will be shown by reflecting the demand on the training modules, feedback of the attendees and the achieved cost-benefit-ratio. Finally, the presentation will demonstrate fields of improvement activities. Especially usage of e-learning methods needs to be reinforced to reduce time expenditure for face-to-face trainings and to increase learning success.