



Section Gang SYNERGY

Section Foreman George Carrillo directs his crew as they install rail in Nampa, Idaho.

They make it look easy.

Section Gangs 6142 and 6143 have a certain synergy; they don't just pull out a frog with defects, they work together to replace it, step by step.

According to Section Foreman George Carrillo, the point was worn and chipped. He said if the wheel didn't hit the rail right, it could potentially jump over the frog and off the track. That's why routine maintenance matters, he added, because it keeps trains moving and prevents possible derailments.

After a morning briefing, he and his team performed another job briefing on exactly what each person would be doing.

"We ensure everyone understands safety, where the equipment is and where the live tracks are," Carrillo said.

They obtain track time and contact Omaha and the Nampa tower to ensure track protection.

Then the physical work begins. Employees set the equipment before backing it up to engage in another job briefing to ensure everyone has written the track time and knows



Section Foreman George Carrillo

their protection, Carrillo said.

"Everyone has to know what's going on," Carrillo said.

His teams pull spikes from the frog and remove the joint bars. After measuring the heel and toe of the old frog, they ensure the new one is the same length before double- and triple-checking the measurements. They use a speed swing to remove the frog. After installing plates, they add the tie and align new plates before setting in the new frog.

Carrillo's gangs work from Huntington, Oregon, to Boise, Idaho.



Sectionman Dan Uhlenkott unloads rail.

Byram, Crew Stay Alert

Ogden, Utah, I-Team member Bryce Byram was heading home when he received a call from fellow Signal Maintainer Brandon Jacobson. He warned Byram of winds approaching 50 mph along the Wasatch Front, resulting in high-profile vehicles being blown off the road.

The interaction is one of many examples of employees looking out for one another on Utah Service Unit.

Byram oversees operations on a territory running southwesterly from Ogden to Delta, Utah, 130 miles southwest of Salt Lake City. He also serves in a Total Safety Culture capacity for the Las Vegas Region.

Because Signal crews are routinely spread out, he relies on conference calls and email to gather information for both regions. He serves as a liaison for TSC Facilitator Ronn Garrison, Manager-Signal Projects Glen Ivy and Manager-Signal

Maintenance Steve Wright.

“We get a lot of feedback,” Byram said. “Our staff sees us as a resource to make lives safer.”

Utah deals with always-changing weather; this past winter featured bitter-cold temperatures approaching 30 below zero. The result was an increased number of broken rails.

Byram supports TSC and employees having a voice in the process.

“It helps us daily and makes a difference,” he said. “The result is feeling good about looking out for each other. It helps morale to remind others.”

A seven-year railroader, Byram has been an I-Team member for the past year.

He previously worked in a music store where he honed his guitar skills. He also worked at a motorcycle shop. His current ride is a Harley-Davidson Road Glide.

Married to Karyn, they have three children: Isabelle, 8; Robby, 6; and Z, 2.



Bryce Byram, signal maintainer, visits the UP 4014 steam engine with his wife, Karyn; daughter, Isabelle, 8; and sons, Robby, 6, and Z, 2.

Escobar Embodies Safety

No matter in which part of the country he's working, Javier Escobar is committed to maintaining a safe work environment.

“I'll do anything that's needed,” he said. “Safety is a state of mind that doesn't start or end after work. You have to have a positive outlook and be aware of your environment.”

Escobar, a Ciudad Juarez, Mexico, native, joined Union Pacific March 10, 2003, as a Tucson, Arizona, Maintenance of Way laborer. He's worked on a regional MofW team and as an equipment operator and welder. He currently serves as a truck driver for a small regional gang that travels throughout the Sunset Service Unit, and as a safety captain and TSC facilitator.

“I love the company and meeting new people every day,” he said. “I'm proud to work for Union Pacific.”

Working on a mobile gang is a great fit for Escobar, who loves to travel and experience new food and restaurants.

“I like to try the mom-and-pop places,” he said. “I love trying any food once.”

The role also is perfect for him because Escobar enjoys sharing the knowledge and experience he's acquired throughout his tenure with less-seasoned team members. He advises new co-workers to never be afraid to ask questions and to remain aware of their surroundings at all times.

“When you're out on the tracks, you better have your head

on a swivel,” he said. “You have to be focused on what you're doing and keep your eye on the big picture.”

Escobar also is a proponent of taking the time to learn from others, no matter how long a person has been with the railroad.

“I'm still learning every day,” he said. “A lot of things out there, you can't just read about, you have to actually do them.”

Escobar strives to get an observation card daily and appreciates the opportunity to brief before and after each work day.

“We all learn at the debrief, where we can talk about near misses,” he said. “It might help somebody else.”



TSC Facilitator/Truck Driver Javier Escobar appreciates teaching and learning on the job.

Courage to Share Boosts Risk Intelligence

The combination of values for Total Safety Culture and Courage to Care is laying the foundation for a new generation of safety for Union Pacific employees.

“This combination has allowed us to tap into close call/near miss data that was previously elusive, but is now being willingly shared through our employees’ personal experiences,” said Trek Fitzgerald, Sunset Service Unit TSC coordinator.

A Western Region TSC team recently presented the idea of Courage to Share, which was developed in August 2012, to a group of executives in Omaha. It encourages employees to share things that have happened, such as close calls, to raise awareness and prevent others from having the same experience.

“We took an idea, added the anonymity of TSC to the Courage to Care, renamed it and were amazed when we started getting submissions,” Fitzgerald said. “We’ve gotten almost 200 so far, so now we’re categorizing them.”

If an employee reports identifiable information, that data is scrubbed before it’s entered so no work group or gang is singled out.

“It’s increasing our risk intelligence and making us more aware of the potential risk of a serious accident or fatality,” Fitzgerald said. “We’re getting stuff that’s below the water line that we didn’t get before, and we’re starting to reap the benefits of having enough data so we can use it.”

While most groups start with environmental factors, the TSC team is focused on behavior. By changing the way an employee thinks, he or she can change the way a task is performed and mitigate potential risk.

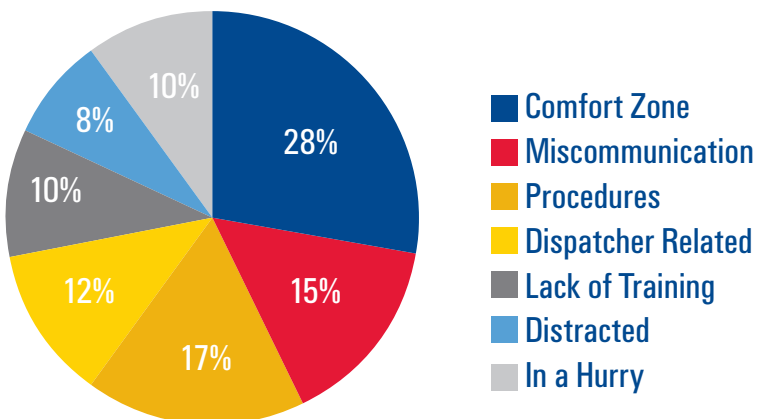
“Then we’re making leaps and bounds in actively preventing injury,” Fitzgerald said.

The team is focusing on what he said is the biggest chunk of the pie: on-track safety. They are working to break that data down into root cause categories.

“Then we’ll take it back to our people in the field and see if they think those categories are the same ones happening in the field,” Fitzgerald said. “We’ll take their ideas and implement them to prevent future occurrences.”

On Track Safety Breakdown

Root causes for on-track safety concerns according to a test group that looked at Courage to Share data



The sun shines in El Paso’s Alfalfa Yard.

Total Safety Culture is relatively new to the railroad, but El Paso Manager-Track Maintenance Eric Strand already was exposed to the safety-focused mindset during a 22-year construction career.

He said a similar program was used at his Sacramento, California-based company, where he worked several years.

Strand joined the railroad five years ago through the eight-month management training program as a Nampa, Idaho, engineering associate before transferring to the Phoenix area. He’s stationed in El Paso Terminal, where he oversees 17 employees. He works out of Alfalfa, Dallas, Overland and River yards, and his territory includes Valentine, Carrizozo and Lordsburg subdivisions.

Available track time is a challenge on a line that sees an average of 51 trains per day. The crew has been busy with a Lordsburg curve project and another undertaking at a finishing compound in Fort Hancock, 80 miles east of El Paso.

Strand looks at TSC as a team effort and responsibility of all employees.

“Everybody looks out for each other,” he said. “Safety is the No. 1 priority each day.”

The entire group has an initial job briefing each morning, with individual briefings throughout the day in the field as conditions dictate.

Strand lauded the system, which allows employees to self-govern their safety through training and teaching as new hires are worked into the process.

“We keep reinforcing what TSC does for us through observation cards,” he said.

TSC continues to gain momentum, with more involvement and conversation amongst colleagues. Smith System of Defensive Driving training has been completed and was well-received.

Strand’s pre-railroad resume includes many high-tech, military, data centers and silicone technological projects.

In his free time, he likes to fish, golf and build model airplanes. Originally from Truckee, California, he earned a civil engineering degree from Oregon Institute of Technology. Married 19 years to his wife, Penny, they are parents to daughters Kayla, 18, currently attending Boise State University, and Erica, 12. The family has enjoyed living in Arizona and Idaho.

Fisher Helps Freight Move Securely

Freight moves near Deming, N.M.

Freight can't reach its destination without a safe route to travel, so Track Supervisor Todd Fisher does his part to keep locomotives moving throughout the country and Union Pacific customers satisfied.

Fisher, who joined UP in 2007 as a Deming, New Mexico, laborer, is responsible for ensuring track is without defects and meets the required standards. He previously worked six years as an auto mechanic before joining the railroad, for which he also spent time as a truck driver and foreman.

Fisher, whose recent work included switch inspections in Lordsburg, New Mexico, enjoys the freedom of working

on a system gang.

"You can go anywhere on the UP system," he said.

Based on his own seven years of railroad experience, he advises new hires to gain as much experience as possible in their home district before joining a system gang. He also suggests building a strong rapport with co-workers.

The Cincinnati native enjoys his free time at his Deming home with his wife of 14 years, Mandy, and children, Makayla, 17, and Damon, 10. The family likes fishing, hunting and camping, especially near Alpine, Arizona.

"It's beautiful; there's nothing like it," Fisher said. "It's just a breath of fresh air."

Soi Steps Up

Some say a good leader is a person who shows dedication and has a humble but confident approach. Others may say a leader is someone who leads people in best practices and objectively seeks out new ways.



Signal Supervisor and ARASA
Darren Soi

Darren Soi exemplifies all of the above.

The Reno, Nevada-based signal supervisor brings value to the Total Safety Culture team and as a co-worker, according to Ronn Garrison, Western Region Signal North TSC coordinator.

Soi previously served as a lead safety captain but has stepped up as an ARASA. He travels five states to conduct face-to-face visits and safety audits with signal inspectors and electronic technicians.

He's not just seeing if people are following the rules; he wants to be a conduit for them, too, to help ease their job and day-to-day responsibilities.

"I am able to give some face time to employees and show them their concerns aren't falling on deaf ears," Soi said. "I try to be proactive."

He asks employees to come to him with business or personal issues, because no matter how much someone tries to separate their work and personal lives, the two are connected when it comes to safety, he said.

"What motivates me is sending everyone home safely at the end of day," Soi said. "That's my personal No. 1 priority."

His own safety philosophy means leading by example.

"After you show employees that you buy in and believe these procedures help keep you safe, they start to buy in, too, and it keeps everyone safe," Soi said.

There's nothing better than a safe day, he added.

"I work safely because I want to go home to my family," Soi said.

Turpin Tells All

Q What's your name and what do you do?

A "Nick Turpin. I'm a road equipment operator. I run the backhoe and work to get the dig ties in and with ditching. I also clean out the culverts and push snow with the backhoe."



Road Equipment Operator Nick Turpin displays his 2005 Sterling truck near Helper, Utah.

Q Why do you "dig" your job?

A "I like working with all of the heavy equipment, especially the backhoe."

Q What's your advice to anyone new to the railroad?

A "You have to be prepared for anything you might find and ensure you have all needed materials every time. You need to work as a group."

Remkes Promotes Cross-Craft Cooperation

When it comes to safety, there's no such thing as too much communication. Thanks to TSC, there's no shortage of that in Ogden, Utah.

Francis Remkes, loader operator and TSC facilitator, said the team not only receives suggestions from craft employees, but also from people in other departments.

"Another craft may have a better idea than we do of how to do something," he said. "Input and involvement from all crafts is good because it shows us what we need to fix and work harder on."

The increased communication also provides each craft with a better understanding of what the other does and how each department relies on one another. For example, Remkes has learned why Signal needs 24-hour notice before work can begin on a crossing.

"They have to check the wiring and ensure the shunt is right at the crossing," he said. "We need to do the proper steps so no one gets hurt. We are more able to help each other when we have a better understanding of why they do the things they do."

It all begins, Remkes said, with employees at every level watching out for one another.

"It makes things run more smoothly," he said. "We all need to work together so we all go home safely."

As a TSC facilitator, Remkes enjoys assisting with projects that will help maintain as safe an environment as possible. Most recently, he has been helping with a project that involves obtaining handheld lights employees can use to direct equipment during night backups.

The lighted hand wands will run as a trial on Utah Service Unit; if successful, they may be considered for systemwide Maintenance of Way use. Several types of lights will be tested to determine which is the most visible and the best fit for Union Pacific employees.



TSC Facilitator Francis Remkes believes cross-functional teamwork enhances safety.

Suprenant Shares Passion for Safety in Willcox



Curve Lube Maintainer/TSC Facilitator Jayce Suprenant ensures southern Arizona curves are greased to prevent derailments.

Serving as a curve lube maintainer might seem like a full workload for most, but Jayce Suprenant enjoys the challenge of adding Total Safety Culture facilitator duties to his list of job responsibilities.

"I do everything involved with TSC," he said. "I try to get others motivated and involved in observations. I tell them in the morning, 'let's do an observation.' I even have it on the job briefing form."

Suprenant, who studied fire science at Cochise College, joined Union Pacific in 2012 as a Willcox, Arizona, welder/helper. He spent time as a Tucson truck driver before

returning to Willcox in his current role.

"If there's no grease on the curve, it makes for a lot of friction that can increase the chance of potential derailment," he said.

Suprenant keeps safety a top priority by following the rules, using common sense and sharing the TSC message with his co-workers.

"I like TSC because it's a brotherhood," he said. "If somebody's not doing something safe, you mention it to them."

Suprenant strives to help maintain a safe work environment by assisting with improvement projects. He recently helped with a 5S project that involved obtaining covers

for containers holding curve lubricator material. Keeping these out of the heat and weather will help preserve their integrity.

"Covers will keep the material out of the sun and make it look more professional," he said.

On the job, Suprenant keeps his focus on safety. Off the clock, his world revolves around his family, including wife Kelsi and children Cienna and Lillian. The Springerville, Arizona, native makes his home in Sunsites, about 25 miles southwest of Willcox. The family enjoys travel, hunting, fishing and caring for their two quarterhorses.



Curve Lube Maintainer/TSC Facilitator Jayce Suprenant works with curve lubricating material, which, thanks to his recent efforts, now have covers to protect them from the heat.

For news coverage, contact Alan 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 alan.thompson@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, Trek Fitzgerald, Ronn Garrison, John Hughes and Michael Upton.

Pacific Northwest Signal Extends Safety Streaks

Joe Cobarrubia, Portland, Oregon, manager-signal maintenance, is proud of the safety records for each of his work groups. Signal North employees have worked more than five years reportable injury free, and Signal South boasts more than six safe years.

Employees have been focusing on pausing — Cobarrubia's own safety initiative added a year ago. He said the pause clause is included during the last part of every morning job briefing for the signal maintainers, technicians and inspectors. As a reminder, he added an additional P to BELLCAPP.

The pause clause made a difference in employee safety.

"It's pausing a few seconds to think about what you're about to do," Cobarrubia said. "It's having a mental list of processes we need to follow and thinking about the ramifications of our actions."

One example is looking both ways before crossing a street.

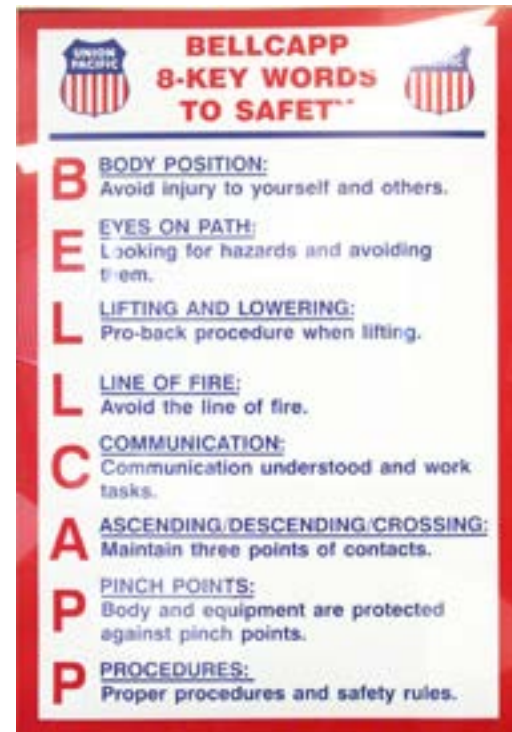
"We stop and look both ways before we cross the track because we have that mental safety list in our heads," Cobarrubia said. "Everything we do out here is choice — we have to pause and think about it so we make the right one."

Other examples include being aware of the line of fire and red zones, he said.

The purpose of pausing is to keep everyone safe, Cobarrubia said.

"It's the most important thing to me," he said.

The Signal South work group under I-Team member Brian Kunzman's direction is named PAWS — Pause And Work Safely. The Signal North work group, under Bobby Humphreys' direction, is known as OWLS — Oregon and Washington Living Safely.



Manager-Signal Maintenance Joe Cobarrubia adds one more "P" to BELLCAPP, which stands for pause, with which employees conclude each morning job briefing.

Nolan Stops the Line in Houston

At a time of training, a lesson was learned. It's better to be safe than sorry.

TSC Facilitator and Curve Lubricator Maintainer David Nolan of Keddie, California, stopped the line at the April systemwide Phase 2 class in Houston.

Employees were lifting a car with air jacks to work on the knuckle. An employee walked away to grab a tool.

Nolan didn't hesitate. He stopped the employee to ask whether lockout tagout had been followed. The employee said no.

"What if someone hits the toggle or bumps it with their elbow?" Nolan asked.

The employee replied that a dead-man switch on the air jacks ensured no need to worry — this is how things are done at the car shop.

"He was doing the right thing," Nolan said. "He had in no way neglected any safety procedures on his part. I stopped the line so he could explain it to me."

While he had never stopped the line before, he has explained how he would do things in a safer way in the past. He said it's good to stop the line when someone might be at risk or in the red zone.

"In a situation when you're not familiar with the job going on, and in your experience that would be in a red zone or an at-risk behavior, stop the line so the other craft can explain it to you," Nolan said.

The class serves as a way for TSC facilitators to gain tools to effectively run meetings, analyze and form DOIT processes. Western



Western Region TSC Coordinator Trent Ward



From left, General Superintendent Jack Huddleston presents a Golden Spike award to TSC Facilitator/Curve Lubricator Maintainer David Nolan for stopping the line in Houston.

Region TSC Coordinator Trent Ward said the weeklong class teaches the skills needed to move TSC forward. He added that there will be two more classes in July and October. Ten Western Region TSC facilitators attended the class.

"For them to see a different area and perspective on how they do things in their own work groups is good," he said. "That's the real-world experience."

Upton Implements TSC Initiatives



Manager-Track Maintenance Michael Upton

It pays to practice TSC.

According to Manager-Track Maintenance Michael Upton, two Truckee, California, employees were recognized as Employees of the Month for working safely or identifying issues through TSC observations. In addition to a certificate, they receive a hat, thermos, cup or bag.

Upton joined the railroad in 1997 as a West Colton, California, track laborer on a regional tie gang. He later worked as a Fresno machine operator, welder, foreman, track inspector, regional extra gang truck driver, specialized gang foreman and ARASA. He began in his current role in 2009.

He remains impressed by TSC.

"The employees take responsibility for their own safety," Upton said.

He doesn't have a TSC title, but as a manager he believes he should demonstrate his support for his team. He sends his I-Team members

throughout the Roseville Service Unit to observe and identify what other crafts do.

"When you have employees who can find a problem and fix it themselves with the support of someone who can pay for it or provide direction, you don't have to be right there with them," he said. "If you empower them, they'll take care of it."

Thanks to TSC, Upton said, his work groups identify and mitigate potentially at-risk behaviors. Morale and camaraderie benefit from ensuring a safe environment.

While responsible for budgets and track maintenance plans, his first priority remains employee safety. When a system curve gang visits in the coming weeks, I-Team member Mike Romano will work with them to ensure safe work.

"They don't know the territory," Upton said. "But, they're coming in here to lay 60 curves. Romano will be their contact and sit with

them at job briefings."

He added that it may not be easy to send employees for weeklong TSC training, but it's always worth it.

"It's unbelievable the satisfaction and motivation they get from it," Upton said.

Thanks to such training, he is comfortable with Romano observing the system curve gang.

"He'll ask about their personal safety process to see whether or not they have AEDs and trauma kits, for example," Upton said. "After that, it's about track knowledge — knowing who is who the employee in charge."

Because this is their first go-around with a system gang, he said Romano's presence during job briefings is simply about safety.

"It's honestly to ensure they go home safely," Upton said.

Romano Builds Rapport

If there's anything he can do to ensure employees don't get hurt, Mike Romano plans to do everything in his power to do that.

The Truckee, California, section foreman/TSC facilitator said it's easy to do observations but at the end of the day, a supportive manager makes a big difference.

"Michael Upton supports us 100 percent," Romano said. "That's just the way he is."

He said Total Safety Culture works best as part of a routine. In his district between Truckee and Colfax, employees have worked nearly 1,500 days reportable injury free.

Job briefings that emphasize safety and proper PPE are now routine. Employees also ensure that tools remain out of the way and potential tripping hazards are identified and remedied.

Romano said his territory includes steep mountain terrain, making constant communication a must.

He's constantly looking to see what can be enhanced. For example, the hose on a regulator was too short, causing an employee to climb to plug it in to brush off windows. Thanks to TSC, Romano learned that a longer piece of pipe can be threaded into the air nozzle to reduce the need to ascend equipment.

"It was so simple — it took 20 minutes of my time," he said.

He said the employee appreciated the fix.

A recent Phase 1 TSC training class equipped him with knowledge and confidence.

"It taught me how to present and talk to employees," Romano said. "Now I'm ready to talk safety to everybody."

He appreciates that employees throughout his district always have emphasized safety.

"That's why I'm not going anywhere. I'm happy here," Romano said.

Worrell's Group Enjoys Wyoming

Safety is important everywhere. But Evanston, Wyoming-based Signal Inspector and I-Team member Chase Worrell believes his territory carries a unique responsibility.

"It is a challenging area, that's why we enjoy it here," he said. "We see anywhere from 30 to 50 trains per day on the original transcontinental route on a double-main track. It is important to protect it. We are very proud of what we do."

A former construction superintendent who joined the railroad six years ago, Worrell is responsible for 145 miles of rugged terrain between Granger, Wyoming, and Ogden, Utah. He embraces Total Safety Culture's role in encouraging empowerment.

"We are here to provide for our families," he said. "We get there being safe, and TSC helps. Attitude is as important as education. I have been fighting for safety long before joining TSC."

The region has been fortunate for a wet spring season, but fire remains a threat. Service trucks



Chase Worrell, signal inspector, works safely for his wife, Destiny, and sons, Cache, 3, and Cole, 1.

carry firefighting equipment with 5 to 15 gallons of water and universal extinguishers. Before starting work, Worrell assesses fire danger, considering many factors. They include air temperature, humidity, wind, direction, slopes, accessibility to roads, time of day and the possibility of severe weather.

To Worrell, the mission is preventing incidents.

"Proactive intervention is what I call it," he said. "We have to realize why we are here. We need observation cards and input filled out honestly."

Married to Destiny, Worrell has two young sons, Cache, 3, and Cole, 1. He enjoys the outdoors and winter activities, including riding his snowmobile and visiting Snowbasin Resort.



BUILDING AMERICASM

Union Pacific Railroad
TSC Engineering — Western Region
10031 Foothills Blvd
Roseville, CA 95747

PRSR STD
U.S. POSTAGE
PAID
MAIL U.S.A



Serna: Everyone Facilitates TSC

His title may be TSC facilitator, but Rene Serna believes he shouldn't be the only one credited with that role.

“In the dictionary, ‘facilitate’ means to make easier,” he said. “But, the employees are the ones who facilitate. If not for them, I wouldn't be as good at my job as I am; they make my job easy with the attitude they bring every day. I want everyone in El Paso to know how much I appreciate them — as long as they're here, nothing is impossible.”

Serna joined Union Pacific in 1996 as a truck driver. He's also served as an El Paso foreman and track inspector. As a facilitator, his goal is to ensure each member of his team is 100 percent focused on safety.

“If it's not safe, don't do it,” he said. “Safety is No. 1 — safety, quality, and then production.”

Serna appreciates his co-workers because they follow their morning job briefings, aren't afraid to ask questions and focus on the weekly safety topics, such as pinch points. He also cites the importance of debriefing, which helps heighten awareness and keeps employees alert and attentive.

“That's what it's all about: making sure everyone is safe and learns something,” he said. “Debriefing helps them take home knowledge of having done something differently. They'll know how to do it better next time, and do it in a safe and efficient manner.”

Helping his team maintain a safe work environment ensures Serna goes home safely to his family, which includes his wife of 23 years, Martha, and children, Cynthia, Aaron, Rene Jr. and Cassandra Renee. The family enjoys time outdoors, including camping and grilling.



TSC Facilitator Rene Serna



The rules book is referenced as part of each job briefing conducted in El Paso's Langtry Yard by TSC Facilitator Rene Serna.



TSC Facilitator Rene Serna carries safety reminders in his pocket every day.