



Railway Association
of Canada

SAFETY AWARDS 2020

NOMINATION FORM

IDENTIFICATION:

Name of the Railway company proposing the initiative:

Coordinates of the person that came up with the initiative, if it originates or has been implemented by an employee, a customer, a supplier or by any other stakeholder:

Name of the **Initiative leader**

If **another name** should be used on the award, please specify:

CATEGORY

1. North American Class 1 freight
2. Non-Class 1 freight
3. Passenger (intercity, tourist, commuter)

DESCRIPTION

Describe briefly the initiative and indicate how it meets the criteria. (Use a separate sheet if needed)

Employee Incidents

Third party Incidents

You may include picture, diagrams, newspaper articles or any other relevant documents or information.

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CRITERIA

Indicate N/A if a criterion does not apply or N/I if further information is not available at the time of the nomination.

Numbers in brackets next to a criterion indicate the unofficial weighting assigned to this criterion in its category, which can be changed by the Review Committee.

Explain how the following criteria are met:

Unique or original:

The initiative is unique or original and stands out because of its uniqueness, i.e., it is not based on anything done previously, is new, and represents a true breakthrough.

The initiative is introducing something new in:

- The safety domain (5)
- The rail industry in general (4)
- The rail industry in Canada (3)
- A region, niche market or the company (2)

Or is

- Already existing (1)

Innovative:

The initiative is innovative because its design or application breaks away from the traditional approach. Its design is fresh (revolutionary, new and creative) and is not secondary, derivative or imitative of an existing design. The initiative is:

- Unique, uncommon, inventive and revolutionary design and producing unique results (without a like or equal) (3)
- Derivation, adaptation (existing like or equal, but adapted to the company) (2)
- Imitation (existing like or equal) (1)

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Preventative or corrective:

An initiative designed or implemented at the planning stage of a project is preventive; an initiative designed or implemented to correct a situation arising from a project or its execution (i.e., made in response to an unforeseen situation) is corrective. Preventive initiatives are preferable to corrective ones.

The initiative is:

- preventive (2)
- corrective (1)

Cost effective:

An initiative is cost effective if it brings a return on invested capital or effort to the company, its employees, its customers, its partners, the environment or rail safety. The invested capital or effort of the initiative should not be disproportionate to the benefits (qualitative or quantitative) taking into consideration the ecological footprint (impact of the initiative on the environment) or contribution to rail safety.

The initiative brings:

- Significant internal and external benefits to environment or rail safety, company, employees, customers, partners, public and shareholders (5)
- Significant internal or external benefits to environment or rail safety, company, employees, customers, partners, public and shareholders (4)
- Modest internal and external benefits to environment or rail safety, company, employees, customers, partners, public and shareholders (3)
- Modest internal or external benefits to environment or rail safety, company, employees, customers, partners, public and shareholders (2)
- No benefits (status quo) (1)
- Negative (less than the value invested) (0)

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Exportable:

The initiative is exportable when it can be implemented, adopted, adapted or used by the industry, another company, its clients, or its partners with or without any major constraints (cost, time, technology, administration, resources, training, etc.).

The initiative can, even if unique, be easily adopted with:

- No constraints or modifications required (4)
- Minimum constraints or modifications required (3)
- Reasonable constraints or modification required (2)
- Major constraints or modifications required (1)
- Not exportable (0)

Popular support:

The initiative is widely endorsed by employees, the management team, customers, partners, public or other stakeholders.

The initiative:

- Received external and internal support (2)
- Received internal support only (1)
- No support received (0)

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Official recognition:

The initiative has received official recognition/acknowledgement (i.e. reported in the papers, mentioned by CTA, TC, TSB).

The initiative:

- Received external recognition / acknowledgement in the form of an award (2)
- Received external recognition / acknowledgement in the form of a publication (1)
- Have not received recognition / acknowledgement (0)

Date:

Signature:

Email:

Telephone:

Please send your completed nomination form to:

Kim Buffone
Railway Association of Canada
kbuffone@railcan.ca

Thank you.



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RAC SAFETY AWARDS 2020 NOMINATION FORM – CANDO RAIL SERVICES

DESCRIPTION

SwitchSmart: An employee-driven campaign to foster safe switching practices

Link to Video: <https://www.dropbox.com/s/guyyzcapdu6a9qj/Cando%20Rail%20Services%20-%20Switch%20Smart.mp4?dl=0>

During the spring of 2019, Cando Rail Services formed a committee to move forward with corporate initiatives directed at fostering positive behaviours related to switching practices. The committee envisioned an employee driven campaign to raise awareness on safe switching in the field. It had to be more than just a set of policies or processes; the goal was to make the initiative a core value in Cando's safety culture. As background, Cando's safety culture is branded as TrackSmart; therefore, the switching initiative was established as SwitchSmart so that we stayed connected to the existing safety culture. A logo for SwitchSmart was created and the messaging was defined – the core element of how to be SwitchSmart is to *Communicate and Confirm, Clearly and Consistently*. The committee established eight requirements to ensure communication and confirmation takes place during every task.

These requirements were then delivered directly to team members in the field. The directive was to assist team members with developing an understanding of when and how to apply the eight requirements – how to *Communicate and Confirm, Clearly and Consistently*. This was the initial step in telling the SwitchSmart story and applying it as a core value in our safety culture.

Further to the initial process, posters were created and distributed across all departments and locations in the network. The posters were developed to allow for creative and dynamic conversations surrounding the safety of the team, not just the individual. This foundational point would then encourage a culture of ownership to grow from the ground up, giving all members of the Cando team the ability to improve and continually integrate the SwitchSmart program.

A key and distinct strategy of the SwitchSmart initiative is the engagement of five “ambassadors.” These five ambassadors stem from all corners of our network and actively work in the field, and each represented a different industry we serve: energy and chemicals, forest products, potash, and automotive. The ambassadors were assigned specific locations that they would travel to and promote the SwitchSmart program. It was intended that through interactive delivery and dynamic dialogue they would create a peer-to-peer atmosphere for all employees to incorporate SwitchSmart into their work habits.



In preparation, these ambassadors took part in a two-day training workshop to help broaden their knowledge and understanding of critical switching incidents and human performance errors. Additionally, a professional videographer was engaged to produce an unscripted video of the ambassadors addressing the components of the SwitchSmart program. In their own words, the ambassadors spoke to and demonstrated the eight key *Communicate and Confirm* requirements. In addition to the video, the in-person presentation examined relevant topics including fatigue and fatigue management; human factors; review of critical switching incidents; and the individual reliance of tasks surrounding how to be SwitchSmart. Due to the outbreak of COVID-19, corporate precautions such as social distancing and travel restrictions hindered the ambassadors in-person rollout of the SwitchSmart campaign. However, with modifications, the program was still delivered to all Cando employees. Safety results through 2020 have seen a real decline in critical switching incidents.

CRITERIA

Unique or original:

With communication being the key message of the SwitchSmart initiative, it was clear that providing team members with the tools to be SwitchSmart was justifiably as important as the content itself. By supplying and communicating this information through respected peers, our ambassadors, who are actively working in the field, established a ground level of trust and ownership. By setting it up as an employee-driven campaign, employees could easily incorporate the SwitchSmart processes into their own work habits while allowing management to work proactively and provide their teams with the flexibility to grow together and individually. In addition, by branding the initiative, creating a professional video and making it about more than just policies and processes, SwitchSmart stands out in the field, is easily recognizable and connects to our existing unique safety culture.

Innovative:

While the content of the SwitchSmart program is familiar to typical railroading practices, the delivery method is what allows the program to stand out from other traditional methods. By engaging and training the ambassadors and creating the video, we got team member buy-in and fostered relatable talking points for conversations giving employees the opportunity to then make the campaign their own.

Preventative or corrective:

Implementation of the SwitchSmart initiative is preventative for Cando in two ways. As we grow and add new operations, it will be integrated into the start-up and onboarding of all new employees. This allows for the organic development of new employees which favours incident prevention in the workplace. Secondly, it provides valuable tools needed to collaboratively generate a safer work environment and stronger safety culture for all employees.



Cost effective:

The Cando SwitchSmart initiative was built on the hard work of Cando team members across the entire network. The video was filmed in such a way that the content is not time stamped and can be rolled out and used again at any time, making it an important company asset going forward. The initiative provides a safer work environment, with less incidents and a stronger safety culture resulting in a reduction of losses, both human and financial.

Exportable:

The concept can easily be developed for all railway companies because the core message of SwitchSmart shares a prevailing objective with all railway companies. The content of the presentations can be arranged to better align with each company's current local initiatives. Other railway companies can establish the gateway for being SwitchSmart within their own networks by selecting positive, reliable role-models as their own ambassadors.

Popular support:

An influx of positive feedback has been received from many levels within the company, including employees, supervisors and managers. This initial positive feedback signals that the delivery of the program from the ground up has been successful and demonstrates the video was well received and points to growth in our employees' attitudes towards an all-encompassing safety culture.

Official recognition:

The CTA, TC or the TSB have not officially recognized the program at this time.





Switch Smart

Communicate & Confirm – Clearly & Consistently

Be SwitchSmart

Manage one task at a time; don't work ahead.

Assess the changes in conditions & routine.

Concentrate & focus on the current job.

Visually confirm & communicate – don't assume.



Switch Smart

What does it mean to be SwitchSmart? Communicate & Confirm - Clearly & Consistently

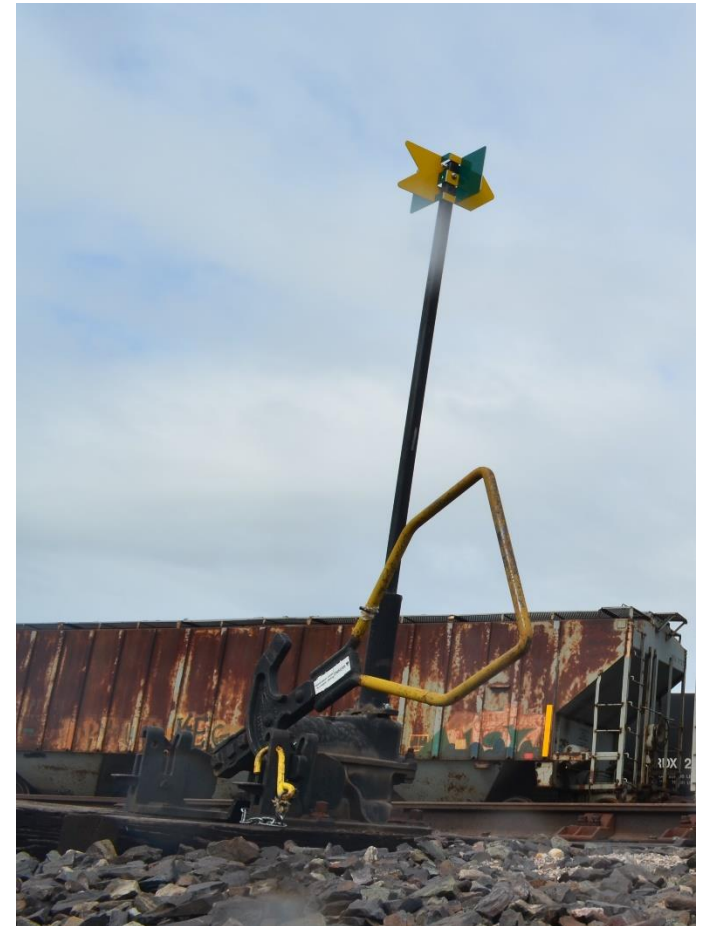
Everyday in our operations we perform thousands of tasks and a single lapse in focus can have devastating consequences. Miscommunication or lack of understanding can occur when assumptions are made or instructions are not clear. The best line of defense that we have in preventing lapses, especially during changes in routine or conditions, is through communicating and confirming our actions.

Always manage one task at a time, never work ahead. During critical tasks, communicating what you see and hear to your crew is imperative to ensuring everyone stays focused on the task at hand.

What are Critical Switching Incidents?

- Hard Couple
- Impact with Stopblock
- Lining Switch for Wrong Track
- Run over Derail
- Run Through Switch
- Side Swipe

BE SWITCHSMART! Doing so will mitigate the risk of a Critical Switching Incident in occurring.



COMMUNICATION AND CONFIRMATION REQUIREMENTS

Cando Safe Work Procedure

Crew members are all responsible to make verbal communication between each other and confirm understanding whenever the following activities apply to them:

That Switches are Lined, Confirming the Route to be Used

Regarding Securing Equipment

Once Entrained/ Detrained

Three Point Protection

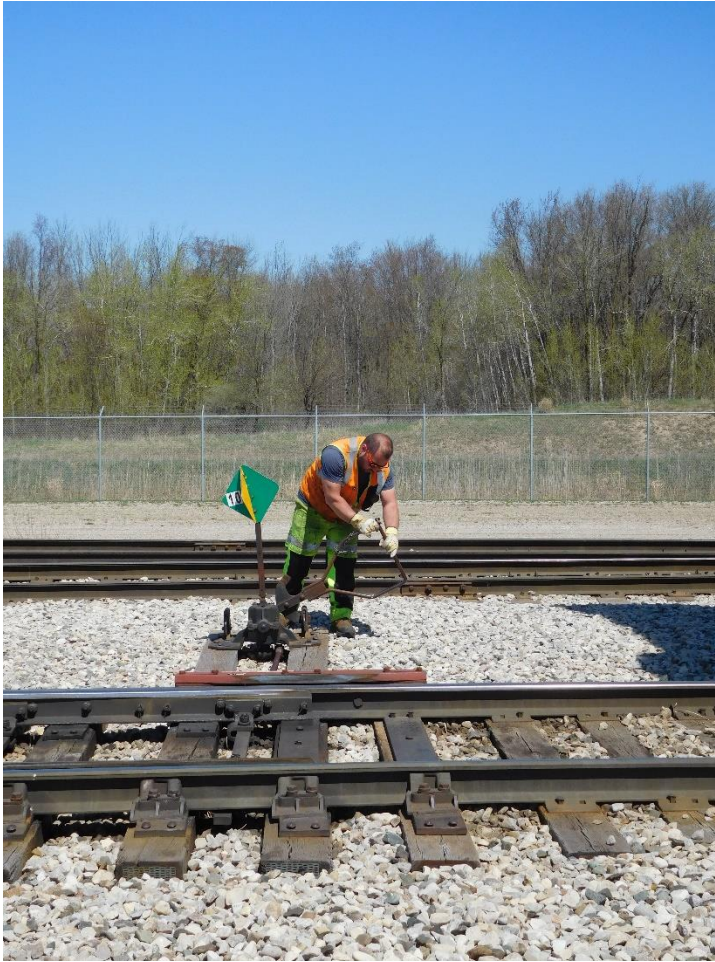
Protecting the Point

Derails are required to be Handled

When Entering a track with a Restricted Clearance

When Red/ Blue Signals are present between the rails

Through an in-depth analysis of root cause it was determined that we need clear and consistent instructions on when to communicate so we can all be SwitchSmart! This Safe Work Procedure is an addition to our current Cando Safe Work Procedures. Please review and ask questions if clarification is needed.



Communicate and Confirm among crew members when switches affecting your movement require lining.

Increased focus is required when travelling on leads, either moving forward or when backing up! There may be many switches in succession which require your vigilance to staying focused on the task at hand. Identifying which switches are not lined for your intended route is paramount. Communicate them to your crew and make sure your movement is stopped before reaching the switch.

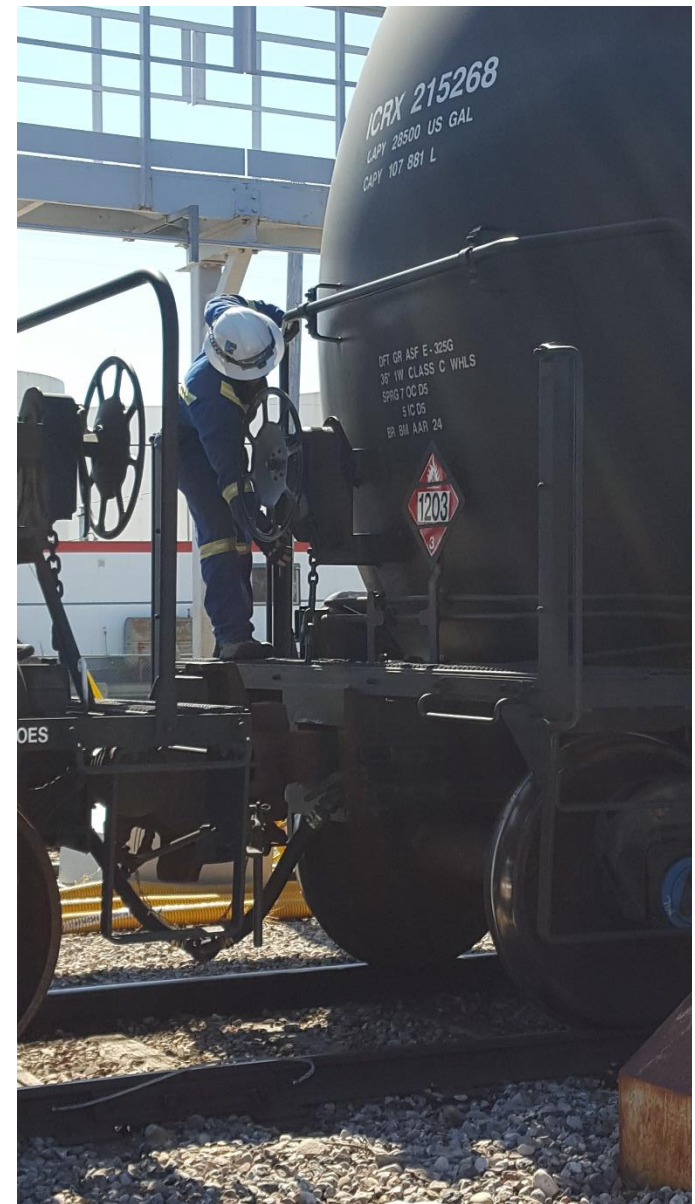
Once the crew member has lined the switch (locked, if required) and verified the routing as intended; communicate to your crew and each crew member must confirm back the instruction.

Communicate and Confirm among crew members regarding secured equipment.

Securing Equipment is a critical task which requires focus! Prior to making any coupling a crew member must verify that there are handbrakes applied before coupling. This must be communicated to all crew members and confirmed back before coupling to ensure that the car(s) does not move unexpectedly upon making the joint.

Communication and confirmation also applies when releasing handbrakes in a track. Before giving the operator instructions to move, it must be communicated and confirmed that the handbrakes are removed.

When leaving cars, handbrakes must be applied. After an effective test, the number of handbrakes must be communicated and confirmed back from all crew members.



Communicate and Confirm among crew members regarding **Entraining and Detraining.**



Entraining and detraining from moving equipment is not permitted at Cando Rail Services.

When intending on entraining or detraining from a stationary railcar, locomotive or trackmobile the crew member must communicate that they are on the car/or off the car (“I’m On/ I’m Off”) and it must be confirmed back.

Remember, when we communicate and confirm what we are doing, what we can see – we all stay focused together!

Communicate and Confirm among crew members regarding Three-Point Protection.



Any time a crew member is required to move between live equipment or within 25 feet of the end of equipment; any crew members who will be breaking the plane must request three-point protection. Once trackmobile operator confirms three-point is in place, it must be confirmed back to the crew member requesting. When communicating a request to cancel three-point protection, this must be confirmed as well.

Remember, multiple crew members cannot foul equipment on one person's three-point protection! If more than one person is requiring three-point, all must ask; and all must be confirmed back by the operator. They all must be cancelled separately.

Communicate and Confirm among crew members Protecting the Point of a Movement.

Whether the movement is going ahead or backing up, someone must always be watching to ensure the route is clear of any obstructions, all switches are lined for the intended routing and communication must include car counts. This must be communicated and confirmed by other crew members.

This communication should be initiated from the head end crew member if the movement is going forward, or from the tail end if going backwards.





Communicate and Confirm among crew members whenever derails are required to be handled

All movements must stop short of derails.

When a crew member positions a derail to the non derailing position it must be communicated and confirmed back by all crew members.

Subsequently, when the derail is placed in the derailing position, the communication and confirmation must take place.

Communicate and Confirm among all crew members when entering a track with a restricted clearance.

Restricted clearances will be marked by signage or in your local operating instructions. If a crew member encounters a temporary restricted clearance, it must be reported to a Cando supervisor immediately.

The crew member protecting the point when entering a track, which has a restricted clearance within it as identified by local operating instruction or signage, must communicate distance to the restricted clearance. This communication must be confirmed back.



PROTECTION – RED & BLUE FLAGS



Communicate and Confirm among all crew members when red or blue signals are present between the rails.

Being SwitchSmart means we also protect others!

The crew member who is protecting the point must communicate the presence of a red or blue flag to other crew members and protect against it. This must be confirmed by other crew members.

Human Performance Errors Explained

New studies suggest that mental capacity/attention resources have a disturbing effect on human error incidents

Attention resources – fundamental human limitations to capacity and perception

Unconscious Habit System – learning procedures that you do often

Conscious Executive System – controls conscious activities

Ruminative Cycles – internal distractions leads to lapses, slips

Unconscious Habit System enables us to perform a task to the point that we may be “running on auto pilot.”

The **Conscious Executive System** retains all other internal thoughts.

When the 2 mix together it starts to have an impact on the primary task at hand.

With the addition of more internal thoughts or tasks again the primary task is further impacted.

This creates **Ruminative Cycles** that cause lapses and potential or real incidents

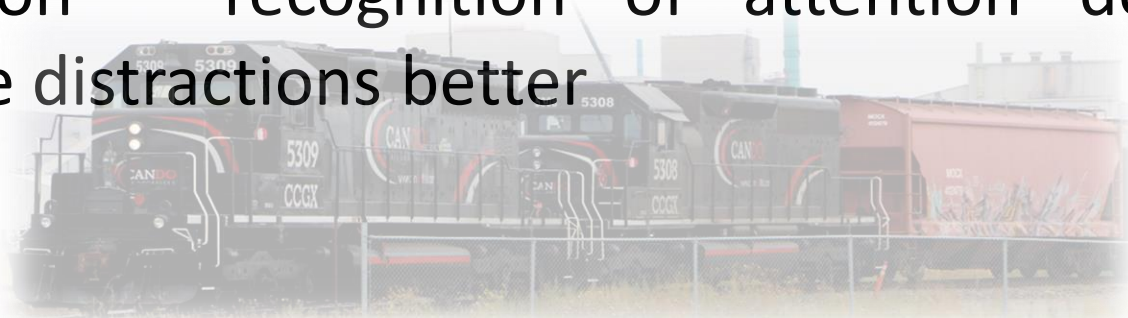
How to Reduce Human Performance Errors

Change Environment – positive work environment

Reduce Human Limitations – number of tasks to be performed

Reduce Fatigue – work-life balance

Education – recognition of attention deficit issues, manage distractions better



FATIGUE

Fatigue is the state of feeling very tired, weary or sleepy resulting from insufficient sleep, prolonged mental or physical work, or extended periods of stress or anxiety. Boring or repetitive tasks can intensify feelings of fatigue. Fatigue can be described as either acute or chronic.



Symptoms and Signs

- Sleepiness, Tiredness, Irritability, Depression, Giddiness, Loss of Appetite, Digestive Issues, Susceptibility to Illness.

Effects of Fatigue

- Reduced decision making, Attention, Performance, Communication Skills, Ability to Handle Stress, Complex Planning, Reaction time.

TIPS FOR GETTING A BETTER SLEEP

Go to bed and get up at the same time every day.

Exercise regularly.

Eat at regular intervals and consume a balanced diet of fruits, vegetables, whole grains, healthy fats and protein.

Use your bed primarily just for sleeping (e.g., do not watch television, read or do work in bed).

If you are not sleepy, do not try to go to bed. Get up and read or do something quiet instead.

TIPS FOR GETTING A BETTER SLEEP

Avoid caffeine, tobacco or alcohol - especially before bed time.

Turn off the telephone ringer and answering machine speaker.

Ask family members to be respectful if one person is sleeping. Family members can use headphones for the TV and radio if necessary.

Make the room as dark and quiet as possible. Use heavy, dark curtains, blinds, or a sleeping eye mask. Soundproof the room where possible or use ear plugs.

Most people sleep better when the room is cool. Consider using an air conditioner or fan in the summer months.

AVOIDING SLIPS, TRIPS & FALLS

Ensure footwear is in good condition and securely laced to the top. In icy conditions, wear ice cleats.

When detraining, evaluate the ground for: ballast condition; large or loose objects; ice/mud/water; and animal holes/hills.

When walking, scan your path for: track material; animal holes/hills; large rocks; and uneven walking conditions.

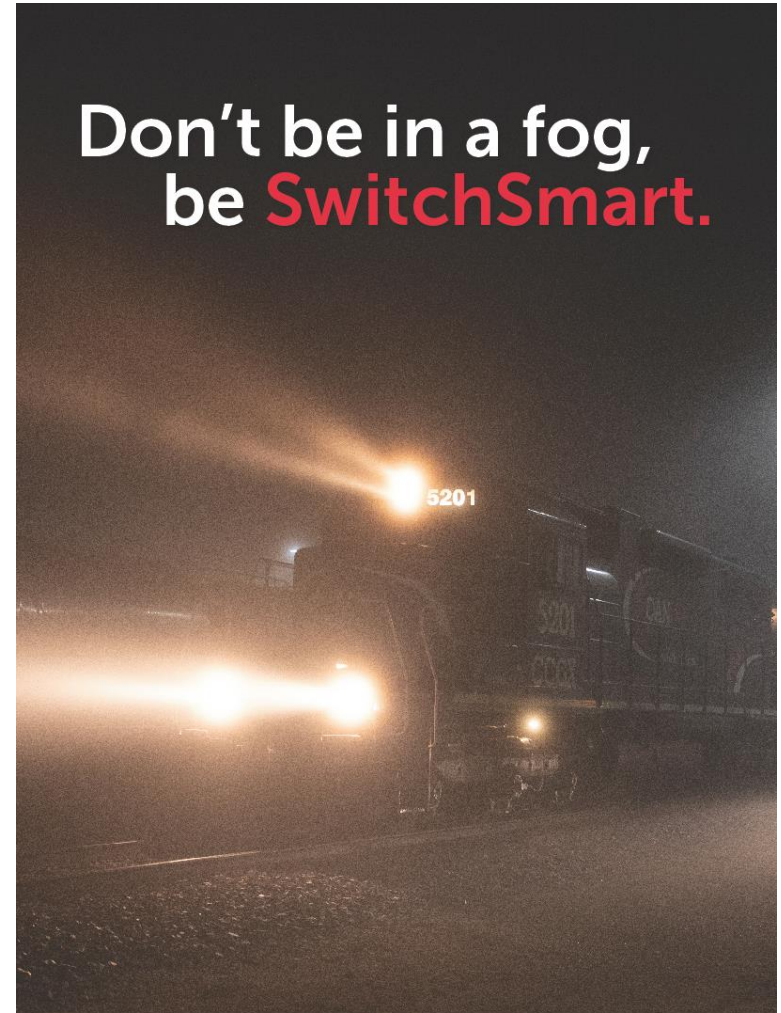
Walking is the single largest cause of injuries around switches and in yards!



Keep cab floors and walkways clean and free from clutter. Utilize handrails when walking.

Watch for and avoid icy conditions around switches and in high traffic areas. Walk slowly and deliberately.

Consider how weather conditions may impact equipment when riding, crossing over, entraining or detraining.





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Don't fumble,
be **SwitchSmart.**



Every Job. Every One. Every Day.



Don't be in a fog, be **SwitchSmart**.

