

Safety Improvements

Following a series of incidents in recent years, Amtrak has taken an aggressive approach to improving its safety culture.

Improved communication. In 2016, we issued a series of Rules Alerts and Safety Advisories pertaining to specific rules and procedures associated with the incident. Our System Safety team continues to issue regular communications such as a weekly safety focus, safety bulletins, safety alerts and rules alerts. These communications have been incorporated into job briefings and tool box discussions.

Improved Roadway Worker Protection. We have revised RWP training. We comprehensively reviewed and revised the Roadway Worker Protection (RWP) manual and training programs. We clarified requirements for the use of redundant protection when fouling with equipment. New training courses, which began in January 2017, combine professional instruction with scenario-based exercises to improve participant understanding of protection protocols.

Safety organization reorganization. In February 2017, we completed a reorganization of our Safety, Compliance and Training resources within a single department. To build a strong safety culture, it's important to have these three critical functions working together as one team. In the new structure, they address safety concerns from multiple angles, in an integrated manner.

Established Dedicated Compliance Team. We have established a dedicated Compliance team to support Engineering in the field. This team supports a part of the Safety, Compliance and Training department – but does not directly report to Engineering. This team audits Engineering in the field to ensure rules compliance and education.

New leadership. We have invested in safety leadership. This starts at the top. We hired Justin Meko as our Vice President of Safety, Compliance and Training, to lead this new team. Justin is using a disciplined systems approach and best practices to help drive results. We also have recruited experienced veterans in system safety, instructional system design and adult education.

New programs. We have clarified expectations and require the engagement of all employees through "Safety Starts with Me." Safety isn't the sole responsibility of one department, it's every employee's responsibility. To this end, our Instructional System Designers have redesigned all safety training modules and created a 3-day workshop for all Operations Managers. This program trains managers on proactive risk management practices and effective communications. We already have trained more than 2,000 managers in these workshops and plan to extend this training to agreement employees starting in early 2018.

Aggressive and expansive drug and alcohol policy. We have issued a revised and expanded drug and alcohol policy. The revised policy was reviewed with employees and managers in November 2016. Our random testing rates for employees historically exceeded the FRA established minimum levels and have increased under the new policy. We expanded the drug and alcohol program to include maintenance of way (MOW) employees in alignment with the FRA final rule 49 CFR 219, which took effect in June 2017. Amtrak also introduced a new Drug and Alcohol Prevention Program in October 2017: The P.I.E.R. program (Prevention, Intervention, Education, Resources) replaces Operation RedBlock and focuses on substance use and abuse prevention.

Improved testing of employees. We have revised our efficiency testing program. The efficiency testing program was substantially revised to focus on activities related to critical rules compliance. Our next supervisory/management workshop, to be launched this quarter, will focus on providing skills to incorporate best practices in efficiency testing.

Confidential Close Call Reporting and other proven safety programs. We are committed to maintaining an environment where employees are encouraged to report any unsafe condition without fear of retaliation. We have mature Confidential Close Call Reporting (C3RS) programs in place in Transportation and Mechanical. We are evaluating these programs to identify opportunities for expansion throughout the company.