

Exhibit 2 – Example Safety Improvement Plan (1)

Three-year goal(s):

1. Strengthen safety leadership culture
2. Enhance safety support systems and training
3. Improve DART rate to below 2

Annual objectives:

1. Assess leadership safety culture
2. Develop and implement a first phase employee safety training program
3. Improve incident reporting and analysis

Planned Initiative	Owner	Timeframe	Notes
A. Conduct a safety culture assessment	GM and Executive Staff	Q1 2011	Seek option ideas from Area Administrator
B. Assess training needs and develop safety training plan	Operations Manager and Safety Coordinator	Q2 2011	Emphasize key safety concepts
C. Analyze DART trends and causes and identify prevention strategies	Safety Committee	Q3 2011	Gather 10 year history data
D. Design a incident reporting system and process for analysis and follow-up	Safety Committee	Q4 2011	Encourage employees to report incidents
E. Conduct self assessment targeting line supervisions interaction and coaching	Operations Manager	Q2 2011	Refine front line leadership self assessment.

Exhibit 3 – Example Safety Improvement Plan (2)

Three-year goal(s):

1. Internalize safety mission and guiding principles throughout the organization
2. Strengthen front line leadership staff to better serve as engaged, on-the-field coaches
3. Apply a risk mitigation process to proactively address high risk areas for safety
4. Achieve sustainable improvements reducing DART and vehicular accidents rates by 33%

Annual objectives:

1. Improve job briefing practices and procedures
2. Strengthen safety committee process and team concept to solve and prevent safety issues
3. Communicate safety performance measures, results, and benchmark performance

Planned Initiative	Owner	Timeframe	Notes
A. Develop and confirm safety mission and guiding principles and communicate to employees.	GM and Leadership Staff	By Feb. 2011	
B. Review and identify improvements to job briefing practices and procedures. Conduct an orientation session to communicate expectations to line crew.	Operations Manager and Foremen	By March 2011	Develop specific recommendations and associated action plan.
C. Restructure the safety committee structure, including outlining roles, responsibilities, and tasks for new safety committee.	General Manager and Safety Coordinator	By June 2011	Establish a clear purpose with emphasis on addressing key safety issues.
D. Identify related safety improvement measures and develop a template for reporting results.	Safety Coordinator and Safety Committee	By June 2011	Include 1-2 leading performance measures
E. Analyze safety data and identify high risk areas.	Safety Coordinator and Safety Committee	By August 2011	Include losses and cost impact