

DCA11FR002  
Collision - BNSF  
Red Oak, Iowa  
April 17, 2011

Nebraska Division  
2011  
Safety Action Plan

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# Nebraska Division Safety Action Plan

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<b><u>Nebraska Division 2011 Safety Goals</u></b>		
	Frequency	Severity
Division	1.25	36
Transportation	1.40	40
Engineering	1.00	35
Mechanical	1.30	30

## BNSF SAFETY VISION

*We believe every accident or injury is preventable  
Our vision is that BNSF will operate free of accidents and injuries.*

BNSF will achieve this vision through:

**A Culture** that makes safety our highest priority and provides continuous self-examination as to the effectiveness of our safety process and performance.

**A Work Environment** including the resources and tools, that is safe and accident free where all known hazards will be eliminated or safeguarded.

**Work Practices and Training** for all employees that makes safety essential to the tasks we perform.

**An Empowered Work Force** including all employees, that takes responsibility for personal safety, the safety of fellow employees, and the communities in which we serve.

*The BNSF Safety Vision establishes the fundamental values and unity of purpose that presents a clear image of the future. It has the best interests of its people at heart.*

## Nebraska Division Safety Statement

The Nebraska Division is a community of people creating a workforce committed to empowered teamwork that recognizes safety as a way of life and is committed to Safe Production.

**The Nebraska Division will achieve this culture when:**

- 1) *Employees, both management and scheduled, make safety the first priority in the discharge of their duty.*
- 2) *Employees look out for one another and actively participate in the safety process to improve and safeguard the work environment for all.*
- 3) *All employees feel empowered, involved and recognized for teamwork and leadership in eliminating accidents and injuries.*
- 4) *Employees take personal responsibility for working within "best practice" and feel responsible for the safety of their co-workers*
- 5) *The Nebraska Division achieves an injury free and accident free workforce of employees.*

## **SAFETY ACTION PLAN**

An effective Safety Action Plan must be based on the identification and elimination of all types of risks that our supervisors, craft employees and our contractors face as they perform the necessary work to meet our operational goals. The BNSF Safety Action Plan is composed of six major areas:

1. Supervisor/Local Chairmen and Leadership Meetings
2. Management Oversight Process
3. Employee Review Process
4. Accident and Injury Handling
5. Safety Issue Resolution Process
6. Safety Site Teams

## **SUPERVISOR/LOCAL CHAIRMEN & LEADERSHIP MEETINGS**

The foundation for an effective safety program is built on establishing trust and credibility with our employees and through elected union leaders. A forum that offers management and union officers the opportunity to discuss issues that have a direct impact on operations is a fundamental requirement.

To demonstrate personal commitment, each leader will attend scheduled Supervisor/Local Chairmen and Leadership Meeting with union leadership to reinforce their commitment. Leaders will schedule and attend meetings not less than quarterly with the local elected union representatives for their craft employees. Effective leaders will:

1. Provide for an opportunity to discuss and resolve issues through group problem-solving that adversely impact teamwork and labor/management relations.
  - a. Create a process for tracking (Issue Log Issues) and problem solve barriers to conclusion
  - b. Provide periodic feedback to your team to show your commitment and allow them to gauge the impact
    - i. Updates will include responsible party, resources and timeline for completion of issue
2. Show enthusiasm and passion for their concerns. Effective leaders win others to their cause by showing they first believe in the concerns of their employees
  - a. Plan to take the time to explain not only what is to be done, but the reason(s) why it must be done and ask for support to accomplish the task(s)
  - b. Implementation of changes in policies, procedures and planning for change as a labor/management team is important and often decreases the initial resistance
  - c. Elevate unresolved issues to the Division Local Chairmen Meeting to be held in the 4<sup>th</sup> quarter.
  - d. Be open to suggestions and opportunities to improve your vision or plan
  - e. Recognize individual accomplishments as having value in supporting the vision or plan
  - f. Reinforce the empowerment concept for all supervisors and labor.
3. Leaders accept diversity and differences as strengths and opportunities to build continuity and integrity into the vision or plan

## MANAGEMENT OVERSIGHT PROCESS

Operations testing is mandated by BNSF company policy. BNSF requires operational tests and inspections to determine the extent of compliance with rules, policies, instructions and general procedures specific to an employee skill set. Operations testing provide BNSF employees with the opportunity to demonstrate their ability to apply the rules and special instructions in the work environment. Quality Operations Testing communicates clearly to employees what is expected of them. By reviewing particular rule requirements in a field application, both the employee and the supervisor can gauge the level of rules proficiency.

The BNSF Operations Testing Reference Guide is designed to provide guidance to aspects of Operations Testing from testing procedures to data entry for supervisors and managers. It will assist in the administering of Operations Testing on a system basis assuring employees an opportunity to demonstrate their knowledge of rules and instructions, while providing supervisors the opportunity to recognize proper rules application, and correct any deficiencies identified.

Testing supervisors will be trained to assure they are competent and qualified to perform operations testing activities. One-on-one coaching with feedback is the keystone for establishing an effective testing program. It is also well known that positive feedback for performance within best practice is one of the most powerful influences over future performance. Ensure opportunities for positive reinforcement are taken whenever possible.

The testing supervisor should use this process to verify that employees are working safely and in compliance with all company rules, policies, instructions and procedures. When expectations are not being met, this process allows for correction of operating deficiencies before those same deficiencies become incidents.

## EMPLOYEE REVIEW PROCESS

The purpose of the Employee Review Process (ERP) is to assist employees in working 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

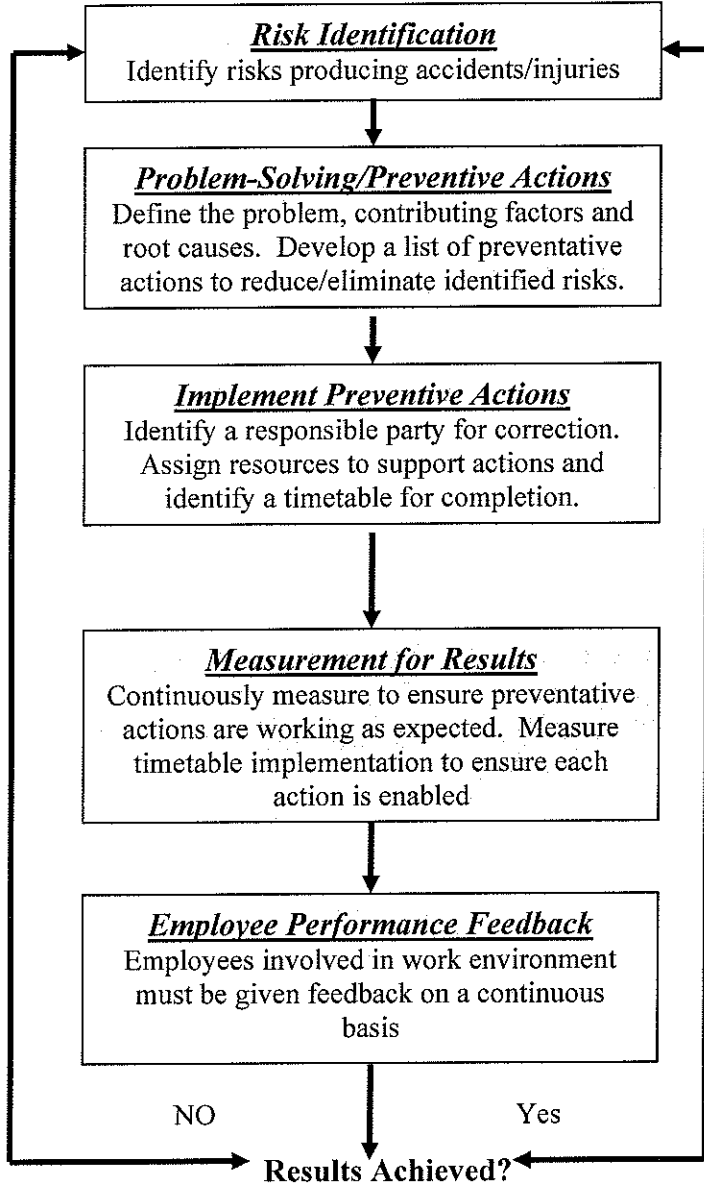
The leader will require the first-line supervisor to participate in ERP's that they conduct as a development tool. The leader will then require them to lead an ERP discussion to demonstrate their understanding and skill.

- The supervisor should attempt to complete the initial interview for employees identified for ERP – A, B or C 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.

### **Create an Employee Review Process Action Plan**

1. Prior to the meeting, supervisors should review data base information for obvious errors and make corrections.
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. Provide recognition for Safety Production.
5. 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.
6. Review with the employee any perceived barriers to Safety Production 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.

## Five-Step Closed-Loop Safety Process Model



- |  |
|--|
| <p><b>Risk Identification Tools</b></p> <ul style="list-style-type: none"> <li>• Manager Leadership and relationship building</li> <li>• Management oversight process</li> <li>• ERP</li> <li>• Accident/Injury handling protocol</li> <li>• SIRP</li> <li>• Safety Site Teams</li> </ul> <p>.....</p> <p><b>Problem Solving Tools</b></p> <ul style="list-style-type: none"> <li>• ABC Analysis</li> <li>• Work Process Analysis</li> </ul> <p>.....</p> <p><b>Preventative Action Tools</b></p> <ul style="list-style-type: none"> <li>• Job Safety Briefing/Job Planning</li> <li>• Marathon/P2P/CPS and safety meetings</li> <li>• Safety skills training</li> <li>• Supervisor/employee safety contacts</li> <li>• Work practice reinforcement</li> <li>• OJT work task practice</li> <li>• Work practice modifications/leveling</li> <li>• Supervisor interventions</li> <li>• Mentoring</li> <li>• Safety Focus Groups</li> <li>• Task Risk Analysis</li> </ul> <p>.....</p> <p><b>Measurement Tools</b></p> <ul style="list-style-type: none"> <li>• Risk reduction</li> <li>• Accident experience</li> <li>• Operations testing data</li> </ul> <p>.....</p> <p><b>Communication/Feedback Tools</b></p> <ul style="list-style-type: none"> <li>• Safety alerts and bulletins</li> <li>• Job Safety Briefing and Job Planning</li> <li>• Marathons and Safety Meetings</li> <li>• Division safety bulletin boards</li> <li>• Whistle Post</li> <li>• Division Safety Performance</li> <li>• Recognition</li> <li>• Division Safety Calls</li> <li>• ERP</li> </ul> |
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## **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 maintained electronically in a folder and available 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.

## **ERP Closeouts:**

ERP employees will only be closed out by the Middle Manager following a discussion with the Manager of Safety and the First Line Supervisor assigned to the employee. Once the decision is made to close out the ERP employee a close out interview will be conducted and documented.

## **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.

## ACCIDENT & INJURY HANDLING

If an injury occurs, everyone's first concern MUST be looking after the employee's welfare and obtaining prompt medical treatment as needed. Although BNSF wants expeditious reporting and a thorough analysis of the accident or injury, taking care of our people is our first priority, consistent with our "Vision & Values" and our safety culture. We need to ensure that we convey an attitude of care and concern first.

### Obtaining prompt medical treatment

When an employee desires medical treatment due to a work-related incident or activity, the supervisor must adhere to these core principles:

- The supervisor must ensure the employee receives prompt medical treatment.
- The supervisor can typically expedite treatment by calling the On-the-Job Injury Care Help Desk (888-634-1011 or 817-593-4900 use option 1), which can refer the supervisor to network physicians who have agreed to see BNSF personnel on a priority basis. However, an employee can ask to see other physicians outside the network or use emergency room service, when necessary. Under no circumstances should the supervisor delay medical treatment by calling the Help Desk. If the situation does not allow the supervisor to call the On-the-Job Injury Care Help Desk immediately, the supervisor should make that call within 24 hours of the injury. To help identify network physicians and their locations a clinic locator tool is available on the Medical department Web site.
- The supervisor is responsible for arranging transport for the employee to the medical care provider and for accompanying or meeting employees being examined or treated. Do not hesitate to summon ambulance service or use 911 emergency services, when needed.
- It is NOT appropriate for the supervisor to accompany the employee into the examining room, unless the employee asks the supervisor to do so. The supervisor must respect the employee's right to privacy.
- The supervisor must not attempt to influence medical treatment in any way; any attempt to influence the treatment is inappropriate and illegal. The examining physician knows the appropriate medical treatment and will provide it. The employee and physician are the only ones who should discuss medical treatment prior to the treatment.
- The supervisor can discuss any work restrictions with the physician to ensure that the supervisor accurately understand the types of restricted duty that might be an option. Instruct employees working restricted duty to never exceed those restrictions and to never perform duties beyond those restrictions without clearance from the physician.

### Reporting the Injury

When an employee reports ANY work related injury, including an injury where only first aid is administered or no medical treatment is required, the supervisor must complete a Web-based Supervisor Report of Injury. The supervisor has an obligation to accept the injury report whether it is verbal or written. The supervisor can file this report by first calling the On-the-Job Injury

Care Help Desk (888-634-1011 or 817-593-4900 use option 1). The Help Desk will send the supervisor an e-mail that includes a link to the Web-based Injury Reporting System. The supervisor can click on that link to access and complete the electronic form on the injury. Once the supervisor receives the link, the supervisor has 48 hours to complete the information and submit the report to the accident reporting center. The supervisor must not use a paper form or other document to report the injury to the accident reporting center.

Employee will complete Form 51662 (Employee Personal Injury/Occupational Illness Report) for all work related injuries including injuries that do not require medical treatment. This form is forwarded to the accident reporting center.

If, following a critical incident such as a grade crossing collision, an employee is not able to return to his or her next scheduled tour of duty, supervisor will complete a Web-based Supervisor Report of Injury. However, the employee does not need to complete the Employee Personal Injury/Occupational Illness Report unless employee seeks medical treatment. For more information, see BNSF's Critical Incident Policy.

When reporting the injury, follow these procedures:

If the employee requests a copy of either the completed Employee Personal Injury/Occupational Illness Report or the information contained on the Supervisor Report of Injury, the supervisor should provide it. The report that contains the information from the Supervisor Report of Injury is normally available within 24 hours at field locations via the BNSF accident system or the supervisor may also request it from the accident reporting center by providing a fax/ mailing address.

It is not only BNSF policy but also Federal Law that harassment or intimidation of any person that is calculated to discourage or prevent such person from receiving proper medical attention or from reporting an accident, incident, injury or illness will not be permitted or tolerated. In addition, any person who reports a violation of the reporting provisions will not be subject to harassment, intimidation or other punitive measures solely for reporting violations of this policy.

If the employee experiences muscular aches and pains from "routine" work that do not appear to be serious when they first occur, he or she has 72 hours to notify the appropriate supervisor that an injury has occurred. Employees will not be disciplined for "late reporting" of this type of injury, as long as:

- o They report the injury within 72 hours of the probable triggering event,
- o They notify the supervisor before seeking medical attention, and
- o The medical attention verifies that the injury was most likely linked to the event specified.

If the incident requires any medical treatment immediately after or at a later date, the accident reporting center must be notified when that treatment is provided.

If an employee reports an injury/illness that occurred off-duty and off-property the supervisor does not need to submit a Web-based Supervisor Report of Injury. If employee is requesting a medical leave of absence, he or she must complete from HUM00001, "BNSF Authorized Leave of Absence."

If you have any questions about this policy, please contact the Director, Safety Reporting and Analysis at (817)352-1140.

### **Nebraska Division Accident and Injury Handling Process**

- Supervisor first notified of incident will arrange for medical care if needed and will contact the CareSys Hot Line 888-634 1011, option # 1, as soon as appropriate.
- Supervisor will notify Manager of Safety and their operations leader within 1 hour of notification of incident.
- Operations leader will be responsible for notifying General Manager and arranging conference call within 6 hours of the incident using the appropriate conference bridge number. Manger of Safety will notify Medical and Claims.
- Supervisor responsible for incident will be responsible for filing all appropriate paperwork which will be submitted to Manager of Safety within 24 hours of the initial notification for oversight and final approval.
- A review and/or reenactment conducted by the immediate supervisor of all incidents including contributing factors and root causes using 3P Analysis  
Supervisors will be trained in to perform effective incident reenactments
- New supervisors trained within 30 days of work assignment
- Manager of Safety will be responsible for properly recording and coding lost and/or restricted days
- Medical Department will be involved in incident reviews
- Medical Management will be held on a monthly basis and will include the General Manager, Medical and Claims Departments, Manager of Safety and the Operations leader of the employee involved

## **HUMAN FACTORS**

### Human Factor (HF) Rail Equipment Incidents (REI)

All HF REI should be analyzed using risk identification and 3P Analysis to determine causes. When causes are determined they should be reported accurately on form SAF51657 and audited by the Manager Safety/Senior Manager Safety.

Reenactments will be performed for HF REI's as determined by General Manager and Supt Ops/Terminal Supt of territory.

REI safety and/or cause related information should be made available monthly at minimum to employees performing switching operations. Human Factor work practices are continuously measured and high potential risks identified.

Job safety briefings can also be used to relay vital information to assist employees in performing safe switching operations.

## SAFETY ISSUE RESOLUTION PROCESS

The Safety Issue Resolution Process (SIRP) is designed for all crafts to quickly first protect and then correct safety hazards identified by employees. Safety issues identified are conveyed to other employees working in areas where hazards were reported.

Safety issues are received through:

1. Craft employee's contact with their immediate supervisor
  - a. This is the most effective means an employee has for communicating a safety issue for protection and correction.
  - b. The supervisor has an opportunity to ask questions and define more specific information if necessary to begin the correction process.
  - c. Supervisor exhibits he/she cares about their concerns and becomes a safety "champion" and a "go to" supervisor.
  - d. Reinforces commitment to employee's personal safety.
  - e. Establishes trust and credibility through correction and follow-up with issues.
2. Division Hotline – 402-458-7500
  - a. Division hotlines can be used when supervision is unavailable or when anonymity is preferred.
  - b. Hotlines should be answered a minimum of once per day and should not be used when immediate protection is required.
3. Union Safety Representatives
  - a. In some cases when an employee is uncomfortable bringing an issue forward through conventional means, he/she contacts their union safety representative and he/she contacts the immediate supervisor.
4. Local Safety Site Team Meetings
  - a. This should be a rare occurrence but there could be an instance where a safety site team representative would receive an issue at the time of a safety site team meeting.
5. Supervisor and Local Chairmen Leadership Meetings
  - a. Safety issues may arise out of monthly Supervisor and Local Chairmen Leadership meetings attended by union local chairmen.
  - b. The SIRP database should be used to resolve those issues.
6. Unsafe Condition Report
  - a. Employees fill out a prepared form and place in immediate supervisor's mailbox; however, conditions needing immediate protection should be verbally reported.
  - b. Supervisors should check mailbox at least once per day.

When safety issues are received by the immediate supervisor they are processed as follows:

1. Immediate supervisor or middle manager immediately protects the safety issue.
2. Immediate supervisor or middle manager logs safety issue into database as soon as possible.
3. Immediate supervisor or middle manager contacts and/or mails automatically generated letter to the safety issue initiator to inform the employee that he/she is working on issue.
4. Immediate supervisor contacts the correcting supervisor for safety issue handling
  - a. Correcting supervisor corrects issue within 5 days or,
  - b. Develops a correction action plan with timeline for correction.
    - i. Plan will be updated monthly

5. Correcting supervisor contacts originating supervisor that the issue is corrected or explanation of plan (issue must remain protected until corrected). Updates on issue will be sent to initiator via automatically generated letter.
6. Supervisor contacts and/ or mails automatically generated letter to initiator once safety issue is properly corrected and then closes issue
  - a. All "Safety Issues" remain on the SIRP Log in an "open" status until corrected
  - b. Issues needing additional resources are elevated
  - c. Non-safety issues should be referred to the appropriate BNSF department with explanation given to the employee submitting the issue.
7. Safety issues are tracked by person(s) assigned responsibility for correction or in some cases by Safety Manager or Safety Coordinators.
8. Safety issues are to be posted on the safety bulletin boards and should be communicated to all affected employees using Job Safety Briefings.

The safety issue resolution logs will be reviewed by the GM, direct report or in some cases the site leader on a monthly timetable. Safety issues 30, 60 and 90 days and over are to be discussed along with an emphasis on realistic timetables for completion.

## SAFETY SITE TEAMS

Safety Site Teams have been created at key locations throughout the divisions and major work groups to allow a representative mix of interested and dedicated craft employees and supervisors to meet to eliminate workplace risk and resolve safety issues that have or may produce accidents and injuries.

Create an environment where craft employees and supervisors will freely engage in activities that identify and eliminate/reduce the risks that produce accidents and injuries through:

1. Heightened awareness of workplace risks by balancing their risk identification and elimination efforts to focus on both human factors and environmental issues
2. Increased contact with craft employees
3. Increased trust and credibility

Management will determine the number of craft representatives per safety site team. The union leadership will select site safety team members. Union leadership should select members that exhibit a genuine interest in workplace safety

Management (Superintendent) identifies attendance expectations and accountability to ensure supervisors and craft employees consistently attend.

Site Safety Team responsibilities include:

1. Identification of workplace risks including environmental and behavioral risks
2. Participation in risk problem solving
3. Selecting risk elimination/reduction preventive actions
4. Measuring to ensure results of preventive actions
5. Providing risk performance feedback to all affected employees
6. Celebrate workplace risk reduction successes

Safety Site Teams should be trained on the "Closed-Loop" Safety Process and ABC Analysis.

When selecting representatives ensure management and employee candidates have:

- A high level of interest in improving the effectiveness of workplace risk identification and elimination.
- An understanding of the safety concerns of the working environment.
- A willingness to become actively involved in communicating workplace risks and how they are corrected.

TEAM	CO-CHAIRPERSONS	HOTLINE	FAX
Lincoln Terminal	Danny Crocker/Mark Athey	<b>402-458-7500</b>	402-458-7748
Omaha/Sioux City	Doug Finch/Dan Munson		402-422-5390
Hastings	Kevin Potthoff/Todd Warnke		308-345-5974
Ravenna	Tim Birdsall/Alisha Beenblossom		308-452-2724
Creston/Ottumwa	Kevin Howell/Joe Owens		641-782-1940
St. Joe	Bruce Kampsnider/John Bakulski		402-458-4323
NKC Terminal	Danny Downs/Nicole James		816-472-2491

The structure of the site safety team should allow for two Co-Chairmen; one from management and one from the craft. The craft and management co-chairman will jointly lead the site safety team meeting:

- Co-chairmen
  - Craft Co-chairman elected by craft safety team members
  - Management co-chair is highest ranking officer at that location
  - Duties:
    - Provide safety leadership
    - Create a sense of teamwork among team members
    - Conduct meetings consistent with team responsibilities
    - Develop and provide a meeting agenda
    - Ensure meeting minutes of proceedings are taken and distributed to all affected employees
- Scribe
  - Elected by craft safety team members
  - Duties:
    - Records minutes for site safety team meeting
    - Ensure site safety team minutes are distributed to site safety team members, Manager of Safety, Safety Coordinators, and posted on appropriate safety bulletin boards within two weeks of the meeting.

The craft Site Safety Team Members duties include:

- Represent craft employees and act on their behalf
- Support safety team responsibilities
- Participate in safety team sponsored risk identification, elimination and reduction activities
- Maintain an open line of communication with craft employees

The management Site Safety Team Members duties include:

- Bring copies of SIRP log, TCMS, and safety statistics to site safety meeting
- Support safety team responsibilities
- Provide a means and the resources to solve safety issues
- Lead by example
  - Support the use of the lowest risk work practices
  - Reinforce employee use of lowest risk work practices

- Offer support whenever safety issue is identified
- Reinforce use of empowerment by all employees

The functions and activities of all site safety team members should focus on the identification and elimination of workplace risks.

- Perform physical plant assessments
  - Determine work area safety issues and hazards
  - Add risk exceptions to Safety Issue Resolution log
- Review Safety Issue Resolution Process
  - Ensure protection is being used by employees prior to correction
  - Discuss interim safety issue correction
  - Review timelines of safety issues not yet corrected
- Determine the two most common or significant HF rail incident causes within the site safety team's jurisdiction and develop action and communication plan
- Risk problem-solving
  - Safety team chairmen review details of accidents and injuries since last meeting
  - Safety team offers recommendations/solutions to prevent future similar events
  - Track recommendations and solutions to completion
  - Safety team chairman discusses accident and injury experience YTD and over previous month
- Performance feedback to all affected employees
  - Safety team chairmen coordinate most effective means of communicating risk information to affected employee work groups that allows for employee feedback. Supervisors team up with site team members to deliver safety information.
    - Job Safety Briefings/Job Planning
    - Safety Bulletin Boards
    - Supervisor and employee one-on-one safety contacts
    - Peer to peer one-on-one safety contacts
    - Safety contact meetings (Marathon Meetings)
    - Safety alerts and bulletins

Any safety issues that cannot be resolved at the local site safety team level are elevated to the Division SACP. To escalate an issue to the Division SACP use the "Issue Resolution Form" found in the System SACP Folder on the Intranet. To obtain the form:

- Go to the BNSF Intranet
- Under "BNSF Departments" click on "Safety"
- On the left side of the page click on "System SACP"
- Click on "Issue Resolution Form"

Celebrating workplace risk successes

- Safety Team chairman and members recognize achievements of risk reduction targets:
  - Environmental conditions
  - Work practices
  - Individual outstanding safety performance
  - Work groups achieving sustained injury-free work performance
  - Year end safety goal achievement

Site Safety Team members continuously reinforce the use of empowerment so employees understand and feel comfortable using it.



Safety Site Teams & Locations	Combined Meetings
Lincoln Terminal – Yard Office	Meeting are held every odd month with every other meeting being held in Lincoln where all team members come together for a joint 2 day meeting.
Omaha/Sioux City – Omaha	
Hastings – as decided by team	
Ravenna – York	
Creston/Ottumwa – as decided by team	
St. Joe – St Joe	
NKC Terminal – Yard Office	

**EMPLOYEE EMPOWERMENT**

Employee empowerment is the result of effective leadership. If Supervisors want to have craft employees feel enabled to empower themselves then look to leadership to create an environment where empowerment flourishes.

Empowerment is the last line of defense between the craft employee and the risks within the workplace. Empowerment is engaged when craft employees feel their safety is in some way compromised. This could be realized through an environmental hazard or a procedural risk.

The empowerment process would include:

1. Employee recognizes safety risk(s) that could compromise his/her safety and takes action by stopping work and contacting:
  - a. Supervisor
  - b. Crew or work group members
2. Employee may offer a solution to eliminate or reduce risk(s) to an acceptable level.
3. Supervision or crew member(s) discusses empowerment situation with employee and determines a course of action that eliminates or reduces risk(s) to an acceptable level.
4. Supervision or crew member(s) communicates solution to all affected employees and work resumes.
5. Supervisors and work team member should provide positive reinforcement for all empowerment issues.
- 6.

**SAFETY PARTNERSHIP GOALS**

As a minimum, quarterly meetings will be established to review risk related information and develop a plan for risk reduction. Anticipated attendance for the meeting will be the GM, SM, SC and Superintendents. All risk related data available will be used to determine the areas of focus and should include a review of injuries, human factor rail incidents, operations testing, remote audit and testing information, engineer de-certification data, 72 hour reports, alternative handling incident analysis recommendation and other data that would assist.. From sharing of the Risks above we will formulate a Risk reduction Plan to use throughout our monthly meetings and contacts with the committees and employees across the division.

## EMERGENCY PREPAREDNESS

### Plan Activities

Each on-duty location will provide and maintain a Local Preparedness Plan (LPP) which will be posted in a conspicuous location. These plans will be updated every 6 months with the help of the local Safety Site Teams. Copies of the updated plans will be furnished to the General Manager, Superintendent of Operations/Terminal Superintendent of the territory and the Manager of Safety.

### Exercises

Haz-Mat response exercises will be conducted at the Lincoln, Omaha and North Kansas City Terminals and those locations deemed appropriate by the General Manager. The exercises will be as follows:

- Emergency notification systems will be tested once a month at those locations that have them. Each month a different shift will be used for testing to ensure all are familiar with the system.
- Conduct a full scale drill (a drill must be conducted at least once every other year). This evaluation may use the BNSF training tank car, shipper supplied rail equipment, or a simulated event. The drill must be documented and critiqued. Necessary updates resulting from the drill or from other changes must be made promptly to the existing LPP.
- Conduct a tabletop exercise at Lincoln, Omaha and North Kansas City Terminals once every 6 months (a full scale drill maybe counted in place of one tabletop exercise). Locations such as McCook, Hastings, St. Joseph and Creston are required to conduct a minimum of one tabletop exercise every year. These exercises should ensure that employees know and understand their roles in the event of an emergency. This option minimizes operations disruptions and provides a visual scenario to allow conducting the evaluation on any date or shift needed. The exercise must be documented at the local level and a copy of analysis forms sent to the Assistant Director – Hazardous Materials, Ft. Worth.
- Review the existing LPP. The review should ensure that the LPP is up to date with all phone number, notification, facility, regulatory and policy changes. The assigned actions and maps should be checked against any modifications and functionality of the facility (e.g. an entrance/exit closed). If a major incident occurs at the facility, a review of the LPP in conjunction with the incident critique is required. Both forms of review must be documented and a summary of changes sent to the Assistant Director – Hazardous Materials, Ft. Worth.

## AUDITING

Once the regularly scheduled site safety team meeting has concluded teams can perform facility, switch and industry audits.

### **Facilities**

Site Safety team members can audit key fixed facilities with assistance from the safety team co-chairmen, Safety Coordinators, and Manager Safety. Audits will be conducted using checklists outlining inspection areas. Checklists will be provided to auditors by the Manager Safety.

Auditors should note all safety issues and send to supervision for addition to the Safety Issue Resolution Log. While performing the audit, either correct safety issue immediately, or protect hazard.

### **Industry Tracks**

Safety Site Teams should audit privately owned industry tracks in the spring and fall of each year. Site Safety Team chairmen will coordinate with the Manager Safety to identify target risk focus areas in March and August. Every effort should be made to ensure industry owners are contacted in advance to minimize service interruption.

Site Safety Team members will coordinate with the industries through their immediate supervisor concerning identified hazards and/or protection. Correction must be coordinated with owners of industry tracks.

When performing industry fixed facility and track audits use industry checklist and SIRP forms. Also, information gathered will be used to complete and maintain industry "storybooks" that are designed to provide train crews with vital risk information to assist them in performing their jobs safely. Industry safety checklist and generic SIRP forms are available on the BNSF intranet.

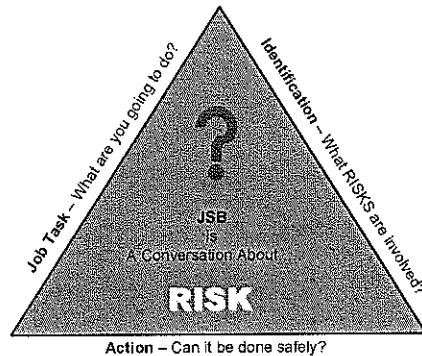
### **Switch Maintenance Program**

Division Roadmasters will maintain switches in good working condition that includes lubrication, adjustments, and other modifications to ensure proper operating perimeters.

Safety Site Teams should audit yard and on line switches where applicable on a quarterly basis. Auditors should test for amount of pressure to operate switch and how switches are maintained to meet company guidelines.

## JOB SAFETY BRIEFINGS

Job Safety Briefings should be held between crew members when beginning a shift, any time work is performed, or when conditions change.



Job Safety Briefing is a conversation about RISK where we discuss;

- Job Task -What are we going to do?
- Identification-What RISKS are involved?
- Action-Can we do it SAFELY?

Formal Job Safety Briefings are an effective means of communicating “real time” risk information (within 24 hours) to all affected employees. Formal Job Safety Briefings can be conducted by supervisors or designated employees. Supervisors who delegate this responsibility should randomly sample safety briefings to ensure quality of information and presentation standards are maintained.

Formal Job Safety Briefings are conducted before employees in all crafts begin their assigned duties. Identified risks with their work area, or critical work practices that place them at additional risk of injury, can be effectively communicated through job safety briefings.

When Formal Job Safety Briefings are used as a preventative action, safety issue resolution and critical work practice information must be integrated into job safety briefings within 24 hours after being identified.

## FACILITY SAFETY BULLETIN BOARDS

Safety bulletin boards are located where employees report for work. Safety bulletin boards are in conspicuous locations where employees can easily see safety information.

Supervisors are responsible to administer and update safety bulletin boards. Items to be posted include:

- SIRP log
- Site Safety Team Minutes
- Division standings
- Safety issue forms
- Whistle post
- Hazardous Materials and Emergency Response Plan
- Other safety related information