



Working Together - Sunset Unit Identifies Solutions

On the El Paso District, each craft collaborates with the goal of achieving a Total Safety Culture.

“I like what they are doing on the behavior side,” said Trek Fitzgerald, Sunset Service Unit TSC coordinator.

TE&Y Safety Captain Issac Snell, along with TSC Facilitator Joe Carrera, have made a difference since taking their assignments in El Paso.

“They restarted TSC this year and are doing a phenomenal job with cross-functional activity,” Fitzgerald said.

Snell and Carrera credited previous Safety Captain Hector Rodriguez and Facilitator Jesse Garcia, who worked alongside Manager-Track Maintenance Eric Strand.

The group has completed several projects in recent months. Working alongside the Mechanical Department, air valve and stop sign issues at Alfalfa Yard were identified and addressed.

Another potential hazard was the entrance of Dallas Street Yard. Vehicles from an adjacent business routinely parked at an unsafe distance alongside the tracks at the Langtry Street entrance. The group worked with the business next door to achieve appropriate safety solutions, including a stop sign at the entrance.

TSC also collaborated with local emergency services after a medical situation earlier this year. An ambulance was delayed seven minutes from arriving at the scene while attempting to find the correct location in the yard. Employees worked with local officials on a mapping plan while providing designated areas and assigning runners. EMS dispatchers and fire officials now have access to maps with strategic locations and entrances. The protocol will be standard in El Paso and elsewhere on the Sunset Service Unit.

Summer safety was a point of emphasis for several months. Ice pops were provided to employees throughout the day and five- to 15-minute breaks are mandated in accordance to the heat index.

“My philosophy is working as safely as we can, taking our time, and training our peers,” Carrera said.

Observations resulted in an air valve concern addressed to the facilitators. Valves blended in with the track, becoming a potential tripping hazard in the dark. The solution involved painting the valves bright yellow. Reflective stickers eventually will be added.

Crossover tags are being utilized in El Paso, which have helped eliminate incidents. Snell credited Switchman Hector Rodriguez for development of the tags, and Director-Terminal Operations Xavier Rivera for promoting their implementation.

Jason Deneen, electronics technician, also assisted in the cross-functionality between crafts, observing and working alongside crews.

“This is a perfect example of how cross-function works,” Fitzgerald said. “They find issues we should have noticed and caught. It’s what TSC is about.”



Issac Snell, TE&Y safety captain, left, and Joe Carrera, TSC facilitator, work on a map intended for emergency responders.



Valves such as these posed issues for employees, especially those working at night.



After: Valves painted fluorescent yellow

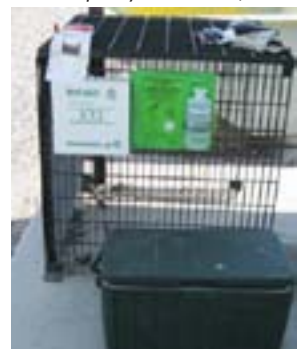


Parked cars and the absence of a stop sign posed concerns at the Langtry Street entrance to Dallas Street Yard in El Paso.

Xover tags



Summer Spike hydration station, El Paso





TSC Facilitator Jeremy Roat and colleagues redesigned their fire truck so equipment can be transferred to another vehicle should the truck break down.

ENHANCED FIRE TRUCK AN ASSET

Gradall Operator and Total Safety Culture Facilitator Jeremy Roat worked with Oakridge District employees to revamp the unit's 1992 Ford 800 Boom Truck for firefighting efforts in their remote Oregon territory. The equipment on board is designed to be transferred to another vehicle should the main truck break down.



In the new design, pumps are now gravity-fed. There also are separate compartments for firefighting and work water.

The previous pumping process was inefficient, as it ran against gravity. The truck's layout also made it difficult to find parts, and the needed amount of ascending/descending increased the potential for injury.

Upon approval, the truck was completely stripped down and the equipment reconfigured. The pumps now are gravity-fed and as a result will have a longer life.

The 5S process project required one month to complete. With the reduced potential risk involved in accessing equipment, the investment immediately paid for itself.

The refurbished vehicle features a versatile pump and tank system, with containers and a non-hazardous track lubricant. The equipment is capable of being broken down in 15 minutes and transferred to a gang or welding truck.

"This is a prime example of everyone working together to improve what we use on a daily basis," Roat said.

The mountainous terrain in the Oakridge District is exposed to frequent lightning strikes. Fire risk assessment is frequently emphasized on the territory.

Roat serves as facilitator for 17 employees, including two section gangs and two welding gangs. He sees TSC growing stronger with increased employee involvement. As of July, the district had worked 2,844 days without a reportable injury.

Roat cites the close-knit atmosphere in Oakridge and its population of about 3,000, saying, "this is an unique place. We all are from the same community; we went to school together and the kids are in the same activities. It is a real joy to work here."

Staying Clear From a Close Call

The streets in and around Los Angeles challenge drivers at all hours. While responding to an early-morning call, the alert actions of Western Region Signal Maintenance TSC Coordinator Isaac Reyes kept him from being swept into an accident in the suburb of Alhambra, Calif.

"I was traveling in the far right-hand lane when a blue Volkswagen approximately 150 feet ahead of me began swerving erratically," Reyes said.

He was traveling on Huntington Drive North, where the right-hand lane becomes West Main Street. The Volkswagen went through divider markings and into shrubbery at about 50 mph, narrowly missing a concrete-based landmark on the right and a light pole to the left. The trees prevented the car from colliding with a motorcycle dealership.

Reyes immediately stopped his car, activated his emergency flashers and checked the Volkswagen driver's status.

The driver already had exited the vehicle, dazed and crawling on the ground.

"I asked him what happened, he said he had started to fall asleep," Reyes said.

The driver explained he had been up all night, thought about pulling over to take a nap, but believed he could make it home.

The driver was fortunate to escape serious injuries. His older vehicle was not equipped with air bags.

Reyes said remaining a proper distance behind the Volkswagen gave him time to react accordingly.

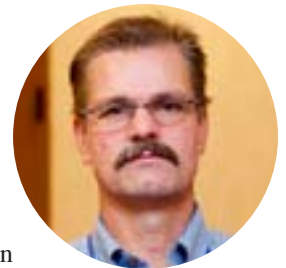
"We must stay focused and aware of our driving environment to recognize hazards and react," he said.



Traveling at 50 mph, this Volkswagen veered off at a divider, landing in shrubbery between a concrete landmark and a light pole.

For news coverage, contact Kurt at the newsletter office by phone at 402-475-6397, fax 402-475-6398, mail information to 2201 Winthrop Road, Lincoln, NE 68502-4158, or email kurt.crowley@newslink.com. This material is intended to be an overview of the news of Engineering – Western Region. If there are any discrepancies between this newsletter and any collective bargaining process, insurance contracts or other official documents, those documents will govern. Union Pacific continues to maintain and reserves the right, at any time, to alter, suspend, discontinue or terminate all plans and programs described in this newsletter. This newsletter is not an employment contract or any type of employment guarantee. Thanks to everyone on the TSC Engineering – Western Region for taking the time to contribute to this newsletter including, but not limited to, Jason Ellis, Joe Carrera, Trek Fitzgerald, Jon Harvey, Kaptaan Hickey, Isaac Reyes, Jeremy Roat, Chris Sieber, Issac Snell, Trent Ward and Dave Wickersham

Autumn a Time For Reflection



Trent Ward, Western Region TSC coordinator

With the heat of summer cooling into the fall months, we can reflect on Summer Spike and the safety initiatives with which we have been engaged.

Driving has been identified as the Engineering Department's biggest at-risk behavior. As Total Safety Culture leaders in the Western Region, our efforts to reduce the number of vehicle accidents continues through education and awareness. These

include training with the Smith Driving System, which was implemented in March. By mid-September, we will have trained all Engineering, Signal and B&B employees on the Five Keys To Safe Driving.

The results to date are very encouraging and will only get better with safe driving, which comes from knowledge and patience. Our hope is we can continue to improve our driving during the upcoming

winter months and the challenging conditions brought on by cold weather.

Thanks to all of you for watching out for each other so we may all return home safely to our families.

— Trent Ward, TSC coordinator

Study Suggests Need For Afternoon Re-briefing

In all work environments, there are tendencies to lose focus immediately after lunch. On the railroad, such habits can lead to serious consequences.

A recent FAMES (Fatality Analysis of Maintenance of Way Employees and Signalmen) study addressed trends of fatal accident patterns in relation to the time of day.

Since the implementation of the Roadway Worker Protection Rule in 1997, there have been 42 RWP incidents resulting in people losing their lives. In the 15-year period, nine of the 42 incidents occurred between 1 and 2 p.m. By comparison, four incidents each occurred in the 8 a.m., 10 a.m. and 11 a.m. hours, while three each occurred in the 9 a.m. and noon hours. The incidents occurred in various crafts, and on single- and multiple-track territories.

While a small sample size cannot allow for definitive conclusions, the 1 to 2 p.m. post-meal time frame remains alarming.

Western Region Total Safety Culture leaders weigh in on the best solutions to such issues:

It is something we are trying to focus on. One of our new processes is to re-brief on each job. We need to re-focus and get back on the same page after lunch."

— Gary Colby, Utah Service Unit TSC coordinator

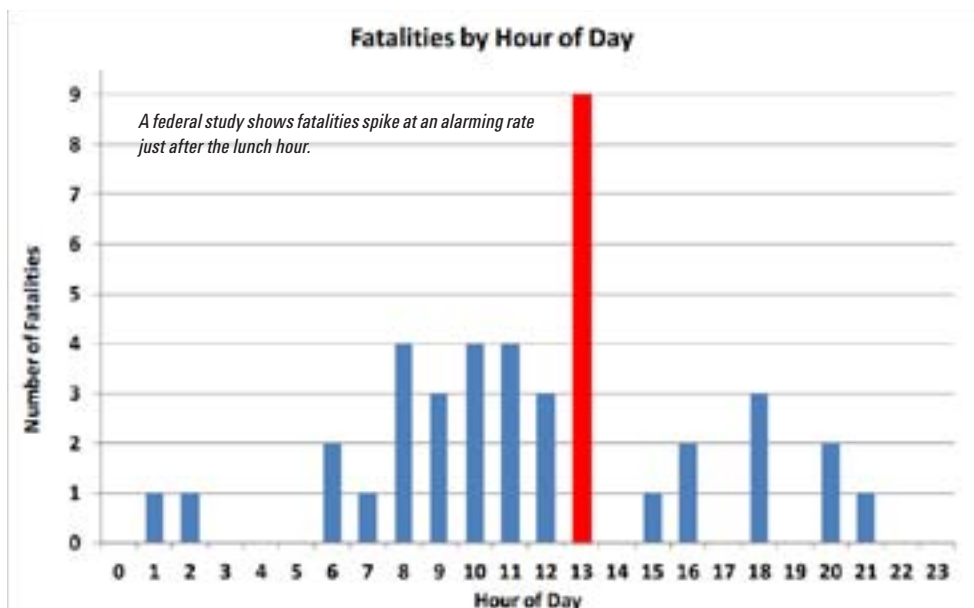
We have rolling job briefings. We do one at 10 a.m., then another at noon and also between 2 and 3 p.m. We cannot afford to start to drift."

— Jason Ellis, Portland Service Unit Engineering coordinator

We re-brief during our water breaks."
— Jon Harvey, Los Angeles Service Unit TSC coordinator

We continue to work toward this. It is human nature after lunch and toward the end of the day. We need to push in this direction.
— Kaptaan Hickey, The Dalles, Ore., manager-track maintenance

In particular on hot days, we get our employees refocused. We constantly do rolling briefings, especially with new hires and as job tasks change throughout the day."
— Joe Carrera, El Paso Service Unit TSC coordinator





Manager-Track Maintenance Kaptaan Hickey checks notes with a colleague.



The Dalles, Ore., Manager-Track Maintenance Kaptaan Hickey actively participates in observations throughout his territory while wearing a TSC vest.

Being Engaged – Hickey Creates Presence

Portland Service Unit Total Safety Culture Coordinator Chris Sieber praised Manager-Track Maintenance Kaptaan Hickey for his active participation in the TSC process. Based out of The Dalles, Ore., Hickey often is seen wearing an observation vest while making his rounds.

Hickey oversees 21 employees in The Dalles, Hinkle and Boardman yards.

“I support my employees,” he said. “My purpose is to provide needed resources and planning.”

Working with TSC Facilitator Jason Ellis, Hickey believes in interacting with employees in addition to observing them. After

observations are complete, he then moves forward to act on the processes.

Hickey empowers his staff to take matters into their own hands, noting they are the subject matter experts.

Sectionman German Santoyo is among the employees he identified for going beyond the call of duty in keeping co-workers safe.

The proud father of a 17-month old son, Hickey is equally observant of TSC practices at home. He maintains his own shop and wears PPE to set an example.

“That is what motivates me,” he said. “I want to live long and healthy for my family.”

Looking Out For His Peers

The Dalles, Ore., District TSC Facilitator Jason Ellis may be new to the railroad, but he brings fresh and innovative perspectives to safety.

Before joining the industry, Ellis was an OSHA-certified welder/contractor. He retains his certification today.

The vast differences between OSHA and TSC are obvious, he said.

“With TSC, you have employee involvement and everyone gets their two cents,” Ellis said. “OSHA specializes in investigations — they report it and give out tickets. While TSC is education, OSHA is discipline.”

He credited much of his railroad education to 43-year railroad veteran John Eppenbach, section foreman. He also

gave kudos to Manager-Track Maintenance Kaptaan Hickey, Track Inspector Karid Bauer and Section Foreman Brad Cimmiyotti.

Ellis conducts frequent job briefings during the day.

“We discuss potential fire risks, track and time and assign people to tasks,” he said. “Our more experienced co-workers help train and observe our newer hires. Knowledge transfer is 100 percent of what we do. I got to start with a 43-year vet, and three years later we are running the crews ourselves. It is why we are confident and why we excel.”

A self-proclaimed computer geek, Ellis connects with colleagues in other regions in search of solutions. He said the master

TSC database is a particularly important tool.

“If we see a data spike or a situation that can be fixed, we look at it, whether it is the individual, behavioral or environmental,” he said.

Solutions are entered online so others throughout the system may benefit.

Ellis completes observation cards daily. In three years as a facilitator, he said he has never had a gang refuse an observation request.

“That is how we communicate — we have moved by leaps and bounds,” he said. “The best part is having everyone on the same mindset and going home safely. If we have someone missing, it is not going to be a good day.”

New Los Angeles Coordinator Praises Predecessors

Jon Harvey became the Los Angeles Service Unit Total Safety Culture coordinator earlier this year. He oversees 10 facilitators in a territory extending from Yuma, Ariz., to San Luis Obispo, Calif.

Harvey credited his predecessor, Nacho Arcosia, Foreman Paul Rojas.

“They were the biggest help in the world, just getting started and getting the help I needed,” he said.

Director-Track Maintenance Andy Gonzalez has been another asset. He assists Harvey in developing fire prevention plans discussed daily. The two also worked to provide Summer Spike packages to employees, including sunscreen and insect repellent.

Harvey credited a mix of seasoned I-Team members and new hires for the service unit’s TSC success.

Two work groups have sustained long safety records. Employees of the LA-90 material store in West Colton have worked 11 years reportable injury free. Los Nietos employees boast 10 years without a reportable injury.

I-Team members and facilitators are in frequent contact, with TSC leaders meeting in person monthly. Harvey and other TSC leaders complete observation cards daily.

His other passion is an example of safety away from work: he is an off-road ruck racer. His team consists of about 30 people, including pit-stop members and fabrication shop mechanics. The annual Las Vegas to Reno, Nev., race is one in which he participates.

Different than what fans see in NASCAR and other forms of motorsports, pit crews



Jon Harvey takes his Total Safety Culture practices to his off-road racing pursuits.



Los Angeles Service Unit Total Safety Culture Coordinator Jon Harvey with his wife, Jennifer, and their daughters, Hannah, left, and Dakota

are mobile, leap-frogging up the road to the drivers’ next scheduled stop. Safety is imperative, so crew members address fire risks, wear long-sleeved clothing and discuss tire-changing and fueling procedures.

Harvey and his wife, Jennifer, have daughters Hannah, 11, and Dakota, 3. Despite being a lifelong Californian, his favorite NFL team is the New England Patriots.

Colby Takes Reins on Utah Service Unit

Gary Colby is the new Total Safety Culture coordinator for the Utah Service Unit, succeeding Scott Jackson.

Previously, he was TSC facilitator for the Clearfield and Ogden subdivisions.

Colby considers himself and employees as coaches in regard to TSC.

“We coach each other, and there’s no discipline,” he said.

The employee-owned process is what Colby considers

a key aspect of TSC.

“It is being embraced with open arms and a lot of enthusiasm,” he said.

Colby works alongside 12 facilitators and I-Team members. He attends monthly facilitator meetings, then meets with I-Team members and employees.

“What has made us successful is trust in each other and management, and valuing each other’s opinions,” he said. “It has been proven to work across the board.”

Just D.O.I.T.

Total Safety Culture I-Teams conduct D.O.I.T. processes regularly in response to data received on observation cards.

Define, Observe, Intervene and Test

Define behavior(s) to target.

- By collecting and analyzing process data, the Implementation Team determines which behavioral category needs to be enhanced.
- The behavioral category is defined by specific behaviors that are frequently performed.
- By using a Task Specific Checklist, employees hone in on the root cause of concerns voiced by peers.

Observe to collect baseline data.

- The data from the Task Specific Observation Card reveals which specific behavior(s) need enhanced.

Intervene to influence target behavior(s).

- Implementation Team members ask employees for their ideas for intervention strategies for enhancement.
- The Implementation Team formalizes the employees' ideas for enhancements into "intervention strategies."

Test to measure effectiveness of the intervention(s).

- Using the same checklist as before, but now with the intervention strategies in place, test them to determine their effectiveness.
- Ask, 'What does the data reveal?'

Activity worksheets are used to report processes and track improvements.

Keys to Long-Distance Driving in Western Region

For drivers traveling long distances, whether for business or recreation, the lay of the land of the Western Region features potential hazards.

Gridlock in Los Angeles, Bay Area and Seattle are a fact of life, and patience and due diligence is the best advice.

What receives less publicity is endless miles of interstate travel through sparsely populated areas in Arizona, New Mexico and Utah, which provides its own challenge.

Significant elevation changes, searing heat, extreme weather and rockslides are among the potential hazards. Interstate 40, which travels through Arizona and New Mexico, was completed in the 1970s and represented an improvement compared to potentially dangerous stretches of Route 66, which at the time had a high accident rate.

Interstate 70 begins in central Utah, far from population centers such as Salt Lake City to the north and Las Vegas to the south. From its western terminus at Interstate 15, it eventually leads to Grand Junction, Colo. Filling up and ensuring the vehicle is in tip-top shape is necessary at Green River, Colo., on Exit 162. The



It's a long haul between many exits on in the Western Region.

next exit with services is 110 miles east.

Total Safety Culture Coordinator Isaac Reyes knows the territories well. As part of his duties, he has trained nearly all of his 282 Signal Department co-workers on the Smith Driving System.

"The reception has been very positive," he said. "It gives us a much clearer picture of what we have to do behind the wheel."

Reyes emphasized the importance of frequent breaks along the road. One of his rules is to stop every 150 miles just to get outside the vehicle and stretch.

Wildlife is another risk factor. He recalled employees involved in collisions through no fault of their own, including one vehicle that collided with a wild horse.

Ideally, daylight and clear visibility is the best time to travel, although often night driving is unavoidable, especially during winter. Immediately after dusk is a high-risk period, when deer and other wildlife frequently are on the move seeking bedding areas.

Early morning and late afternoon involve sun glare, especially as days get shorter. During March and September, the sun rises and sets directly due east and west, which becomes problematic for drivers traveling eastbound or westbound.

By thinking ahead and being proactive, drivers are more likely to remain safe on the road. Driving is proof of TSC truly being a 24/7 process.

Driveway to Highway

Two-Wheel and Pedestrian Safety Vital

According to the National Highway Traffic Safety Administration, 13 of 100,000 automobiles will be involved in a fatal accident. For motorcyclists, the mortality rate jumps to 72 of 100,000.

Bicyclists are even more at risk when involved in a crash with a four-wheel vehicle. In 2011, more than 48,000 bicyclists were injured in motor vehicle accidents, 677 were fatally injured. However, motorist awareness has increased. In 1995, there were 830 bicyclists who lost their lives and 61,000 were injured in bike-vehicle collisions.

As a driver of a two- or four-wheel vehicle, awareness is a continual part of Total Safety Culture as employees commute to and from home and job sites. During fall months, motorcyclists, bicyclists and pedestrians remain vulnerable road users without the protection of other drivers and passengers.

A helpful step in sharing the roads with motorcyclists and bicyclists is to anticipate these commuters. Drivers often filter out what they do not expect to see. Motorcycles are lighter than other vehicles and can stop faster. When following behind a motorcycle, leave additional stopping distance.

In addition, it is easy to misjudge the speed of approaching motorcycles due to their relatively small size.

Bicyclists must be treated as motorists; during rush hour traffic, they often are able to reach destinations as quickly as motorized vehicles. In many states, drivers are required to stay 3 feet away from bicyclists when traveling in the same direction. If they are unable to stay within the 3-foot buffer zone, drivers should slow to a reasonable and prudent speed to ensure bicyclist safety.

Drivers also must be aware of pedestrians and children. Be especially careful backing out of your own driveway. Parking structures, shopping center parking

lots and special occasions such as Halloween, sporting events and concerts also require special attention.

From driveways to freeways, attention must be made for all traffic, big and small.



Motorists must be extra vigilant and respectful to the presence of bicyclists.

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As We Continue Successes, Focus on Safety

From Dave Wickersham, Chief Engineer

Our safety is struggling a little. Our performance through August was not as good as last year; our reportable injury rate is a respectable 1.09. This equates to 16 injuries. Fortunately none of these were serious, but short of our ultimate goal of zero.

That being said, a very positive highlight of our safety activities this year is the start of our annual Smith System of Defensive Driving training class. Hats off to Western Region TSC Coordinator Trent Ward and General Director-Maintenance of Way Jason Rea for identifying and reversing a vehicle accident trend going in the wrong direction.

We funded the expense to train 13 TSC facilitators, who deserve special recognition for stepping up and training our region's MofW employees. To date, vehicle accidents are down 29 percent from this time last year, with 66 compared to 93 in 2012.

The Smith Driving keys:

1. Aim high in steering.
2. Get the big picture.
3. Keep your eyes moving.
4. Leave yourself an out.
5. Make sure they see you.

I have changed my own driving habits after training and hope each of you continue to use these tips. Thank you, Trent, Jason, Mary Beth, Bradey and Jamie for observing me!

I continue to be amazed at what our Western Region Engineering team accomplishes. We have three groups reportable injury free this year – the Los Angeles and Pocatello service units, along with our region's welding group. There have been 46 derailments due to track conditions, down 26 percent from 2012. Signal variability — when red signals delay trains — is down 30 percent. I was proud to receive the recognition on your behalf from Lance Fritz, executive vice president-Operations.

We completed a difficult around-the-clock project on Donner Pass in July. The subdivision was shut down eight days to allow us to replace the track in the 2-mile Tunnel 41 at the top of the Sierras. A cast of 300 employees accomplished the task along with other work. Included was the installation of six premium panel turnouts, PTC signal bridges, culvert extensions, field welds, and upgraded wayside lubricators and spotting ties in curves. Detour trains operated over the Canyon Subdivision, without incident, thanks to inspections by Signal, track and rapid response teams — without delaying trains. The mission was accomplished with no injuries!

Not to be outdone, the Sunset Route is well on its way to completing another 40 miles of double track. Our teams completed the double

track flyover project over the BNSF double track, alleviating bottlenecks on this important corridor. The project was completed under budget and six months ahead of schedule!

I thank everyone for supporting our operating strategy:

- Up and to the right — Handling more carloads while enhancing service, driven by world-class safety, reducing variability, resource agility, innovation and investment.
- Courage to Care — A personal commitment to do our job with a passion for safety, along with giving and receiving feedback on unsafe behaviors while also finding and eliminating risks so everyone goes home safely.
- Total Safety Culture — An employee-owned, voluntary process including training, observations and feedback.
- UP Way — Engaging employees to continuously improve safety, service excellence and productivity.

Again, thank you. Our track, signals and bridges have never been in better condition. You are the best!

– Dave Wickersham, chief engineer

