

# Focus Safety

**Safety for  
All BNSF  
Employees**

Remembering  
why we  
choose  
safety

Dear Valued Member of Team BNSF:

**A**t the end of our third quarter, the BNSF team lost a colleague who was fatally injured, Mr. Andrew K. Weaver, a roadmaster with 31 years' experience. Mr. Weaver had stepped off a westbound inspection train and crossed the track behind the inspection train, when he was struck by an eastbound train passing on an adjacent track. My deepest sympathy and prayers go out to Mr. Weaver's family, colleagues and friends.

I have spent time reflecting on this tragic incident, and I continue to believe it is imperative that each one of us must deliberately choose to work safely every minute of every day.

Our safety vision of an accident- and injury-free workplace can only be met when each one of us truly commits to working safely. That commitment involves approaching job tasks in a way that eliminates at-risk behavior, every day with every task. It means committing to situational awareness for yourself and for co-workers, expecting movement of trains, engines and cars at any time, on any track and in either direction. It means empowering yourself to work safely when you encounter a condition or work practice by protecting yourself and co-workers, correcting the condition and reporting unacceptable areas of risk.

Overall, our safety performance this year has been trending favorably after the spike we saw in the second half of 2009 into early 2010. Since April, we've had a favorable improvement to our present performance, with many measurements showing improvement over 2009. However, we continue to have too much variability in our performance. We must improve consistency and apply best practices to:

- Eliminate *all* at-risk behaviors.
- Commit to and comply with existing rules 100 percent of the time.
- Focus on accountability.

As the weather turns colder, please take time to review the Winter Weather Preparedness checklist on page 12 to ensure that you are taking necessary precautions, as you encounter cold weather, snow and ice conditions in the coming months.

We have many teams demonstrating that our safety vision is achievable. Four divisions are below our 2010 target frequency ratio target of 1.80 – Powder River, Nebraska, Kansas and Chicago – and many other work teams have been injury-free this year.\*

I am encouraged by the safety successes of Powder River Division employees, which you can read about on page 10. By building relationships, emphasizing communication and providing enhanced safety training, employees there are exhibiting the best safety performance in the history of the division.

Countless employees are working safely, including employees leading the PRIDE program on the Southwest Division. Not only are they committing to safety for themselves, but they are also engaging co-workers to make that same commitment through a peer-to-peer program. I hope you'll take time to read about the PRIDE program and how employees are improving communications and helping decrease exposure to risk (page 11).

I believe that by focusing on safety basics outlined in our Safety Action Plans, and by adhering to critical behaviors, our commitment to safety will help us achieve a safer workplace.

Sincerely,



Mark Schulze

Vice President, Safety, Training and Operations Support

\*As of Sept. 30, 2010



# Powder River Division lays a foundation for safety

**BNSF's Powder River Division strategically concentrates on the company's coal business and the 16 coal mines located across the division. To work safely, division employees across all major work groups focus on building relationships, communication and safety education. The result is that employees are managing risk better than at any time in the division's history, averaging a 15-percent reduction in overall injuries, including reportable and nonreportable, from 2009.**

As any builder knows, starting with a strong foundation is necessary to the integrity of the structure. And laying a strong safety foundation is exactly where Powder River Division employees – both scheduled and exempt – chose to begin. Testament that employees are making progress against many of their safety goals is evidenced by measurable improvements from 2009 to 2010\*:

- 43-percent reduction in reportable injuries
- 42-percent reduction in total frequency

But numbers alone don't describe the employee effort involved in building Powder River's safety culture or the interaction that exists among the work groups at all levels. As Tom Albanese, Powder River Division general manager, says, "Employees here have truly committed to safety. Their commitment involves a work ethic that demonstrates safe processes and a level of accountability for their own safety that is exceptional."

Both Craig Sloggett, general director, Maintenance, Powder River, and Luz Esquivel, field superintendent, Operations, Zone 9, agree. "Employees take ownership of their safety," says Sloggett.

And Esquivel highlights the fact that employees at the three car shops on the division have achieved a 67-percent reduction in injuries from 2009. "Our supervisors and employees are definitely supporting each other and intervening when needed to guard against hazards."

## Strong footing grounded in safety

Ask Steve Waller, United Transportation Union division safety coordinator, how he and Brad

Merriman, Brotherhood of Locomotive Engineers and Trainmen division safety coordinator, contributed to employee safety, and he responds, "We started with safety basics to inform all employees. They needed to understand safety processes like closed-loop safety process, the Safety Issue Resolution Process and the Safety Summit Agreement."

Waller and Merriman, with management support, developed and coordinated enhanced safety training at BNSF and on the division, which stresses risk tolerance and reduction strategies, and explores specific safety topics. Today, that training provides a blueprint for a shared safety vision.

Jeff Wright, regional vice president, Operations, Central, sees evidence of that shared goal among employees. "Employees on the Powder River Division are aligned in the BNSF safety vision that all accidents and incidents are preventable."

Waller and Merriman took safety education on the road, driving as much as 700 miles to talk to local chairmen, employees and managers at locations across the division. "Reaching out to build those relationships helped engage employees in the safety process," says Merriman.

The effort to solidify relationships is also a focus for Engineering and Mechanical employees. "It's a process," says Jeff Neely, safety assistant, Brotherhood of Maintenance of Way Employees. "Relationships are a two-way street and take time to build."

## Framing safety around basics

Employees across the division and at every level exhibit a certain *tour-de-force* attitude when discussing safety. Sloggett says that a safety attitude is an individual decision. "We provide safety leadership training, but every employee must make a commitment to be safe."

At the Alliance Car Shop, employees demonstrate a safety vigilance that results in near-constant conversations about safety, says Andy Callahan, general foreman. "Supervisors and employees support each other to meet new safety challenges. I see that happening every day with our Task-at-Hand initiative."

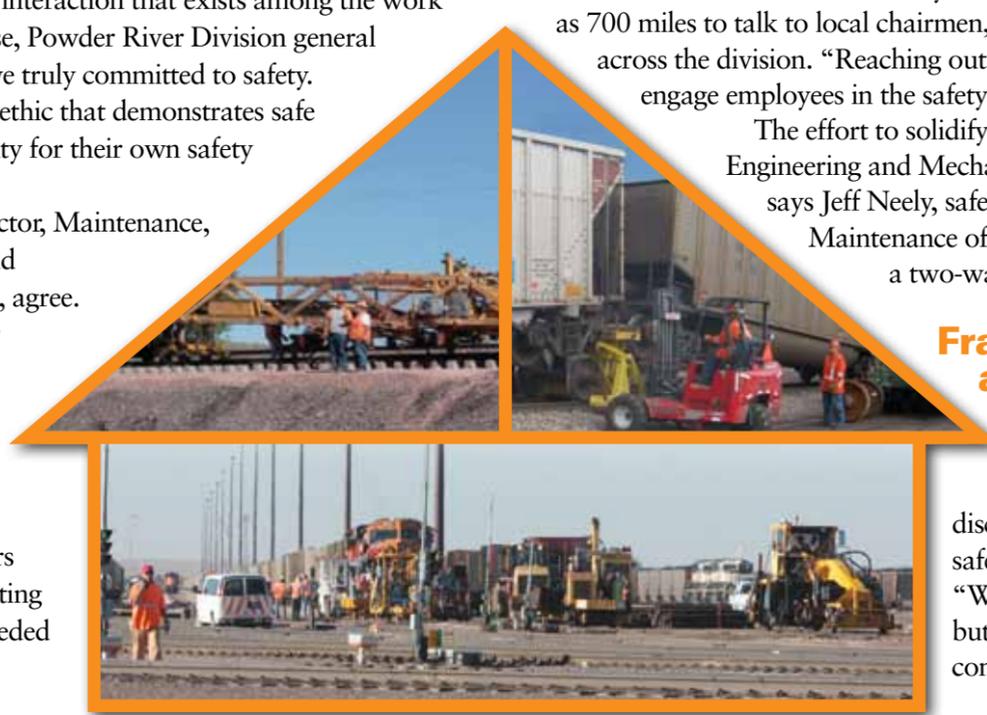
Also at Alliance, Transportation employees have undertaken work practice observations, a peer-to-peer safety program that is strictly administered by scheduled employees. "We are one of the first and one of the few locations where Transportation employees conduct work practice observations," says Annette Henkel, engineer and co-chair of the Alliance site-safety committee. "Employees here share a desire to reduce their own and co-workers' at-risk behaviors." Presently, employees are strongly focused on reducing authority violations and have initiated a separate peer-to-peer program to address potential risks.

## Communicating about safety

Sharing safety, particularly risk-related, information is a high priority for the division. Alliance's site-safety team has focused this year on opening lines of communication among cab crews, dispatchers and yard employees, according to Henkel. And Engineering crews communicate with yard employees, a necessity for safely handling about 80 coal trains daily, according to Mark Palmer, Alliance section foreman.

Besides an employee-created Wiki safety site to ensure a robust "one-stop safety resource," division employees have innovatively used technology to facilitate communication. Powder River was the first to use handheld "clickers" for interactive rules training, which allow participants to answer questions anonymously in a group setting. This initiative, the Classroom Performance Systems, has since expanded across the BNSF system.

Gerald Doremus, safety assistant, Brotherhood of Railway Carmen Division-TCU, sums up the Powder River's safety powerhouse. "Our greatest strength is our people. They really want to do their job safely, so they can go home the same way they came to work." 



*All Powder River employees have contributed to safe behavior this year: Transportation crews have achieved a 39-percent reduction in reportable injuries from 2009; Engineering employees have reduced reportable injuries by 40 percent, and Mechanical employees have achieved a 67-percent reduction in reportable injuries this year.*

## Powder River Division facts\*

### Number of employees: 2,083

- Engineering: 459
- Transportation: 1,449
- Mechanical: 175

### Notable injury-free streaks:

- Powder River Division: 26 days
- Powder River Structures, led by Cory Knutson: 1,162 days
- Guernsey Yard Transportation, led by Mike Wirtz: 2,247 days
- Guernsey Mechanical Yard, led by Dan Silva: 391 days

Number of mainline track miles: 1,635

Current number of train loadings per day: 88

\*As of Sept. 30, 2010



# Southwest Division promotes PRIDE



After the Southwest Division earned back-to-back Safety Bell Awards in 2007 and 2008, the division experienced a marked increase in serious incidents. Transportation employees on the Clovis Subdivision decided to proactively define an ongoing, sustainable safety process. The result is PRIDE, a peer-to-peer safety process that addresses critical behaviors.

Southwest Division employees promoted PRIDE in 2009 after a core group of eight employees, four conductors and four engineers, experienced the loss of several colleagues within a 44-day period. “It was a difficult time,” says Rick Switzer, Brotherhood of Locomotive Engineers and Trainmen safety coordinator. “We began looking at how we could better address safety, and we did not want a ‘flavor-of-the-month’ program.”

According to Larry Coker, United Transportation Union safety coordinator, one of the first things the group defined was their goal. “We wanted a safety *process*, not a program. A process is ongoing and sustainable.”

After research that included reviewing other railroads’ processes and meetings with the Federal Railroad Administration, the team formulated Personal Responsibility In Decreasing Exposure, or PRIDE, an employee-designed safety process unique to the Southwest Division that:

- Addresses cab communication
- Emphasizes situational awareness
- Decreases risk exposure

Additionally, the process is supported by the science of safety, based on proven safety concepts, and relies on regular, immediate feedback.

## PRIDE in action

PRIDE is administered solely by scheduled employees, while division management provides logistical support for the initiative. Two facilitators, Rick Spears, engineer, and Art Moffett, conductor, manage daily tasks associated with the process, including training employees to observe peer behavior against a

defined list of safe behaviors. As of Oct. 7, 2010, they have trained 80 observers.

After completing an observation, observers then pass forms to facilitators, who enter the data in a confidential database. Spears stresses that observers are not concerned with individuals, only behaviors. “The form that observers use remains anonymous and, after our facilitators enter results in a confidential database, is destroyed,” he says. “This is a no-name, no-blame process.”



PRIDE Steering Committee members discuss possible action plans.

Moffett adds, “We are identifying trends and, when necessary, we create action plans to solve at-risk behaviors and communicate this to the field.”

Observers also provide positive reinforcement, a key component of the process. Says Coker, “We want to reinforce safe behavior by encouraging our peers to repeat those safe behaviors.”

Since late 2009, PRIDE observers have completed 489 observations, including 4,254 instances of positive feedback, based on a behavioral inventory list. The process has also proactively identified at-risk behaviors and

## Employee Safety Tips



“Take time to do your task safely!”  
– Dan Olson, electronics technician, Willmar, Minn.



“It’s every individual’s responsibility to oversee the safety of their crew and co-workers who are in sight at all times. No exceptions.”  
– Matt Leonard, switchman, Alliance, Neb.

## Focus on Safety

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### Got a story idea?

Send story ideas, safety tips, suggestions and comments to [bnsf.safety1@bnsf.com](mailto:bnsf.safety1@bnsf.com) or call Eric Weber at (817) 352-1144.

### SAFETY VISION

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

documented successful action plans to address those. Evidence that Transportation employees on the Clovis Subdivision are working more safely is reflected in the 50-percent reduction in reportable injuries for the subdivision from 2009 performance.

“We will continue communicating and advocating for the PRIDE process,” says Spears. “It is ‘us’ working for us.”

# TY&E Shoving Movement Checklist

GCOR 5.3.7, 6.27, 6.28, 6.5

## REVIEW

- Did your job safety briefing clearly communicate:
  - That protection is needed?
  - The employee who will provide protection?
  - How protection will be provided?
    - Determine if riding the car is necessary.
    - Consider any possible close clearances and switches improperly lined.
  - The position of the employee providing protection and that he/she should see the point at all times during movement, or that the employee is relieved by:
    - Local instruction for tracks equipped with shove lights/cameras
    - Special instructions specific to tracks involved
    - Rule 6.6 (*Picking Up Crew Member*)
    - Pullout move with an activated Remote Control Zone
  - Additional information related to the movement?
    - Switch/derail position, close clearances, stop signals, authority limits

## READINESS

- If you are providing protection, are you focused solely on the movement?
- Do you know the maximum speed for shoving cars on a main track or controlled siding?
  - Freight trains – 20 mph
  - Passenger trains – 30 mph
- Have you considered snow plow operations in the movement?
- If you are using radio communication to make a movement, are you ready to provide:
  - The direction in relationship to the front of the controlling locomotive?
    - Use “ahead,” “backup” and “stop.”
  - The distance?
    - Use 50 feet as a standard for one car length.
    - Do you need to receive engineer acknowledgment of the distance (more than four cars are involved in the movement)?

## ROUTINE

- Are you prepared to control the movement at a speed that allows you to stop within half of the distance specified, unless additional directions have been received?
- If you are protecting a shoving movement while operating under the provisions of GCOR 6.27 or 6.28, can you stop short of:
  - Trains?
  - Engines?
  - Railroad cars?
  - Men or equipment fouling the track?
  - Stop signal?
  - Derails or switches improperly lined?



# BNSF closes No. 5,000

**BNSF's Crossing Closure team is a cross-functional team that oversees the company's grade-crossing closure program and leads the industry in this safety effort. The team closed the railroad's 5,000th grade crossing Sept. 9 at Sioux Falls, S.D.**



When a Twin Cities Division crew pulled out the last plank and removed the surface of an at-grade crossing Sept. 9 in Sioux Falls, S.D., BNSF ceremonially marked the 5,000th grade-crossing closure as part of the company's grade-crossing closure program. The closure marks a major milestone for BNSF, which leads the industry in this safety effort, according to Mark Schulze, vice president, Safety, Training and Operations Support.

Officials from the city of Sioux Falls, the state of South Dakota and BNSF marked the milestone with a ceremony near the crossing and in view of a new overpass being constructed at 69th Street. Officials also dedicated the closure to the late Spencer Arndt, who passed away last spring and who, as assistant director of Public Projects, was instrumental in creating BNSF's crossing-closure program in 2000.

"Safety is a top priority at BNSF," says Lyn Hartley, BNSF director of Public Projects. "We have learned over time that one of the best ways to address grade-crossing safety is to reduce the number of at-grade crossings."

Since the beginning of the closure initiative, the team has closed more than 15 percent of its crossings. Today, BNSF has approximately 17,000 public and 8,500 private and pedestrian at-grade crossings across the railroad's 32,000-mile network. BNSF also consistently sustains one of the lowest highway-railroad grade-crossing collision rates in the rail industry.

## Closing crossings

The Crossing Closure team is a cross-functional group comprised of 28 employees – 11 from the Public Projects group in Engineering and 17 from the Field Safety Support team in Safety. The closures are just one of many responsibilities for these team members. Public Projects employees also work closely with regional, state and local leaders on a variety of joint Engineering

projects. Field Safety Support employees manage extensive educational and enforcement projects, raising awareness of grade-crossing safety in communities.

Removing a crossing can take anywhere from four months to a year or more, depending on the number of parties involved and the complexity of the crossing. To begin the process, the team first identifies at-grade crossings that are unnecessary, redundant or that meet other criteria. Then, depending on whether the crossing is public or private, the team will take appropriate steps to complete the closure.



A Twin Cities Division crew removes planks from the 69th Street at-grade crossing in Sioux Falls, S.D.

Thus far in 2010, the closure team has closed nearly 339 highway-railroad crossings and plans to close an additional 111 by the end of the year.

However, closing crossings is only one part of BNSF's program to improve grade-crossing safety and to raise awareness of grade-crossing safety laws. Other elements include:

- Community education and awareness
- Train crew education
- Crossing safety technology
- Crossing resurfacing
- Vegetation control

- Installation of warning devices
- Track/signal inspection and maintenance

## Grade-crossing safety

BNSF's community education and awareness programs are extensive. The following highlights from 2009 reflect BNSF's typical annual grade-crossing safety community outreach:

- BNSF sponsored more than 8,400 *Operation Lifesaver* classes, targeting high-risk drivers.
- BNSF conducted more than 50 *Officer on the Train* programs, allowing local law enforcement the opportunity to observe motorist and pedestrian behavior from the cab of a locomotive or from the ground at a grade crossing.
- BNSF participated in more than 50 positive enforcement efforts in which motorists who obey grade-crossing laws were thanked for their safe driving.
- In BNSF's "Roll Call" program, the team conducted more than 400 follow-up visits to law enforcement agencies.
- BNSF participated in 123 Grade Crossing Collision Investigation courses, which are four- to 16-hour courses offered at law enforcement academies.
- BNSF offered more than 700 truck driver education programs to trucking companies.

Since 1995, BNSF's grade-crossing collisions declined 70 percent, from 5.41 per million train miles to 1.60 per million train miles in 2009.

"Our program has achieved these successes because of dedicated BNSF employees who play a very important role in helping close crossings," says Steve Neubauer, director, Field Safety Support. "We appreciate everything they do to help make communities we serve safer."

For more information, access the grade-crossing safety website: [Safety & Rules>>Safety Home>>Grade Crossing.](#)

## WINTER WEATHER PREPAREDNESS

### Clothing

- Before going out in cold weather, have you dressed in several loose layers of clothing, wearing:
  - Cotton, wool or polypropylene next to your skin?
  - An insulating middle layer of wool or down?
  - A waterproof, windproof outer layer?
- When wearing high-visibility work wear, are you wearing it on the outside of winter garments as required?
- Do gloves/mitts allow for hand flexibility?
  - Do gloves have an inner insulating layer and outer waterproof layer?
- Is your winter footwear approved for ice and snow? (S-21.2.4, *Anti-Slip Winter Footwear*)
  - Do your boots allow for two pairs of socks?
  - Are socks a cotton blend or polypropylene material?
- Are your hands, feet, face, and head covered?

### Workplace

- Have you participated in a job safety briefing that included:
  - Winter conditions and temperatures to expect?
  - Type of PPE appropriate to weather?
    - An inspection of winter-related PPE?
  - Review of any potential for slip, trip or fall conditions in your work environment?
  - Precautions for walking in snowy and icy conditions?
  - Instructions to stretch often to improve flexibility and reduce stiffness?
- Do you perform a risk assessment before walking on ice or snow to select the path/work area that is most level and stable?
  - Do you use small steps or shuffle?
  - Do you use hand grabs, handholds and handrails whenever available?
- Have you allowed sufficient time to perform your job tasks safely, given weather conditions?

### Vehicle

- Does your vehicle have a "winter car kit" that includes:
  - Flashlight and extra batteries?
  - Jumper cables, towing rope or chain?
  - First aid kit and extra blankets or sleeping bag?
  - Tools, tire chains, tarp and bright cloth?
- Have you inspected all safety equipment (brakes, tires, wipers, heaters/defrosters, lights) on a vehicle before operating it?
- Do you have a full tank of gas and a cell phone?
- Have you checked the latest weather conditions along your travel route?
- Have you notified someone of your travel route and anticipated arrival time?

