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## The Keolis Transportation Peer Review Team

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A Friendly Reminder

As the New Year begins, members of the Transportation PRT look forward to continued success with the program in 2016 as we reflect on recent accomplishments following a strategic roll-out in August. The diverse team is prepared to take on another year of railroading, this time, with the help from lessons learned via C3RS cases submitted by T&E employees here at Keolis.

Management members such as Kerry Woods, Jamie Dupes, Ken Woodward, and Manny Machado plan to guide the implementation of corrective actions with collaboration from the Support Team to improve safety for Keolis employees and commuter rail customers.

Union labor delegates Gary Richards, Dan Cadogan, Jay Parker, Ed Kadlick, Paul Battista, Peter Peri, and Ed Kilduff will use information from cases combined with years of experience to work with employees to address safety concerns and increase awareness of unsafe actions that may lead to severe consequences if left unacknowledged.

MBTA member Alex Lovejoy plans to use system safety principles coupled with his recent commuter rail experience over the past few years to work with the team on developing corrective actions and obtaining MBTA support on initiatives stemming from the program. FRA members Rich Thomas and Jim Healey bring experience and knowledge of federal regulations to the table to provide guidance in determining root causes and developing acceptable corrective actions.

The Support Team consists of executive leaders Gerald Francis, Scott Treece, Franck Dubourdieu, and Ron Nickle. Members of the Support Team help the PRT achieve program goals and help evaluate the necessary funding, buy-in, and other forms of support needed to implement initiatives at the corporate level.

The team is excited to carry the momentum through 2016 and work with employees to improve railroad safety via the C3RS program.

## What is a Close Call?

A close call is any condition or event that may have the potential for more serious safety consequences. A few examples include:

- missing a temporary speed restriction
- striking a derail without derailling
- run-through switch incidents
- blue flag violations
- exceeding MAS
- train handling not in conformance with instructions prescribed on a Form D

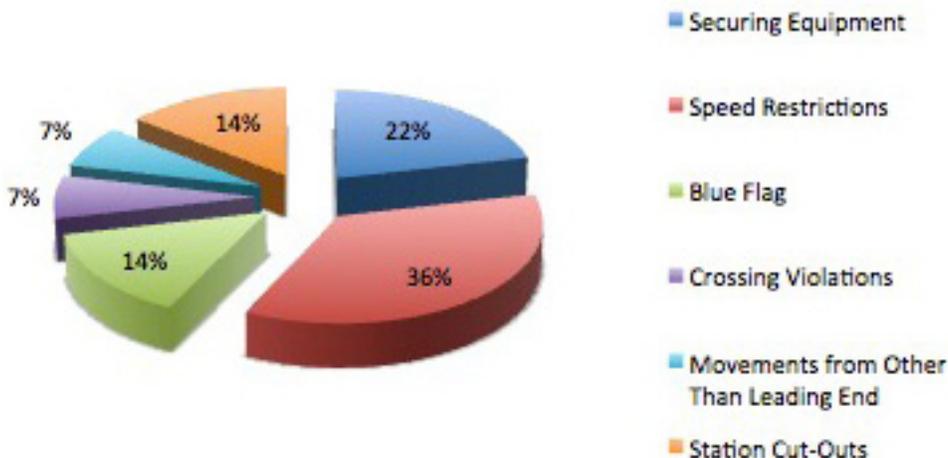


By reporting close calls such as these, you benefit from knowing that you are helping to improve railroad safety for yourself, fellow railroaders, and commuter rail customers. The reporting process allows you to take the opportunity to reflect on what factors contribute to safety incidents which helps you recognize the signs of an unsafe situation in the future.

Keep in mind that not all events are considered a close-call. Willful damage to Keolis/MBTA property or injuries caused from incidents are not protected from disciplinary measures. Other examples of incidents not covered by the program include FRA reportable accidents, releases of hazardous materials, real-time observations, criminal offenses, or drug and alcohol involvement. Employees are encouraged to familiarize themselves with program criteria and when unsure in a particular situation, fill out a report!

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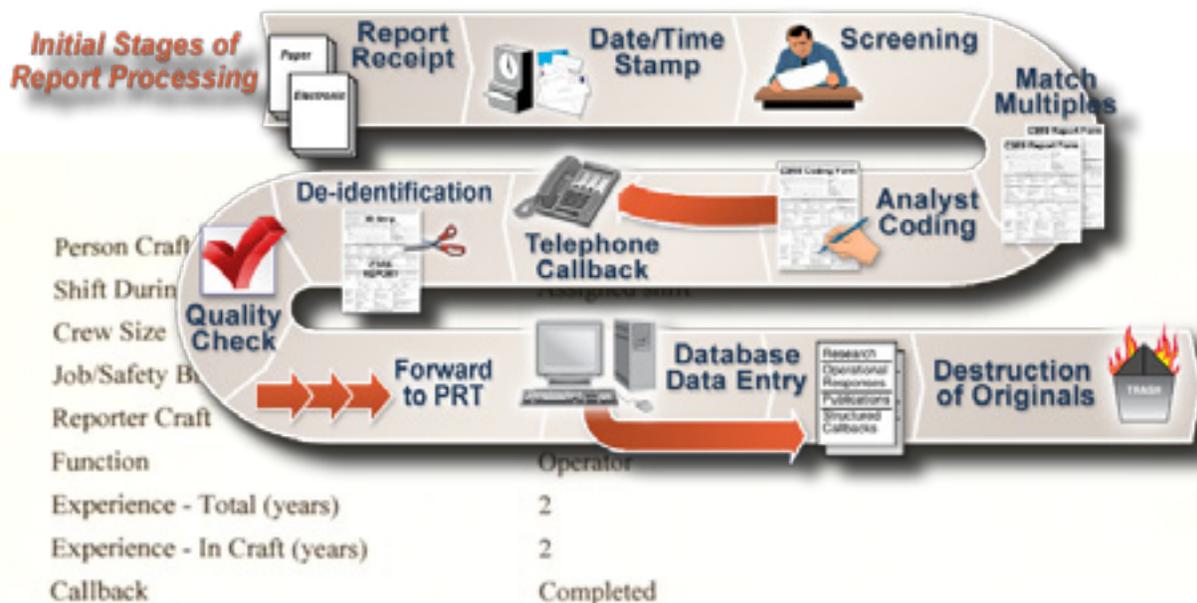
## Case Statistics Q4 2015



The PRT began reviewing cases in September. With the help of NASA, FRA, and Volpe Center, the team was able to build a firm foundation for future case analysis using techniques designed for successful root cause determination and corrective action development.

As cases continue to roll in, the team is building a log to identify trending areas so that time and resources can be dedicated for corrective actions aimed at addressing the most prominent sources of concern. Some cases require simple and cheap corrective actions while others require more time and resource allocation and sometimes, further analysis.

## C3RS Process and Sample Report



### EVENTS

Anomaly	Encounter – Person/Animal
Detected by	Mechanical
When Detected	Enroute
General Result	Near Collision

### NARRATIVE 1

I came out of the superintendent's office and was walking along the side of the building when a forklift came out of nowhere and almost hit me.

### CALLBACK 1

The reporter was an on board services attendant. He was coming out of the superintendent's office and turned south to walk to the parking lot. The reporter said as he approached the end of the building the wind came whipping around the corner so he stopped and put his hat and gloves on as it was very cold. Just as he was putting his hat on a forklift came from around the corner of the building and nearly hit him. The reporter stated he jumped back to avoid getting hit and slipped on the ice and fell to the ground. He said that due to the amount of clothes that he was wearing because of the cold temperatures he was not hurt in the fall. The forklift operator stopped and came to help him and see if he was ok. The reporter said the forklift operator apologized and said he did not see him. It was then they both noticed the bracket for the mirror that was installed to see around the corner was bent and scratched. It looked as if it had been hit by something. They notified the manager of the incident immediately.

\*Fictitious report used as training tool for Peer Review Teams

## A Letter from the General Manager

Keolis Commuter Services, the Federal Railroad Administration, Massachusetts Bay Transportation Authority and local union leaders signed an agreement last year to implement the FRA's Confidential Close Call Reporting System (C3RS), which allows employees to report safety-related issues or concerns anonymously without fear of sanctions. I fully support this program, and I ask for your support as well.



The C3RS program is the first of its kind in Massachusetts, and it has and will enhance our efforts to further strengthen our safety culture by enabling us to collect data about close calls that may not be reported, identify safety hazards, and take corrective actions before an accident occurs. A number of our partnering agencies were instrumental in making this happen, including the American Train Dispatchers Association, the Transportation Communications Union, the Brotherhood of Locomotive Engineers and Trainmen, the United Transportation Union and the Federal Railroad Administration.

Because the system is entirely anonymous, employees should feel empowered to flag even minor safety concerns, enabling us to identify trends and tackle issues before they become major problems.

In fact, the FRA's C3RS Pilot Program Midterm Report found a 69 percent decrease in human factor caused accidents at rail yards that implemented C3RS. The system was created to complement existing safety programs, serving as an early warning system that focuses on problems instead of people. The system also provides incentives to learn from errors rather than try to conceal them, and seeks to target the root cause of an issue, not the symptoms. To maintain confidentiality, calls are reported to a third party, the National Aeronautics and Space Administration, which removes information about the incidents that could lead to the identification of the employee. NASA will compile the data and forward it for analysis to a team made up of labor representative, Keolis management and FRA representatives. That group will then recommend corrective action. NASA also will monitor trends across railroads and share the results with the Boston teams.

Safety is our single most important focus at Keolis, and this agreement will greatly bolster our safety culture and help reduce and resolve safety concerns and problems in the field before they become real.

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## *A Friendly Reminder...*

Keolis' Transportation C<sup>3</sup>RS program launched approximately seven months ago on Aug. 1, 2015. The program has not only been a success, but it has provided the Peer Review Team (PRT) with very useful information to improve safety on our railroad.

Through our case review, the PRT has discovered that a majority of cases have only been reported by one crew member. These reports could have benefited from having additional contributions. We are strongly encouraging all crew members to submit separate reports (when applicable) in order to ob-

tain the maximum benefits of the program. Please do not depend on one person to submit a report. Everyone's knowledge of the situation is essential.

Finally, we would like to stress the importance of the callback with NASA. In a handful of cases, callbacks to NASA were not returned which hindered our ability to fully work the event. Please take the time to answer the phone when NASA calls or make sure you return their call and be as cooperative and informative as possible. This will only benefit you and your coworkers in the end. Thank you for your continued support.