

Norfolk Southern



Karin Stamy
System Director Safety

Working Safely in a Hazardous Environment

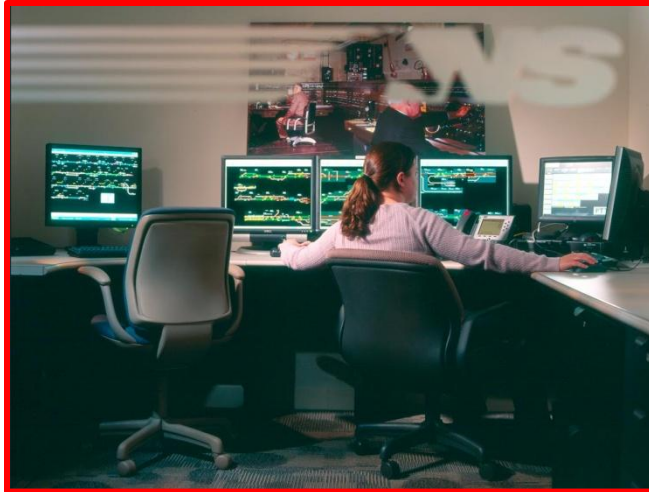


Working Safely in a Hazardous Environment



Safety Engineering

Engineering Science



Safety-Regulated Industry – Federal Railroad Administration (FRA); OSHA; PHMSA; DHS/TSA



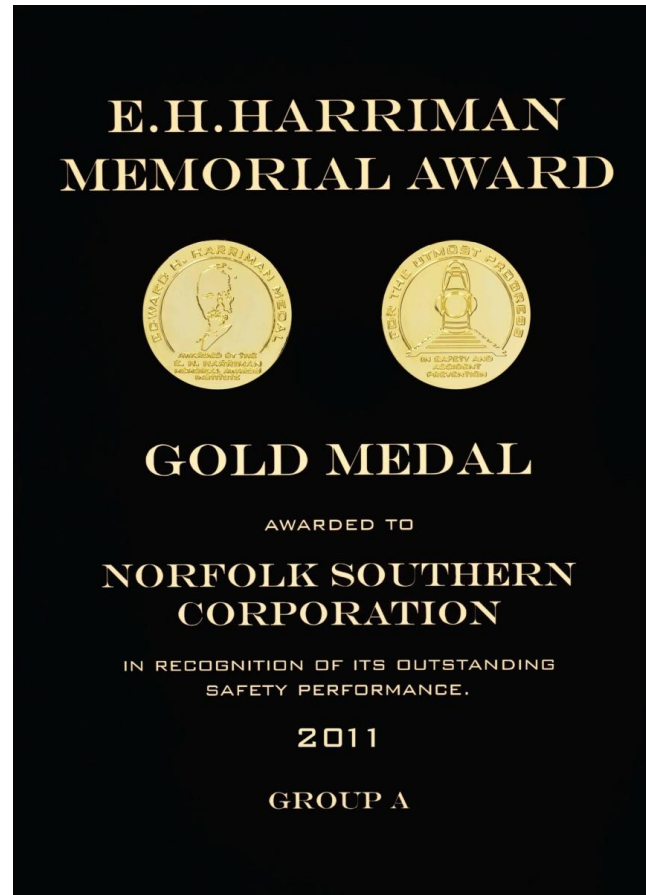
Employee Involvement

Local Safety Committees / Training



Continuous Safety Improvement

23 Consecutive Harriman Gold Awards



1988 - 2011

Behavioral Science



Mr. Moorman,

Behavioral Based Safety programs are the leading edge of behavioral science programs, and are revolutionizing industrial safety around the world. They encourage employee ownership, help resolve polarities on lower levels, and foster a robust safety climate. Has NS considered implementing a Behavioral Based Program?

Thank you,
Robert Garland
Yardmaster – Mars Hill, NC

PHOTO: Businessweek.com



Behavioral Safety Assessment and Safety Leadership

ADI
ACCELERATING BUSINESS PERFORMANCE™

Key Perceived Organizational Strengths

- Strong commitment to safety
- Record of continuous improvement in safety
- Hard-working workforce
- Highly skilled, intelligent workforce
- Mix of management: some long-time NS; some new bringing new ideas and skill sets
- Desire at all levels to improve
- Safety tools/processes
- Norfolk Southern leadership having the determination to undertake this analysis and work toward improvement

Key Employee Perceptions of Organizational Opportunities

- Many employees (at all levels) perceive a culture of fear, intimidation, and punishment around safety
- Employees report a largely reactive approach to safety which is often a function of a heavy focus on Lagging Indicators (Reportable Injury Ratio)
- Many employees (at all levels) report less-than-ideal relationships between agreement and supervisors/managers
- Most employees reported that interdepartmental communications are poor (silos)
- Positive consequences may be largely based on lack of accidents
“Safe by Accident?”

Past Practices for Managing Safety

Past Practices for Managing Safety

Behavioral Science

Behavioral Based Safety



Behavior Based Safety

Empowering Employee Trust

- **Positive Reinforcement to Sustain Safe Behaviors**
- **Coaching of Safety Deficiencies**
- **Risk Identification and Consequence Recognition**



Safety and Culture Training – Making the Commitment

- Executive behavior-based safety and leadership training
- Senior operations managers behavior-based safety coach training
- Safety leadership training for all other operations supervisors
- Safety and culture training for all 25,000+ Organized Labor Employees
- Behavior based leadership training for all other non-operating departments

What are we learning?



Peer-to-Peer: What are we learning?

Improving relationships through behavior based safety

- **Positive reinforcement for safety related behaviors has improved**
- **Working relationships have improved**
- **There has been a positive change in the way safety is managed**