

# Short Line Safety Institute

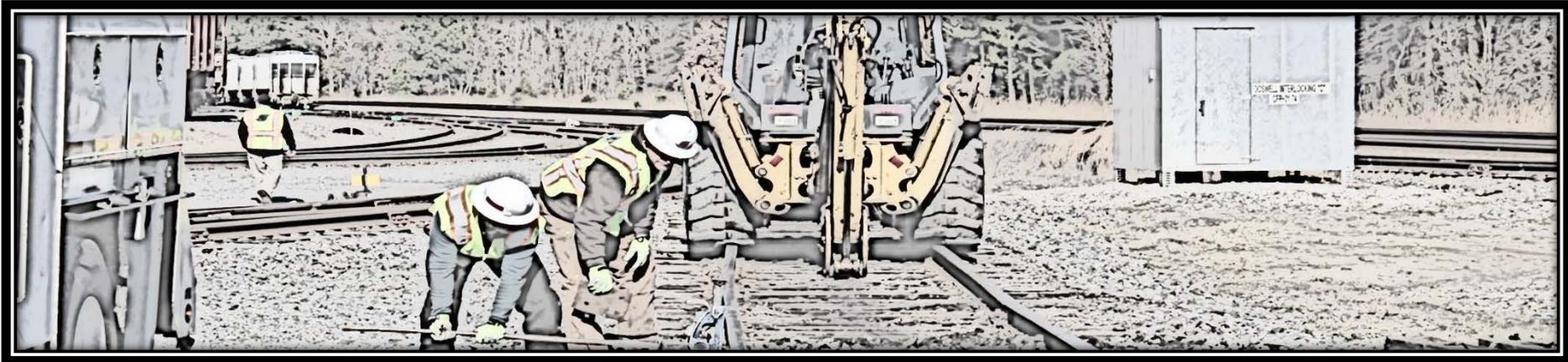
*enhancing safety culture and safety performance of  
short line and regional railroads*

***Michael Long***

11/21/2017

## **The Importance of Safety Culture in Risk Management**





# Review of Short Line Safety Institute

# Short Line Safety Institute

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## Our Vision:

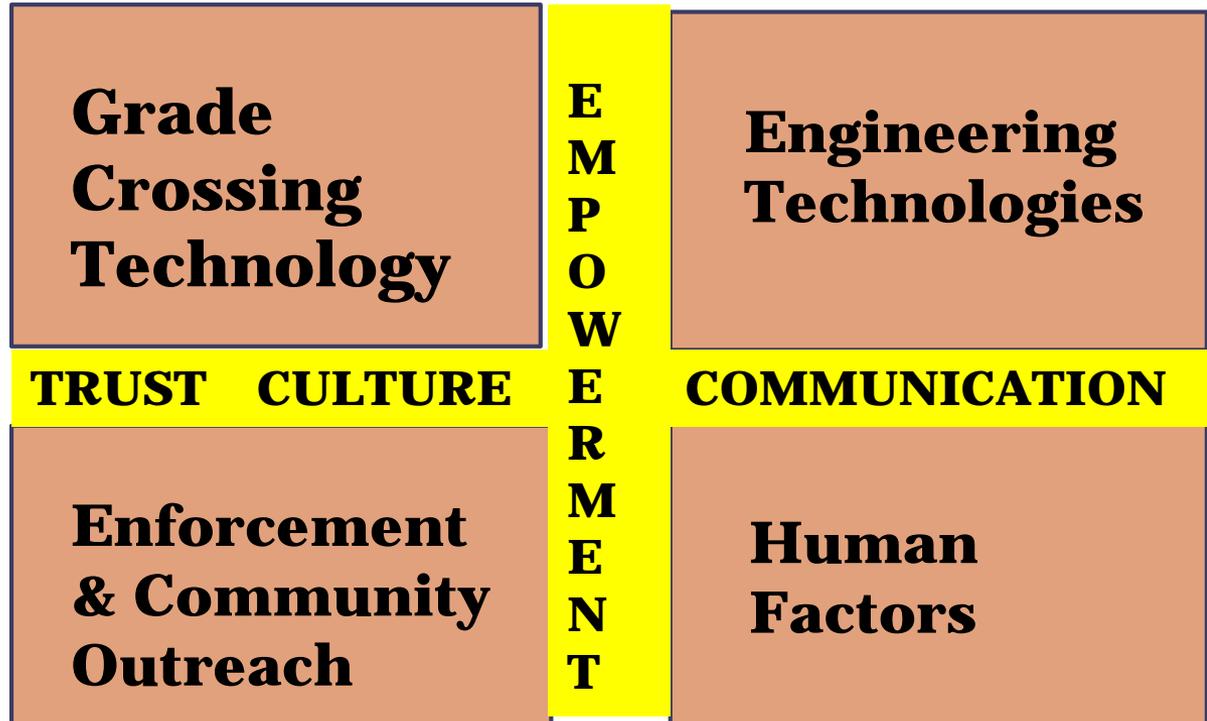
The short line and regional railroad industry performs at an increasingly high level of safety

## Our Mission:

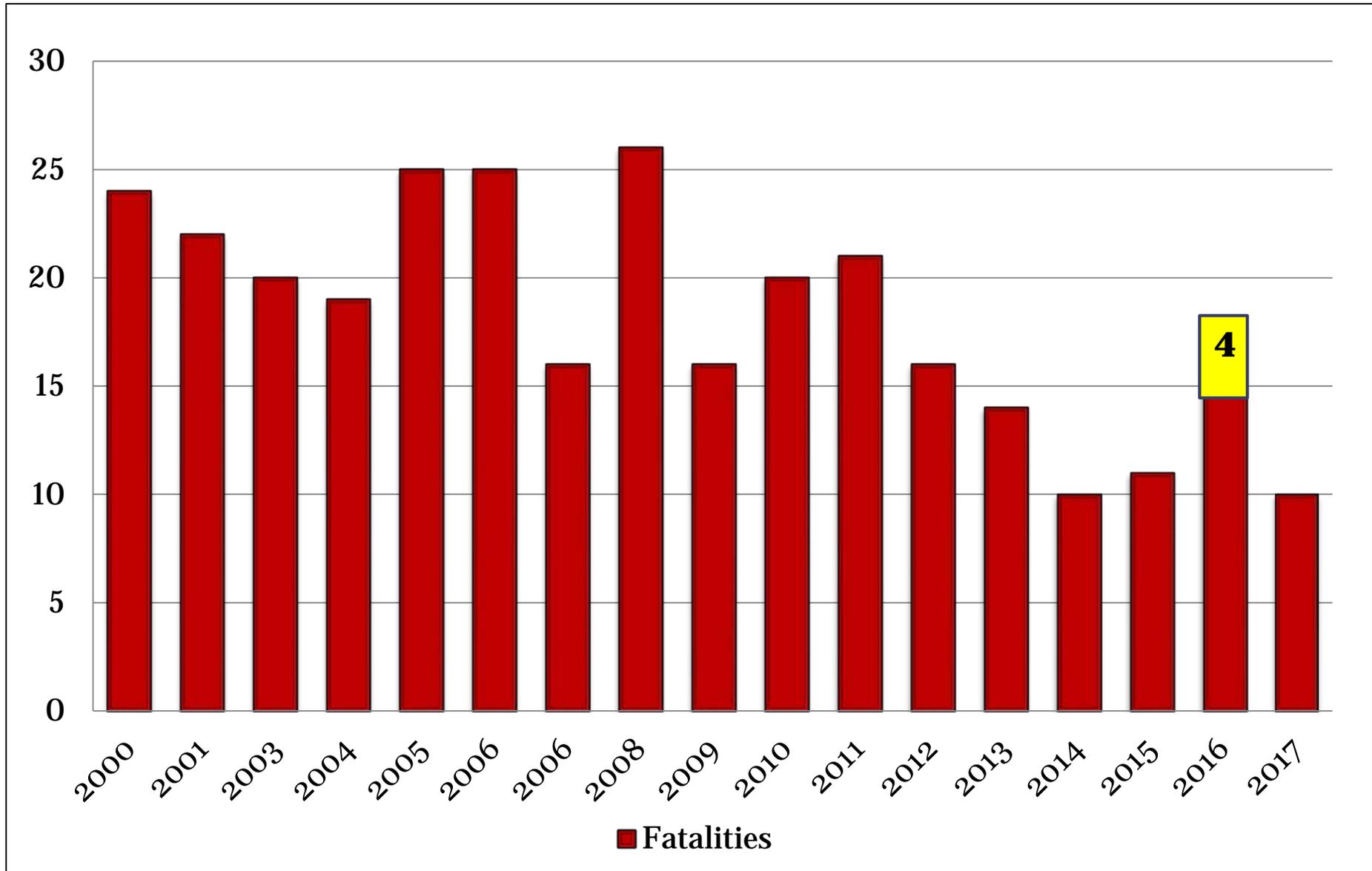
To enhance the safety culture and safety performance of short line and regional railroads through meaningful and productive partnerships

# Safety Culture

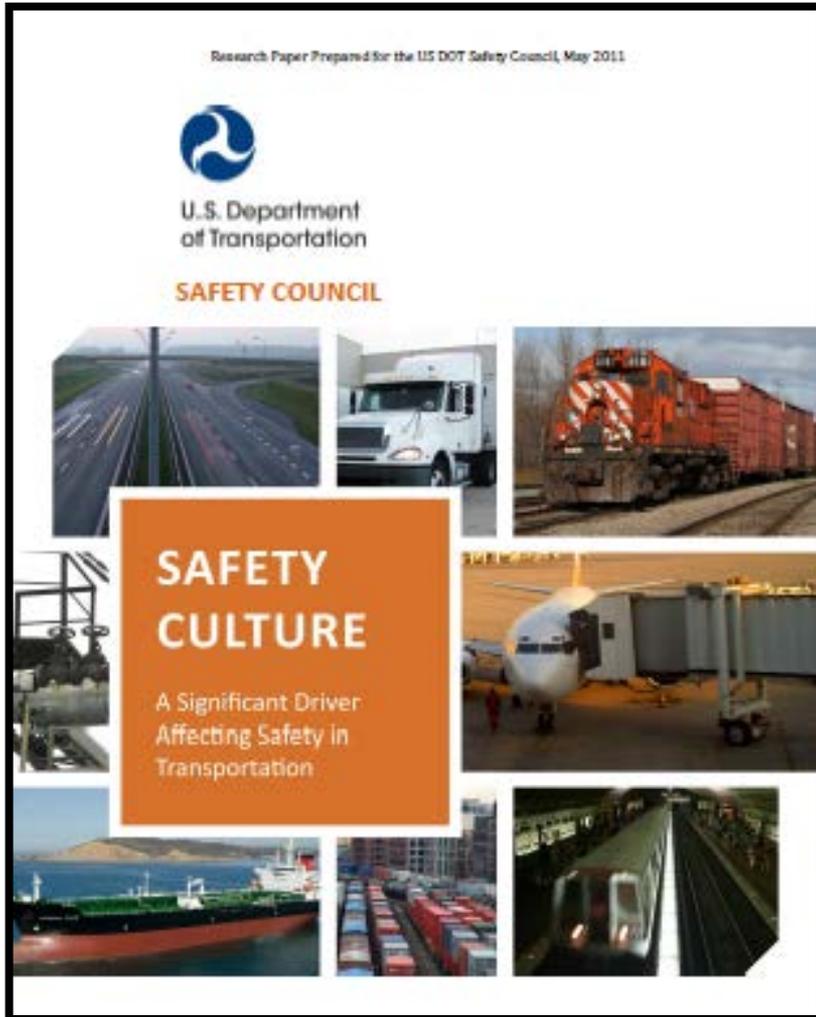
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# Railroad Worker On Duty Fatalities



# Safety Culture Definition



The Short Line Safety Institute has adopted the U.S. Department of Transportation Safety Council's definition of Safety Culture.

# Safety Culture

The shared values, actions, and behaviors that demonstrate a commitment to safety  
**over competing goals and demands**

## Empowerment

Is ensuring that employees have skills, knowledge, resources and authority to make safe choices within an acceptable range of options.

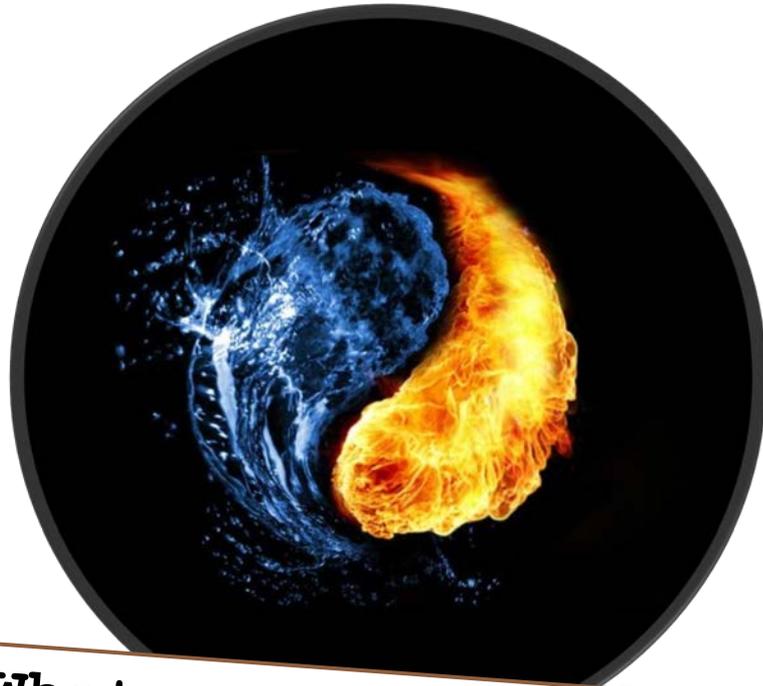
# Ten core elements of a strong safety culture:

*(Please reference the handouts provided)*

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1. Leadership Is Clearly Committed to Safety
2. The Railroad Practices Continuous Learning
3. Decisions Demonstrate that Safety Is Prioritized Over Competing Demands
4. Reporting Systems and Accountability Are Clearly Defined
5. There Is a Safety Conscious Work Environment
6. Employees Feel Personally Responsible for Safety
7. There Is Open and Effective Communication Across the Railroad
8. Mutual Trust Is Fostered between Employees and the Railroad
9. The Railroad Is Fair and Consistent in Responding to Safety Concerns
10. Training and Resources Are Available to Support Safety

# Safety = Culture + Compliance



## Compliance

Doing The Thing Right

(5 % of the time)

and

## Culture

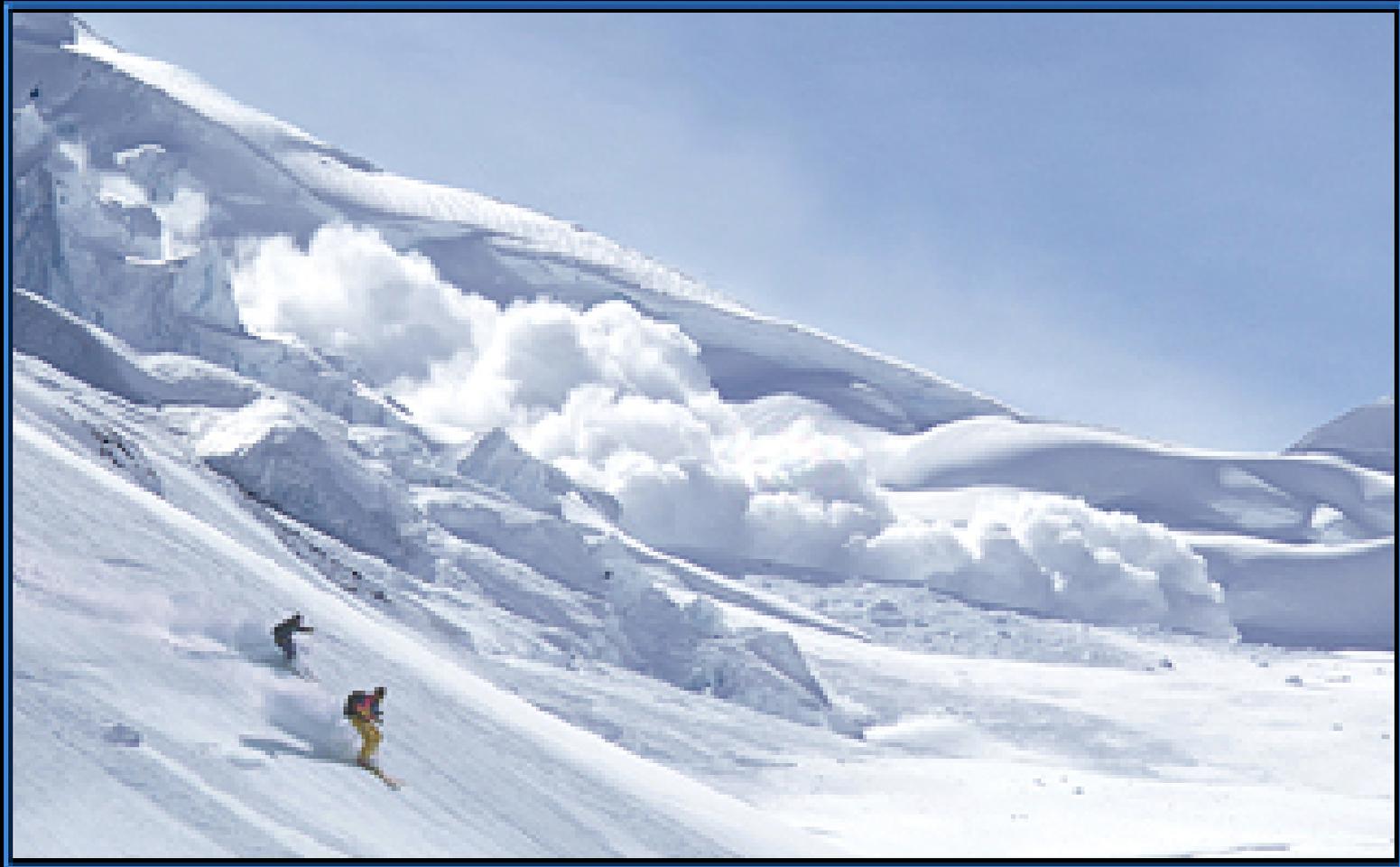
Doing The Right Thing

(95% of the time)

What are your employees doing right now when you are not on property ?

# Understanding the need for a strong safety culture

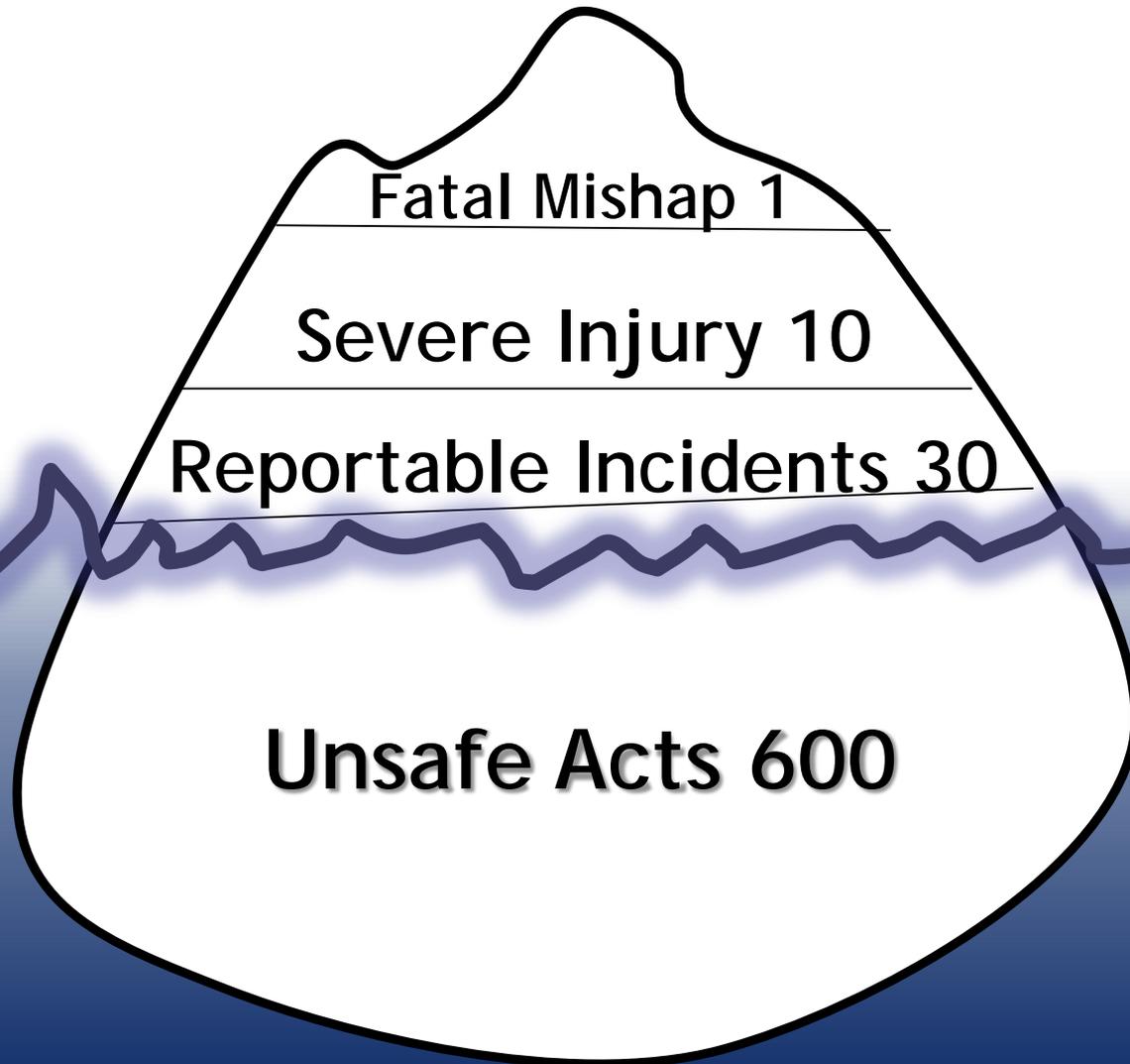




# OVERCONFIDENCE

BEFORE YOU ATTEMPT TO BEAT THE ODDS,  
BE SURE YOU COULD SURVIVE THE ODDS BEATING YOU.

# The Heinrich Ratio





**Ask “What Failed”....not “Who Failed”**

# Decisions Demonstrate Safety is Prioritized over Competing Demands

BE DECISIVE.  
RIGHT OR WRONG,  
MAKE A DECISION.  
THE ROAD OF LIFE IS  
PAVED WITH FLAT  
SQUIRRELS WHO  
COULDN'T MAKE A  
DECISION.  
- UNKNOWN



By samrals with Notegrphy



# How Much Does a Fatality Cost?

- OSHA estimated a value of \$ 9.2 million for each life lost in the workplace. Multiplying this value by the 4,836 workplace deaths reported by the Bureau of Labor Statistics for 2015, OSHA estimates the annual cost of known workplace fatalities to be over \$44 billion.
- This estimated does not include the cost of non-fatal injuries, or of occupational illnesses like cancer and lung disease. These illnesses generally occur many years or even decades after workers are exposed and are therefore seldom recorded in government statistics or employer surveillance activities.
- <https://www.osha.gov/oshstats/index.html>

# The Cost Of Poor Culture

- Two recent accidents in the railroad industry have changed the regulatory environment and added billions of dollars of to the cost of regulatory requirements and Federal oversight.
- Who would have thought two railroad employees, thousands of miles apart and in different countries, could fundamentally change the regulatory and liability atmosphere in this country.

Why were they not following the rules?  
Were the right rules / procedures in place ?

# Safety Culture Influence on Metrolink at Chatsworth, 2008

- Employee not following safety rule (personal electronic device)
- 25 Fatalities
- 2014 Metrolink Statement on Safety Culture
- There is a new culture of safety at the company
- “...It's been something that's been incorporated into every aspect of our operations,” he said. “It should have been in place before the collision, we should have been more cognizant.”

# Safety Culture Influence on MMA at Lac-Magentic, 2013

- Employee not following Air Brake Train Handling rule, securing train with insufficient handbrakes on a steep grade
- 47 Fatalities
- Transportation Safety Board of Canada Investigation
- *"...MMA's operations were indicative of a weak safety culture—one that contributed to the continuation of unsafe conditions and unsafe practices, and significantly compromised the company's ability to manage risk."*

# Safety Culture Influence on Metro-North 2013

- FRA identified three overarching safety concerns that affect all facets of Metro-North:
  - An overemphasis of on-time performance;
  - An ineffective Safety Department and poor safety culture; and
  - An ineffective training program
- 
- Federal Railroad Administration, Report to Congress: March 2014

# How Much Do Regulations Cost?

**\$\$ 2.0 - \$\$ 2.1 \* trillion annually**

-Economic: \$1,448 b

-Environmental: \$330 b

-Occ. Safety/Health & Homeland Security: \$92 b

-Tax Compliance: \$159 b

*-Estimated Administrative Cost to RRs = \$ 1.5 b / year.*

**Between 3,500 - 4,000 Final Rules / Year**

-2013 - 3,659 Rules, over 80,000 pages

-2014 - 3,541 Rules, over 78,000 pages

-2015 - 3,378 Rules, over 81,000 pages

-2016 - 3,852 Rules, over 97,000 pages

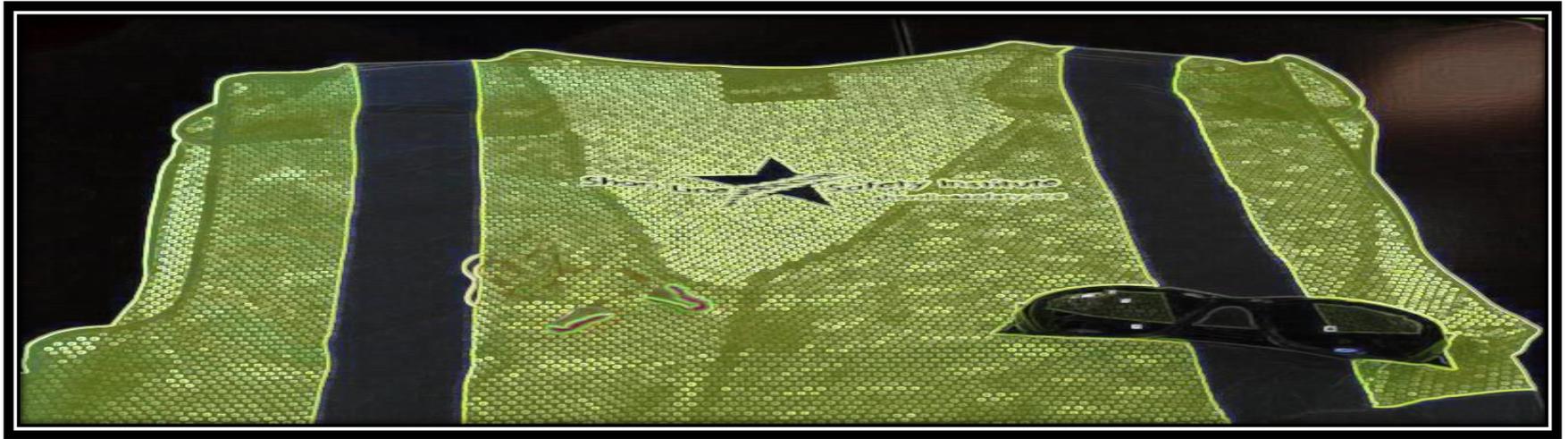
**-Total - 14,430 Rules, over 336,000 pages**

In perspective, the 2016 Federal Budget is about 4.1 trillion dollars.

\* Crains Business, National Association of Manufactures, and Forbes

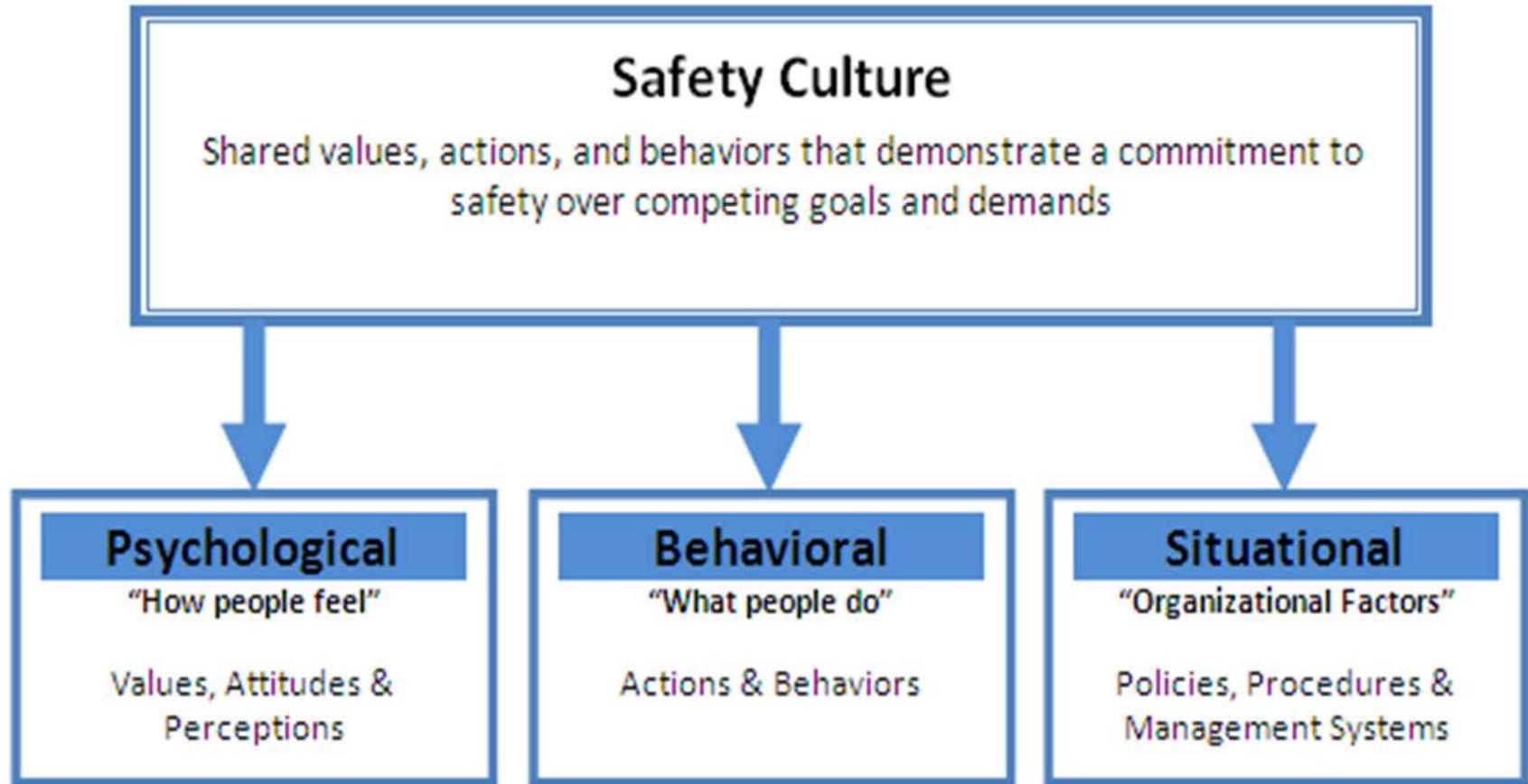
659 expected to have impact on small businesses

Does not count individual State Regulations



# Review of Safety Culture Assessment Process

# What Institute Assessors are Trained to Observe:

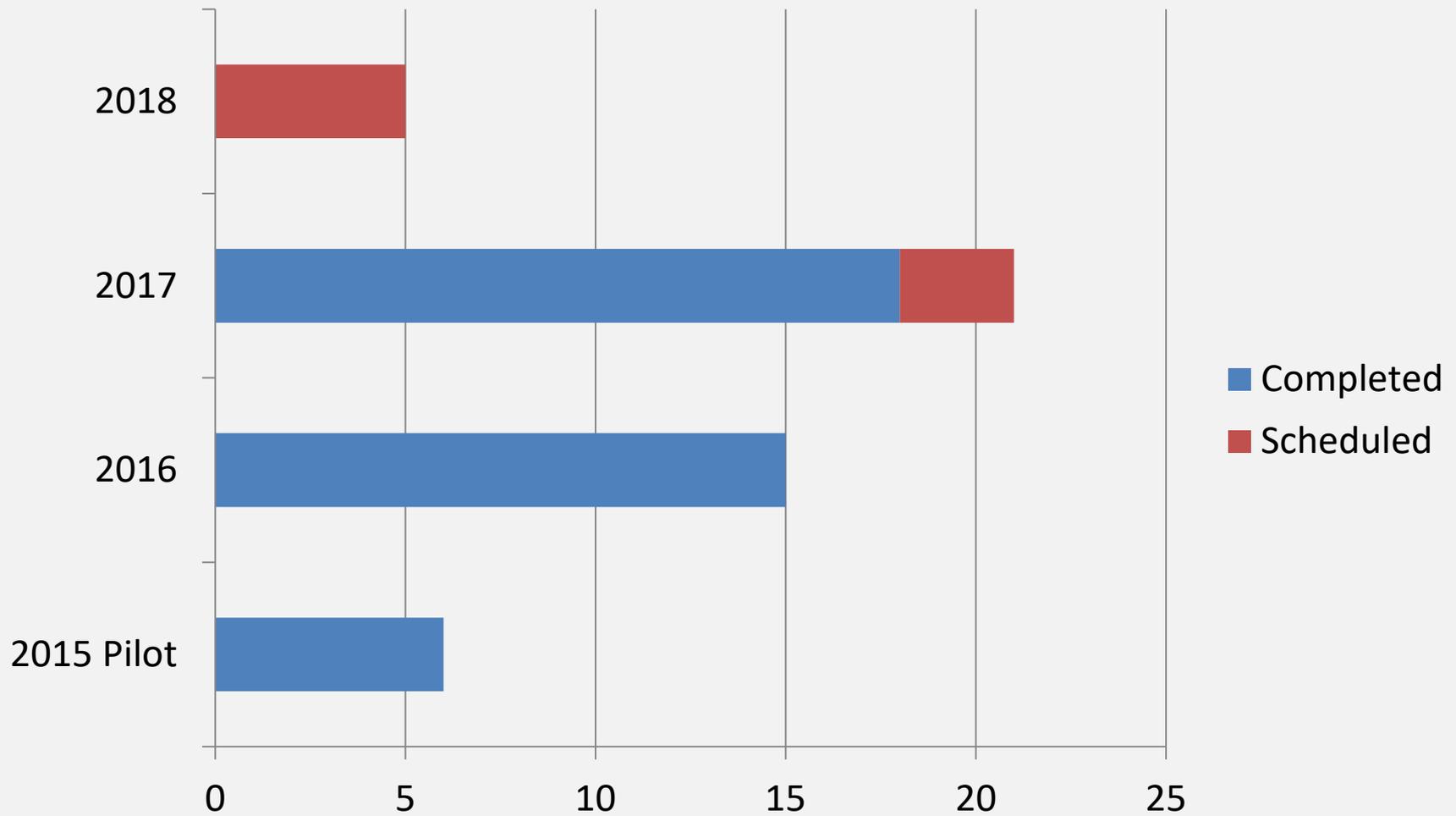


# Steps in a Safety Culture Assessment

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- Readiness Screening
- Pre-visit engagement
- Safety Culture Assessment
- Post-visit engagement & continuous resources
- Anonymous and confidential process throughout each stage\*
  - Only aggregate and non-identifiable information for survey and report
  - Notes of interviews and observations and any drafts are eradicated appropriately

# Safety Culture Assessments



# Safety Culture Assessment Timeline

*About 3 weeks in advance*



# How Much Does it Cost?

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Time and resource commitment from the railroad for:

- Meetings, survey participation, interviews with the senior leaders, managers, and employees, field observations and other reviews
  - Prefer one or two employees (non-managerial) to accompany SLSI personnel
- Willingness to initiate and sustain changes necessary to improve safety culture
- We are dedicating our resources to your success, we require you do the same for the best assessment results!  
Teamwork with us is essential

# Concept of “Normalized Deviance”

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## **Definition:**

“The gradual process through which unacceptable practice or standards become acceptable. As the deviant behavior is repeated without catastrophic results, it becomes the social norm for the organization.”

Simply put;

“A railroad will live up to or down to the level of expectation that is set.”



***"We must, indeed, all hang together, or most assuredly we shall all hang separately."-In the Continental Congress just before signing the Declaration of Independence, 1776.***

# Questions?

Is this a job briefing at your company?

