



**NORFOLK
SOUTHERN**

**NORFOLK SOUTHERN
SIX POINT ACTION PLAN
FOR SAFETY OF OPERATIONS**

STATEMENT OF POLICY

SAFETY

The Norfolk Southern Corporation 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 this Corporation, therefore, 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.

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Executive Vice President - Operations
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1. SAFETY POLICY AND GOALS

A. Personal Policy Statement

Safety performance will become important to your co-workers **only** when they perceive it is important to you. Your own personal policy statement, reinforced by actions consistent with safety and operating rules, is an essential element in convincing employees of your personal involvement and commitment to the safety process.

One of the first acts in implementing the safety process on a local level is to issue a personal policy statement which reaffirms commitment to a safe operation: outlines safe job performance: expresses a genuine concern for the safety and health of employees, and conveys safety goals. Supervisors' policies should be reviewed and reissued annually.

B. Safety Performance Goals

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

Starting from the top, department heads will institute safety performance goals to be reviewed each quarter.

Assistant Vice Presidents, General Managers, Regional Managers, and Chief Engineers will establish safety goals, subject to review and approval, for their individual areas.

Superintendents, Master Mechanics, Shop Managers, Division Engineers, etc., on Divisions, Major Shops and Terminals will set up safety performance goals using the following guidelines:

Past performance;

Number of lost time injuries;

Number of injury reports;

Medical attention injuries;

Total days lost due to injury;

Total days restricted activity due to injury;

Equipment damages; and

Facility damages.

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.

Adoption of the goals by all employees is important. Therefore, where appropriate, establishment of joint goals via safety committees is advised.

C. Safety Performance Evaluation

To be effective you must be in possession of the facts about your safety performance:

What types of accidents?

How many accidents?

Are trends improving or deteriorating?

What shifts, work operations, or individuals repeatedly perform satisfactorily or unsatisfactorily?

Institute procedures to insure that you will be kept abreast of your territory's current safety performance. It is as important as your knowledge of on-time performance, production schedules, or budgetary performance.

II. EDUCATION

A. Safety Training

Safety is an integral part of **all** training. Recognition of unsafe work practices requires knowledge of the safety rules, inherent hazards and the proper methods of controlling them. Employees cannot be

expected to perform safely unless they are taught the safety rules, correct job procedures and safeguards.

Since many people tend to assume risks that endanger not only their own welfare but also that of others, effective training must attack that problem vigorously. When employees and supervisors are trained to recognize the hazards associated with every particular function of their jobs, they develop a clear-cut **Perception of Danger** (basically an unacceptable combination of hazard plus risk) and an **Attitude of Safe Behavior**. As people develop an attitude of safe behavior they begin to recognize **critical behaviors** and **evaporative or unsafe acts** which if left unchecked, lead to accidents or injury. For example, the more times a person places his body unsafely in relation to a task he is performing (**stands in the line of fire**), the more likely an accident or injury is going to occur.

Ongoing training benefits even the most experienced of employees by re-emphasizing that hazardous and risky situations on the job can never be taken for granted. Safety training should emphasize using job briefings and undivided attention to duty.

B. Safety Audits

Procedures or rules not followed, unsafe acts, and critical behaviors left unchecked are accidents in the making. Early detection via observation and

quality audits focusing on these problems, plus resultant employee training, reduces the probability for serious accidents and injury. Therefore, audits of work practices will be conducted by supervisors on a regular basis. When practicable, a member of the work group being audited will participate in the audit and the findings will be discussed with the group as soon as possible following the audit. When observation or audits indicate improper or lack of job knowledge, then training or re-training is indicated.

C. Rules Examinations

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

III. COMMUNICATION

A. Safety Promotion

Safety has to be sold and resold continuously until it becomes a frame of mind and a way of life. **You** are the most effective safety salesman in the organization. Wherever you go, whatever you do or say, **project** safety.

Your example alone, however, is not enough. Safety, like anything else, needs to be advertised if it is going to be sold. Training: posters, slogans and banners: audio visuals: employee involvement: safety competition among territories—all of these

can and should be used frequently to promote safety awareness.

The Safety Department is a valuable resource and can be of assistance in obtaining training, technical information and promotional materials.

B. Safety Meetings

Attendance and active participation in scheduled monthly Regional Safety Planning Committee, Division Safety Planning Committee and Employee-Supervisor Safety meetings indicate the degree of commitment to safety and are mandatory. Subjects for discussion at Safety Planning Committee meetings should include safety performance; causes of accidents and injuries since the last meeting; seasonal safety hazards; and operational safety problems.

Call on the Safety Department to assist you by providing such tools as training materials and posters; corporate and regional performance data; and audio-visual materials. Other departments, such as Law and Labor Relations, can also furnish valuable assistance. Invite them to your meetings.

Terminal/Shop/District Safety Committees have been established at key operating locations. Active safety committees inspire employee participation and members should be encouraged to join in **all** aspects of the process, including safety audits; safety training programs; and safety goal setting.

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 and will discuss safety problems to be resolved;

Members and guests who work effectively to resolve safety problems;

“Agenda” items that are corrected quickly;

Members who are constantly and consistently involved with safety—not just at meetings.

On the other hand, trouble signs which point to a poorly functioning safety committee include:

Spotty attendance;

Lack of management or employee support;

Excessive number of “agenda” items which do not get corrected;

Lack of input from employees — no “agenda” items;

Degeneration into gripe sessions; and

Polarization of attitudes — “us against them.”

C. Individual Involvement

Direct involvement by the individual employee, which is absolutely essential to the success of the safety process, can be accomplished in the ensuing manner:

Training in correct work methods;

Immediate correction of unsafe work habits in a judicious manner, and reinforcement of proper work habits;

Individual participation in safety meetings and safety inspections;

Recognition of individual contributions to the safety effort;

Group and individual safety awards.

D. Quarterly Personal Contact

Every quarter each supervisor will initiate a minimum of one personal recorded safety contact with each of his employees. This contact will permit a meeting with employees on a regular basis, individually or in small groups, to discuss areas of concern to both the supervisor and the employee(s). This affords the supervisor and employee(s) the opportunity to effectively communicate with one another, and listening is one of the most effective methods of communication. This contact will provide positive reinforcement and an opportunity

to check understanding of safety practices. It will also emphasize concern for health, welfare and safety of employees.

In order to maximize the benefits of these quarterly personal contacts, be prepared to give a message about one or more safe work procedures and the benefits of compliance. Master the subject matter and anticipate questions. Explain the safest method, approach or application, and encourage your employees to clarify their understanding through discussion and/or demonstration.

Above all, don't limit safety talks to safety meetings or quarterly contacts—make them a part of **every** group meeting. Remember that repeated exposure and contact represent the basic stepping stones for development of morale, enthusiasm and interest.

IV. RECOGNITION

A. Recognition of Safety Performance

People tend to repeat behavior for which they have been rewarded. Far too often we commend employees who bring a late train in on time or who meet a tight production schedule. Yet many times these objectives are accomplished by taking risks and/or shortcuts that eventually result in serious accidents, thus undermining the efforts of our safety process. Emphasize that **no** job is so important and

no service is so urgent that we cannot take the time to perform our work safely.

Be sure to provide special recognition and incentives for those territories achieving notable safety improvements or sustaining accident-free performance. Commend and recognize individuals and groups who have contributed significantly of their time and efforts to the success of the safety process.

B. Family Recognition

The family's influence on an employee's job performance and safety consciousness should not be underestimated. Try to involve family members in the employee's work community whenever possible. Annual family safety meetings, picnics, or other gatherings, within budget allowance, provide an ideal opportunity to enhance family participation in safety, both on and off the job.

V. ENFORCEMENT

A. Safety Audits

Territories and facilities with high loss rates and deteriorating performance trends will be audited in depth. These audits will be conducted by a combination of both Safety and affected Department personnel when directed by the Executive Vice President Operations.

B. Safety Accountability

Each employee is responsible for the prevention of injuries and accidents. Each employee is held personally accountable for safety performance, regardless of job position.

C. Safety Discipline

Safety accountability requires some established form of safety discipline. Whether or not an accident occurs, be prepared to recognize and correct, **on the spot**, any safety infraction, careless act or improper procedure. Safety and general conduct rules must be enforced, but setting quotas for finding rule violations, employee harassment, etc., discredits the integrity of the safety process and will not be tolerated.

Discipline is one process by which rules compliance is encouraged. However, in most cases, leadership, training and on-the-job counseling achieves and maintains satisfactory safety performance.

VI. ACCIDENT AND INJURY INVESTIGATION

A. Medical Attention

When an employee is injured, the line supervisor's immediate and primary concern is to ascertain the need for medical attention and obtain that attention promptly if needed. The line supervisor (or some responsible person if that is not possible) should

accompany the injured employee to the appropriate medical facility, remaining as long as necessary. He should not, however, go along to the examining room unless asked by the attending physician and with the consent of the employee. 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 District Claim Agent. Treatment by company physicians should be encouraged because of their familiarity with the railroad work environment. However, an injured employee is entitled to be treated by a physician of his own choosing.

The Claim Department and Medical Department will provide updated information on the injured employee's condition. However, the supervisor must maintain regular contact with all employees losing time to determine first hand their status, to discuss possible return to work strategies, and to encourage return to work as soon as possible.

B. Cause Analysis

An accident indicates a "breakdown" in equipment, operating procedure, or personnel. Only a thorough and timely accident investigation can reveal the cause.

If the accident was caused by equipment malfunction, simply repairing it is not enough. Find out whether that piece of equipment or like pieces have experienced similar malfunctions and for how

long. Has the problem been reported satisfactorily and was initial response adequate? If not, handle for correction. What is being done **now** to prevent a similar incident?

If the accident was caused by the operating procedure or equipment design, then the procedure or equipment should be changed to eliminate future occurrences.

If the accident was caused by the employee's failure to follow correct procedure, find out whether this is the first time he has done so and whether or not other employees are doing the same thing. Check into the thoroughness of his safety training and into past responses of line supervision to similar procedure breaches. If the performance problem is a skill deficiency, correct with training. If the problem is **not** a skill deficiency, arrange appropriate safeguards and/or consequences for noncompliance.

All accidents, no matter how minor, must be investigated in order to determine the cause and initiate corrective action. In addition, managers should review all accident/injury reports to assure adequate investigation and appropriate corrective action. "Cautioned - employee - to - be - more - careful" points to slack investigating. Anything less than a full investigation and meaningful corrective action is unacceptable.