

Faint background text from the original Vitruvian Man drawing.

Hardhats worn in specified areas, job, or conditions

No jewelry or articles that may be snagged

Wear approved safety eye protection

Protective gloves

Proper work apparel: No loose, oily, greasy, torn or frayed clothing. No sweatpants

Approved hearing protection equipment

Employees are responsible for seeing that all protective equipment issued to them is kept in good order.

Properly fitting belt

The Anatomy OF Safety

Footwear must be 6 inches or higher, properly laced, and provide firm ankle support

Protective footwear must have a defined heel

Steel insoles where required

Faint background text from the original Vitruvian Man drawing.

Biz NS

May/June '10

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BACK COVER 2011 CALENDAR CALL FOR ENTRIES



Thinking safety every day is the key to injury-free operations

Safety performance winners share their stories of success

They stress solid job briefings, safety audits, and operating rules. They focus on one task at a time – no rushing, no shortcuts. They keep their workplaces orderly, watch out for co-workers, and have open lines of communication.

Nothing fancy, but that's what it takes to earn a Norfolk Southern Safety Performance Award – and to make sure employees go home safely every day, according to Operations Department managers and employees who worked on teams that received safety awards in 2009.

"I wish there was a magic formula that could be bottled up and shared with everybody," said **Graham McPherson**, division manager mechanical operations Piedmont Division, a safety winner for best mechanical territories. "It boils down to a strong emphasis on what I consider the fundamentals of our safety process – safety audits, rules compliance, start-of-shift safety meetings, and job briefings. It's doing the basics well."

This day-by-day commitment to the fundamentals, outlined in the SPIRIT values, is the source of success for award-winning work groups. As you look across the system, however, there is no single path to the envied double zeros – no injuries, no incidents: Safety winners find their own creative ways to draw on the energy, ideas, and hard work of their work forces.

What follows is a look at how some of NS safety winners achieved success in 2009.

Safety winners find their own creative ways to draw on the energy, ideas, and hard work of their work forces.

Safety: We put safety first by taking care of the people around us and following the rules.

Performance: We are performance driven and committed to providing quality customer service. We act on facts and are accountable for results.

Integrity: We do the right thing. We are open, fair, honest, and straightforward.

Respect: We believe in the importance of all of our stakeholders. We value the ideas and beliefs of co-workers.

Innovation: We constantly seek new ideas and creative solutions to business challenges.

Teamwork: We believe that working together always produces the best results.



Employees take ownership of safety

In his 31 years at NS, **Mel Crawley**, St. Louis terminal superintendent, has worked at several locations with injury-free performance. The places that sustained their success over time had one thing in common: The employees, not the managers, drove the safety process.

“When you talk to the people you’re managing and take their ideas and suggestions and implement them, the process becomes theirs, they own it,” he said. “It’s not like I’m giving out mandates for them to do something, so you automatically have buy-in. That’s when your process begins to be successful.”

Crawley has adopted that philosophy to good effect. Besides earning a safety award as one of the best terminals in transportation, St. Louis employees have more than two years without a reportable injury.

The open communication between employees and management has been a key contributor, said **Eric Tyrone Smith**, track foreman maintenance of way, and co-chair of the terminal’s transportation safety committee.

“The department heads and officers have an open-door policy to discuss safety issues and how we can get the job done better,” Smith said. “Their phones are always available, e-mails are always answered.”

The dialogue extends across departments, and all input is considered important, whether it comes from

carmen, conductors, or track laborers, he said. “Nobody gets brushed aside, and there’s none of this, ‘Well, that’s engineering’s problem, or that’s transportation’s problem. On a busy day, it can be what you might call controlled chaos in the yard, but people don’t get ahead of themselves. There’s no rush – it’s one job, one day at a time. When there are some time constraints, we all pull together.”

The rapport between management and craft employees has helped improve workers’ attitudes, another important factor for safety, said yard engineer **Richard Hayden**, a 35-year NS employee and other co-chair of the terminal safety committee.

“I’m a firm believer that 90 percent of sustaining a good safety record is employee morale,” said Hayden, local chairman of the United Transportation Union. “When management goes in with a hard nose attitude, you’re going to lose it.”



■ Mel Crawley, St. Louis terminal superintendent, says employees must take ownership of the safety process.

■ On busy days, the activity at St. Louis’ Luther Yard can be ‘controlled chaos.’

Developing a sense of urgency

With seven reportable injuries in 2008, the Atlanta terminal did not have a very good year in safety. In 2009, terminal Superintendent **Greg Lehman** and his employees succeeded in making it one of the best: The terminal had one reportable injury, earning a most improved award in transportation.

The turnaround began after Lehman organized a small group of employees to brainstorm ways to prevent injuries. They started by reading two books by Harvard business professor John P. Kotter, “A Sense of Urgency” and “Our Iceberg is Melting.” The books outline ways to achieve better work performance and excel in a changing world.

Out of that came a new terminal slogan, “Meeting Our Responsibilities Safely, Every Time!” Lehman put the message on hats given to employees and on signs and banners around the terminal. To put the words into action, the agreement employees Lehman had tapped fanned out across the terminal to talk about safety performance.

“I think that was part of the turning tide,” he said. “They had a sincere conversation with every employee. They asked, ‘What can you do to keep yourself safe?’ It meant a lot more to hear that from a peer in the field, because a supervisor sounds like you’re preaching some times.”

The slogan’s message is reinforced at daily job briefings, with each employee stating things they’ll do to work safely.

“It really has a lot of meaning in it, because every task an employee does out here – whether it’s operating a switch, running a locomotive, or protecting a shove movement – that employee is responsible for doing it safely,” Lehman said.

“If they’re meeting their responsibilities, and doing it safely every time, they’re not going to take shortcuts, and they’ll do it like they’ve been trained to do.”



The books of a Harvard business professor helped inspire safety improvements at Atlanta’s terminal. They outline ways to achieve better work performance and excel in a changing world.

Emphasis on teamwork and training

To ensure complete involvement in the safety process, employees at the Charlotte Roadway Shop serve on one of nine safety teams. They are led by agreement employees and organized by work groups, and every month the leaders discuss safety issues, problems, and suggestions raised by their teams.

The team approach is paying dividends. In 2009, shop employees worked without injury or incident – double zeros – and won an engineering safety award as one of the best maintenance of way and structures shops.

“If we don’t succeed in being safe, it’s because we didn’t do it as a team,” said **Philip Bissette**, the shop’s general superintendent. “I know that’s cliché to say, but it’s true.”

Shop employees work on track maintenance machinery, such as flash-butt welding trucks, and they build and repair parts for that equipment. Over the past two years, the shop has developed a hands-on training program for employees who’ve been there fewer than two years. Classes are taught monthly by seasoned employees on topics such as proper use of forklifts or welding torches.

“We work with machines that weigh 80,000 to 100,000 pounds, so we have to be very careful around these large components,” said Bissette. “There’s overhead lifting required with cranes, and we also have a lot of welding and grinding and cutting, so there are hazards associated with all of that.”

As of late April, the shop had more than two years with no reportable injuries. The last one was Feb. 1, 2008, for a mashed finger.

“We’re pretty good at seeing the big things that we know can kill you, but we don’t always see the smaller things that may not kill you but can cut you or crush your finger,” Bissette said. “That’s why we always stress doing due diligence on every job and to be aware that the details and little things are important.”

Machinist **Stephen Fisher**, safety team leader of the hydraulic room, attributes his team’s safety performance to its routine use of “tiered” safety audits, conducted by two-person teams that often pair veteran employees with less experienced workers. “You have another set of eyes that possibly could see a hazard that you might not,” he said.

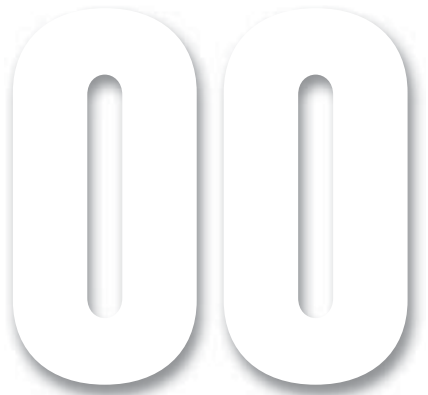
For the first time last year, agreement employees began leading the shop’s monthly safety meetings. “I think that makes people more responsible, because if they’re the ones talking about safety, they should be leading by example,” Fisher said. “I don’t think too many people would teach a class on how to turn a torch on and off, and then come out here and do it wrong.”



■ In top photo, employees at the Charlotte Roadway Shop set a cab on the main frame of a Mark 3 Tamper, a piece of equipment that NS track and surface crews use to compact ballast under track ties.

■ The Charlotte, N.C., facility, unique among U.S. Class 1 railroads, is located on the outskirts of “uptown” not far from high-rise office towers.

Over the past two years, the Charlotte Roadway Shop has developed a hands-on training program for employees who’ve been there fewer than two years.



Continually improving safety processes

To help his employees work safely, the Piedmont's **Graham McPherson**, division manager mechanical operations, focuses on ways to improve NS' existing safety processes. That approach has paid off: In 2009, his employees, who inspect, maintain, and repair freight cars and locomotives, achieved double zeros along with a safety award.

During the past year, Piedmont mechanical employees put more emphasis on high-quality safety audits, and shared the results with employees. The effort included a push for agreement employees to conduct more peer-to-peer audits and point out unsafe behaviors.

"To get to the level where we continually produce double zeros, employees have got to be willing to correct each other if they see a co-worker messing up," McPherson said. "We're talking about making sure your friend and co-worker goes home safe. I'd rather have a person mad at me for correcting him than see that person get hurt or killed."

Along with audits, carman **Ronald Taylor**, chairman of the Linwood Mechanical Safety Committee, says superior job briefings are a large part of the shop's safety record.

"Anybody who comes through will get an A-to-Z briefing on what's going on and all the hazards involved," he said. "We have five different tracks in the shop, and everybody on each track is supposed to get a briefing, to point out hoses strung out for welders, or to tell them we've got cars fixing to move and to stay off the track."

To keep safety at the forefront, shop employees developed what they call PREP cards, for Prepare, Report, Examine, and Prevent. Employees fill out a card before each shift, writing down hazards they could encounter, such as icy conditions.

"During the day, it helps us to keep in mind the things we need to look out for," he said, "and that's really helped us safety-wise."

Another thing that Taylor swears by is what he calls "laughing therapy."

"After our safety meeting, while we're doing warm-up exercises, somebody will crack a joke, and we'll start the day with laughter instead of a frowny face," he said. "It may seem trivial, but it helps your attitude a lot. If you're feeling good about yourself and your fellow workers, things are going to go better."

In 2009, Piedmont Mechanical employees who inspect, maintain, and repair freight cars and locomotives achieved double zeros and a safety award.

At NS' Safety Awards meeting in March, **Mark Manion**, executive vice president and chief operating officer, outlined three points to make a positive difference in safety.

Be the NS employee who:

- Is the "spark" for a safety committee, showing enthusiasm, encouraging rule compliance, and making safety contacts to influence other employees' behavior.
- Conducts safety audits of the workplace, letting co-workers know you appreciate it when they follow the rules and that their families will appreciate it even more when they return home safely.
- Promotes safety outside the department, passing along safety reminders and conducting job and safety briefings with all employees, whether they're in transportation, mechanical, engineering, or non-operating positions.



■ C&S employees are responsible for maintaining track signals.

Maintaining a culture of safety

After experiencing three reportable injuries and three incidents in 2005, the Lake Division's Communications and Signals group was determined to improve safety. One step involved forming a C&S safety committee, comprised of agreement employees from each of the division's 10 operating territories.

"That's when things began to turn around," said **Mick Ireton**, the division's C&S general superintendent. "Our committee members are the hands and feet of everything we try to do for safety. Employee involvement is key, to get each member of your team committed to safety and to doing things the right way, and this committee has been instrumental in that."

In 2009, the Lake C&S group reached a major milestone, surpassing 1 million employee-hours without a reportable injury – the last one occurring in November 2005. The Bellevue, Ohio, yard signal maintainers finished 2009 with a remarkable record of no reportable injuries for the 20th consecutive year. For their efforts, the division won a safety award as one of the best C&S territories.

The division's turnaround was in full swing when **Jim Kart**, a signal maintainer in Claypool, Ind., started work on the division three years ago. From his first days there, the former Conrail employee saw something special going on – from the adherence to company rules to the professionalism of work gang members.

"The people here have developed a culture of safety, of just working safely," said Kart, who chairs the C&S divisional committee. "They go the extra effort to get the information they need to do the job properly. They don't take shortcuts."

Signals employees maintain and repair signal equipment on line of road and such yard equipment as retarders that slow rail cars in hump yards. Communications workers maintain and repair microwave towers, telephones, and radio equipment.

"Everything we do must have safety first, whether it's walking down the track line and being aware of walking conditions or knowing your roadway worker rules," Kart said. "You've got to watch out for trains, and you're dealing with public crossings, so you've got to watch out for private citizens and their vehicles."

Since arriving in mid-2008, Ireton has implemented a "safety expo," a week of intensive safety training based on the results of division safety audits. The division safety committee helps put on the event, which this year focuses on boom truck training.

"Our guys are up and down the rail and work alone a lot of times," Ireton said. "I think it's important to have a group come together occasionally and share ideas and talk about the challenges."

Warming up to safety

Like all supervisors at NS, **Tony Stuart**, manager of Conway Locomotive Shop, knows the importance of recognizing employees. You can usually count on him to go an extra step to promote safety.

During February, for example, more than 48 inches of snow fell in Conway, producing conditions not seen in years in Pennsylvania, and his shop employees daily were moving snow and locomotives. On one bitterly cold day, Stuart decided to give every employee a can of soup and crackers to recognize their efforts.

"It was not a lot but it's something that we could do to say, 'Hey, it's been cold and you've been moving and working in a lot of snow. Here's a little something that can warm you up to safety,'" Stuart said. "It was well received by all employees."

A year ago, Stuart grilled steaks for the shop's 237 employees, celebrating a 2008 safety award and turnaround from being one of mechanical's worst safety performers to one of the best. The shop bested that in 2009, finishing with double zeros and winning best mechanical shop for safety in Group 1.

Patti Saunders, an electrician and vice chair of the shop's safety committee, attributes safety improvements to improved communication.

"People are talking more to each other about what they're doing, and how and when they're going to do something, such as installing a breaker or a battery switch," she said. "We aren't having those 'oops' moments, like 'Why did I do that?' It really was changing the culture from working by yourself to working as a team."

The shop's emphasis on recognizing accomplishments has brought people together and boosted morale, she said. In addition to steak dinners, the shop has pizza days, ice cream days, and a family recognition day. This year, the shop safety committee is revamping a poster contest to get employees' children to submit entries that remind the adults to come home safe, she said.

As of late March, Conway had more than 700 days without a reportable injury or incident. If the trend holds, the shop will reach 1 million employee-hours of injury-free service this summer.

"That's never been done here before, and every day we go injury-free is another record," Stuart said. "That's what we tell our employees, and they are real proud of that." ■ BizNS

On one bitterly cold day, **Tony Stuart** decided to give every employee a can of soup and crackers to recognize their efforts.



■ Tony Stuart, manager of Conway Locomotive Shop, uses novel ways to stress the importance of working safely.



Keeping safe a way of life for David Julian

Situational awareness is key to preventing injuries, says NS safety leader

For most of his nearly 39-year career at Norfolk Southern, **David Julian** has worked on the business side of the house. He rose up the ranks in sales and marketing and, for nearly 20 years, headed the railroad's automotive group managing the vehicle and auto parts business.

Last July, however, Julian shifted gears. He was tapped to succeed the retiring **Chuck Wehrmeister** as vice president of safety and environmental – an operations department management job whose bottom line deals in making sure NS employees work safely and return home to their families without incident or injury.

For Julian, the switch was a natural.

"When my kids were growing up, they called me 'Safety Man,' " he said, grinning at the memory. "I was that focused on planning ahead and doing things the right way and the safe way. So it was just a fortunate thing from my perspective that I was appointed to this position."

His children are on their own now, but Julian's attention to safety has never been more relentless. These days, he's got a FORTUNE 500 railroad and some 28,000 fellow employees to look out for.

Late last year, barely six months into the job, Julian launched a new employee-safety campaign, encapsulated in a slogan that he and his department's employees now use as an e-mail tagline: "Situational Awareness – Live By It."

The military emphasizes situational awareness to help soldiers on the battlefield and fighter pilots in the sky stay safe, and Julian sees parallels to railroad work.



■ David Julian is leading Norfolk Southern's efforts on safety.

"You have to understand what's going on around you at all times and maintain complete attention and focus to detail when performing your job duties," he said. "It means you plan your actions in advance and always assess and make decisions in full engagement with the environment around you. As our slogan says, being aware of the situation around you could save your life – you can literally live by it if you maintain it."

Julian also is leading a company effort to get local safety committees more active and engaged in the safety process, with an emphasis on agreement employees.

"The local safety committees are the grassroots, the foundation of our safety process," Julian said. "We want managers to sponsor and support them, but the agreement employees are out there on the ground, and we want them to take the leadership reins for safe operations."

A big part is encouraging employees to routinely conduct peer-to-peer safety audits, including telling co-workers who violate a safety rule they're being unsafe. Julian emphasizes these audits are not intended to be punitive.

"This is a positive activity," he said. "We want people looking at employee behavior and activities, not to criticize or to catch them doing things wrong, but to engage people and get them focused on our safety processes and things we might be able to improve."

Many employees limit audits to workplace conditions, such as potential tripping hazards, but most unsafe conditions are caused by employee behavior, Julian said.

"We really need to address the root cause," he said. "That's when you get to solid improvements in your safety processes."

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David Julian said.
"We want people looking
at employee behavior and activities,
not to criticize or to catch them
doing things wrong, but to engage
people and get them focused on
our safety processes and things we
might be able to improve."*

Moving on up

At NS, Julian has been a man on the move. He began his career servicing and repairing locomotives in a Southern Railway mechanical shop in Jacksonville, Fla. The job paid his tuition to earn a management degree from Jacksonville University. After graduating, he joined the railroad's management trainee program.

Over the decades, he and Iris, his wife of 36 years, have moved 13 times as he assumed new positions.

Besides Jacksonville, he's been in Norfolk twice, Washington, D.C., three times, Mobile, Ala., Savannah, Ga., Detroit and twice in Atlanta, where he's based now. When corporate accounts were based in New York City, he spent three years there in a top sales position.

Before moving into his current job, Julian served four years as president automotive and supply chain services, with responsibility for Triple Crown Services, NS' Roadrailer® operation, and TransWorks, a transportation information systems management company.

That management experience has proved essential in his latest role, and it doesn't hurt that he is a self-described policy wonk who loves delving into the fine points of environmental law and federal safety regulations.

"David brings many important qualities to our safety and environmental department," said **Mark Manion**, NS executive vice president and chief operating officer.



“Among them are his attention to detail, his organizational skills, and his overall industry knowledge. Perhaps most important are the relationships he develops and the respect he gains from others. He truly demonstrates the SPIRIT values,” said Manion.

Julian has had a lot to digest his first year. To start, he conducted one-on-one interviews with his staff to learn more of what they did and their career goals. “That was

the first order of business, because our people are the ones who make the company work,” he said.

In addition to working with the Federal Railroad Administration and the federal Occupational Safety and Health Administration, Julian’s department ensures that NS complies with laws enforced by the U.S. Environmental Protection Agency and state environmental agencies.

His 48-member department develops the railroad’s emergency response plans to hazardous material spills or other emergencies, coordinating with a host of local officials, including fire, police and medical. He recently oversaw updates to an action plan that details the railroad’s process of notifying local, state, and federal authorities of emergency situations and how it manages those crises.

On top of all that, the department monitors NS’ water treatment facilities, works with local communities on grade crossing safety and, coordinating with NS Police, helps the U.S. Transportation Security Administration minimize the threat of terrorist attacks to the rail network.

While Julian acknowledges “a big learning curve,” his years with the railroad made the transition easier. He’s a third-generation railroader. His father, James R. Julian, ended a 45-year career as a senior general foreman in Southern’s mechanical department, and both grandfathers were railroaders – one an engineer, the other a conductor. His brother, Alan, also is a railroader, working as NS’ director marketing in the agriculture and consumer products group.

His children chose different paths. After two years with NS in accounting, Julian’s son, Kyle, took on customer accounts for an entrepreneurial firm in Atlanta that is a manufacturers’ representative and distributor of electrical equipment for utilities and general contractors. Julian’s daughter, Rachel J. Blevins, leads a marketing team for a real estate agency in Washington, D.C.

In his down time, Julian is almost as passionate about running as he is about safety. He began jogging 16-1/2 years ago while attending The Executive Program at the University of Virginia’s Darden Graduate School of Business, which stressed the importance of executives keeping physically fit. Now, he marks his travels by the places he runs by, through, or under.

“I’ve run through the Eiffel Tower in Paris, around the coliseum in Rome, through the Black Forest in Germany, up the steep streets of Oslo, Norway, around the Imperial Palace in Japan, at 8,000 feet above sea level in Mexico City, and in cities all over the U.S.,” he said.

Twice now, he’s jogged along the Atlantic and Pacific oceans on the same day – on the beach at Virginia Beach, Va., at sunrise and, after jetting to the West Coast on business, by the sea at sunset in Los Angeles. ■ BizNS

Norfolk Southern buckles down on road crew safety

Before reporting to work at the 24th Street office in Roanoke, Va., road engineer **Danny Buck** drives through a short tunnel under three railroad tracks.

"I tell people that once I come out of that tunnel, I'm 100 percent railroad," he said. "Anything that might be bothering me I leave behind. I'm going in to do my job, and I'm going to be professional about it. That means I want to be as safe as I can."

Buck has set a stellar example. In 23 years with Norfolk Southern – 22 as a road engineer – he has zero reportable injuries.

There's no secret to his success, he said.

"If you follow the rules, and do what you've got to do the right way, you shouldn't be getting hurt," said Buck, who has run coal, mixed freight, and intermodal trains in North Carolina and Virginia.

"The rule book is written in blood really, because somebody's either gotten hurt or killed for every rule that's been put in there," he said. "You have to maintain focus, because in this job, if you slip up for just one second, you can be dead, not just hurt."

Norfolk Southern is stepping up efforts this year to get that message out.

Across the railroad, freight road engineers and conductors consistently have had the highest injury ratio of any other operations employees, based on data reported to the Federal Railroad Administration.

In 2009, transportation's road crews had a 2.13 reportable injury ratio based on injuries per 200,000 employee-hours worked. That is more than twice as high as maintenance of way and car shop employees, and nearly three times as high as communications and signals and locomotive shop workers.

"It's a big topic of conversation," said **Mike Wheeler**, NS vice president transportation. "We should all be concerned about the higher rate of injuries to our road crews, and to make this a special focus of worker safety. These employees can – and should – go home safely."



■ Road engineer Danny Buck has worked 23 years at NS with zero reportable injuries.



One initiative NS has under way is a “managing by metrics” approach, said **David Julian**, NS vice president safety and environmental. That involves honing in on the work groups with the highest injury ratios, and the types of injuries occurring.

Most accidents are linked to slips, trips, and falls, often happening when an engineer or conductor mounts or dismounts a locomotive or freight car, or while walking on ballast or uneven surfaces in the field. Muscle pulls and strains also are common, often when setting or releasing hand brakes and throwing switches.

“We’re taking these numbers around the system and sharing them with employees and trying to get them to focus on things they can do to improve their safety performance,” Julian said.

Many divisions now post monthly injury statistics in road crew reporting areas, letting employees compare performance across the system. It has been a motivator for improvement.

“This has really been beneficial for us,” said **Rick Loope**, Virginia assistant division superintendent.

“We live in such an information age, and we’ve found that people really like to know this information.”

Most accidents are linked to slips, trips, and falls, often happening when an engineer or conductor mounts or dismounts a locomotive or freight car, or while walking on ballast or uneven surfaces in the field.

Situational awareness is key

There’s plenty of speculation as to why road crews have a higher rate of injuries.

Some say road crews might be more susceptible to injuries because of their often erratic work schedules, or because they fail to do warm-up exercises after long periods of sitting, making them more likely to strain a muscle.

Others suggest it could be because they constantly encounter changing work environments on the road – unlike yard crews who report at the same time each day to the same familiar work setting.

Regardless of such factors, the key thing for employees to understand – especially train and engine service crews – is that they have ownership of the safety process while on the job, said **Barry Wells**, NS system director safety.

“Whether you’re working at 2 in the morning or 2 in the afternoon is really not a significant factor,” Wells said. “When employees are out there operating a train or throwing a switch their situational awareness has got to be at a high level, and they’ve got to be focused on that specific point in time. They’ve got accountability to do the task the safe way because it is the right thing to do.

When people really focus on their safety behaviors and their safety awareness, they can understand that if an incident occurred it was because they lost focus, or there was poor communication, or there was some type of unsafe activity that caused it.”



Like Buck, other engineers and conductors stress the importance of preparing ahead for potential hazards and of constantly monitoring the situations around them.

“Not only do you have to be aware of your own surroundings, you also have to be aware of what other trains are doing,” said **Sean Simon**, a road engineer who works in North Jersey on the Harrisburg Division.

Road crews, he said, face hazards that yard employees don’t have to deal with, such as making car set outs and pickups in remote areas. “You have less control over the environment, such as rapidly changing weather conditions, or trespassers crossing the tracks.”

Before heading out on the road, job briefings are important, but so are follow-up briefings, said **Charles “Buddy” Cave**, a road conductor on the Virginia Division who operates out of Shenandoah, Va., mostly on mixed-freight trains.

“Conditions change, particularly when we’re on line of road, and we have to keep up with them to stay safe,” Cave said. “As far as I’m concerned, the biggest thing is staying focused on the issues at hand and being alert to the conditions around you.”

Cave, who has worked injury-free during his five years with NS, has a son, Heath, a brother, and two cousins who work for NS out of Shenandoah.

“Safety for me really is about being your brother’s keeper,” he said. “It begins with family and radiates out from there. We basically watch out for one another.”



Spreading the word across departments

System wide, operating divisions are launching initiatives that have terminal superintendents, trainmasters, local safety committees, and agreement workers pitching in to raise awareness of road crew safety.

One key effort involves encouraging more cross-departmental safety contacts. In the Piedmont Division, for example, road crews who arrive at a fuel rack to pick up a locomotive now are handed a card that, along with engine number and track, has a safety message on it, said carman **Ronald Taylor**, chair of the mechanical safety committee at Linwood, N.C. It might highlight weather conditions or an operating rule.

“They can stick it in their pocket, and maybe that will remind them of something safety-wise while they’re on the road,” Taylor said.

Since the first of the year, the Alabama division has held 24-hour-long “ballast” days every week to meet with crews in the field, said **John Hill**, an NS road trainmaster who works out of Birmingham. Several months ago, trainmasters began a big push to do mid-shift job “re-briefings” with road crews.

“We’ve found that in the middle of shift their attention can start to wander a bit,” Hill said.

During the past few months, Buck said NS maintenance of way workers on the Virginia Division passed along safety reminders when he encountered them on the road, such as to watch his footing or maintain three points of contact. He appreciates the reminders, but said some railroad veterans may roll their eyes.

They shouldn’t, he said.

“Some people probably say, ‘Man, that’s just stupid, I can’t believe somebody just told me to watch where I step,’ ” he said. “But it puts a thought in your head right there, and that’s a good thing. I’m a believer that there’s nothing that’s stupid as far as safety goes.”

Buck’s wife, Kenna, seconds those sentiments. She said she appreciates the attention NS is giving to road crew safety.

“I need my husband to be safe and stay healthy,” she said, “and to come back home to us.”

A little recognition goes a long way

Last year, road crews on the Harrisburg and Pittsburgh divisions had a lower injury ratio than yard crews, bucking the trend. **Davin deBouchel**, a trainmaster on Harrisburg’s largest road base, attributes his division’s success largely to two things: recognition of good behavior, and safety committees that are active and empowered to take the lead on safety.

In something new this year, members of the Harrisburg safety committee each month have handed out token gifts, such as key chains, coffee mugs, or thermoses, to recognize employees they see working safely. Typically, they pick employees making an extra effort, such as a conductor who does a visual pass-by inspection of a train in the rain or the snow while out in the middle of nowhere, or an employee who gives a superior job briefing.

“They’ll approach the guy, commend him for what he did, and give him a gift,” deBouchel said. Later, deBouchel or another NS officer will follow up with a letter of congratulations for demonstrating safe behavior.

“The recognition reinforces all the positive behaviors, and it has increased morale,” he said. “It always helps to tell people that what they do matters. You can change the complexion of your terminal or your territory.”

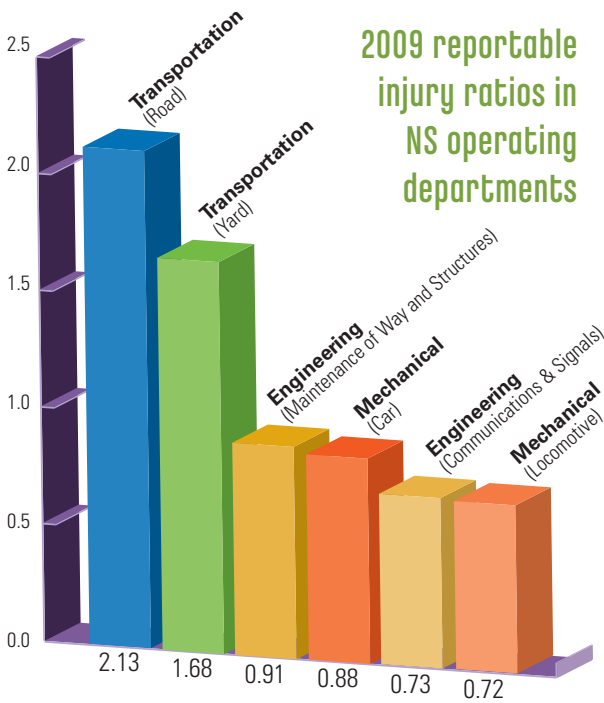
Harrisburg safety committee members are active every day. They make regular safety contacts with road crews, focusing on preventing incidents that typically occur at certain times of the year, such as slips on ice in winter. Their efforts have the added benefit of extending the reach of NS officers, deBouchel said.

“We can’t be everywhere at one time,” he said, “and we purposely educate and empower them to be an extension of a trainmaster, more or less. It’s not to get anybody in trouble but just to make sure that everybody stays safe.”



■ A safety reminder for road crews is to always watch your footing.

2009 reportable injury ratios in NS operating departments



As of April, deBouchel’s territory had gone a year injury-free and nine months without an injury or incident – the longest period of double zeros dating back to 1999, according to his records.

Across the railroad, terminal superintendents and train officers are taking time to meet with road crews to talk safety. Because through-freight crews spend so much time on line of road, they can go a week or more without seeing their direct supervisor – unlike yard crews, who see their manager every day.

At Roanoke terminal, for example, Superintendent **Charlie Strickland** decided to move trainmasters from the hump tower to the office where road crews report to work, giving them a chance to interact. Also, members of the terminal’s accident prevention committee, once focused only on yard crews, now make monthly safety contacts with road engineers and conductors.

“We’re trying to integrate our yard and road operations to make them seamless,” said **Donny Woodlin**, assistant terminal superintendent. “The whole idea is to build better relationships with our people.”

More operating divisions now make sure that outbound road crews get a face-to-face job briefing and safety contact by an officer before departing a terminal.

“I try to stay visible with them,” said **Sam Grogans**, an NS road trainmaster on Roanoke’s Blue Ridge and Altavista district. “I sit in on their job briefings and talk to them about the work activities, and I make sure they do their warm-up exercises and have a good understanding of what they’ll encounter on the road.”

The idea is to create a one-team approach, said **David Gooden**, Birmingham terminal superintendent.

“It’s not a terminal vs. road crew type atmosphere here,” Gooden said. “The biggest thing is just making the road people feel accountable and part of the team by not only talking face to face with them but also by giving them more detailed communications over the radio. Improving communications between the main tower and the dispatchers has got to be part of your daily process.”

For the past two years, Harrisburg terminal officers have made a point to talk with road crews as they report to work, greeting them in person when possible and by telephone if not. They discuss recent incidents and what could have been done to prevent them, and ask crew members about hazards they’ll be looking for and things they’ll do to work safely on the road.

“We felt this was valuable to get them focused and paying attention,” said **Jeff Moore**, superintendent of the Harrisburg consolidated terminal. “There’s a lot of value in having them talk to a trainmaster about safety and how they’re going to conduct themselves while working. It promotes a lot of interaction and feedback.”

Harrisburg also puts a lot of emphasis on signal “blitzes,” periodic day-long contacts with road crews to discuss such things as signal approaches and restricted speeds. A train approach can be a mile to three miles out, a long time to stay concentrated when a train is traveling 8 mph, said engineer **Gene Imler**, a Harrisburg safety committee member and an officer with the Brotherhood of Locomotive Engineers and Trainmen.

Some train crews might be tempted to read their bulletin orders or do other paper work, only to look up and discover they’ve passed the signal, Imler said.

“We tell these guys that they shouldn’t be doing anything else, because that’s when they lose concentration and focus,” he said. “The whole key is to be the employee who goes 30, 40, or 45 years without making one of those big mistakes where somebody gets killed or injured, and you’re the one responsible.” ■ BizNS

Be a Big Wheel For Safety

Annual expo at safety awards provides opportunity for NS employees to strut their safety stuff





Congratulations to the 2009 Safety Performance Winners

The following groups were recognized at the annual safety awards meeting for their injury-free performance

Best Transportation Region
Northern

Best Engineering Department
Communications and signals

Best Mechanical Department
Locomotive

Best Operating Division Group 1
Harrisburg

Best Operating Division Group 2
Virginia

Best Transportation Division Group 1
Virginia

Best Transportation Division Group 2
Piedmont

Best Transportation Terminals Group 1
Norfolk, Roanoke, St. Louis

Best Transportation Terminals Group 2
**Charlotte, N.C.; Detroit; New Orleans;
Knoxville, Tenn.; Sheffield, Ala.; Linwood, N.C.;
Ashtabula, Ohio**

Best Mechanical Territories Group 1
Piedmont, Lake, Pittsburgh

Best Mechanical Territory Group 2
Georgia

Best Mechanical Shop Group 1
Conway, Pa., Locomotive shop

Best Mechanical Shops Group 2
**Bellevue, Ohio, Locomotive shop;
Enola, Pa., Locomotive shop;
Roanoke Locomotive Shop**

Best C&S Group 1 Territories
Harrisburg, Lake, Piedmont, Pittsburgh, Virginia

Best C&S Group 2 Territory
Central

Best C&S Construction Regions
**Eastern, Western, Lines West-CGA,
Northern Group 1, Northern Group 2**

Best MW&S region
Western

Best MW&S Divisions Group 1
Harrisburg, Pocahontas

Best MW&S Division Group 2
Central

Best MW&S Gangs
Dayton, Ohio; Atlanta

Best MW&S Shops
**Charlotte, N.C., Roadway; South Pump Repair;
Roadway Material Yard**

Best Support Services
**Crew management, engineering misc.,
centralized yard operations**

Best Non-operating Groups
**Atlanta accounting operations,
East Caroline Business Unit,
Roanoke accounting operations**

Most Improved

Transportation Department
**Harrisburg Division Group 1,
Atlanta Terminal Group 2**

Mechanical Department
Illinois Group 2

Engineering Department
**Dearborn MW&S Group 1,
Illinois MW&S Group 2,
Fort Wayne MW&S Gangs**

Outstanding Performance

Transportation Department
Chicago Terminal

Mechanical Department
**Central Group 2,
Shaffers Crossing Locomotive Shop Group 1,
Juniata Locomotive Shop Group 1**

Engineering Department
Virginia MW&S

NS recognizes safety heroes

At Norfolk Southern's annual safety awards, 22 employees were recognized for going above and beyond the call of duty to help others.

Scott Marion, conductor, and **Scott Cole**, brakeman, both of Jackson, Mich., came to the aid of an elderly disoriented man who they discovered in a vehicle near the tracks. The man was suffering from insulin shock and in desperate need of treatment. They called for medical assistance and remained with the man until additional help arrived.

Stefan Johns, track supervisor, and **Mike Cipollini**, assistant track supervisor, both of Waynesburg, Pa., removed an individual from a flaming car after an accident and called 911 for assistance.

Conductor **Donald Lamont** Savannah, Ga., came to the aid of a fellow employee whose injury resulted in the amputation of his leg. Lamont applied a tourniquet and assisted the employee until emergency personnel arrived.

Sidney DuBose, terminal trainmaster, Allentown, Pa., successfully performed the Heimlich maneuver on a choking individual in a restaurant.

Jack Prasun, conductor, and **Vance Auten**, engineer, both of Decatur, Ill., put their train in emergency and rescued a man and his six grandchildren who were trespassing on a railway bridge. One child had fallen in the gauge of the track and two children had climbed down into the superstructure of the bridge.

Buck Underwood, foreman, and **William Mooney**, trackman, both of Mullens, W.Va., helped evacuate a family of four from a flooded mobile home by using their hy-rail truck to assist a boat rescue team. Later that day, after calling 911, they used the hy-rail truck to transport emergency personnel to rescue an elderly man trapped in a truck stranded in the flood.

Garry Roe, senior general foreman, St. Louis, assisted a contractor who was suffering from a life-threatening diabetic episode.

Conductor **Mike Richardson**, Danville, Ky., assisted a trespasser whose leg had been severed by a passing train.

Timothy Hoffman, track patrol foreman, and

Nathan Charles, engineering associate, both of Cleveland, Ohio, aided seriously injured vehicle accident victims by calling emergency responders for assistance and administering first aid until help arrived.

Thaddeus Lewis, transportation analyst, Atlanta, rescued a drowning boy at a church picnic.

Larry Elia, engineer, **Rodney Kelly**, conductor, and **Kenneth Bryant**, CTS crew transporter, all of Williamson, W.Va., aided an automobile accident victim who was suffering from head trauma, applying first aid until paramedics arrived at the scene.

Scott Sparks, carman, and **Cory Borders**, student cabman, both of Lafayette, Ind., called emergency responders, then assisted an elderly man suffering from injuries resulting from a vehicle accident in which the man had struck a tractor trailer truck and was struck by a second truck.

Joe Rini, carman, Bellevue, Ohio, rescued a comatose victim from an overturned car.

Conductor **Isaac Byler**, Corning, N.Y., rescued a woman and her two children from a burning house.

■ Safety heroes received a lantern as their reward for going above and beyond the call of duty to help others.



■ BizNS

Meet John Sobotka, NS' Harold F. Hammond Award nominee



Engineer **John J. Sobotka** began his railroad career in 1973 and has worked 37 years without an injury. His work ethic, safety leadership, and commitment to customers inspire his teammates to strive for excellence in safety and customer service.

In recognition of his dedicated leadership, Sobotka is Norfolk Southern's Harold F. Hammond Award nominee for 2009.

The award honors an individual railroad employee who has demonstrated outstanding safety achievement during 2009, with special emphasis on initiatives that improve employee safety in the workplace.

"John provides outstanding service to customers in northern New Jersey as an engineer of a local train based out of Dover," said **Chris Miller**, trainmaster at Allentown, Pa. "His run is particularly demanding in that it interfaces with other freight railroads, Amtrak, and New Jersey Transit. This entails working with commuter trains in rush-hour traffic with no delay to passenger service."

Sobotka's leadership in safety includes educating new employees about the importance of working safely. He is well-known for alerting train dispatchers to potential problems as he operates his train.

"John comes to work focused on one thing — safety," Miller said. "He and his conductor, **Edward Green**, have a clear understanding of the job at hand before they start their day. They practice what they preach."

Sobotka's commitment to safety is inspired by his family. He saw the effect of injuries and fatalities on the families of co-workers, and he did not want that to happen to others.

"I make a commitment every day to not get hurt or do anything wrong on the job," Sobotka said. "I want to provide for my family and come home safe every day. That extends to the railroad family as well. I don't want anyone I work with to get hurt on the job or violate any operating rule, and I work to prevent that from happening."

His leadership in safety extends into the community. He is certified in CPR, first aid, and search and rescue. He has been a member of the Military Transport Association of New Jersey since 1994, serving as president for six years. He supports Boy Scouts of America, Girl Scouts, and the Toys for Tots program of the U. S. Marine Reserve Unit Company G, 2nd Battalion, 25th Marines at Picatinny Arsenal in Rockaway, N.J. He is a member of the Jersey Central Railroad Veterans Association, the New Jersey Forest Fire Service, and the Hopatcong, N.J., Community Emergency Response Team, and the Clean Community Program, where he volunteers his time for cleanup and recycling programs. He is an active participant in the Tri-State Railway Historical Society and Whippany Railway Museum, volunteering his time for the preservation of local railroad history.

Each division nominated an employee for the award. NS division nominees for 2009 include:

David Hall, conductor, Alabama Division; **J.C. McCoy**, engineer, Central Division; **Charles Kreger**, locomotive engineer, Dearborn Division; **Richard Woodard**, carman, Georgia Division; **John Turner**, carman, Illinois Division; **Tommy Bingham**, locomotive engineer, Piedmont Division; **Chris Hurst**, carman, Pittsburgh Division; **Mike Kline**, carman, Pocahontas Division; and **Warren Gordon**, carman, Virginia Division. ■ BizNS

Do you have a lead for new or expanded business?

Tell us about it through JOBS



A new initiative called Joint Opportunity for Business Success, or JOBS, is under way and it involves all Norfolk Southern employees.

"We're asking all of our employees to be on the lookout for new or expanded business opportunities," said **David Lawson**, vice president industrial products. "If they send us a lead, we'll follow up on it, and let them know the results."

A Web site, <https://www2.nscorp.com/jobs>, is now in place where NS employees can submit business leads.

"We have worked to make it easy for NS employees to tell us about new opportunities," Lawson said. "The form is easy to use and readily available."

A pilot was conducted in Harrisburg, Pa., Chattanooga, Tenn., and Charlotte, N.C., according to **Donald Jones Sr.**, commercial development manager, Macon, Ga. More than 100 leads were submitted with four resulting in new business even in the face of a severe economic downturn. Jones said those employees who work in the field are very knowledgeable about their territories and are a valuable resource for NS.

Mark Manion, executive vice president and chief operating officer, underscored that statement.

"In our pilot program we had good participation," Manion said. "That shows the tremendous value that our employees bring to this initiative. It is an example of how our SPIRIT values of innovation and teamwork help us all contribute to our success."

"We were pleased to receive as many successful leads as we did especially in tough economic times," said **Jim Conway**, commercial development manager in Harrisburg, Pa.

Conway, and **Terry Albright**, lead trainmaster in Lancaster, Pa., met with Harrisburg Terminal workers on all three shifts to tell them about the initiative and said employees saw JOBS as a convenient way to submit their sales leads.

Conway cited **Ron Coleman**, maintenance of way and structures foreman, Elmira, N.Y., as a good example of how the JOBS process can be successful. "We were looking for some potential sites for new business and Ron had some good ideas," Conway said. "He led us to new business in Horseheads, N.Y., that started with 100 cars and continues to grow. In March, we moved more carloads to Horseheads than in the previous five years combined."

Conway said other employee leads brought new business ranging from a company that imports lead bullion to manufacture batteries to a biofuel company that previously shipped only by truck.

"At Norfolk Southern, we are all proud of our success and have a vested interest in that success," Lawson said. "JOBS provides an easy way for everyone at all levels, and no matter what they do in their daily jobs, to help grow our business. I encourage everyone to check out the Web site and let us know where we have more opportunities for success." ■ BizNS

"It is an example of how our SPIRIT values of innovation and teamwork help us all contribute to our success," said **Mark Manion**, executive vice president and chief operating officer



ON THE COVER:

At Norfolk Southern, safety is about people. Working together to prevent injuries, NS employees represent the best in the industry. Our cover illustration is based on the Vitruvian Man, one of the most recognizable drawings of Leonardo da Vinci. It represents the epitome of a healthy, well-balanced person to many. Working safely helps NS employees maintain that balance and return to their homes the way they arrived at work – safely.

BizNS presents an in-depth look at the challenges and opportunities Norfolk Southern faces. It is produced by the Corporate Communications Department.

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2011 NS wall calendar contest call for entries

If you haven't ventured out to take any shots yet, it is time to start thinking about sending in your entry for the annual Norfolk Southern wall calendar contest.

You can win \$500 and 50 calendars and have your name and photo appear on 115,000 copies. The contest is open to active employees of NS and subsidiaries.

You may enter up to five images. For digital photos, use a four-megapixel or higher camera and submit images on a CD along with a README file giving specifics of the photo and photographer information. RAW or TIF images are preferred. Do not over sharpen the image.

For slides, submit horizontal images only. If you are submitting large format transparencies or prints, send the entire negative strip. For each photo, provide details, such as location and time of year, origin, destination, and cargo, if known. Entry deadline is Aug. 2, 2010.

For more calendar contest details and to print out an entry form, go to www.nscorp.com/calendar. If you have questions, contact **Rhonda Broom**, manager advertising and promotions, at (757) 629-2706 or e-mail rhonda.broom@nscorp.com.

Send entries to: 2011 Calendar Contest, Norfolk Southern Corp.,
Three Commercial Place, Norfolk, VA 23510-9217

As always, practice Thoroughbred safety when taking photographs. ■ BizNS

