



TSC facilitators gather in Council Bluffs, Iowa. From left are Bobby Humphreys, Ronn Garrison and Jason Deneen, Signal; Jonathon Harvey, Los Angeles Service Unit; Gary Colby, Utah Service Unit; Trek Fitzgerald, Sunset Service Unit; Christopher Sieber, Portland Service Unit; Darren Soi, Western Region Signal Supervisor; and Western Region TSC Coordinator Trent Ward.



Conference attendees listen to Dr. Timothy Ludwig discuss organizational culture and at-risk behaviors.

Total Safety Culture Ready for Pivotal Year

Pivotal (adjective) – “Of crucial importance in relation to the development and success of something else.”

Safety leaders throughout the system met Nov. 12-14 in Council Bluffs, Iowa, for the fifth annual Total Safety Culture Conference.

Successes with the Smith System for driving, UP Way and 5S process were lauded, not only in the workplace, but also at home where many TSC representatives intend to create a culture of safety with their loved ones. Increases and improvements in the observation card process also were noted.

Additionally, DOIT processes were rewritten in 2013, along with revised policies and procedures. Increased communication within the system also was commended.

Much of the conference’s focus centered on the future of TSC and building on past successes.

Keynote speakers included Director-Track Maintenance Bobby Odom, General Director-Total Cost of Ownership Tina Grow, Director-Employee Relations Lori Scharff and Vice President-Engineering Joe Santamaria, who discussed the department’s business strategy and how employees will guide TSC in 2014.

Odom’s presentation centered on big hitters including walking, stepping and climbing incidents, which accounted for 62 percent of injuries systemwide in 2013. He also stressed the top hitters in severity, including vehicle collisions, track equipment and track authority violations.

Another featured speaker was Dr. Timothy Ludwig, whose presentation focused on definitions of organizational culture and avoiding at-risk behaviors. He stressed compassion, engagement, positive reinforcement, integrity, honesty, knowledge, education, sincerity, passion and leadership as part of TSC.

Other speakers included Operation RedBlock System Coordinator Robert Manlove, who discussed Peer Support and understanding how critical incidents affect job satisfaction and safety.

Predictive Analysis in Workplace Safety

The Boston Marathon bombing and Naval Yard shooting in Washington, D.C., are recent examples of when public awareness played roles in identifying the perpetrators. To Director-Employee Relations Lori Scharff, they were examples of technology superseding historical statistical data.

“This is the world we live in; it is there,” said Scharff during the annual Total Safety Culture Facilitators Conference in Council Bluffs, Iowa.

It is part of what science calls predictive analysis. In recent years, tools such as cameras and social media have become commonplace.

In the past, historical data was used to note trends. In the era since Sept. 11, 2001, an attitude of “see something, say something” has become prominent in society, similar to what is practiced in TSC.

“This is the new science,” Scharff said.

Four situations are noted where predictive analysis can be used in TSC environments.

1. More observations predict an enhanced workplace. See something, say something has become a practice in all aspects of life. Examples include bullying and drug use at school. Similar practices can be used to address at-risk safety behavior. It also can be used to communicate with co-workers to let them know you care. In every industry, more observations ensure safer outcomes.
2. More observers, especially outside the safety function, predict a safer workplace. Observing behavior and taking notice has become commonplace at public venues. On average, 10 percent of at-risk behaviors on the railroad are reported. If 75 percent of employees were to notice at-risk behaviors in the workplace, the TSC process could be unstoppable.
3. Too many 100 percent safe observations predict an unsafe workplace. The science behind the statement could be an environment where bad behaviors are swept under the rug. Even with positive changes, different risks occur. Examples include new machines creating new risks with employees used to old equipment. New processes, equipment and employees amount to new risk, ensuring the necessity of the TSC process.
4. Too many unsafe observations predict an unsafe workplace. Behaviors and conditions need a resolution. Inactivity is not an acceptable path to follow. In addition to a plan A, a plan B and C are needed to permanently solve problems as priorities dictate.

“Too many unsafe observations could mean the process is only partially complete,” said Sunset Service Unit TSC Facilitator Trek Fitzgerald. “We have to ensure we follow through on our DOIT processes until we get the desired results.”

Problem-solving remains a priority within TSC, according to Vice President-Engineering Joe Santamaria.

“We don’t want to be disappointed by something outside our control,” he said. “We have to constantly look back to what the data is going to say, where the potential risk is and where we can have control over the situation. We’re out there every day assessing risk. Nothing is the same from one minute to the next; don’t rest on your laurels if you think you have identified something.”

Perez Contributes for El Paso

El Paso, Texas, Track Foreman Martin Perez has compassion for the youth of his community. During the holidays, he collects toys and hygiene products for needy area children. This year, he challenged his 18 co-workers, who maintain Valentine Subdivision track, by placing a donation box at a yard office.

The results were overwhelming. More than 100 toys were donated, lighting up the season for the needy. Perez proceeded to donate on behalf of the service unit to local shelters.

“El Paso was amazing,” said Sunset Service Unit Coordinator Trek Fitzgerald. “When I first looked at the box, it was about a quarter full. When I returned a week later, it was completely full.”

Considering the generosity, it is not surprising Total Safety Culture also is important to the crew.

Working with TSC Facilitator Jorge Rodriguez, Perez fills out observation cards as he inspects tracks. TSC continues to grow



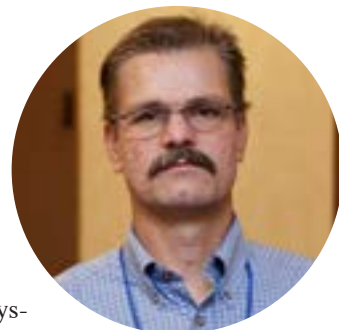
El Paso Track Foreman Martin Perez shows his generosity during the holiday season.

behind the representation of new I-Team members and additional data gathered, while daily job briefings simplify the process.

Like many in the Western Region, he praises the training provided for the Smith System, which he has taken home to his family. He and his wife, Nelly, are parents of Michael, 22; Vanessa, 17; and Damian, 9.

Perez previously was a long haul truck driver, delivering freight across the country. He has been with the railroad 11 years. He started as a laborer and worked his way up to foreman.

From the Coordinator



Western Region TSC Coordinator
Trent Ward

The Western Region Total Safety Culture team had a fantastic year in 2013. In March, we implemented Smith System Driver Improvement Institute training. By the end of September, we had trained 1,866 employees in the five rules of the Smith System.

Our success in bringing awareness to defensive driving was noticed by the company. In 2014, Smith System training will be required systemwide for Engineering employees who drive company vehicles.

I also am excited to see the success with our Courage to Share close call reporting. We introduced Courage to Share more than a year ago, and it has really come to life. By the end of 2013, we had received 113 Courage to Share testimonies. In October, we

launched weekly Courage to Share readings during job briefings, in which awareness to someone's mistake is discussed.

This also will be implemented systemwide as the close call reporting system for Engineering.

These are just two examples of successes in the Western Region Total Safety Culture process. Let's make 2014 even more memorable with continued focus on removing at-risk behaviors, so we may return home safely to our families.

Tool Stand Benefits Klamath Falls

Thanks to Total Safety Culture employee participation and outside-the-box thinking, Engineering employees in Klamath Falls, Ore., now have a tool stand to keep their items in one convenient location.

The stand was the brainchild of Safety Captain Jason Smith and created with the assistance of Welder Helper Jake Schock and Gang Truck Driver Gerry Buckingham, a former fabricator.

Smith developed the idea using the 5S process. He observed tools sprawled out in a confined work area, leading to potential tripping hazards.

"We found this was an issue we needed to work on," he said.

The result was a stand with two D-shaped rings capable of being slid up or down as needed. The lower ring secures items such as sledgehammers, while the upper ring secures spike pullers and shovels.

The group initially did not follow a specific plan, making adjustments as initial models were completed.

Smith's district of 22 employees maintains a northward route from the California/Oregon border to Crescent Lake. The crew took advantage of favorable winter conditions to move equipment and repair broken rails. Another current TSC project, for example, is the installation of a ballast washing station and organizing material in the Klamath Falls yard.

He praised the TSC efforts of Portland Service Unit Facilitator Chris Sieber and Western Region TSC Coordinator Trent Ward. In particular, he applauded the Smith System training, which has been brought home to families.

Teamwork is noticeable. Smith cited the stop the line process as an example, noting no employee is afraid to stop a colleague regardless of role.



The stand features two adjustable D-Rings to secure both small and large tools.

"Everyone watching out for each other is what makes it work," he said.

Debriefings and Risk Identification Mitigation (RIM) support employees' efforts. More potential risks are identified through RIM and brought to the attention of the parties involved. One example is road conditions such as ice and fog communicated to other employees as they travel.

As of Feb. 12, Klamath Falls employees have gone 561 days without a reportable injury.

"The numbers speak for themselves," Smith said.

Safety always has been important to him. Before joining the railroad in 2006, he worked alongside OSHA in auditing a registered Black Angus family ranch.

Smith and his wife, Jami, are lifelong Oregon natives and take advantage of the local scenery to hike and camp. During the summer, he prospects for gold in the Grants Pass area.

L.A. Service Unit Develops New Leaders

2013 was a year of success for TSC throughout the Los Angeles Service Unit. Training was completed by September; developing new TSC leaders in Engineering work groups.

An I-Team was established for TE&Y in El Centro, Calif. Building on trust and understanding, two TSC members have now attended Phase I and Phase II training. I-Teams contribute to a four-season safety plan, educating employees on what to look for as seasonal conditions change. Work zone, red zone and DOIT processes were all completed. Employees now use yellow tape to identify potentially hazardous work zones.

Portland Service Unit Improvements

Portland Service Unit Total Safety Culture Coordinator Chris Sieber outlined goals for his service unit during the 2013 Engineering Total Safety Culture Facilitator Conference.

Employees using incorrect tools for specific jobs were cited as a concern. With collaboration between Work Equipment managers and surfacing gangs, a standardized tool list was purchased for surfacing gangs, ensuring employees have correct tools for specific jobs. Repairs can be done to ensure machines are clear if a mechanic is not available. This protocol has rolled out throughout the Western Region.

High-visibility orange chains and reflective sleeves have been introduced to vehicles for nighttime work and heightened awareness.

New holding bins were re-engineered with tilted racks on the service unit's newer trucks to be more ergonomically friendly. The new design keeps the back of trucks clear of unsecured loose items.



*Pocatello Service Unit Facilitator
Warren McWilliams*

Storms, floods, fire, mudslides, tornadoes and earthquakes will always loom as possibilities on the Western Region.

To Pocatello Service Unit TSC Facilitator Warren McWilliams, these are events capable of affecting employees on multiple levels.

“We need to be educated,” he said. “Our geography is diverse, from deserts to mountains.”

During the week of Jan. 6, employees from various subdivisions met to discuss disaster preparedness.

Regional risks such as earthquakes and fire were discussed. Dry conditions prevailed during the fall and early winter, resulting in increased fire concerns for the coming summer.

McWilliams explained two levels where disasters could potentially impact employees. Ensuring track operations are resumed in a safe manner and that friends and family remain safe. Families are encouraged to go through regular disaster plans and designate a meeting place.

There may also be a need for individuals and families to survive in the aftermath of an emergency. The first priority is ensuring food, water and proper clothing in case of the loss of utilities. A common goal is a three-day supply of nonperishable food. Other helpful items include flashlights, batteries, first aid kits, sanitary supplies and battery-powered radios.

In the case of cold weather, changes of warm clothing including jackets, coats, long-sleeved clothes, shoes, pants, hats, gloves, blankets and sleeping bags are essential items.

McWilliams said proactive planning on both the work and home levels are essential before an event happens.

Pocatello Uses DOIT

Observing overexertion on the job, Pocatello Service Unit initiated field processes on equipment tools. Data trends were noted in house-keeping in both trucks and job sites with respect to the 5S process.

Cross-functional training with the car department was held to identify possible defects that could lead to derailments. Switches were painted green for normal movement and yellow for train-out movement as part of a preliminary process demonstrating how simple visual aids assist in helping employees maintain focus.

IT UPDATES

Roseville Revamps Parking Lot

The repaving and striping of the Roseville, Calif., yard parking lot was a key project in 2013.

Previously, vehicles were parked almost randomly due to a lack of striping. Critical spots such as emergency exits, fire hydrants and fire department hookups often were blocked, resulting in a lack of egress points.

Vehicles now have assigned parking spots, greatly enhancing the area's organization.

To the south, 5S projects in Bakersfield, Calif., yard included new fencing and installation and securement of tool containers. A current DOIT process is addressing deterioration of hy-rail vehicles caused by rail lubrication.

The service unit now conducts TSC conference calls on a monthly basis, on the third Wednesday of each month.



Safety on Display

Bulletin boards give Utah Service Unit Engineering employees a place to share their reasons for working safely.

TSC facilitators have completed Phase I training on the Utah Service Unit and cross-functional activities have improved.

The approval of joint bars and rail tong holders also has alleviated clutter on Engineering's many trucks. Rail tongs are lowered into a cradle while still attached to the boom. A step device also was added to the back of the truck, providing level platforms for climb upon.

As a final visual reminder, bulletin boards provide personal reasons employees need to work safely. Utah Service Unit employees are encouraged to displays photos of family, pets, endeavors and hobbies they value. It personalizes the message of TSC and becomes conversation pieces among employees.



Sunset Celebrates Record TSC Participation

Sunset Service Unit continues cross-functional meetings and activities. In conjunction with the Unified System Division Brotherhood of Maintenance of Way Employees Division, safety data and other Total Safety Culture information is now featured on www.usdbmwed.org. It is believed to be the only union organization currently allowing TSC information to be posted on its website, according to Facilitator Trek Fitzgerald.

New TSC bylaws have been adopted and regional CAT gangs are now involved in the process. This resulted in unprecedented data collection with 808 observation cards being turned in throughout 2013.

DOIT processes are evolving from an environmental to a behavioral standpoint, and the 5S process is expanding to the yards for easier access and organization. Rail has been placed off the racks for easier access and keeping areas tidy.

Sunset Service Unit TSC Facilitator Trek Fitzgerald

Observation Guidelines

1. Total Safety Culture workshops are required for everyone to attend in order to understand TSC principles.
2. Involvement/participation in TSC is strictly voluntary.
3. The observer must ask the co-worker for permission to perform the observation feedback process.
4. The observation process card never includes the name of the observer or observee.
5. Following observation, one-on-one feedback is given.
6. The observation feedback process must never be used in connection with upgrade or any form of disciplinary policy.
7. Data from the completed observation card is assimilated in a private, secure environment into a TSC database.
8. Once each individual checklist has been entered into the TSC database, the checklist is destroyed.
9. No one but data entry will ever see a completed observation card once it has been placed in a locked collection box.
10. A quota should never be established requiring employees or supervisors to perform a specific number of observations or one-on-one peer coaching during a specific time frame.

Smith Driving Continues to be Resounding Success

One close call report received by a Western Region Total Safety Culture facilitator sums up the need of employees being trained in the Smith System.

“I was stopped at a red light,” the card said. “The light turned green, but I hesitated to move forward since the area was known for horrible drivers. A car ran the red light and slammed his breaks, stopping past the front of my truck. Had I not hesitated or not been familiar with the area, I would had been T-boned.”

The employee also noted that construction in the area added to confusion amongst drivers.

Situational awareness is why Western Region TSC Coordinator Trent Ward was eager to implement the Smith System to employees.

In the past year, 13 trainers were tasked with training employees to improve road habits. The results are astounding, with a 29 percent reduction in the amount of collisions involving staff.

“It speaks for itself,” Ward said.

The goal for 2014 is to continue the momentum of Smith System initiatives. Refresher courses will keep ideas fresh, along with a driving tip of the week.

Ward stressed how well the Smith System has been accepted. Feedback revealed appreciation regarding hands-on aspects of the training.

“UP gave us something that has value,” he said.

Ward noted town hall meetings in which acceptance of the Smith System was apparent amongst employees. Some even train their children in Smith System principles.

“When we can get something we value so much at work and can take it home to our families, then we have it right,” he said.

Ward looks forward to continued success stories with the Smith System, especially as it is rolled out throughout Engineering in 2014.

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About Those Energy Drinks

The popularity of energy drinks remains on the rise. In moderation, they are not necessarily harmful. But many exceed recommended daily limits without realizing it.

Pocatello Service Unit Occupational Health Nurse Susan Norby explained the uses and possible effects of beverages containing sugar and high fructose corn syrup to employees during January training sessions.

Many of these drinks have 200 percent of the recommended intake of vitamins such as B-6 and B-12. A 16-ounce drink also might contain more than 400 milligrams of sodium, and more than 50 grams of carbohydrates and sugar.

The even smaller print may reveal actual caffeine content to be anywhere from 160 to more than 200 milligrams. For healthy adults, the maximum recommended caffeine content per day from all sources is 400 milligrams.

For pregnant women, the maximum content is 200 milligrams

and only 45 to 85 milligrams per day for children, depending on weight.

Norby also emphasized the hazards of quickly consuming energy drinks. She recommends drinking only five to six ounces at a time to spread out daily caffeine consumption.

“Crashing” is a common side effect with energy drinks. Excessive caffeine results in elevated blood pressure, heart palpitations, insomnia and anxiety. Working in the heat and exercising can exacerbate side effects.

High fructose corn syrup is found in soft drinks and many other beverages and foods. Through the years, fructose replaced sugar as it was cheaper to produce. Sugar remains in many drinks however.

The long-term effects of high fructose corn syrup are debated. What is known is that high fructose corn syrup has a history of leading to elevated glucose levels and risk of Type 2 diabetes and heart disease.

The trends are a concern to Pocatello Service Unit Facilitator Warren McWilliams.

“I don’t want to see people retire from the railroad, only to not get to enjoy it,” he said.

There are ways to reduce cravings. Proper rest and exercise are good ways to help avoid soft drinks while taking



Occupational Health Nurse Susan Norby

pounds off.

Norby tells her patients to divide their weight (in pounds) in half. The result is the recommended ounces one should drink per day. For example, a 200-pound person should drink 100 ounces (12 and a half cups) of water in a 24-hour period.

If exercising or working, additional water should be consumed to replace lost fluids. If plain water sounds bland, Norby suggests taking a gallon of water to work and adding lemon juice.



Signal Maintenance Completes Training

It has been a significant year of change in both the Signal Maintenance South and North groups.

Signal Maintenance South previously piloted the Smith System. This year, the group introduced the Driver Safety Tip of the Week. TSC Coordinator Isaac Reyes is credited with the creation and distribution of the program.

Oakland employees also created a secured gas can mount through their use of 5S and DOIT processes. The mount is now used throughout the region. As a result, the process of removing gas cans from the truck has been streamlined.

Every facilitator, and nearly all safety captains, have

completed Phase I training.

I-Teams have been developed in 10 of 12 territories, an achievement considering the large territory. TSC Signal Maintenance is represented in all cross-functional training.

In Signal Maintenance North, accomplishments include established and dedicated I-Teams. A standard observation card system has been developed for the region. Phase I training has been completed by all I-Team members, along with TSC training for employees. Safety continues to be encouraged through proactive prevention and behavioral and environmental awareness.



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Cellphone's Best Friend - Do Not Disturb!

Director-Employee Relations Lori Scharff realized an at-risk behavior one morning while driving her three children to school.

“I stopped at a stop sign, answered the phone and told the caller ‘I am going to call you back,’” she said.

Lori’s oldest daughter then made an observation.

“I’m going to be driving in about four years, and that wasn’t cool,” she said. “You were driving and talking on your phone, Mom!”

Scharff was convinced she had not done wrong.

“I stopped, I gave specific expectations to whom I was talking to, and I thought I was being a stellar role model,” she said.

Scharff’s daughter disagreed.

“That is not good enough. I’m not going to do that, and you shouldn’t neither,” she said.

“That was a wake-up call for me,” said Scharff. “That was my TSC challenge.”

Despite being 100 percent behind TSC, she admits to her phone being her personal arch enemy, as the natural temptation is to answer the phone.

Of her many commitments toward TSC in the past year, Scharff is most proud of finding the “Do Not Disturb” application on her iPhone. When on “Do Not Disturb,” the phone will not notify the caller of phone calls, texts or application alerts. She now permanently has “Do Not Disturb” on while driving.

“If you want to change a behavior that is your enemy, I highly recommend it,” she said.



The Do Not Disturb setting on an iPhone can prevent drivers from being distracted on the road.