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Collision - BNSF
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BNSF
Excerpts from Employee Review Process

Employee Review Process

The purpose of the Employee Review Process (ERP) is to help employees work the remainder of their career without an accident or injury. When an employee's record indicates that individual assistance is needed, the supervisor will contact the affected employee and conduct an ERP session.

The supervisor should attempt to complete the initial interview for employees identified for ERP – A or B Status, no later than the end of the month, following their month of identification as ERP candidates. For employees identified who are in inactive status, for any reason, supervisors should attempt to perform the initial interview no later than the end of the month following the month of their return to active duty status.

Should availability and/or workload result in a delay in interview, please make a short note on the ERP form as to the conditions surrounding the delay. The goal is to ensure a quality interview and plan, and that quality investment should not be sacrificed for the single purpose of meeting a set timeline.

Multiple criteria for selection of employees may be used. Examples include:

1. Injury history
2. Human factor rail equipment incidents
3. Operations testing failures or a combination of the above
4. Newer employees with incidents or injuries
5. Other supervisor knowledge of employee performance concern

The leader will require the first-line supervisor to participate in ERP's that they conduct as a development tool. The leader will then require them to lead an ERP discussion to demonstrate their understanding and skill.

Employee Review Process

1. Prior to the meeting, supervisors should review data base information for obvious errors and make corrections.
(See Computer Support Information on the Safety Web Site)
2. Selected employees have the option of contacting their local chairman. Local Chairman may attend the session.
3. At the outset of the meeting introduce yourself if necessary and explain the reason for the review session and positive intent. Be direct in your approach. This is a serious effort that has the potential of reducing future incidents.
4. Explain thoroughly each personal record notation using the Employee's Personal Performance Index. Allow the employee to explain their perceptions concerning each item. Make notation of each item referencing the employee's comments.
5. Review and discuss with the employee any perceived barriers which they feel may make them more likely to have an accident or injury. When all indicators

have been explained, and the employee has had the opportunity to comment, the next step is problem-solving.

6. Resolve barriers using the “Closed-Loop Safety Process”.

Complete the problem-solving process by using the following steps:

1. Group incidents (events) by:
 - a. Injuries
 - b. Human Factors Incidents
 - c. Operations Testing Failures
 - d. Engineer Scoreboard Results
 - e. Other Supporting Records
2. Analyze by:
 - a. Physical Plant
 - b. Environment
 - c. Procedures
 - d. Human Factors (decisions or choices employees make)
3. Determine if risks continue to be in effect in the risk categories below:
 - a. Physical Plant
 - i. Log in SIRP Safety Issue Resolution Process
 - b. Environmental
 - i. Log in SIRP Safety Issue Resolution Process
 - c. Procedures
 - i. This would only come into play if employee or you felt a specific procedure(s) should be modified to reduce risk(s)
 - ii. If so, develop a proposal and submit to the General Manager for review and approval then elevate as required
 - d. Human Factors
 - i. Determine if the employee has the requisite skills to perform the job using existing procedures

If the employee could perform the procedure if their life depended on it, it is not a skill deficiency issue
 - ii. Explain the existing work procedure thoroughly so there is no possibility for misunderstanding

Ask the employee to explain his understanding of acceptable work performance for that procedure
 - iii. Explain to the employee that deviation from accepted procedures raises the likelihood of injury to him/her, and in some cases other co-workers, and that is unacceptable
 - iv. Finally, ask the employee if there is anything that he/she can think of that would prevent them from performing their jobs within established procedures concerning the issues agreed upon in the meeting

Create an Employee Review Process Action Plan

Jointly build a plan with the employee of Safe Production and Empowerment

EXAMPLE:

The ERP Action Plan should include the following category areas as developed from the interview process:

1. Physical Plant
2. Environmental
3. Procedures
4. Human Factors

Sample Plan:

1. Physical Plant
 - a. Walking conditions: 3 & 4 track regarding scrap metal in the toe path
 - i. Sent to SIRP
 - b. Repetitive hard to operate switch "Ice Track switch"
 - i. Sent to SIRP
2. Environmental
 - a. Continued muddy conditions complicated by tractor/trailer tire ruts at Ralston Purina
 - i. Sent to SIRP
3. Procedural
 - a. Recommendation to all language in 3-point contact rule to: Use arms to ease foot to ground and accept body weight slowly.
 - i. Sent to the System Rules Committee
4. Human Factors
 - a. Breaking the plane without properly providing protection based on 13.1.1
 - b. Not communicating proper car counts per rule 6.5
 - c. Not moving around end of car using 25 foot safety factor

Upon completion of the ERP Action Plan:

- Explain to the employee that empowerment should be used anytime his or her personal safety is compromised. Further explain if empowerment is used, supervision will immediately protect or mitigate the risk so work can progress safely. Also, be willing to explain the concept of empowerment if the employee does not understand. Emphasize the employee's responsibility to work safely.
- Explain to the employee that the ERP Action Plan will extend for a minimum of 6-12 months. Consider extending the measurement period for high multiple incidents as evidenced by large point totals.
- Indicate to the employee you will be performing monthly coaching and operations tests with them under those rules throughout the year.
- Use your Outlook Calendar to set timelines for follow-up sessions, contacts, and plan future testing.

- Contact employee with any operations testing outcomes, when SIRP items are corrected and rules changes have been approved/disproved per plan. Summarize monthly follow-up tests and contacts in your discussion comments in the employee's ERP Action Plan.
- Summarize the activity plan and give a copy of the Safety Action Plan Worksheet to the employee with specific dates surrounding each category area.
- ERP documents will be available electronically for review by the General Manager, GM's direct reports, Manager Safety, and supervisor conducting the ERP session.

End the session with the reinforcement that you are there to help and are available at any time to advise, coach, counsel and support his/her safe performance. Reinforce the use of empowerment one final time.

Employees in the ERP are required to report their ERP status to supervision on the new territory or division they are operating.

Employee Meetings

Employee meetings are not a substitute for the ERP. Supervisors may want to conduct employee meetings with employees not selected for the formal Employee Review Process. In those instances consider the following suggestions when conducting the meeting:

1. Review the employee's records. Allow discussion so employee can explain record notations. Establish a clear understanding for "Safe Production".
2. Ask if there are any specific problem area(s) or workplace issues that can impact safe performance. This includes situations where the employee may need assistance. Use the SIRP for unresolved conditions.
3. Explain "Empowerment" and how it should be used. Make a point with the employee that empowerment is available to protect their safety.
4. Thank him or her for what ever time period they have worked without an accident or injury.
5. Final summary of expectations for working incident and injury free into the future.
 - a. Do not violate the rules
 - b. Do not engage in a risky work activity – stop and develop a safer approach
 - c. Take care of the equipment in your charge.

