



NATIONAL TRANSPORTATION SAFETY BOARD - **Public Hearing**

Conrail Derailment in Paulsboro, NJ with Vinyl Chloride Release

GROUP	5
EXHIBIT	
I	

Agency / Organization

CONRAIL

Title

Conrail Action Plan for Safety Operations



Action Plan For Safety Of Operations

January 2012

I. STATEMENT OF POLICY

Conrail is committed to the principle that safety is good business. No one should be exposed to unnecessary hazards and risks.

Responsibility for safety and environmental stewardship cannot be transferred. Each employee of Conrail is held personally accountable for his/her actions on the job.

1. All injuries can be prevented.
2. All exposures can be safeguarded.
3. Prevention of injuries and accidents is the responsibility of each employee.
4. Training is essential for good safety performance.
5. Safety is a condition of employment.
6. Safety is good business.

Ronald L. Batory
President & Chief Operating Officer
January 1, 2009

Action Plan For Safety of Operations

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The Conrail Action Plan for Safety of Operations provides one of the cornerstones of our safety process.

I. SAFETY POLICY AND GOALS

Safety policies and goals give direction to our safety efforts and assist in charting a course to continuous and sustainable improvement.

Energy and enthusiasm for the Conrail Safety process is fueled by participation, knowledge, ownership, involvement, and leadership. Tools to accomplish this include:

A. *Personal Policy Statement*

Commitment to the safety process is essential to achieving an injury-free workplace.

Development and posting of an annual Personal Safety Policy Statement is a key element in demonstrating your personal involvement and commitment to the safety process.

Consider including items that: demonstrate your personal involvement, express a genuine concern for the health and safety of others, and endorse rules compliance and safety of operations. Advertising goals and demonstrating commitment to the integrity of the process may also be considered.

Whereas supervisors are required to annually reissue and sign a statement of safety policy, all employees are encouraged to develop their own policies as well.

The personal Policy Statement is a declaration which is displayed by one's daily actions.

B. Personal Safety Action Plan

Establishment of a Personal Safety Action Plan demonstrates individual accountability toward improving safety performance. A Personal Safety Action Plan establishes action steps that outline the details of one's plan to support his/her Personal Policy Statement for prevention of injuries and incidents.

A Personal Safety Action Plan includes action steps in four cornerstone areas: Job Briefings, (effective) Communication, Recognition, and Education. A plan may include elements that create energy and enthusiasm, reinforce good safety behaviors, solicit employees' ideas for improvement, create opportunities to train and educate, promote safety audits, (including tiered and focused audits), encourage attendance and participation in local safety committee activities, maintain good housekeeping plans, and facilitate "one-on-one" safety contacts. Personal Action Steps, other than the required four Action Steps, may also be included.

Personal Safety Action Plans are reviewed periodically by supervision and should regularly be updated; a journal of daily safety activities should be maintained to assist in gauging progress in implementation of the Personal Safety Action Plans. Sharing one's Personal Safety Action Plans with other employees is encouraged.

Whereas supervisors and each safety committee are required to prepare a Personal Safety Action Plan, all employees are encouraged to develop their own action plans.

A Personal Safety Action Plan format has been established and is shown in Appendix A.

C. Annual Division or Terminal Safety Action Plans

Issuance of an annual Safety Action Plan Booklet should be considered by each Division or Terminal, Shop or Territory. Elements of a plan may include: specific, measurable, achievable goals training and education; communication;

recognition; as well as other areas of safety accountability. The plan booklet should be periodically reviewed by team members and amended as necessary. The plan may be reviewed with employees.

D. Safety Performance Goals

Setting performance goals is an important part of planning for continuous improvement in the safety of all operations.

Requisite local, divisional goals are an important part of planning for continuous improvement in the safety of operations.

Past performance.

Number of total injuries.

Total work days lost to injury.

Rules violation incidents.

Rule violation derailments.

Goals should be clearly identified, realistic, measurable, and related to a specific time frame: for example, "to reduce the number of days lost due to injury by 10% during the next 90 days, compared to the preceding quarter."

Inform all personnel of approved safety performance goals. In addition, publicize and update actual safety performance in relation to goals often enough so that each employee knows exactly what kind of progress has been made towards achieving those goals.

II. EDUCATION

A. Safety Training

Training is essential for good safety performance. Effective training will result in 100% rules compliance and the ability to recognize unsafe behaviors and hazards, if they exist. Proper training results in enhanced situational awareness and fosters an ever-improving safety culture. As a result of proper training, employees recognize that critical unsafe behaviors and "evaporative" unsafe acts, if left unchecked, can contribute to injury or incident. For example, if an individual stands in the "line of fire," the risk of an accident increases.

Safety training may be accomplished in many ways by use of more formalized rules classes, rule examinations, "Safety Days of Training," or by the use of other initiatives/media including videos, work place safety discussions, posters, and safety contacts. Always seek an opportunity to exchange safety knowledge with others.

Rules Examinations

Annual safety and operating rules examination are required for all employees whose duties are prescribed by the Operating Rules.

B. Safety Audits

A **Safety Audit** is an education and communication tool which allows observation of employee work behaviors, review of work procedures, and conditions in the work place. Safety audits are performed by supervision on a regular basis for a minimum of one hour per week in the work environment. Safety committees and employees are encouraged to participate in audits. Safety audit forms are depicted in Appendices B - E.

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After observing work behaviors, both compliance with rules and procedures, as well as any unsafe behaviors, should be shared in a proactive manner with those employees having been reviewed; this is an opportunity for communication and sharing of knowledge. Unsafe behaviors noted, deficient procedures, or conditions needing repair should be corrected following the audit, unless immediate attention is warranted. Tool and equipment improvements and work place design considerations (ergonomics) should continue to be a part of the auditing process.

Safety audits are not intended to be performed in conjunction with other activities such as rules checks, train rides, etc.

A **Tiered Audit** is performed by an experienced auditor with others as a training tool to provide guidance and education in the performance of a proper safety audit; a maximum number of three employees will participate in a tiered audit.

A **Focused Audit** is an audit which concentrates on specific behaviors, procedures, or conditions, such as working in the "line of fire" or machine guards needing replacement, etc. Often departments or work units will identify a focus topic of the week or month.

III. COMMUNICATION

There are many ways to communicate about safety. One is communicating commitment to the process and another is exchanging information about work task(s) to be performed.

A. Communicating the Commitment

Our safety culture has evolved to become a way of life both on and off the job. It does require constant reinforcement. What we say, but even more importantly, **what we do** reaffirms our commitment to the process.

- Individual Involvement

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A strong and effective safety process begins with each of us as individuals. Our personal commitment and accountability are jointly the stepping stone to becoming responsible not only for our brother's and sister's keepers.

- **Safety Meetings**

Attendance and active participation in safety committee meetings is an excellent method of communication. This allows for a top down – bottom up exchange of information regarding progress, goals, accomplishments, and opportunities. A network of safety committees has been established and consists of local divisional committees as necessary. These groups are interactive and each meeting includes all aspects of the process including safety audits, employee visitation, job briefings, safety training programs, safety goal setting, performance reviews, statistics, etc. Individual committees meet daily, weekly, or monthly, as appropriate.

The foundation of a strong and effective safety committee lies in the following:

Members who actively participate and demonstrate a commitment to the safety committee and the safety process;

Members and guests who have confidence, purpose and the willingness to discuss safety issues to be resolved;

"Agenda" items that are corrected quickly;

Members who are constantly engaged in all aspects of safety and who share new concepts for safety improvement.

- **Quarterly Safety Contacts**

Another effective means of communication is the quarterly personal contact. Supervisors must make and record a personal contact with each employee in their work unit regarding safety every quarter. Such contact permits an exchange between employees on a regular basis individually or in small groups, to discuss

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areas of interest in safety. Supervisors and employees can effectively communicate with one another; listing is one of the most effective means of communication. Such contacts afford positive reinforcement and an opportunity to enhance understanding of safety practices. It also emphasizes concern for health, welfare, and safety of all.

Those who conduct the quarterly safety contacts should be prepared to have a message or topic about one or more safe work procedures and the benefits of compliance; master the subject matter and anticipate questions; encourage discussion and demonstration.

All employees and safety committee members are encouraged to make similar contacts.

- **Annual Formalized Personal Contact**

An annual formalized personal safety contact is a scheduled meeting between employee and supervisor to build relationships discuss personal safety performance, history, and trends. It is an opportunity to exchange information so that participants reinforce commitment to the safety process and to establish an action plan for improvement as necessary. Each such meeting is intended to be positive, educational, confidential, and be conducted in an office setting (i.e., not on the shop floor or in a locomotive cab). This contact is recorded in the employee's safety training history.

B. Communicating the Task

- **Job Briefings**

Job Briefings provide a structured method for exchanging information and thereby, enhances communication. Properly used, a job briefing ensures that all members of a work assignment understand the work task(s) to be performed, each individual's responsibilities, and the potential for hazards to exist if rules are not complied with, or appropriate safeguards are not utilized.

Participation and involvement in job briefings as prescribed by Rule 1.1.2 are required: (1) when work begins; (2) when work changes; (3) when work becomes confusing, or other new tasks are started; or, (4) when a rules violation is observed. Job briefing are updated throughout the tour of duty.

A job briefing includes items such as: a review of work to be performed, potential exposures, necessary safeguards, applicable rules/procedures, tools, equipment, and materials needed, weather conditions, as well as other job specific requirements. Job briefings also include information about the "What if's?" ...that is, "What can hurt me here?", discussing potential exposures, should there be for example, failure by other crews, work groups, equipment, outside contractor, the general public, or even by employees of another railroad.

A proper job briefing should not be limited to a line up or switch list of duties to be performed.

Job briefings are performed by work groups or by an individual (if on an independent assignment).

IV. RECOGNITION

A. Individual Recognition

Demonstrating genuine personalized appreciation for significant safety performance reminds each of us that we are all individually important contributors to the safety process. Recognize individuals who have participated significantly in promoting safety. Always take the time to acknowledge exemplary, continuous, or improving safety performance. It's part of human nature to repeat behavior that has been previously rewarded. Therefore, individual recognition encourages participation and team building.

Peer recognition is also a powerful form of reinforcement. Co-workers taking the time to acknowledge safe performance have positive impact. This reminds us that we are important to each other and that we all have a stake in our safety. The effect of this type of recognition cannot be underestimated.

B. Group Recognition

Group recognition is a means of expressing appreciation to a larger work unit. This has the effect of demonstrating that we are all part of a team, that we share a responsibility in looking out for one another as each others brother's and sister's keepers.

Safety celebrations, safety incentive gifts, cookouts, plaques, letters of appreciation, safety awards, etc. are time-tested examples of group recognition.

C. Family Recognition

The family's influence on a job performance and safety consciousness should not be overlooked. Try to involve family members in the safety process whenever possible. Our families have a vested interest in the prevention of injuries and incidents. Annual family safety meetings, picnics, open houses, or other gatherings, provide an ideal opportunity to enhance family participation in safety, both on and off the job.

V. SAFETY ACCOUNTABILITY

Safety of operations is Conrail's number one priority. All injuries and incidents can be prevented. Each of us is charged with the responsibility to work safely – protecting ourselves, our co-workers, and the communities we serve. It is our responsibility to work together safely.

A. Safety Responsibility

Embracing our safety culture and knowledge of just "how we do things around here" results in support for, and sustaining of the integrity of the safety process. Conrail has established policies, procedures and programs to support that process.

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Rules training followed by comprehensive program of rules checks, effectively done, ensures rules compliance and uniformity of application.

Each employee is responsible for the prevention of injuries and incidents. Each employee is held personally accountable for safety performance.

If a safety violation is observed or anticipated, be prepared to recognize and immediately correct the infraction and secure a personal commitment to prevent future occurrences. Sharing/discussing lessons learned from incidents with other employees assists in prevention.

VI. INJURY AND INCIDENT FOLLOWUP

All injuries and incidents must be reported by the quickest communication available to the proper authority.

If an injury occurs, the employee will be treated with respect and will be offered prompt medical attention.

All injuries and incidents must be investigated in order to determine the cause and initiate corrective action.

A. Medical Attention

When an employee is injured, the immediate and primary concern is to promptly provide medical attention.

When accompanying employees to a medical facility, supervisors are not to enter the examining room when an injured employee is being medically examined or treated, unless the employee first asks the supervisor to do so and the physician has no objection. At no time, should a supervisor interfere in any way with a physician's determination regarding the method or extent of treatment, including the physician's choice of prescription (versus non-prescription) medication.

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Emergency Room personnel or the doctor should be informed that an on-duty injury is involved and request that invoices and reports be directed to the Claim Department.

An injured employee is entitled to be treated by a physician of his/her own choosing.

If an employee believes he or she has not been treated respectfully and in accordance with stated medical treatment and reporting policies, the employee should make a written report to his/her supervisor or to the Chief Risk Officer, Mount Laurel, New Jersey telephone (856) 231-2007. For complete confidentiality, an employee may also call the Conrail Ethics and Compliance Hotline (800) 209-7330.

B. Cause Analysis

The purpose and goal of any incident analysis is to accurately determine the cause of that incident so that corrective action can be taken to prevent a similar incident. A thorough analysis is one essential step to injury and incident prevention. The expertise required to determine the cause of an injury/incident frequently involves multiple railroad departments. The Risk Management Department may be called upon to provide specialized expertise, if necessary.



Conrail Personal Safety Action Plan

Name	Title	Division	Revised Date
Action Steps			
Job Briefings –			
Communication –			
Recognition –			
Education –			
(for additional categories)			
(for additional categories)			

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SAFETY AUDIT FORM
ENGINEERING DEPARTMENT

FORM 11462 (Rev. 4/98)
(Item 114621)

Location Area: _____ Date: _____
 Work Group: _____ No. Observed: _____
 Time Begun: _____ A.M. / P.M. Time Ended: _____ A.M. / P.M.

- CATEGORY A**
Behavior / Attitude of People
- ___ 1. Horseplay
 - ___ 2. Reaction to Audit
 - ___ 3. Work Attitude
 - ___ 4. Safety Attitude
 - ___ 5. Other _____

- CATEGORY B**
Positions of People
- ___ 1. Mount/Dismount Equipment
 - ___ 2. Handling Material
 - ___ 3. Burning / Welding
 - ___ 4. Use of Tools
 - ___ 5. Electrical Current
 - ___ 6. Caught Between
 - ___ 7. Struck By or Against
 - ___ 8. Lifting Posture
 - ___ 9. Fall Protection
 - ___ 10. Fencing Track
 - ___ 11. Line of Fire
 - ___ 12. Other _____

- CATEGORY C**
Procedures
- ___ 1. 23A / Track Warrant
 - ___ 2. Radio Communication
 - ___ 3. Lock Out / Tagout
 - ___ 4. Operating Motorized Equipment
 - ___ 5. Fuel Gas Cylinder Storage
 - ___ 6. Tests of Oxygen / Fuel Gas Equipment
 - ___ 7. Fire Protection Equipment
 - ___ 8. Grounding
 - ___ 9. Other _____

- CATEGORY D**
Personal Protective Equipment
- ___ 1. Eyes, Face, Head
 - ___ 2. Hearing Protection
 - ___ 3. Hands & Arms
 - ___ 4. Feet and Legs
 - ___ 5. Respiratory Protection
 - ___ 6. Other _____

- CATEGORY E**
Tools and Equipment
- ___ 1. On / Off Track Equipment
 - ___ 2. Vehicles
 - ___ 3. Seat Belts
 - ___ 4. Grinder / Wheel Storage
 - ___ 5. Tools
 - ___ 6. Restraints
 - ___ 7. Guards on Machinery
 - ___ 8. Radio
 - ___ 9. Other _____

- CATEGORY F**
Housekeeping / Orderliness
- ___ 1. Storage of Materials / Supplies / Tools
 - a. Buildings
 - b. Trucks
 - c. Camp Cars / Trailers
 - ___ 2. Work Area Conditions
 - ___ 3. Fire Prevention / Hazards
 - ___ 4. Warning Signs Displayed
 - ___ 5. Obstruction of Walkways / Machines
 - ___ 6. Other _____

EMPLOYEE / CONDITION	CATE-GORY	DESCRIPTION COMMENTS	ACTION TAKEN

Auditors: _____

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SAFETY AUDIT FORM
MECHANICAL DEPARTMENT

FORM 11483 (Rev. 4/96)
(Rev. 114699)

Location Area: _____ Date _____

Work Group _____ No. Observed _____

Time Begun: _____ A.M. / P.M. Time Ended: _____ A.M. / P.M.

- CATEGORY A**
Behavior / Attitude of People
- ___ 1. Horseplay
 - ___ 2. Reaction to Audit
 - ___ 3. Work Attitude
 - ___ 4. Safety Attitude
 - ___ 5. Other _____

- CATEGORY B**
Positions of People
- ___ 1. Mount/Dismount Equipment
 - ___ 2. Handling Material
 - ___ 3. Burning / Welding
 - ___ 4. Use of Tools
 - ___ 5. Crossing Equipment
 - ___ 6. Close Clearances
 - ___ 7. Struck By or Against
 - ___ 8. Lifting Posture
 - ___ 9. Use of Ladders / Scaffolds
 - ___ 10. Fouling Track
 - ___ 11. Line of Fire
 - ___ 12. Other _____

- CATEGORY C**
Procedures
- ___ 1. Blue Signal Protection
 - ___ 2. Radio Communication
 - ___ 3. Lock Out / Tagout
 - ___ 4. Operating Motorized Equipment
 - ___ 5. Fuel Gas Cylinder Storage
 - ___ 6. Tests of Oxygen / Fuel Gas Equipment
 - ___ 7. Fire Protection Equipment
 - ___ 8. Other _____

- CATEGORY D**
Personal Protective Equipment
- ___ 1. Eyes, Face, Head
 - ___ 2. Hearing Protection
 - ___ 3. Hands & Arms
 - ___ 4. Feet and Legs
 - ___ 5. Respiratory Protection
 - ___ 6. Other _____

- CATEGORY E**
Tools and Equipment
- ___ 1. Fork Lifts
 - ___ 2. Vehicles
 - ___ 3. Tools
 - ___ 4. Grinders
 - ___ 5. Seat Belts (In Use)
 - ___ 6. Cranes
 - ___ 7. Guards on Machinery
 - ___ 8. Radio
 - ___ 9. Other _____

- CATEGORY F**
Housekeeping / Orderliness
- ___ 1. Storage of Materials / Supplies / Tools
 - ___ 2. Disorganized Work Area
 - ___ 3. Fire Prevention / Hazards
 - ___ 4. Warning Signs Displayed
 - ___ 5. Obstruction of Walkways / Exits / Stairs
 - ___ 6. Other _____

EMPLOYEE CONDITION	CATE-GORY	DESCRIPTION COMMENTS	ACTION TAKEN

Auditors _____

