



# 2021 SAFETY PLAN



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# Introduction

Commitment and alignment to our Safety Plan delivered the expected improvement in safety performance during 2020.

The bar is set very high for 2021. We will build on the success achieved in 2020 through engaged and proactive leadership with increased vigilance and focus on employee accountability, terminal conditions, equipment availability, contractor relationships and employee health.

We will rigorously follow CSX COVID-19 protocols to establish workplace conditions that ensure the wellbeing of our team and maximize safety and scheduling availability.

## Changes to the Safety Plan include:

- Expanded Roles and Responsibilities for Directors and Senior Managers.
- Supervisor validation of O-tests by all leaders with direct reports.
- Updated Terminal Safety Action Plan guidance.
- Improved Manager Safety Audit checklists and submission.
- Face to Face Discussions conducted quarterly.
- Launch of new Safety Team Site.

## The Guiding Principle Operate Safely

Maintain 100% compliance with safety and operating rules 100% of the time to protect our employees, our customers' freight, and the communities in which we operate.

## How We Operate Safely

- ▶ Know the work, perform it responsibly
- ▶ Avoid unsafe acts and hazardous conditions
- ▶ Look out for others and hold them accountable to Operate Safely

We will achieve our goals by:

## Operating Safely

Our guiding principle. Every terminal stakeholder (employee, contractor and drayman) needs a clear understanding of how to Operate Safely at CSX.

- A. Know the work, perform it responsibly.
- B. Avoid unsafe acts and hazardous conditions.
- C. Look out for others and hold them accountable to Operate Safely.

## Setting the Example

Walk the safety walk, your **personal influence** forms the best team, with the hardest work ethic and the best safety culture in the industry.

## Understanding the Intermodal Critical Issues

Explain them to your team, set the standard, and accept no deviations or shortcuts. Reward positive sustained results.

## Creating Relationships

Build trust and confidence in the safety system. Go cross-functional, canvas contractors and the dray community leaving no stakeholder untouched or un-coached about your expectations for safety and productivity.

## Empowerment and Accountability

The 2021 Safety Plan requires leaders to be out among the workforce guiding them in the right direction. They will own operations and safety at their locations. This is a very important message that we need to get to all our leaders.

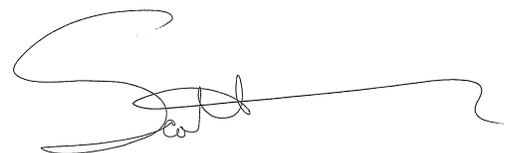
Our team members will be trained the right way, not punished the wrong way. Accountability and alignment are built from the bottom up through training and coaching. We can spend less time dealing with discipline and remediation by driving this message through the organization.

Leaders are directed to review this plan with your team and contractor partners to discuss Safety Plan components and develop your region/terminal approach to proactively execute the safety plan.

We will reinforce success of the plan by:

- Ensuring individual responsibility to Operate Safely is clearly understood.
- Ensure COVID-19 protocols are followed in all work areas.
- Actively work Leading Indicators and dashboards to ensure targeted actions are completed on time.
- Thorough discussion and assessment of rule violations and safety concerns to drive compliance towards

### ***No Unsafe Behaviors***



**Scott Movshin**

# The Pillars of our Safety Plan

## Leadership

The willingness and ability to direct actions that create a culture promoting safety, crew health and inclusion among employees, contractor partners and the dray community. Interactions between leaders and teams influence safety performance through words and actions.

## Engagement

Commitment to being involved and actively participate in every aspect of the safety plan. Leaders and the team will constantly focus on identification and mitigation of workplace hazards to improve safety culture and set conditions for success.

## Training

Providing resources to ensure operational readiness, develop employee knowledge and skills necessary to know the work and perform it responsibly and efficiently.

## Accountability

Ownership of the Safety Plan by leaders and team. Accepting responsibility for driving the right results and desired end state. The desired end state is the team delivers positive outcomes and sustainable culture change. Deviations from the plan to Operate Safely, are dealt with by leaders positively using coaching/counseling, remedial training and if required the disciplinary process.

# Roles and Responsibilities

The complete list of responsibilities for each position is found in the Safety SOP current edition.

## Directors of Terminal Operations

- Set expectations and provide guidance for terminal safety action plan elements.
- Appoint Region leader to ensure execution of the safety plan to include tracking and reporting of leading indicators. This appointed leader is the Region Safety Accountability Partner to the Safety Team.
- Develop Region Plan for review of safety performance dashboards to ensure terminals meet expectations for completion of Safety Plan elements. Review and corrective actions expected at least weekly.
- Allocate resources to terminals and hold them accountable for safety and training.
- Provide specific guidance to hubs and terminals to ensure top safety challenges and vulnerabilities are identified and the plan to improve is in place, monitored and sustained.
- Support Intermodal Equipment Reliability Program and ensure terminals are active participants in the process to improve equipment reliability and provide feedback to equipment operators on repairs and maintenance status.
- Conduct short notice Safety Blitz events to focus leaders on designated operational test issues and topics.

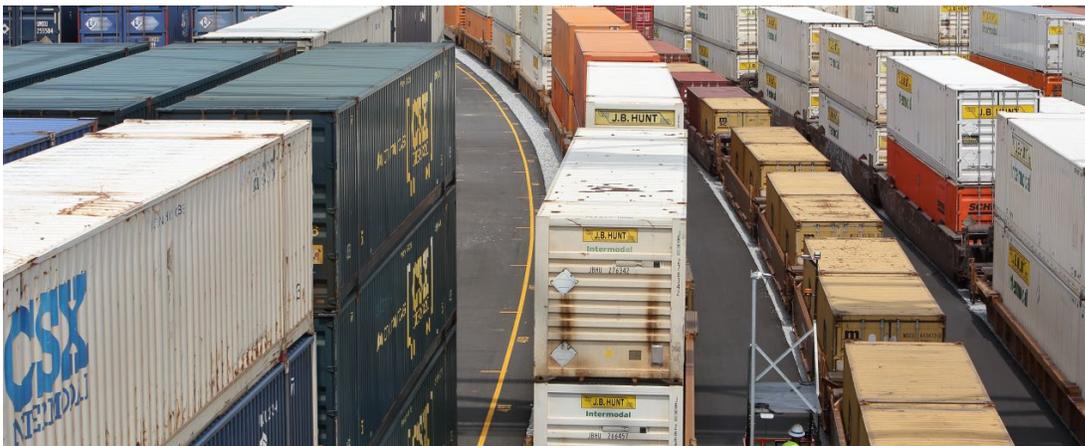
## Hub Directors and Senior Managers

- Leaders of multiple terminals are directly responsible for the execution layer of the Safety Plan at their terminals.
- Responsible for ensuring training and other time-sensitive elements of the Safety Plan are accomplished within designated timelines for assigned terminals.
- Review Safety Dashboards and leading indicators at least weekly. Take actions to ensure goals are met and compliance with the Safety Plan is maintained.
- Conduct Safety and Training audits of your terminals using provided templates and directions to evaluate effectiveness of the Terminal Safety Action Plan, Manager's Safety Audit and leading indicator activities shown in the table below.

# Roles and Responsibilities (cont'd)

## Hub / Terminal Leaders and Team

- Develop Terminal Safety Action Plan per guidance from the Region Director and this plan. Communicate it widely to your team, contractor partners and dray community.
- Build and foster intermodal operations safety culture that establishes an environment that:
  - o Promotes actions preventing mishaps through elimination of unsafe behaviors and hazardous conditions.
  - o Encourages employees to raise safety questions and concerns, and
  - o Resolves safety concerns in a retaliation-free, retribution-free and timely manner.
- Conduct regular (at least weekly) review of leading indicator performance and Safety Dashboards. Aggressively lead to meet expectations and take corrective actions required to ensure compliance with the Safety Plan.
- Establish clear rules of accountability using pre-shift safety briefs, rules testing, regulatory training, operational performance evaluations (OPEs), terminal audits, and on-board camera systems as leadership tools to influence safety culture.
- Improve equipment reliability by establishing a positive and effective system that begins with employees/contractors performing pre-shift equipment inspections and follows discrepancies through the repair process and return to service.
- A Daily Vehicle Inspection Report (DVIR) will be completed and submitted by each operator using the equipment. See information on MyAssets within this plan.
- Provide feedback to equipment operators on the resolution of their DVIRs is a critical part of improving real and perceived equipment reliability. Any questions on the DVIR process can be answered by sending an email to DL IMOD Asset Management.
- Commitment to daily engagement and being where the work is.



## Intermodal Safety Team

- Support the Directors and terminal leaders in development and execution of safety plans and initiatives.
- Focus on Intermodal Operations safety challenges. Make certain there is an aggressive plan to improve and sustain desired safety performance.
- Provide safety performance data and trend analysis to support decision-making and planning.
- Assist Region Directors and their leaders to track the execution and completion of the components of this plan.
- Conduct Safety and Training audits (scheduled and unannounced) to measure compliance with this plan.
- Provide feedback/recommended practices to provide consistent information on methods to correct and improve.
- Provide recommendations for change and improving the Safety Plan and Standard Operating Procedures.
- Support requirements for new employee training that includes Safe Start Orientation topics, standard operating procedures, and safety and equipment operations.

## Employees and Contractor Partner Responsibilities

- Operate Safely
  - Know the work and perform it responsibly.
  - Avoid unsafe acts and hazardous conditions.
  - Look out for others and hold them accountable to Operate Safely.
- Accept responsibility for knowing and following written and established safety rules and policies including the current CSX Intermodal Operations Rule Book and Standard Operating Procedures.
- Contractors complete ISNetworld registration for parent company and individual contractor employees providing work and services on CSX Intermodal Terminals property.
- Ensure all contractor employees complete required training designated through ISNetworld registration.
- Participate in the terminal safety committee initiatives.
- Report unsafe conditions to terminal leadership.
- Report all mishaps and near misses immediately to terminal leadership per the SOP.
- Safely operate equipment and perform functions for which they are qualified.

# Training and Terminal Administration

- Managers are responsible to ensure new hire, recurring, regulatory and remedial training is assigned and completed as appropriate per Standard Operating Procedures requirements.
- Training completion for online resources is administered through the Learning Portal and supporting resources are available on the training team site.
- CSX Instructional Design provides regulatory-compliant training resources to support safe and efficient operations.
- Support for the Learning Portal is available through directing email inquiries to Learning Administration at LearningAdministration@csx.com

## Leading Indicator Dashboards - Dashboard Guide for Roles and Responsibilities

(all dashboards available on the Intermodal Safety Team Site)

Dashboard	Required Action
Days since last tested	Identify employees not engaged with an O-test in over 16 days. Direct terminal leaders to remedy with an O-Test entered on team member's next shift.
Monthly Rules Test	Ensure timely completion of rules tests by each leader. All complete by 3rd Tuesday of each month.
OPE	Ensure number of qualified operators exceeds the terminal requirement for each equipment type.
OPTS Analytics Dashboard	Review leader test profiles to ensure compliance with Region or terminal guidance. Address issues of noncompliance with the leader and their Director.
OPTS Dashboard	4 tests per leader each week. Send reminder email on Friday and follow up Saturday to ensure all are complete.
Training + F2F	Complete annual training and F2F discussions per published guidance.
Supervisor O-Test Validations	Directors of Terminal Operations – 8 per month All leaders with direct report leaders – 1 per week in addition to O-Test requirements

## Metrics

Metrics within this plan include the following:

- OSHA injury rating
- Mishap Severity Index (MSI)
- Contractor Incidents and OSHA injuries
- Regulatory compliance training
- Operational performance evaluations
- Rules testing through OPTS
- Drayman incidents and outreach program
- ISNetworld registration, badging and training compliance for contractors performing work and services on CSXIT property.
- Other metrics as presented during weekly safety calls and as directed by the Safety Council.

## Metrics (cont'd)

Terminal leaders will review safety performance regularly and at monthly safety meetings to identify opportunities to improve (including contractors and the dray community who operate on the terminal.) Factors to consider are:

- Identification of contributing factors and recommended practices to improve safety performance in challenging areas.
- Forward-looking statistics by month and quarter that can be emphasized early to correct or prevent a trend area in advance (seasonal transitions, severe weather preparations, etc).
- Identification of safety trends that need attention or improvement (high mishap/injury areas).
- Identification of rules testing strategies for employees/contractors that drive improvement into areas not meeting expectations.
- Reports and video generated by onboard camera systems from lift equipment and hostler trucks.
- ISNetworld compliance of contractors operating on the terminal.

## Key Dates

**Senior Director Kickoff –  
December 18, 2020**

**Publish the 2021  
Safety Plan to Region  
Directors with emphasis on  
changes from past plans.**

**NLT January 29, 2021  
Region Discussion**

- Directors will meet with their leaders to discuss the plan elements and provide emphasis for the region.
- Review 2020 Safety performance and Region/Terminal opportunities to improve.
- Review TSAP expectations and Face to Face discussion talking points.

# Appendix A | Safety Plan Elements

SAFETY PROGRAM ELEMENT	REFERENCE	EXPECTATION
<b>Terminal Safety Action Plan (TSAP)</b>	<b>Terminal</b>	Terminal level plan to improve and sustain desired safety performance through monthly audit/inspection of facilities, equipment, and training and contractor compliance through Leadership, Engagement, Training and Accountability.
<b>Pre-Shift Safety Brief</b>	<b>Safety Plan</b>	Premier engagement opportunity. Delivered to crew before work starts and if the work conditions change during a shift. Mandatory requirement for employees and contractors prior to starting work on a shift at an Intermodal Terminal.
<b>Monthly Terminal Safety Meeting</b>	<b>Team Site</b>	<p>Monthly meeting of terminal leaders (employees, contractors) to discuss topics specified in the TSAP.</p> <p>Focus on performance (safety and productivity), communication and solutions. Terminal Leaders will submit written notes (uploaded) to the Safety Team site within the month of the meeting.</p>
<b>Manager Safety Audit</b>	<b>Team Site</b>	<p>Manager Safety Audit is conducted to ensure terminal leaders regularly review specific terminal facilities for serviceability, safety, and productivity. A monthly cross-functional terminal audit is conducted and submitted to the Safety team site along with the minutes from the Monthly Safety meeting. CSX Facilities Managers and contractors working on terminal will participate. Where issues are identified, solutions are the responsibility of the terminal leaders.</p>
<b>Contractor Badging, Training and Compliance</b>	<b>ISNetworld</b>	Terminal leaders will validate (at the monthly Safety meeting), contractors who operate on CSX property by instructing the contractor to present a printed copy of their employee ISNetworld status. Contractors who are not compliant will not operate on CSX property.

SAFETY PROGRAM ELEMENT	REFERENCE	EXPECTATION
<b>Safety Blitz</b>	<b>As directed</b>	<p>Leaders focus execution of the Safety Plan through audit of processes and testing during a specified time frame. The goal of the Safety Blitz is to increase the frequency and quality of engagement with employees on safety concerns.</p>
<b>Equipment Status</b>	<b>My Assets</b>	<p>Properly functioning equipment is essential to safe operations. Terminals have a robust process to inspect, identify and maintain equipment readiness per the guidance in the Equipment Reliability Program (ERP). Equipment inspections are documented using a Daily Vehicle Inspection Report (DVIR). Discrepancies are reported to the terminal maintenance contractor for correction. Visibility of equipment status will be maintained in the My Assets Application. Expectations are that DVIRs are completed daily, discrepancies reported to maintenance. Maintenance corrects and provides feedback to Operations on repairs.</p>
<b>Terminal Incident Reporting &amp; Reviews</b>	<b>MRS and Incident Report Tool</b>	<p>The first report of an incident is recorded by the terminal using the Initial Incident Report tool immediately. Follow up reporting is completed using the Mishap Reporting System (MRS).</p> <p>Incidents are reviewed weekly on the Inter-modal Operations Safety Call and monthly during the terminal safety meeting. Employee incidents require a discussion of rule violation, remedial training assigned and how the disciplinary policy was applied.</p> <p>Incident review will include root cause analysis (what, why) and plans to prevent future occurrence and improve safety performance at the terminal.</p>

## Appendix A | Safety Plan Elements (cont'd)

SAFETY PROGRAM ELEMENT	REFERENCE	EXPECTATION
<b>Operational Testing</b>	<b>OPTS</b>	Testing of employees and contractors is an opportunity to provide real time feedback on tasks being performed with the expectation of being 100% rules compliant. Meaningful feedback should be provided immediately following the test. Testing will be performed per guidance in <b>Appendix C Guidance for Conducting Operational Tests on Intermodal Terminals.</b>
<b>O-Test Supervisor Validation</b>	<b>Tableau</b>	<ul style="list-style-type: none"> <li>• Testing focused on areas with the most risk of leading to behavior that could cause a mishap</li> <li>• Opportunity to provide guidance on testing for the region/terminal</li> <li>• Improved conversations on rules tests (what, who, when)</li> <li>• Improved compliance on day of week testing</li> <li>• Less follow up on 4 test per week compliance</li> </ul>
<b>Employee Testing Intervals (Days since last test)</b>	<b>Tableau</b>	Leaders will monitor crew and contractor “last test” dashboard to ensure testing and engagement is occurring at least every 16 days. Status of employees not tested in over 16 days is discussed on the weekly safety call.
<b>Operational Performance Evaluations (OPE)</b>	<b>LMS and Tableau</b>	To meet OSHA requirements for equipment operators, CSXIT conducts an OPE every 3 years for each item of equipment the employee operates. OPE requirements and templates are located on the team site.
<b>Regulatory Training and Face to Face</b>	<b>LMS and Tableau</b>	Training required for the year is assigned in January 2021. Training is completed by June 30, 2021.
<b>Face to Face Discussions</b>	<b>Team Site</b>	Conducted quarterly - Leader and team member discussion focused on safety performance of company/terminal/contractor. These conversational engagements will ensure alignment and commitment to Operate Safely for anyone who works on a CSX Intermodal terminal. Documented in the LMS using code IMODSAFF2F.

SAFETY PROGRAM ELEMENT	REFERENCE	EXPECTATION
<b>Drive-cam coaching</b>	<b>Lytx.com</b>	Regular review of events from Lytx website, coaching and discipline as required. Video evidence of rule non-compliance are addressed through the discipline system/ recorded in OPTS as a rule failure.
<b>Power Equipment Maintenance Shop</b>	<b>Intermodal Equipment Reliability Program</b>	Weekly leader visits to the shop to reconcile with maintenance on equipment status, inspect housekeeping, hazmat, electrical and safety expectations.
<b>CCT Maintenance Shop</b>	<b>Intermodal Equipment Reliability Program</b>	Weekly visit to discuss terminal chassis requirements, repairs in progress, bad order reporting, housekeeping, hazmat, electrical and safety expectations.
<b>Leader Safety &amp; Training Audits with Safety Team</b>	<b>Team Site</b>	Safety coaching and mentoring with a Safety Team member during terminal level audit. Opportunity to align expectations among leaders and recognize progressive productivity and safety performance.
<b>Industrial Hygiene</b>	<b>Industrial Hygiene Team Site</b>	Maximum compliance with annual Hearing Conservation Program across the terminals.

# Appendix B | Critical Issues

INCIDENTS	CRITICAL ISSUES	REFERENCED RULES
<p><b>Collisions</b></p>	<p><b>45% of all incidents in 2020</b> Collisions make up the largest percentage of incidents.</p> <p><b>Collisions are often preceded by:</b></p> <ul style="list-style-type: none"> <li>• Failure to avoid obstacles within the direction of travel</li> <li>• Failure to ensure path is clear before backing</li> <li>• Failure to adjust for proper space management when making U-turns or maneuvering obstacles</li> <li>• Distracted driving (electronic devices, complacency)</li> </ul> <p><b>Collision types Include:</b></p> <ul style="list-style-type: none"> <li>• Vehicle on Vehicle</li> <li>• Backing</li> <li>• Fixed Objects</li> </ul> <p><b>Collisions can be avoided when:</b></p> <ul style="list-style-type: none"> <li>• There is focus and awareness of surroundings/attention on the task at hand</li> <li>• Getting out and looking before backing</li> </ul>	<p>At all times be alert and keep clear of movement of railcars, locomotives, or equipment. (TRC. 1)</p> <p>Scan all surfaces where you plan to step. Utilize routes made for foot traffic. (GRND. 22.)</p> <p>Always face equipment when mounting or dismounting while maintaining 3-points of contact. (GEN. 16.)</p> <p>Remain alert. Avoid unsafe acts and hazardous environmental conditions. (GEN. 15.)</p>
<p><b>Process Errors</b></p>	<p><b>38% of all mishaps in 2020</b> Process Errors make up the second largest percentage of incidents.</p> <p><b>Examples include:</b></p> <ul style="list-style-type: none"> <li>• Failure to perform a tug test</li> <li>• Failure to raise landing legs to sufficient height for travel</li> <li>• Failure to float the load when hoisting a container</li> <li>• Injury related to a rule, policy, or procedure violation</li> </ul> <p><b>Process Errors can be mitigated by:</b></p> <ul style="list-style-type: none"> <li>• Following all established rules, policies, and procedures</li> </ul>	<p>Utilize tools, equipment, PPE, seat belts, and company assets in the prescribed manner and for the intended purpose. (GEN. 17.)</p> <p>Avoid distractions and ensure ramp equipment is stopped in a safe location before using onboard computers. (EQP. 19. a-d.)</p>

INCIDENTS	CRITICAL ISSUES	REFERENCED RULES
<p><b>Other</b></p>	<p><b>7% of all incidents in 2020</b> Incidents in this category do not fit into any other mishap types.</p> <p><b>Examples include:</b></p> <ul style="list-style-type: none"> <li>• Weather related incidents</li> <li>• Being bit/stung by an insect or animal</li> <li>• Injury unrelated to a rule, policy, or procedure violation</li> </ul>	<p>Ensure adequate lighting for tasks being performed. (GRND. 25.)</p> <p>Report unsafe acts and hazardous conditions. (GEN. 2.)</p>
<p><b>Equipment Failure</b></p>	<p><b>6% of all incidents in 2020</b> Incidents of this type are sometimes unavoidable due to equipment not performing as designed.</p> <p><b>Equipment Failure can be mitigated by:</b></p> <ul style="list-style-type: none"> <li>• Thorough vehicle/equipment inspection</li> <li>• Daily Vehicle Inspection Report (DVIR) process</li> <li>• Preventative maintenance</li> <li>• Adherence to the Equipment Reliability Program (IERP)</li> </ul>	<p>Get out and look when unsure of surroundings or conditions. (Recommended Practices)</p> <p>Perform tug test when connecting to a chassis. When lifting or moving a container, lift operator will float the load. (EQP. 20.)</p>
<p><b>Slip, Trip, or Fall</b></p>	<p><b>5% of all incidents and top cause of OSHA injuries in 2020</b> Slip, Trip, or Fall incidents make up the smallest percentage of incidents, but they are often the most severe and lead to injuries.</p> <p><b>Slip, Trip, and Fall can be mitigated by:</b></p> <ul style="list-style-type: none"> <li>• Never placing your feet or hands where your eyes have not been</li> <li>• Ensuring railcar catwalks and platforms are free of damage or debris prior to traversing</li> <li>• Utilizing 3-Points of contact when mounting/dismounting equipment</li> </ul>	

**Operate Safely:**

- Know the work and perform it responsibly
- Avoid unsafe acts and hazardous conditions
- Look out for others and hold them accountable to Operate Safely

Document discussions in the Learning Portal using the code **IMODSAFF2F** for Intermodal Face to Face discussion.

# Appendix C | Operational Testing Guidance

## What does a good test look like?

### ▶ What is your test plan?

- **When** – day or night, weekday or weekend, time on duty duration?
- **Where** – physical location of the team member and leader conducting test.
- **What** – processes to observe, rules to measure compliance against?
  - PPE and Drug & Alcohol rules will not be tested unless a failure is noted while conducting an O-test on another rule.
- **How** - personal observation, camera, onboard recording device, drone.
- **Who** – when was the employee last tested? How were they rated? Employee strengths and weaknesses, what is the coaching opportunity? Demeanor during pre-shift brief calls attention for follow up testing.
- Announced or unannounced testing?

### ▶ Observation of a series or sequence of processes – Does the method comply with our SOP?

- Equipment operations – sequence of four to six iterations of operating the equipment (lift machine, hostler shuttling chassis, ROS load/unload).
- What rules apply? How does the employee perform when measured against the rule as written?
- Provide examples of rules for:
  - o Lift machine operator
  - o Hostler operator
  - o Securement and grounds man
  - o ROS
  - o DVIR and equipment condition reporting

### ▶ What is the debrief plan?

- Make sure the employee knows they were tested and why. This is the most important phase of the test and an opportunity to give feedback to the observed individual.
- Positively engage the employee or contractor being tested.
- Ask the person to assess their own performance or to describe to you what they were doing.
- Inform them of any corrective action such as training, remediation and/or discipline.

- ▶ **Tell the person what you observed them doing and how they performed against your expectation. Ask the person to summarize the conversation and testing event and clear up any misunderstandings.**

(See link to OSHA article at [https://www.osha.gov/safeandsound/docs/SHP\\_Better-Safety-Conversations.pdf](https://www.osha.gov/safeandsound/docs/SHP_Better-Safety-Conversations.pdf).)

- ▶ **Provide feedback, positive or “opportunity to improve”.**

- ▶ **Enter the test into OPTS within 48 hours.**

**During 2021 there is a plan to integrate scenario based operational testing into our weekly testing process.**



**Required reading for all leaders conducting Operational Tests is located at the OSHA link below.**

[www.osha.gov/safeandsound/docs/SHP\\_Better-Safety-Conversations.pdf](https://www.osha.gov/safeandsound/docs/SHP_Better-Safety-Conversations.pdf)

# Appendix D | CSXIT Employee Face-to-Face Form

- Critical Issues discussion
    - **See Appendix B**
  - Discuss training requirements and leader responsibilities for self and terminal team.
  - Safety Performance review
    - **Use talking points provided by Safety Team to guide discussion.**
  - Ask for commitment to Operate Safely.
  - Discuss Safety Plan Expectations
    - **See Introduction page**
  - Record the discussion using the Record Learning feature in the Learning Portal.
  - Introduce Safety Plan Components in Appendix A
    - **Highlight importance of leadership, engagement and ensuring actions that support leading indicators are completed on time.**
  - Solicit and discuss recommendations for improving safety and operations processes.
  - Leader/Team member Safety Performance
    - **Results from rules testing or conducting testing.**
    - **Discuss coaching effectiveness and opportunities to improve.**
    - **Identify any issues/trends and create action plan for improvement.**
  - How do we Operate Safely?
    - **Know the \_\_\_\_\_ and perform it \_\_\_\_\_.**
    - **Avoid unsafe \_\_\_\_\_ and hazardous \_\_\_\_\_.**
    - **Look out for \_\_\_\_\_ and hold them \_\_\_\_\_ to Operate Safely.**
-

# Appendix E | Leader to Contractor Face-to-Face Form

- Review contractor recent Safety Performance. **Available from Initial Incident Report tool, MRS or from the Safety team.**
  - Listen and ask for their plan to improve in 2021. **The contractor plan must include:**
    - **Every team member must Operate Safely.**
    - **Operate Safely means the contractor team will:**
      - Know the work and perform it responsibly.
      - Avoid unsafe acts and hazardous conditions.
      - Look out for others and hold them accountable to Operate Safely.
  - Discuss and confirm understanding of ISNetworld registration and badging.
  - Discuss and confirm the contractor has policies complementing CSX policies in these areas:
    - Restricted medication policy.
    - Drug and alcohol policy.
    - Hearing conservation policy.
    - Opportunities for CPR & AED training.
    - Contractor process for maintaining qualifications for lift machine operations, securement and hostler truck operations (Annual OPE).
    - Access to applicable rule books and Standard Operating Procedures.
  - Ensure the contractor understands expectations for safety performance and has access to the CSXIT Safety Plan and SOP. They are not employees, they are contractor partners who must Operate Safely on CSX property.
  - Solicit and discuss recommendations for improving safety and operations processes.
- 
- Leader recommendations for opportunities to improve contractor safety or operations performance.
  - Discussion participation and commitment to the Terminal Safety Committee and Terminal Safety Action Plan.
  - Ask for commitment to Operate Safely.
  - Record the discussion using your team site or SharePoint.

# Appendix F | Pre-Shift Safety Brief

Date: \_\_\_\_\_ Time: \_\_\_\_\_ Shift: \_\_\_\_\_

Safety Brief Conducted by: \_\_\_\_\_

## SAFE START

- Announce: The pre-shift brief is starting now.
- Observe: Ensure all team members have PPE and are ready to work.
- Share: Weather conditions and forecast for the shift.

Forecast: \_\_\_\_\_

- Review: Mishap Prevention Insight (MPI) topic and Safety Rule for the day.

MPI Topic: \_\_\_\_\_ Safety Rule: \_\_\_\_\_

- Review: Network mishaps occurring in the last 24 hours.

What can be learned from the mishaps to ensure crew will Operate Safely?

\_\_\_\_\_

- Discuss: Any other information required to Operate Safely during the shift (repair contractors on terminal, paving, etc.):

\_\_\_\_\_

## WORK ASSIGNMENTS

- Leader shares terminal work plan for the shift.

Notes: \_\_\_\_\_

- Leader clearly discusses and ensures all crew members understand how track protection is provided during the shift (switch, detail, blue flag etc.).

Notes: \_\_\_\_\_

- Leader reviews fuel log instructions and provides follow-up information from previous fuel logs.

Notes: \_\_\_\_\_

- Leader makes work assignments and provides break times.

Notes: \_\_\_\_\_



**CSX** INTERMODAL  
TERMINALS