

Biz NS

Safety

Service

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Biz NS


May/June '12

- 1 NS MAKING CHANGES FOR THE BETTER
- 8 SAFETY 'PIC/NIC' TARGETS INJURY PREVENTION
- 11 SAFETY IS ALL ABOUT BEHAVIOR
- 12 ROANOKE SHOP'S HANDIWORK PUTS POLISHING TOUCH ON SAFETY
- 15 ENOLA LEADS THE WAY ON SAFETY AND SERVICE
- 16 THE JOURNEY TO 1 MILLION HOURS
- 18 MAKING THE BEST EVEN BETTER
- 21 SAFETY PERFORMANCE AWARDS
- 22 NS DELIVERS 'PERFECT' PEAK SEASON FOR UPS
- 23 SERVICE IS KING AT NS COAL TERMINALS
- 25 SERVICE AWARDS
- 26 THE FINAL HARRIMAN GOLD MEDAL
- 28 NS' COLORFUL HERITAGE
- 29 FROM THE NS ARCHIVES

BACK COVER BRAINY HEADS SOUTH FOR SAFETY



■ **Brett Potter**, an NS fireman-oiler in Enola, Pa., fuels the Nickel Plate heritage engine, one of 20 locomotives painted in predecessor company schemes as part of NS' 30th anniversary celebration.



NS making change for the better

By now, most employees should have heard that major changes are under way in Norfolk Southern's operating culture.

At company gatherings, CEO **Wick Moorman** has talked about 2012 being a year of transformation, with new approaches to improve workplace safety and customer service.

Chief Operating Officer **Mark Manion**, who is spearheading the effort, has worked with teams of senior operations managers to identify and implement a range of initiatives to create a more positive work environment.

In March, for the first time, the company presented service performance awards to recognize divisions and system work groups for such things as on-time train performance, outstanding locomotive maintenance, and tie, surfacing, and rail gang productivity.

The message is that safety and service at NS go hand in hand. Across the railroad, work groups are stepping up to the challenge to show that NS can be the undisputed industry leader in both safety and service.



CULTURE

Adding service to safety

One big change has been to expand the role of local safety committees to include service. Led by operations workers, these grassroots committees, about 145 system wide, have been instrumental in NS' best-in-industry safety performance over the past two decades. Now, the renamed safety and service committees are leading the way to help improve the service NS provides customers.

For example, at Portlock Yard, an intermodal ramp facility and flat-switching yard in Chesapeake, Va., employees in mechanical and transportation have worked together with managers to increase the efficiency of operations.

"With the economy the way it is, we're trying to protect any business we have," said carman **Jim Spicer**, who chairs the car department's safety and service team at Portlock.

As of April, car shop employees had achieved more than 2,000 consecutive days without a reportable injury, and Spicer said they are putting the same effort into elevating customer service.

When practical, for example, carmen now are replacing defective wheels on rail cars at the intermodal ramp rather than waiting to have them moved to the yard's car shop track. By doing so, a car can be back in service in less than an hour, instead of the several days required to switch it into the yard, repair it, and then switch it back onto the ramp.

Two carmen, **Rob Oliver** and **L.A. Griffin**, came up with the idea. "Making it so the train crews don't have to pull out a car and move it to the repair tracks in the yard cuts down on train movements, fuel, time, all that," Griffin said.

In another example, the car department worked with transportation to redesign a ground air hose system used to conduct initial terminal brake tests. The redesign eliminated potential tripping hazards and service delays caused by the old hose system, Spicer said.

To accommodate a regularly served concrete customer, car shop employees now keep replacement parts on hand to make quick repairs.

The willingness of employees to attack service issues has impressed **Ron Voorheis**, general foreman. Recently, he said, a customer was anxious to ship a tank car loaded with product that had been sitting in the yard awaiting a repair part. The part arrived while Voorheis was not at the shop on a day when two employees were assigned to the shop track.

"When I got back, there were five guys out there getting that car fixed," Voorheis said. "I said, 'Guys, this is what it's all about – doing the right thing and taking care of business.' We got a nice letter from the customer."

Talking metrics

In January, only a few weeks after launching the service initiative, **Bob Bartle**, general manager Western Region, sat in on a district safety and service committee meeting at Sheffield Terminal. He recalls being impressed with the committee's discussion on the terminal's performance metrics. Those metrics include getting trains out on time and making car connections on schedule.

"They had a connection rate of 96 percent year-to-date, and they were looking at the 4 percent they were missing to improve," Bartle said. "It was refreshing to me to see employees from mechanical and engineering talking with transportation employees about ways to help prevent missed connections."

On the Harrisburg Division, the Harrisburg district safety and service committee held a breakfast meeting with managers to talk about how to handle specific service challenges.

"By talking about these issues, operations employees are getting a good education not only on what impacts our service, but on what they can do in our terminals to improve service," Bartle said.



■ TOP: **L.A. Griffin**, a carman at Portlock Yard, has been involved in efforts to improve efficiencies at the intermodal facility. Here, rail cars receive an initial brake test using a redesigned air hose system to eliminate tripping hazards and speed up the process.

■ LEFT: **Greg Marck**, assistant trainmaster, left, confers with **Jason Winchel**, a fireman-oiler at NS' Detroit Terminal. Interdepartmental communication is key to safety at the terminal, which surpassed 1 million employee hours of injury-free service in March.

■ ABOVE RIGHT: NS conductor **Chris Babij** uses hand signals while working in Oakwood Yard at Detroit.



■ ABOVE: **Rob Oliver**, driving forklift, **John Mente**, and **Mason Weems**, carmen at NS' Portlock Yard, change out wheels on a rail car.

Part of the package

On the Central Division, which earned a service award for most improved train performance in 2011, managers have been working with safety and service committees to make sure employees understand the role they play in NS' business success, said **Jeff Sliger**, division superintendent.

"One of the big things we've tried to get out to employees is an understanding that the trains they operate and maintain are part of our company's service package," Sliger said. "It's not just moving a train from Point A to Point B. Our employees are part of the package we've sold to our customers, and we tell them that if they do their jobs, our customers are going to be satisfied and we'll end up with more business."

By the end of 2011, about 85 percent of trains originating or running across the division were on time, Sliger said, compared with 50 to 60 percent before efforts to improve.

Employees across the division, from dispatchers and train crews to track and mechanical craft workers, were involved in finding solutions.

"I think having an understanding of the process and the role they all play has helped with employee buy-in," Sliger said.

Checking up on safety

In a significant safety initiative, NS has redefined workplace safety audits to address employee concerns that they often turned into negative experiences.

The audits are meant to create safer workplaces, but in the past focused on work activities or conditions that were deficient rather than reinforcing the good things going on, said **David Julian**, vice president safety and environmental.

That's changing, he said, because the past approach often led to lowered morale and employee distrust of the process. The audits now are being called safety checkups, or "Safety ✓Ups," and are geared toward recognizing employees for working safely.

"Now, we're going to use positive reinforcement to sustain the good work behavior that we want to see, and constructive coaching will be used as appropriate if unsafe situations are observed," Julian said. "We want to help employees recognize safety risks and understand consequences of accident or injury."

The shift in focus is to encourage NS' workforce to participate in the checkups, said **Todd Pollard**, assistant to vice president transportation.

"The motto is shifting to 'Let's catch people doing things right,' because the vast majority of our people are doing it right every day," Pollard said. "If there's something seen on a checkup that's not quite right, the idea is education and coaching, not negative consequences."

Streamlining rules checks

Railroad employees must comply with many rules. However, because certain rules are more critical to safety, NS is shifting its rule check process to focus on those with the highest risk of injury or accident when not followed, such as fouling tracks or working around equipment without proper protection.

Checks to ensure that employees are complying with rules will remain an essential part of the business, Manion said, but similar to the change in safety audits, the process will be different.

Going forward, less supervisory time will be spent on minor infractions, such as making sure train crews use locomotive handrails or sign off the radio by saying "over and out." Many employees in the past felt they were being nitpicked and second-guessed, creating negative attitudes, Manion said.

Now, for less critical rules, supervisors will look for coaching opportunities – called a "talk to" – to ensure compliance. The aim is to correct behavior in a positive way that leads to lasting change.

"We want to lead employee behavior so that our people want to comply with the rules and move from this 'catch them doing it wrong' approach," said Bartle, who led a committee that came up with nearly 20 recommendations to improve rule checks.

"It's not just moving a train from Point A to Point B. Our employees are part of the package we've sold to our customers, and we tell them that if they do their job, our customers are going to be satisfied and we'll end up with more business."

– **Jeff Sliger**, division superintendent, Central Division



■ ABOVE: **Linda Briggs**, a carman at Norfolk Terminal's 38th Street Car Shop, inspects freight cars for things that might cause a derailment or pose potential hazards, such as broken handholds, off-center cars, damaged brake beams, and missing or jammed truck springs.

"It was refreshing to me to see employees from mechanical and engineering talking with transportation employees about ways to help prevent missed connections."

– **Bob Bartle**,
general manager
Western Region

Training is essential

Frontline supervisors – the trainmasters, gang foremen, and other work group managers – are a key to success. Recognizing that, the company is putting them through hands-on training.

By the end of June, the operating division's approximately 2,500 frontline supervisors should have completed "Crucial Conversations," a two-day course that puts them through role-playing exercises based on work situations typically encountered in the field at NS.

The training emphasizes problem solving and conflict resolution.

"More of our frontline supervisors are younger and less experienced, and communicating with veteran employees can be difficult for them," said **Ed Boyle**, chief engineer maintenance lines east, a leader of the safety and service initiative. "We want to make sure our supervisors can effectively handle situations and issues that drive our performance in a clear, concise manner. If our supervisors can't communicate with their employees, they will never develop trust."

Part of that involves teaching supervisors to "make it safe" for employees to offer viewpoints that differ from the "company" view.

In May, NS consultant Aubrey Daniels International, a firm specializing in behavior-based programs to improve business performance, began conducting leadership training for supervisors. Senior operations leaders will receive additional specialized training to provide coaching help to junior supervisors in the field.

Starting next year, ADI will facilitate training workshops for all operations employees. Those sessions will focus on basic skills in behavior-based safety, such as communicating with co-workers in a positive way.

"If you work with someone and you're always pointing out the things they're doing wrong, that's going to have similar negative side effects as a supervisor doing that," said **Judy Agnew**, ADI senior vice president of safety solutions.

Recognition goes a long way

On the Alabama Division, **Todd Reynolds**, division superintendent, has been working with frontline supervisors to make sure employees get plenty of positive feedback about good performance. He also has asked the division's local safety and service committees to identify employees going above and beyond the call of duty, such as identifying something that could prevent a main line derailment.

The division office sends out weekly notices recognizing those employees. It's made an impact, because people like to be recognized for the good things they do, Reynolds said.

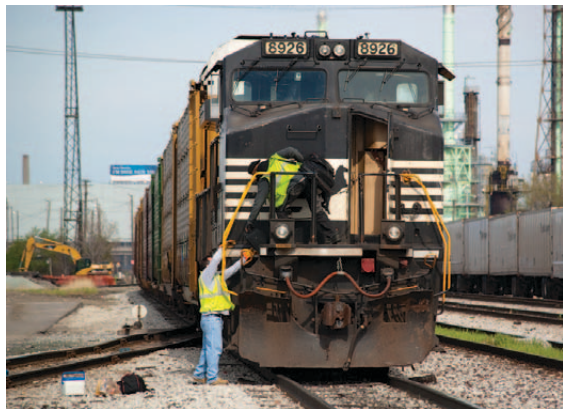
"I recently got an email from a dispatcher saying he really appreciated us taking the time to recognize him," Reynolds said. "He said he saw what he did as just being a part of his job and that he was proud to be part of the team."

Carman **David Schaal**, who chairs the St. Louis Terminal's safety and service committee, said employees who go the extra mile are recognized at start-of-shift meetings and at safety and service meetings.

Recently, for example, **Ken Ricks**, a third-shift carman, was recognized for spotting a car wheel with a broken flange, which could cause a derailment, while conducting a brake-line air test in the yard.

"We talked about that on all three shifts and gave him positive recognition," Schaal said. "Even when you just say, 'Hey, good job,' it feels good. A pat on the back goes a long way." ■ BizNS

■ NS engineer **Larry Wilson** and NS conductor **Ken Wright** arrive and prepare to board a locomotive as they recrew train 121 at Oakwood Yard in Detroit. In the middle photo, engineer **Johnnie Byrd** is standing on the locomotive.



Safety 'PIC/NIC' targets injury prevention

If you've overheard mechanical supervisors discussing a "picnic" in recent months, don't assume they're planning an outdoor lunch outing.

As part of Norfolk Southern's move to adopt behavior-based techniques to improve safety, the Mechanical Department has begun using a tool called PIC/NIC Analysis[®] to better understand the behavior of employees involved in work-related injuries and incidents.

Ultimately, the goal is to help the company develop strategies to prevent those at-risk behaviors from occurring.

"We saw this as a next step to gain additional insight into how people get themselves into situations where injuries occur," said **Don Graab**, vice president mechanical, who spearheaded the initiative. "We've incorporated PIC/NIC into our day-after injury calls to make sure we're on top of things, and that there aren't any concerns that need to be addressed."

A matter of consequences

The PIC/NIC Analysis was developed by NS consultant Aubrey Daniels International. PIC/NIC is an acronym in which the "P" and the "N" stand for positive or negative consequences that people expect to occur if they behave in a certain way. The "I" and the "C" represent whether a person expects the consequences to be immediate and certain vs. occurring in the future or uncertain.

Mechanical supervisors use a paper form to describe the behavior and factors that influenced it. Included in the analysis are "antecedents," the things that precede and influence behavior, such as training, education, or consequences that occurred in the past.

"If you know there are unsafe behaviors happening, and you want to try to change that and turn it into a safe behavior, you can use this tool to say, 'OK, why are they doing that?'" said **Judy Agnew**, ADI senior vice president of safety solutions. "There are situations where NS has rules, there's been training, people know something is dangerous, and yet people still behave in ways that could be described as at-risk. There must be something reinforcing that behavior. So PIC/NIC allows you to look at the behavior from the performer's perspective, and get a better feel for what's going on and then help to change behaviors."

In some cases, she said, supervisors could be inadvertently reinforcing unsafe behavior. "The classic example is where a company's management is putting pressure on an employee to get the job done quickly, and so the employee takes a short cut," Agnew said. "Nobody intended that to happen, but by doing this analysis you can see what is happening."

"Using the PIC/NIC Analysis gives us a platform to work together, push aside blame, and focus on positive solutions."

– **Jeff Chandler**,
manager, Chattanooga
Locomotive Shop

Seeing positive results

Since launching PIC/NIC late last year, mechanical supervisors are starting to see results.

“Using the PIC/NIC Analysis gives us a platform to work together, push aside blame, and focus on positive solutions,” said **Jeff Chandler**, manager Chattanooga Locomotive Shop.

Mechanical managers have analyzed a range of close calls and injuries, including such things as an employee not wearing personal protective equipment, an employee trying to move a heavy piece of equipment without assistance, and an employee rushing to make a mechanical repair.

“Instead of a surface rule violation or condition, we’re really looking at the true causes of why the person chose that behavior and went down that path,” said **Calvin Cox**, assistant vice president mechanical.

■ **Don Leo Jones**, senior general foreman at Enola Locomotive Shop, conducts a top deck inspection with student machinists **Michael Yesko**, **Aaron Murray**, and **Jason Minich**. The Enola shop in March became the first work group at NS to reach 2 million consecutive employee hours of injury-free service.



In one case, a shop employee slipped in oil while trying to repair a pump that had shut down shop operations. During the PIC/NIC exercise later, mechanical managers learned that the employee and a co-worker had viewed the repair as urgent and began trying to fix the pump before adequately cleaning the area of leaked oil.

"They said that everybody was waiting on them and that the repair seemed to be a simple fix," Cox said. "They recognized that they were rushing to get the job done, and that there were things they could have done to prevent the incident. While we want our employees to be efficient, we don't want them to put themselves in harm's way. That was the message they took away."

A new approach

PIC/NIC is helping supervisors look for injury-prevention solutions that go beyond the traditional approaches of training, education, engineering, and enforcement, said **Jake Bilthuis**, division manager mechanical operations, Virginia Division.

Despite NS training and rules that stress the importance of wearing proper PPE, mechanical

supervisors discovered during one PIC/NIC Analysis that an employee chose not to wear certain PPE because he thought he could get the job done faster without the hassle of putting on the gear. That suggests additional training or enforcement might not improve the results, said Bilthuis.

One possible solution: Give more positive recognition to employees who follow the rules and wear proper PPE.

"How many times do we really go around and recognize someone we see making good decisions and doing what they're supposed to be doing?" Bilthuis said. "Through positive recognition, we could be promoting safe behavior and discouraging undesired behavior."

Bilthuis said he sees promise in PIC/NIC to help NS create a workplace environment that reinforces safe behavior through positive interaction between supervisors and employees.

"There is no option but to get smarter and employ science and any tool we can to prevent unsafe behaviors in a more effective way," he said. "In a year we'll get better at it and will be able to come up with solutions that are more creative and targeted than we have ever had." ■ BizNS



■ **Richard Husler**, machinist at Enola Locomotive Shop, inspects a GE-EVO locomotive engine crankcase for defects while working the shop's routine maintenance line.

SAFETY IS ALL ABOUT BEHAVIOR

Judy Agnew, senior vice president of safety solutions for consulting firm Aubrey Daniels International, has been advising Norfolk Southern's management since last year on ways to implement behavior-based safety programs. ADI, which conducted an assessment of safety at NS and made recommendations for improvement, specializes in behavior-based programs to boost business performance. In this Q&A with *BizNS*, Agnew explains the thinking behind behavior-based safety and what it means for NS.



Q.) What were the take-away findings of ADI's assessment of safety at NS?

A.) There was no doubt that safety is a priority and that Norfolk Southern is doing a lot of things very well around safety. As with many organizations, we found that Norfolk Southern had reached almost a plateau, where the tools and techniques used in the past had gotten the company this far in safety, and that getting to the next level would require a pretty big step change. That includes more willingness on the part of NS' agreement workforce to really work in partnership with management on safety. What we saw in our assessment was that there just wasn't as much engagement as we think is required to get to the next level. It's a trust issue. So NS wants to work on relationships between management and employees and create an environment where people are willing to step forward and participate fully in safety and talk openly about what is and what is not working.

Q.) What is behavior-based safety, and how is it being applied to Norfolk Southern's safety program?

A.) Since everything we accomplish in safety is done through the behavior of employees, behavior-based safety is a systematic process for ensuring that everyone is doing everything they can to maintain the highest level of safety. At NS, we are applying it initially to safety leadership, asking, 'What do supervisors and managers need to do in terms of their leadership behaviors to create the cultural and physical environment that encourages optimal safety?' We are training and coaching supervisors and managers in positive safety leadership strategies. In the future, most employees in the workforce will participate in training to improve their ability to have a positive influence on their co-workers around safety.

Q.) Why was the decision made to begin this at the management level?

A.) We're starting with the leaders because their behavior – what they say and do – influences behavior throughout the company. In many industries, railroads included, management historically has focused more on what people are doing wrong, rather than focusing

on what they are doing right and trying to build on that. Norfolk Southern has the tremendous safety record it has because employees have a lot of good, safe habits. Those should be recognized and celebrated. I think everyone would admit there is always room for improvement in safety. By using more positive reinforcement for what people do well, leaders build a workplace where employees feel valued and appreciated, and that makes everyone more willing to work harder at improving at-risk behaviors.

Q.) You put a lot of focus on positive reinforcement. What role does discipline of at-risk behavior play?

A.) We do talk a lot about positive reinforcement, and sometimes people get the impression we are saying that is all they should do. Not true. There are times when constructive feedback and discipline are necessary. The point is that we believe that shouldn't be the most frequently used approach. If most of what you hear every day is what you're doing wrong, that brings you down – nobody likes that. Employees at Norfolk Southern do things safely most of the time. So if all they hear from management is when they do it wrong or do something at-risk that builds resentment and erodes trust. People don't mind hearing about what they are doing wrong or what they need to improve as long as they also hear about the good things they do. It's about balance.

Q.) How well is NS doing so far in implementing positive changes to its operating and safety culture?

A.) We are very excited about where Norfolk Southern is at this point. We continue to be very impressed with the level of support we're seeing from the most senior people in NS' organization. They have put some things into place very quickly, and from my perspective, as someone who has done this kind of work for 20 years, that is a good sign for the change effort. You can look at Norfolk Southern's record of winning the Harriman Gold Medal Award and know that NS is an industry leader in safety. NS is continuing to be a leader by taking this step to move safety to the next level.

‘ANSWERING THE BELL’

Roanoke shop’s handiwork puts polishing touch on safety



“Each one is an artisan in his own manner, and their artistic flair is not only permitted, it’s encouraged. It takes a lot of work to get the bells to presentation quality.”

– **Chuck Sloan**,
shop manager

Old brass bells removed from scrapped diesel locomotives are kept in a locked storage vault inside Roanoke Locomotive Shop. Only two people have a key: Norfolk Southern’s chief operating officer and the vice president of the Mechanical Department.

These are special bells, indeed.

Since 2008, NS has used them to recognize work groups achieving 1 million employee hours of injury-free service. With skilled handiwork, machinists at the Roanoke shop have transformed the dinged and discolored bells into prized awards.

“The pride that goes along with having one of these bells in your recognition area is immeasurable,” said **Chuck Sloan**, shop manager, who knows firsthand: Last year, the Roanoke shop earned a million-hour bell of its own.

Most of the 12-inch-diameter diesel bells date to 1960s- and ‘70s-era diesel locomotives. In the mid-1980s, locomotive manufacturers quit making brass bells and switched to smaller cast iron bells, and now, electronic bells.

“Over the decades, we had the discipline to grab the brass bells off the early diesels that were scrapped, and we have a fairly abundant supply as a result,” said **Don Graab**, vice president mechanical.

The shop also has “a handful” of original steam engine bells, which can be awarded only by direction of NS’ chief executive officer because of their scarcity, Sloan said.

Tim Heilig, who retired as vice president mechanical in March, came up with the bell award after Juniata Locomotive Shop hit the million-hour mark in 2008. Two other mechanical groups received a bell later that year – Shaffers Crossing Locomotive Shop and the Virginia Division mechanical forces. As word of the bells spread, interest grew in awarding them to operations groups in transportation and engineering that achieved the safety milestone.

“A bell is something that represents tradition and a certain level of esteem for people in the rail industry,” Heilig said. “You could even say that when they were called upon to perform in the area of safety, which is the highest priority for Norfolk Southern, they answered the bell.”



Making them shine

The bell awards are the handiwork of three machine tool operators at the Roanoke shop – **Ridge Smith**, **Randy Walters**, and **Robbie Hepler**.

“Each one is an artisan in his own manner, and their artistic flair is not only permitted, it’s encouraged,” Sloan said. “It takes a lot of work to get the bells to presentation quality.”

The old diesel bells in storage were painted a dull gray-metal color. Making them glisten with a gold-like luster is both art and science that requires grinding, sanding, and polishing. The work is done by lathe, drum sander, buffing wheel, and tender loving care. As a final touch, the bells are buffed with jeweler’s rouge to bring out their shine.

“We’ll grind all the paint off and see what imperfections might be there, and we’ll try to get rid of all we can,” Smith said.

No two of the finished bells are exactly alike.

“They all have their own little characteristics,” Hepler said. “It’s pretty neat.”

The shop contracts with a local woodworking company to make a mahogany mounting base and with a foundry to cast raw-iron yokes and cradles, from which the bells are hung. The machinists finish the yolk and cradle assemblies, a process that involves machining, drilling and tapping holes, body work, and painting.

The machinists make the brass bell handles and hand-fabricate brass accents, acorn fastener nuts, and other accent pieces to “dress up” the award.

A small sticker attached to each award says, “Crafted by the employees of Roanoke Locomotive Shop.”

More bells for recognition

Over the past two years, NS has expanded the bell awards to recognize work groups that have earned Double Zero – no injuries, no incidents – and a more exclusive achievement – 2 million employee hours of injury-free service. The locomotive shop contracts with an outside foundry to cast those bells. The 2-million-hour bell has a 17-inch diameter, about the same size as steam-era engine bells.



■ The safety bell awards are the handiwork of NS machine tool operators **Randy Walters**, top, **Robbie Hepler**, above, and **Ridge Smith**, top right.



1 MILLION-HOUR BELL WINNERS

2008

**Juniata Locomotive Shop
Shaffers Crossing Locomotive Shop
Virginia Division Mechanical**

2009

**Harrisburg Terminal
Lake Division Communications and Signals**

2010

**Enola Locomotive Shop
Conway Locomotive Shop
Lake Division Mechanical
Northern Region Construction Group**

2011

**Roanoke Locomotive Shop
Bellevue Locomotive Shop
St. Louis Terminal
Sheffield Terminal
Dearborn Division**

2012

**St. Louis Mechanical
Harrisburg Transportation
Virginia Division Communications and Signals
Detroit Terminal**

2 MILLION-HOUR BELL WINNERS

2010

Virginia Division Mechanical

2011

Harrisburg Division Engineering

2012

Enola Locomotive Shop

NOTE: Enola is the first NS work unit to work 2 million consecutive employee hours injury-free. The Virginia and Harrisburg forces each achieved 1 million employee hours injury-free on two separate occasions.

The new awards have given the Roanoke shop machinists a chance to showcase their creativity. For example, the first Double Zero award featured two 5-inch diameter bells on a yolk and cradle that swung in unison. The machinists now are working on a design change so the bells swing separately, using a gear set manufactured by a company that built miniature gear sets for NASA's Mars rover explorer robot.

Sloan calls it "the next evolutionary step in the Double Zero award development."

A good problem to have

The number of work groups receiving a 1-million-hour bell has risen sharply. Two work units – the Alabama Division Mechanical Department and the Chattanooga Locomotive Shop – achieved one million employee hours before the award was established. In 2008 and '09, five bells were awarded, while 13 were handed out from 2010 through early 2012. Three groups have earned 2-million-hour bells.

"Last year was our biggest for bell production, and 2012 has started out gangbusters," Sloan said. "We've been trying to build an inventory of finished bells so that when the phone call comes, I have one ready, but every time we've had one or two on the shelf, the call comes, and they're gone. It's a good problem to have. It typifies the success of the safety process at NS. The question is what are we going to do for 3 million hours?"

Graab said the bell awards complement NS' new emphasis on recognizing good safety behavior. The rail industry's Harriman Gold Medal Award was based on an injury ratio, putting the emphasis on minimizing a negative – the lowest number of injuries – rather than focusing on a more positive metric of no injuries, Graab said.

"It's much easier to rally people around an initiative that maximizes the positive," he said. "It's been a lot of fun, and it's created a lot of positive reinforcement. People get pretty fired up about it." ■ BizNS

Enola leads the way on safety and service



■ ABOVE: Don Leo Jones, senior general foreman, left, and Ernie McClellan, manager, Enola Locomotive Shop, stand in front of a banner recognizing shop employees for achieving 2 million employee hours of injury-free service.

When he joined Enola Locomotive Shop in the late 1980s, **Steve Grabill** said employees felt lucky to go a month without an injury. The shop, which services and repairs locomotives, was averaging around 30 reportable injuries a year back then.

How things have changed.

“Now, we’ve got Double Zeros, and we reached five years in May without a single reportable injury,” said Grabill, a pipefitter who has served 23 years on the shop’s safety and service committee, including 15 as chairman. “With a lot of effort, determination, and everybody working together, we finally got to the good days.”

In March, the shop’s 250 employees became the first work group at Norfolk Southern to achieve 2 million consecutive employee hours of injury-free service.

Along with that stellar safety record, the shop this year earned an NS service award as the best locomotive shop at resolving “mission critical” troubles, the term given to the five most common locomotive failures.

“A lot of pride goes into our work,” Grabill said. “We’re servicing our locomotives to get them out there so they stay out there. We want to fix them right the first time.”

That positive attitude is behind the shop’s success in safety and service, said **Ernie McClellan**, shop manager. There’s not been a single injury since McClellan began managing the shop in August 2008.

“There is no silver bullet,” McClellan said. “I attribute it to a good, solid safety foundation, teamwork, looking out for each other, following the rules, and open and honest communication among all employees. When it’s a safety issue, it doesn’t matter what position you hold, it’s brought to your attention.”

To add focus on service, the shop’s and the Enola Yard’s safety and service committees have begun implementing audits of locomotives leaving the shop to ensure they’re clean, have the proper tooling and paperwork, and are ready to depart when train and engine crews need them.

“It lets us know what we can do to help improve overall train performance,” McClellan said. ■ BizNS

The journey to 1 million hours

Five years ago, it was almost unheard of for a work group at Norfolk Southern to accumulate 1 million consecutive employee hours of service without an injury. Now, it seems a work group tops the milestone every few months. Here are three that did in the past year.

Ring the bell

It took six years, five months, and one day for the Detroit Terminal to reach that million-hour milestone, and employees are relishing their achievement with a bit of bell ringing.

During a March banquet for employees and their families, managers unveiled an NS safety bell award to mark the terminal's accomplishment. The bell is housed in the main office lobby, and clanging frequently erupts when employees stop by on breaks.

"They're so proud of it," said **David Arnovitz**, terminal superintendent. "We don't mind them ringing the bell throughout the day."

Detroit is the largest and most northern NS terminal to attain 1 million employee hours. Arnovitz noted the terminal also achieved what has been coined the Detroit Hat Trick – perfect on-time train performance, 100 percent on scheduled car connections, and zero failures on adherence to the operating plan.

A railroader for 36 years, Arnovitz said Detroit employees have the highest integrity of any with whom he has worked. "They admit when they are wrong, and they don't blame other people. It's such a cool thing to work in a place with employees like that."

In stressing safety and service, Arnovitz's message to employees is: "You're providing an economic engine for the country. When you understand that what you're doing is important, you take care of your job."

Keeping it positive

Accentuating the positive is paying off for the St. Louis Terminal, where employees surpassed the 1 million hour mark last fall.

"Our safety process has evolved into positive reinforcement and recognition," said **Mel Crawley**, terminal superintendent. "We point out the good things we see them doing. Then the transition into a discussion of things that aren't done properly is much easier."

As of April, the St. Louis terminal's 160 employees had gone more than 1,650 days without a reportable injury, which Crawley attributes to employee vigilance. "We asked everybody to be totally involved and report and handle unsafe conditions when they see violations," he said. "Employees look out for each other."

Mike Murphy, yardmaster, said management and agreement forces work together to make sure safe procedures are followed at all times. "Everyone goes over the work process to ensure understanding," he said.

That also has bolstered service metrics. With major customers such as General Motors, U.S. Steel Corp., and Procter & Gamble, the terminal has experienced steady growth in intermodal operations, handling more cars than any location on the western region in March.

"When you're moving the volume of business that we're moving safely and efficiently, it's because of the way our employees approach their work on a day-to-day basis," Crawley said. "We truly are matching safety and service."

Telling it like it is

Another St. Louis work group joined the million-hour ranks earlier this year. About 80 employees in mechanical operations there, including carmen, electricians, machinists, and laborers, have worked injury-free since July 2005. The majority, around 50, work at Luther Yard car shop.

Gary Nelson, division mechanical manager operations, Illinois Division, attributed their safety success to open and honest communication among employees at all levels.

“If they see somebody out of line – I’m talking craftsmen to craftsmen – they will tell them in a heartbeat and snatch them right back in line,” Nelson said. “They’ll say, ‘We can’t afford anyone here to get injured, especially you.’ The reason that works is because they have fantastic relationships, both supervisors and craftsmen.”

Nelson credited the efforts of **Garry Roe**, senior general foreman. “He is very quick to point out his expectations, and he has high expectations,” Nelson said. “He has praise and positive recognition when his employees do well, and when they need to improve, he lets them know in a hurry what they need to work on.”

David Schaal, carman and chair of the terminal safety and service committee, said the group takes a proactive approach to safety.

“We try to address things before they ever become an issue,” he said. For example, employees talk about injuries reported across the system and discuss the safety rules involved to prevent them from occurring at St. Louis. Employees closely monitor the work place and work behavior to ensure everyone is working safely and that potential hazards are addressed.

“I not only watch out for the guys I work with, but I watch out for their families, too, and I expect them to do the same for me,” Schaal said. “If I get hurt or they get hurt at work, it’s not them or me, it’s our families.” ■ BizNS



■ ABOVE: **David Arnovitz**, superintendent, Detroit Terminal, says employees are taught to watch out for each other 24/7.



Making the best even better

■ **TOP: Corey Noel**, assistant track supervisor, helps direct a machine operator in July when NS maintenance of way and structures employees replaced a 1,000-foot section of track known as “The Street” in West Brownsville, Pa. The line is important to NS’ coal business in Pennsylvania’s Monongahela Valley.

Employees in Norfolk Southern’s Engineering Department lay rail, install ties, design, install, and maintain track, build and repair buildings and bridges, and install and inspect wayside communication devices and signals.

They work around huge machines, in all kinds of weather, and in tight quarters. A second’s lapse in focus could result in serious injury, even death.

Knowing that, you can fully appreciate the impressive safety record the engineering workforce achieved in 2011. The department’s approximately 7,500 agreement and nonagreement employees recorded only 30 reportable injuries for the year, which translated into an injury ratio of 0.39 injuries per 200,000 employee hours of service. They had zero fatalities.

The safety ratio is the best ever achieved by an operations department at NS or any other Class 1 railroad, topping the department’s 2010 injury ratio of 0.50, which at the time set a new industry benchmark for safety.

For their performance in 2011, engineering employees for the second consecutive year earned the Chairman’s Award for Safety.

“It takes everybody on the engineering team to accomplish something like this, and I’m so proud of all of them,” said **Tim Drake**, vice president engineering. “This is something they can tell their grandchildren about one day. That’s just how remarkable their performance was.”

Another noteworthy accomplishment: All of the program maintenance tie, surfacing, and rail gangs that won service awards for best performance in 2011 also had perfect safety records for the year. They prove that high production levels can be achieved while keeping safety priority No. 1, said **Jeff McCracken**, assistant vice president engineering.

Communications and signals employees achieved a 0.29 injury ratio, a success driven largely by the daily peer-to-peer involvement in the safety process, said **Ray Rumsey**, assistant vice president C&S.

Working as a team

Teamwork combined with mentoring are key to safety for employees in the Illinois Division's maintenance of way and structures group, which received a safety award for outstanding performance.

"All of our employees focus on safety as a daily routine," said **Bob Wright**, division engineer. "We're all watching out for each other."

With an influx of new hires in 2011, more seasoned employees became mentors to less experienced co-workers. "It kept everybody on alert," Wright said. "The younger employees meshed well with the more experienced employees and seemed to make a good working team."

Mentoring also has bolstered safety and efficiency of the Atlanta maintenance of way work group, which had zero reportable injuries and earned a best safety performance award. Because more than 75 percent of employees in program maintenance have fewer than 10 years of service – including a third with less than two years – newer hires are paired with veteran employees for training and guidance.

"It's made us step up and make sure that our group of employees is getting all the education and training they can," said **Randy Pennington**, general division engineer. "We've had older guys leave and take a lot of knowledge with them. One of the worst things you can do is not share knowledge."

In addition, maintenance of way supervisors conduct weekly conference calls to discuss advances in equipment, how to handle problems, and other issues. "We're a large group," Pennington said, "but we get all 43 supervisors together to discuss things and take that back to employees the next day."

Safety every day

Emphasizing safety daily has long been the standard in the Dearborn Division's maintenance of way workforce, which in September achieved 1 million employee hours of reportable injury-free service.

"It's something we start with every day and continue to watch all day," said **Lloyd Brewer**, division engineer. "We're working in and around moving equipment at close proximity all the time. To be safe, we have to have heightened safety awareness."

Even so, there always is room for improvement, he said. The division recently began recognizing drivers who travel a certain number of miles without incident or injury.

"That's been one of our weak points," Brewer said. "A lot of needless accidents occur while driving."

One thing at a time

Concentrating on one task at a time is a key to safety within the Virginia Division's communications and signals group, which won a best safety performance award.

"We know that you need to plan, but you need to look right in front of you and deal with that first," said **Randy Cravens**, general supervisor. "We remain focused."

The group's safety committee recently sponsored its fourth annual safety expo, which included training and interaction with other employees and vendors.

"When they understand we're trying to help them, we get a lot more employees buying into what we're trying to accomplish," he said.

Cravens said the division's 120 C&S employees reached 1 million employee hours of reportable injury-free service at the end of 2011.



“We want to become the first C&S group to get 2 million hours,” he said. “We take baby steps to get there, focusing on one thing at a time, and setting small, intermediate goals for us to achieve.”

Focus going forward

Topping the 2011 safety performance will be a challenge, but efforts are under way to enhance things already done well, Drake said. One goal is to improve morning meetings to ensure everyone is focused on the day’s work. “If we put people out there who are not completely engaged, and their mind is somewhere else, they are susceptible to injury,” Drake said.

In addition, the morning sessions will focus discussion around rules that apply to the work employees will be doing on the job during that day. In the past, work groups would listen to someone read an operating rule, but it might not have bearing on the work ahead, Drake said.

“Knowing the work plan and then tying specific safety rules into it is going to help us a lot,” he said.

Another effort will center on job briefings, including better communication when conditions or situations change during the day.

As part of the company’s new culture-change initiative, the department also is streamlining safety rules and emphasizing the most critical.

“There are certain things that can really get you hurt badly, and for things like that, we can’t tolerate noncompliance,” Drake said. ■ BizNS



■ An NS maintenance work crew, in top photo, removes track ballast fouled by mud along a section of track in Pennsylvania’s Monongahela Valley, while a bridges and building work group, above, replaces timber deck ties on a nearby bridge.

Safety Performance Awards

ENGINEERING

BEST SAFETY PERFORMANCE

Communications & Signals

Group 1 Division – Lake, Dearborn, Piedmont, Virginia

Group 2 Division – Alabama, Georgia, Illinois, Pocahontas

Communications & Signals Construction

Western Region, Eastern Region, Northern Region-Group 1, Lines East, Lines West

Maintenance of Way and Structures – Region

Program Maintenance

Maintenance of Way and Structures – Division

Group 1 – Lake

Group 2 – Alabama

Maintenance of Way and Structures – Production Gangs

Harrisburg, Ft. Wayne, Atlanta

Maintenance of Way and Structures – Shops

North Pump Repair, Roadway Material Yard

OUTSTANDING SAFETY PERFORMANCE GROUPS

Maintenance of Way and Structures – Division

Dearborn, Pittsburgh, Illinois, Piedmont

Communications and Signals

Pittsburgh Division

BEST SAFETY ENGINEERING

Communications and Signals

MECHANICAL

BEST SAFETY PERFORMANCE

Mechanical Territories

Group 1 – Lake, Virginia

Group 2 – Dearborn

Mechanical Shops

Group 1 – Conway

Group 2 – Bellevue, Enola, Roanoke, Elkhart

OUTSTANDING GROUPS

Mechanical – DMMO

Pittsburgh, Alabama, Illinois

BEST SAFETY MECHANICAL

Field Operations

TRANSPORTATION

BEST SAFETY PERFORMANCE

Transportation Divisions

Group 1 – Lake

Group 2 – Illinois

Terminals

Group 1 – Cleveland, Kansas City, St. Louis

Group 2 – Detroit, Ft. Wayne, Allentown, Sheffield, Linwood, New Orleans, Toledo

MOST IMPROVED GROUPS

Transportation Division

Piedmont

Transportation Terminals

Roanoke, Cincinnati

OUTSTANDING SAFETY PERFORMANCE

Norfolk Terminal

BEST SAFETY

TRANSPORTATION GROUP

Northern Region

BEST SAFETY OPERATING DIVISIONS

Group 1 – Lake

Group 2 – Virginia

BEST SAFETY OPERATING REGION

Northern Region

BEST SAFETY SUPPORT SERVICES

Crew Management Center, Engineering Miscellaneous, Mail Room and Reprographics

BEST SAFETY NON-OPERATIONS

Accounting Operations Atlanta, Accounting Operations Roanoke, Intermodal Operations, Material Management, Treasury, Marketing

CHAIRMAN AWARD

Engineering Department



■ An NS train moves UPS trailers on the Horseshoe Curve near Altoona, Pa.

NS delivers 'perfect' peak season for UPS

Norfolk Southern employees didn't need help from Santa and a team of reindeer to bring seasonal cheer to millions of UPS customers.

Last year, during UPS' peak delivery season – a four-week period that begins the Monday after Thanksgiving and ends Christmas Eve – NS transported more than 18,000 loads for UPS without a single failure. Each load contained approximately 2,000 packages, meaning NS transported around 36 million customer packages for UPS on time and undamaged.

"That's perfect," said **Mike Martini**, UPS vice president corporate transportation. "I don't think you can do any better than that – perfect – and I really appreciate that."

Martini made those remarks before presenting NS with a UPS Customer Service Award during the railroad's Safety and Service Expo and Awards Celebration ceremony in March.

"I believe UPS and NS have similar cultures in regards to safety and service," Martini said, adding that UPS views rail transportation as a "partnership."

"It's no longer a customer-vendor relationship. It is an integral part of our business model to provide service to our customers," he said. "We really rely on you to do that transport safely and efficiently and at an excellent service level."

UPS is one of NS' largest customers and a strategic partner, said **Rush Bailey**, NS assistant vice president, service management.

Delivering such premium service took a team effort across multiple departments including transportation, engineering, mechanical, intermodal, and network and service management, Bailey said.

The UPS award was a special recognition that preceded NS' presentation of its first-ever service performance awards, part of the railroad's effort to refocus on customer service. They included division awards for train and connection performance to recognize the on-time movement of trains to destination and the percentage of cars making scheduled train connections. Separate awards went to system locomotive shops and production gangs, which are not associated with specific divisions but are an integral part of on-time service delivery, Bailey said.

Altogether in 2011, NS handled more than 7 million carloads and containers of freight for more than 5,000 customers across the network.

"It's no coincidence that safety and performance are the first two of our SPIRIT values," Bailey said. "These values define who we are, what we do, and how we do it. Consistent, on-time delivery requires focused, coordinated effort, and personal commitment from every employee. It takes everyone doing their part every day to make it happen." ■ BizNS

Service is king at NS coal terminals

Employees at two coal facilities have set the standard for service at Norfolk Southern. The Norfolk and Baltimore terminals were co-winners of the first Chairman's Award for Service for their handling of record levels of coal.

The award, NS' highest recognition for service performance, was presented at the Safety and Service Expo and Awards Celebration in Atlanta.

Pier 6 at Lamberts Point, part of Norfolk Terminal, recorded in January its largest-ever coal loading in nearly a half century of service, while the Baltimore Terminal dumped a record 7.88 million tons of coal in 2011.

Fast, efficient, and safe

Employees at the Lamberts Point coal transload facility took less than 48 hours to load 159,941.45 net tons of metallurgical coal into the M/V Cape Dover. Destined for China, the 951-foot vessel was on a tight schedule, but Pier 6 was ready and willing to accommodate it.

The 1,850-foot-long Pier 6 is equipped with twin tandem rotary dumpers and two 18-story ship loaders, allowing two vessels to be loaded simultaneously. Both loaders can be used for single ships as large as the Cape Dover.

"We elected to run two sides, meaning both ship loaders and both dumpers were working simultaneously," said **Jeff Yates**, terminal superintendent. "It got the boat loaded 16 hours faster than it normally would take."

Using both loaders simultaneously, with each churning out 3,500 to 4,000 tons per hour, required additional workers as well as extra communication to ensure safety and efficiency.

"We focused on safety of the operation and service to the customer," Yates said. The record-setting cargo load did not faze the facility's more than 500 employees who keep the pier running 24 hours a day, seven days a week. "Our guys are professionals. It doesn't matter if it's a 10,000-ton boat or a 160,000-ton boat."

The coal's shipper is a recent NS customer who was headed to a new Asian market. The coal, mined in Virginia and moved by NS in 1,561 hopper cars, was enough to produce 207,000 tons of steel, which could build 230,000 automobiles.

"Our performance level should garner us more business with that customer," said **Dan Welch**, senior pier master.

Opened in 1962, Pier 6 handles mostly export metallurgical coal arriving on NS trains from mines in southwest Virginia, southern West Virginia, eastern Kentucky, Pennsylvania, and Alabama. Various classes of coal are kept in rail cars on the facility and can be blended in 100-ton increments to meet customers' specifications. "That's what Pier 6 offers that most other coal terminals can't," Welch noted.



■ A rotary dumper at Lamberts Point's Pier 6 unloads a coal car.



■ One of the 18-story loaders at Pier 6 drops metallurgical coal into the hull of an outbound vessel.

Last year was Lamberts Point's best since 1998, with a 27 percent increase in outgoing shipments over 2010. Most of the coal goes to markets in South America, Europe, and increasingly Asia. Welch expects Pier 6 to remain busy as it prepares to mark its 50th anniversary in December. "We're a 50-year-old pier, and we're still breaking records."

Service with safety

Employees at the Baltimore Terminal have more than one reason to be proud: Not only did the terminal break its coal dumping record, but the workforce has reported injury-free for more than two years. Excellent service has followed.

"It's been a process of getting the involvement of employees through increased training and education of our service metrics, said **Brian Keller**, terminal superintendent.

The terminal's coal metrics focus primarily on completing a set number of inbound and outbound train movements, plus maintaining the required number of coal hoppers for deliveries, Keller said. In addition to coal, the terminal also manages operations of intermodal and merchandise trains in and out of the facility.

NS terminal employees must coordinate train operations with CNX Marine Terminals, a Consol Energy subsidiary that owns and operates the transship facility at the Port of Baltimore.

The typical NS coal train arriving at the Baltimore port is pulling 130 cars loaded with 13,500 tons of coal mined mostly from Central Pennsylvania deposits but also from other areas on NS' system, including Pennsylvania's Monongahela Valley and the Pocahontas Division. Last year, coal tonnage moved by NS' workforce through Baltimore was up 15 to 20 percent over a normal year, Keller said.

To handle the increased tonnage, employees identified ways to streamline the process of getting trains into the CNX terminal and dumping them faster.

"Before, it took 20 to 30 hours to get a train in and dump it and back out," Keller said. "Now, it takes 15 to 20 hours to do it."

To boost productivity, the terminal during the year began to assign road train crews to a regular operating schedule instead of working on call. Keller said the change improved performance and bolstered employee morale as well, providing workers with a predictable schedule that made for a more positive work environment.

Consol Energy has plans to expand the port's track capacity by 2013, giving NS an opportunity to grow its business even more at the terminal, Keller said. ■ BizNS

Service Awards

BEST DIVISION TRAIN PERFORMANCE

Group 1 – Illinois

Group 2 – Pocahontas

MOST IMPROVED DIVISION TRAIN PERFORMANCE

Group 1 – Central

Group 2 – Alabama

OUTSTANDING DIVISION TRAIN PERFORMANCE

Group 1 – Harrisburg

Group 2 – Georgia, Piedmont, Virginia

BEST DIVISION CONNECTION PERFORMANCE

Group 1 – Illinois

Group 2 – Piedmont

MOST IMPROVED DIVISION CONNECTION PERFORMANCE

Group 2 – Virginia

OUTSTANDING DIVISION CONNECTION PERFORMANCE

Group 1 – Harrisburg

SYSTEM LOCOMOTIVE SHOPS

BEST IN RESOLVING

MISSION CRITICAL TROUBLES

Enola Locomotive Shop

BEST IN ADVANCING TECHNOLOGY

Bellevue Locomotive Shop

MOST IMPROVED

Shaffers Crossing Locomotive Shop

SYSTEM PRODUCTION GANGS

BEST OVERALL

T&S 15

BEST SUPER TIE GANG

T&S 2

BEST STANDARD GANG

T&S 20

BEST SURFACING GANG

S6

BEST STANDARD SINGLE-SIDED RAIL GANG

R12

MAINTENANCE OF WAY AND STRUCTURES

BEST GROUP PERFORMANCE

Group 1 – Dearborn

Group 2 – Piedmont

COMMUNICATIONS AND SIGNALS

OUTSTANDING SERVICE SUPPORT PROJECT

Northern Regional Signal Construction –

Toledo signal and capacity improvement

NW Signal Construction –

Mini plant at Bellevue

CHAIRMAN'S AWARD

Baltimore Terminal

Norfolk Terminal

The Final Harriman Gold Medal

An era of rail industry safety competition ended in May, when a group of Norfolk Southern employees gathered in the nation's capital to receive the final Harriman Gold Medal Award for the safest Class 1 railroad in North America.



■ ABOVE: CEO **Wick Moorman**, right, accepts the final E.H. Harriman Memorial Gold Medal Award from **Joseph Szabo**, administrator of the Federal Railroad Administration, at a May ceremony.

NS closed a chapter with the unprecedented achievement of having won the industry award 23 consecutive years.

In accepting the final Harriman at an awards luncheon, CEO **Wick Moorman** gave credit to employees.

"All of our employees understand that the highest obligation we have is to make sure that all of us and our co-workers go home safely at the end of every work assignment," he said. "That's what it is all about."

Over the years, the Harriman Award helped focus the industry on working safer, Moorman said, noting that total rail injuries the past 23 years had dropped to 4,133 in 2011 from 22,183 in 1988. However, to take safety to the next level, Moorman said industry leaders agreed to shift away from safety as a competition to a more collaborative approach focusing on teamwork, best safety practices, and safety successes across all railroads.

"We want to do away with the idea that there are winners and losers in safety," he said.

Eliminating the award "doesn't mean that we are backing away from our commitment to safety and from making safety the very highest priority in everything we do," Moorman emphasized.

The Association of American Railroads announced in December that member railroads had agreed to retire the Harriman awards. Since then, Moorman noted, all five U.S. Class 1 railroads finished the first quarter of 2012 with injury ratios below one reportable injury per 200,000 employee hours – a remarkable performance.

"That to me is an indication of how far we've come and that our new approach will work and will continue to work," he said.

Pride and sadness

NS employees selected to attend the ceremony spoke proudly of the company's winning legacy.

"I feel like I'm walking around with my head as big as the moon," said **Carlotta Alleyne**, a commerce clerk from Roanoke. As a member of her department's safety team, she maintains the safety bulletin board on her floor and serves as floor safety warden. "Since working for NS, I've become more safety conscious, even at home," she said. "It's something we carry from day to day."



Mixed with the pride was nostalgia for witnessing the last Harriman Gold, an award that for a generation helped define safety success at NS.

“I hate to see it go, but as part of progress, things change, as life does,” said **Johnny Coggins**, utility brakeman in Rock Hill, S.C. “It’s been great for Norfolk Southern and employees to have won it for 23 straight years. It shows the dedication to safety of NS people.”

Dennis Heitert, a signal maintainer in Berkeley, Mo., said the Harriman was a nice plum for NS, but that safety has never been about winning awards.

“To me, it always was more about the process of continual improvement in safety rather than the award,” he said. “I can take the award or not, but the end result of the process is what has made my job environment better.”

NS has made dramatic progress in safety. During 1988, the first year of the Harriman Gold winning streak, the railroad recorded 4.83 reportable injuries per 200,000 employee hours. In 2011, NS employees recorded 0.75 reportable injuries per 200,000 employee hours, a company record and a new industry low.

“When I hired on 32 years ago, I felt I had to take care of myself,” Heitert said. “Now, I feel like everybody’s looking out for me, and I’m looking out for other people. We learned by continually asking how can we make this better. The railroad is a dangerous place only if you let it be dangerous.”

Safety remains primary focus

NS safety leaders say retiring the Harriman could help create a more positive work environment. Some viewed the award as a statistical contest between the railroads, and it detracted from building relationships, said **David Julian**, vice president safety and environmental.

“We didn’t want employees to think that safety was about winning the Harriman,” Julian said. “Safety is about doing the things to prevent accidents – employee education, understanding the consequences, doing the things that get a safe result.”

Eliminating the Harriman awards will not affect the commitment to safety at NS, employees attending the ceremony said.

“If the frontline supervisors want safety, they’ll get safety,” said **Ben Hypes**, an electrician at Roanoke Locomotive Shop. “The bottom line is, if you know your boss is going to back you up and insist on safety, it’ll be safe.” ■ BizNS

SAFETY CELEBRATIONS TO CONTINUE

The E.H Harriman Memorial Awards were founded in 1913 by the late Mary Harriman in memory of her husband, a rail industry pioneer who resurrected a near bankrupt Union Pacific Railroad in the early 1900s and was involved in at least one NS predecessor line, the Central of Georgia. At that time, the industry was losing 12 people a day to fatal rail accidents, said Ed Hamberger, president and CEO of the AAR.

With the Harriman awards now retired, the industry will work in partnership to take safety to the next level, Hamberger said. An annual ceremony to celebrate safety successes within the industry will continue to be held, but it will not involve a competition among the railroads, he said.

NS' colorful heritage

On June 1, 1982, two great railroads – Southern Railway and Norfolk and Western Railway – merged to form an even greater line, Norfolk Southern. To celebrate the 30th anniversary of that merger,

NS is highlighting its rich heritage, including painting 20 locomotives in the schemes of predecessor railroads. NS photographer **Casey Thomason** has been documenting the heritage engines as they enter service.



■ TOP: The Norfolk and Western and Southern heritage units meet at a control point called “Farm” near Welch, W.Va. The tower is an old N&W steam-era coaling tower, where coal was added to the tenders. It has not been used since N&W phased out steam engines in 1960, but stands as a reminder of past days.

■ RIGHT: The Nickel Plate Road heritage unit rounds Horseshoe Curve near Altoona, Pa., after leaving the paint shop at Juniata Locomotive Shop.





From the NS archives

SAFETY FIRST – “We all agree to shake hands on this proposition.” So pledged the well-dressed riders on this horse-drawn parade float in 1925. They wore ties despite the summer heat and doffed hats for their trip through the streets of Roanoke, Va., the headquarters of the Norfolk and Western Railway. While the cause of the celebration is unknown, the flags, patriotic decorations, and bunting suggest that it might have been the Fourth of July. What is known is that some things on the railroad haven’t changed – nearly 90 years later, Norfolk Southern and its employees still take pride in putting safety first.



ON THE COVER:

Safety and service go hand in hand at Norfolk Southern.

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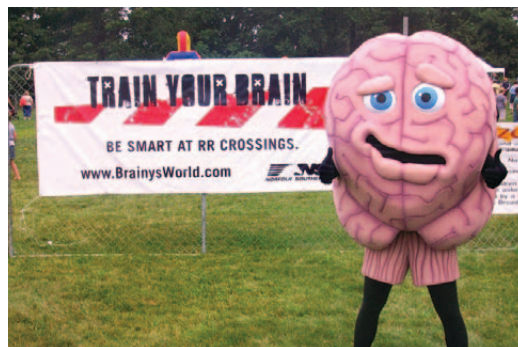
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Brainy heads south for safety

Brainy, NS' public safety mascot, is exploring new territory in the Deep South this year, appearing across Alabama to remind people to be smart and alert around highway-rail grade crossings and to stay off rail property.



The giant, wide-eyed pink walking brain is taking the railroad's "Train Your Brain" public safety message to college football games, fairs, and other events. The campaign began in April and runs through December.

Last year, Alabama ranked in the top 10 nationally for grade-crossing incidents, according to Federal Railroad Administration statistics. NS' safety campaign is concentrating on the Crescent Corridor and Amtrak routes, including Birmingham, Tuscaloosa, Huntsville, Sheffield, and Mobile.

"With Brainy, you get the chance to have interaction with people," said **Bill Barringer**, NS' director grade-crossing safety. "It's one tool in our toolbox to prevent the tragic loss of life at highway grade crossings." According to the U.S. Department of Transportation, risky driver behavior accounts for 94 percent of all grade-crossing accidents; almost 50 percent occur at crossings with active warning devices such as lights, bells, and gates.

This is the sixth year of NS' "Train Your Brain" campaign, which targets 18- to 34-year-olds, including outreach on BrainysWorld.com, a Facebook fan page, and safety messages communicated on billboards, gas pump ads, and elsewhere. Brainy previously has traveled through Memphis, Tenn., North Carolina, Indiana, and Ohio.

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