



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.

SAFETY AWARDS 2020

NOMINATION FORM

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)

SAFETY AWARDS 2020

NOMINATION FORM

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)

SAFETY AWARDS 2020

NOMINATION FORM

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)

SAFETY AWARDS 2020

NOMINATION FORM

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.

ICT – RAC Submission 2020

On January 26th, the first confirmed presumptive cases of COVID-19 were identified in Canada. Metrolinx had already initiated pandemic planning preparations two days prior on January 24th when the COVID-19 Incident Command Team (ICT) was convened by the Chief Safety Officer. The role of the ICT is to provide a phased approach to managing the mitigation, preparedness, response and recovery, and restoration of normal service; before, during, and post pandemic.

The ICT is made up of 25 business unit leads and led by an experienced public health expert and incident commander. The objectives of the ICT are to:

1. Provide a phased approach to managing the mitigation, preparedness, response and recovery, and restoration of a pandemic;
2. Provide context for planning and preparation;
3. Set parameters for plan activation and execution;
4. Identify roles and responsibilities for the ICT and business units;
5. Identify actions to be implemented at each pandemic stage; and
6. Ensure business and service continuity upon return to normal service.

Business Continuity

In continued support of provincial actions in protecting Ontarians from COVID-19, Metrolinx initiated pandemic planning preparations and convened an Incident Command Team (ICT) on January 22, 2020. Comprised of 25 Metrolinx business unit leaders, the ICT's objective is to :

1. Provide a phased approach to managing the mitigation, preparedness, response and recovery, and restoration phases of a pandemic;
2. Provide context for planning and preparation;
3. Set parameters for plan activation and execution;
4. Identify roles and responsibilities for the ICT and business units;
5. Identify actions to be implemented at each pandemic stage; and
6. Ensure business and service continuity upon return to normal service.

Metrolinx's Operation Division works closely with Occupational Health Specialists and Hygienists along with Human Resources and Oncidium (Metrolinx's health care provider) and Public Health Ontario officials to eliminate risk and exposure to staff and passengers and to continuously ensure the welfare of our employees and customers.

Our first employee with confirmed exposure to COVID-19 was self-quarantined on February 3rd for 14 days. Since then 288 staff have been through the process with 219 now having completed self-quarantine without issue. Our policies and processes to protect staff and customers were in place very early to help identify and mitigate any potential impact. In February Metrolinx had already begun ordering large numbers of personal hygiene supplies and started distributing personal protective

equipment (PPE), cleaning supplies and personal hygiene information and equipment to all staff. Metrolinx procured 87,000 bottles of hand sanitizer and 750,000 wipes, as well as one million pairs of nitrile gloves to ensure the health and safety of workers. Further proactive measures were taken to protect our front-line staff; Metrolinx distributed thousands of care packages that include reusable cloth face masks, face shields, hand-sanitizer and disinfectant wipes to our teams. We're working hard to flatten the curve within Metrolinx by limiting the transmission as much as possible. Another proactive measure — when we are notified of someone with a confirmed or suspected case of COVID-19 — is that out of an abundance of caution, Metrolinx temporarily closes down the associated station or office, or removes the bus or train coach from service. A complete cleaning then takes place. Furthermore, screening stations have been set-up on our rail and bus facilities and a few of our construction sites; the purpose of the screening process is to assist employers and their employees in safeguarding the health and safety of their workers at the workplace by mitigating the risk of spreading respiratory illness caused by COVID-19.

Metrolinx has implemented more than 40 different COVID-19 measures to protect staff and customers, including health screening with input from public health officials to ensure workers at construction sites and operational locations, remained safe. In addition, we ensured our safety and service measures continued to reflect the daily changes to the COVID-19 situation and were adjusted, as necessary, to ensure ongoing support to essential workers and others.

Additional Attachments:

- Metrolinx Communication Strategy

Metrolinx Blog:

- <https://blog.metrolinx.com/tag/covid-19/>

Subject	Communications Strategy & Actions - COVID-19
Date:	January 27, 2020 - April 30, 2020 (last updated)
Prepared by:	Anne Marie Aikins Emergency Information Officer – COVID-19
SMT Lead:	Martin Gallagher Chief Safety Officer

Background

Since January 27, 2020, Metrolinx launched an Incident Command Team, led by **Incident Commander Jeff Harris** to manage the organization's response to COVID-19. A communications strategy and action plan—led by Emergency Information Officer **Anne Marie Aikins**—has been implemented as part of the response. This collaborative effort ensures consistency in communications, including media relations, stakeholder relations, internal staff communications, customer communications and marketing, via the Incident Command Team, which reports in to Chief Safety Officer **Martin Gallagher**.

The communications strategy & action plan includes:

- Customer communications—the voice of the customer
- Media and social media response (proactive and reactive), including 24/7 issue management
- Internal communications to staff and contractors
- Stakeholder relations—monitoring of announcements, coordinating with three levels of government
- Marketing strategies that support both internal and external communications

Structure	Lead	Actions to Date (Jan 27 – Mar 5)	Actions
Incident Command Team - Commander	Jeff Harris Senior Manager, Health and Safety	<ul style="list-style-type: none"> • Creating a communications plan that is updated regularly • Daily record keeping and reporting and provide documentation (Anna Empey) • Sharing information in real time when necessary, seeking direction & approval • Ensure legal & HR opinions and sign off when necessary • SMT reporting of key issues • Participate in all ICT meetings to report on communications actions & breaking issues • Respond during urgent situations • Hosting weekly communications meetings • Lead development of post-COVID communication strategy 	ALL information/messaging whether public or internal must be reviewed by ICT: <ul style="list-style-type: none"> • Commander (Jeff or designate) • EIO (Anne Marie) • Approved by Martin/SMT and shareholder
Emergency Information Officer (EIO)	Anne Marie Aikins Senior Manager, Media Relations & Issues		Oversee development of a post-COVID communication plan – Corporate Communications holds pen on the integrated plan
Audience	Lead	Actions to Date	Proposed New Actions (April 25, 2020)
Stakeholder Communications	Jeff Harris Raj Khetarpal,		

	Director of Community & Stakeholder Relations	<p>Sharing information with:</p> <ul style="list-style-type: none"> • Public transit partners both operational and executive • Public health agencies • Municipal and provincial partners • Rail industry • Contractors • Government <ul style="list-style-type: none"> • Gathering intel and expert advice • Approvals and coordination when necessary • Responding to customer and stakeholder concerns for CEO • Monitoring daily government news conferences and reporting outcomes to SMT • Participate on weekly Metrolinx communications meetings • Ensure virtual public consultations and meetings continue 	<ul style="list-style-type: none"> • Social Enterprise Strategy • Begin process of evaluating lessons learned • Develop 6 month post-COVID marketing strategy for the integrated communication plan led by corporate communications • Gather KPIs for reporting post-COVID
Audience	Lead	Actions to Date	Proposed New Actions (April 25, 2020)

<p>Media</p>	<p>Anne Marie Aikins Senior Manager, Media Relations & Issues</p> <p>Media Team</p>	<ul style="list-style-type: none"> • Developing key messages & Q&As and ensuring they are updated daily • Responding reactively to interview requests • Proactively pushing out information to media & arranging SMT interviews • Produce daily blogs with video & photos to help explain our work, proactively manage issues & demonstrate leadership • Highlight the good work of our staff in our blog posts • Monitor, flag and analyze media – provided daily to ICT • Ensuring media messaging is approved by government stakeholders • Available 24/7 to respond to media and issues (media team is on call) • Chair weekly comms meeting to coordinate all activities • Evaluate and respond to positive staff cases 	<ul style="list-style-type: none"> • Begin process of evaluating lessons learned • Develop post-COVID strategy • Continue to take proactive measures with media to ensure Metrolinx is continued to be seen as a leader and fully transparent • Ensure messaging is updated as situation evolves • Develop 6 month post-COVID marketing strategy for the integrated communication plan led by corporate communications • Blogs and social media posts as needed—daily, weekly that include communicating about safety measures that will remain in a post-COVID world • Ensure ICT has the weekly media analysis (so far they don't get it) • Gather KPIs for reporting post-COVID • Develop Interim and final KPI
---------------------	---	--	---

		<ul style="list-style-type: none"> • Share media releases issued by key government or stakeholders • Flag & manage contentious issues • Proactively post positive stories on social media (This should be media relations) • Reactive and proactive social media (Media relations) • 	<p>report</p> <ul style="list-style-type: none"> • Develop post-COVID communication strategy with MTO
Audience	Lead	Actions to Date	Proposed New Actions (April 25, 2020)
Customer Communications	Jessalynn Selby Director, Customer Communications	<ul style="list-style-type: none"> • FAQs for Contact Centre • Answering customer questions as they come in • Communicate changes to service to customers • Coordinate between contact centre and NOC customer messaging • Develop automated messaging about cough/sneeze etiquette • Digital signage about proper handwashing, et • Use of 'On The GO Alerts' to 	<ul style="list-style-type: none"> • Begin process of evaluating lessons learned • Develop 6 month post-COVID marketing strategy for the integrated communication plan led by corporate communications • Gather KPIs for reporting post-COVID • Gather KPIs for reporting post-COVID •

		<p>increase communication reach</p> <ul style="list-style-type: none"> • 	
Audience	Lead	Actions to Date	Proposed New Actions (April 25, 2020)
Marketing	<p>Sharyn Byrne-Nearing</p> <p>Director, Marketing</p>	<ul style="list-style-type: none"> • Use other assets to push out health messaging and help change behaviours (provincial ads) • Develop & create videos and other marketing assets • General social media posts (paid posts when needed) about protecting yourself from the flu/ cough and sneeze etiquette • Develop signage as needed • 	<ul style="list-style-type: none"> • Begin process of evaluating lessons learned • Develop 6 month post-COVID marketing strategy for the integrated communication plan led by corporate communications • Gather KPIs for reporting post-COVID • Gather KPIs for reporting post-COVID •
Audience	Lead	Actions to Date	Proposed New Actions (April 25, 2020)
Internal Communications with staff and contractors	<p>Andrea Gusen</p> <p>Manager, Corporate Communications</p>	<ul style="list-style-type: none"> • Dedicated portal on Metrolinx intranet for all COVID-19 related information • Dedicated email account coronavirus@metrolinx.com – constantly monitored and 	<ul style="list-style-type: none"> • Begin process of evaluating lessons learned • Develop 6 month post-COVID marketing strategy for the integrated communication plan led by corporate communications

		<p>prompt responses provided to staff questions</p> <ul style="list-style-type: none">• FAQs for staff developed and made available on Metrolinx intranet (regularly updated)• Yammer posts – six official announcements with one having our highest number of views ever at 1,543• NewsLinx posts covering topics including COVID-19, dealing with stress, work from home, and mental health – 11 weekly updates since January 31• Sending regular all staff emails from Chief Safety Officer – total of 12 since January 24• Regular emails and video messages from President to all staff – 12 since March 12• Adapt staff emails into short CAD/AVL text versions for dissemination to bus operations employees• Survey and feedback on our	<ul style="list-style-type: none">• Develop post-COVID strategy• Gather KPIs for reporting post-COVID• Revamp health, hygiene and safety communications to employees• Welcome back message and packages for employees returning to the office from work-from-home• Frontline workers appreciation “thank you” photos and video scheduled for distribution starting week of April 27• CEO all staff virtual townhall scheduled for April 29 – received 19 advanced questions and tracking• Weekly NewsLinx employee communications with a heavy focus on COVID-19 topics• Regularly communicate important COVID-19 messages from SMT to staff
--	--	---	---

		<p>internal communications approach – positive feedback on communications to date</p> <ul style="list-style-type: none">• Assist with targeted messaging for divisions, people leaders, vendors and contractors• Health handouts distributed to work locations• Support for 11 leadership led divisional townhalls• Develop signage as needed• Develop mental health & mindfulness resources page on MyLinx• Handwashing posters distributed by Health & Safety committees in all work washrooms and serveries.• Support senior management team members in holding weekly virtual town hall meetings to remain visible and in contact with their teams• Employee profiles on how	<p>over Yammer</p> <ul style="list-style-type: none">• Bill Grodzinski's April 22 Yammer post on Faces of Metrolinx profile of Steve Weir has 182 views.• Phil's April 20 video on care packages has garnered 1,158 views• Employee profiles on how roles and departments have adapted due to COVID-19 with an aim to publish a new profile weekly through April to May• Employee survey on COVID-19 communications
--	--	---	--

		<p>roles and departments have adapted due to COVID-19 with an aim to publish a new profile weekly through April to May</p> <ul style="list-style-type: none">• What's Opened/Closed internal organizational services info sheet• Quick deployment of Microsoft Teams that allow for improved employee engagement and communications with many employees working remotely•	
--	--	---	--



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.

SAFETY AWARDS 2020

NOMINATION FORM

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)

SAFETY AWARDS 2020

NOMINATION FORM

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)

SAFETY AWARDS 2020

NOMINATION FORM

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)

SAFETY AWARDS 2020

NOMINATION FORM

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.

Safety Observation Reporting – RAC Submission 2020

At Metrolinx, our goal is to be an industry leader in safety while we connect communities and transform the transportation network across the Greater Toronto and Hamilton Area (GTHA). Following the successful implementation of our Safety Charter across Metrolinx, our goal continues to focus on improving the organization's safety performance and safety culture through proactive safety initiatives.

One of our most recent initiatives was the implementation of a Safety Observation Reporting process. Results from a company-wide Safety Culture Survey performed in 2018 found that approximately 50% of employees did not know how to report safety concerns; 70% of frontline employees were dissatisfied with how safety concerns were being reported and responded to. Feedback received from Metrolinx employees included comments where safety reporting was found to be confusing, employees were not receiving timely follow-up on what corrective actions were taken to address their safety concerns, and issues were not being recorded to ensure tracking, trending and validation of implemented corrective actions. As such, these issues highlighted an opportunity for the organization to strengthen its safety reporting process.

The Safety Division developed a Corporate Safety Observation Reporting process with specific objectives to encourage proactive reporting and action before somebody gets hurt, nurture a shared ownership of safety between employees and management, and provide a platform for employees and management to demonstrate their commitment to safety. The process was developed in consultation with executives on the Metrolinx Senior Management Team, internal safety champions on the Safety Leadership Council, members of the Joint Health & Safety Committees, operational departments and frontline employees. The Safety Observation Reporting process included:

1. **The development of a Safety Observation Card** used by employees to (refer to Figure 1):
 - a. *Formally recognize their colleagues when working safely.* It was recognized that acknowledging employees who exhibit safe behaviours not only helped to foster a positive safety culture, but provided employees with reassurances that they were doing the right things, thereby encouraging more positive safe behaviour;
 - b. *Report unsafe conditions and unsafe acts which had the potential to cause injury or property damage.* The process encouraged all employees who made observations to take immediate action to address the unsafe acts and conditions, if it was safe to do so, and report the observations to their supervisor.
2. **A process for employees to escalate any unresolved safety observations to their respective Joint Health & Safety Committee** who further supported and made recommendations to management on resolving the safety concern.
3. **The development of an online Safety Observation Reporting Database** where reported safety observations were recorded and tracked to closure (refer to Figure 2). The online database

acted as a centralized corporate repository for all reported safety observations to be viewed and accessed by all employees to ensure there was full transparency of the process.

4. **Monthly analysis of the safety observations** within the database to identify systemic trends and sharing of the information in the Metrolinx Enterprise Safety Report for senior executives.
5. **The development of monthly corporate dashboards** that provided employees with a snapshot of the various safety observations reported by their colleagues (i.e. 'You Said...') and what actions the management teams took to correct the safety concerns (i.e. 'We Did...') (refer to Figure 3).

The Safety Division understood that the implementation of a new, company-wide safety reporting process would be challenging. The process was launched as a pilot with participants from different departments to ensure that frontline employee's had an opportunity to provide input prior to expanding the process to the entire organization. Following a successful pilot, the Safety Division conducted numerous training sessions, both in person and virtual, to educate management and frontline employees on the new process and how they could participate.

Within the first year of the launch, a total of 244 safety observation reports were entered into the online database. The process has allowed employees and supervisors to build confidence and collaborate with one another to resolve safety concerns in their workplace together. Employees have been very receptive that the process has increased visibility of safety concerns and corrective action through the online database and monthly reports. More importantly this program has facilitated and encouraged recognition of others for working safely. The Safety Observation Reporting process helped the organization reduce the number of lost-time injuries by 27% (March 2020) since the launch of the program (March 2019). We continue to work with our frontline employees and management teams to improve the online database and introduce mobile options for reporting.

Figure 1 – Poster and Safety Observation Cards

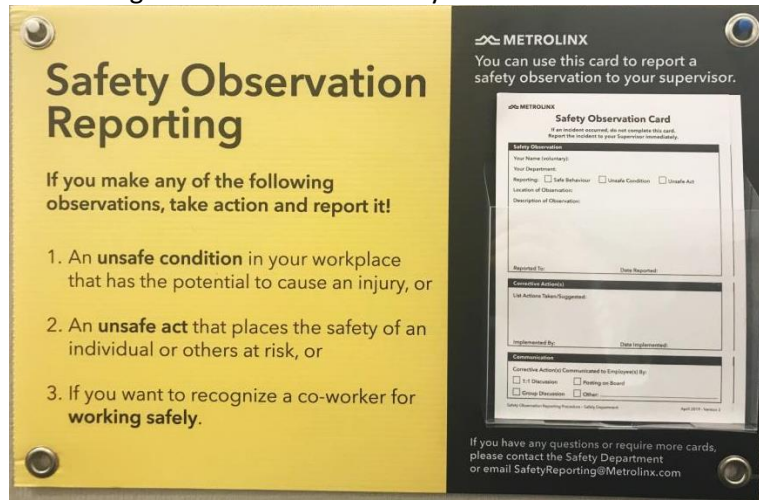


Figure 2 – Online Safety Observation Reporting Database

SAFETY OBSERVATION REPORTING PROGRAM

Search: _____ New Export to Excel PowerApps Automate Highlights

Home

Report an Observation Safety Observation Reporting Database > Completed

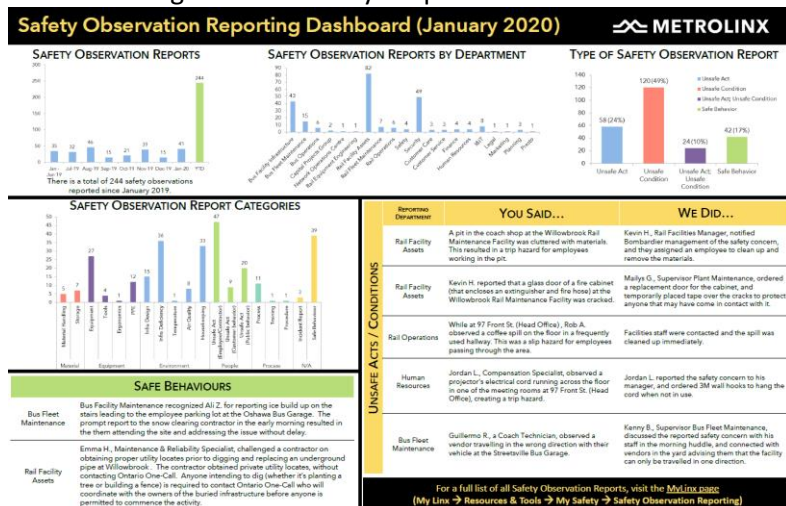
Dashboards

FAQ

Issue ID	Type of Report	Date Safety Observed	Location of Observation	Reporter's Department	Send Notification To	Status
46	Safe Behaviour	August 21, 2019	315 Audson	Rail Facility Assets	Jason D'Costa	Completed
47	Safe Behaviour	August 21, 2019	125 Audson	Rail Facility Assets	Kevin Hill	Completed
44	Unsafe Act	August 20, 2019	Hamilton Bus Garage	Bus Facility Infrastructure	Cory Davies	Completed
45	Unsafe Act	August 20, 2019	Hamilton Bus Garage	Bus Facility Infrastructure	David Wippenman	Completed
43	Unsafe Condition	August 19, 2019	Streetsville Bus Garage	Bus Facility Infrastructure	Mike Eds Michael Hughes	Completed
42	Unsafe Condition	August 16, 2019	St. Audson	Rail Facility Assets	Richard Boomgren	Completed
40	Unsafe Condition	August 15, 2019	Oakville Bus Garage	Bus Facility	Kumar Panchanathan	Completed

Return to classic SharePoint

Figure 3 – Monthly Corporate Dashboards



Safety Observation Reporting – RAC Submission 2020

At Metrolinx, our goal is to be an industry leader in safety while we connect communities and transform the transportation network across the Greater Toronto and Hamilton Area (GTHA). Following the successful implementation of our Safety Charter across Metrolinx, our goal continues to focus on improving the organization's safety performance and safety culture through proactive safety initiatives.

One of our most recent initiatives was the implementation of a Safety Observation Reporting process. Results from a company-wide Safety Culture Survey performed in 2018 found that approximately 50% of employees did not know how to report safety concerns; 70% of frontline employees were dissatisfied with how safety concerns were being reported and responded to. Feedback received from Metrolinx employees included comments where safety reporting was found to be confusing, employees were not receiving timely follow-up on what corrective actions were taken to address their safety concerns, and issues were not being recorded to ensure tracking, trending and validation of implemented corrective actions. As such, these issues highlighted an opportunity for the organization to strengthen its safety reporting process.

The Safety Division developed a Corporate Safety Observation Reporting process with specific objectives to encourage proactive reporting and action before somebody gets hurt, nurture a shared ownership of safety between employees and management, and provide a platform for employees and management to demonstrate their commitment to safety. The process was developed in consultation with executives on the Metrolinx Senior Management Team, internal safety champions on the Safety Leadership Council, members of the Joint Health & Safety Committees, operational departments and frontline employees. The Safety Observation Reporting process included:

1. **The development of a Safety Observation Card** used by employees to (refer to Figure 1):
 - a. *Formally recognize their colleagues when working safely.* It was recognized that acknowledging employees who exhibit safe behaviours not only helped to foster a positive safety culture, but provided employees with reassurances that they were doing the right things, thereby encouraging more positive safe behaviour;
 - b. *Report unsafe conditions and unsafe acts which had the potential to cause injury or property damage.* The process encouraged all employees who made observations to take immediate action to address the unsafe acts and conditions, if it was safe to do so, and report the observations to their supervisor.
2. **A process for employees to escalate any unresolved safety observations to their respective Joint Health & Safety Committee** who further supported and made recommendations to management on resolving the safety concern.
3. **The development of an online Safety Observation Reporting Database** where reported safety observations were recorded and tracked to closure (refer to Figure 2). The online database

acted as a centralized corporate repository for all reported safety observations to be viewed and accessed by all employees to ensure there was full transparency of the process.

4. **Monthly analysis of the safety observations** within the database to identify systemic trends and sharing of the information in the Metrolinx Enterprise Safety Report for senior executives.
5. **The development of monthly corporate dashboards** that provided employees with a snapshot of the various safety observations reported by their colleagues (i.e. 'You Said...') and what actions the management teams took to correct the safety concerns (i.e. 'We Did...') (refer to Figure 3).

The Safety Division understood that the implementation of a new, company-wide safety reporting process would be challenging. The process was launched as a pilot with participants from different departments to ensure that frontline employee's had an opportunity to provide input prior to expanding the process to the entire organization. Following a successful pilot, the Safety Division conducted numerous training sessions, both in person and virtual, to educate management and frontline employees on the new process and how they could participate.

Within the first year of the launch, a total of 244 safety observation reports were entered into the online database. The process has allowed employees and supervisors to build confidence and collaborate with one another to resolve safety concerns in their workplace together. Employees have been very receptive that the process has increased visibility of safety concerns and corrective action through the online database and monthly reports. More importantly this program has facilitated and encouraged recognition of others for working safely. The Safety Observation Reporting process helped the organization reduce the number of lost-time injuries by 27% (March 2020) since the launch of the program (March 2019). We continue to work with our frontline employees and management teams to improve the online database and introduce mobile options for reporting.

Figure 1 – Poster and Safety Observation Cards

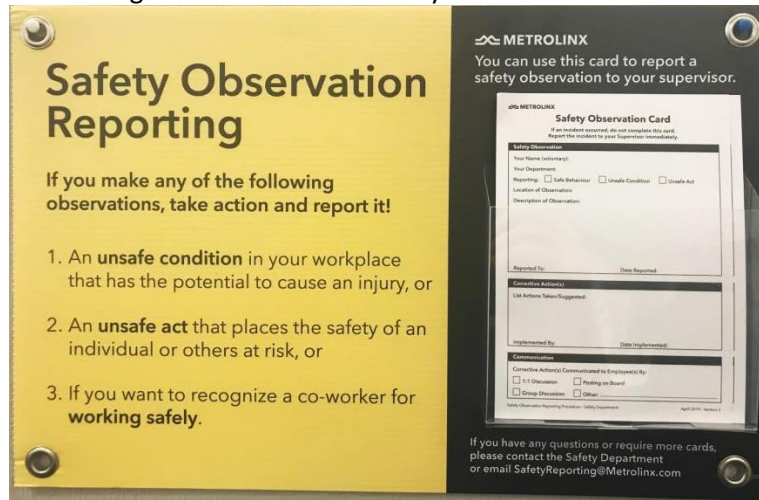


Figure 2 – Online Safety Observation Reporting Database

Metrolinx Safety Observation Reporting Program

Search: _____ New Export to Excel PowerApps Automate Highlights

Home Report an Observation Safety Observation Reporting Database > Completed

Dashboards: _____

FAQ: _____

Issue ID	Type of Report	Date Safety Observed	Location of Observation	Reporter's Department	Send Notification To	Status
46	Safe Behaviour	August 21, 2019	315 Audson	Rail Facility Assets	Jason D'Costa	Completed
47	Safe Behaviour	August 21, 2019	125 Audson	Rail Facility Assets	Kevin Hill	Completed
44	Unsafe Act	August 20, 2019	Hamilton Bus Garage	Bus Facility Infrastructure	Cory Davies	Completed
45	Unsafe Act	August 20, 2019	Hamilton Bus Garage	Bus Facility Infrastructure	David Wippenman	Completed
43	Unsafe Condition	August 19, 2019	Streetsville Bus Garage	Bus Facility Infrastructure	Mike Eds Michael Hughes	Completed
42	Unsafe Condition	August 16, 2019	St. Audson	Rail Facility Assets	Richard Boomgren	Completed
40	Unsafe Condition	August 15, 2019	Oshawa Bus Garage	Bus Facility	Kumar Panchanathan	Completed

Return to classic SharePoint

Figure 3 – Monthly Corporate Dashboards

