

Safety Culture in U.S. Railroad Industry

Organizational Culture & Safety Performance Strategy

- Identify, develop, and implement innovative safety culture pilot projects in the U.S. railroad industry
- Develop safety culture intervention models that can be applied across different organizations and environments
- Evaluate utilization, impact, and effectiveness of safety culture intervention programs
- Where successful, support broad-scale adoption and implementation across industry

Develop a “business case” for safety culture in the railroad industry



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FRA Program on Safety Culture Change

Location	Name	Type of Work	Evaluation Period
Multi-site	Rules Rev	Multiple	1999 – 2002
Amtrak, Chicago	CSA	Baggage	2001 – 2005
UP, San Antonio	CSA	Road & Yard	2005 – 2007
UP, Avondale	CSA	Yard	2006 – 2009
CPR, Canada	ISROP	Mechanical	2008 – 2009
Multi-site	C ³ RS	Multiple	2007+



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Safety Culture Impact Evaluations Empirical Findings

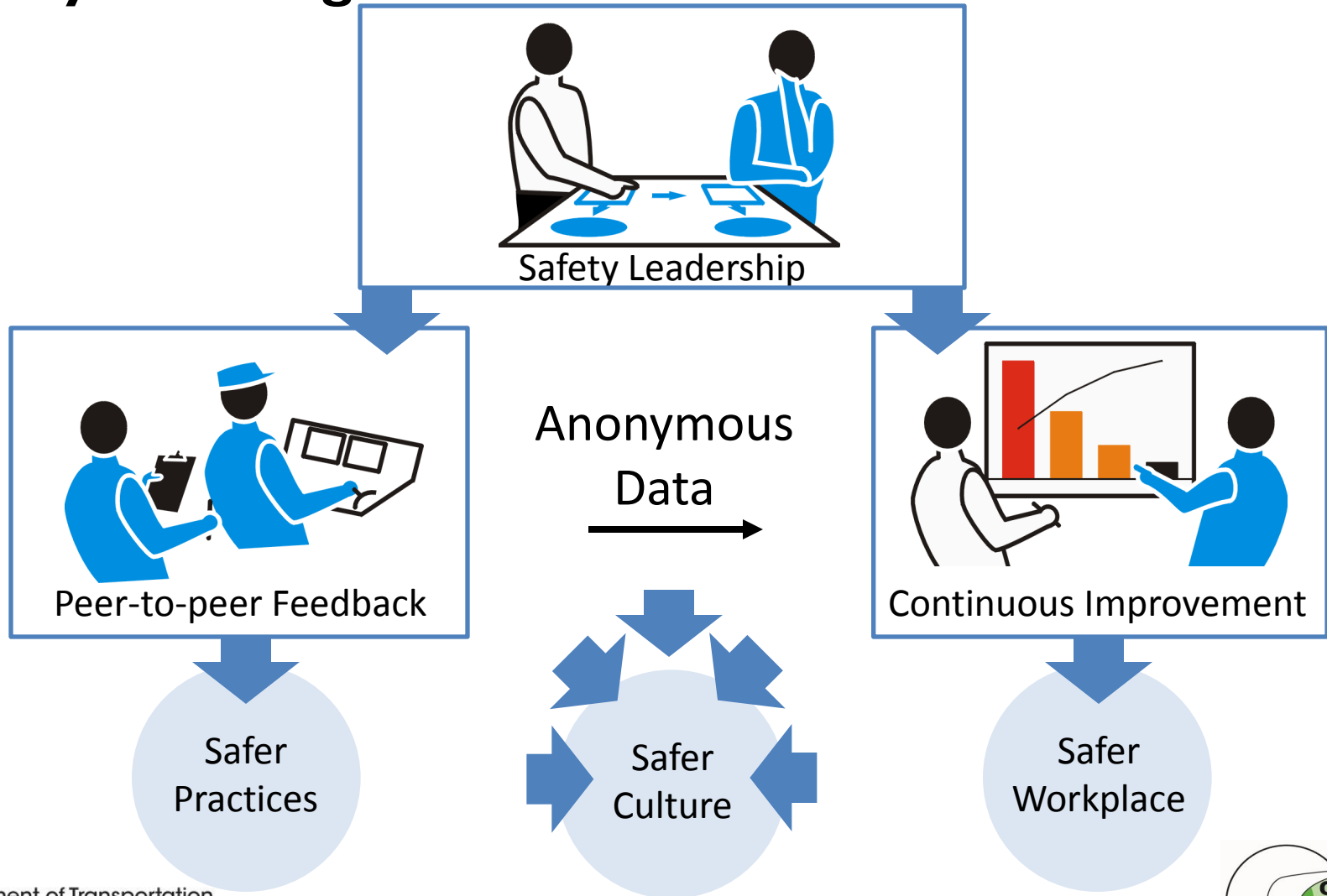
Approach*	Functions	Outcomes
Participative Safety Rules Revision	All Operating	30% reduction in reportable injuries Drop in liability claims
Root-Cause Analysis Problem Solving	Mechanical	50% drop in injury rates (all injuries)
<i>Clear Signal for Action (CSA)</i>	<i>Station Services</i>	<i>76%</i> drop in injury rates <i>71%</i> drop in reportable injuries
	<i>Road Crews</i>	<i>79%</i> drop in L.E. decertification rates <i>81%</i> drop in derailments
	<i>Yard Crews</i>	<i>65%</i> drop in yard-derailment rates
Confidential Close Call Reporting System (C ³ RS)	Road & Yard Crews	31% reduction in derailments at one site 90% drop in discipline cases 48% drop in excess-speed reports

*These programs exemplify team and peer-to-peer coaching/feedback methods



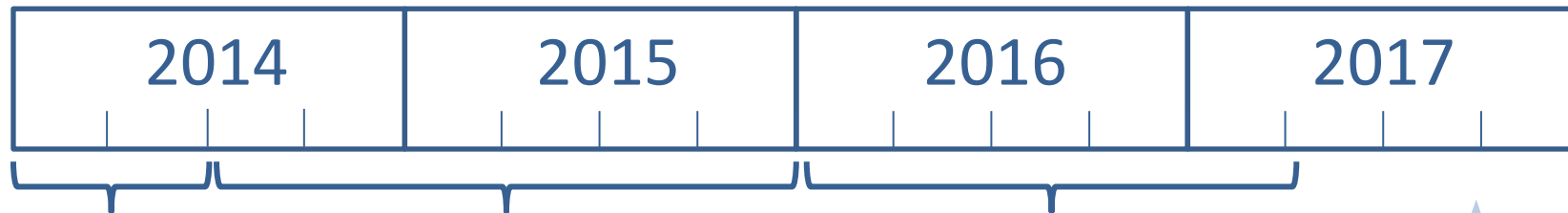
CSA Overview

Theory of Change



Current Project

Opportunities For Your Involvement



Needs Assessment

Develop Materials

Pilot Demonstration



Guidance Document

Usability Testing Sites

Site for Pilot Demonstration



Stakeholder Review Panel



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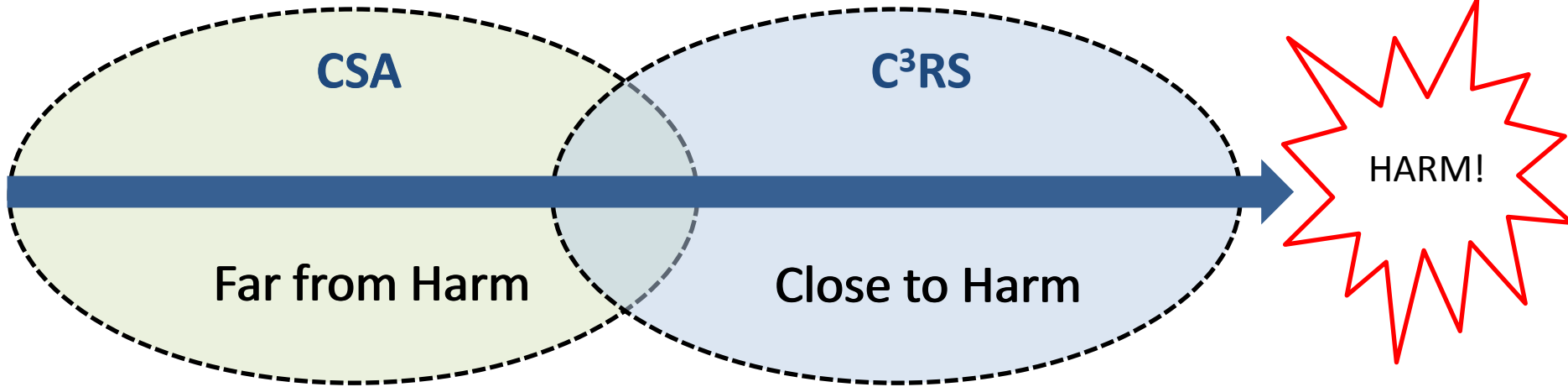
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CSA Overview

CSA Compared to C³RS

CSA is focused farther from the harm; C³RS is focused closer to the harm



**Engineer Is Observed
Not Calling Out a Red Signal**

**Engineer Reports Almost
Going Through a Red
Signal**

**Engineer Runs
a Red Signal**



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Differences Between CSA and C³RS

	CSA	C ³ RS
Discipline Protection	<ul style="list-style-type: none"> Anonymous data No identifying information collected No FRA waiver required 	<ul style="list-style-type: none"> Confidential data Data de-identified FRA waiver required
Data Collection	<ul style="list-style-type: none"> Everyday activities/behaviors Face-to-face observations and <i>feedback</i> Peer-to-peer reporting At-risk behaviors / conditions 	<ul style="list-style-type: none"> Close calls Phone call <i>interviews</i> Worker-to-3rd party reporting Unsafe conditions or events
Workers' Role	<ul style="list-style-type: none"> Observing Coaching Reporting Problem solving 	<ul style="list-style-type: none"> Reporting Problem solving
Leadership Roles	<ul style="list-style-type: none"> Culture survey to assess readiness for culture change Aligning organization to CSA process Leadership training and development Problem solving System assessment & corrective actions 	<ul style="list-style-type: none"> Informal readiness assessment Labor/management/FRA MOUs Align organizational with C3RS Problem solving System assessment & corrective actions



CSA Workshop Tomorrow

“All Aboard! FRA’s Clear Signal for Action Program for Passenger Railroads”

Track 3

Wednesday, June 5 – 1:30 to 4:00 p.m.

Ballroom Salon D, 5th Level



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