

**TO: WORKPLACE HEALTH & SAFETY COMMITTEES - Canada
Safety Framework - 2006**

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Over the previous 6 years we have seen a significant reduction in FRA personal injuries and FRA train accidents. Your work on Workplace Health and Safety Committees does not go unnoticed. You are congratulated for your efforts in 2005 for making CPR a safer place to work. Your efforts in the upcoming year are even more important to ensure all of our employees continue to report for duty and go home safely.

In reviewing the statistical information available from Canadian Pacific Railway on Transportation/Field Operations incidents, we continue to have many switching related incidents (i.e. personal injuries, train incidents and cardinal rule violations). In fact, Non-FRA train accidents and cardinal rule violations are still occurring in high numbers in some Service Areas.

The Policy Committee would like to recommend some core activities for your workplace committee in 2006.

1) SOFA At-Risk Audits - One of the core areas of focus is SOFA Audits. As you are probably aware, 14 employees have been killed in switching related activities since 1990. Many of our incidents continue to occur during switching activities. The At Risk Audit – Checklist is to be used by Workplace Health and Safety Committee members in conjunction with crew observations on the property.

To assist you in SOFA related task observations, please review the related documentation in the At Risk Checklist Booklets that have been provided. In the booklet you will find the following:

- SOFA At Risk Audit Process – Guidelines
- At Risk Audit – Checklist Forms (tear away)
- Applicable Standards for all 5 Lifesavers

Please remember, the “At Risk Audit – Checklist Form” is to be used by Workplace Health and Safety Committee Members as coaching tool for safe work practices. We strongly recommend that SOFA At Risk Auditing is a focus in your 2006 Safety Plans.

2) ORCA Auditing - Proper communications during job briefings, during switching operations, or in the cab of a locomotive are all examples of communication on the job. We all know how important communication is; in fact, communication is one of the SOFA Lifesavers. Failing to properly communicate has contributed to major accidents on Canadian Pacific Railway, including employee fatalities.

In 2004, the Schreiber Workplace Committee developed an initiative named “ORCA”, On Board Road Communication Audits. The audits were designed to address concerns surrounding proper in-cab communications between train crew-members on CPR trains.

The Policy Committee supports this initiative. Any initiative however, requires a process of understanding, compliance and tracking. To assist those involved in conducting ORCA audits and to enable area Safety & Health Committee members and the employees they represent, an "ORCA Audit Checklist and Guidelines has been developed. These forms were created to provide a standardized procedure that can be adopted so area Safety & Health Committee Members can assess employee's understanding and execution of the key aspects of communication on our Railway. The forms package is similar in design to the SOFA Auditing forms.

Many area Safety & Health Committees had included the "At Risk Audit Process" as an initiative in their 2005 Safety Framework Plans. To assist these observations in 2006 we will provide:

- ORCA Process – Guidelines
- ORCA Audit Forms – Checklist Forms (tear away)
- Applicable Standards (Job Briefings, Crew Resource Management, GCOR 1.48 – Verbal Confirmation)

The "ORCA Audit – Checklist Form" is to be used by area Safety & Health Committee Members as a coaching tool for safe work practices.

After the area Safety & Health Committee members complete their audit, the audit is to be handed to the employee(s) audited and reviewed. During the review, the necessary positive feedback and if required, positive constructive feedback must be given.

Management will not use this tool as evidence for safety investigations and/or discipline.

The use of these types of audits will have a beneficial impact on safe train operations. Proper communication between our employees is paramount to their safety. Use ORCA. Know and apply the SOFA Lifesavers.

3) Customer Industrial Inspections (Red/Yellow/Green) – Approximately 15% of all incidents (train accidents and personal injuries) occur at customer facilities. As mentioned, many of these incidents involve switching related activities; however, some incidents have occurred because of walking conditions, restricted clearances and other infrastructure related issues. Working with the customer, the local TMS and your manager, customer facility audits can in-fact reduce the potential of our employees being injured on customer property. The Policy Committee recommends that Workplace Committees participate in these inspections.

3) Transportation/Field Operations Rule Book – Historically our statistics indicate that our employees continue to get injured applying and releasing handbrakes, lining switches, entraining/detraining from equipment and walking.

In January 2005, "Version 2" of the rulebook was rolled out to our employees. It is imperative that we continue our vigilance with respect to making employees aware of the safety rules and work procedures.

Monthly safety blitz topics will be sent out to Workplace Committees to supplement information in the Rulebook and to re-enforce safe work practices. These topics include:

- Monthly Safety Blitz Packages (1/month focusing on the Safety Cardinal Rules)
- Monthly Newsletters (1/month – local info will have to be added)
- Safety Videos (3 videos will be released, including Customer Switching, Verbal Communication and the "Red" Zone)

The Policy Committee suggests that these items be released on the property and time is spent re-enforcing safety rules and work procedures.

5) Job Briefings/Pre-Departure Checklists/Crew Resource Management (CRM)/Verbal Confirmation– Communication is paramount to working safely on the property with your co-workers. Having no work plan, improper communication, and complacency can lead to disastrous outcomes. Conducting proper job briefings, ensuring pre-departure checklists are completed properly and having clear lines of communication either in the cab of a locomotive or on the ground will eliminate the potential for mistakes and human error incidents. The Policy Committee recommends that these items be featured in your plans. It is suggested that this occurs during SOFA and OCRA activities and discussed at safety blitzes in 2006.

Focus on these core activities listed above, as well as local activities focusing on local safety issues will have a dramatic effect on employee safety in 2006. As mentioned, your hard work does not go unnoticed. We wish you and your committee a successful safety framework planning session and a successful year of completing 100% of your Safety Plan.

Looking Forward – 2006

We know that you will have a successful year in 2006. We would also like to inform you of some upcoming safety events in 2006. These include:

- 4-hour mandatory safety/business meetings in January and mid year. The majority of content will be provided by system office. These mandatory meetings should be used to eliminate other 4-hour meetings that occur in your terminals. We expect that you will continue conducting pre-departure safety meetings.
- T-FOPS Workplace Committee Training. A new training package will be available for T-FOPS Safety and Health Committee members in 2006. A summary of this training is provided in the October 2006 Policy Committee Minutes.

The Policy Committee would also like to remind committees:

- Terms of References should be reviewed;
- Lines of communication between other workplace committees should be open;
- Bunkhouse “walkabouts” should be conducted in conjunction with annual workplace inspections; and
- The Policy Committee escalation process (attached) should be reviewed.

We encourage all committees to share best practices, solicit feedback from your peers (360 Reviews) and/or pass on any feedback to your Policy Committee.

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