PHILADELPHIA REGION SEMINAR PROGRAM

for

TRANSPORTATION SUPERVISION

MAY 6 TO AUGUST 5, 1957, INCLUSIVE

W. G. Dorwart
Superintendent of Transportation

SPEAKERS

Name	Title	Subject	Date
W.G. Dorwart	Supt.-Trans.	Introduction	May 6, 1957
"	"	Organization and Economics of the Railroad	"
E.M. Hecht	Chief Clerk	Correspondence and its importance	"
J.M. Ansman	Mgr. of Special Equipment	Handling and Movement of Special Equipped Freight Cars	"
J.C. Stewart	Supt. Freight Stations	Car Service Rules Per Diem Rules Demurrage Rules Explosives	"
G.J. McCloskey	Asst. Supt. Trans. Train Movement	Daily Transportation Reports and their usage	"
F.V. Hebron	Supv. of Budget	Wheel Reports - (1) Operating Statistics (Square Sheet) (2) Budget	"
A.L. Kessler	Supvr. Clearance	Excessive Dimensions (Inspection and Routing)	"
W.G. Dorwart	Supt.-Trans.	Purpose and Procedures of Investigations and Trials	May 20, 1957
G.C. Felton	Supvr. of Personnel	Procedure to be followed in the handling of Discipline	"
H.W. Manning	Supt.-Personnel	Pertinent facts and information concerning investigations and trials	"
W.G. Dorwart H.W. Manning G.C. Felton	Supt.-Trans. Supt.-Personnel Supvr.-Personnel	Work Shop on Trial proceedings including panel discussion	"
S.E. Back	Examiner	Air Brake Instruction	June 3, 1957
H.E. Bennett	Supvr. Trans. Engineering	Yard Performance Reports (a) Method of Reporting (b) Analysis Cost Control	"

Name	Title	Subject	Date
W.R. Gunter	Trans.-Engineer	Teletype Consists Telegraphic Passing Reports Interchange Reports - Memo #8 - Passing Reports	June 3, 1957
J.W. Dunn	Road Foreman of Engines	Efficiency Reports	"
W.I. Sloan	Accident Clerk	C.T. 75 Reports	"
J.A. Foshee	Frt. Train Master	Safety Rules and C.T. 990 Observations	June 17, 1957
S. Wenzer	Asst. Mgr. Loading Service & Loss and Damage Prevention	Loss and Damage (a) Investigations (b) Impact Recorders (c) Statistics	"
T.R. McCahan	Chief Car Distributor	Car Distribution - Regional Organization and its functions	"
H.E. Bennett	Supervisor Trans.-Engineering	Car Distribution - (a) Permits (b) Car Supply (c) Reports (d) Embargoes (e) Diversions	"
C.B. Alban	Passenger Train Master	Passenger Operations as to the handling of Equipment	"
J.E. Buckwalter	Passenger Train Master	Passenger Operations in regards to Crew Manipulations	"
C.M. Keitt	Safety Engineer	Book of Rules (a) Automatic Block (b) Manual Block	July 1, 1957
S.A. Nichols	Asst. Supvr. of Passenger Train Movement	Passenger Reports and the handling of Patrons	"
J.G. Fink	Supvr. Labor Relations and Staff	Train and Engine Service Regulations - A-Penalty Claims (1) Handling (2) Prevention B-Regulations	"
J.P. Herbury	Supv. Operater	Time Table and its Application	"
R.H. Palmer	Employment Supvr.	Hiring Procedures	"

Name	Title	Subject	Date
C.R. Burr	Freight Traffic Manager	Relationship between Sales and Service, and Transportation Depts.	July 22, 1957
G.A. Sargent	Manager Car Service	Car Service Department (1) Preparation of Reports (a) Passing (b) No-Bill (2) Car Service Reports (c) Tour of Office	"
H.H. Haupt	Supt. M. of E.	Function of the M. of E. Dept. in Transportation	"
L.W. Green	Regional Engineer	Relationship between the M. of W. and T.E. Depts.	"
A.J. Venk	Mgr. of Industrial Development	Industrial Development	"
R.T. Bestley	Freight Train Master	Scheduling of Freight Trains (a) Make-up (b) Power availability (c) Prior Classification (d) Checking of trains - Initial - Relay	"
W.G. Derwart	Superintendent - Transportation	Safety and Accidents Management's views on Safety and on the ground investigation	August 12, 1957
J.E. Buckwalter	Passenger Train Master	Passenger Operations - The handling of MU train schedules and consists	"
C.S. Hill	Auditor of Expenditures and Staff	Auditor of Expenditures 1-Time Card Handling 2-Statistical information available for Transportation Dept. 3-Tour of Office	"
W.G. Derwart J.P. Herbury J.W. Dunn	Supt.-Trans. Supv.-Operator Road Foreman of Engines	Discussion on Power Distribution - 1-Organization 2-Division of Power 3-Tonnage Ratings - 4-FF2 engine	"
H.L. Wiand	Mgr. Public Relations	Public Relationship	"
H.D. Kruggel	Asst. Regional Manager	Review of Seminar	"

SUPERVISION THAT ATTENDED SEMINAR THREE OR MORE TIMES

W. G. Dorwart
G. J. McCloskey
J. E. Mahoney
C. G. McGill
H. E. Bennett
W. A. Wade
W. J. Nocitra
W. R. Thomas
R. H. Decker
L. C. Ricks
K. Gartner
L. C. Sharp
R. F. Radler
R. G. Alleman
J. F. Spreng, Jr.
H. S. Matthews
M. H. Spencer
R. W. Wieand
R. R. Hilsinger
R. R. Matthews
S. A. Nichols
R. T. Bostley
C. L. Ryan
R. E. Werremeyer
D. R. Mulfair
D. T. Tompkins
A. L. Vought
A. G. Lageman III
E. L. McFarland
W. G. Davis
E. V. Berkstresser
J. E. Buckwalter
J. W. Dunn
M. F. Spindle
W. C. McDowell
J. P. Horbury
T. R. McCahan
E. M. Hecht
E. W. Conner
C. G. Kuhlwind
J. R. Roberts
C. G. McCullough
W. B. Conner
C. G. Trunnel
J. S. Lotz
P. E. Nouse
J. B. Fox
C. C. Baldwin
G. C. Wild
J. F. Zimmerman
J. F. Nicely
D. E. Schlegel
J. A. Foshee
C. B. Alban
L. E. Ozbun
W. F. Delaney
T. Q. Hill
C. V. Westman
C. W. Kershaw
L. Briner
R. A. Rutledge

MAY 6th

Speakers - Their Duties and Responsibilities

W. G. Dorwart - Superintendent Transportation

1. Establish intra-regional freight train schedules and consists and recommend inter-regional schedules and consists to the Supervisor, Freight Train Schedules.

2. Prepare Regional Operating Timetable and Special Instructions.

3. Maintain required standards of freight and passenger train service to shippers, consignees, and the traveling public.

4. Control train operations and road transportation expenses within established standards promptly adjusting operating plans to reflect changes in operating conditions.

5. Control yard and station switching and other transportation expenses within established standards for each yard.

6. See that empty freight cars are promptly dispatched as needed within his region and to other regions in accordance with System instructions.

7. Police the movement and loading of foreign cars to minimize per diem payments.

8. See that empty freight equipment is distributed to shippers in an equitable manner.

9. See that locomotives are utilized to the best advantage of his region and the System as a whole.

10. Recommend economical expansion, reduction, and improvement in transportation facilities.

11. Prepare monthly transportation budget.

12. In case of train accident or track obstruction, take general charge of clearing the railroad, providing adequate arrangements for caring for the traveling public and rerouting of traffic.

13. Maintain an adequate transportation organization and develop under-studies for all key positions.

14. Represent the Company as a member of the Railroad Contact Committee of the Shippers Advisory Board located in the region.

C. B. Herman - Trainmaster

1. Maintain safe movement of traffic in yards, terminals, and on the road in accordance with authorized schedules and connections.

2. Maintain satisfactory service to shippers, consignees, and the traveling public.

3. Consult with shippers on transportation matters as required and assist in securing freight revenue for the Company.

4. Control transportation expenses in line with activity and monthly budgets.

5. Collaborate with the Supervisor, Transportation Engineering, in improving work methods and reducing budget requirements.

6. See that empty freight cars are promptly dispatched as needed within his territory and to other territories in accordance with regional and System instructions.

7. Police the loading and movement of foreign cars to minimize per diem payments.

8. See that empty freight cars are distributed to shippers in an equitable manner.

9. See that locomotives are utilized to the best advantage of his region and the System as a whole.

10. Maintain proper discipline and morale of men employed on trains and in yards.

11. Administer safety program for employees under his supervision.

12. Insure that personnel within his jurisdiction are properly qualified for their duties and obey operating rules and instructions.

13. Keep Master Mechanic advised with regard to volume of traffic flow, so as to insure that adequate mechanical forces are available to keep traffic moving in accordance with schedules.

14. In case of train accident or obstruction to track, take direct charge of clearing railroad and see that proper precautions are taken to insure the safety of trains, persons, and property.

15. Recommend ways and means of improving the business of the Company by changes in facilities or operating policies.

16. Maintain an adequate transportation organization and develop understudies for all key positions.

E. M. Hecht - Chief Clerk

1. Handles correspondence.

2. Office administration.

J. C. Stewart - Superintendent Freight Stations

1. Recommend number and location of freight stations to be operated to provide best service to patrons at lowest cost and direct the opening of new stations and closing of unproductive stations.

2. Recommend needed improvements in freight station facilities and assist in planning new facilities and improvements to present stations.

3. Direct on-the-ground research in material handling and recommend equipment needed to reduce costs and improve service.

4. Direct the work of all freight station agents in the region and maintain an effective organization of well-qualified agents through training and guidance of this force.

5. Develop understudies for all key positions and recommend replacement, promotion, and compensation of agents and their supervisory organizations.

6. See that all new freight station employees are hired in accordance with Company standards for employment and are properly indoctrinated and trained for their jobs.

7. See that freight station employees are so supervised that work is performed in accordance with established standards of productivity, adequate discipline is maintained, and the safety program is satisfactorily implemented.

8. See that service records and rosters of freight station employees are accurately maintained and that correct procedures are followed in bulletining and awarding positions.

9. Manipulate extra forces in a manner to maintain service standards at minimum cost and arrange relief schedules.

10. Deal with organizations representing employees on the application of labor agreements.

11. Maintain records measuring the quality of service at freight stations, including pickup and delivery, and see that service meets established standards of quality.

12. See that essential records covering cost of freight station operations, such as platform handling, billing, and overtime, are maintained, and collaborate with Accounting Department in improving cost records and simplifying record procedure.

J. C. Stewart - Superintendent Freight Stations (Cont'd)

13. Establish cost standards for each freight station, taking into account facilities and normal flow of merchandise, and regularly measure actual versus standard performance.

14. Direct station agents in improvement of work methods and control of costs to meet standards.

15. See that billing and collection of revenue are performed in accordance with established procedures.

16. Collaborate with the Methods and Procedures Department in improving clerical operations and recommend equipment needed to improve clerical work.

17. See that satisfactory working conditions are maintained for all station employees.

18. Police the application of car service rules and demurrage regulations.

19. See that transportation officers are kept informed regarding the manner in which cars are placed after arrival and dispatched upon unloading and loading, and follow up instances of recurring delay until corrective action is taken.

20. See that cars are unloaded promptly at freight stations.

21. See that a satisfactory average load per l.c.l. car is maintained.

22. Analyze l.c.l. classifications and recommend needed changes and see that l.c.l. classifications are represented.

23. Control L.C.L. Merchandise Service Bureaus.

24. See that freight station agents maintain good relationships with patrons, are alert to opportunities for securing revenue, keep freight traffic salesmen informed of potential business, directly solicit accounts assigned to them, and take all practical steps to protect P.R.R. against short hauls by all accounts.

25. See that freight claims are promptly and thoroughly investigated and collaborate with the Freight Claim Department to effect prompty settlement of all claims.

26. Maintain a high order of employee morale within his jurisdiction and work for favorable relations between the P.R.R. and communities served in his territory.

27. Maintain frequent contacts with patrons to develop high level relationship.

G. J. McCloskey - Assistant Superintendent Transportation-Train Movement

1. Control the distribution of empty freight cars within the region to provide service adequate to meet the requirements of shippers and obtain maximum utilization of cars.

2. Control the distribution of all power assigned to the region to provide service adequate to meet the requirements of yard switching and train schedules, and to obtain maximum utilization of power.

3. Collaborate with the system Motive Power Bureau in the distribution of system power for intra-regional use to obtain maximum power utilization.

4. Control the dispatching of all trains within the region.

5. Maintain prescribed records of train movements.

6. Issue train orders and other such instructions which are required for the safe and efficient movement of trains.

7. Coordinate all train movement within the region boundary lines.

8. Plan for and authorize consolidation of trains.

9. Plan for and authorize extra sections of trains.

10. Prepare train performance reports.

11. Prepare revisions to region timetables and special instructions.

12. Direct the activities of the regional message office.

F. V. Hebron - Budget Supervisor

1. Develop and maintain an organization adequate to carry out the Budget Supervisor's functions.

2. Work with Supervisor of Methods and Cost Control and Transportation Engineering in the development of improved basic data for use in preparing budget requests.

3. Prepare monthly regional budget requests in collaboration with regional officers and submit to Budget Manager and designated system officers.

4. Work with regional officers in the allocation of approved budget allotments to services and districts to provide a basis for detailed control of performance.

5. Analyze operating statistics, budget performance data, and other such information, and keep the Regional Manager and other regional officers informed concerning areas requiring specific attention.

F. V. Hebron - Budget Supervisor Cont'd

6. Provide statistical data, estimates of expenditures and such information requested by the Budget Manager and regional officers.

7. Work with Auditor of Expenditures in the analysis of cost data and in the development of control information necessary to regional management.

A. L. Kessler - Supervisor Clearances

1. Prepare and supervise distribution "General Notice 207-A, Clearances" and appendix thereto.

2. Handle requests for clearance movement and excessive weights and provide proper routing.

3. Confer direct with foreign railroads and industry on clearance, excessive weight, and methods of loading matters.

4. Prepare clearance data for "Railway Line Clearance" publication.

5. Accompany clearance car when making field measurements.

MAY 20th

G. C. Felton - Supervisor Personnel

1. See that personnel policies, other than labor, are properly interpreted and carried out.

2. Develop and guide educational and training programs.

3. Act as advisor to employe clubs, social and recreation committees.

4. Develop ways and means for improving communications with employes.

5. Direct the administration of the safety program regionally.

6. Administer employe benefit programs.

7. See that appropriate methods and procedures are followed in the hiring and indoctrination of new employes.

8. Make recommendations to improve relations with employes.

9. Counsel members of the regional organizations in personnel matters.

10. Establish and maintain appropriate personnel records.

11. Handle such other matters as directed by the Superintendent of Personnel.

H. W. Manning - Superintendent Personnel

1. Administer the Company's labor policies and agreements in a region.

2. Meet with union representatives.

3. Make the final decision, in the region, on employe grievances.

4. Prepare grievance cases for System handling.

5. Make local agreements in labor matters as provided for in System schedule agreements or as approved by the Manager - Labor Relations.

6. Maintain records of the volume, nature, and cost of employe grievances.

7. Analyze employe grievances and make recommendations for improving employe relations.

8. See that personnel policies are interpreted properly and carried out.

9. See that personnel programs such as safety, training, management development, employe communications, etc., are properly administered.

10. Assist System Officers in research into problems of employment, training, personnel safety, management development, employe benefits, wage and salary administration, and the like.

11. Direct regional central employement offices.

12. Establish and maintain appropriate personnel records.

13. Counsel regional officers or supervision in labor and personnel matters.

JUNE 3rd

S. E. Back - Examiner

1. Instruct Transportation personnel in proper usage and maintenance of air brakes.

C. R. Lucas - Assistant Manager-Freight Train Operations

1. Supervise the overall inter-regional and intra-regional distribution of empty freight cars.

2. Study methods and procedures employed in distributing freight cars through reports of car movement, and counsel with regional personnel on ways and means of securing greater utilization.

3. Interpret all I.C.C. and A.A.R. car service rules and regulations, and advise Superintendent Transportation with respect thereto.

C. R. Lucas - Assistant Manager-Freight Train Operations (Cont'd)

4. Continuing study of, and responsibility for improved means of locating and expediting special equipment cars.

5. Expedite cars and trains requiring special attention.

6. Collaborate with Manager, Car Service Records to see that foreign empty cars are properly handled and to reduce per diem costs, reduce empty mileage, and secure maximum use of equipment.

W. R. Gunter - Transportation Engineer

1. Analyze road operations and recommend basic changes in operating practices to reduce costs and improve service.

2. Analyze classification operations and recommend basic changes to reduce costs and improve service.

3. Establish procedures for improving freight and passenger yard and terminal work methods, for control of yard and terminal labor costs, and for utilization of yard and station switching power.

4. Develop procedures for establishing standards of performance for specific road and yard operations.

5. Develop office procedures in yards and terminals to improve and expedite movement and assist in the application of these procedures to provide more prompt and more accurate records for trace bureaus and office of Manager, Car Service Records.

6. Analyze freight car utilization and make recommendations for increasing turn-around of Company cars and reducing per diem expense for foreign cars.

7. Analyze inspection, cleaning, and movement of empty freight cars and make recommendations to reduce costs and improve service.

8. Analyze yard and terminal facilities and recommend changes in facilities to improve service and reduce costs.

9. Develop office procedures to improve car distribution methods and records.

10. Prepare special transportation studies.

J. W. Dunn - Road Foreman of Engines

1. Provide for safe operation of locomotives in his territory.

2. See that engine crews maintain on-time performance to the best of their ability.

J. W. Dunn - Road Foreman of Engines

3. See that passenger and freight trains are handled in terminals and on the road in a way to minimize passenger discomfort and lading damage.

4. Work with the Supervisor, Transportation Engineering, and other operating personnel to improve efficiency of yard and station switching.

5. Ride engines frequently to:

   a. Instruct enginemen and firemen in proper performance of their duties.

   b. Check economical use of fuel and supplies.

   c. Check that engines are properly equipped and in good working order.

   d. Observe enginemen and firemen to see that they properly discharge their duties and obey the rules.

6. Maintain record of qualifications of enginemen and firemen.

7. Maintain proper discipline and morale of enginemen and firemen.

8. Administer safety programs for enginemen and firemen.

9. Keep Master Mechanic advised of:

   a. Mechanical requirements and efficiency of engines.

   b. Mechanical repair work improperly performed.

10. Make required operating rule efficiency checks and observations.

W. I. Sloan - Accident Clerk

1. Maintains Records and Reports of all train and personal injury accidents.

2. Prepares reports for System offices and to I.C.C.

JUNE 17th

J. A. Foshee - Freight Trainmaster

1. Maintain safe movement of traffic in yards, terminals, and on the road in accordance with authorized schedules and connections.

2. Maintain satisfactory service to shippers and consignees.

3. Control transportation expenses in line with monthly budget.

J. A. Foshee - Freight Trainmaster

4. Utilize locomotives and cars to get maximum benefits with minimum of per diem expenses.

5. Maintain proper discipline and morale of men employed on trains and in yards.

6. Administer safety program for employees under his supervision.

7. Insure that personnel within his jurisdiction are properly qualified for their duties and obey the operating rules and instructions.

8. Perform business routines promptly and accurately in accordance with established procedures.

9. Keep Master Mechanic advised with regard to volume of traffic flow, so as to insure that adequate mechanical forces are available to keep traffic flowing in accordance with schedules.

10. In case of train accident or obstruction to track, take direct charge of clearing railroad and see that proper precautions are taken to insure the safety of trains, persons and property.

11. Maintain an adequate transportation organization and develop understudies for all key positions.

Samuel Wenzer - Assistant Manager-Loading Services and Loss and Damage Prevention

1. Determine major causes of freight claims in collaboration with the Manager, Freight Claims.

2. Keep informed of the most satisfactory and economical methods of packing freight and loading cars through work with large shippers, container manufacturers, inspection and claim agencies, and research groups, and through analysis of causes of lading damage.

3. Instruct Supervisors, Loading Services and Loss and Damage Prevention, in packing and loading methods and encourage their development of improved methods.

4. Program the work of Supervisors, Loading Services and Loss and Damage Prevention, in collaboration with Managers, Freight Sales and Services, to minimize freight claims and to develop good will of shippers.

5. Assist Managers, Freight Sales and Services, in coordinating the work of Supervisors with Freight Traffic Salesmen so that all possible information is obtained relative to traffic movements of accounts upon whom Supervisors call.

6. Maintain essential statistics on lading damage by selected patrons, locations, and commodities, and by major causes, in collaboration with the Manager, Freight Claims.

Samuel Wenzer - Assistant Manager-Loading Services and L&D Prevention (Cont'd)

7. See that adequate information relative to the handling of cars is obtained through observation of yard practices and use of shock indicators.

8. Point out to transportation officers action required to improve car handling.

9. Direct System-wide loss and damage prevention programs, such as Careful Car Handling campaigns.

10. Represent the Railroad in A.A.R. Freight Loss and Damage Prevention Section and in claim conferences and meetings of Regional Shippers' Advisory Boards, and keep regional officers informed regarding bulletins and circulars issued by these organizations.

11. Work with loss and damage prevention officers of other railroads to develop ways and means of reducing damage.

12. Analyze use of special freight car equipment and recommend type and amount that should be provided.

13. Establish System grain door policy and act as Chairman of System Grain Door Committee.

14. Act as liaison with inspection agencies and recommend extent of services to be performed for the Railroad.

15. Represent the Railroad on the Board of Directors of Railroad Perishable Inspection Agency.

16. Assist regional managers in training and development of Supervisors, Loading Services and Loss and Damage Prevention, and recommend size of field organization.

T. R. McCahan - Car Distributor

1. Prepare and maintain necessary records for the distribution of empty freight cars.

2. Assemble reports from Regions and exercise general distribution of empty freight cars.

3. See that periodic field checks on the accuracy of empty car reports are made.

4. Expedite specific empty car placements as requested.

H. E. Bennett - Supervisor-Transportation Engineering

1. Analyze road operations within his region and recommend basic changes in operating practices to reduce costs and improve service.

2. Analyze classification operations within his region and recommend basic changes to reduce costs and improve service.

3. Chart major yard and station switching operations periodically and counsel with operating personnel on changes in work programs that will reduce crew and engine requirements.

4. Develop standards of performance for principal road, yard and station operations and collaborate in the preparation of control reports measuring actual vs. standard.

5. Analyze performance reports and interpret results for the Superintendent, Transportation, and his line officers.

6. Analyze reports of freight car utilization and recommend steps to be taken to improve performance, including inspection, cleaning, and movement of empty freight cars.

7. Analyze transportation facilities within his region and recommend economical expansion, reduction, and improvements.

8. Assist regional officers in the training of transportation personnel as requested.

9. Prepare special transportation studies as requested.

J. E. Buckwalter - Passenger Trainmaster

1. Maintain safe movement of traffic in passenger yards and terminals, in accordance with authorized schedules and connections.

2. Maintain satisfactory service to the traveling public.

3. Control transportation expenses in line with activity and monthly budgets.

4. Collaborate with the Supervisor, Transportation Engineering, in improving work methods and reducing budget requirements, particularly with respect to yard and station switching.

5. Work with the Supervisor, Transportation Engineering, in the development of recommendations for changes in facilities to improve service and reduce costs.

6. Utilize locomotives and cars to get maximum benefits with minimum expense.

J. E. Buckwalter - Passenger Trainmaster

7. Recommend changes in consists of trains to improve service or reduce car miles.

8. Maintain proper discipline and morale of train crews employed on passenger trains and in passenger yards.

9. Administer safety program for employees under his supervision.

10. Insure that personnel within his jurisdiction are properly qualified for their duties and obey the operating rules and instructions.

11. Keep Master Mechanic advised with regard to volume of work in passenger yards so as to insure that adequate mechanical forces are available to keep traffic on schedule.

12. In case of train accidents or track obstructions in passenger yards or terminals under his jurisdiction, take direct charge of clearing railroad and see that proper precautions are taken to insure the safety of trains, persons, and property. In case of accidents or obstructions to main tracks at other points on the region, report to Superintendent, Transportation, and assist movement office in handling the emergency.

13. Cooperate with connecting railroads on delivery and receipt of through traffic.

14. Maintain adequate transportation organization and develop understudies for all key positions.

W. F. Beshore - Station Master

1. Schedule redcaps to provide adequate service at all times with minimum numbers, supervise activity and disposition of redcaps to secure greatest coverage of requirements for service, and police redcap revenue.

2. See that gatemen and ushers perform their duties on time and in a courteous and helpful manner, and keep force at a workable minimum.

3. Train all employees under his direction in the importance of good public relations and in ways of performing the right type of customer service.

4. See that waiting rooms, rest rooms, station platforms, and all other parts of the station used by the public are well maintained with respect to cleanliness and general appearance.

5. Observe trains for car cleanliness, condition of air-conditioning and heating, and other mechanical or physical features contributing to quality of service.

6. Work with transportation and maintenance personnel in overcoming equipment and service problems.

W. F. Beshore - Station Master

7. Release trains in ample time for trains to be dispatched as advertised.

8. Make late train reports to the Passenger Station Manager or District Passenger Manager for forwarding to the Passenger Manager.

9. See that necessary special services are provided, such as those required by disabled passengers; satisfy special requests for assistance and information; and investigate claims, complaints, and cases of lost property or refer them to the appropriate office.

JULY 1st

C. M. Keitt - Safety Engineer

1. Establish standards for safe work methods, practices, procedures, and behavior, and develop codes of rules accordingly.

2. Instruct supervision and employes in safety matters.

3. Coordinate safety activities of the regions and departments.

4. Review, from a personnel safety standpoint, standards and design of facilities, equipment, and protective devices.

5. See that periodical tests and checks are made on observance of those operating rules that involve personnel safety.

6. See that accident reports to state commissions are properly made.

7. Analyze accident reports and records, and the circumstances of particular accidents, to develop need for change in Company rules, practices, or methods; make recommendations therein.

8. Conduct research into personnel safety.

9. Coordinate the safety standards, practices, rules and programs with Medical Department and Claim Department interests.

10. Other duties as assigned by Manager of Safety.

J. P. Horbury - Supervising Operator

1. Prepare and submit regional operating time table and special instructions to Operating Officers for approval. Also arrange for printing and distribution.

2. Prepare and submit General Orders and General Notices to Operating Officers for approval. Also arrange for printing and distribution.

3. Prepare bulletin information on Passenger Train Movement in event of main track obstruction.

J. P. Horbury - Supervising Operator

4. Participate actively in conducting transportation during disruption of service, issuing proper instructions for detour of train movement when necessary.

5. Program use of track by Maintenance of Way and other forces, consistent with train movement.

6. Supervise Book of Rules examinations for all employes required to take same.

7. Cooperate with all other departments on questions involving train movement.

8. Visit personally and check efficiency of employe performance and availability of proper time tables, hand and lamp signalling equipment of all block and interlocking stations.

9. Handle personnel matters involving employes under his jurisdiction; particularly in employment of new personnel, and conduct initial Book of Rules examination of this group.

10. Conduct investigations with Interstate Commerce and Public Utility Commissions, of all major accidents.

11. Direct activities of the regional message office.

W. E. Twiford - Train Dispatcher

1. Preparation of General Orders and Employee timetables.

2. Other duties as assigned by Supervising Operator.

J. G. Fink - Supervisor Labor Relations

1. Supervise examiners in preparation of labor cases.

2. Conduct meetings with employes or union representatives as directed.

3. Analyze employe grievances, particularly on the ground, in order to develop need of changes in Company policy or practice.

4. Review discipline cases.

5. Conduct joint studies of labor matters with union representatives as directed.

6. Investigate the application of labor agreements.

7. Maintain records of volume, nature, and cost of employe grievances.

8. Research in labor matters.

J. G. Fink - Supervisor Labor Relations (Cont'd)

9. Supervise training of labor examiners.

10. Counsel others in the regional organization in labor matters.

11. Supervise preparation of seniority rosters.

12. Assist in educational programs involving labor matters.

JULY 22nd

C. R. Burr - Freight Traffic Manager

1. Maintain favorable relations with traffic officers of all key accounts in the region and coordinate all sales and service work with these accounts to secure maximum potential revenue.

2. Assist the Manager, Industrial Development in securing new plant information and selling P.R.R. locations.

3. Represent the Regional Manager in outside meetings as requested.

4. See that the Manager, Freight Sales and Services, carries out established sales and service policies.

5. See that the Manager, Freight Sales and Services, maintains the right relationships with system and other regional officers.

6. See that an adequate Sales and Services organization is maintained within the region and that personnel policies of the Company are carried out effectively.

H. H. Haupt - Superintendent Equipment

1. Direct repair and maintenance of all motive power, car, and other equipment in his region to insure adherence to authorized standards and practices.

2. See that equipment inspection and servicing points and repair shops (other than heavy repair shops under the jurisdiction of the Manager, Heavy Repair Shops) in his region are operated efficiently and in line with established maintenance policies and methods.

3. Direct the shopping of motive power and car equipment so as to provide adequate serviceable equipment, in good repair for safe operation, for the service requirements within the region.

4. Report locomotive, car, and other equipment failures in the region, as required by regulations, and make recommendations designed to eliminate cause of failures.

5. Report condition of specific equipment in the region, with recommendations on repair, retirement, or replacement.

H. H. Haupt - Superintendent Equipment Cont'd

6. Direct the improvement of work methods and evaluate recommended improvements in facilities and maintenance tools and equipment.

7. Analyze maintenance costs and direct appropriate action where costs are out of line.

8. Make recommendations as to changes, modifications, retirement, and new equipment inspection, maintenance, and repair facilities, shops, and machinery within his jurisdiction.

L. W. Green - Regional Engineer

1. Maintain road, structures, communications, signals, and electric traction fixed facilities to required standards, and such other duties as may be assigned by the Regional Manager.

2. Prepare regional maintenance-of-way program and, after approval by the Regional Manager, submit to the Assistant Chief Engineer, Maintenance for approval and authority.

3. Establish schedules for periodic inspection of facilities maintained to insure adherence to established standards.

4. Control all construction within the region not assigned by the Chief Engineer to an Area Engineer.

5. Negotiate, prepare, and administer all agreements and contracts, except those assigned to an Area Engineer by the Chief Engineer.

6. Control expenditures within budgetary limitations.

7. Improve work methods, and develop and recommend improvements in facilities and work equipment.

8. Adjust organization and techniques to reflect changes in operating conditions and to take advantage of improvements in materials and equipment therefor.

9. Obtain maximum utilization of maintenance-of-way and construction equipment.

10. Control inventory levels to established standards.

11. Maintain direct liaison with appropriate administrative and political bodies.

12. Maintain and adequate maintenance-of-way and construction organization and develop understudies for all key positions.

A. J. Vonk - Manager Industrial Development

1. Secure P.R.R. locations for new plants of accounts headquartered in his region--in cooperation with other Managers, Industrial Development when sites are outside his region,--and assist other managers in securing locations for their accounts when such locations may be in his region.

2. Call on sales, manufacturing, and other top management executives of all industrial concerns within the region which may undertake future plant expansion, establish friendly relationships, and sell development service of P.R.R.

3. Establish and maintain a reference file with pertinent data covering each account and record of calls made.

4. Analyze accounts to determine those that have a mutuality of interest with P.R.R. from the standpoint of raw material requirements and markets and rates, equipment, and service for the movement of raw materials and finished products, and prepare special information material for use with these accounts.

5. Maintain favorable relationships with public utility, real estate, and chamber of commerce executives in the region to develop leads on new plants and facilitate sale of P.R. locations.

6. Maintain basic information on all potential plant sites in the region including data on raw materials, labor supply, taxes, and proximity to industrial and consumer markets.

7. See that all essential detailed information is prepared in support of sales effort on specific sites.

8. Assist the Regional Manager in stimulating the industrial development effort of the regional sales and services organization and coordinate all industrial development activities within the region.

9. Recommend advertising and promotion plans in support of industrial development work.

R. T. Bostley - Freight Train Master

1. Maintain safe movement of traffic in yards, terminals, and on the road in accordance with authorized schedules and connections.

2. Maintain satisfactory service to shippers and consignees.

3. Control transportation expenses in line with monthly budget.

4. Utilize locomotives and cars to get maximum benefits with minimum of per diem expenses.

5. Maintain proper discipline and morale of men employed on trains and in yards.

R. T. Bostley - Freight Train Master Cont'd

6. Administer safety program for employees under his supervision.

7. Insure that personnel within his jurisdiction are properly qualified for their duties and obey the operating rules and instructions.

8. Perform business routines promptly and accurately in accordance with established procedures.

9. Keep Master Mechanic advised with regard to volume of traffic flow, so as to insure that adequate mechanical forces are available to keep traffic flowing in accordance with schedules.

10. In case of train accident or obstruction to track, take direct charge of clearing railroad and see that proper precautions are taken to insure the safety of trains, persons and property.

11. Maintain an adequate transportation organization and develop understudies for all key positions.

G. A. Sargent - Manager Car Service Records

1. Maintain records of movement of all passenger and freight cars on the P.R.R.

2. Maintain records of movement of all P.R.R.-owned passenger and freight cars on other lines.

3. Provide journals indicating payments due car owners and payments due the P.R.R. from other carriers under applicable per diem and mileage rules.

4. Furnish such information as may be necessary to secure settlement of car accounts and see that they are equitably settled.

5. Maintain and protect, as custodian, all interchange, wheel, reclaim, and mileage reports as required, and furnish movement information to all departments on request.

6. Conduct inspections and research to insure compliance with per diem rules, car service rules, and special instructions relating to use of cars.

7. Furnish record information required for foreign car disposition purposes.

8. Represent the P.R.R. in car service, per diem, and mileage meetings with other carriers and shippers.

9. Collaborate with the Manager, Transportation Engineering, in developing regular reports for use in controlling the utilization of all cars.

10. See that reports required for controlling car utilization are promptly prepared and distributed.

G. A. Sargent - Manager Car Service Records Cont'd

11. Work with the Methods and Procedure Department in improving clerical methods in the Car Service Record Department and maintain close control over clerical costs.

12 Maintain an effective organization in his department by the careful selection and training of personnel and development of understudies for all key positions.

AUGUST 5th

A. N. Fink - Supervisor Multiple Unit Service

1. Prepare assignment of equipment to all MU trains operated.

2. Prepare and issue all crew and couplet assignments.

3. Prepare and issue all changes and varied programs relative to commuter operation.

4. Prepare programs relative to time table changes with reference to commuter service, working in conjunction with Manager of Commuter Service.

5. Maintain daily records of travel on all commuter trains.

6. Regulate and balance equipment between New York Region and Chesapeake Region.

7. Prepare track assignments, both inward and outward, at all outlying points.

8. Regulate consists of drafts at both Powelton Avenue MU Yard and Suburban Station.

S. A. Nichols - Assistant Supervisor Train Movement - Passenger

1. Control the dispatching of all Passenger trains within the region.

2. Maintain prescribed record of Passenger train movements.

3. Coordinate all Passenger train movement within the region boundary lines.

4. Plan for and authorize consolidation of Passenger trains.

5. Plan for and authorize extra sections of Passenger trains.

6. Prepare Passenger train performance reports.

C. S. Hill - Auditor of Expenditures

1. Maintain accounting records and reports for the New York, Philadelphia, Chesapeake, and Northern Regions in the manner and detail required (1) to provide management with data necessary for the control of operations and (2) to meet government accounting regulations, including:

a. Maintenance of timekeeping, payroll, and related records and reports and preparation of pay drafts.

b. Maintenance of material inventory and material usage records and reports.

c. Preparation of accounts payable, joint facility, and accounts receivable bills.

d. Maintenance of clearing accounts.

e. Maintenance of road and equipment accounting work.

f. Establishment and maintenance of ledgers for accounts payable, accounts receivable, contingent payment accounts, material distribution, and labor distribution.

g. Preparation of operating statistics and cost analyses and reports.

h. Preparation of reports and statistics required under regulations of the Interstate Commerce Commission and other governmental bodies.

i. Preparation of reports required by the Railroad Retirement Board, District Director of Internal Revenue, State, City, and other governmental authorities showing wages paid to employes, compensation and service which is creditable under the Railroad Retirement Act, taxes withheld from wages, and verification of wage rates.

j. Verification of beneficial status of employes under Health and Welfare plans.

2. Provide regional executives and officers with all accounting statistics and reports covering both revenues and costs required in the management of regional business.

3. Work closely with the Budget Manager and Budget Supervisors, supplying them with basic information required in the development of budgets and with periodic comparisons of actual and budgeted expenditures.

C. S. Hill - Auditor of Expenditures Cont'd

4. Develop and train a clerical force capable of carrying out the work of the Auditor of Expenditures' Office in accordance with Standard Practice Instructions.

5. Develop clerical work standards where applicalbe and use them to evaluate and control clerical productivity.

6. Apply continuing effort to the improvement of methods, procedures, and reports used in Auditor of Expenditures' operations.

7. Plan, schedule, and carry out assigned duties at minimum cost consistent with the needs of the Company.

C. J. Heywood - Director Motive Power Control Bureau

Assists the Manager Motive Power Control Bureau in the following duties:

1. Maintain a record of the location and movement of power units except those in yard and local service.

2. Direct the movement of power units between terminals, as necessary to meet the requirements of train movement.

3. Maintain a record showing the date each power unit is scheduled for periodic maintenance and arrange movement of units to the proper maintenance point for such attention.

4. Maintain a record showing date each power unit is shopped and due out of shop and arrange for disposition of each unit.

5. Plan, in collaboration with Assistant Chief Mechanical Officer, the assignment and maintenance points for the various classes of power units to the best advantage of utilization and maintenance.

6. Maintain checks on traffic volume and manipulate power accordingly.

7. Analyze performance of power units for purposes of improving utilization.

8. Analyze scheduled services and recommend adjustments in train schedules to reduce layover time and improve utilization of power units.

9. Analyze the motive power assignment program in order to establish better ways and means of increasing utilization and improving service.

10. Expedite movement to shop of power units ordered "shopped and dead-in-tow."

11. Analyze utilization of road and yard power and recommend appropriate transfers of units.

H. L. Wiand - Manager Public Relations

1. Carry out system public relations policies and objectives at the regional and local level; develop a regional program and activities to accomplish this result.

2. Provide advice and counsel on public relations aspects of Company business to other regional officers and key personnel.

3. Maintain liaison with system Public Relations Department in order to be thoroughly familiar with system policies and objectives, to keep system department informed of developments at regional level which bear on the system-wide program, and to obtain counsel and help from system resources when needed.

4. Assemble, write, produce and distribute news releases local to a region; coordinate news handling with other regions and with the system.

5. Supervise and promote the most effective use by railroad personnel of such public relations "tools" as booklets, films, displays, etc.

6. Develop and supervise a "speakers bureau" in a region to provide qualified speakers on railroad matters for civic clubs and other organizations; see that potential speakers are kept up to date on public relations policies and facts and figures; help them get special information when needed.

7. Set up and supervise exhibits and visits to company facilities when indicated.

8. Keep the Pennsy Magazine advised of story possibilities in the region.

9. Develop the public and community relations assets of employe and industry groups, such as Pennsy Family Clubs, agents' associations and others.

10. Know local conditions throughout a region and report potential trouble spots and suggestions for dealing with them without delay.

11. Know opinion molders and help develop better relationships with business leaders, civic officials, the press, educators, women's group, youth groups and other community organizations.

12. Develop opportunities for public relations projects to promote the Company in individual communities.

13. Survey, analyze and report the general state of opinion and attitudes in a region toward the Company and toward public and political issues.

H. D. Kruggel - Assistant Regional Manager

Assist the Regional Manager in the over-all management of the Philadelphia Region.

PENNSYLVANIA RAILROAD

PHILADELPHIA REGION SEMINAR PROGRAM FOR TRANSPORTATION SUPERVISION

	Location	Starting Time (D.S.T.)	Subject Discussed	Speaker	Section
May 6	Room 261 30th St.Sta. Phila., Pa.	9:30 A.M.	Introduction Organization and Economics of the Railroad	W.G.Dorwart (Supt.-Trans.)	A
	"	10:35 A.M.	Correspondence and its importance	E.M.Hecht (Chief Clerk)	B
	"	10:40 A.M.	Handling and Movement of Special Equipped Freight Cars	J.M.Ansman (Mgr.of Spec. Equipment)	C
	"	11:05 A.M.	Recess		
	"	11:15 A.M.	Car Service Rules Per Diem Rules Demurrage Rules Explosives	J.C.Stewart (Supt. Frt. Stations)	D
		12:30 P.M.	Lunch		
	"	1:30 P.M.	Daily Transportation Reports and their usage	G.J.McCloskey (Asst.Supt. Trans.-Train Movement)	E
	"	2:30 P.M.	Wheel Reports 1-Operating Statistics (Square Sheet) 2-Budget	F. V. Hebron (Supv. of Budget)	F
		3:05 P.M.	Recess		
	"	3:20 P.M.	Excessive Dimensions (Inspection and Routing)	A.L.Kessler (Supvr. Clearance)	G
		4:00 P.M.	Review	W.G. Dorwart	
		4:30 P.M.	Adjourned		

Transportation Supervisors

Outline on Economics of Operation

I General picture of financial situation of Pennsylvania Railroad.

A. Company large but earnings small.
Reference - Pages 4 and 5, 1956 Annual Report.

1. Assets approximately 3 billion - operate approximately 24,000 miles of track.

2. Earnings overpast 6 years slightly over 2% while manufacturing industries average about 15%.

B. Need for New Capital.

1. To permit expansion and keep pace with competition.
Reference - Pages 8 and 9, 1956 Annual Report.

C. Pennsylvania Railroad has record of continuous yearly dividends.

D. Recent developments that may help our financial status.

1. Cabinet report and possible legislation.

2. New organization on Pennsylvania Railroad.
($33 million increase in revenue with 2500 less employes)

II Economics of Pennsylvania Railroad as it concerns Transportation Supervision — i.e. Transportation Costs.

A. Make up of these Costs - 47 I.C.C. Accounts - AD 7716.

1. Fixed items (generally Transportation Supervision has little control over:- Signal and Interlocking operation; Crossing Protection; Drawbridge operation, Communication System).

2. Controllable items -

a. Non productive costs; personal injuries, loss and damage, per diem, clearing wrecks, etc.

b. Direct production costs; wages of yard and road train and engine crews; yard and road fuel costs; train supplies and expenses, wages of clerks, etc.

B. Effect upon the Transportation Operating Ratio.

1. Define operating ratio - per cent of gross revenue used to pay operating expenses.

Operating Ratio	-	82.16 in 1955	- 82.41 in 1956
Transportation Ratio	-	44.18 in 1955	- 45.02 in 1956

a. Three principal operating ratios

T.E. - 45%
M.E. - 20%
M.W. - 10%

2. Need for budget to control expenses.

a. How prepared.

b. How controlled - various statistical sheets - square sheet.

3. What can Transportation Supervision do to control transporation expenses?

a. Control production of road and yard crews.

b. Proper training of personnel.

C. Operating Efficiency.

1. Road Operation -- measured by gross ton miles per train hour — improvement over past several years - 1947-37,000
1954-54,763.

2. Yard Operation - measured by cars dispatched per engine hour. (DYPR and Heller Studies)

a. Efficiency affected by many obsolete yards. Large sums needed to rebuild. Conway ($34 million) and its effect.

b. Various ways to perform classification switching - economics of each - volume of traffic a major factor in determining method.

c. Car hire, or per diem. There is an economic balance between per diem and yard costs - you can help by:-observing car service rules; use of commodity inspection; reduce empty car miles; don't dump on your neighbor.

d. Overtime - over 5% of labor costs - some overtime is economical. Common sense and planning required.

e. Interplant and intraplant switching - see that these services are reported so charges can be collected. (See definitions)

III Need for team play.

A. Recommendations and suggestions from men on the front line are needed to keep our industry ahead.

May 6, 1957
W. G. Dorwart

DEFINITIONS OF VARIOUS MOVEMENTS

LOCAL LINE-HAUL MOVEMENTS

Cars moving between two separate points on one Railroad via the same Railroad. Rates for these movements are published by the individual Railroads in their own tariffs and in what are known as Agency Tariffs. The latter are tariffs issued and filed by Tariff Publishing Agents for account of all lines. These rates are generally on a "per hundred pound" or "per ton" basis. EXAMPLE - Pittsburgh to Chicago via P.R.R.

INTER-LINE HAUL MOVEMENTS

Cars moving between two separate points via more than one Railroad and via recognized interchange points. EXAMPLE - Pittsburgh to Milwaukee, Wisconsin via PRR-Chicago-C&NW or even Pittsburgh to Chicago via PRR-Toledo-Wabash. Rates for these movements are published in like manner.

RECIPROCAL SWITCHING

This is an arrangement in effect at many Common points which enables a Railroad to reach plants and industries located on and physically served by another Railroad.

The term Reciprocal is exactly what the word implies. The Railroad on which the plant is actually located does the switching for the line-haul carrier and is paid a switching charge by the line-haul carrier for performing the switching service. In consideration of this the first Railroad does similar work for the second Railroad when conditions are reversed. This enables an industry at a Common point to avail itself of the facilities of all Railroads serving such point even though its plant is only located on one of the lines.

Switching charges for reciprocal switch movements are absorbed by the line-haul carrier and are included in the line-haul rates at no additional expense to the industry. Thus all lines are on a competitive basis rate-wise. These rates are also published by the Railroads in their individual switching tariffs and they too, generally speaking, are on a per car basis.

INTRA-PLANT MOVEMENTS

Cars originating at one point and destined to another point within the trackage limits of the same plant or industry.

INTER-PLANT MOVEMENTS

Cars originating at one plant or industry and destined to another plant or industry within the switching limits of one station or industrial switching district.

INTRA-TERMINAL MOVEMENTS

Cars originating at one point and destined to another point on the same carrier within the switching limits of one station or industrial switching district.

INTER-TERMINAL MOVEMENTS

Cars originating at one point and destined to another point on different carriers within the switching limits of one station or industrial switching district.

Rates for movements described in the foregoing plant and terminal movements are published by the Railroads in their individual Switching Tariffs and are on file with the Interstate Commerce Commission and various State Commissions. Such rates, with but few exceptions, are published on a per car basis, and are assessed against the industry. These charges vary, depending upon point involved.

BOIN'S TARIFF 154-B-I.C.C.-A-977

C. W. Boin is a Tariff Publishing Agent for Official Territory Railroads (Lines operating east of the Mississippi and North of the Ohio rivers).

This is a Local Freight Tariff containing Rules and Charges governing receipt and delivery of cars of freight On, To and/or From Private and Industrial Tracks. Among other things it provides that:

1. Cars will be delivered on and removed from privately owned side tracks or industrial tracks near and connecting with the carrier's tracks without any additional charge, provided there are no conditions which make it unsafe for the carrier's locomotives to operate over such tracks, or prevent the carrier from receiving or delivering cars at its ordinary operating convenience.

2. Cars will be received and delivered at loading and unloading locations on tracks designated by the industry within the industrial plant site without any additional charge when that service can be ordinarily performed in continuous movement at the carrier's ordinary operating convenience, provided the locomotive in general use for switching in the vicinity of the plant can safely operate over the tracks within the plant site.

3. When receipt or delivery of a car or cars as provided in 1 and 2 can not be accomplished in continuous movement at the carrier's ordinary operating convenience because of interruption, interference or any other condition caused by the shipper or consignee, the carrier will arrange for receipt or delivery only under certain conditions and at specified charges, both of which are outlined in the tariff.

CONTINUOUS MOVEMENT

The I.C.C. has defined this as a movement between the carrier's tracks and the loading or unloading locations, a hold track, or other place where cars are received or delivered without any delay or any suspension or break in time, or continuity of the movement, due to any circumstances or condition for which the industry is directly responsible.

ORDINARY OPERATING CONVENIENCE

The Commission has said this means the time selected by the carrier when it is most advantageous to the carrier, in relation to its coordinated and harmonious switching activities in a particular switching zone, when the terminal services are performed by switching locomotives, or at the time the train arrives at the plant site when the terminal services are performed by road-haul locomotives.

Ordinarily it contemplates only one switch a day except when additional switches are made by the carrier in its own or the public interest, as distinguished from the industry's interest, to secure the prompt release of equipment or facilities, or when necessitated by the volume of traffic. Movements to, from or within the plant site at other times at the request of the industry or to meet the requirements of industrial operations are not at the carrier's ordinary operating convenience.

BOIN TARIFF CHARGES

If it appears that the delay will be of a temporary nature the locomotive will be held at the nearest available location and the service completed when conditions permit. For delay to the locomotive when so held, a charge of $2.33 for each five minutes or fraction thereof in excess of 30 minutes will be assessed, which charge will be in addition to the published rate or rates (Freight charges).

If, after a reasonable period of delay, the obstruction or condition preventing completion of service has not been removed or eliminated the carrier may, at its option, withdraw its locomotive and place the car or cars on a hold or other available track or tracks within, or without, the industry plant site. Charges for the delay encountered shall be computed in accordance with the preceding paragraph. Subsequent movement by carrier locomotive of the car or cars from the hold or other track or tracks to actual point of delivery will be subject to a charge of $8.09 per car.

PROVISIONS OF "NOTE 3" NAMED IN SUPPLEMENT 2, AGENT
BOIN'S TARIFF 154-B, ICC A-977, EFFECTIVE MARCH 21, 1955.

The "Note 3" provisions are shown in the attached and were published in compliance with the Commission's order following their investigation in ICC 30556 which order was issued on January 3, 1955. Prior to the publication of "Note 3" the rail carriers were under rather stringent rules involved in the interpretation of the conception of "continuous movement," "ordinary operating convenience," "interruption, interference or any other condition caused by the shipper or consignee," or "circumstance or condition for which the industry is directly responsible." The "Note 3" provision resulted in the clarification and liberalization to the extent that the charge for delay would not be applied if the conditions for the delay resulted from any of the six conditions which are set forth in the attached.

The operation named below, where performed by the carrier as necessary incidents to the placement and removal of cars moving at published carload rates, shall not be deemed (a) to break the "continuous movement," (b) to be in excess of the "ordinary operating convenience" of the carrier, (c) to be an "interruption, interference or any other condition caused by the shipper or consignee," nor (d) to be a "circumstance or condition for which the industry is directly responsible" as those terms are used in these rules:

1. The temporary holding of cars on tracks of the carrier or industry for instructions from the shipper or receiver.

2. The removal and replacement of cars partially loaded or unloaded when incident to the placement or removal of other cars.

3. The service of securing the weight of freight, irrespective of the ownership of the scales used, where the weights obtained are used by the carrier for billing purposes.

4. Classifying, sorting and lining up cars on industry or carrier tracks.

5. Delay and interruption resulting from the operations of a common carrier by rail on industry tracks.

6. Operations performed in providing a service for which a separate charge is authorized pursuant to a published tariff.

W. G. Dorwart,
Superintendent-Transportation

CORRESPONDENCE

I have been asked to talk to you on the subject of correspondence and its importance.

Since the advent of the new organization, it is realized there has been considerable unnecessary correspondence due, in some cases to ignorance and in some cases carelessness. In other words, when an individual did not know whom to address he would "shell the woods" with the hope that someone would come up with the correct answer.

This, I believe, we have pretty well overcome, however, we are still confronted with duplications, in that we receive requests from one department for information and at the same time or shortly thereafter we receive request from another source for the same information. Fortunately, this too has greatly diminished.

Today we are still receiving many complaints from shippers and from our Sales and Service people regarding delays, misroutings, etc., all of which in the interest of good customer relationship must be answered promptly and accurately.

One of our principal difficulties is the delay with which this correspondence is meeting, and as a result we are constantly being pressed for prompt reply, not only from our own people, but from our customers, and in some instances the latter complaints contain threats of the loss of business to the trucks or to our competitors. Interim replies are being made to many of these letters to avoid being hurried by the writer, as you gentlemen well know we have a few prolific letter writers on our necks at all times, therefore, your prompt and complete answers will materially assist.

Another matter with which we are faced is the fact that there are times when we were not furnished sufficient information to make proper response, further, there have been instances where we were furnished erroneous information which, after passing along and later found to be erroneous, caused this office quite some embarrassment. Again, there have been cases where we have received what might be termed evasive answers, all of which adds unnecessary work and delay.

At this time I would like to cite a few cases in point:

One disturbing factor is that there have been too many cases of "lost" correspondence, and when I say "lost" I do so with my tongue in my cheek. Some months ago when tracing a letter we were advised that it was never received at the headquarters of the territory involved. A duplicate copy was then furnished and after considerable delay and further tracing we were advised that the duplicate was received, however, that too had been mislaid. After sending a third copy and waiting a reasonable time the reply was finally received, and, of all things, attached thereto were the first and second set of "lost" and "mislaid" papers. You can readily see that this resulted in considerable additional work on the part of all involved, to say nothing of the embarrassment as a result of our slow handling.

Recently we had a letter wherein we were tracing a car, and to assist in the investigation we furnished a CT-1079A (Trace Sheet). When the reply was received the answer corresponded to the information on the trace sheet, which indicated there was no delay on the Philadelphia Region, however, after making our reply we were asked to verify same, as advice from a connecting Region indicated a sixteen day delay to the car. Upon completion of the second investigation it was developed that the car did not move on the date indicated in our original reply, but was shopped two days later, waited four days to go into shop, was in shop six days and was not dispatched until four days after coming out of shop.

These are just a few examples.

In conclusion, I would like to offer the following suggestion. Please give us a prompt, complete and honest reply. In this way we will be able to make proper response and avoid a lot of duplication of effort.

I thank you.

May 6, 1957
E. M. Hecht

OUTLINE ON HANDLING AND MOVEMENT OF SPECIAL EQUIPPED FREIGHT CARS

During recent years due to changing conditions there has come into use specially equipped cars, covered hoppers, covered gondolas, bulk container cars, special type and heavy duty flat cars, etc., which are in practically all instances "one way" cars, and in order to eliminate improper handling it was necessary to provide a separate empty car card (CT-213) of salmon color to easily identify these special cars and prevent diversion to general service. A good job is being done in the handling of special equipment, but the one thing that must be stressed is - prepare the CT-213 card complete as provided in instructions and permit the card to accompany the car to destination or foreign line connection.

It is important that proper use be made of the CT-213 card for special equipment as directed in instructions, and that other empty freight cars be handled on CT-212 card. Both the CT-212 and CT-213 cards should be prepared legibly and contain information directed on the form to insure prompt and proper handling.

Instructions outlining in detail the manner in which special equipment should be handled are contained in various A. of A. R. Car Service Division Circulars issued from time to time and dispatched throughout the railroad to all personnel engaged in handling this equipment.

A. of A. R. Circular 145-P covers the manner in which special equipped cars XAR, XMR, XAP, XME, XML and XMP box cars, also open top cars specially equipped for handling automobile and air plane parts, are to be handled.

Circular CSD 163-E outlining procedure for reclaiming on per diem for foreign equipped cars held for loading at stamping and/or assembly plants.

Circular CSD 439 outlines in detail the manner in which heavy capacity and special type flat cars are to be handled. Circular also provides for a loading charge of $100 per car which charge is prorated among railroads participating in the movement of the loaded cars.

May 6, 1957
J. M. Ansman.

ASSOCIATION OF AMERICAN RAILROADS
OPERATIONS AND MAINTENANCE DEPARTMENT
CAR SERVICE DIVISION
TRANSPORTATION BUILDING
WASHINGTON 6, D. C.

R. G. MAY
VICE PRESIDENT
OPERATIONS AND MAINTENANCE DEPT.

A. H. GASS, CHAIRMAN
C. R. MEGEE, VICE-CHAIRMAN
A. F. SWINBURNE, EXECUTIVE ASSISTANT
H. E. STRINGER, ASSISTANT TO CHAIRMAN—ADVISORY BOARDS
D. W. BENTON, ASSISTANT TO CHAIRMAN—REFRIGERATOR CARS

E. W. COUGHLIN, MANAGER, RAILROAD RELATIONS
R. E. CLARK, MANAGER, CLOSED CAR SECTION
W. E. CALLAHAN, MANAGER, OPEN CAR SECTION
J. J. KELLEY, MANAGER, MILITARY TRANSPORTATION SECTION
E. P. MILLER, MANAGER, PORT TRAFFIC

April 20, 1956
File: 505-6

CIRCULAR CSD 145-P

(Supersedes and cancels Circular CSD 145-O)

Note: Adds A.A.R. Mechanical Designation "RB" under specially equipped cars described in Section 3 and also contains changes in paragraph (e) of Section 3 as approved by the Committee on Car Service on March 26, 1956.

TO ALL RAILROADS:

Effective: May 1, 1956.

The following special instructions will govern the handling of empty railroad owned or leased specially equipped cars listed in the Official Railway Equipment Register under the following A.A.R. Mechanical Designations, unless specific exception be granted by owner or the Car Service Division:

XAR, XMR, XAP, XME, XML, XMP; also open top cars specially equipped for handling auto and airplane parts regardless of their A.A.R. Mechanical Designation.

SPECIAL INSTRUCTIONS

1. When released from load consisting of auto vehicles, auto parts or airplane parts, return to loading railroad via service route, accompanied by non-revenue waybill (using standard waybill form) showing full routing by roads and junction points. Close and seal doors of closed cars.

EXCEPTIONS

APPLICABLE ONLY TO AUTO DEVICE CARS (XAR AND XMR MECHANICAL DESIGNATIONS) OF WESTERN OWNERSHIPS:

AT&SF, C&EI, C&NW, CB&Q, CMSTP&P, CRI&P, DRGW, GN, KCS, L&A, SOO LINE, MKT, MP, NP, SLSF, SSW, SP, TP, UP, WP.

(a) When released from load consisting of auto vehicles, at all stations west of and including Chicago, Peoria, St. Louis, Cairo, Memphis, Vicksburg and New Orleans, return to owner empty if holding road is a direct connection of the home road. Close and seal doors.

(b) When released from load consisting of auto vehicles on other than direct connection of the home road in western territory described above or at any point east of but not including Chicago, Peoria, St. Louis, Cairo, Memphis, Vicksburg and New Orleans, return to loading railroad via service route, accompanied by non-revenue waybill (using standard waybill form) showing full routing by roads and junction points. Close and seal doors.

2. AUTO DEVICE CARS (XAR AND XMR MECHANICAL DESIGNATIONS) OF ALL OWNERSHIPS, including those with the auto loading devices permanently fastened in roof of car, when released from load of other than auto vehicles should be handled in accordance with Car Service Rules, which includes short routing under any existing arrangement, such as Special Car Order No. 90, unless otherwise specifically directed by the owners or the Car Service Division.

3. APPLICABLE TO EMPTY SPECIALLY EQUIPPED CLOSED CARS LISTED IN THE EQUIPMENT REGISTER UNDER RB, XAP, XME, XMP, AND XML A.A.R. MECHANICAL DESIGNATIONS WHEN RELEASED FROM LOAD OF OTHER THAN AUTOMOBILE OR AIRPLANE PARTS, all ownerships, either railroad owned or leased cars. (Covers so-called "DF", "PD", Compartmentizer and Utility Loader Cars. Does not apply as to cars with auto loading devices made inoperative by securing in roof of cars for the purpose of transferring cars to general service loading, nor to cars equipped only with strap anchors, even though some such cars carry A.A.R. Mechanical Designation XME.)

(a) They shall be exempt from the provisions of Special Car Order 90.

(b) Car owner or leasing road, when desiring special handling, to advise principal Transportation Officers of roads over which loaded cars are routed the initial, serial number, commodity, destination and consignee of such shipment, together with handling desired when released from load.

(c) Such cars, when made empty, will be handled in accordance with instructions of owner or leasing road, or sealed and returned empty in service route, accompanied by non-revenue waybill - with advice to car owner.

(d) In the absence of owner's or lessee's instructions, such cars will be returned empty to loading railroad, sealed, in reverse of loaded service route, accompanied by non-revenue waybill.

(e) When owner or lessee requests the car be handled empty via any carrier not participating in the loaded movement, or handled by any carrier in empty haul exceeding its loaded haul, owner or lessee will waive per diem from date unloaded and pay such carrier or carriers for the excess empty mileage at the per mile rate specified in Car Service Rule 5, without minimum. In the case of privately owned cars leased by a railroad, or railroad owned cars operated on a mileage instead of a per diem basis, leasing or owning road will reimburse handling road or roads, at the rate specified in Car Service Rule 5 without minimum plus such mileage charge as handling road may pay to car owner, for excess empty mileage costs incurred through handling on leasing or owning road's instructions.

wners will advise the Car Service Division promptly of any exceptions granted.

Very truly yours,

A. H. Gass

ASSOCIATION OF AMERICAN RAILROADS
OPERATIONS AND MAINTENANCE DEPARTMENT
CAR SERVICE DIVISION
TRANSPORTATION BUILDING
WASHINGTON 6, D. C.

92484

May 20, 1953
File: 432-16

CIRCULAR CSD NO. 439 - SECOND REVISION

TO ALL RAILROADS:

After more than four months' experience with administration of the loading charge of $50.00 per car on special type and heavy capacity flat cars which became effective on January 1, 1953, it is necessary to make several revisions and amendments to the original instructions. Accordingly this Second Revision of Circular CSD No. 439, effective June 1, 1953, supersedes Circular CSD No. 439, Revised, of November 7, 1952 and Supplements 1 and 2 thereto, as follows:

By direction of the General Committee, Operating-Transportation Division, the Car Service Division is authorized and required to maintain regulations to insure the most efficient utilization of the limited ownership of special type and heavy capacity flat cars. The following regulations are applicable to all railroads:

(1) Application: To all special type flat cars with mechanical designations (as listed in Railway Equipment Register) FW, FD, FG of all capacities and to flat cars designated FM with capacities of 151,000 pounds or more. (Present ownership of such cars is listed in attachment which shows certain mechanical specifications not published in the Equipment Register.)

(2) Handling of Empty Foreign Cars: Foreign cars covered by this circular shall not be utilized for loading by any railroad, or diverted empty from normal channel of movement by any railroad, without authorization of the Car Service Division. When such foreign cars are released, the following procedure should be observed:

A. Report release of car by wire to the Car Service Division. When foreign cars are released empty at destinations on switching lines or trunk lines performing switch delivery, the wire report should show date of release and name of connection to which car is being delivered.

B. Unless otherwise directed send car promptly to owners, empty, under Car Service Rules, applying to this office for short route if home route is circuitous.

C. In absence of specific advice and authorization:

(a) Do not hold car empty for disposition.
(b) Do not bill car back to original loading point.
(c) Do not divert car to another loading point.
(d) Do not return car with blocking and/or dunnage (regardless of waybill notation) to original or another loading point.

D. Use standard form waybill, without charges, for all interline movements of empty special type and heavy capacity flat cars. These cars are to be billed to owning lines unless otherwise directed.

(3) Loading Report: Foreign Cars — When foreign cars covered by this circular are loaded by trunk or switching lines (except when to be switched to owner for movement entirely confined to his rails) the road issuing the waybill (or switch bill in case of movement entirely confined to one or more switching lines) shall prepare a special loading report when car is loaded showing:

(a) car initial and number
(b) originating station
(c) date billed
(d) waybill or switch bill number
(e) destination
(f) complete routing

This report shall be mailed promptly to W. E. Callahan, Manager, Open Car Section, Car Service Division, with copies mailed to Transportation Officers of the owning and destination roads and so indicated on the copy sent here. However report must be sent by wire if not mailed within 48 hours of departure of car.

When a special type foreign flat is used for a shipment not requiring a special type car, a loading report is required from the waybilling or switch billing line, as outlined above, with a copy to the line responsible for the misuse of the car (see paragraph No. 8) and so indicated on the copy sent here.

Home Cars — Owners of cars covered by this circular shall furnish the Manager, Open Car Section, Car Service Division, prompt mail advice in accordance with instructions above on all loading of their cars for interline movement with copy of the report to be sent to Transportation Officers of destination railroad. Owner need not report loading of system cars for local movement.

(4) System Cars On Hand: — Owning roads are further asked to continue furnishing semi-monthly reports (the 1st and 15th), listing individually system special type and heavy capacity flats on home rails, to show: location, whether loading, unloading, spotted empty for loading, or held for future requirements.

NEW LOADING CHARGE

(5) Authority: Operating-Transportation Division Circular No. T-210-H of November 7, 1952 announces effectiveness of Per Diem Rule 21 as of January 1, 1953, reading as follows:

"Rule 21. In addition to other charges for the use of railroad owned freight cars, a loading charge of $50.00 per car shall be paid to railroad owners of cars of Mechanical Designation 'FD', 'FG', or 'FW' of any capacity, and cars of Designation 'FM' of 151,000 pounds and over, nominal capacity, for the use of such cars in each loaded movement, such charge to be prorated between the roads enjoying the loaded haul on the same percentage basis as the freight revenue applicable to the load."

(6) Assessment Of Charge: This $50.00 loading charge shall be assessed effective January 1, 1953 on the loading of all cars subject to the terms of this Circular with the following exceptions:

A. Cars loaded and handled entirely on owner's rails for local delivery, including loads originating, or terminating, or both, in switching service on connection, or connections, of the owning road.

B. System cars loaded by owners to off-line destinations with freight not requiring special cars of these types.

C. System cars delivered by owners to connections (including switching lines) for loading freight not requiring special cars of these types, regardless of outbound routing.

(7) Payment Of Charge To Owner - When Shipment Requires Heavy Capacity or Special Type Flat Car: Responsibility for payment of the $50.00 charge to the owner shall be on the following basis in accordance with the usual method of settling Per Diem charges:

A. On foreign cars loaded on trunk lines for local or interline road haul movement, the road issuing the waybill shall pay the charge.

B. On foreign cars loaded on switching lines for road haul movement via other than owner, the road issuing the waybill shall pay the charge.

C. On foreign cars loaded on switching lines for intra-terminal switch delivery, the loading road issuing the switch bill shall pay the charge.

D. In case the owner of a car subject to the loading charge also participates in the interline movement as an intermediate or destination line, payment of the loading charge to the owner by the responsible line shall be reduced by deducting owner's proper proportion based on his percentage division of freight revenue.

(8) Payment Of Charge To Owner - When Shipment Does Not Require Heavy Capacity or Special Type Flat Car:

When foreign cars subject to the terms of this Circular are used for shipments not requiring such cars, the $50.00 loading charge shall be paid to the owner as indicated below:

A. On foreign cars loaded on trunk lines for local or interline road haul movement, the road placing the car (loaded or empty) shall pay the charge, (without benefit of proration).

B. On Foreign cars loaded on switching lines for intraterminal switch delivery, or for road haul movement via other than owners, the road placing the car (loaded or empty) shall pay the charge (without benefit of proration) EXCEPT where car is delivered empty as an ordinary flat in other than home route movement in which case the road delivering the empty shall pay the charge (without benefit of proration).

(9) Proration Of Charge:

A. The Transportation or Car Accounting Officer of a road paying the loading charge (unless the movement is entirely local to that road) shall be responsible for having bills prepared against the line, or lines, properly assessable for a portion of the charge. As indicated in Per Diem Rule 21, these bills will be based on the percentage division of road haul or switching revenue (when entire movement confined to same switching district) enjoyed by other lines, applied against the remainder of the loading charge after deducting the billing line's proportion. These participating lines shall pay their prorata share of the charge to the billing road and not to the owner unless the owner is the loading road and therefore the prorating line.

B. On home cars loaded on owner's rails, or on a connecting switching road, and delivered loaded to owner, for interline road haul movement, the owning road issuing the waybill shall prorate the charge between his own and other trunk lines participating in freight revenue.

C. When cars subject to the loading charge are handled in road haul movement, originating, intermediate and destination switching lines receiving only switching or arbitrary charges shall not be billed for any portion of the loading charge.

(9) Proration Of Charge (contd):

D. Some roads have suggested the advisability of a uniform method to be used by the railroad paying the $50.00 loading charge in assessing the proper proportion of the charge against roads participating in the movement. Accordingly the following form is suggested for use by all railroads:

NORTH AND SOUTH RAILROAD

_____(DATE)

To_____

_____R.R.

_____

N.S. WAYBILL____DATE____ CAR INTL.____NO.____

FROM_____ TO_____

COMPLETE ROUTE_____

Name of R.R.	Revenue	Per Cent	Proportion $50.00 Charge
N&S	$196.06	36	$18.00
A&B	92.58	17	8.50
C&D	255.97	47	23.50
Total	$544.61	100%	$50.00

Copy of this form of billing sent to each participating road will provide sufficient information to check individual proportions against the total loading charge and should make for prompt clearance of these accounts.

(10) Returning Cars With Blocking:

A. Foreign cars in local service, or any cars in interline service, shall not be returned with blocking and/or dunnage to original, or another, loading point without the specific authority of the Car Service Division.

B. Any road accepting return billing for blocking and/or dunnage as outlined in paragraph A, without authority of the Car Service Division, shall be responsible for the entire $50.00 loading charge and shall not be authorized to prorate any portion of the charge to any other railroad.

GENERAL

All reports required by this Circular should be sent to W. E. Callahan, Manager, Open Car Section. The proper maintenance in our Washington office of a complete book record to facilitate distribution of heavy capacity and special type flat cars and to provide an authentic check for the benefit of car owners on collection of the loading charge makes it essential that all railroads cooperate fully in furnishing these reports promptly and regularly.

Your acknowledgment will be appreciated together with inquiry about any of these regulations which may not be fully understood.

Yours very truly,

CS1, 1A, 1B, DMs, CSAs.

Road	Numbers	Type Car	Type Ldg Floor	Spacing of Axles Between Truck Cntr	Axles	No. Trucks And No. Wheels per Truck	Capcty in 000 lbs	Total Cars
ATSF	90000	FD	Steel	41'0"	4'6"	2-6 Wheel	250	1
	90010	FM	Wood	35'0"	4'6"	2-6 Wheel	250	1
* B&O	9050	FM	Wood	35'0"	4'6"	2-6 Wheel	250	1
	9900-9904	FW	Wood	34'0"	5'7"	2-4 Wheel	140	5
*	9925	FD	Wood	30'11"	5'8"	2-4 Wheel	172	1
*	9935	FD	Wood	41'0"	4'6"	2-6 Wheel	250	1
B&C	1000	FW					100	1
(1)B&A	17001-17009	FM	Wood	24'0"	5'6"	2-4 Wheel	201	8
(1)	17005	FM	Wood	24'0"	5'6"	2-4 Wheel	203	1
(1)	17100-17104	FD	Steel	27'2"	5'6"	2-4 Wheel	181	3
B&M	5000-5006	FW	O.Pit	21'8"-27'8"	5'6"	2-4 Wheel	100	6
	5100-5103	FD	Steel	27'2"	5'6"	2-4 Wheel	160	4
CN	699900-903	FW	Wood	26'6"	5'6"	2-4 Wheel	160	4
	699950-966	FD	Steel	32'0"	5'8"	2-4 Wheel	150	17
	699967-971	FD	Steel	42'0"	5'0"-5'0"	2-6 Wheel	270	5
*	699972-976	FD	Steel	42'0"	5'0"-5'0"	2-6 Wheel	270	5
CP	309900-902	FD	Steel	32'0"	5'8"	2-4 Wheel	152	3
	309910-911	FD	Steel	37'0"	4'3"	2-6 Wheel	223	2
	309915-919	FD	Steel	31'6"	5'8"	2-4 Wheel	161	5
	309925-929	FD	Steel	40'7"	4'6"	2-3 Wheel	268	5
	309950-954	FW	Wood	26'6"	5'8"	2-4 Wheel	162	5
	309965-970	FD	Steel	47'10"	5'6"-4'6"-5'6"	4-4 Wheel	336	6
	309994-999	FW	Wood	26'6"	5'6"	2-4 Wheel	161	6
	323551-559	FG	Wood	32'	5'8"	2-4 Wheel	165	5
CNJ	201	FM	Wood	31'	4'2"	2-6 Wheel	260	1
C&O	80950-80959	FM	Wood	42'2"	4'6"	2-6 Wheel	250	10
	80975-80980	FW	Steel	39'2"	4'6"	2-6 Wheel	250	4
	80996-80999	FW	Steel	49'	4'6"	2-6 Wheel	250	4
CBQ	91899	FM	Wood	35'	4'6"	2-6 Wheel	250	1
CMSTP	601001-002	FW	Steel	22'	5'8"	2-4 Wheel	140	2
	601003-004	FW	Wood	37'2"	5'8"	2-4 Wheel	195	2
	601025-026	FD	Steel	29'	5'8"	2-4 Wheel	140	2
	601027-030	FD	Steel	36'8"	5'8"	2-4 Wheel	198	4
	601040-043	FD	Steel	38'8"	5'8"	2-4 Wheel	140	4
	601051	FG	Steel	26'	5'	4-4 Wheel	392	1
	601052	FG	Steel	26'	5'	4-4 Wheel	393	1
	601100-117	FG	Wood	19'	5'8"	2-4 Wheel	200	18
CNW	48005-011	FD	Steel	27'2"	5'6"	2-4 Wheel	180	4
	48051-053	FG	Steel	26'	5'	4-4 Wheel	400	2
D&H	16151-16152	FG	Wood	18'6"	4'4"	2-6 Wheel	250	2
	16153	FG	Steel	24'6"	5'6"	4-4 Wheel	500	1
	16154	FG	Steel	24'6"	5'6"	4-4 Wheel	492	1
	16160-16161	FW	O. Pit	28'0"	5'6"	2-4 Wheel	196	2
	16162-16164	FW	Steel	28'0"	5'6"	2-4 Wheel	186	3
ERIE	7208-7212	FD	Steel	39'	4'6"	2-6 Wheel	268	5
	7220-7224	FM	Wood	39'9"	5'8"	2-4 Wheel	180	5
	7230-7234	FM	Wood	35'	4'6"	2-6 Wheel	271	5
	7250-7251	FD	Steel	47'10"	5'6"-4'6"-5'6"	4-4 Wheel	336	2
	7260-7265	FD	Steel	41'	4'6"	2-6 Wheel	250	6
	7266-7270	FD	Steel	41'	4'6"	2-6 Wheel	250	5
GN	60013-60031	FW	Wood	32'8"	5'6"	2-4 Wheel	100	2
	60040-042	FD	Steel	41'8"	5'8"	2-4 Wheel	190	3
IC	62499	FM	Wood	35'0"	4'6"	2-6 Wheel	250	1

Road	Numbers	Type Car	Type Lag Floor	Spacing of Axles Between Truck Cntr	Axles	No. Trucks And No. Wheels per Truck	Capcty in 000 lbs.	Total Cars
LV	9951-9953	FW	O.Pit	41'2"	4'9"	2-6 Wheel	220	3
	9960	FD	Steel	41'	4'6"	2-6 Wheel	250	1
L&N	24950-51	FM	Wood	28'6"	4'6"	2-6 Wheel	155	2
	24998	FW	Steel	24'6"	5'6"	2-4 Wheel	100	1
	24997	FD	Steel	41'	4'6"	2-6 Wheel	250	1
MP	1200-1201	FW	Wood	35'	5'6"	2-4 Wheel	100	2
	1210-1211	FD	Steel	44'	5'	2-6 Wheel	250	2
	1212	FD	Steel	41'	4'6"	2-6 Wheel	250	1
	1215	FM	Wood	35'	4'6"	2-6 Wheel	250	1
MKT	14001	FD	Steel	41'	4'6"	2-6 Wheel	250	1
NC&StL	70050	FD	Steel	41'	4'6"	2-6 Wheel	250	1
(1)NYC	497991-999	FM	Wood	24'	5'6"	2-4 Wheel	201	0
(1)	497995	FM	Wood	24'0"	5'6"	2-4 Wheel	203	0
(1)	499000-004	FD	Steel	27'2"	5'6"	2-4 Wheel	181	2
	499005-007	FMS	Wood	43'3"	5'6"	2-4 Wheel	186	3
	499008-009	FM	Steel	24'6"	5'6"	4-4 Wheel	493	2
	499010-014	FW	O.Pit	26'6"	5'6"	2-4 Wheel	159	4
	499019	FM	Wood	22'	5'	2-6 Wheel	239	1
	499020	FW	Steel	30'	4'7"	2-6 Wheel	200	1
	499021	FW	O.Pit	30'	4'7"	2-6 Wheel	200	1
	499023-024	FW	O.Pit	22'	5'6"	2-4 Wheel	161	2
	499025-029	FD	Steel	34'	5'6"	2-4 Wheel	146	5
	499030-034	FD	Steel	27'2"	5'6"	2-4 Wheel	181	5
	499035-039	FM	Wood	24'	5'6"	2-4 Wheel	204	5
	499040	FM	Steel	25'6"	5'6"-4'6"-5'6"	4-4 Wheel	300	1
	499041	FM	Steel	25'6"	5'6"-4'6"-5'6"	4-4 Wheel	390	1
	499042	FM	Steel	25'6"	5'6"-4'6"-5'6"	4-4 Wheel	388	1
	499043	FM	Steel	24'6"	5'6"	4-4 Wheel	500	1
	499044-049	FD	Steel	41'	4'6"	2-6 Wheel	250	6
	499050-063	FD	Steel	27'2"	5'6"	2-4 Wheel	180	14
	499064-073	FW	O.Pit	28'0"	5'6"	2-4 Wheel	195	10
	499074-083	FW	O.Pit	31'10"	5'6"	2-4 Wheel	124	10
	499084-085	FW	Steel	39'2"	4'6"	2-6 Wheel	250	2
	499086	FW	Wood	49'	4'6"	2-6 Wheel	260	1
	499087-088	FD	Steel	47'10"	5'6"	4-4 Wheel	340	2
	499089-092	FD	Steel	47'10"	5'6"	4-4 Wheel	333	4
	499093-098	FD	Steel	41'0"	4'6"	2-6 Wheel	247	6
NH	17050-059	FD	Steel	27'2"	5'6"	2-4 Wheel	182	10
	17060-069	FD	Steel	27'2"	5'6"	2-4 Wheel	180	10
	17080-082	FD	Steel	41'	4'6"	2-6 Wheel	250	3
NKP	2900-2901	FM	Wood	36'	4'6"	2-6 Wheel	200	2
N&W	70099	FD	Steel	40'6"	4'6"	2-6 Wheel	250	1
PRR	435287-400	FG	Wood	20'	5'8"	2-4 Wheel	190	57
	435445-450	FM	Steel	20'	5'8"	2-4 Wheel	190	5
	435464-470	FW	Wood	35'	5'10"	2-4 Wheel	140	7
	435471-476	FW	Wood	35'	5'10"	2-4 Wheel	170	6
	435477-478	FWS	Steel	35'	5'10"	2-4 Wheel	140	2
	435479-480	FW	Wood	35'	5'10"	2-4 Wheel	140	2
	435481-482	FWS	Steel	35'	5'10"	2-4 Wheel	140	2
	435483-490	FW	Wood	35'	5'10"	2-4 Wheel	140	8
	435491-492	FW	Steel	39'	4'6"	2-6 Wheel	250	2
	435493-502	FD	Steel	39'	4'6"	2-6 Wheel	210	10

Road	Numbers	Type Car	Type Ldg Floor	Spacing of Axles Between Truck Cntr	Spacing of Axles Between Axles	No. Trucks And No. Wheels per Truck	Capcty in 000 lbs.	Total Cars
PRR	470000-009	FD	Steel	39'	4'6"	2-6 Wheel	210	10
	470010-019	FD	Steel	40'6"	4'6"	2-6 Wheel	250	10
	470023-039	FW	O.Pit	28'	5'10"	2-4 Wheel	140	17
	470040-055	FW	Steel	28'	5'10"	2-4 Wheel	140	14
	470060-079	FW	Wood	28'	5'8"	2-4 Wheel	140	20
	470080-095	FW	Wood	39'2"	4'6"	2-6 Wheel	250	16
	470100-199	FM	Wood	40'	5'8"	2-4 Wheel	190	92
	470200-202	FM	Steel	26'	5'	4-4 Wheel	375	3
	470206-235	FM	Wood	36'2"	4'6"	2-6 Wheel	250	30
	470236-244	FD	Steel	53'	5'	4-4 Wheel	300	9
	470245	FD	Steel	73'6"	4'7"	4-8 Wheel	500	1
	925526-535	FG	Wood	20'	5'8"	2-4 Wheel	190	8
PLE	6885-6889	FM	Wood	21'3"	4'7"	2-6 Wheel	220	5
	6890-6891	FW	Steel	30'	4'7"	2-6 Wheel	200	2
RDG	9100	FG	Steel	24'6"	5'6"	2-4 Wheel	490	1
	99000-004	FW	Wood	35'	5'8"	2-4 Wheel	135	5
	99005-007	FW	Wood	39'	4'6"	2-6 Wheel	215	3
	99008-012	FW	Wood	35'	5'8"	2-4 Wheel	135	5
	99045-049	FD	Steel	39'	4'6"	2-6 Wheel	275	5
	99050	FD	Steel	41'	4'6"	2-6 Wheel	250	1
SLSF	3900	FD	Steel	41'	4'6"	2-6 Wheel	250	1
SSW	80000	FD	Steel	41'	4'6"	2-6 Wheel	250	1
SOU	50000-001	FD	Steel	41'	4'6"	2-6 Wheel	250	2
	250000-001	FD	Steel	27'2"	5'6"	2-4 Wheel	180	2
SP	39870-879	FD	Steel	42'	5'8"	2-4 Wheel	140	10
*	39900-901	FD	Steel	41'0"	4'6"	2-6 Wheel	250	2
	44091-094	FM	Steel	26'	5'	2-8 Wheel	400	4
T&NO	19000	FM	Steel	35'	4'6"	2-6 Wheel	250	1
UP	50000	FD	Steel	41'6"	4'6"	2-6 Wheel	250	1
WAB	10-11	FD	Steel	41'	4'6"	2-6 Wheel	250	2
WM	6001-6004	FD	Steel	39'	4'6"	2-6 Wheel	268	4

* New Cars on Order.

(1) B & A Cars being renumbered and restencilled NYC 497991-999 and 499000-004.

(Fractions of an inch are omitted from all measurements shown.)

Ownership as listed in Railway Equipment Register, April 1, 1953.

SUMMARY OF TYPES LISTED

FW.....194
FD.....239
FG..... 97
FM.....194

Total 724 Cars

- 0 -

ASSOCIATION OF AMERICAN RAILROADS
OPERATIONS AND MAINTENANCE DEPARTMENT
CAR SERVICE DIVISION
TRANSPORTATION BUILDING
WASHINGTON 6, D. C.

94606

R. G. MAY
VICE PRESIDENT
OPERATIONS AND MAINTENANCE DEPT.

A. H. GASS, CHAIRMAN
C. R. MEGEE, VICE-CHAIRMAN
A. F. SWINBURNE, EXECUTIVE ASSISTANT
H. E. STRINGER, ASSISTANT TO CHAIRMAN—ADVISORY BOARDS
D. W. BENTON, ASSISTANT TO CHAIRMAN—REFRIGERATOR CARS

E. W. COUGHLIN, MANAGER, RAILROAD RELATIONS
R. E. CLARK, MANAGER, CLOSED CAR SECTION
W. E. CALLAHAN, MANAGER, OPEN CAR SECTION
J. J. KELLEY, MANAGER, MILITARY TRANSPORTATION SECTION
E. P. MILLER, MANAGER, PORT TRAFFIC

November 27, 1953
File: 432-16

SUPPLEMENT NO. 1
TO
CIRCULAR OSD NO. 439 - SECOND REVISION

TO ALL RAILROADS:

Circular OSD 439 - Second Revision issued May 20, 1953 carries the following paragraph:

(1) Application: To all type flat cars with mechanical designations (as listed in Railway Equipment Register) FW, FD, FG of all capacities and to flat cars designated FM with capacities of 151,000 pounds or more. (Present ownership of such cars is listed in attachment which shows certain mechanical not published in the Equipment Register.)

To avoid necessity of frequent reissuance by the Car Service Division of the list of Heavy Capacity and Special Type Flat Cars, arrangements have been made whereby the Official Railway Equipment Register will carry a summarized list of these cars (including certain mechanical specifications) in the back part of each quarterly issue of the Register (at about pages 743-747), starting with the January 1954 issue.

Therefore paragraph (1) Application of Circular OSD 439 - Second Revision, is changed as follows:

(1) Application: To all special type flat cars with mechanical designations FW, FD, FG of all capacities and FM with capacities of 151,000 pounds or more (as listed in the Railroad Equipment Register).

Railroads will insure correct listing of their Heavy Capacity and Special Type Flats by reporting all additions, retirements, and changes in design and measurements to the Management of the Railway Equipment Register.

Please acknowledge.

Yours very truly,

A. H. GASS

ASSOCIATION OF AMERICAN RAILROADS
OPERATIONS AND MAINTENANCE DEPARTMENT
CAR SERVICE DIVISION
TRANSPORTATION BUILDING
WASHINGTON 6, D. C.

R. G. MAY
VICE PRESIDENT
OPERATIONS AND MAINTENANCE DEPT.

A. H. GASS, CHAIRMAN
C. R. MEGEE, VICE-CHAIRMAN
A. F. SWINBURNE, EXECUTIVE ASSISTANT
H. E. STRINGER, ASSISTANT TO CHAIRMAN—ADVISORY BOARDS
D. W. BENTON, ASSISTANT TO CHAIRMAN—REFRIGERATOR CARS

E. W. COUGHLIN, MANAGER, RAILROAD RELATIONS
R. E. CLARK, MANAGER, CLOSED CAR SECTION
W. E. CALLAHAN, MANAGER, OPEN CAR SECTION
E. F. BILO, MANAGER, PASSENGER CAR SECTION
J. J. KELLEY, MANAGER, MILITARY TRANSPORTATION SECTION
E. P. MILLER, MANAGER, PORT TRAFFIC

95615

March 2, 1954
File: 432-16

SUPPLEMENT NO. 2
TO
CIRCULAR CSD NO. 439, SECOND REVISION

TO ALL RAILROADS:

We have been advised by Mr. A. F. McIntyre, Chief of Freight Transportation, Pennsylvania Railroad, that 92 PRR FM type cars, series 470100 to 470199, are being reduced in marked capacity from 190,000 pounds to 140,000 pounds. Most of these cars have been restencilled accordingly.

Therefore, PRR series 470100 to 470199 (92 cars) is hereby removed from the provisions of Circular CSD No. 439, Second Revision and Per Diem Rule 21. The $50.00 loading charge will not be assessed on these cars after this date and henceforth they are to be treated as ordinary FM flat cars.

Appropriate notification is being given to publishers of the Official Railway Equipment Register to eliminate this series of cars from the special listing at page 743, "Heavy Capacity and Special Type Flat Cars," in the April and future editions of this publication.

The capacity of these cars will also be changed by the PRR from 190,000 pounds to 140,000 pounds in their listing in the Equipment Register.

Please acknowledge.

Yours very truly,

A H Gass

List CS1, 1A, 1B, DMs, CSAs

ASSOCIATION OF AMERICAN RAILROADS
OPERATIONS AND MAINTENANCE DEPARTMENT
CAR SERVICE DIVISION
TRANSPORTATION BUILDING
WASHINGTON 6, D. C.

R. G. MAY
VICE PRESIDENT
OPERATIONS AND MAINTENANCE DEPT.

97593

September 7, 1954
File: 432-16

SUPPLEMENT NO. 3
TO
CIRCULAR CSD NO. 439, SECOND REVISION

TO ALL RAILROADS:

The General Committee of the Operating-Transportation Division in its Circular No. T-225-O announces that by letter ballot of Subscriber Roads certain changes have been made in Per Diem Rule 21, effective September 1, 1954, necessitating revisions in Circular CSD No. 439-Second Revision.

Accordingly Section (5) of Circular CSD No. 439-Second Revision is amended to incorporate the revision of Per Diem Rule 21 as follows:

(5) Authority: Operating-Transportation Division Circular No. T-225-O of August 30, 1954 announces effectiveness of Revised Per Diem Rule 21 as of September 1, 1954, reading as follows:

"In addition to other charges for the use of railroad owned freight cars, a loading charge of $100.00 per car shall be paid to railroad owners of cars of Mechanical Designations "FD", "FG", or "FW", of any capacity, and cars of Designation "FM" of 151,000 pounds and over nominal capacity for the use of such cars in each loaded movement, such charge to be prorated between the roads enjoying the loaded haul on the same percentage basis as the freight revenue applicable to the load, all charges to be reported in the regular per diem report."

It will be noted that the former $50.00 loading charge has been increased to $100.00 on all cars subject to the Circular, waybilled on and after September 1, 1954. Also that effective the same date all loading charges are to be reported in the regular per diem report.

Therefore effective September 1, 1954 all references to a $50.00 loading charge appearing in Circular CSD No. 439-Second Revision are changed to read "$100.00" and under Section (9) of the Circular a new paragraph E. is added, reading as follows:

97593-2

(9) Proration of Charge: E. All loading charges are to be reported on the regular per diem report regardless of whether proration form suggested in Paragraph D of this section is continued in use.

Please acknowledge,

Yours very truly,

C. P. Gross

0&1, 1A, 1B, DMs, OSAs.

ASSOCIATION OF AMERICAN RAILROADS
CAR SERVICE DIVISION

MAILGRAM

109447

This is an IMPORTANT message—to be sent by mail or messenger—NOT TO BE TELEGRAPHED

Washington, D. C.
April 24, 1957
File: 432-16

SUPPLEMENT NO. 4
TO
CIRCULAR CSD NO. 439, SECOND REVISION

TO ALL RAILROADS:

The increase in the needs for HEAVY CAPACITY and SPECIAL DEPRESSED flat cars makes it necessary to reduce avoidable loss of car days and get more nearly the maximum usage from the relatively small ownership of these cars.

It is essential that the release of this equipment from inbound load be reported promptly in accordance with Section (2) A of Circular CSD-439, second revision, May 20, 1953 reading:

> Report release of car by wire to the Car Service Division. When foreign cars are released empty at destination on switching lines or trunk lines performing switch delivery, the wire report should show date of release and name of connection to which car is being delivered.

Your review and reemphasis of the instructions to all concerned with the handling of these cars to insure that the required information is transmitted promptly will be a definite contribution toward greater utilization of this special equipment.

Acknowledge.

Lists: CS1, 1A
District Managers

ASSOCIATION OF AMERICAN RAILROADS
OPERATIONS AND MAINTENANCE DEPARTMENT
CAR SERVICE DIVISION
TRANSPORTATION BUILDING
WASHINGTON 6, D. C.

R. G. MAY
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A. H. GASS, CHAIRMAN
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W. E. CALLAHAN, MANAGER, OPEN CAR SECTION
J. J. KELLEY, MANAGER, MILITARY TRANSPORTATION SECTION
E. P. MILLER, MANAGER, PORT TRAFFIC

October 28, 1949

Circular OSD-163-E
Cancels Circular OSD-163-D

TO ALL RAILROADS:

Effective November 1, 1949, the following regulations and limitations will apply to the allowance of reclaims covering empty specially equipped device and parts cars, box or other types, including cars with perforated interior side walls, assigned to the handling of set-up vehicles, automobiles, truck and airplane parts:

When authorized by owner, reclaim may be allowed covering period starting one day after arrival at point of production or holding point to date placed for loading or removal from holding point, not including date placed for loading, date removed from holding point or days used for cars to and from holding or storage points.

Under the terms of the preceding paragraphs, in the interest of minimizing clerical work, agreements may be made, between owners and other individual interested roads, setting up arbitrary average number of days reclaim for each type of car. These arbitrary averages shall be based on checks to be made under the supervision and with the approval of both parties and shall be subject to an agreed maximum number of days on any car similar to the practice in making checks for switching reclaim purposes. A copy off all such agreements must be filed promptly with the Car Service Division.

Yours very truly,

A. H. GASS

INTRODUCTORY REMARKS

The longer I stay around the railroad, the more astounded I am at the magnitude of the things we must learn in order to do a good job of railroading, and the more I appreciate that when we stop learning the period of degeneration sets in.

So it occurs to me that those responsible for arranging this seminar, as well as those attending it, are to be congratulated for being sufficiently interested in their work to want to learn more about it.

As you have observed on the program, four subjects have been assigned to me all of which are important. I wondered why I was asked to cover these particular subjects, because under no stretch of the imagination could I be considered an expert on any of them, although I have picked up some information over the years on each one of the subjects that may be helpful to you.

Perhaps, with an assist from some of you who handle cars day in and day out, we may be able to cover these subjects - so lets roll them around and see what happens.

CAR SERVICE RULES

Car Service Rules are for the purpose of providing an improved movement of cars interchanged between railroads, to minimize the movement of empty cars, to coordinate equipment so that improved car supply will be available to shippers, and to facilitate the movement of loaded cars.

This country of ours is spanned by a vast network of railroad systems. Each of these transportation systems owns a number of freight carrying cars. There are approximately 1,705,000 railroad owned freight cars of all kinds in this country. With this volume of cars, it is not too difficult to visualize the chaotic condition that might conceivably exist without some agreed upon Car Service Rules for guidance.

Fortunately for all of us we have one standard guage (4' 8½") throughout the entire country, and are not confronted with the problem of various guages of track such as they have in many foreign countries. Australia, for example, has five different guages of railroads. Contrasted with the necessity of transferring freight from one sized car to another sized car each time it moved from a railroad of one guage to a railroad of another guage, such as happens in Australia, we are fortunate enough to be able, by means of interchange of cars between railroads, to move freight shipments from one end of this country to another in through uninterrupted service. The advantage of such a transportation system are readily apparent and accrue to the benefit of both shippers and receivers. Its advantages from the viewpoint of our National defense are, of course, of great value.

It follows, however, that under this arrangement cars of one railroad ownership may be located on other railroads any place in the country so that it became necessary to establish uniform rules of car handling, commonly known as Car Service Rules, not only to insure an adequate supply of cars at the places needed for loading, but also to be used as a uniform basis of applying charges for cars on lines of other than the owners. This is known as Per Diem Charges, which will be discussed more fully later.

A few years ago the cost of constructing an ordinary box car ranged from four to five thousand dollars. Today that same box car, with perhaps some additional safety devices and improved springs and draft gears, costs from nine to fifteen thousand dollars. Generally an individual railroad undertakes to maintain a supply of cars of the type and in quantity sufficient to fill the needs of their customers. This requires not only a continuous program of repairs, but also a continuous program of replacements as cars are retired for any reason.

In order to make the rules of car handling binding, the carriers signed an agreement designated as the "Car Service and Per Diem Agreement." Some of the important parts of this agreement include:

ASSOCIATION OF AMERICAN RAILROADS
Car Service and Per Diem
Agreement
- - - - - - - - - - - - - - - - - -

The subscribing railroad company promises and agrees with each railroad company severally which subscribes and files a counterpart hereof with the Secretary of the Operating - Transportation Division, Association of American Railroads, that the subscriber will abide by and enforce the rules prescribed for the handling of and settlement for freight cars and included in the Codes of Car Service and Per Diem Rules, promulgated by the Association.

CAR SERVICE RULES (Continued)

Further, That the subscribing railroad company agrees to the creation of a Car Service Division with plenary powers, as provided in Per Diem Rule 19, and which Division shall be established and maintained at Washington, and shall co-operate with the Interstate Commerce Commission in all car service matters on and between all railroads; and generally to act for the subscriber as its Agent in all such car service matters as fully and as effectually as could the subscriber.

Further, That the said Car Service Division is hereby designated and appointed as the agent of the subscribing railroad company, upon which service of all orders and directions with respect to car service, in accordance with the provisions as to car service of the Act to Regulate Commerce in force at the time, may be made by the Interstate Commerce Commission for and in the subscriber's behalf; a duplicate original of this agreement being filed by the subscriber with the Interstate Commerce Commission to evidence such designation.

This agreement to continue until withdrawn by the three months' previous notice in writing to the Secretary of the Operating-Transportation Division of the Association.

Thus - all railroads have agreed to abide by the Car Service Rules, but have also agreed to cooperate with A.A.R. Car Service Division with respect to Car Service matters.

There are actually eighteen rules included in the Car Service Rules. It is desirable that each of us familiarize himself with all these rules. It is essential that each of us know the full meaning of the first three rules. I think we should read them:

1. Home cars shall not be used for the movement of traffic beyond the limits of the home road when the use of other suitable cars under these rules is practicable.

   Incidentally "home cars" means a car on the railroad to which it belongs and "home road" means the railroad which owns the car.

   The intent of this rule is to load cars of other railroads home or in the direction of home when such cars are available, and are suitable rather than to load your own cars. Of course in the loading of foreign cars under this rule judgement must be used in directional loading.

2. (a) Foreign Cars of a direct connection must be forwarded to the home road loaded or empty in the manner prescribed below:

   (b) If empty at junction with the home road and loading at that point is not available, they must, (subject to Rule 6) be delivered to it at that junction, unless an exception to the requirement be agreed to by roads involved. When holding road has no physical connection with the home road and is obliged to use an intermediate road or roads, to place the car on home rails under the provisions of this paragraph and the car has record rights to such intermediate road or roads, it may be so delivered.

   (c) If empty at other than junction points with the home road, cars under this rule may be:

CAR SERVICE RULES (Continued)

(1) Loaded via any routes so that the home road will participate in the freight rate.

(2) Moved locally in the direction of the home road, or

(3) When located in other than Home District or a district contiguous thereto, loaded via any route to a destination within or in the direction of a home district or to a destination within a district contiguous thereto.

(4) Moved locally in an opposite direction from the home road, or delivered to a short line or a switching road, if to be loaded for delivery on or movement via the home road or

(5) Delivered empty to home road at any junction point, subject to Rule 6, or

(6) Delivered empty to road from which originally received under load at the junction where received, or at another junction mutually agreed upon, if such road is also a direct connection of the home road or

(7) Returned empty to the delivering road when handled only in switching service.

Incidentally, a foreign car is - "a car on a road to which it does not belong" - a home junction is - "a junction with the home road" - and home is "a location where the car is in the hands of its owner."

3. (a) Foreign cars at home on other than direct connection must be forwarded to the home road loaded or empty. Under this rule cars may be:

(1) Loaded via any route so that the home road will participate in the freight rate, or

(2) Loaded in the direction of the home road, or

(3) Moved locally in an opposite direction from the home road, or delivered to a short line or a switching road if to be loaded for delivery on or movement via the home road, or to a point in the direction of the home road, beyond the road on which the cars are located, or

(4) Delivered empty to road from which originally received, at the junction where received, or at another junction mutually agreed upon, if unpracticable to dispose of them under paragraphs 1-2-3 of this rule.
Exception - Box Cars covered by Car Service Division Special Car Order 90 should be handled as provided therein.

(5) When located in other than a home district or a district contiguous thereto, loaded via any route to a destination within or in the direction of a home district or to a destination within a district contiguous thereto.

Thus we have three important rules for your guidance:

CAR SERVICE RULES (Continued)

1. Covering our own cars.
2. Covering cars of roads of direct connections.
3. Covering cars of orads of indirect connections.

The remainder of the eighteen rules, while important, cover specific special cases.

Proper use of CT-708 - Home Route Cards furnishes valuable information in connection with disposition of cars, as well as providing a guide for the acceptance of empty cars from connections.

Seeing to it that these Car Service Rules are observed is one of the most important duties of Agents and Yard Masters. Their observance provides a means of insuring an economical operation.

Please do not overlook the provisions of Special Car Order No. 90, which I believe, is available to every station and yard employe, and which applies only to box cars and modifies Car Service Rule 3 advantageously to all concerned.

PER DIEM

Per Diem is the amount we pay to other railroads for the time and use of their cars while on our railroad, and the amount other railroads pay to us for the time and use of our cars while on their railroad. The present rate is $2.75 per car per day - and this means every day including Saturdays, Sundays and Holidays. Time is computed from midnight to midnight.

I told you a while ago that there were approximately 1,705,000 railroad owned freight carrying cars in this country. Our ownership of freight carrying cars on the Pennsylvania Railroad is approximately 170,000 or about 10%. We handle only about 8.5% of all the freight traffic in the country so it would appear that the money we receive for Per Diem would be greater than the amount we pay out in Per Diem to other railroads. In other words, we should be on the "Credit" side of Per Diem Payments.

Unfortunately, this is not the case. Actually we pay out more Per Diem than we receive. In other words, we are on the debit side. Why is this? The answer can only be found in the fact that we do not do a good job of observing Car Service Rules, and in handling cars efficiently. An improvement of only 2% in our car handling would place us on the credit side of the ledger.

What are some of the things we are doing that we should not do and what are some of the things we are not doing that we should do to make this 2% improvement needed to make us a Credit Per Diem railroad.

To begin with let's understand that for every day a foreign car remains on our railroad we pay to the owning railroad $2.75. Let's also understand there is no connection between Per Diem and Demurrage, which will be later discussed. Let's also eliminate the likelihood of our Car Record Office (who handle Per Diem Statements) not being "on the ball" because through mechanization in recent years, we have the most modern equipment of any railroad in the United States - so we can't blame it on them.

Per Diem settlements are made on the basis of interchange reports, shop reports and wheel reports. Maybe this is a good place to start finding out what's wrong.

Unfortunately, entirely too many interchange reports are not legibly prepared which can cause no end of trouble in the Car Record Office - often resulting in voluminous work in clearing them up - but worse than that these reports frequently indicate we deliver cars to connections shortly after midnight instead of before midnight, and when this happens, we pay $2.75 more on each foreign car involved. I am told that one of the worst places for this type of job is Belmont Interchange. Delivery of cars to connections prior to midnight is certainly a good place to start accomplishing that 2% improvement.

Cars are permitted to remain on "Shop" tracks entirely too long - sometimes there is delay getting cars to shop tracks and getting them away from shop tracks. Occasionally cars are delayed in the transfer and adjustment of lading. All these things reflect themselves in our Per Diem account.

We fail to place cars promptly after their arrival in terminal yards, and we fail to remove cars from sidings after they are empty and all of these things build up our per diem payments at the rate of $2.75 per foreign car per day. Incidentally, failure to place cars promptly has been known to cause diversion of traffic.

Sometimes cars are delayed because the receiver failes to completely unload - meaning he leaves debris in the car making it necessary for the car to go to a cleaning track for clean out before it can again be used. I know of no better example of what can be done to improve this situation than the recent action sponsored by the Regional Advisory Boards in having Committees make checks of the condition of cars turned out by industries, and where consignees were failing to clean cars, call upon such consignees and request their full cooperation in cleaning cars. The results, confirmed by subsequent checks are nothing short of miraculous, and our Per Diem payments are beneficially affected. We should do more of this especially now that we have the full support of Regional Advisory Boards, and since shippers and receivers of freight cars are willing to help when properly approached.

Our larger freight houses are set up on a permanent classification basis - that is to say cars are loaded to the same destination each day so that placement of proper cars on spots is important for good compliance with Car Service Rules. Incidentally, it is highly desirable to use system cars for LCL loading on line to greatest extent possible, because when a car once gets into LCL service, it is most difficult to get it out of that service. I heard about a case where a D&RG Car moved in LCL service between New York and Chicago for 18 months, and even then it was only taken out by special arrangement. Such occurrences add to our Per Diem bill unnecessarily.

Per Diem payments are chargeable to Operating Expenses in the same manner your wages are charged to this account, but economies can be made in per diem without the need for furloughing employes. Every improvement we make in moving cars faster, not only reflects itself in improved customer relations, but reflects itself in reduced Per Diem expense to our railroad. Your help is urgently needed.

The Code of Per Diem rules is found in Circular T-262, along with the Car Service Rules, and is recommended reading. Mostly the rules cover the basis of per diem payments. The important thing for all of us to remember is that we need a 2% improvement in car handling to make us a Credit Per Diem railroad instead of a Debit Per Diem Railroad. Let's do it.

DEMURRAGE

Demurrage is a charge levied against a shipper or consignee for failure to release an inbound or outbound car, or furnish disposition for a car held in transit, within the prescribed "free time" as provided in Demurrage tariff. It may be described as a penalty for undue detention of car, possibly, in part, compensation for excessive use of cars as warehouses. There is no connection between Demurrage and Per Diem.

Railroads are required by law to assess demurrage, and the I.C.C. has authority to levy a minimum fine of $1,000.00 for violation or failure to assess charges as prescribed by tariff. It is a means of discouraging delay in loading and unloading, and it is a source of revenue to the railroads.

Agents are required to set up and currently maintain accurate demurrage records of cars received and forwarded. There are two types of demurrage on merchandise traffic - commonly described as "straight demurrage" and "average demurrage". The former being on the basis of the performance of individual cars, and the latter on the basis of credits and debits earned on all cars handled during a calendar months period. A credit is earned when car is released within the first 24 hour period, while debits accrue on the basis of days required for loading and unloading beyond the free time period, up to and including four days - there after an arbitrary charge is applicable.

Free time period is the first 48 hours (exclusive of Saturdays, Sundays and Holidays) after placement of car and notification of arrival. For cars placed on privately owned sidings, notice of arrival is not required. There are certain exceptions in the way of free time applicable to import and export traffic. Records for inbound and outbound cars are maintained and computed separately.

Demurrage charges are on the following basis:

Straight Demurrage

After 48 hour free time period:
$4.00 per day for each of first four days - including Saturdays, Sundays and Holidays.
$8.00 per day for each succeeding day - including Saturdays, Sundays and Holidays.

Average Demurrage

Cars released within 24 hours* - one credit.
Cars released within 48 hours* - neither credit nor debit.
Cars released after 48 hours* - one debit for each day up to including four days.
For each debit in excess of credits - $4.00.
Arbitrary charge of $8.00 per day after four (4) debits have accrued.

(*) - Exclusive of Saturdays, Sundays and Holidays.

Under certain conditions when cars are not currently accepted by consignee upon arrival a constructive placement notice is given to consignee and demurrage calculated on the basis of such notice. Cars become subject to Constructive Placement under the following conditions:

(1) When patrons are located on Private or other than Public Delivery tracks, and they are unable to currently receive cars that have arrived at the serving yard and are ready for delivery.

(2) Cars set off short of destination due to number of cars on hand at the point of delivery, and the consignee's inability to receive them.

(3) Cars for consignees who have elected to order their cars placed as desired, and who actually order their cars placed by initial and number.

In order to do a good job of maintaining accurate demurrage records, the station people must depend upon receiving information from the Yard forces and from Conductors. Some of the ways these people can be of material assistance are as follows:

Outbound

(a) Have orders for empty cars for loading handled through Station personnel to the greatest extent possible. Where it is necessary for car orders to be placed through Yard people, be sure Station people receive Form CT-722.

(b) Conductors prepare and send to Agent record of date and time car placed on siding, as well as any cars removed from siding.

Inbound

(a) Waybills to be stamped to show date and time of arrival in serving yard.

(b) Upon arrival in yard prepare a placement card in substitution of waybill, and get the waybill into the hands of Agent as soon after arrival as possible so that arrival notices or constructive placement notices can be prepared.

(c) Have Conductor prepare placement record showing date and time placed along with seals on car (for closed cars) and turn it over to Agent.

All of us want to do a good job of maintaining accurate demurrage records, and this can be done with the cooperation of everyone.

EXPLOSIVES

I wonder how many of you know that the transportation of explosives is one of the highest rated commodities that we handle, and that over-the-highway motor trucks operators are making a strong bid for the handling of this class of traffic.

It is also interesting to know that the Pennsylvania Railroad was the "father" of the present regulations governing the handling of explosives and other dangerous articles, which are effective on a nation-wide basis.

I.C.C. regulations for the transportation of explosives and other dangerous articles in railroad freight service govern the handling on our railroad, and are reproduced in our General Notice 225-D. Quoting from I.C.C. regulations is the following important excerpt:

> "Whoever knowingly violates any such regulation shall be fined not more than $1,000.00 or imprisoned not more than one year, or both, and, if the death or bodily injury of any person results from such violation shall be fined not more than $10,000.00 or imprisoned not more than ten years, or both."

Thus you can readily see the importance attached to safe transportation of explosives and other dangerous articles.

PRR General Notice 225-D, widely known as the "little red book" is distributed to all employes in any way concerned with the handling, billing and movement of explosives and other dangerous articles. If you do not have this book in your possession, I suggest you secure one promptly. It directs Train Masters and other Supervisory Officers under their jurisdiction to study carefully the regulations, and to properly instruct all employes under them to insure compliance therewith. Thus we have an obligation not only to know those regulations, but also to see to it that all employes understand and comply with them.

It is the duty of yard office organizations to see to it that all cars placarded - "Explosives - Dangerous - Poison Gas - Dangerous Class D Poisons (radio active material) and Caution Residual Phosphorus" are properly protected while in yards and to see to it that cars containing such commodities are not dispatched unless properly placarded.

If necessary PRR Form CT-168 must be issued to engine and train service employes notifying them of cars in their train placarded "Explosives" or loaded tank cars placarded "Dangerous". Yard Masters and other Yard office employes should thoroughly understand the application of this rule. This notice (CT-168) is issued only at all terminals or other places where trains are made up by crews other than road crew accompanying the outbound movement of cars. This means that yard crew classifying such cars does not require this notice, but the road crew moving train from yard, and which crew did not at any time assist in the classification, must be given the notice; it is not issued for inter-yard movements; it is not issued for movement between two yards on secondary tracks, which movements are not classed as a train under I.C.C. regulations; it is not issued to road trains that receive instructions to stop at an intermediate station to pick up such placarded cars.

Information required to be entered on CT-80 Cards for Class "A" explosives must be correct in every detail. These cards are usually made a matter of court records in lawsuits.

In the handling of Explosives and Other Dangerous articles, Part 74 of PRR General Notice 225-D is most important from a Yard Office standpoint, and covers the entire field. Part 74 is also issued in cardboard poster form and is distributed and must be posted in all yard offices and in Cabin cars. It should be prominently displayed in yard offices, should be carefully studied, and should be frequently referred to with respect to proper application of I.C.C. regulations.

Yard officers are required to report promptly by telephone to their proper officer (and later confirm by telegram) a full account of all explosives, fires, accidents, derailments, etc., involving placarded cars and, in this respect it is recommended each employe concerned should read and understand Bureau of Explosives Pamphlet No. 22 - "Handling Collision and Derailments involving explosives, gasoline, and other dangerous articles." The contents of this pamphlet are included in General Notice 225-D.

In yards where cars loaded with explosives and other dangerous articles (especially leaking tank cars) are damaged in accidents, derailments, etc., no attempt should be made by yard office employes to transfer lading, clear debris, etc. If possible the car should be immediately isolated, all employes warned to keep away, smoking, fires, lights, etc., prohibited, and immediate contact made with proper officers for assistance. Failure to quickly set up necessary protective measures may result in loss of life, explosions, fires, and damage to equipment and property.

The importance of proper and careful handling of explosives and other dangerous articles cannot be too strongly stressed. Explosives are, in most instances, manufactured for destructive purposes. Other dangerous articles such as flammable liquids, flammable solids, oxidizing materials, acids, corrosion liquids, poisonous liquids or solids, radio-active materials and poison gases are just what the words imply - "Dangerous". These articles may involve dangerous flashpoints, with resultant explosion or fire; a combination mixture with other elements (such as nitric acid with car floor sweepings) may cause disastrous fires, and acids, corrosion liquids, poisons and gases will endanger human life through oral toxicity through inhalation or by skin absorption.

By and large we do a good job of handling all these dangerous articles. To continue doing a good job all of us should be well versed on the recommended practices. For this reason the entire contents of General Notice 225-D is recommended for good reading. Your supervisors will be glad to help you understand the regulations, and will be glad to help you in any way possible.

References:

8 - Car Service Rules	CT-262
9 - Car Order	#90
10 - General Notice	225-D

J. C. Stewart
May 6, 1957

A.A.R. SPECIAL CAR ORDER NO. 90

1. A. of A.R. Special Car Order No. 90, Effective July 1st, 1953, and continuing until further notice, suspends on plain box cars only, Paragraph (4) of Car Service Rule 3, which reads:

> "Deliver empty to road from which originally received, at the Junction where received or at another junction mutually agreed upon, if impracticable to dispose of them under Paragraphs (1), (2), (3) and (5) of this Rule."

Car Order No. 90 covers railroad owned plain box cars including Automobile, Furniture and Ventilated box cars not required for loading, on a road which does not connect with the owning road, and provides disposition to named roads at designated junctions, with certain exceptions as follows:

(a) -Rule 3 plain box cars received loaded in switching service may be returned empty to road from which received if no outlet is provided at that junction in Order No. 90.

(b) -The order does not take precedence over nor supersede A.A.R. Circular No. 145, containing instructions for the handling of empty automobile device or parts cars.

(c) -The order does not apply to cars in assigned service and stencilled to return to designated loading points via service routes.

(d) -The order does not take precedence over nor supersede A.A.R. Special Car Order No. 1 shown on Page 3 of Pennsylvania Railroad, General Notice No. 202-E, which provides for disposing of surplus empty cars of certain ownerships received under load from specified railroads at junction points East and South of Buffalo, Erie and Pittsburgh.

(e) -Rule 3 plain box cars delivered to connections under load are not to be accepted if returned empty by the road to which the loaded car was delivered unless such road is authorized by Special Car Order No. 90 to deliver it to the Pennsylvania Railroad, at the junction where it was interchanged under load.

2. It is essential that the provisions of Special Car Order No. 90 be complied with. The third revision of Special Car Order No. 1, effective May 15th, 1948, is continued in effect as issued.

3. Enclosed is a statement showing ownerships of plain box cars which are authorized by Special Car Order No. 90 to be delivered by the Pennsylvania Railroad to the roads indicated at the junction points shown.

Also enclosed is a list, by Divisions, showing ownerships of plain box cars which Order No. 90 requires the Pennsylvania Railroad to accept from roads at junction points shown, and their disposition.

Empty cars accepted under the provisions of this Order which are "at home" on direct connections of the Pennsylvania Railroad must be disposed of in accordance with Car Service Rule 2 as shown in General Notice 202-E, or Special Car Order No. 1.

Empty cars accepted under the provisions of Special Car Order No. 90, which are not owned by a direct connection of the Pennsylvania Railroad, should be disposed of in accordance with disposition furnished on statements enclosed.

4. Effective July 1st, 1953, discontinue preparing Home Route Cards, C.T. 708 for plain box cars owned by roads which are not direct connections of the Pennsylvania Railroad. General Notice 204-C amended accordingly.

5. Your people should see that all interested personnel such as Agents, Yardmasters, Assistant Trainmasters, Trainmasters and Superintendents are thoroughly familiar with the provisions of this Order.

DIRECT ROUTE PLAN RULE 3 PLAIN BOX CARS

Ownerships to be Delivered by Pennsylvania Railroad to Indicated Roads at Junction Points Shown

AS APPLICABLE TO PHILADELPHIA TERMINAL DIVISION

JUNCTION POINTS AND ROADS SHOWN BELOW

Rule 3—Plain box cars not listed must be disposed of in accordance with Rule 3. OWNERSHIPS	REPORTING MARKS	BUFFALO, N. Y.	CHICAGO, ILL.	DETROIT, MICH.	ERWIN, IND.	HOBART, IND.	LOUISVILLE, KY.	MACKINAW CITY, MICH.	NEW YORK TERM., N. Y.	PHILLIPSBURG, N. J.	POTOMAC YD., VA.
Algoma Central	AC							D&LA			
Atlantic Coast Line	ACL										RFP
Atlantic & West Point—Western of Alabama	AAWP—WofA										RFP
Georgia	Ga										RFP
Bangor & Aroostook	BAR								NH		
Birmingham Southern	BS										Sou
Boston & Maine—Mystic Term. Co.	BM—MTC								NH		
Central of Georgia	COa										RFP
Central Vermont	CV								NH		
Charleston & Western Carolina	CAWC										RFP
Clinchfield	CRR										Sou
Colorado & Southern	CAS					EJE					
Columbus & Greenville	CAG										Sou
Copper Ranger	CR-COPR		CMStPAP								
Denver and Rio Grande Western	D&RGW				TP&W						
Denver & Salt Lake	D&SL				TP&W						
Detroit & Mackinaw	D&M	C&O (PMD)									
Duluth, Missabe & Iron Mountain	DMAIR					EJE					
Escanaba & Lake Superior	E&LS		CMStPAP								
Florida East Coast	FEC										RFP
Fort Worth & Denver	FW&D		CBQ								
Georgia & Florida	G&F										RFP
Green Bay Western	GBW		CMStPAP								
Kewaunee Green Bay Western	KGB&W		CMStPAP								
Great Northern	GN		CBQ								
Gulf Coast Line	GCL		GMO								
International Great Northern	IGN		GMO								
Kansas City Southern	KCS		CMStPAP								
Lake Superior & Ishpeming	LS&I		CNW								
Louisiana & Arkansas	L&A		CMStPAP								
Maine Central	MEC								NH		
Mississippi Central	MSC										Sou
Missouri-Illinois	MI				TP&W						
Nashville, Chattanooga & St. Louis	NC&StL										RFP
New York, Ontario & Western	NYO&W								NYS		
Norfolk Southern	NS										RFP
Northampton & Bath	N&B									CNJ	
Northern Pacific	NP		CBQ								
Northwestern Pacific	NWP				TP&W						
Ontario Northern	ONT-T&M	CN									
Pacific Electric	PE				TP&W						
Port Huron & Detroit	PH&D			GTW							
Rutland	Rut								NH		
Sacramento Northern	SN				TP&W						
Savannah and Atlanta	S&A										RFP
Seaboard Air Line	SAL										RFP
Spokane, Portland & Seattle	SP&S					EJE					
Southern Pacific	SP		CNW								
Tennessee Central	TC										Sou
Texas and New Orleans	T&NO						IC				
Texas and Pacific	T&P						IC				
Toronto, Hamilton & Buffalo	THB	NYC									
Union Pacific System	UP		CRIP								
Western Pacific	WP				TP&W						
Wichita Falls & Southern	WF&S				TP&W						

Daily Transportation Reports and their Usage

OUTLINE

The following reports reviewed as to information received and the value of such information:

1 - PR-59 - Cars passing Columbia and Mt. Joy
2 - No Bill report
3 - Cars Classified Enola Hump East and West
4 - Ore Situation - Greenwich and Girard Point
5 - Phila. Region - Yard and Power Situation
6 - FT-3 Trains and Cards Dispatched
7 - GMT-33 - Work Sheet of Daily Yard Performance
8 - PR-118 - DYPR - Daily Yard Performance Report
9 - YD-1 - Report on Yard Situation 12:01 AM
10 - PR-143 (AST-2) - Report of Trains held 3 hours or More
11 - PR-102 (GMT-5) - Report of Car Failures
12 - GMT-6 - Crews Relieved Previous Day
13 - PR-103 (GMT-7) - Report of Engine Failures
14 - GMT-8 - Freight Trains delayed at terminals 3 hours or more for power previous 24 hours
15 - GMT-4 (PR-139) - Phila. Region consolidated Yard and Crew Report
16 - GMT-29B (PR-67) Phila. Region - Freight Movement Report
17 - GMT-30B (PR-68) - Freight Car Situation - Phila. Region
18 - Phila. Region - Blue Ribbon Freight Train Performance
19 - Phila. Region - Empty Ore Hopper Report

References - Copies of all reports
Reference - #13 to #29

May 6, 1957
G. J. McCloskey

W.G.D.-G.J.M.-R.T.B.-L.W.S.

	OLDEST TRAIN	ENGINE	TIME	DATE	NO. OF CARS
NEW GREENWICH					
PENROSE					
52ND. STREET					
MARGIE YD.					
FAIRHILL					
FRANKFORD JUNCTION					

P H I L A D E L P H I A R E G I O N PR-59

Car Movement-Philadelphia District

Passing Columbia & Mt. Joy

	Car Mvt	Total to Date	Daily Avg.
Date _____			
Same date prev. month			
Increase or decrease			
Same date prev. year			
Increase or decrease			
Same date 2 yrs. prev.			
Same date 1941			

12:01 A.M. DATE _____

W. G. D. G. J. M.

	CARS ON HAND WITHOUT WAYBILLS	OLDEST CAR	WAYBILLS ON HAND WITHOUT CARS	OLDEST WAYBILL
HARRISBURG				
ENOLA				
LANCASTER				
TIDEWATER				
GRAYS FERRY				
FRANKFORD				
52ND STREET				

CARS CLASSIFIED ENOLA HUMP EAST AND WEST

8:00A.M. _____ TO 8:00 A.M. _____

	EAST	WEST
"A" TRICK		
"B" TRICK		
"C" TRICK		
TOTAL		

TOTAL TRAINS ORDERED EAST _____

TOTAL TRAINS ORDERED WEST _____

EAST TODAY _____

WEST TODAY _____

W. G. D. 8:00 A.M.

PHILADELPHIA REGION
Ore Situation
8.00 A.M. - 4.00 P.M.
Greenwich & Girard Point Date _____

Ore on Hand	Destination	Crews Avail.	Engs. Avail.
Greenwich			
Girard Point			
Enola			
Harrisburg			

Empty Situation

Mtys on Hand	Hops	Gons	Mtys Enroute	Hops	Gons	Mtys Reqd. next 48 Hrs.	
Gw. Ore Yd.			Enola			Greenwich	Girard Point
Gw. Proper			Hbg.				
52nd St.			S. Amboy				
44th St.			Meadows				
Girard Pt.			Morrisville				
Penrose			Baltimore				
Light Trks.			Edgemoor				
			Phillipsburg				
Total			Total			Total	Total

	Enola	Hbg.
Ore Hoppers		
Trns. Enrt.- Ldd.		
Trns. Enrt.- Mty		

Boats Due

Greenwich					Girard Point				
Name	Date	Tons	Cars Reqd	Destination	Name	Date	Tons	Cars Reqd	Destination
Total					Total				

PHILADELPHIA REGION

YARD & POWER SITUATION - 3.00 PM Date _____

	ENOLA EAST	ENOLA WEST	HARRISBURG EAST	HARRISBURG WEST	HAGERSTOWN NORTH	HAGERSTOWN SOUTH
Shifted						
Clear Tracks						
On Hand Classified						
On Hand to classify						
Enroute to Shift						
Enroute to Relay						

CUMBO

After Extra Ordered _____

Cars on Hand _____

Cars Enroute _____

Power on Hand _____ PRR _____ RDG

Power Enroute _____ _____

ENOLA AND HARRISBURG

Trains called as of 3.00 PM

East & South _____

North & West _____

Total _____

Oldest Trains to Classify:

Enola - East _____

Enola - West _____

Hbg. - East _____

Hbg. - West _____

Freight Power Enola:	Electric	M-1	I-1	Diesel
On Hand				
In Sight Next 16 Hrs.				
Total				
Required Next 16 Hrs.				
Shopped at Enola				
Due Out of Shop Next 16 Hrs.				

TRAINS HELD FOR POWER

Yard	Train	Relay	Ready	Ordered	Yard	Train	Relay	Ready	Ordered

PHILADELPHIA——REGION

F.T.3 TRAINS AND CARS DISPATCHED AND LAYOVER 11.59 PM. MAY 8th.1957

	DISPATCHED				LAYOVER		
POINTS	TRAINS	LOADED	EMPTY	TOTAL	LOADED	EMPTY	TOTAL
NORRIS	4	139	57	196	31	48	79
52nd ST.	6	288	94	382	213	90	303
FRK JCT.	4	443	248	691	110	28	138
MARGIE YD	4	202	205	407	154	228	382
GWCH(D-16)	0	379	135	514	14	28	42
GWCH(PAY)	11	443	255	698	254	91	345
GRAYS FERRY	9	288	159	447	84	58	142
GIRARD PT.	2	121	123	244	203	46	249
CARBON	6	243	142	385	26	29	55
TOTAL	46	2546	1418	3964	1089	646	1735
ENOLA	49	2413	549	2962	2119	411	2530
HBG	21	895	140	1035	123	0	123
THORN	4	39	30	69	7	4	11
EARNEST	3	189	149	338	56	80	136
LANCASTER	3	175	156	331	0	8	8
LEBANON	1	26	9	35	0	0	0
HAGERSTOWN	8	309	119	428	122	71	193
CUMBO	4	277	64	341	254	0	254
CHAMBERSBURG	1	21	17	38	9	0	9
COLUMBIA	1	156	112	268	53	11	64
TOTAL	95	4500	1345	5845	2743	585	3328
CAMDEN	12	481	359	840	219	67	286

	DISPATCHED		TOTALS		LAYOVER		
PHILA	46	2546	1418	3964	1089	646	1735
HBG	95	4500	1345	5845	2743	585	3328
CAMDEN	12	481	359	840	219	67	286
GRAND TOTAL	153	7527	3122	10649	4051	1298	5349

GMT 33

Teletype PH 60
Telephone 764

WORK SHEET

DAILY YARD PERFORMANCE REPORT

Region_____ Date_____

	Adjusted Man Hours	Performance Car Count	Production	Cost Per Car
District	F	J	K	N
Phila. 1				
Hbg. 2				
Atlantic 3				
Phila. Reg. Total 5				

PR-118

PHILADELPHIA REGIONAL TRANSPORTATION MORNING YARD PERFORMANCE REPORT

DYPR--C

Date_____195___

Asst. Trainmaster's Territory	Adjusted Man Hours (F)	Performance Car Count (J)	Production (Cars per Adj. Man Hour) (K)	Target (Cars per Adj. Man Hour) (L)	Percent Performance (M)	Cost Per Car (N)
South Philadelphia.....						
Grays Ferry						
52nd St. and No. Phila....						
Frankford Junction.....						
Earnest.....						
Reading.....						
TOTAL PHILA. DISTRICT.....						
Enola.....						
Harrisburg.....						
Lancaster.....						
Hagerstown.....						
TOTAL HARRISBURG DISTRICT.						
TOTAL ATLANTIC DISTRICT...						
TOTAL PHILADELPHIA REGION.						

This report to be prepared daily by the office of the Asst. Supt.-Transportation-Train Movement for review by Supt. Transportation and Staff listed below by 7:30 A.M. following date.

Totals of Columns K, M and N will have to be computed separately.

$$\text{Total K} = \frac{\text{Total J}}{\text{Total F}}$$

$$\text{Total M} = \frac{\text{Total - K}}{\text{L}} \times 100$$

$$\text{Total N} = \frac{\text{Total - F}}{\text{Total - J}} \times 2.27$$

Copies to:

Supt. Transportation
Asst. Supt. Trans.-Train Movt.
Supvr. Trans. Engr.
Freight Trainmaster, Phila.
Freight Trainmaster, Harrisburg
Budget Supervisor.

PHILADELPHIA REGION GMT-13 (PR-74)

Y.D. 1 REPORT ON YARD SITUATION 12:01 A.M. DATE _____

Yard	Direction	Total Cars In Yard	No. of Cars Dispatched Prev. 24Hrs.	Cars Classified Awaiting Movement	Awaiting Classification No. of Cars	Percent of Cars Dispatched Prev. 24 Hrs.
Enola	East					
"	West					
Harrisburg	East					
"	West					
Hagerstown	North					
"	South					
Pavonia	East					
"	West					
52nd St	East					
"	West					
Grays Ferry	East					
"	West					
Carbon	East					
"	West					
North Phila.	East					
"	West					
Frankford	East					
"	West					
"	Local					
Burma	East					
"	West					
Cumbo	North					

PR-143 (AST-2)

PHILADELPHIA REGION

Date _____

GCV HDK WGD HHH GJM

Report of Freight Trains held 3 hours or more _____(Time)

South Phila. District

Train	Time	Ready	Date	Cars	Destination

Enola District - East

Train	Time	Ready	Date	Cars	Destination

Enola District - West

Train	Time	Ready	Date	Cars	Destination

Harrisburg District - East

Train	Time	Ready	Date	Cars	Destination

Harrisburg District - West

Train	Time	Ready	Date	Cars	Destination

PR 102

GMT-5

REPORT OF CAR FAILURES

PHILADELPHIA REGION Date_____

Train	Engine	Dispatching Point	Minutes Delay	Initial	Number	Lading	Defect and Disposition

TOTAL CAR FAILURES_____INCLUDING_____HOT BOXES

PHILADELPHIA REGION

CREWS RELIEVED PREVIOUS DAY

Date_____

No. Crews
Relieved
Yesterday Reason

PR 103
GMT-7

PHILADELPHIA REGION

REPORT OF ENGINE FAILURES

Date _____

ENGINE FAILURES - ENGINES SUBSTITUTED

Train	Engine or Unit	Class	Dispatching Point	DELAY Hours	DELAY Mins.	DELAY Location	DELAY Cause	Eng. Substituted

ENGINE FAILURES - ENGINES NOT SUBSTITUTED

Train	Engine or Unit	Class	Dispatching Point	DELAY Hours	DELAY Mins.	DELAY Location	DELAY Cause

PHILADELPHIA REGION

FREIGHT TRAINS DELAYED AT TERMINALS
THREE HOURS OR MORE FOR POWER DURING PREVIOUS 24 HOURS

Date _____

Number Of Trains	DELAY		
	Minimum	Maximum	Average
--------	--------	--------	---------

Corrected 1-4-57 PHILADELPHIA REGION (PR-139) GMT-4

11.59 P.M. (Date) _____

Dispatched this date _____ Trains _____ Loads _____ Empties _____ Total

Layover _____ Loads _____ Empties _____ Total

% Layover _____ Avr. Cars per train _____ Avr. Loads per train _____

Dispatched Prev. Day _____ Trains _____ Loads _____ Empties _____ Total

Dispd. same day last wk. _____ Trains _____ Loads _____ Empties _____ Total

Dispd. same day last mo. _____ Trains _____ Loads _____ Empties _____ Total

Dispd. same day last yr. _____ Trains _____ Loads _____ Empties _____ Total

Dispatched this month _____ Loads _____ Tot. Rd. Trns. to date _____

Total Disp. same per. last mo. _____ Loads _____ Tot. Rd. Trns. last mo. _____

	BUDGET	ACTUAL	OVER	UNDER	PERCENT
Today					
This Month					

YARD CREWS					DISPATCHMENTS			Disp. per crew	Men doubled
Yard	Adv. Crews	Crews Today	Same day last wk.	Same day last mo.	Today	Same day last wk.	Same day last mo.		
Enola	47								
Hbg.	19								
Lancaster	7								
Chambsbg.	1								
Hgrstown.	6								
Cumbo	3								
Columbia	2								
Lebanon	2								
Ernest	3								
Norris	3								
52nd St.	8								
No. Phila.	24								
Fkd. Jct.	49								
Greenwich	55								
Grays Fy.	25								
Valley	18								
Pavonia	24								
Total	296								

	Today	This Month
Crews relieved		

	This date	Same Day Last Week	Same Day Last Mo.	Total This Mo.	Total Same Date Last Mo.
Passenger Crews, Phila. District					
Passenger Crews, Hbg. District					
Passenger Crews, Atlantic District					
Shop Crews, Phila. District					
Shop Crews, Harrisburg District					
Shop Crews, Atlantic District					

GMT-29B (PR-67)

FREIGHT MOVEMENT

PHILADELPHIA REGION -(G. M. T.)

Date _____

6.00 A.M.
WEATHER - Philadelphia _____ Enola _____ Harrisburg _____ High _____ Low _____

AWP _____ AWO _____ HO _____ SO _____ CR Since 12.01 AM _____

ABNORMAL CONDITIONS: -

	BERWIND WHITE	GREENWICH	FAIRLESS	AC-10
On Hand - Enola				
On Hand - Harrisburg				
Enroute-Train Eng. Time				

ENGINES STORED BY TYPES - _____
ENGINES SET ASIDE BY TYPES - _____

ESTIMATED LOADS DISPATCHED TODAY _____

PERISHABLE MARKET - PHILADELPHIA
Ordered _____
Placed _____
Missed _____
Responsibility _____

IMPORT ORE SITUATION - 12.01 A.M.

	Loaded Prev. Day	Dispatched Prev. Day	On Hand 12.01 A.M.	Load Today Boats	Load Today Cars
PHILADELPHIA - Tidewater					
Girard Point					
TOTAL					

TIDEWATER COAL SITUATION - 12.01 A.M.

	Received	Unloaded Yesterday	On hand	Unloaded Today
PHILADELPHIA - GREENWICH				

ANTHRACITE COAL
Loaded yesterday _____
Disp'd yesterday _____
Unconsigned today _____

EXPORT FREIGHT SITUATION - 12.01 A.M.

	Received	Unloaded	On Hand
PHILADELPHIA -			

EXPORT GRAIN SITUATION - 12.01 A.M.

	Received	Unloaded	On hand	Empties Dispatched	Empties On Hand	Elevator Full
PHILADELPHIA -						%

Train _____
Engine _____
Time _____

GEMT-30B (PR-68)

FREIGHT CAR SITUATION - PHILADELPHIA REGION M. F. T. O.

195

	Empty Hops. Sys.	Empty Hops. Forgn	BM/CX Empty	Gonda Empty	Box Empty	Flats Empty	FGE Refrs	Covered Hoppers
EMPTIES ON HAND								
Pavonia								
Phila. - 52nd St.								
South Phila								
North Phila								
Harrisburg								
Enola								
Lancaster								
Carbon & Valley								
Norristown								
TOTAL								
EMPTIES MOVING								
From To Engine Time								
TOTAL ON HAND AND ENROUTE								

CARS ORDERED, AVAILABLE AND LOADED

	Box	Gonds.	Hoppers	Cov. Hops.	Cont. Gonds.	Flats	Refgrs.
PREVIOUS DAY							
Ordered							
Available							
Loaded							
Short							
TODAY							
Ordered							
Available							

Loaded and empty cars delivered connections previous day-

Loaded and empty cars received from connections previous day-

	COVERED HOPPER SITUATION					CONTAINER SITUATION				
	Previous Day			Today		Previous Day			Today	
	Ord.	Avail.	Ldd.	Ord.	Avail	Ord.	Avail.	Ldd.	Ord.	Avail.
J. E. Baker-Billmyer										
Foote Minerals-Frazer										
Valley Forge-Swedeland										
Warner-Devault										
North American-HgrsTwn.										
Marine Terminal-Camden										
Standard Lime-Hart'sbrg.										
TOTAL										
P. R. S. L.										

ORE SITUATION

	Greenwich		Girard Point	
Loaded yesterday				
Empties on hand				
Empties enroute				
Empties from coal today				
TOTAL EMPTIES				
	Boats	Cars	Boats	Cars
Due today				
Due tomorrow				
Due				
Due				
Due				
Due				
Due				
TOTAL				

EMPTIES ENROUTE		ON HAND
From Date	Engine Time	52nd St.
		Harrisburg
		Enola
		Steelton

PHILADELPHIA REGION
BLUE RIBBON FREIGHT TRAIN PERFORMANCE
EASTWARD

6.00 A.M. _____ to 6.00 A.M. _____

FW-8	Engine			
Cars	_____	Banks	5.30 P	_____
Cars	_____	Day	7.15 P	_____
		Paoli	10.15 P	_____
		Holmes	12.01 A	_____
B-2	Engine			
Cars	_____	Enola	5.15 P	_____
		Cresswell	6.45 P	_____
P-14	Engine			
Cars	_____	Enola	7.00 P	_____
Cars	_____	Lancaster	9.00 P	_____
		"MA"	1.30 A	_____
SP-2	Engine			
Cars	_____	Day	7.30 P	_____
		Paoli	11.30 P	_____
		So. Phila.	1.30 A	_____
B-6	Engine			
Cars	_____	Enola	9.00 P	_____
		Creswell	10.30 P	_____
ED-4	Engine			
Cars	_____	Banks	8.30 P	_____
Cars	_____	Day	9.30 P	_____
		Creswell	11.30 P	_____
Cars	_____	Brill	4.15 A	_____
		Jersey	6.15 A	_____
NF-6	Engine			
Cars	_____	Banks	9.15 P	_____
Cars	_____	Day	10.45 P	_____
		Paoli	12.50 A	_____
		Holmes	1.55 A	_____
NY-6	Engine			
Cars	_____	Banks	11.00 P	_____
Cars	_____	Day	1.00 A	_____
		"MA"	5.00 A	_____

WESTWARD

SWC-1	Engine			
Cars	_____	"MA"	10.30 P	_____
		Day	4.30 A	_____
Cars	_____	Banks	10.30 A	_____
WC-1	Engine			
Cars	_____	"MA"	1.30 A	_____
		Day	5.45 A	_____
Cars	_____	Banks	3.30 P	_____
EC-5	Engine			
Cars	_____	Cresswell	8.00 A	_____
		Enola	9.15 A	_____
CFW-5	Engine			
Cars	_____	Jersey	2.00 A	_____
	_____	On No. Phila.	2.45 A	_____
	_____	On Grays Ferry	3.30 A	_____
Cars	_____	Brill	3.45 A	_____
Cars	_____	Crosswell	9.00 A	_____
		Day	10.20 A	_____
Cars	_____	Banks	12.45 P	_____

PHILADELPHIA REGION
BLUE RIBBON FREIGHT TRAIN PERFORMANCE
EASTWARD

6.00 A.M. _____ to 6.00 A.M. _____

SW-8	Engine		
Cars _____		Banks	12.15 A _____
Cars _____		Day	3.30 A _____
		"MA"	8.15 A _____
CC-8	Engine		
Cars _____		Banks	12.30 A _____
Cars _____		Day	1.30 A _____
		"MA"	5.15 A _____
BF-14	Engine		
Cars _____		Rockville	3.30 A _____
		Enola	4.00 A _____
WPB-2	Engine		
Cars _____		Banks	4.00 A _____
		Day	6.30 A _____
		Cross	7.45 A _____
WPB-4	Engine		
Cars _____		Banks	2.15 A _____
Cars _____		Day	3.45 A _____
		Cross	5.00 A _____
NX-8	Engine		
Cars _____		Enola	7.00 A _____
		"MA"	1.15 P _____
MD-6	Engine		
Cars _____		Brill	7.00 A _____
		Holmes	7.45 A _____
VL-2	Engine		
Cars _____		Banks	8.15 A _____
AB-6	Engine		
Cars _____		Enola	9.30 A _____
		Creswell	11.25 A _____
MD-12	Engine		
Cars _____		Brill	9.30 A _____
		Holmes	10.00 A _____
CNX-2	Engine		
Cars _____		Banks	10.00 A _____
Cars _____		Day	11.30 A _____
		"MA"	2.40 P _____
SP-8	Engine		
Cars _____		Enola	10.00 A _____
		Paoli	2.30 P _____
		So. Phila.	4.30 P _____
CRE-2	Engine		
Cars _____		Banks	8.15 P _____
Cars _____		Day	9.15 P _____
		"MA"	2.10 A _____
CC-2	Engine		
Cars _____		Banks	3.05 P _____
Cars _____		Day	6.30 P _____
		"MA"	11.15 P _____

PHILADELPHIA REGION
BLUE RIBBON FREIGHT TRAIN PERFORMANCE
WESTWARD LCL & TRUCTRAINS

6.00 A.M. ______ to 6.00 A.M. ______

#LCL-9 Engine			
Cars ______	Holmes	10.00 P	______
Cars ______	Fkd. Jct.	10.45 P	______
Cars ______	52nd St.	11.45 P	______
Total ______	Paoli	12.20 A	______
M&W's off ______	Hbg. Arr.	3.00 A	______
	Hbg. Lv.	4.00 A	______
Cars ______	Banks	4.15 A	______

#LCL-5 Engine			
Cars ______	Cresswell	11.15 P	______
	Enola	12.30 A	______
Connections to:			
LCL-1 ______	LCL-3 ______		

#LCL-7 Engine			
Cars ______	Jersey		
Cars ______	Shore	9.30 P	______
	Paoli	11.15 P	______
	Day	2.00 A	______
Cars ______	Banks	3.00 A	______

#LCL-1 Engine			
Cars ______	"MA"	11.00 P	______
Cars ______	Hbg.	2.45 A	______
	Banks	3.45 A	______

#TT-3 Engine			
Cars ______	Hbg.	12.01 A	______
	Hbg.	3.45 A	______
Cars ______	Banks	5.00 A	______

#LCL-3 Engine			
Cars ______	"MA"	12.45 A	______
	Day	4.30 A	______
Cars ______	Banks	5.30 A	______

#TT-1 Engine			
Cars ______	Holmes	2.00 A	______
Cars On ______	Fkd. Jct.	2.25 A	______
Cars ______	Paoli	3.20 A	______
N&W's off ______	Day	5.25 A	______
Cars ______	Banks	6.25 A	______

#LCL-1B Engine			
Cars ______	"MA"	11.00 P	______
	Hbg.	2.45 A	______
Cars ______	Banks	3.45 A	______

#AP-9 Engine			
Cars ______	Fkd. Jct.	8.30 P	______
	Paoli	11.00 P	______
	Enola	3.00 A	______

EASTWARD LCL & TRUCTRAINS

#TT-2 Engine			
Cars ______	Banks	8.45 P	______
Cars ______	Day	9.45 P	______
	Paoli	11.50 P	______
Set off Fkd. ______	Fkd. Jct.	12.45 A	______
Cars ______	Holmes	1.10 A	______

#LCL-2 Engine			
Cars ______	Banks	10.15 P	______
Cars ______	Day	11.45 P	______
	Paoli	2.30 A	______
Cars off ______	Fkd. Jct.	3.30 A	______
Cars ______	Holmes	3.50 A	______

#TT-4 Engine			
Cars ______	Banks	11.15 P	______
Cars ______	Day	12.15 A	______
Off Phn. ______	Paoli	2.45 A	______
Cars ______	Holmes	4.05 A	______

* Will operate one hour earlier during period of Daylight Saving Time.

DATE _____

EMPTY ORE HOPPERS

FROM	ENGINE	CARS	DATE	LEAVE	ARRIVE	FROM	ENGINE	CARS	DATE	LEAVE	ARRIVE

LOADED ORE MOVEMENT

DESTINATION	FROM	SYMBOL	CARS	ENGINE	ORDER	LEAVE OR RECEIVED	ENOLA				
							ARRIVE	ORDER	ENGINE	CARS	LEAVE

OUTLINE ON OPERATING STATISTICS (SQUARE SHEET) AND BUDGET

Cumulative Statement of Operating Statistics:

1. History - Why called Square Sheet.

2. How compiled.
   (a) By Auditor of Expenditures
   (b) Reports required
   (c) Frequency of issue.

3. What is shown -
   (a) Road and Yard Freight and Passenger Statistics
   (b) Traffic handled - Gross and Net Ton Miles
   (c) Work done - Miles and Hours
   (d) Cars dispatched
   (e) Traffic handled per unit of work
   (f) Comparison of performance of current period with same period of previous month and previous year
   (g) Road speed
   (h) Net ton miles by principal commodities.

4. Definitions -
   (a) Ton Miles - Net and Gross
   (b) Train hours
   (c) Train miles
   (d) Locomotive miles
   (e) Car miles - loaded and empty
   (f) Cars dispatched - Loaded and Total.

5. Formulas -
   Gross ton miles per train hour, road speed, etc.

6. Analysis and Use
   (a) Meaning of percentage increases and decreases
   (b) Items to be corrected and improved.

Budget of Transportation Operating Expenses

1. Procedure
   (a) Estimate - basis
   (b) Allotment - from System
   (c) Regional Breakdown - Daily allotment
   (d) Daily record cost.

2. Square Sheet related to Budget
   (a) Increased miles and hours increases costs
   (b) Reduced traffic should reflect reduced expenses.

May 6, 1957
F. V. Hebron.

CT. 402 **THE PENNSYLVANIA RAILROAD** Cumulative Statement of Operating Statistics for PHILADELPHIA Region #2 April 1 to and including April 23, 1957

ROAD FREIGHT		Month	Electric	% I-D	Steam	% I-D	Diesel	% I-D	TOTAL	% I-D
GROSS TON MILES (Thousands)	1	Curr.	456,441		6,962		170,888		634,291	
		Prev.	498,056	D 8.4	6,571	6.0	172,807	D 1.1	677,434	D 6.4
		Pr. Yr.	474,796	D 3.9	9,857	D29.4	173,870	D 1.7	658,521	D 3.7
NET TON MILES (Thousands)	2	Curr.	206,992		3,251		86,086		296,329	
		Prev.	223,883	D 7.6	3,410	D 4.7	87,461	D 1.6	314,754	D 5.9
		Pr. Yr.	213,546	D 3.1	4,552	D28.6	94,877	D 9.3	312,975	D 5.3
TRAIN HOURS	3	Curr.	7,215		397		6,969		14,581	
		Prev.	7,785	D 7.3	356	11.5	7,067	D 1.4	15,208	D 4.1
		Pr. Yr.	7,417	D 2.7	407	D34.6	6,230	11.9	14,254	2.3
TRAIN MILES (LOCO. MILES PRINCIPAL)	4	Curr.	143,308		4,697		74,144		221,949	
		Prev.	153,549	D 6.7	3,970	13.3	75,741	D 2.1	233,260	D 4.9
		Pr. Yr.	141,978	0.9	6,496	D30.8	65,925	12.5	214,399	3.5
LOCO. MILES — HELPING AND LIGHT	5	Curr.	22,780		2,381		19,625		44,786	
		Prev.	25,974	D12.3	3,012	D21.0	20,495	D 4.3	49,481	D 9.5
		Pr. Yr.	26,768	D14.9	3,407	D30.1	19,153	2.5	49,328	D 9.2
LOCO. MILES — TRAIN SWITCHING	6	Curr.	3,132		2,766		35,982		41,880	
		Prev.	3,342	D 6.3	2,526	9.5	38,526	D 6.6	44,394	D 5.7
		Pr. Yr.	3,354	D 6.6	1,972	76.0	38,472	D 6.5	43,398	D 3.5
TOTAL LOCOMOTIVE MILES	7	Curr.	169,220		9,644		129,751		308,615	
		Prev.	182,865	D 7.5	9,508	1.4	134,762	D 3.7	327,135	D 5.7
		Pr. Yr.	172,100	D 1.7	11,475	D16.0	123,550	5.0	307,125	0.5
LOADED CAR MILES (Thousands)	8	Curr.	6,615		96		2,069		8,780	
		Prev.	7,375	D10.3	94	2.1	2,045	1.2	9,514	D 7.7
		Pr. Yr.	7,138	D 7.3	119	D19.3	1,983	4.3	9,240	D 5.0
EMPTY CAR MILES (Thousands)	9	Curr.	3,627		65		1,544		5,236	
		Prev.	3,940	D 8.0	43	51.2	1,597	D 3.3	5,580	D 6.2
		Pr. Yr.	3,709	D 2.2	103	D37.0	1,394	10.8	5,206	0.6
GROSS TON MILES PER TRAIN HOUR	10	Curr.	63,263		17,537		24,521		43,501	
		Prev.	63,976	D 1.1	18,458	D 5.0	24,453	0.3	44,545	D 2.4
		Pr. Yr.	64,014	D 1.2	16,239	8.0	27,909	D12.1	46,199	D 5.8
GROSS TON MILES PER LOCO. MILE	11	Curr.	2,748		1,012		1,822		2,378	
		Prev.	2,774	D 0.9	941	7.5	1,796	1.4	2,396	D 0.8
		Pr. Yr.	2,814	D 2.4	995	1.7	2,044	D10.9	2,497	D 4.8
ROAD LOCO. MILES PER 1000 TRAIN MILES	12	Curr.	1,159		1,529		1,265		1,202	
		Prev.	1,169	D 0.9	1,759	D13.1	1,271	D 0.5	1,212	D 0.8
		Pr. Yr.	1,189	D 2.5	1,524	0.3	1,291	D 2.0	1,230	D 2.3
GROSS TONS PER TRAIN	13	Curr.	3,185		1,548		2,305		2,857	
		Prev.	3,244	D 1.8	1,655	D 6.5	2,282	1.0	2,904	D 1.6
		Pr. Yr.	3,344	D 4.8	1,517	2.0	2,697	D12.6	3,071	D 7.0
NET TONS PER TRAIN	14	Curr.	1,444		723		1,161		1,335	
		Prev.	1,458	D 1.0	859	D15.8	1,155	0.5	1,349	D 1.0
		Pr. Yr.	1,504	D 4.0	701	3.1	1,439	D19.3	1,460	D 8.6
NET TONS PER LOADED CAR	15	Curr.	31.3		33.9		41.6		33.8	
		Prev.	30.4	3.0	36.3	D 6.6	42.8	D 2.8	33.1	2.1
		Pr. Yr.	29.9	4.7	38.3	D11.5	47.8	D13.0	33.9	D 0.3
CARS PER TRAIN	16	Curr.	71.4		35.8		48.7		63.1	
		Prev.	73.7	D 3.1	34.5	3.8	48.1	1.2	64.7	D 2.5
		Pr. Yr.	76.3	D 6.4	34.1	5.0	51.2	D 5.0	67.3	D 6.3
ROAD SPEED	17	Curr.	19.9		11.3		10.6		15.2	
		Prev.	19.7	1.0	11.5	D 1.7	10.7	D 0.9	15.3	D 0.7
		Pr. Yr.	19.1	4.2	10.7	5.6	10.6	—	15.0	1.3
SPEED INCLUDING TERMI'L DELAY	18	Curr.	15.9		8.9		8.4		12.1	
		Prev.	15.6	2.0	8.5	2.2	8.3	1.2	12.0	0.8
		Pr. Yr.	15.3	4.0	5.8	19.6	8.5	D 1.2	11.8	2.5

YARD FREIGHT		Electric	% I-D	Steam	% I-D	Diesel	% I-D	TOTAL	% I-D
LOADED CARS DISPATCHED	1							170,262	
								179,625	D 5.2
								179,407	D 5.1
TOTAL CARS DISPATCHED	2							233,904	
								245,164	D 4.6
								239,399	D 2.3
LOCOMOTIVE MILES	3			28,802		273,699		302,461	
				29,704	D 3.0	280,895	D 2.6	310,599	D 2.6
				34,824	D17.3	270,202	1.3	305,026	D 0.9
NET TON MILES PER LOADED CAR DISPATCHED	4							1,740	
								1,752	D 0.7
								1,744	D 0.2
TOTAL CARS DISPATCHED PER LOCO. HOUR	5							4.64	
								4.74	D 2.1
								4.71	D 1.5
FRT. TRAIN TERMINAL DELAY HRS.									

PASSENGER			Electric	% I-D	Steam	% I-D	Diesel	% I-D	TOTAL	% I-D
TRAIN MILES — RAIL MOTOR CAR	1		89,105				3,035		92,140	
			87,947	1.3			3,128	D 3.0	91,075	1.2
			85,440	4.3			1,735	74.9	87,175	5.7
TRAIN MILES — LOCO. MILES PRINCIPAL	2		97,089		1,038		23,128		121,255	
			93,514	3.8	750	38.4	28,478	D18.8	122,742	D 1.2
			107,700	D 9.9	1,290	D19.5	20,428	13.2	129,418	D 6.3
TRAIN MILES — TOTAL	3		186,194		1,038		26,163		213,395	
			181,461	2.6	750	38.4	31,606	D17.3	213,817	D 0.2
			193,140	D 3.6	1,290	D19.5	22,163	18.0	216,593	D 1.5
LOCOMOTIVE MILES — HELPING	4		103				181		284	
			—	—			162	11.7	162	75.3
			—	—			189	D 4.2	189	50.3
LOCOMOTIVE MILES — LIGHT	5		1,398		208		2,443		4,049	
			1,120	24.8	135	54.1	2,015	21.2	3,270	23.8
			1,442	D 3.1	378	D45.0	2,109	15.8	3,929	3.1
LOCOMOTIVE MILES — TRAIN SWITCHING	6									
LOCOMOTIVE MILES — YARD SWITCHING	7		26,064		816		14,632		41,512	
			25,773	1.1	636	28.3	15,696	D 6.8	42,105	D 1.4
			27,056	D 3.7	1,992	D59.0	15,162	D 3.5	44,210	D 6.1
TOTAL LOCOMOTIVE MILES	8		124,654		2,062		40,384		167,100	
			120,407	3.5	1,521	35.6	46,351	D12.9	168,279	D 0.7
			136,198	D 8.5	3,660	D43.7	37,888	6.6	177,746	D 6.0
LOCO. MILES PER 100 TRAIN MILES	9		102		120		111		104	
			101	1.0	118	1.7	108	2.8	102	2.0
			101	1.0	129	D 7.0	111	—	103	1.0

NET TON MILES (Thousands)

PERIOD		COAL	ORE	TRUCTRAIN	ALL OTHER	TOTAL
Curr.		109,731	12,707	6,177	167,714	296,329
Prev.		119,797	11,089	7,367	176,541	314,754
Pr. Yr.		105,260	20,881	2,034	184,800	312,975
% I-D	Prev.	D 8.4	14.6	D16.2	D 5.0	D 5.9
	Pr. Yr.	4.2	D39.2	203.7	D 9.3	D 5.3

Date April 29, 1957

Office - Auditor of Expenditures, File 642, Phila., Pa.

Frt. Mile Elec. 1957 12,849 1956 15,019

SUMMARY Philadelphia REGION

CONSTRUCTIVE ALLOWANCE PAYMENTS MADE TO Train SERVICE EMPLOYES

YEAR 1957

CODE	DESCRIPTION	REGULATION	Jan.	Feb.	March	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	TOTAL
	Vacation Payments		39585	38317	34877										
01	Initial Terminal Delay	(4-T)	7159	6113	5479										
02	Final Terminal Delay	(4-T)	1698	1435	1469										
03	Deadheading (Separate Serv.)	(4-E-4)	14751	10981	10005										
04	Held at other than Home Term.	(4-M-1)	4576	4157	4610										
20	Called and not used (Road)	(4-B-1)	135	68	23										
21	Called and not used (Yard)	(4-B-2)	187	36	66										
22	Annulment of Assign.(Yard)	(4-B-4)	56	—	—										
23	Qualifying	(4-C-1)	1287	1077	865										
24	Irregular Service - Pass.	(4-D-1)	816	321	647										
25	Irregular Service - Frt.	(4-D-2)	4041	3408	2754										
26	Exchanging Engines	(4-D-6)	—	—	—										
27	Attending Court or inquest	(4-I-1)	121	51	116										
28	Attending Investigation	(4-J-1)	387	494	500										
29	Protecting Assignments	(4-K-1-2)	—	—	—										
30	Serv.other than Reg.Assigns.	(4-L-1-2)	883	447	714										
31	Rerailing Engs. or cars	(4-L-4)	1536	1776	1741										
32	Trnsm.firing or tkg.chge.of Eng	(4-L-5)	91	32	84										
33	Reclassifying train enroute	(4-M-3)	—	—	56										
34	Irregular Work-Road Serv.	(4-O-1)	—	—											
35	Serv.perf. beyond switch limits	(4-O-2)	2905	2731	2900										
36	Clms.not denied within time lts.	(4-P-1)	36	—	56										
37	Run Arounds	(4-R-1-2)	231	233	88										
38	Not called with Crew	(4-R-3)	257	302	40										
39	Preparatory Time	(4-S-1)	—	—	—										
40	Shoveling Coal	(5-S-1)	3	—	—										
41	Coupl.& uncoupl.Air Hose, etc.	(8-J-1)	712	67	191										
42	Back Outs	(P-A-2)	—		—										
46	Additional Day-Yard	(Y-B-1)	322	76	—										
47	Report at one Pt.-and relieved	(Y-D-2)	1386	1111	1243										
48	D.H.Harris to Enola-Eng.Serv.	(GM-37)	—												
49	D.H.Harris to Enola-Train Serv.	(GM-41)	2387	1964	1840										
50	D.H.E. Alt. to Alt. Sts.	(GM-20A)	—	—	—										
51	Arbitrary	(ARB)	7020	5859	6294										
52	Guarn.-Assigned Local frt.wk.& wk.trn.		—	—	—										
53	Fuel Agreement		—	—	—										
61	Genl. Mgr. Agreement (Pot.Yard)														
	TOTAL		92840	81095	76860										

OFFICE-AUDITOR OF EXPENDITURES
FILE NO. 663 PHILA. PA.
DATE. APR 25 1957

SUBWARD Philadelphia REGION

CONSTRUCTIVE ALLOWANCE PAYMENTS MADE TO Engine SERVICE EMPLOYES

YEAR 1957

CODE	DESCRIPTION	REGULATION	Jan.	Feb.	March	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	TOTAL
	Vacation Payments		23425	17784	14357										
01	Initial Terminal Delay	(4-T)	14554	11372	10371										
02	Final Terminal Delay	(4-T)	2853	2495	2329										
03	Dea.Heading (Separate Serv.)	(4-E-4)	1175	874	9831										
04	Held at other than Home Term.	(4-M-1)	3170	2613	3051										
20	Called and not used (Road)	(4-B-1)	195	51	41										
21	Called and not used (Yard)	(4-B-2)	113	65	66										
22	Annulment of Assign.(Yard)	(4-B-4)	37	-	76										
23	Qualifying	(4-C-1)	3868	2127	1537										
24	Irregular Service - Pass.	(4-D-1)	284	218	271										
25	Irregular Service - Frt.	(4-D-2)	3083	2632	2531										
26	Exchanging Engines	(4-D-4)	1664	1336	1464										
27	Attending Court or inquest	(4-I-1)	27	150	20										
28	Attending Investigation	(4-J-1)	529	327	380										
29	Protecting Assignments	(4-K-1-2)	-	-	-										
30	Serv.other than Reg.Assigns.	(4-L-1-2)	1209	1077	617										
31	Rerailing Engs. or cars	(4-L-4)	-	-	-										
32	Trnmn.firing or tkg.chge.of Eng	(4-L-5)	-	-	-										
33	Reclassifying train enroute	(4-N-3)	78	-	39										
34	Irregular Work-Road Serv.	(4-O-1)	-	-	-										
35	Serv.perf. beyond switch limits	(4-O-2)	2765	2438	2584										
36	Clms.not denied within time lts.	(4-P-1)	-	38	-										
37	Run Arounds	(4-R-1-2)	163	226	307										
38	Not called with Crew	(4-R-3)	2294	1685	1166										
39	Preparatory Time	(4-S-1)	-	-	-										
40	Shoveling Coal	(5-S-1)	-	-	-										
41	Coupl.& uncoupl.Air Hose, etc.	(8-J-1)	-	-	-										
42	Book Outs	(P-A-2)	3476	3075	3298										
46	Additional Day-Yard	(Y-B-1)	-	28	-										
47	Report at one Pt.-and relieved	(Y-D-2)	1452	1176	1404										
48	D.H.Harris to Enola-Eng.Serv.	(GN-37)	1422	1389	1475										
49	D.H.Harris to Enola-Train Serv.	(GN-41)			-										
50	D.H.E. Alt. to Alt. Sta.	(GN-201)		4	-										
51	Arbitrary	(ARB)	11794	10220	10,735										
52	Guarn.-Assigned Local frt.wk.& wk.trn.		8	28	-										
53	Fuel Agreement		21	-	105										
61	Genl. Mgr. Agreement (Pot.Yard)		17	-	14										
	TOTAL		90696	71235	68569										

OFFICE - AUDITOR OF EXPENDITURES
FILE NO. 663 PHILA. PA.
DATE - APR 25 1957

OPERATING EXPENSES OF THE PHILADELPHIA REGION INCL. S. P. RWY. & N. CO. — MONTH OF FIRST SIX MONTHS OF 1957

TRANSPORTATION—RAIL LINE	JANUARY	FEBRUARY	MARCH
271 SUPERINTENDENCE	130 257 71	131 348 69	133 488 96
272 DISPATCHING TRAINS	132 248 91	121 478 14	124 872 19
273 STATION EMPLOYEES	1 113 298 45	1 090 267 39	1 193 822 19
274 WEIGHING, INSP. AND DEMUR. SERVICE	12 582 23	12 926 82	14 263 64
275 COAL AND COKE WEARVES	45 761 89	36 579 20	41 203 49
276 STATION SUPPLIES AND EXPENSES	25 274 43	138 628 46	141 480 93
277 YARDMASTERS AND YARD CLERKS	259 149 71	250 787 16	255 650 07
278 YARD CONDUCTORS AND BRAKEMEN	826 871 10	726 324 77	784 262 46
279 YARD SWITCH AND SIGNAL TENDERS	62 300 58	53 485 22	58 905 33
280 YARD ENGINEMEN	472 811 17	417 020 93	446 969 13
281 YARD SWITCHING FUEL	75 207 14	91 096 75	84 349 53
282 YARD SWITCHING POWER PRODUCED	347 26	295 55	325 58
284 YARD SWITCHING POWER PURCHASED	7 378 46	6 704 77	6 623 26
285 WATER FOR YARD LOCOMOTIVES	2 883 55	4 675 65	2 980 48
286 LUBRICANTS FOR YARD LOCOMOTIVES	4 310 70	7 587 12	2 936 11
287 OTHER SUPPLIES FOR YARD LOCOMOTIVES	7 339 33	2 498 50	3 684 70
288 ENGINEHOUSE EXPENSES—YARD	48 599 14	49 705 18	51 622 48
289 YARD SUPPLIES AND EXPENSES	29 671 17	28 606 35	29 194 52
292 TRAIN ENGINEMEN	397 774 90	354 983 86	378 205 95
294 TRAIN FUEL	78 786 79	66 795 30	82 703 41
295 TRAIN POWER PRODUCED	13 553 45	12 095 06	13 452 79
296 TRAIN POWER PURCHASED	275 233 98	260 776 59	261 515 17
297 WATER FOR TRAIN LOCOMOTIVES	2 140 41	2 578 71	1 554 26
298 LUBRICANTS FOR TRAIN LOCOMOTIVES	5 638 29	5 604 75	5 074 03
299 OTHER SUPPLIES FOR TRAIN LOCOMOTIVES	3 303 02	3 433 16	4 038 67
300 ENGINEHOUSE EXPENSES—TRAIN	59 756 84	51 568 53	56 854 02
301 TRAINMEN	505 460 35	458 531 67	475 680 71
302 TRAIN SUPPLIES AND EXPENSES	464 389 81	422 643 59	446 165 81
303 OPERATING SLEEPING CARS			
304 SIGNAL AND INTERLOCKER OPERATION	63 760 71	53 326 16	54 586 04
305 CROSSING PROTECTION	18 013 83	17 613 73	11 593 77
306 DRAWBRIDGE OPERATION	8 140 48	7 770 48	8 090 64
307 ELECTRIC POWER PURCHASED	23 216 68	21 918 74	22 865 06
308 OPERATING FLOATING EQUIPMENT	2 807 36	5 116 37	6 069 43
309 STATIONERY AND PRINTING	16 788 17	14 348 05	15 054 63
311 OTHER EXPENSES	51 878 60	49 362 12	49 993 86
312 INSURANCE	5 011 22	5 114 59	5 114 55
313 CLEARING WRECKS	56 133 32	39 977 58	38 338 40
314 DAMAGE TO PROPERTY	5 190 88	3 704 33	14 987 39
315 DAMAGE TO LIVE STOCK ON RIGHT-OF-WAY			
316 LOSS AND DAMAGE—FREIGHT	23 088 76	26 076 19	31 145 79
317 LOSS AND DAMAGE—BAGGAGE	732 03	583 29	590 93
320 INJURIES TO PERSONS	133 200 95	133 480 39	155 303 59
321 OPER. JOINT YARDS AND TERMINALS—Dr.	9 818 81	10 124 70	8 919 86
321 OPER. JOINT YARDS AND TERMINALS—Cr.	94 184 73	91 714 42	72 914 06
322 OPER. JOINT TRACKS AND FACILITIES—Dr.	3 803 47	3 877 42	3 740 82
323 OPER. JOINT TRACKS AND FACILITIES—Cr.	4 431 45	3 607 49	2 550 25
TOTAL—TRANSPORTATION—RAIL LINE	5 387 645 36	5 106 017 54	5 451 449 28
MISCELLANEOUS OPERATIONS			
421 DINING AND BUFFET SERVICE			
422 GRAIN ELEVATORS	98 183 91	64 894 09	69 952 37
423 PROCESSING POWER SOLD	95 854 25	74 126 88	60 385 75
424 OTHER MISCELLANEOUS OPERATIONS	73 34	88 37	106 18
427 OPER. JT. MISCEL. FAC. Dr.			
428 OPER. JT. MISCEL. FAC. Cr.			
TOTAL MISCELLANEOUS OPERATIONS	194 111 50	139 109 34	130 444 30
MAINTENANCE OF EQUIPMENT			
251 SUPERINTENDENCE	49 877 33	40 291 40	44 184 04
252 SHOP MACHINERY	29 170 58	32 034 87	32 140 58
254 POWER-PLANT MACHINERY	53 738 87	48 015 79	53 612 59
255 DEPREC. RETR. SHOP & POWER—PLANT EQUIP.			
259 REPAIR LOCOMOTIVES—REPAIRS	63 181 55	73 198 06	57 908 34
261 OTHER LOCOMOTIVES—REPAIRS	514 008 01	448 448 14	513 746 18
264 FREIGHT—TRAIN CARS—REPAIRS	616 583 44	494 187 85	687 417 08
267 PASSENGER—TRAIN CARS—REPAIRS	371 198 86	308 481 66	337 730 75
269 FLOATING EQUIPMENT—REPAIRS	8 743 84	2 814 67	14 798 61
271 WORK EQUIPMENT—REPAIRS	44 518 68	49 351 39	54 488 66
272 MISCELLANEOUS EQUIPMENT—REPAIRS	17 436 79	14 482 87	11 781 53
273 DISMANTLING RETIRED EQUIPMENT	5 934 98	4 360 11	3 988 49
275 RETIREMENTS—EQUIPMENT	CR 398 81		CR 497 13
276 INJURIES TO PERSONS	24 867 35	24 849 73	16 666 81
277 INSURANCE	10 118 48	9 849 18	9 475 05
278 STATIONERY AND PRINTING	980 36	1 676 87	943 15
279 OTHER EXPENSES	19 313 34	15 886 63	16 981 87
280 JT. MAINT. OF EQUIP. EXP. Dr.	1 097 83	753 73	1 689 85
281 JT. MAINT. OF EQUIP. EXP. Cr.	9 618 18	18099 98	10 148 33
282 EQUALIZATION—EQUIPMENT	CR 119 877 87	CR 80 157 41	CR 185 979 34
U. OF E. EXPL. DEPR.	1 884 503 85	1 468 770 96	1 560 401 52
SHOP & POWER—PLANT EQUIP. DEPREC.			
SHOP MACHINERY	6 209 07	6 620 10	6 618 96
POWER-PLANT MACHINERY	87 809 84	87 822 01	87 822 01
283 TOTAL SHOP & POWER—PLANT EQUIP. DEPREC.	34 018 31	34 448 11	34 434 97
291 EQUIPMENT DEPRECIATION	286 159 15	287 728 09	285 343 93
TOTAL U. OF E. DEPREC.	380 477 46	322 164 20	319 778 90
TOTAL MAINTENANCE OF EQUIPMENT	2 504 781 61	1 790 935 16	1 880 180 42
TOTAL OPERATING EXPENSES	9 031 774 84	8 422 834 81	9 122 120 20

THE PENNSYLVANIA RAILROAD COMPANY Philadelphia, REGION

TRANSPORTATION EXPENSES PERIOD April 1 to 28, 1957

FREIGHT	BUDGET 28 DAYS	ESTIMATE 28 DAYS	OVER OR UNDER	BUDGET MONTH	ESTIMATE MONTH	OVER OR UNDER
STATION COSTS – FREIGHT						
T.E. PAYROLLS ACCT. 373	397,570	377,070	U 20,500	435,000	411,000	U 24,000
CONTRACT ACCT. 373	90,910	61,815	U 29,095	100,000	65,000	U 35,000
ALL OTHER CHGS. ACCT. 373	23,330	23,330	-	25,000	25,000	-
COAL & ORE WHVS. ACCT. 375	42,000	32,665	U 9,335	45,000	35,000	U 10,000
ACCTS. 374 & 376	70,000	70,000	-	75,000	75,000	-
Total	623,810	564,880	U 58,930	680,000	611,000	U 69,000
YARD COSTS – FREIGHT						
CREW LABOR	984,625	946,770	U 37,855	1,054,000	1,019,000	U 35,000
FUEL	65,330	65,330	-	70,000	70,000	-
ELECTRIC POWER	-	-	-	-	-	-
LOCO EXPENSES	51,330	51,330	-	55,000	55,000	-
ALL OTHER	284,670	284,670	-	305,000	305,000	-
Total	1,385,955	1,348,100	U 37,855	1,484,000	1,449,000	U 35,000
ROAD COSTS – FREIGHT						
CREW LABOR	541,825	528,265	U 13,560	580,000	565,000	U 15,000
FUEL	65,330	65,330	-	70,000	70,000	-
ELECTRIC POWER	149,330	140,000	U 9,330	160,000	150,000	U 10,000
TRAIN SUPPLIES & EXPENSES	149,330	144,665	U 4,665	160,000	155,000	U 5,000
ALL OTHER	51,330	51,330	-	55,000	55,000	-
Total	957,145	929,590	U 27,555	1,025,000	995,000	U 30,000
GRAND TOTAL FREIGHT	2,966,910	2,842,570	U 124,340	3,189,000	3,055,000	U 134,000
VOLUME OF TRAFFIC						
LOADED CARS DISP. (28 DAYS)	230,700	207,501	U 23,199	247,000	223,000	U 24,000
TOTAL CARS DISP. (28 DAYS)	312,900	285,540	U 27,360	335,000	307,000	U 28,000
NET TON MILES (THDS.) (23 DAYS)	336,500	296,329	U 40,171	439,000	390,000	U 49,000
GROSS TON MILES (THDS.) (23 DAYS)	711,275	634,291	U 76,984	928,000	835,000	U 93,000
NET TON MILES PER LD. CAR DISP.	1,777	1,740	U 37	1,777	1,749	U 28
Yd.Frt.Costs per Total Car Disp.	4.430	4.721	.291	4.430	4.720	.290
COST PER 1000 G.T.M. (23 DAYS)						
YARD FREIGHT	1.599	1.746	.147	1.599	1.735	.136
ROAD FREIGHT	1.105	1.187	.082	1.105	1.192	.087
TOTAL FREIGHT TRANSP. EXPENSES	3.436	3.692	.256	3.436	3.659	.223
PASSENGER						
STATION COSTS – PASSENGER						
T.E. PAYROLLS ACCT. 373	563,490	586,580	23,090	607,000	628,000	21,000
ALL OTHER CHGS. ACCT. 373	14,000	14,000	-	15,000	15,000	-
ACCT. 376	84,000	72,800	U 11,200	90,000	78,000	U 12,000
Total	661,490	673,380	11,890	712,000	721,000	9,000
YARD COSTS – PASSENGER						
CREW LABOR	161,760	161,955	195	175,000	175,000	-
FUEL	3,730	3,730	-	4,000	4,000	-
ELECTRIC POWER	6,530	6,530	-	7,000	7,000	-
LOCO EXPENSES	3,270	3,270	-	3,500	3,500	-
ALL OTHER	38,270	38,270	-	41,000	41,000	-
Total	213,560	213,755	195	230,500	230,500	-
ROAD COSTS – PASSENGER						
CREW LABOR	249,580	244,665	U 4,915	270,000	265,000	U 5,000
FUEL	8,400	8,400	-	9,000	9,000	-
ELECTRIC POWER	102,670	102,670	-	110,000	110,000	-
TRAIN SUPPLIES & EXPENSES	233,330	233,330	-	250,000	250,000	-
ALL OTHER	14,930	14,930	-	16,000	16,000	-
Total	608,910	603,995	U 4,915	655,000	650,000	U 5,000
GRAND TOTAL PASSENGER	1,483,960	1,491,130	7,170	1,597,500	1,601,500	4,000
PASSENGER TRAIN MILES (23 Days)	215,730	213,395	U 2,335	281,000	278,500	U 2,500
PASSENGER COSTS PER PASS. TR. MI.	5,685	5,732	.047	5.685	5.750	.065
SUPERHEAD	70,000	70,000	-	75,000	75,000	-
CASUALTY RESERVES	-	-	-	-	-	-
ACCT. 403 OPR. SLEEPING CARS	-	-	-	-	-	-
ALL OTHER	156,170	156,170	-	167,330	167,330	-
Total	-	-	-	-	-	-
OPR. FLOATING EQUIPMENT	5,200	5,200	-	5,570	5,570	-
ALL OTHER	349,630	335,610	U 14,020	374,600	359,600	U 15,000
Total	581,000	566,980	U 14,020	622,500	607,500	U 15,000
GRAND TOTAL TRANSPORTATION	5,031,870	4,900,680	U 131,190	5,409,000	5,264,000	U 145,000
TOTAL TRANS. EXP. PER 1000 G.T.M. (23 Days)	5.829	6.361	.532	5.829	6.304	.475

* $81,675 included to cover est'd. wage increase for Rd.Engmn. & Trainmen, Yd. Engmn. & Trainmen & Train Dispts.

$87,500 DO

THE PENNSYLVANIA RAILROAD PHILADELPHIA REGION
DETAIL OF CHARGES TO TRANSPORTATION EXPENSES - "TRAIN SUPPLIES & EXPENSES"
(EXPENDITURE BASIS) (CENTS OMITTED)

	MARCH, 1957	MARCH, 1956	INCREASE OR DECREASE AMOUNT		%
FREIGHT SERVICE					
Lubrication	77,149	82,062	D	4,913	6.0
Cleaning Cars	21,943	30,556	D	8,613	28.2
Closing Car Doors	-	57	D	57	100.
Care of Livestock	287	769	D	482	62.7
Double Decking & Fitting Up Cars	879	4,191	D	3,312	79.0
Grain Doors & Boards	1,380	126	I	1,254	995.2
Inspecting Loads	24	20	I	4	20.0
Adjusting Lading	286	1,627	D	1,341	82.4
Bulkheads	2,804	753	I	2,051	272.4
Clearance Measurements	1,366	967	I	399	41.3
Temporary fittings for Auto Parts, etc.	-	-	-	-	-
Commodities Inspection	2,192	2,737	D	545	19.9
Ventilating Cars	-	-	-	-	-
Ice & Salt - Fruit Growers Express	-	-	-	-	-
Modified Refrigeration (FGE) Under Agcy. Freight Bureau Tariff No. 782	-	-	-	-	-
Couple & Uncouple Hose	680	486	I	194	39.9
Brake & Train Air Tests	4,714	2,860	I	1,854	64.8
Markers, Flags & Other Supplies	3,813	5,039	D	1,226	24.3
Rest & Locker Rooms	13,390	6,699	I	6,691	99.9
Hauling Crews	2,890	2,841	I	49	1.7
Air Compressor Operation	3,097	2,684	I	413	15.4
Detours	-	121	D	121	100.
Bleeding Air	25	145	D	120	82.8
Other Items	11,908	34,933*	D	23,025	65.9
TOTAL - FREIGHT	148,827	179,673	D	30,846	17.2
Freight Train Car Miles	20,352,109	19,934,479	I	417,630	2.1
Cost per 1,000 Freight Train Car Miles	7,313	9,013	D	1,700	18.9
PASSENGER SERVICE					
Lubrication	15,444	14,537	I	907	6.2
Cleaning Cars	67,488	55,860	I	11,628	20.8
Heating - Steam Service	27,580	24,923	I	2,657	10.7
" - Diesel Service	26,828	26,227	I	601	2.3
" - Electric Service	18,948	21,616	D	2,668	12.3
Lighting	4,969	4,260	I	709	16.6
Ice & Water - Ordinary	16,822	16,509	I	313	1.9
Ice - Air Conditioning	-	-	-	-	-
Other Charges for Air Conditioning	13,749	10,833	I	2,916	26.9
Soap, Toilet Paper & Other Supplies	1,144	1,512	D	368	24.3
Couple & Uncouple Hose	400	28	I	372	1328.6
Brake & Train Air Tests	1,484	811	I	673	83.0
Markers, Flags & Other Supplies	1,543	2,558	D	1,015	39.7
Trainmen's Uniforms	82	136	D	54	39.7
Lamp Room Expenses	126	5,198	D	5,072	97.6
Rest & Locker Rooms	20,320	12,126	I	8,194	67.6
Hauling Crews	1,457	371	I	1,086	292.7
Turn Car Seats & Unhook Curtains etc.	-	7	D	7	100.
Taxi & Bus Service for Passengers	813	639	I	174	27.2
Clean & Attend Gas Electric Cars	1,011	777	I	234	30.1
M.U. Service	51,474	53,333	D	1,859	3.5
Detours	-	-	-	-	-
Other Items	8,023	7,280*	I	743	10.2
TOTAL - PASSENGER	279,705	259,541	I	20,164	7.8
Passenger Train Car Miles	2,792,636	2,998,137	D	205,501	6.9
Cost per Passenger Train Car Mile	100	087	I	13	14.9
GRAND TOTAL - TRAIN SUPPLIES & EXPENSES	428,532	439,214	D	10,682	2.4
Operating Ratio					

April 22, 1957 (date)

Does not include charges from S.E.E. F $19,502.
" " " " " S.E.E. P CR $ 1,866.

Office - Auditor of Expenditures
File 621, Phila., Pa.

* Includes $14,806 chgs. from S.E.E. F
" CR 1,089 " " " " P

OUTLINE ON EXCESSIVE DIMENSIONS, INSPECTION AND ROUTING

Suppose I am a large load loaded on a car. I am, what is commonly known, as a "high and wide shipment." My size is such that I cannot move over the railroad via normal routes, and therefore must be routed around certain structures which lay in my path of travel.

Since I am a high and wide load, what steps must be taken to protect my movement to make sure that I arrive at destination safely and without damage due to striking some overhead bridge or cars standing on adjacent tracks?

First - I must be inspected by a Car Inspector to determine whether I have sufficient blocking, bracing and tie rods to securely hold me on the car; whether the car is of sufficient capacity to carry my weight; that my weight is properly distributed over the car floor, also the car must be in good physical condition, and being a high and wide load, I must be measured. After I have been measured, the Car Inspector reports my measurements to the Agent.

Second - After the Agent receives my measurements from the Car Inspector, assuming I am destined to a point on the Pennsylvania Railroad, he must determine what route I will travel to avoid all structures which are not large enough to let me pass through them. We have a publication known as General Notice 207-A Clearances, which contains tables showing the various heights and widths between any two given points on the Pennsylvania Railroad, both via normal routes as shown in CT-353-B and via detour routes which show specific junction points via which a car must travel between two given points. The index of through route tables in this publication carry no prefix for normal routes; detour routes are prefixed by the letters "ED". The Agent checks my measurements against the tables shown in General Notice 207-A, and if he finds one via which I can travel, I am so routed. If my measurements are such that I exceed the dimensions shown in the tables, I am then reported, through the usual channels, to the Superintendent of Freight Transportation, who checks out a route via which I can travel and that route is then given in detail to the Agent.

After the Agent checks out a route in General Notice No. 207-A or receives a route from the Superintendent of Freight Transportation, that route is then shown in detail on the face of the billing, and he attaches to the billing, CT-304 sticker, which reads "Excessive Dimensions"; this sticker is used to call attention to the Yard Master, yard and train crews that this particular bill covers a high and wide car and must be watched. He also makes out, in duplicate, CT-314 car cards, showing all measurements and detail route, which is attached one to each side of the car near the car number. This is used to call attention to car inspectors and other yard forces that I am a high car and carry a specific route and must be so handled.

CLEARANCES.

If my destination is beyond the Pennsylvania Railroad, I must be held until it is determined that I will clear through to destination. I must be reported by the Agent, through the usual channels, to the Superintendent of Freight Transportation with complete measurements and route showing junction points and all roads involved in the movement, as Car Service

Rule 14 places the responsibility of my clearing through to destination on the originating carrier.

If I happened to be a high and wide box car, the method of handling would be the same as outlined above with the following exception: I would not have to be measured by a Car Inspector if my dimensions were shown in the Appendix to General Notice No. 207-A -- if my dimensions are not shown in that book, it would be necessary for the Car Inspector to measure me.

It must be remembered that the dimensions shown for me in the Railway Equipment Register must never be used to determine if I will clear between two given points, as this publication does not show sufficient dimensions to safely clear me. It must also be remembered that the dimensions of box cars as shown in Appendix to General Notice No. 207-A must never be used to clear freight equipment in passenger train service. Such cars must be measured and reported for disposition.

Perhaps you would like to know how we secure measurement of bridges and tunnels. We have a specially built car known as the Clearance Car. This car is equipped with 3 foot long feelers along the side of the car spaced every 6 inches apart from top to bottom, and as the car is moved through the tunnel or bridge these feelers are pushed back as they come in contact with the structure being measured so that when the car comes out the other end you have a picture or outline just measured. These feelers automatically record, inside the car, the distance each feeler has been pushed back giving us exact measurements of the tunnel or bridge just measured. However, track elevation, curvature and track centers must be taken into consideration when working up the measurements of a structure. This information is reported by the District Engineer to the Chief Engineer, and from that information, together with what was secured by the Clearance Car, dimension figures are compiled and published in General Notice 207-A.

May 6, 1957
A. L. Kessler.

Philadelphia, Pa., May 3, 1957
Desk 6

G. J. M.
J. A. F.
R. T. B.
C. B. H.

With reference to movement of excessive dimension shipments measuring 11 ft. 8 in. wide or wider, originating on or received from junction points which require track center restrictions to insure safe handling.

Track center restrictions on excessive dimension shipments, 11 ft. 8 in. wide or wider, originating on our line are based on having track centers not less than 12 ft. 2 in. at all points. However, there are existing locations on the Main Line where the equivalent tangent track center restriction is as low as 11 ft. 5 in. Consideration must also be given to the amount of super-elevation which further reduces clearance of intertrack distance.

In the interest of safety and to prevent possible serious accidents due to insufficient track center clearance, the Clearance Bureaus at Philadelphia, Pittsburgh and Chicago, when they issue their routing instructions to all interested Regions covering shipments 11 ft. 8 in. wide or wider, will also state -

"Adjacent main or secondary tracks, must be clear of all other equipment; Regions involved to arrange for clearance passing equipment on adjacent sidings and thru yards".

This supersedes previous instructions issued on the movement of excessive dimension shipments 11 ft. 8 in. wide or wider.

W. G. D.

PENNSYLVANIA RAILROAD

PHILADELPHIA REGION SEMINAR PROGRAM FOR TRANSPORTATION SUPERVISION

	Location	Starting Time (D.S.T.)	Subject Discussed	Speaker	Section
May 20	Room 261 30th St. Sta. Phila., Pa.	9:30 A.M.	Purposes and Procedures of Investigations and Trials	W.G.Dorwart (Supt.-Trans.)	A
		10:30 A.M.	Procedure to be followed in the handling of Discipline	G.C.Felton (Supvr.of Personnel)	
		11:30 A.M.	Pertinent facts and information concerning investigations and trials	H.W.Manning (Supt.Personnel)	
		12:30 P.M.	Lunch		
		1:30 P.M.	Work Shop on Trial proceedings including panel discussion	W. G. Dorwart H. W. Manning G. C. Felton	
		4:30 P.M.	Adjourned		

PHILADELPHIA REGION

TRANSPORTATION DEPARTMENT

PART III

PERTINENT FACTS AND INFORMATION CONCERNING INVESTIGATIONS AND TRIALS

Superintendent Transporation
March 1, 1957.

PERTINENT FACTS AND INFORMATION

CONCERNING

INVESTIGATIONS AND TRIALS

In securing statements ascertain:

(A) When it occurred.

(B) Where it occurred.

(C) Why it occurred.

(D) How it happened.

(E) Who or what caused it.

(F) How it could have been prevented.

Also:-

(1) Get statements from principal actors and everybody involved.

(2) Get knowledge of how and where accident occurred.

(3) Get only information which is necessary or pertinent.

(4) Ascertain what employe did not see as well as what he saw.

(5) Have time described as E.S.T. or D.S.T.

(6) Describe the place by track number or location, car or locomotive; exact location of witness, in detail.

(7) Get cause.

(8) Be sure the statement contains all the facts with which the employe is familiar and that they are correct.

(9) An effort to intimate a man's answer makes statement of no value to the Claim Department.

(10) Do not ask leading questions except to avoid evasive answers.

(11) The trial officer is the chairman of the meeting and he should try to eliminate any question which is not pertinent to the facts of trial. If the Local Chairman insists upon letting the witness talk about some other case, let him talk and then come back to the subject being investigated.

(12) The Chairman must maintain order; not let anyone break in any time he wants but ask him to wait his turn. Employe may deny everything or the Local Chairman will not let him talk and an attempt will be made to prevent facts from being presented. In that case, the trial officer should attempt to bring out the answers that are facts, not by attempting to put answers in the employe's mouth but by bringing out facts by questions or by witnesses. If there is something of which the trial officer is nearly positive, he should try to get the employe to admit it. If he is unable to get the employe to admit it, he should prepare a memorandum to the employing officer, setting forth what he did bring out and what he has reasons to believe because the employe was evading the answer. Attention is called to the fact that the Board has given credit in many cases to such a statement made by the investigating or trial officer when in his opinion the employe was not telling the truth. This memorandum should be prepared immediately after the completion of trial.

(13) A man must come in for an investigation but need not attend trial. He does not have to say a word at either investigation or trial.

(14) If there is confusion at trial, the trial may be recessed. It is noted that a number of Local Chairmen, particularly in certain crafts, endeavor to get the trial officer provoked so that he will lose his sense of questioning.

(15) If the trial is once closed, it may not be reopened; however it may be recessed at any time.

(16) The trial officer must answer any question regarding the handling of the trial or procedure but should not permit himself to become involved as a witness.

(17) Trial officer's duty is to get facts and information. He is not required to have any knowledge of the facts of the case.

(18) If the employe does not answer a question, a notation should be made of same. If the Local Chairman answers, such answer should be made part of the statement with the notation that Local Chairman made reply.

(19) It is not necessary to ask a man whether he is quilty, although if such question is asked it should be after the facts have been secured.

(20) Do not presume that because a man has been proven guilty at an investigation it is not necessary to also prove his guilt in the trial record. This may be done by incorporating the investigation record as part of the trial record, having it identified by the employe and having necessary record made in the trial record that the investigation is to be made a part of the trial record.

(21) Lots of times it is better not to have an investigation, based on the evidence you have at hand and whether you desire to find out anything from the employes.

(22) Secure all the facts regardless of whether the employe is guilty or innocent of any charge.

(23) An employe must be asked if he desired representation, and if he does, he should be given an opportunity to secure same.

(24) When there is a difference in the statements of two witnesses at a trial, they should be brought together at the trial and an effort made to reconcile their statements. If unable to do so, the trial officer should prepare a memorandum giving his opinion concerning the matter, and attached such statement to the file.

(25) Employe held out of service should be notified in writing immediately upon being taken out of service.

(26) Be careful in holding men out of service.

(27) Men may be put back after being held out of service only by terminating suspension.

(28) The employing officer may sign a notice of trial for an employe he supervises and he may also hold the trial if he is not a witness. If he is a witness against the employe, he should designate someone else to conduct the trial.

(29) No notice of trial is to be sent to the employe before investigation is held if it is intended to hold an investigation.

(30) Charge must be clear, concise and specific.

(31) If a man is charged with several rule violations and only a portion of them can be proven, the employe can only be disciplined for those which he has been proven guilty of.

(32) Do not include in charge cases where the continuity is broken.

(33) Where previous discipline record is to be considered in determing discipline, it should not be included in charge for trial but should be placed in record of trial.

(34) In case of safety violation, all previous safety violations should be read into the record of trial and not only those which are similar to the violation for which the employe is being tried.

(35) It may be possible to enter into the record cases where employe has sustained injuries for which the man was not disciplined in order to support discipline on the basis this man is a habitual offender of safety rules, but this is not sufficient to use to determine the severity of the discipline.

(36) State what the man did and the rule number involved in preparing charge.

(37) In cases where question of intoxication or violation of Rule "G" is involved, it might be well to show the man unfit for duty and to support this charge by witnesses.

(38) Where a trial chairman is questioned by a Local Chairman, the trial Chairman can only be required to answer questions concerning the conduct of the trial and should say "I am not a witness and cannot discuss anything at this time other than questions concerning the conduct of the trial".

(39) If you are a witness to a violation, it would be better to appoint someone else as a trial officer.

(40) When a subordinate is a trial officer and the supervisor takes exception to the manner in which he is handling the trial, then the trial is lost.

(41) Trial record should be a development of the facts of the dispute.

(42) An admission of guilty by the employe is not proof that he is guilty. The Board has ruled that it is only the employe's opinion, which might or might not be supported by the facts developed at the trial.

(43) The waiving of a trial is not an admission of guilt as far as the Board is concerned. It is simply an implication on the part of the employe that he is willing to rest his case on the basis of the facts which may have previously been developed at an investigation.

(44) Waivers should not be solicited but should be prepared and furnished voluntarily by the employe.

(45) When the investigation record is made part of the trial record, the employe being tried must be given an opportunity to question any witness whose testimony has been included as part of the investigation. If such witnesses are not present at the trial and the employe requests an opportunity to question them, then the trial should be recessed until such witnesses are made available to the employe for questioning.

(46) When an investigation has not been held and an employe waives a trial, he should be notified that a trial will be held, and it should be held so that we will have a valid record.

(47) A "Trial in Absentia" should develop facts from witnesses.

(48) If valid reasons are given by the employe when request is made for a postponement of trial, such request should be granted and made a matter of record.

(49) No question and answer statement should be made to cover employe who is not present at "Trial in Absentia".

(50) If employe refuses to sign G-32, have a witness make a record of same.

(51) When a trial is set for a particular time and the employe does not show on time or within a reasonable time thereafter, the trial should be held in absentia.

PENNSYLVANIA RAILROAD

PHILADELPHIA REGION SEMINAR PROGRAM FOR TRANSPORTATION SUPERVISION

	Location	Starting Time (D.S.T.)	Subject Discussed	Speaker	Section
June 3	Room 2 30th St.Sta. Phila., Pa.	9:30 A.M.	Air Brake Instruction	S.E.Back (Examiner)	A
		12:30 P.M.	Lunch		
	Room 253 30th St.Sta. Phila., Pa.	1:30 P.M.	Yard Performance Reports (a) Method of Reporting (b) Analysis Cost Control	H. E. Bennett (Supvr. Trans. Engineering)	B
		2:30 P.M.	Transportation Expenses, Cash Situation and Curtailed Budgets	G. C. Vaughan (Regional Manager)	C
		3:00 P.M.	Teletype Consists Telegraphic Passing Reports, Interchange Reports, Memo #8 Passing Reports	W. R. Gunter (Transportation Engineer)	D
		3:30	Efficiency Reports	J. W. Dunn (Road Foreman)	E
		3:45 P.M.	C.T. 75 Reports	W. I. Sloan (Accident Clerk)	F
		4:30 P.M.	Adjourned		

AIR BRAKES

Outline of the subject of AIR BRAKES to be given on June 3, at 9:30 AM D.S.T. in Room 2 Northwest Passage 30th. Street Station. Fo Philadelphia Region Seminor Program for Transportation Supervision.

From 9:30 AM to 10:30 AM	Black board talks on the general subject of air brakes as used by the P.R.R. Covering its use from the Locomotive to the rear of the train. (Charts will also be used to follow the subject.)
From 10:30 AM to 11:30 AM	Car brakes covering Passenger and freight cars. The UC, D-22, AB-1-B, and the AB control valves. A book of each Valve will be given each student for further study.
From 11:30 AM to 12:30 PM	Speed Control and Electric Pneumatic Brakes. Speed Control Charts and a 24-RL, book will be given each student for further study.

S. E. Back,
Instructor

June 3, 1957

YARD PERFORMANCE REPORTS

Gentlemen, yourduties as Transportation Supervisors require that you maintain a safe, efficient, and economical operation.

This particular class of the seminar deals with the economic side of your yard operation, where the preponderance of transportation operating expense occurs. Most yard office methods have been hammered out by trial and error over the years. Basic procedures were, and still are functional and relatively reliable. However, today's needs for speed - reduced labor costs - and accurate data for management control have brought about many an innovation in traditional operations. Further, many yards are being called upon to furnish much supplementary or by-product information to other departments. This work must be done with a minimum distraction from the yard offices' main duty -- helping move cars.

In its quest for "innovations" your Transportation Engineering Department and similar offices in other departments discovered that, in an industry as far flung and seemingly standardized as railroading, what is "old hat" on some properties can be new and useful to others. Innovations need not be elaborate electronic equipment, punch cards and the like. It may be a simple method or device that solves a thorny problem or otherwise expedites the operation, but it is something new to the yard operation and must be watched and lead like a new recruit.

I would like to tell you of some of the newer innovations being tested or developed on this and other railroads.

For the checking of inbound road trains—one method is person to person scanning, this is simply where a car checker out in the yard calls inbound train information, by phone or radio, to a clerk in the yard office. This clerk has a copy of the advance teletype list before him, which he checks for any corrections or additions.

A second method is by a recording machine such as is used at our new Conway Yards, a tape recording of an inbound train is made, then advanced to the hump office, where the train consist is reviewed before humping.

There are also two other devices now being perfected by outside concerns.

One is by television film which is automatically processed and ready for reviewing within a few minutes.

The second is by an electronic camera which records its information on magnetic tape. The apparatus can be arranged to have the tape automatically print a consist or perform similar duties. Practical application requires every railroad car in the nation and Canada carry a special coded identification plate. As with the automatic camera, train speeds are not restricted by this system. In addition, electronic scanning is not affected by adverse weather conditions. Its many potentials stimulate the imagination. Such a device is soon to be installed at Baltimore Coal Pier, where by electronic scanning, colored tags attached to the empty hoppers coming off the wharf will actuate switches, thereby making possible prior classification of cars without the use of switchtenders or car riders.

Yard communication systems are another function of yard operation under scrutiny. These fall under two main types: oral and recorded. Oral systems suffice for much yard office work. Effective use of phone, radio and intercom systems saves time and expense.

Cabin to yard office radio is valuable since an inbound conductor can advise the yard in advance of arrival of any changes to his train now shown on the Teletype consist. The yard can tell the train how and where it will be yarded. Outbound conductors can also be told of any changes after the waybills have been released and the train is ready to go.

Walkie-talkie radio has many uses. Outside clerks can talk to the yard office or be connected to recording devices. Car inspectors can promptly advise of bad orders. Walkie-talkies can be interconnected to paying systems for simultaneous release of information. Some employes have complained initially that walkie-talkies were burdensome to carry. Generally, these objections disappeared as the convenience of the device became appreciated. Also, some roads have found the range of walkie-talkies limited or subject to interferences. However, these are technical problems which can be resolved.

It was the opinion of some terminal officers that yard to switch engine radio was satisfactory for industrial or outlying work locations only. On switching leads, etc., talk-back speakers were preferred because they gave the yardmaster instant communication with the conductor without requiring him to come to the engine.

Talk-back speakers were reported to be the most popular and most used form of oral communications. There was the definite feeling that speakers should be located throughout the yard, and not limited to the vicinity of switching leads only. One road reported having more than 300 talk-back speakers in one yard alone. Another road has been experimenting with small "mast-head" type lights on its switchers so the yardmasters in towers could locate and speak to the general vicinity of that crew without disturbing other work.

Despite the popularity of radio and intercoms, do not write-off the yard telephones. They should be used in preference to radio (walkie-talkie) wherever mobility is not a factor. Phones not only possess privacy but also are not subject to interference and other failings or radios. Further, radio channels are limited; they should not be devoted to non-essential work.

Information that cannot be handled orally must be transmitted by other means. Larger yards use intra-yard teletype and pneumatic tubes. There have been situations where intra-yard Teletype could not keep up with the volume of traffic. Here physical movement of documents was desirable. Pneumatic tubes perform this service quickly and effectively.

Perhaps one of the biggest innovations in the cost accounting side of the transportation operation on the P.R.R. is the advent of the Yard Performance Report, to which I am going to devote the balance of this class.

The first job given to the Transportation Engineering Department was the task of devising some method by which Management could determine the costs of yard operation in relation to work performed, to be standardized on a systemwide basis.

Many ideas were explored before the present system was inaugurated and started towards the end of 1956. You are all familiar with the present time card Form AD-8003, which have been distributed to you, the source document from which information is compiled by I.B.M. machines to produce the four periodic reports each month. These reports give to you the yard crew labor expense for the first seven days, 15, 23 and the entire month from which you can follow the progress of your yard crew labor expenses. The report that has been distributed to you is for the first 15 days of May. It shows the complete breakdown from the summarized regional to the respective work areas of the Assistant Trainmaster.

This report is not the final form of Y.P.R. We intend to incorporate into it all yard expenses, such as wages paid to yardmasters, clerks, switch-tenders and constructive allowances. When these expenses together with indices by which you can measure your yard performance have been added to these reports, you will have a document that should be of invaluable aid if properly used. Starting with the first seven days of June the present reports will have added to them, columns on the right hand side of the pages, showing comparison figure from the same period of the previous month, which should aid in determining your yard efficiency.

Together with the 15-day Y.P.R. report distributed to you I have also included samples of the Y.P.R. instruction sheet for the territory under the jurisdicition of the Freight Trainmaster at Philadelphia, a regional daily morning yard performance report, and table for computing of (N) yard man hour cost per car in the D.Y.P.R. (Or as commonly known the diaper report).

For the balance of time left to me I would like to (in an informal discussion) review quickly both the Y.P.R. and diaper reports.

Outline of Informal Discussion

Y.P.R.

(1) Definitions of Reg. Distr. and Area Nos. (Exhibit #1)

(2) Breakdown of Work Items Nos. by majors. (Exhibit #2)

(3) Review of May 15th report picking out items for discussion.

Code No.

(27)	Industrial Special
(28)	Joint Facility
(33-34)	Inter Zone & preparation
(31)	Interyard
(52)	Engines not ready
(55)	Engine in use.

Relationship between industrial, interyard and classification work as to yard efficiency.

(4) Bad area and work item entries.

(10 Exhibits of actual time cards).

D.Y.P.R.

(1) Explanation of adjusted man hours.

(2) Explanation of performance car count vs. FT-3 cars dispatched. (Exhibit).

(3) Explanation of Performance.

June 3, 1957
H. E. Bennett
Supt. Trans. Engineering

Accumulate Costs By Work Centers of Management Responsibility

Definitions:

Location - Composed of one of more work centers combined to represent a distinctive operational portion of an Assistant Trainmaster's territory.

Territory - Composed of one or more locations under an Assistant Trainmaster's jurisdiction.

District - Composed of one of more territories under a Trainmaster's jurisdiction.

Region - Composed of all districts under a Superintendent Transportation jurisdiction.

CODING EXAMPLE - PHILADELPHIA REGION

			Region Control Code	S. T. Control Code	District Code	Assistant Trainmaster Territory Code
Region -	Phila.		2	1	0	0
District	"	F.T.M.	2	1	1	1-6
	"	P.T.M.	2	1	2	7
	Atl.	Train-master	2	1	3	8
	Hbg.	F.T.M.	2	1	4	1-4
	"	P.T.M.	2	1	5	5

EXHIBIT #2

MEASURING YARD PERFORMANCE PROGRAM

1. CLASSIFICATION OPERATIONS

   1. Flat Type Classification - switching and preparation of classified cars for dispatchment to include coupling, doubling, stretching, handling cabin car, testing air, switching out shop cars, crossover, and moving cars to advance tracks.

   2. Hump Type Classification - switching where cars roll freely by gravity to include trimming, coupling, doubling, stretching, handling cabin car, testing air, switching out shop cars, crossover, and moving cars to advance tracks.

   3. Handling Cabins - handling of cabin cars to and from designated cabin tracks at specified locations.

   4. to 9. - Open Codes.

2. INDUSTRIAL TYPE OPERATIONS

   1. Industrial Plants (except 3 to 9) - all work servicing industrial installations, public team tracks, and specified delivering and receipt to and from connections, including movement to and from serving yard.

   2. Stations - All work required to service stations excluding public team track and TrucTrain operations.

   3. TrucTrain Operations - all work required to service TrucTrain operations.

   4. Ore Docks - all work servicing ore docks required by local conditions.

   5. Coal Docks - all work servicing coal docks required by local conditions.

   6. Grain Elevators - all work servicing grain elevators required by local conditions.

   7. to 9. - Open Codes.

3. TRANSFER MOVEMENTS

   1. Inter-Yard - movement of cars (including cabins) between specified points.

   2. Interchange - movement of cars in either or both directions between designated yards and specified interchange points.

4. PASSENGER OPERATIONS (Including Head-End Equipment)

   1. Classification - Handling of connections, make-up of trains, and external cleaning.

   2. Inter-Yard - Movement of passenger equipment between specified points

4. PASSENGER OPERATIONS (Continued)

3. Interchange - Movement of passenger equipment by Yard Crew in either or both directions between designated yards and interchange points.

4. Mail - Switching at specified mail facilities.

5. Express - Switching at specified express facilities.

6. Multiple Unit Equipment - Switching incidental to handling and servicing M.U. equipment, excluding M.E. Shop.

7. M.E. Shop - Switching incidental to placing and pulling passenger equipment at car repair tracks.

8. Miscellaneous - (Include heating service, etc.)

9. General Passenger - All passenger work where Items 1 - 8 are not used.

5. NON-PRODUCTIVE YARD OPERATIONS

1. Engine Supplies and Inspection - To include time consumed servicing and inspecting locomotives. (Time to and from service facility to be included).

2. Waiting for Engines - Waiting for engine to be released from enginehouse in suitable operation condition at start of tour of duty.

3. Engine Failures- Time lost due to engine failures.

4. Car Failures - Time lost due to car failures.

5. Waiting for Engine - In use by another crew.

6. to 9. - Open Codes.

6. TRANSPORTATION SERVICES

1. Clearing Wrecks - all work incidental to clearing wrecks in yards.

2. Car Cleaning - switching incidental to the cleaning, coopering, and inspection of cars at specified locations, including movement to and from serving yard.

3. Working Relay Train - includes the removal and addition to rear of train only of cabins and/or cars.

4. Assigning Road Trains - assisting, setting out bad orders from road trains enroute or relief by yard crews account of yours of service law.

5. to 9. - Open Codes.

7. M.E. AND M.W. DEPARTMENT SERVICES

1. M.E. Switching - all switching for the benefit of the M.E. Department, including movement to and from serving yard.

2. M.W. Switching - all switching for the benefit of the M.W. Department, including movement to and from serving yard.

8. CONSTRUCTIVE ALLOWANCES

9. MISCELLANEOUS CHARGES

THE PENNSYLVANIA RAILROAD
PHILADELPHIA REGION
PHILADELPHIA DISTRICT

WORK AREAS

USE IN COLUMN #9 ONLY

CODE NO.

11 - ENOLA EASTBOUND receiving and dispatching yards, all enginehouse and M. of E. facilities.

12 - ENOLA WESTBOUND receiving, dispatching, and Marysville yards.

13 - LEMOYNE

21 - HARRISBURG Rockville to Trewick St.

22 - STEELTON Trewick St. to and including Highspire.

23 - LEBANON

31 - COLUMBIA

32 - LANCASTER

41 - HAGERSTOWN

42 - CUMBO

43 - CHAMBERSBURG

INSTRUCTIONS

Details of Service (AD 8003)

The following instructions concern information to be used on the reverse side of the trainmen's yellow time report (AD 8003).

DISTRICT #4 (Freight)

Columns #1, 2, 3, 4, 5 & 6 to be disregarded.

Columns #7 & 8 (Time) - The first entry in Column 7 must be the reporting time. All subsequent entries must run consecutively so that all time is accounted for. The last entry in Column 8 will be the Went Off Duty Time. DO NOT SHOW AM OR PM IN THESE COLUMNS.

Delays, lunch periods, instructions, etc., will not be reported separately but will be considered a part of the Work Item being performed at that time.

Column #9 (Work Area) - Show by code number the work area where the work was performed or point dispatched from. Refer to back of this folder for proper code number.

Column #10 (Work Item) - Show by code number what type of work was performed. Refer to the inside of this folder for proper code number and definition.

Column #11 (Cars) - Show total number of cars handled during tour of duty as to type of work performed.

WORK ITEMS

Use in Column #10 Only

Code No.

11 - **Classification — Flat** — This work item includes all of the switching and work (coupling, doubling, stretching, handling cabins, testing air, switching out shop cars and moving cars to advance tracks) necessary to dispatch cars from the yard. **Enola Crews Do Not Use This Code.**

12 - **Classification—Hump**—This work item includes all of the switching and work listed above, necessary to dispatch cars from Enola Yards. **Enola Crews to use this code number.**

21 - **Industrial Switching**—For industrial work, including team track yards, industrial interchanges, and freight houses (excluding Harrisburg Freight House). **Time will begin when leaving yard.**

22 - **Freight Station**—Work performed at Harrisburg Freight House only.

31 - **Inter-Yard**—Movement, lite or with cars between areas listed on the back of this folder, **excluding crossover movements at Enola.**

32 - **Interchange**—Movement lite or with cars, between yard and interchange.

49 - **Passenger** — Time consumed by freight crew with passenger work.

51 - **Engine Supply and Inspection**—Time consumed for supplies or inspection away from enginehouse.

WORK ITEMS

Use in Column #10 Only

Code No.

52 - **Engine Not Ready**—Waiting for engine to be released in suitable condition from enginehouse.

53 - **Engine Failure**—Time lost due to engine failure.

55 - **Engine In Use**—Engine in use by another crew. Taxie time to make footboard relief included in this item.

56 - **Engine Exchange Service**—To be used only by those performing exchange engine service.

57 - **Retarder Failure** — To be used at Enola when hump work stops due to retarder failure.

59 - **Deadheading** — Trainmen deadheading on yard time report in **combined service only.**

61 - **Clearing Wrecks** — All work incidental to rerailing cars in yard territory.

63 - **Working Relay Trains**—Time spent removing shop cars, adding or detaching cars and cabins to relay train.

64 - **Assisting Trains** — Time spent assisting other trains (including time yarding road train that has outlawed).

71 - **M. of E. Switching**—Time spent in shop, enginehouse or power plant, including Lucknow M. of E. facilities.

72 - **M. of W. Switching**—Time spent in making up work trains, changing conveyors, piloting M. of W. equipment, etc., including Lucknow M. of W. Storehouse.

CAR PERFORMANCE COUNT

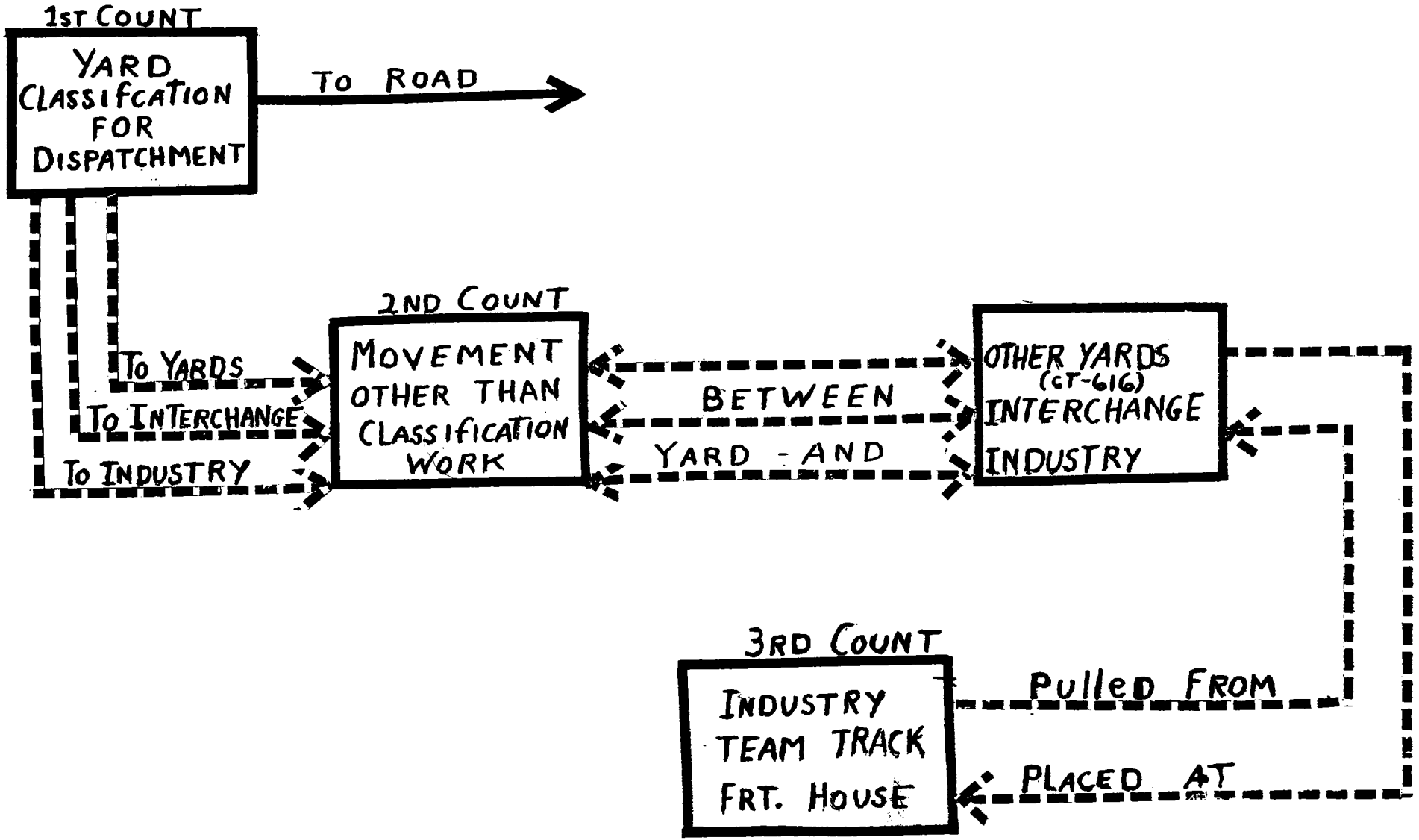

Exhibit #3

PR-120

DAILY
YARD PERFORMANCE REPORT

Location_____Date_____A

This report covers: 3rd trick crews reporting 10:30 PM-11:59 PM (Prev. Date)
1st " " " 6:30 AM- 8:00 AM (Date)
2nd " " " 2:30 PM- 4:00 PM (Date)

MAN HOURS

No. of 5 man crews_____times 40.....____B

No. of Train & Enginemen over 5 man crew_____times 8.....____C

No. of Individual Train & Enginemen_____times 8.....____D

Total Overtime Man Hours_____times 1.5.....____E

Total Adjusted Man Hours (add B.C.D.E.).....____F

PERFORMANCE CAR COUNT

Classified Cars Dispatched.....____G

Cars Placed and Pulled at Industries.....____H

Cars Moved Interyard and Interchange.....____I

Performance Car Count (add G.H.I.).....____J

PERFORMANCE

Production (J $\div$ F)_____cars per adjusted man hour K

Target.....____cars per adjusted man hour L

% Performance ($\frac{K}{L}$ x 100)_____ M

Cost Per Car ($\frac{F}{J}$ x $2.27)_____ $ Per Car N

INSTRUCTIONS

This report to be prepared daily and items A, F, J, K, L, M, N to be transmitted to Regional Transportation Headquarters by 6:00 A.M. following date.

EXPLANATION OF LINE ITEMS:

Line B - A five man crew includes, 1 Engineman, 1 Fireman, 1 Conductor and 2 trainmen.

Line C - Includes all men assigned to a crew over and above those included in Line B (For example, hump riders and additional trainmen above the 5 man crew in Line B).

Line D - Includes men working on own time report (not covered in Lines B & C) such as utility trainmen; yard conductor pilots; trainmen working as yardmasters, switchtenders; car retarder operators; special assignments, etc.

Line E - Includes all time made by train and enginemen over 8 hours.

Line G - Includes cars dispatched to Road (excluding relay), industries, freight station, team tracks, interchange, and dispatched for interyard service.

Line H - Includes loads and empties placed and pulled at industries and reported on reverse side of "Time and Details of Service Report - Yard Trainmen".

Line I - Includes loads and empties moved in interchange and interyard service as reported on reverse side of "Time and Details of Service Report - Yard Trainmen".

Line L - to be furnished by Regional Budget Supervisor.

SCOPE OF REPORT

This report covers the Transportation Department's functions in preparing and furnishing the Freight Sales & Services Department with detailed records for tracing and expediting purposes.

HISTORICAL BACKGROUND

Need for prompt and comprehensive car movement information has been evident for many years. Decreasing inventories have resulted in closer relationship between arriving commodities and production line usage and have made industrial demands increasing in quantity and more difficult to satisfy.

A - Exhibit 1 shows original checkerboard passing report prepared in four locations six days per week, first trick only (Superintendent Freight Transportation office at New York, Philadelphia, Pittsburgh and Chicago). Mailed during evening hours to traffic offices, they were prepared manually by clerks listing car number in proper digit box by last two digits and assigning proper code to tie in with indexed train movement at top of sheet. This type of report was in general use during the decade of 1940s. Only selected trains were shown from selected yards.

B - During 1947-1948, additional teletype circuits were installed in a number of yards to transmit additional train consist information to preparation points. A small amount of business machinery was operated experimentally. Exhibit 2 - photostat copy of sample sheet from passing report July 22, 1948. This report was prepared by key punch operators punching individual cards for each car listed on train consist. Cards were then run through a tabulating machine, stencil mimeographed, and reports mailed once each day.

C - The early part of 1949 was spent developing machinery methods to prepare mechanized passing reports. Exhibits 3 and 4 show sample header and body sheets taken from the Western Region report of May 10, 1949. During this period reports were prepared semi-automically by assigning code symbols in the preparation office and running car cards automatically.

D - In 1950 reperforated tape with incoming consists were used to prepare I.B.M. cards on tape-to-card machinery.

E - In order to accomplish above mechanized steps it was necessary to design and apply certain local circuitry and electrical equipment to I.B.M. equipment. These features designed and constructed by Pennsylvania Railroad personnel, later incorporated in new models 047, tape-to-card, and 063, card-to-tape, machinery by I.B.M.

F - Up to this time, all reports had been made on tabulating machinery with sufficient copies multilithed for mail distribution.

G - High cost of I.B.M. tabulating machinery, high cost of stencils, high cost of suitable paper, tremendous United States postage, use of large

amount of large size envelopes for mailing, various multilithing costs, clerical labor for duplicating, correlating and mailing, plus the fact that information still arrived 36 to 48 hours late, made it necessary to develop cheaper and better means of transmission of information.

H - Investigation with I.B.M. personnel, including their engineering staff, revealed machinery was not available to manufacture reperforated tape for teletype transmission in the form desired. Electrical equipment was designed and installed by P.R.R. personnel in 060 card-to-tape machine to perform desired functions.

I - In 1950, "teletype broadcasting" was established to nineteen traffic offices on the former Eastern Region. With the arrival of new card-to-tape (063 type) machinery, teletype broadcasting has been expanded over a period of four years to include all former traffic offices with the exception of Peoria, Edmonton, Montreal and Mexico City.

As a result of the development of this teletype network, practically all mailing was eliminated, multilithing and I.B.M. tabulating eliminated, and many Bell TWX traffic circuits have been cancelled.

J - Over the years, the importance of increased coverage expanded the incoming network to 100 reporting locations and reporting expanded to approximately 40,000 cars per day, which include loads and special empties. A single teletype broadcasting network is unable to transmit this large volume. Zone method of distribution was developed after thorough study by committee composed of traffic and operating people. Ten zones, based on State boundries and traffic territorial jurisdiction, were adopted (see Exhibit 5). Installation of "zone teletype broadcasting" was first installed in 1954.

K - Advantages of system preparation of passing report at one location are now readily apparent. Steps were taken to consummate passing report preparation in office Manager Car Service Records in fall of 1955.

PREPARATION OF "ZONE TELETYPE BROADCASTING" PASSING REPORT

Present day customer requests demand quick tracing immediately behind the last movement of the car. The following procedure now in effect should give records available in Freight Sales & Services tracing locations from 4 to 8 hours following car movement over teletype network:

A - 100 reporting locations in service on Pennsylvania Railroad now furnish train consist information on car movement (Exhibit 6).

B - Yard clerks or teletype operators transmit train consist information from 95 transmission locations (5 small reporting locations relay consist information by telephone to neighboring transmission points). Exhibit 7 shows complete instructions, in effect as of October 1, 1956. Exhibit 8 is a sample of consist in proper form. It should be noted that in 1949, only the first eleven columns of information were shown. The train consist now becomes a transportation document of value to the yard ahead as well as available for passing report preparation.

C - Train consists are teletyped from the 95 transmission points to

the passing report preparation point in the office of the Manager Car Service Records and yard ahead. The development of a high speed network at 100 words per minute has been developed to include most of the territory west of Conway and has been step-programmed with the Conway construction. Incidentally, the Pennsylvania Railroad is the first transportation agency, and as far as is known, the first industrial organization, to use this high speed transmission, following its development for military usage.

D - Train consists transmitted from the 95 transmission locations is received in telegraph office "PH-24", located in the officer of Manager Car Service Records, 15 North 32nd Street, Philadelphia, Pa.

Exhibit 9 shows a portion of the page copy of the train consist being sent from the reporting yard to the office of Manager Car Service Records and the yard ahead. The two types of reperforated tape in use are also shown in this exhibit. Any oil marks on this exhibit are due to oil placed in the reperforated tape at the time of manufacture to keep it flexible and prevent it becoming brittle.

E - The teletype operators in "PH-24" remove the page copy and the reperforated tape from receiving machines. These consists and tapes are delivered to an adjoining room, where clerks in the Manager Car Service Records office prepare I.B.M. cards on tape-to-card machines. A separate card is prepared for each car dispatched from a reporting point. At pre-determined intervals (usually about every two hours), this operation is stopped and the cards then available are sorted by car number and zone on a machine sorter at a rate of 1,000 cards per minute. The cards are then fed into a card-to-tape machine, where a reperforated tape is prepared for each geographic zone with the necessary information to transmit the teletype passing report. This tape is then given to the teletype operators in "PH-24".

F - The outgoing teletype transmission is performed by the teletype operators in "PH-24". The outgoing master tape and the proper zoned originating and destination car number tape is transmitted over the circuits to interested Freight Sales & Services offices.

G - Exhibit 10 illustrates the Freight Sales & Services offices locating in the United States and Canada which receive passing report information. Teletype transmittal of "today's newspaper today" rather than "yesterday's newspaper tomorrow" gives our Freight Sales & Services representatives much more prompt information for quick tracing.

H - In order to clearly understand the scope of the information included in these teletype zone reports, two duplicate examples have been taken at random. It was decided to select a car moving from the Pacific Coast to New England and develop its reporting procedure over the Pennsylvania Railroad in order to clearly show the information available to both the origin and destination Freight Sales & Services offices. A sample car traveling between Zone 0 and 1 was selected from the train consist of CG-8 from Dolton on January 14th. Exhibit 11 shows the train consist of train CG-8 departing from Dolton on January 14th and PFE 40261, the selected car, is marked in red. Exhibits 12, 13, 14, 15 and 16 show this same car being reported in the train consist of CG-8 as this train departed from Logansport, Columbus, Pitcairn, Enola and Greenville interchange to the New Haven Railroad. Exhibits 17, 18, 19, 20, 21 and 22 show this same car appearing in both the Zone 0 and the Zone 1 teletype passing report sent to the West Coast offices and New England offices respectively. In all cases this car has been marked in red.

It was decided to select a westbound movement as the second example. A movement from the duPont plant at Carney's Point, N. J. (Zone 2) destined to California (Zone 0) was selected in order to show the largest possible number of reporting movements over our railroad. Exhibits 23, 24, 25, 26 and 27 show the report of this car in train consist from Pavonia, Enola, Columbus, Indianapolis and Rose Lake interchange to the TRRA. Exhibits 28 and 29 show the relay of this train through Altoona and Pitcairn and the fact that this car was not set off due to shopping. Exhibits 30, 31, 32, 33 and 34 show the teletype transmission of this car and the necessary master information relating to the train movement to Zone 2 and Zone 0 Freight Sales & Services offices.

These examples show that each loaded and special empty car is assigned its origin and destination zone number, which follows the car through its entire movement over the Pennsylvania Railroad. Each reporting point applies this origin and destination zone number to the car and it will appear in the origin and destination zone teletype passing report for each reporting point on the Pennsylvania Railroad.

HISTORICAL TRACING

The previous discussion developed the necessity and methods used to provide quick tracing information on current movements. Considerable tracing is also performed for a number of concerns for their traffic department records. A large portion of this type of tracing gravitates into the larger tracing locations and the office of the General Manager Transportation. A method has been devised whereby a "daily jumbo book" containing all loaded and empty car movements reported on train consists for the previous day (6:00 p.m. to 6:00 p.m.) is prepared.

This book is manufactured by retaining punched cards for all empty cars not used in the preparation of teletype passing report, incorporating them with the loaded and special empty car cards that have been used for the teletype broadcasting report. At 6:00 p.m. each day this batch of cards is sorted by the entire six digits of the car numbers and mechanically tabulated. Only six copies can be manufactured in this process, using carbons and fanfold paper. A second rerun provides six additional copies. These daily jumbo reports are bound and the 12 copies distributed via railroad service mail on the following schedule:

Office	Location	Report Received
General Manager Transportation	Philadelphia	1st morning
Manager Car Service Records	Philadelphia	1st morning
System Service Representative	Philadelphia	1st morning
Philadelphia Region Trace Bureau	Philadelphia	1st morning
New York Region Trace Bureau	New York	1st afternoon
Pittsburgh Region Trace Bureau	Pittsburgh	2nd morning
Northwestern Region Trace Bureau	Chicago	2nd morning
Manager Freight Sales & Services	Cleveland	2nd morning
Manager Freight Sales & Services	Cincinnati	2nd morning
Manager Freight Sales & Services	Indianapolis	2nd morning
District Sales Manager	Columbus	2nd morning
District Sales Manager	St. Louis	2nd morning

EXPEDITING

The first step in handling a request to expedite a shipment usually involves the location of the car. This type of request should be located through the medium of the zone teletype passing report, train consist information, or telephone calls in terminal areas. If the car appears lost or delayed in the yard with no close record available, the "jumbo book" serves a useful purpose.

After the car is initially located, the expediting operation is usually performed over company owned or leased telephone circuits. By reference to the "Zoned Teletype Passing Report" check may be made from time to time during the expediting movement of the car to determine the fact that the desired movement has been accomplished as requested.

TRAIN CONSIST INFORMATION

At certain key terminal locations it has been possible to furnish appropriate train consists by installing extra teletype printers on already existing circuits at a small additional cost. For example, representative locations receiving consist information are New York, Newark, Philadelphia, Harrisburg, Pittsburgh, Buffalo, Chicago and Cincinnati.

MEMORANDUM #8

A book entitled "INSTRUCTIONS GOVERNING PREPARATION OF TELEGRAPHIC PASSING REPORTS ON CARS CONTAINING LIVE STOCK AND PERISHABLE FREIGHT SHOWING POINTS CARS ARE REPORTED PASSING AND WHERE REPORTS MUST BE SENT" issued by the Manager Freight Train Operation has been in force for many years. These instructions are necessary to properly fill out and transmit the perishable "telegraph passing report" (Form CT 252). This type of passing information should not be confused with the other passing reports already described. This is a "sentinel service" form of reporting, similar to the Baltimore & Ohio Railroad method for perishables and live stock.

DESCRIPTIVE PASSING REPORT

This term is applied to passing report information furnished Freight Sales & Services representatives by yard or agency forces normally at the point where interchange occurs. This record of car movement, coupled with the furnishing by Pennsylvania Railroad agents of waybill copies for on-line car movements provides the Freight Sales & Services Department with required records of the actual business received.

OVERHEAD REPORT

This report is prepared at interchange point where loaded cars ar-

rive on the Pennsylvania Railroad. Only overhead "bridge" cars which originate off-line and are destined off-line are included in this report. This report is the only check the Auditor has to protect the collection of our proportion of the revenue on overhead cars.

SHOP CAR NOTIFICATION TO SHIPPERS AND CONSIGNEES

In recent years, various Shippers Advisory Boards have requested and the railroads have consented to furnish shippers and consignees with a report of loaded cars shopped en route and delayed for a period longer than seventy-two hours. On perishable, live stock and some special commodities, immediate notification is required, regardless of length of delay.

Instructions issued by the Manager Freight Train Operation surrounds the necessary procedures to be followed in order to satisfy the railroad's commitments to the Shippers Advisory Boards. The present method usually involves either company or Western Union telegraph messages, amounting to considerable annual expense.

June 3, 1957
W.R. Gunter

EFFICIENCY REPORTS

Efficiency Checks "1870's"

Based on the information shown on C.T. 685 which very clearly indicates how "1870's" are to be prepared, the first column indicates checks and it is numbered from 1 to 14 inclusive. The check such as "Report for Duty" is number one, and shows the Rules 3 and 75 of the Book of Rules. The second column of the C.T. 685 shows the "Method of Making". The third column shows "What Constitutes a Failure" and the fourth column or last indicates the employee on which an efficiency check is to be made. Take special notice that firemen as such are not listed and therefore, efficiency checks should not be made on fireman. However, if a fireman on an helper engine or train is protecting in accordance with Rules 99, 101 or 102, a number 6 check can then be properly made on a fireman since at that time he would be taking the part of a flagman.

Qualifications

While qualifications of the man you are checking is very important, it is also important to have yourself qualified before you make any "Checks" on other employees. We recently were unfortunate enough to have one of our assistants make a number 6 check on a trainman (flagman) of a work train in Rule D-93 territory. After verbally censuring the trainman (flagman) the assistant returned to the engine which he was riding and the engineman had sent his fireman out to protect (flag). We ended up with finding out :

1. The assistant making the check was not properly qualified;

2. The trainman he censured was not qualified since he did not know why he was not flagging;

3. The engineman did not know, since he ordered his fireman to "flag" just because of what he heard, the fireman protected because he was told to do so.

We ended up finding out we had four men who did not actually know or were not properly qualified.

Thank you.

June 3, 1957
J. W. Dunn
Road Foreman

DISCUSSION OF NEW C.T. 75-A AND C.T. 75-C ACCIDENT REPORTS

My remarks to you are about the new C.T. 75-A and "C" reports, well known as the C.T. 75 accident reports. Each of you have a copy of these reports. The basis of the form is for I.B.M. recording.

At this point I would like to stress the importance of prompt preparation and forwarding of these reports, and that accurate information be shown. It is not the number of reports we prepare a month, but the time it takes to get the reports into our office with correct information shown thereon. The major accidents, as far as preparing a report is concerned, do not take up much of our time. It is the minor cases that take up time getting the reports in and complete.

Previous to this year we had a C.T. 75-A report which was used for all train accidents, and also for the reporting of personal injuries to employes and others injured in connection with the movement of trains, engines, and cars. The C.T. 75-C was known as a "non-train" accident report, that is, covering injuries in shops, freight stations, etc., where no train operation was involved.

The C.T. 75-A was also used to cover damage to property, collision of automobiles, automobiles colliding with standing freight cars, and other accidents of this nature.

However, the new C.T. 75-A report is strictly a train accident report. It has no place for the reporting of injuries in a train accident, except the total under Item No. 11. In each case of a train accident, where injury occurs, a separate C.T. 75-C must be made for each person injured up to five; more than that the Management will accept a typewritten list giving the name, address, class of person, age, male of female, and extent of injuries, and brief circumstances as to how the injury was sustained in the train accident.

The C.T. 75-C must be prepared for every person injured in what we term train service accidents; that is, all injuries in connection with the movement of trains, engines and cars. This form is also used by other departments, and it may also be used by operating people for accidents in their districts, where no movement is involved, such as automobiles, trucks and other vehicles, colliding with standing freight cars, where an engine is not attached. In cases of this kind we will accept two C.T. 75-C reports, and if more than one person is injured a list of the others attached thereto in duplicate.

In cases of train accidents we require three copies, except where foreign cars are involved, and in that case the total number we will require is five.

In all personal injury cases, or damage to property, we require four copies, with one additional copy for grade crossing accidents or fatal injury cases.

The two bottom copies in each instance must be signed by the Assistant Trainmaster.

Where employes have eye injuries, due to foreign bodies entering the eye, the employe's signature on the report will be deemed sufficient; no formal statement necessary.

We have two sets of rules covering the reporting of injuries -- one to the I.C.C. and the other to the Management. The Management's rules for reporting personal injuries for the record are:

INJURIES

All injuries to any class of person while on duty that result in any incapacitation beyond the day or shift, regardless of the following:

(a) Whether or nor reportable to the I.C.C.
(b) Whether or not claim of injury is admitted
(c) On or off railway premises
(d) Whether or not incapacitation results within 10 days.

Recently we had a letter from a staff officer, in another department, quoting I.C.C. rules, and while it was true this particular case was not reportable to the I.C.C., it nevertheless was to the Management.

Take the Transportation Department -- you may have a brakeman injured using extra stress to put on or take off a brake, or throw a switch, but if he does not trip, slip, or fall, the case is not reportable to the I.C.C., but it is to the Management.

To take the reports, item for item, would take considerable time, and instead I have given each of you a paper to show what items we require not be filled in by your people. However, I hope that special attention will be given to Item No. 19 on the C.T. 75-A, and to Item No. 26 on the C.T. 75-C, and that all the facts of the accident be clear and accurate, which will enable us to assign the proper cause, code number, complete the report, and put us in a position to make accurate reports to the Federal and State Bureaus.

Don't fill in Item 15 on CT-75-A or Item 21 on CT-75-C.

W. I. Sloan,
Regional Accident Clerk.

INSTRUCTIONS FOR THE PREPARATION OF ACCIDENT REPORTS

TO THE OFFICE OF REGIONAL MANAGER

Train Accident Report (C.T. 75A-Rev.)

(1) Report Number - Will be filled in by Regional Accident Clerk.

(4) Region)
(5) State)
(8) Visibility)
(13) Signal System) - These items should be completed by entering "x" in the appropriate space. (The numbers shown opposite these spaces should be disregarded as they are codes to be used by the Safety Department.
(14) Signal Aspect)
(18) Discipline)

(6) Location - Show name of nearest station or town.

(7) Kind of Accident - The classifications desired from this item are as follows:

Kind of Accident	Kind of Track
Collision - Rear end	Main track
Collision - Head-on	Secondary track
Collision - Broken train	Siding - Company
Collision - Side	Siding - Individual
Collision - Ry. Crossing	Yard track
Collision - Train with cars not in trains	Shop, enginehouse, etc.
Collision - Switching	
Collision - Miscellaneous	
Derailment	
Other train accident	

EXAMPLES: "Collision-rear end-main track"
"Derailment-secondary track"
"Derailment-yard track"

(9A) Kind of Train - Show "Freight", "Passenger", "Work", "Switching", etc.

(9E) Kind of Power - Show "Steam", "Diesel", "Electric", "MU", "RM", (rail motor).

(11) Injuries - For the purpose of this item "Other non-trespassers" will include employes not on duty, travelers not on trains, persons carried under contract and other trespassers. (See NOTE on last page)

(15) Cause - Will be filled in by Regional Accident Clerk.

(16) Grade Crossing Protection - Required only for accidents at highway grade crossings. The information should be such as to permit classification under one or more of the following:

No protection		Watchman
Gates - Automatic		Audible and visible warning
Gates - Manual		Audible warning only
Trainman		Visible warning only
Other protection (specify)		

(19) Circumstances - Should include all material facts in sufficient detail to establish basis for cause classification, and particularly:

For equipment derailed or defective -
Initials and number (and class if P.R.R.)
Part of equipment defective and nature of defect
Position of car in train (counting from head-on)

For accidents due to defects in way and structures
Describe nature of defect

For accidents due to negligence
Describe nature of negligence and indicate person responsible.

Grade Crossing Accidents
Indicate name of road or street.

Personal Injury Report (C.T. 75C-R1)

(1) Report Number - Will be filled in by Regional Accident Clerk.

(4) Region)
(5) Department)
(8) State)
(9) Visibility) - These items should be completed by entering "x" in the appropriate space. (The numbers shown opposite these spaces should be disregarded as they are codes to be used by the Safety Department.)
(14) Class of Person)
(20) Sex and marital)

(6) Facility - Show kind of track, yard, station or shop, etc.

EXAMPLE: "Siding - Individual"
"Yard - Eastbound classification"
"Main track"

"Secondary track"
"Station - Freight"
"Shop - Car Erecting"
"Tug"

(7) Location - Show name of nearest station or town.

(10A) Kind of Train - Show "Freight", "Passenger", "Work", "Yard", etc.

(10E) Type of Power - Show "Steam", "Diesel", "Electric", "MU", "RM", (rail motor).

(15) Occupation - Show payroll occupation for employes on or off duty. Persons Carried Under Contract and foreign employes.

(17) Entered Service - Required only for employes on duty.

(19) Nature of Injury - Avoid such general terms as: "mashed", "crushed", "injured" or "hurt".

(21) Cause - Will be filled in by Regional Accident Clerk.

(22) Crossing Protection - Required only for accidents at highway grade crossings.

The information should be such as to permit classification under one or more of the following:

No protection	Watchman
Gates - Automatic	Audible and visible warning
Gates - Manual	Audible warning only
Trainman	Visible warning only

Other protection (specify)

NOTE: Failure to complete all items required will necessitate request for the missing or incomplete information or furnishing of supplementary reports.

(26) Circumstances - Should include all material facts in sufficient detail to establish cause classification selected and particularly:

Object or substance which was most closely associated with the injury and which in general could have been properly guarded or corrected, such as:

Machine (kind and part)
Elevator (Passenger, freight, etc.)
Hoisting apparatus (specify kind)
Conveyor (specify part)
Vehicle:
    Type of car (box, flat, coach, etc.)
    Other vehicle (passenger auto, highway truck, lift truck, etc.)
Tool (Specify kind)

Chemical
Working surface (floor, platform, roof, etc.)

Grade Crossing Accidents
Indicate name of road or street.

OFFICE MANAGER OF SAFETY
April 1, 1957

NOTE: Generally speaking, each injury resulting in incapacitation beyond the day or shift sustained in a train accident would necessitate a separate report on C.T. 75C-R1. However, in cases where more than five passengers are injured in the same train accident, a list of injured may be attached to the report in lieu of separate reports, showing name, address, nature of injury and length of disability.

PENNSYLVANIA RAILROAD
TRAIN ACCIDENT REPORT

C.T. 75 A—Rev.

Do Not Write In Spaces Below

(1) Report No._____ (2) Date of Accident_____ 19____

(3) Time of Accident_____ M.

(4) Region	N. Y.	Phila.	Ches.	Pgh.	Northern	Lake	Buckeye	N. W.	S. W.	Heavy Repairs
	1	2	3	4	5	6	7	8	9	/

(5) State	N. Y.	N. J.	Penna.	Del.	Mo.	D. C.	Va.	W. Va.	Ohio	Ind.	Ill.	Ky.	Mich.	Mo.
	Y	J	P	D	M	C	V	W	O	I	L	K	H	S

(6) Location

(7) Kind of Accident

(8) Visibility	DAYLIGHT					DARK				
	Clear	Cloudy	Foggy	Raining	Snowing	Clear	Cloudy	Foggy	Raining	Snowing
	1	2	3	4	5	6	7	8	9	/

(9A) Kind of Train	(9B) Train No.	(9C) No. Cars	(9D) Engine No.	(9E) Type of Power	(9F) Direction	(9G) Speed
						M.P.H.
						M.P.H.

(10) Crew	Engine No.	Engine No.	Helper No.	Pusher No.
Engineman				
Fireman				
Conductor				
Brakeman				
Brakeman				
Brakeman				

(11) INJURIES TO PERSONS	Reportable to I.C.C. Killed	Reportable to I.C.C. Injured
(A) Employees on Duty		
(B) Passengers on Trains		
(C) Other Non-Trespassers		
(D) Trespassers		
TOTAL		

(12) COST OF DAMAGE	Pennsylvania R.R.	R.R.	TOTAL
(A) Equipment			
(B) Track and Roadbed			
(C) Total (I.C.C.)			
(D) Other Ry. Property			
(E) Clearing Wreck			
(F) Grand Total			

(13) Signal System Involved	Automatic Block	Manual Block	Interlocking	No Block Signals	Yard Operation
	1	2	3	4	5

(14) Signal Aspect Violated	Stop	Other Than Stop
	1	2

(15) Cause

(16) Grade Crossing Protection

(17) Rule or Instruction Violated	(18) Discipline	Reprimand	Suspension	Demotion	Dismissal
		1 ☐	2 ☐	3 ☐	4 ☐

(19) Circumstances. (Do not include information shown in other items. Include all other material facts.)

Signature_____ Title _____

Do Not Write In Spaces Below
(1)
(2)
(4)
(5)
(6)
7
(8)
9A
(9C)
(9G)
10
10
(11)
(12A)
(12B)
(12C)
(12F)
(13)
(14)
(15)
16
(17)
(18)
Reportable to I.C.C. 1 ☐
Not I.C.C. 2 ☐
Position of Car
Class or Ownership of Car
Notation

PENNSYLVANIA RAILROAD
PERSONAL INJURY REPORT

C.T. 75-C-R1

Do Not Write In Spaces Below

(1) Report No._____

(2) Date of Accident_____ 19____

(3) Time of Accident_____ M.

(4) Region	N. Y.	Phila.	Ches.	Pgh.	Northern	Lake	Buckeye	N. W.	S. W.	Hvy. Repairs	Dining Car	Misc.
	1	2	3	4	5	6	7	8	9	/	—	&

(5) Dept.	M. W.	M. E.	Frt. Station	Pass. Sta.	Frt. Train	Pass. Train	Engine	Other
	1	2	3	4	5	6	7	8

(6) Facility (Kind of Track, Yard, Shop, Etc.)

(7) Location

(8) State	N. Y.	N. J.	Penna.	Del.	Md.	D. C.	Va.	W. Va.	Ohio	Ind.	Ill.	Ky.	Mich.	Mo.
	Y	J	P	D	M	C	V	W	O	I	L	K	H	S

(9) Visibility	DAYLIGHT					DARK				
	Clear	Cloudy	Foggy	Raining	Snowing	Clear	Cloudy	Foggy	Raining	Snowing
	1	2	3	4	5	6	7	8	9	/

(10A) Kind of Train	(10B) Train No.	(10C) No. Cars	(10D) Engine No.	(10E) Type of Power	(10F) Direction	(10G) Speed

(11) Crew	Engine No.	Engine No.	Helper No.	Pusher No.
Engineman				
Fireman				
Conductor				
Brakeman				
Brakeman				
Brakeman				

(12) Name of Injured

(13) Home Address

(14) Class of Person	Employe on Duty	Employe Not on Duty	Passenger	Traveler Not on Train	Person Carried Under Contract	Foreign Employe	Other Non-Trespasser	Trespasser
	1	2	3	4	5	6	7	8

(15) Occupation

(16) Age

(17) Entered Ser. Mo. | Year

(18) Member V.R.D.

(19) Nature of Injury

(20) Sex and Marital Status

Male			Female
1 ☐	Married		6 ☐
2 ☐	Single		7 ☐

(21) Cause

(22) Crossing Protection

(23A) TIME INJURED BEGAN WORK ON DAY INJURED _____ M.

(23B) DISABILITY BEGAN _____ M. _____ 19____

(23C) ABLE TO RESUME ALL DUTIES _____ M. _____ 19____

(24) Disability

PROBABLE _____ DAYS

ACTUAL _____ DAYS

Killed	Fatal	Permanent
☐	☐	☐
999	777	555

(25) What was done with or for injured person? Name of Doctor attending.

(26) Circumstances. (Do not include information shown in other items. Include all material facts not otherwise shown.)

Signature_____ Title _____

WRITE NAMES AND ADDRESSES OF WITNESSES ON REVERSE SIDE

(1) (2) (4) (5) 6 (7) (8) (9) 10A (10C) (10G) 11 11 (12) (14) 15 (16) (17) 19 (20) 21 22 (24) Class Reportability Type of Acc. Agency Condition Act Rule No. Count

PENNSYLVANIA RAILROAD

PHILADELPHIA REGION SEMINAR PROGRAM FOR TRANSPORTATION SUPERVISION

	Location	(D.S.T.) Starting Time	Subject Discussed	Speaker	Section
June 17	U.S.O. Room Harrisburg, Pa.	10:00 A.M.	Safety Rules and C.T. 990 Observations	J.A.Foshee (Frt. Train Master)	A
		10:30 A.M.	Loss and Damage (a) Investigations (b) Impact Recorders (c) Statistics	S. Wenzer (Asst. Mgr. Loading Service L & D Prevention)	B
		11:30 A.M.	Car Distribution Regional Organization and its functions	T.R.McCahan (Chief Car Distributor	C
		12:30 P.M.	Lunch		
		1:30 P.M.	Car Distribution (a) Permits (b) Car Supply (c) Reports (d) Embargoes (e) Diversions	H. E. Bennett (Supervisor Transportation Engineering)	D
		2:30 P.M.	Passenger Operations as to the handling of Equipment	C.B.Alban (Passenger Trainmaster)	E
		3:30 P.M.	Passenger Operations in regards to Crew Manipulations	J.E.Buckwalter (Passenger Trainmaster)	F
		4:30 P.M.	Adjourned		

Form C.T. 990

Properly used, our Form C.T. 990 is the best tool ever placed in the hands of supervision since the inauguration of a safety program on the Pennsylvania Railroad. The opportunity for discussion on the ground with employes without the entire discussion dealing with violations and failures is the paramount feature.

As an example, Brakeman Brown is observed as he ascends the side ladder of a box car, fully complying with Safety Rule 1412. Then he steps from side ladder directly to brake board without first stepping to end ladder, in violation of Safety Rule 1414. Further takes position on brake board to operate hand brake on that type car, in compliance with Safety Rule 1202. This man can certainly then be approached and told that he was observed during the entire procedure, that he complied with two Safety Rules but violated a third in such a manner that he was likely to cause injury to himself.

This type of preventive safety activity is most effective and one that leaves the instructed employe with little or no resentment, because he has been told that two out of three of his actions were done properly, and not just a violation picked out, as has been the case in previous years.

When this is all faithfully recorded on Form C.T. 990, any supervisor can be proud of his safety work, and his superior officers will also be fully aware of his safety capabilities.

Safety Rules

It has been noted in various examinations that many supervisors, particularly at the Yard Master and Assistant Yard Master level are not familiar with the basic application of our Safety Rules. This condition can only be corrected by educational programs set up and followed up by Train Masters and their Assistants.

In an effort to drive this point home to those attending this Seminar, an impromptu safety examination of 15 simple questions has been prepared for you. You will be advised as a group how you rated in this examination, and it is hoped that the results of this examination will spur you to much greater educational activity.

The safety examination rating as a group, excluding all engine service men that were present, was only 82.1%.

June 17, 1957
J. A. Foshee
Freight Trainmaster

LOSS AND DAMAGE

Mr. Chairman, gentlemen: First I would like to express my appreciation for being invited to participate in this seminar, and to congratulate Mr. Dorwart, his organization, and the Philadelphia Region for the interest displayed in having loss and damage prevention as one of the subjects to be discussed. It is a necessary subject, vital to the welfare of all of us, regardless of the job being accomplished as individuals.

The Pennsylvania Railroad is a big company, the biggest among all railroads. Yes, we are big and should be proud of it. We are the biggest in dollar volume, payroll and equipment. Bigness, however, does not always place one on the credit side. For example, in 1956 your company paid $11,800,000 for loss and damage to lading entrusted to our care for safe transportation, an increase of $900,748 or 8.3% over 1955. It is a sad thing to report that the Pennsylvania paid out approximately 10% of the total national claim bill for all class one carriers in the United States and Canada in 1956, the highest of any other railroad in this territory.

Our Claim Department must be the busiest department in the company. Claim payments move so fast that an IBM machine is used to process the checks. Think about what follows for a minute and you will realize the significance of the payments involved. Claim payments averaged $32,329.00 for each day of 1956, including Saturdays, Sundays and Holidays. On the same basis, for each hour of 1956 we paid out $1,347.00, or $22.45 for every minute or .37¢ for every second in 1956 - remember, this includes Saturdays, Sundays and Holidays. It is truly a fantastic pace to literally throw money down the drain. If you thinkthis is high, just remember that our 1957 payments are running considerably ahead of the comparative period of 1956. For 5 months of this year we paid $6,320,239 as against $5,465,149 in 1955, an increase of $855,090 or 15.6%. This, definitely, is progress in the wrong direction.

Actually, the figures given you only represent about 25% of the story. These dollars that we pay out for claims only cover the cost of the material damaged or lost and the labor involved along with some miscellaneous items. It does not include our overhead for maintaining a large claim department, investigation of claims in the field, damage to equipment and, most of all, and this is where it really hurts, the good will lost to shipper and receiver which ultimately costs us some business. The situation is serious. More and more shippers and receivers are using the condition of their freight shipments at destination as a basis for future routings. You can well visualize the impact this would have on our carloadings if the loss and damage claims continued their upward spiral.

Because of the tremendous claim payments in 1956, a prevention program was adopted for all departments. The chief responsibilities of your department were designated as follows:

1. Safe handling and scheduled movement of loaded cars to insure on time delivery.
2. Prompt terminal movement at origin, intermediate yards and at destination.
3. Proper manipulation of ventilators and plugs on refrigerator cars.
4. Vigilance over seal protection.
5. Accuracy of scales and weighing procedures.
6. Maintenance of adequate transportation records.
7. Better utilization of yard recorders and impact recorders.

8. Holding investigations when excessive speed impacts are discovered.
9. Safe handling of shipment having excessive value.
10. Proper protection of perishable cars, such as meat, vegetables and frozen foods which are delayed enroute for any reason, making certain that these cars are carefully checked as to reice and temperature. If necessary to reice, record must be made.
11. Placement of suitable equipment for loading.
12. Reduction in number of no bill cars.

Further, it was suggested that the following be done to incite interest among employes. A. bring transportation employees (men at cinder level) directly into program to reduce rough handling of cars through attendance at meetings, placement on committees, etc. Trainmaster and assistants to take more interest and action in this program. B. establish regional and district committees to go on the ground in yards and talk with train and engine service employees, yardmasters, car riders, retarder operators, etc., to develop causes for excessive speed couplings and then take action necessary to improve the situation. Insist on these committees functioning better than they have in the past. C. hold contests between crews, and award a prize for the best performance in handling cars without damage. D. make greater use of poster, billboards and photographs in yards and terminals.

While it does not appear that the above program has brought about the desired results, we must keep in mind that many of the claims recently paid covers traffic moving in 1956 and we are hopeful that the results of this program will be felt soon. However, more and more we are being criticized for poor service in the handling of shipments. While the use of proper packages, suitable cars, arrangement of the load, as well as other items, are all highly important and are being given constant attention, it is our obligation and duty to handle freight so that it will not be damaged or lost. You will understand this more clearly when I say that more than one-half of the claims we pay for loss and damage to freight results from over-speed impacts. Believe me, no amount of bracing or special equipment can overcome severe car handling. Typical of the reaction received from customers when visiting them to assist in minimizing, if not entirely eliminating, their damage is the following: "we are well aware of the damage and the resultant hardships to all concerned. We are also aware of the precautions taken by the loaders in obtaining a good load in order to overcome overspeed impacts. We are aware, too, of the handling accorded our shipments as shown by numerous destination reports and impact register tapes. Before you tell me, the shipper, what to do to improve my loading, you had better clean up your own backyard." Clean up your own backyard. Just think that one over. There is no question that it hurts, and it only hurts because it is the truth. A fact borne out by the staggering amount of money paid out. Yes, gentlemen, we have to clean out our own backyard before we can look for any improvement in the situation. We cannot continually penalize the shipping public for our failure to carefully handle their shipments. That is why I am devoting the remainder of my talk to rough handling. After all, I think you will agree that a subject that can reduce our claim payments by over 50% deserves to be talked about.

The moving of freight is a highly specialized trade where professional skills are required. There is no mistaking the responsibilities involved. Our failure to transport merchandise so that it arrives at destination in saleable condition is in direct conflict with the responsibilities charged to your profession. No doubt every one of you has cringed at one time or another when you heard cars coupled with a hellava bang. Just think about what happened inside those cars. Every time they

were hit an impact of over four miles per hour you have a potential damage to the contents, and a claim. Even the equipment is not immune from such handling. On the other hand, all of you have watched switch crews who handle cars so carefully that it is an absolute pleasure to behold. What does this prove? It proves that we most certainly know that the job can be done. It has been said "To handle freight promptly is good business. To handle it safely is a science."

What is the cause of rough handling? Basically, I believe that the cause of improper car handling can be summed up in one word - Carelessness. What does the dictionary say about carelessness? It is defined as follows: not paying enough attention to what one does, not exact or thorough, done or said heedlessly, unconcerned. In other words, someone is not doing the job the way it is supposed to be performed. What can be done to take the last two syllables out of Carelessness so that the word Care stands alone? First we have to have the know-how and desire.

There isn't a day that goes by that you cannot pick up a newspaper, magazine, or when looking at television, that you do not read or see where tremendous strides have been made in many fields of endeavor. In the sciences you know that some years hence, undoubtedly before we reach the twenty-first century, rocket ships will be flown on regular schedules between the earth and other planets. In the field of medicine it is not necessary to look that far in the future because we are all familiar with the everday miracles that are brough about by such drugs as streptomycin, aureomycine, etc. This wonderful boon to mankind and industry is not brought about by mere wishful thinking. It required research tempered with initiative, perserverance and, above all, the strong desire to do a job right.

That is exactly what we require to achieve the goal of eliminating rough handling. Sure, we can point with some pride toward some of the steps taken by the railroad industry in this endeavor. Among these are new and improved retarder yards, DF and PD cars, cars with cushion underframes and ride control springs, compartmentizer cars and special gondolas for hauling steel. Unfortunately, the railroad have only a small supply of such equipment. Besides, the use of this type equipment does not always guarantee damage free shipments. I have seen far too many damages and claims to be lulled into the false security of replying solely on equipment to eliminate loss and damage. In the final analysis loss and damage depends a great deal on how careful cars are handled. In this age of know-how it is necessary that a man know more than his immediate job. He has to know about related and, what may seem to be unrelated fields, because in knowing lies much of the tangibles in recognizing the significant role that rough handling of cars has to loss and damage prevention as well as retention of business.

You have to arrange meetings with your men to discuss better ways of serving our company through loss and damage prevention. From these regular conferences, note that I used the word regular, both supervisor and crew get fresh inspiration and new ideas for the growing job before them. The field of loss and damage prevention has never had so much need for cooperation from the operating department as now. It is up to people like you who have to start the ball rolling. The most effective battle we can wage against loss and damage is through prevention. Until such means become the every day companion of our eight hour tour, there is urgent need to combat the present situation by an intensive and sustained drive to wipe out rough handling. Rough handling just doesn't happen, it is caused.

Prevention calls for no extra work on your part - just doing the job right the first time; handling freight in the manner in which our railroad agreed to handle it - the way the shipper or consignee expects us to live up to our end of the bargain.

I do not know too much about the intracies of handling freight, but I do know this. Repeated observations at various yards has sustained my views that the preponderance of cars are handled in the approved manner when supervision is on the ground watching the operation. By leading your men into thinking loss and damage prevention every day, you will win their loyal support and cooperation. Good men do good work for a good leader. Ask yourselves, what was the cause? Who contributed to the cause? What might be done to prevent repetition? These are the things to discuss with the men under your jurisdiction. However, please keep in mind that daily discussions on loss and damage can prevent the asking of such questions. It has been proven time and time again. When supervision doen't understand the problem they cannot approach it properly and, consequently, our endeavors are wasted. I know that I am right when I say where we have a progressive and active yardmaster in charge, our operations are better and our loss and damage is lower. When supervision recognizes this, loss and damage will be reduced. On the other hand I came across the following situation which, undoubtedly, can be found throughout the system. One of our prevention representatives, during a recent check of a yard, asked a brakeman when was the last time his supervision spoke to him about loss and damage prevention. The brakeman bowed his head for a moment and answered, "last October during October no rough handling month when someone came around with a motion picture."

Another yardman said he hadn't heard from any supervision in the last four or five months although he remembered seeing several posters about rough handling. Gentlemen, how can we expect the job to be done if the men on the ground realize that their supervision evidently does not care about the subject of preventing loss and damage. It stands to reason that the performance will suffer. Remember, negative thinking profits no one - the railroads, their customers. Loss and damage prevention through careful handling of cars has been talked about so much it runs the risk of being smothered with words. Every aspect is stated as a problem. Each phase is held up as demanding some kind of solution, often in a voice which implies no solution is possible. This just isn't so. One fact is indisputable. We are not going to reduce loss and damage payments through elimination of rough handling until you decide that they are going to be reduced - that something can be done and will be done - today, tomorrow, and every day.

I hope that you haven't reached the point where you feel that you have done everthing possible to prevent rough handling. Because if you have, then someday, gentlemen, there will be a day of reckoning, a day when the cries of the poor shipping public will reach the ears of the people in power. When that day comes, WOW. All our good intentions will not mean a thing because it will be too late. We have to start now. Loss and damage is a monster, it is insidious, it demands constant attention. It has to be pulled out by the roots, do not give it an opportunity to be nourished by carelessness. It is just like crabgrass. If you do not get rid of it at the beginning, it will literally overrun your property.

Possibly another approach to the problem is this. Let us get away from the mechanical ways of doing things. We should learn to think about a subject, not always relying upon the mechanical order of things. It stimulates the entire body.

Let me illustrate. This was taken from a recent article in Readers Digest, the story being "Manners and Morals of The French." "It was midnight and we were rolling along the Quai D'Orsay toward my home on the left bank when the cab slowed for a red light, then speeded right through it. The same performance was repeated a few minutes later. As I paid the driver I said, "You ought to be ashamed of yourself for breaking the law and endangering your life." He looked at me astonished, "ashamed of myself? I am proud of myself. Did you ever consider what a red light means? It's a stop signal and means that traffic is moving in the other direction, I replied. "Half-right," said the driver, "but incomplete. It is only an automatic stop signal, and it does not mean there is cross traffic. Did you see cross traffic? Of course not. I slowed down and looked carefully. Well, then should I stop like a dumb animal because an automatic, brainless machine turns red every 40 seconds? No, monsieur," he thundered. " I am a man, not a machine. I have eyes and a brain and judgment, given me by God. It would be a sin against nature if I let those blinking lamps do my thinking for me. Good night, monsieur." Of course, I do not advocate going through red lights, however, I do believe that there is much to learn from this French episode. That is, I am a man, not a machine. I have eyes and a brain and judgment, given me by God. Gentlemen, it is up to us to use them so that the number one cause of our huge claim payments, rough handling, is brought to an immediate stop.

There are four simple rules to correct causes for loss and damage.

1. <u>The ability to wonder.</u>

To be able to exercise the same natural curiosity we all had as children when our questions almost drove our parents daffy. To take nothing for granted. To accept no explanation at face value.

2. <u>The ability to question.</u>

Many people know how to interrogate but few ask enough questions. They stop asking too soon in order to avoid embarrassment. They are satisfied with opinions too often, facts require digging. In claim prevention it is necessary to "why the dickens out of everything," stopping only when an adequate answer to all questions have been obtained. It should be noted that "don't know" is an adequate answer, but the reply "because it is the standard method" is not.

3. <u>The ability to generalize.</u>

After wondering and getting adequate answers, we often stop there. In claim prevention you are only getting started. You must go on to rationalize relationships and develop the basic principles indicated by the facts.

4. <u>The ability to Apply.</u>

It is not enough to wonder, question and develop principles which govern. We must also apply the principles to different uses. Our ideas and principles are of no value unless they be known and are made to work for us. The application of common sense, is a must, but in an organized manner. Certainly there is no deterrent, on the railroad, to prevent any of us from using good common sense.

Now lets get down to "brass tacks" and see just how we might organize our thinking to solve rough handling.

1. Define the problem. Get all the facts. Find out present methods of protection.

2. Examine past history. Try to learn all methods used in the past and discarded. Try to learn the reason why they were discarded.

3. Make inventory of possible solutions. Do not stop because you have found one or more solutions that appear satisfactory. What you are attempting to do is find out all possibilities.

If we follow this procedure, we will find and put into use solutions which will greatly assist in claim prevention, thus making us more valuable to our company, and a creator of better service to our patrons.

Concerning unsafe handling practices:

It is the unsafe practices which lead to the probability of damage. We must strive to eliminate as many of these as possible and put constant control on the others. Our jobs require that we report to work rested and ready to compete with the daily challenges. It is a must that we understand the responsibilities of our respective assignments.

We must use our knowlege to aid us in finding and preventing unsafe handling practices. This we do not always do. One reason for this failure is the tendency to grade unsafe practices. Our decision usually is on a subjective basis, that tends to minimize the importance of what is presently classified as "minor" or below the threshold of importance. The result of this type of determination indicates that most claims come from the easily controlled causes which in reality turn out to be the most difficulat to control simply because we do not consider them worth the effort of control. It then follows that if we increase our personal efficiency, claim payments will decrease.

It has been demonstrated that there are two basic reason why people want to do things:

1. To gain something.
2. To avoid losing something they already have.

We all want to gain security, recognition, etc. We also want to avoid losing the security, recognition, etc., we already have. There is a basic difference, however, in the way we deal with these two different kinds of wants.

Attitudes and actions resulting from a desire "to gain" are inclined to be reasonable, straight forward, intelligent in nature and fairly easy to understand. Decisions are usually on a factual basis. On the other hand, attitudes or actions in regard to possible loss are more often based upon opinions and involve emotion rather than reason, usually fear or anger. Often it is difficult to distinguish between cause and effect. The course pursued may often appear illogical or devious.

Thus we can see that if we are to obtain the cooperation so essential to the utilization of applying methods in preventing rough handling, we must make certain that all involved will stand to gain and will not lose. The shipper must be protected against financial loss and our company against the loss of business. The prevention of rough handling is not advocated out of kindness, generoisity of a desire for good fellowship. It is, putting it cold bloodedly, "good business."

In closing I wish to make a plea for some real prevention activity on the part of those who are here today in the fight against loss and damage. Lets make no mistake about this fight. Remember, men will respond to leadership, to guidance, and they will think about prevention of loss and damage if their leaders think about it.

Thank you very much for the kind attention you have given me.

June 17, 1957

S. Wenzer
Asst. Manager - Loading Service and L&D Prevention

THE PENNSYLVANIA RAILROAD
PRINCIPAL CAUSES AND COMMODITIES - FREIGHT CLAIM PAYMENTS

	FIVE MONTHS			
CAUSES:	1957	1956	Inc. - Dec. -	Pct.
Unlocated Loss	$ 845,061	$ 530,119	I.$314,942 -	59.4
Unlocated Damage	3,650,322	3,299,495	I. 350,827 -	10.6
Improper Handling In Trains Yards or Stations	28,395	49,186	D. 20,791 -	42.3
Defective or Unfit Equipment	270,615	224,071	I. 46,544 -	20.8
Temperature Failures	57,457	27,325	I. 30,132 -	110.3
Delay	203,195	224,071	D. 20,876 -	9.3
Theft	35,367	38,256	D. 2,889 -	7.6
Concealed Loss & Damage	699,129	651,810	I. 47,319 -	7.3
Train Accidents	372,602	316,979	I. 55,623 -	17.5
Fire, Marine & Catastrophes	135,823	87,442	I. 48,381 -	55.3
Error of Employee	22,273	16,395	I. 5,878 -	35.9
Total Payments	$6,320,239	$5,465,149	I.$855,090 -	15.6
COMMODITIES:				
Grain	$ 544,792	$ 338,839	I.$205,953 -	60.8
Flour and Other Mill Prod.	199,523	169,420	I. 30,103 -	17.8
Frozen Foods	9,433	10,930	D. 1,497 -	13.7
Fresh Fruit except Citrus	91,561	71,047	I. 20,514 -	28.9
Fresh Fruit - Citrus	44,826	43,721	I. 1,105 -	2.5
Melons	194,773	163,954	I. 30,819 -	18.8
Fresh Vegetables	328,468	300,583	I. 27,885 -	9.3
All Other Prods. of Agriculture	73,802	98,373	D. 24,571 -	25.0
Live Stock	62,644	54,651	I. 7,993 -	14.6
Fresh & Cured Meats	61,018	76,512	D. 15,494 -	20.3
Eggs in Shells (discontinued 1957)	-	5,468	- -	-
Cotton in Bales (New Item 1957)	15	-	- -	-
Other Animal Products	18,425	21,861	D. 3,436 -	15.7
Coal & Coke	217,259	142,094	I. 75,165 -	52.9
All Other Prods. of Mines	124,787	98,373	I. 26,414 -	26.9
Lumber & Forest Products	44,615	27,326	I. 17,289 -	63.3
Petroleum Oils	35,232	27,326	I. 7,906 -	28.9
Plumbers Goods	57,357	60,117	D. 2,760 -	4.6
Sugar	28,123	38,256	D. 10,133 -	26.5
Iron, Steel & Metal Articles	315,724	300,583	I. 15,141 -	5.0
Machinery	266,233	191,280	I. 74,953 -	39.2
Stoves, Ranges & Parts	37,583	49,186	D. 11,603 -	23.6
Brick, Artificial Stone, Tile	174,131	191,280	D. 17,149 -	9.0
Sewer Pipe & Drain Tile	137,556	158,489	D. 20,933 -	13.2
Agricultural Implements-Parts	11,077	16,395	D. 5,318 -	32.4
Autos. Motor Vehicles, Tires, etc.	249,860	158,489	I. 91,371 -	57.7
Furniture (New)	369,942	366,165	I. 3,777 -	1.0
Paper (Newsprint)	25,704	21,861	I. 3,843 -	17.6
Dry Goods, Clothing, Textiles	99,878	125,698	D. 25,820 -	20.5
Furnaces, Radiators, Parts	87,299	43,721	I. 43,578 -	99.7
Food Prods, in cans, not frozen	493,499	366,165	I. 127,334 -	34.8
Tobacco, Manufactured	7,483	10,930	D. 3,447 -	31.5
Glass & Glass Articles	145,583	191,280	D. 45,697 -	23.9
Chinaware, Crockery, Earthenware	71,399	71,047	I. 352 -	0.5
Household Goods (Discontinued 1957)	-	5,465	- -	-
Building Materials (New Item 1957)	130,057	-	- -	-
All Other Mfrs. Misc. Articles	1,075,791	923,610	I. 152,181 -	16.5
Liquors, Alcoholic & Beverage	91,699	98,373	D. 6,674 -	6.8
Enamelware, Wash.Machines, etc.	62,963	38,256	I. 24,707 -	64.6
Refrigerators	90,943	125,698	D. 34,755 -	27.6
Freight Forwarder Traffic	239,182	262,327	D. 23,145 -	8.8
	$6,320,239	$5,465,149	I.$855,090 -	15.6

Manager Loading Services and Loss and Damage Prevention, June 24, 1957, Philadelphia, Pa.

PERCENT OF IMPACTS TO TESTS

MAY 1957

REGIONS AND YARDS	TOTAL TESTS	TOTAL OVERSPEED IMPACTS MILES PER HOUR 6	7	8	9	10	11	Total Overspeed Impacts	PCT. IMPACTS TO TESTS MAY 1957	APRIL 1957
PHILADELPHIA:										
Camden	3	-	-	-	-	-	-	0	00.0	100.0
Enola	75	13	14	9	3	3	5	47	62.7	37.3
Hagerstown	1	1	-	-	-	-	-	1	100.0	100.0
Harrisburg	2	-	1	-	-	-	-	1	50.0	00.0
Lancaster	1	1	-	-	-	-	-	1	100.0	nt
Phila.-Frankford Jct.	13	5	-	-	-	-	-	5	38.5	85.7
Phila.-Grays Ferry	8	1	-	-	-	-	-	1	12.5	nt
Phila.-Greenwich	23	12	7	4	4	2	-	29	126.1	57.1
Phila.-Midvale	4	-	-	-	-	-	-	0	00.0	50.0
Phila.-44th St.	6	1	-	-	-	-	-	1	16.7	nt
Phila.-52nd St.	2	-	-	-	-	-	-	0	00.0	nt
Total	138	34	22	13	7	5	5	86	62.3	45.2
GRAND TOTAL - SYSTEM:										
May	910	193	107	75	30	27	21	453	49.8	
April	989	-	-	-	-	-	-	343		34.7

(nt - no test.)

CAR DISTRIBUTION

REGIONAL ORGANIZATION AND ITS FUNCTIONS

For quite some time Car Distribution has been handled, more or less, on a hit or miss basis.

We have been endeavoring to get a Car Distribution Program shaped up which it is felt will greatly improve and facilitate the handling of Car Orders.

There seems to have been, and still is, a disinterested attitude on the part of a goodly number of employees involved in the handling of Car Orders, and distribution generally, which, in many instances, may be attributed to the lack of education on the subjects of Car Service Rules and Car Distribution. There are some employees whose attitude would indicate that too much information is being requested and that the orders are too exacting. There is a certain amount of necessary information that must be obtained in order to properly function in the distribution of cars. It is felt that an educational program along these lines should improve our car handling.

In order to properly handle Car Distribution, an Organization must be set up.

A REGIONAL CAR DISTRIBUTOR, under the jurisdiction of the Superintendent of Transportation, located in the Regional Headquarters.

DISTRICT CAR DISTRIBUTORS, working under the jurisdiction and supervision of the Regional Car Distributor, located at strategic points in the various Districts where Car Distribution can be handled to the best advantage. Suggested points bring - Harrisburg, to cover the territory originally the old Philadelphia Division, exclusive of the Trenton Branch. Philadelphia, to cover the territory originally the old P.T. Division, with the thought of splitting the territory into two units, one to cover the territory South of Market St. and Branch Lines now covered in that section, the other unit to cover the territory North of Market Street, to include the Schuylkill and Trenton Branches. Camden to cover its present territory.

These District Car Distributors to spend their entire time to the distribution of cars, except in the case of the Car Distributor at Camden whose duties may not require his entire day on Car Distribution; but Car Distribution should be his topmost duty.

A CLERK, under the jurisdiction of the Regional Car Distributor, whose duties will be to handle special equipment such as Covered Hoppers, Containers, Special covered gondolas, etc.

The REGIONAL CAR DISTRIBUTOR, working under the jurisdiction of the Superintendent of Transportation, will be responsible for the distribution of cars on a Regional basis. He will handle reports to and from the Superintendent of Transportation. He will receive instructions from, and furnish information to the System Supervisor Car Distribution relative to car orders emanating from that office.

He should receive and keep accurate, current detail records of the Car Situation at each major point in his territory, transmitting to the System Car Distributor at least twice daily a report from each of these points, so that surplus equipment can be properly and promptly relocated to the best advantage. This, of course, aids in getting cars moved into points on our own Region where an actual shortage either exists or is in prospect.

He will arrange to compile and distribute to all concerned with the handling of empty equipment, a Weekly Car Guide, summarizing all existing instructions in effect on the Region pertaining to car handling. These instructions to be brief as possible, but to the point where nothing will be lost, and no mistaking to which District they will apply, either wholly or in part. Each weekly issue to supersede all previous issues.

He will arrange for the equitable distribution of available equipment, and prompt disposal of surplus equipment, reporting deficit or surplus twice daily to the System Car Distributor.

It will be his duty to maintain relations with connecting Regions and Foreign Railroads at Interchange Points, in order to study and analyze the flow of empty cars, and to check on Car Service Rule violations.

He should locate sources of empty car supply.

Allocate empty cars to established cleaning and upgrading tracks.

He will procure all special equipment, heavy duty cars, for whatever purpose required.

Arrangements for the leasing of cars to private industries on contract rental basis will be handled through his office.

He must maintain close contact with larger industries in the Region in order to anticipate fluctuations due to strikes, special orders and seasonal, as well as other variations concerning car supply.

His duties should be regulated so as to permit time to make ground checks with District Car Distributors, as well as at Yards and Stations to determine whether or not instructions are being given prompt and proper attention.

He should be in position to promote educational programs on Car Service Rules which are the fundamental basis of disposition and distribution of Freight Cars.

LOCAL or DISTRICT CAR DISTRIBUTORS will receive and keep, current, accurate and detail records, of car situation at each point in his territory, transmitting to the Regional Car Distributor at least twice daily a report from all major locations.

He will arrange for the equitable distribution of available equipment, and prompt disposal of surplus equipment, reporting deficiency or surplus at least twice daily to the Regional Car Distributor.

He will follow up all car orders to know that they have been filled with proper equipment and on time.

He will maintain a steady flow of empty cars, according to the type of cars desired, to cleaning and upgrading tracks, and will supervise the distribution of cars released from these points.

He will advise Agents and Yard Masters what to anticipate in car supply, and what disposition to make of any surplus.

It will be his duty to make frequent checks to detect and correct unauthorized flow of empty equipment and violations of Car Service Rules.

He should maintain close contacts with shippers and receivers in order to be able to anticipate requirements, and to prevent abuse of equipment.

Requests for special equipment by shippers should be handled promptly with the Regional Car Distributor, after obtaining all the information necessary to establish the necessity for such equipment, such as the nature of the load to be shipped, consignee destination and route, BX-authority, etc.

He should work closely with the Regional Car Distributor on all matters of distribution outside his immediate District.

Car distribution is not a one man job, it requires cooperation.

When Shippers order cars, all the information possible should be obtained by the Agent or his representative -

Type of equipment,
Commodity to be shipped,
Destination,
Route via which shipment is expected to move, or more particularly, the final or delivering road. This is necessary in order to obtain and place cars to the best advantage and in accordance with the Car Service Rules.

If proper equipment not immediately available at local stations, order should then be placed with the District Car Distributor who will handle further for the selection of proper equipment at the most convenient point.

In placing the orders, the Car Distributor will endeavor to order cars from the most convenient point or points in an effort to obtain and furnish cars with minimum of delay and expense.

Agents reporting surplus equipment should endeavor to advise the Car Distributor as to the grade of cars released, which, in many cases should not be difficult on the basis of the inbound loads.

At Yards, the orders are placed with the Assistant Train Masters or Yard Masters, who, in turn, should place instructions with the Car Inspection forces in their jurisdiction to select cars suitable for the commodities to be shipped, for which cars an inspection slip, form CT 1350, should be furnished to the Yard Master to be attached to empty Car Card which should accompany car to loading point. When this information is furnished the Yard Master, he should understand that it is his obligation to see that such cars are applied on the specific orders when trains are classified, and not simply disregard the orders and allow the cars to be classified at his own discretion. Shippers are waiting on the cars, the Car Inspectors have spent time in selecting them, and to disregard the cars is not only necessitating additional time and expense in selecting other cars, but it is antagonizing the shipper due to delay in furnishing cars which may result in possible loss of business because the shipper will not wait any longer and will resort to other methods of transportation. The person designated by the Assistant Train Master or Yard Master should keep the Car Distributor advised as to progress being made on orders placed with his forces.

The Car Distributor should be respected as authority for the distribution of cars, and be looked up to as such.

OUTLINE OF PROGRAM

1. Shippers should place their car orders with Freight Agents in charge of the territory in which they are located.

2. If suitable equipment is not available at the local Station, or in the territory under the Agent's jurisdiction, the Agent will place the Car Order with the District Car Distributor for necessary attention.

3. The District Car Distributor will furnish cars from available supply at another station, or from proper yard or distribution point.

4. Upon receipt of a car order from a shipper by an Agency, it will be the duty of the Agency to obtain from the shipper, in addition to the type of car desired, the commodity, destination and route via shipment is expected to move in order to better conform with the Car Service Rules.

5. Every effort must be made by the Car Distributor to secure cars for the orders in accordance with the Car Service Rules in order to minimize transportation expense.

6. If equipment is not available at either a Station or a Yard in the District Car Distributor's territory, he will arrange with the Regional Car distributor for car supply.

7. Regional Car Distributor will handle with System Car Distributor in event sufficient equipment is not available on the Region.

8. Agents to make report to District Car Distributor not later than 2.00 P.M., each working day as to the number of cars, by types, on hand empty, as well as the number of cars which it expected will be released by 5.00 P.M., same date. Also Agents will advise the number of cars, by types, required to protect the next days orders. This is necessary to determine the availability of equipment and to enable the Car Distributor to obtain prompt disposition for any surplus. This information to be placed on a form prepared for that purpose.

9. Yards to advise, at intervals during the day, equipment on hand, classified and to classify.

10. Surplus equipment to be reported by the District Car Distributor to the Regional Car Distributor, who, in turn, will relocate cars on the Region where shortages prevail, and if surplus equipment, will report same to the System Car Distributor for his disposal.

11. Interchanges should be checked to guard against the acceptance of cars which do not route via our line.

12. Check against Car Service violations.

13. Check against the improper classification and forwarding of cars to unauthorized points - points where cars are not ordered or required.

14. Check to see that cars are being selected for the various commodities and that Inspection slips, Form CT 1350, are being furnished by the Car Inspection forces.

15. Arrange for and conduct educational programs on Car Service Rules and in Car Distribution.

June 17, 1957
T. R. McCahan
Chief Car Distributor

CAR DISTRIBUTION
Outline

CAR SUPPLY

1.		Ownership		On Line	June 1 Foreign Cars on Line
		170,469		96,980 or 57%	77,594
Approx.	(	67,384	Box		40,768
95%	(	58,521	Hoppers		21,207
	(	36,584	Gondolas		11,282
5%	(	8,980	Others		4,337

Ownership on line + foreign cars on line = 102.4% of total PRR ownership. The 2.4% representing a surplus or debit in the per diem column of approximately 4000 cars per day, costing us $11,000, or $4,000,000 per year.

2. Weekly Trend Charts are developed by Mr. Lucas, Assistant Manager of Freight Movement.

Summarizes by regions and types of cars.

(a) Empty cars received from Train Movement. (Wheel Reports)

(b) Cars released (Agent's Report)

(c) Cars loaded (Agent's Report)

(d) From connection (as compiled from Interchange Report)

REVIEWED → Programmed to → Region Deficiencies; Gate Ways

Daily Adjustment

Train Movement

7.00 A.M. Yard Inventory

DAILY REVIEW → ADJUSTMENT → As to → Region Requirements (Car ordered); Balance for forwarding to other regions and gateways.

3. Car supply and car utilization go hand in hand.

Some of the methods of aiding the car utilization and supply demands:

(a) Yardmasters to canvas their individual yards, making sure all cars are switched on that day, including Shop, Wash, Hold, Store and Class tracks.

(b) Make sure to dispatch in first available proper train, all empty cars moving in home route or on car orders or special instructions.

(c) Request extra trains promptly when sufficient cars are available for movement.

(d) All transportation personnel should endeavor to make sure that empty cars not released for reloading are removed promptly from unloading track after release from inbound load.

(e) Contact shippers and receivers for prompt loading and unloading, not to be used as trash bins. (Cite excuse for added Demurrage).

(f) Off Line Cars - Select foreign cars in direction of home as instructed in the Car Service Rules.

(g) Interchange cars promptly, beat the midnight dead line.

(h) Keep as much as possible Revenue Service Cars from use for Company Material. (Cite example of Slag from Lebanon Branch).

(i) Careful daily review of yard checks for immediate action on delayed cars. (Cite occurrence at Columbus with Deasy).

(j) Make sure home route cards are being properly filled out and disposition asked promptly from designated person on cars requiring special instructions.

(k) Work closely with Car Shop Foreman for placement to Shop tracks those types in most current need and which can be repaired in the least amount of time.

(l) Make sure that accurate track checks are maintained of all tracks in the yard and are reviewed at least once daily.

(m) Place inbound loads promptly.

(n) Watch for uncompleted drill orders.

(o) Make accurate report to Car Distributor each day of empties on hand (much abused trend charts and per diem suffers through carelessness). (Give types and where possible fitness for loading).

(p) Placement of box cars in regard to contents to be loaded is very important; although seldom used the new Car Service Rule #18 prohibits the loading of Box, Auto or Refrigerator cars classified as fit for grain or better, with certain of more seriously contaminating commodities, and providing that responsible road to bear the expense of restoring car to previous loading classification, made effective 1950.

(g) Guard against holding car for prospective loading.

(r) Do not become the friend of the receivers by holding cars in yards when their sidings are full and not send the waybill or otherwise notify agent so that cars can be placed on demurrage.

4. Diversion and Reconsignments

(a) Diversion and reconsignment privileges are important transportation services and are extensively used. The diversion and reconsignment service plays an important role in the marketing practices of many industries, but it is vital to the marketing practices of many industries such as lumber, fruits and vegetables, cotton and coal. The reasons for diversions or reconsignments are varied. Just to give you an example of how this practice works in the marketing of a product you frequently have on your table - lettuce. A shipper of head lettuce may not have a buyer for his car at the time it is loaded in California, but he knows that his market is somewhere east of the Mississippi River and he will bill that car possibly to himself at New York, or to a broker at that point. The car starts on its way and by the time it reaches St. Louis, perhaps he will have a buyer at Pittsburgh. He then asks the railroad to reconsign this shipment to Pittsburgh. The sale is made and the people in Pittsburgh have fresh head lettuce to eat.

(b) The terms - "Diversion and Reconsignment" are familiar to you, but occasionally someone wonders whether there is actually any difference between a diversion and a reconsignment. For all practical purposes, the two terms are synonymous and are defined as follows:

(1) A change in the name of the consignee.

(2) A change in the name of the consignor.

(3) A change in the destination.

(4) A change in the route.

(5) Any other instructions given by consignor, consignee or owner necessary to effect delivery and requiring an addition to, or a change in billing, or an additional movement of the car, or both.

A diversion or reconsignment is made when one or more of these changes is ordered by the shipper, the consignee or the owner.

(c) The amount of money collected by the Pennsylvania Railroad for an individual reconsignment or diversion varies according to the type of service requested and as to the commodity being diverted or reconsigned. It is a highly technical matter, which is indicated by the fact that the Pennsylvania Railroad issues seven (7) Diversion or Reconsignment Tariffs. A tariff, of course, is a publication showing to the public the scheduled charges for the services the railroad is willing to perform. No charge is made for a single change in billing instructions if received at origin before the car is dispatched. No charge is made at destination if no additional handling of the car is required, and the order is received prior to the arrival of the car. This last example is more commonly known to you as a "turn-over order."

(d) There are a number of rules relating to diversions or reconsignments, the most important being:

(1) The only parties authorized to divert or reconsign a car are the consignee, consignor or actual owner of the shipment.

(2) All orders for diversion or reconsignment must be made or confirmed in writing.

(3) When a car is moving on a straight bill of lading, the original bill of lading should be surrendered or other proof of ownership established.

(4) When a car is moving on an order notify bill of lading, an order to divert or reconsign will not be made until the original bill of lading is surrendered for cancellation or exchange.

(5) The through rate from point of origin to final destination will be protected, provided such rate is legally applicable via the route used and via the point at which the diversion or reconsignment is made. Generally the shipper checks with the railroad, and in any event, he always should, to be sure that the through rate can be protected on any contemplated diversion. There are occasions where particular commodities can be reconsigned on the basis of the through rate from origin to destination plus the diversion or reconsignment charge plus a so-called backhaul or out-of-route charge, which is generally stated in cents per 100 lbs. for the miles involved for the out-of-route distance.

(6) The number of changes permitted on a single car varies between the several railroads, sections of the county and commodities and could only be learned by experience and inquiry.

These rules apply to all carload traffic, including empty equipment on its own wheels when moving on revenue billing. They also apply to freight shipped at less carload or any quantity rates, subject to a minimum weight of 15,000 lbs., or if car is loaded to full visible capacity.

(e) Everyone of the tariffs published by our Railroad states that every effort possible will be made to locate the car in question and effect the change desired. These tariffs go further stating that we will not be responsible for any failure to effect the change, unless such failure is due to an error or negligence on the part of our employees.

These tariffs also carry a rule stating that when an order for a diversion or reconsignment is received by the Pennsylvania Railroad after the car has been delivered to a connecting carrier, or when the order is received too late for the Pennsylvania Railroad to effect the change desire before delivery to a connecting carrier, that the order will be promptly transmitted to that connecting carrier by the Pennsylvania Railroad.

From time to time you receive a "hold order" or an order to hold a car for a subsequent movement. What we know as a "hold order" occurs when a shipper, consignee or owner requests the railroad to stop a car for a further order to accomplish delivery, or to divert or reconsign the car to another destination. When this happens, a charge is made for the hold order. An additional charge is made for the reforwarding of the car unless the point at which the car is ordered held becomes the final destination.

In addition to the normal "hold order", cars loaded with certain commodities may be stopped enroute or held to allow inspection at a point between origin and the billed destination. The commodities of particular importance to the Western Region that areinvolved are grain and perishables. These cars should be promptly forwarded to the next billed stop point or destination as soon as instructions for reforwarding are received.

Cars stopped, diverted or reconsigned are subject to demurrage and track storage charges in effect at the point where car is stopped, diverted or reconsigned.

(f) This outline of the reconsignment and diversion services has primarily been concerned with the responsibilities of the railroad and has involved, for instance, certain matters such as rate applications, routes and charges which are actually responsibilities of a department other than your own. That brings us then to your responsibility in carrying out the wishes of the public. The primary responsibility of the Transportation Department is to physically make the reconsignment or diversion promptly and notify the sender of the order immediately upon accomplishment. It is important to the railroad that this be done. It is important to the shipper or consignee that it be done. The railroad holds itself out to perform this service and failure to carry out requests of this kind can result in loss in business, both for the shipper and for the railroad, claims and back-hauls for which the railroad pays.

5. Embargoes as now covered in the ICC Car Service Division Circular CSD-87, Third Revision, is a method of controlling traffic movements when accumulations threaten congestions or other interferences with operations, of a temporary nature, compelling restrictions against such movements.

Embargoes may be purely local, shutting off traffic to only one consignee, as is the case with the majority of embargoes, or they may affect considerable areas, or even county wide proportions.

The right of common carriers to declare embargoes has been upheld in numerous proceedings before the ICC.

The ICC may also place embargoes and in 1945 during the War did so to the extent of 2 to 1 over the railroads' 397 for railroads' 827 by the ICC, total 1224.

Through the right of the railroads to place embargoes, the permit system came into being.

For Discussion

Explanation of the purpose of the permit and how used in the South Philadelphia Coal Export Traffic.

Participation by the class in open discussion by Mr. W. G. Dorwart.

June 17, 1957
H. E. Bennett
Supervisor Transportation
Engineering.

PASSENGER OPERATIONS AS TO THE HANDLING OF EQUIPMENT

1. The entire balancing of our passenger equipment is governed by what we refer to as a make-up book.

2. The only exceptions to this case are extra sleepers, coaches, or mail and express cars.

3. These exceptions are handled direct by the Passenger Trainmaster, who in turn gives this information to the Asst. Supervisor Train Service-Passenger who arranges a write up to all concerned over the signature of the Superintendent of Transportation.

4. Train consists compliments or couplest which ever you may care to refer to them as, are always made up by the demand for the particular space that is required. For example, Train 29 on Page 27.

5. There are times due to shopping that it becomes necessary to substitute cars in the event you cannot get the same type, you try to get as near as possible and in the case of sleeping cars on the East-West Service. It then becomes necessary to deadhead the proper type to the originating point for return move, this becomes necessary due to diagrams which have been set up at least two weeks in advance. If this isn't possible, the passengers must be advised of the substitution when they board, a full explanation given, and when less desirable space is furnished a notation and report must be filled out, and the passenger advised that a refund is in order. Tactfullness.

Types of Passenger Cars.

75 different types of sleeping cars

11 different types of parlor cars

20 different types of coaches

June 17, 1957
C. B. Alban
Passenger Trainmaster

PASSENGER OPERATIONS IN REGARD TO CREW MANIPULATIONS
(Outline)

1. What is crew manipulation?

   (a) The continual filling of vacancies arising from changes of time-table, withdrawal of trains, absences account vacation, disability, retirement, exercise of seniority, etc.

   (b) Arranging of assignments in Inter-regional service in accordance with the percentage accruing to each region on a mileage basis.

2. Who does the manipulating?

   (a) Assignment Clerks on permanent vacancies.

   (b) Crew Dispatchers on other vacancies.

3. It must be done in accordance with the contract or agreement and agreed upon interpretations.

4. Brief duties and responsibilities of a crew dispatcher?

   (a) Filling all regular assignments when employe is absent from duty for any reason.

   (b) Augmenting regular crew when extra cars are operated. Providing Trainmen for extra trains.

   (c) Maintaining accurate records showing absences from duty and reason therefor.

   (d) Maintain accurate records on work assignments of men assigned to Extra List.

June 17, 1957
J. E. Buckwalter
Passenger Trainmaster

PENNSYLVANIA RAILROAD

PHILADELPHIA REGION SEMINAR PROGRAM FOR TRANSPORTATION SUPERVISION

	Location	(D.S.T.) Starting Time	Subject Discussed	Speaker	Section
July 1	Room 253 30th St.Sta. Phila., Pa.	9:30 A.M.	Book of Rules (a) Automatic Block (b) Manual Block	C.M.Keitt (Safety Engineer)	A
		11:00 A.M.	Passenger Reports and the handling of Patrons	S. A. Nichols (Asst.Supvr.of Passenger Train Movement)	B
		12:00 P.M.	Lunch		
		1:00 P.M.	Train and Engine Service Regulations A-Penalty Claims 1-Handling 2-Prevention B-Regulations	J. G. Fink (Supvr.Labor Relations and Staff)	C
		3:00 P.M.	Time Table and its Application	J. P. Horbury (Supv.Operator)	D
		4:00 P.M.	Hiring Procedures	R. H. Palmer (Employment Supervisor	E
		4:30 P.M.	Adjourned		

Book of Rules

Block Signal System Rules is a good subject to talk about, but don't get the idea that I consider myself a so-called expert, we can all learn through a free exchange of ideas.

First lets take a look into the reason for rules and why they are necessary to govern employes in the safe performance of their duties.

Early Common Law held the master liable that he must take care that his servant would not suffer injury either in consequence of the Master's negligence or through his failure to properly supervise and control the work procedures. Thus it is apparent that Management of a Company must prescribe safe methods for the performance of services to the company and supervise its employes so they will pursue their assigned tasks in a prescribed pattern, avoiding accidents that would otherwise occur. Therefore it has been held to be a duty of Management to prescribe rules to govern the manner in which its business is to be conducted by its employes. It is also a responsibility of Management to insure that its employes comply with those rules it has laid down as safeguards surrounding all phases of its operations.

Management must see to it that every Supervisor accepts and discharges fully the responsibility for insuring that each and every employe complies with the rules it has prescribed. In a manner of speaking these rules are the law.

Let us look at what early management of the Pennsylvania Railroad had to say about these matters in its Book of Rules effective April 1, 1864:
Rule 3 read as follows:

"Every officer of the company should keep himself perfectly conversant with the rules and regulations, supply copies of them to his subordinates, and explain them when it may be necessary to do so, and see that they are properly understood; enforce obedience to them and report to the proper officer all violations of them, coming under his notice, as well as the action taken upon such violations".

Your job in management places you in a unique position of trust. For not only does the company rely on you, as the direct representative of management, to apply its policies and enforce its rules wisely and fairly, also entrusted to you is the obligation to safeguard the well-being of those employes in your charge and keep safe all persons and goods transported as well as the property and equipment of the company. No other responsibility trancends this in importance.

Accidents present a serious threat to the efficient conduct of the company's business through loss of good will of its customers; large sums wasted in payment for accidential injuries, loss and damage - to goods and equipment - loss of traffic through failure to transport goods and people safely and promptly and finally adverse public opinion as to the ability of management to safely carry on the operations of the company.

While time will not permit us to delve too deeply into past history of the causes of train accidents let us take a look at the Train Accident picture for the year 1955 as published by the I.C.C., particularly a comparison of the PRR, NYC and B&O.

	NYC	B&O	PRR
Total Train Accidents	569	385	1439
Rate per Million Locomotive miles	5.90	7.89	13.52
Collisons	147	91	319
Due to Negligence	143	84	266
Derailments	384	257	655
Due to negiligence	76	37	164

The cost of damage to company property and equipment plust cost of clearing wrecks in 1955 was $5,971,954 and claims paid for loss and damage was $10,883,187.

All sorts of things are damaged in train accidents and not attributed directly to a particular accident. For example when a train is involved in a collison only the derailed or damaged cars are checked for damage to contents, damage to lading in cars not derailed may be high but does not come to light until the consignee refuses the shipment and/or files a claim, even then the loss and damage costs are not assigned to the wreck in which the lading was actually damaged. You can readily see that large sums of money goes down the drain due to wrecks and rough handling of our customers goods.

Signal System

In the early days of railroading the use of flags was the only means of signal protection but as early as 1832 on the New Castle and Frenchtown Railroad, signals known as the ball type were placed on poles 30 to 35 feet high, spaced about 3 miles apart. When a train started from a terminal a flagman at that point hoisted a white ball to the top of the pole. At other stations where these signals were located, men watching through telescopes raised a white ball half way up the pole and when the train passed each station the ball at that point was raised to the top of the pole and was lowered when the train passed the next station. When a train became disabled a black ball was raised on the pole. This signal system was the first installation of fixed signals for handling trains in America.

The Manual Block Signal System was born of necessity and came into use as a result of tragic accidents, heavy traffic, increased speeds, heavier trains and costly equipment plus the obligation to provide adequate protection for passengers and freight. We need only to look at early railroad history to find all sorts of attempts to pass restrictive laws to protect the public. The block system was probably imported from England as was the first interlocking plant which was imported from that country in 1870 and placed in service at Trenton on the Canton and Amboy Railroad.

During the civil war the Manual Block System came into use as a result of wrecks involving troop trains. Prior to the manual block system scheduling and time spacing of trains at stations was used, however time spacing is effective only at stations and does not prevent trains from closing up between stations in event of delays. Some railroads still use this form of protection for following movements of trains.

On the Pennsylvania Railroad banner type block signals were used as Manual Block Signals between Philadelphia and Trenton in 1863 and extended to New Brunswick in 1864. This system was effective in providing block signal protection through the

use of the telegraph as a means of communication in transmitting information from one operator to another regarding trains entering and clearing the block at stations where telegraph operators were on duty.

The Manual Block System has certain Limitations:

1 - Unless distant signals are provided trains must approach each station prepared to stop until they get close enough to read the indication. Where the view was restricted to an approaching train very high signal poles were used, other signals were erected at some distance from the block station and connected to the operating lever in the station by long pipe connections.

Another limitation is the length of blocks, particularly where passenger trains are operated and the blocks 10 to 15 miles long. Another limitation was that there was no indication of broken rails, open switches and the like.

The safe operation of trains in a Manual Block system rests upon adequate rules, well trained employes and a strict compliance with the rules governing the operation.

Discuss: Greenville Br. Lane WA-6 No. to Signals

Bel-Del Observations:

Form K issued without authority.

Manner of using telephone and trainphone.

Delmarva Observations:

Reporting train clear before it had passed his station and operator has seen markers.

Train Accidents:

Cresson Secondary Track south of DF - headon Collison.

KY headon collision Extra South and Track Car.

BE - Low Grade failure to identify trains
Operator and engineman and fireman.
Headon collison.

Cumberland Valle Falling Waters south of Pot
Headon collison. Engineer sent head brakeman to find out about train orders.

Bedford Ohio. Collison between passenger train and rear of freight left standing on No. 1 track.

Automatic Block Signals:

The electric track circuit was invented in 1872 and in 1879 the clock-work. disc-type signal was developed which in conjunction with the track circuit made possible the automatic operation of signals. In 1881 the first rather primitive installation of the Automatic Block System was made on the Pennsylvania Railroad between Altoona and Gallitzin. This installation was primarily in the interest of safety for train movements due to the grade, curvature and heavy traffic.

Some of the limitations of the Manual Block System is avoided by the use of Automatic Block Signals. This block system decreased the human factors required by the manual block system and increased the safety factor as any interruption to the track circuit current was automatically reflected by the signal governing the entrance to the rear to display the warning of the approach signal.

In both systems the block signal governs trains and engines in entering and using the block. Trains must move within a block in accord with the block signal indication displayed at the time of entrance to the block.

The use of Cab signals and cab signal rules in conjunction with the Automatic Block signal system almost entirely eliminates this slow down factor by reflecting changing conditions in a block after a train has entered that block.

Discuss Train Accidents:

Blairsville - Collision train and TC.

Wilmore - Derailment of Light engine due to failure to identify passing train.

Warsaw, Ind. - Headon collison.

Secacus, N.J. - Rear end collison.

View, Exa 9814 East colliding with TC 7607 west standing at WB home signal on 3 track.

July 1, 1957

C. M. Keitt
Safety Engineer

DUTIES OF ASS'T. SUPERVISOR TRAIN MOVEMENT

Gentlemen:

The position of Ass't. Supervisor Train Movement - Passenger, was established November, 1955 when the Official Family of the Pennsylvania Railroad was organized.

The duties of Ass't. Supervisor of Train Movement, Passenger, is a Region position handling the passenger operation over the Philadelphia and Harrisburg Districts.

The responsibilities are as follows:

Co-ordinate all passenger train movements within the Region.

Direct the distribution of empty equipment.

Program all extra train and passenger car movements originating on thePhiladelphia Region or operating over the Philadelphia Region.

Work directly with the System Offices of the Manager of Passenger Train Service and Supt. of Passenger Train Operation on requirements of the Region.

Prepare revision of Regional Time-table and attend time table meetings.

Attend System meetings changing the consists for Spring and Fall Time-table, plus changing the consists for each holiday during the year to handle the increased passenger, mail, baggage and express business. These meetings being held in Philadelphia, Pittsburgh and Washington, D.C.

Make studies to overcome delays in existing schedules by changing makeups, limiting station work and eliminating unnecessary terminal shifting.

A check of passengers on trains is made to develop whether we have sufficient equipment on trains or whether we can reduce the make up.

A close contact is made daily with the Special Movement Bureaus at Chicago, Pittsburgh, Philadelphia and New York either by mail or telephone in programming special movements over the Region, such as Military trains, Convention parties, Tour parties - Boy Scout Jamboree, etc. This involves a close check of the consist of regular trains as to whether they can handle extra cars and checking schedules of extra trains so they do not conflict with regular train schedules.

Deal directly with the Passenger Train Masters, Road Foreman of Engines and Station Masters, regarding delays, etc.

Keep the two Districts familiar with consist changes currently, issuing the necessary information to all concerned.

Deal directly with Supervising Operator on issuing Time-table General orders for schedules and preparing the Spring and Fall Time-table.

Police the standees on through trains and avoid exceeding 18 cars on through trains, both items are reportable to theP.U.C. at Harrisburg.

Direct contact with two passenger car distributors in the Office of Manager of Passenger Train Service securing necessary headend equipment for Philadelphia to supply the Cuneo Press, Sears, Curtis Publishing Co., and the R. E. A., and coach equipment for Harrisburg and Philadelphia.

Handle various correspondence and phone calls regarding complaints of service, etc.

We are also subject to call for any emergency after office hours and that about sums up the most of my duties other than attending Staff and Safety meetings each month.

Are there any questions?

Question from Mr. Bennett.

What part does J. R. Bauer play in your organization?

J. R. Bauer originally started out as the Ass't. Supervisor Train Movements, Freight. However, with the amount of work involved in the passenger side and the numerous meetings to attend, it was necessary to have assistance, therefore, J. R. Bauer was assigned to assist in the Passenger Train Movement.

July 1, 1957
S. A. Nichols
Ass't. Supvr. Psgr.
Train Movement

APPLICATION OF LABOR REGULATIONS

It is somehwat difficult to know just where to begin a talk of this sort, and some beginnings could lead to discussion that would simply be endless.

As Yard Masters, you are in the dual position of being both subject to regulations of your own and also of conforming to regulations that govern those whom you supervise. In the exercise of your functions as a part of management, you assume the responsibility and obligation of dealing with regulations from the managerial standpoint--I think we can best begin by directing our discussion toward a better understanding of just what that means.

I think we should also start out with a realization that we cannot attempt to find answers to all of the questions involving individual situations and cases with which each of you are, or have been, confronted. If we undertook to do that there just wouldn't be enough time left for anything else. One of the specific purposes of conducting these conferences in the manner that we do is to get you far enough away from your day-to-day problems so that they will not take up the whole foreground and obstruct the widening of your field of vision. If we can get you to focus your eyes upon the broad panorama that we are trying to spread before you, we believe that you will be able to go back to the local scene and see it with a clearer insight than if we merely attempted to put <u>that</u> picture under the magnifying glass.

* * * * * * * * * * * * * * *

Of the regulations which you are called upon to learn and to apply, those governing the engine and train services are, of course, your biggest problem. You also come into contact with those of the Clerks, and to some extent, perhaps, those of maintenance of equipment employes. There are certain features which are common to all them, and likewise certain general principles of conduct which should be observed in dealing with all of them. The first principle, or fact, which it would be well to remember, is that all regulations are parts of <u>agreements</u>, and no matter how irritating or illogical some of them may seem, it is our obligation to apply them honestly and intelligently.

The Railway Labor Act imposes, upon both the carriers and their employes, the obligation of making and maintaining agreements and of endeavoring to dispose of their disputes and grievances on an amicable basis. The law imposes those obligations in the public interest. Long before it became a statutory requirement, however, wages had become a matter of agreement between management and employe representatives, and so had many rules with respect to what the wage would comprehend. Even though both the wage scale and the rules have become complicated, the basic concept of employer and employe reaching agreement as to the terms of hire has long been recognized and accepted as being good business. It also is a matter of good business that both parties abide by the terms of their contract, even if one or the other, or both, find that some of its features are not altogether to their liking.

Management has the <u>right</u> to expect and to require that the service which it pays for will be done--efficiently, effectively, economically and faithfully. It has the <u>responsibility</u> of giving intelligent direction and supervision, and the <u>obligation</u> of impartial administration of its rules and integrity in the fulfillment of its commitments.

We cannot cut corners without expecting that subordinates will play "follow the leader". We cannot shirk our responsibilities to our subordinates or ourselves without inviting imitation. We cannot induce respect for discipline if we ourselves disregard it and we cannot expect to stretch the rules, just to suit our own convenience, without finding that sooner or later they will snap back and hit us in the face.

We do not have to, and we certainly should not, take a defeatist attitude toward regulations, but we do have to be realistic in our recognition of them. We don't have to get scared and turn the whole place upside down when some fellow says, "I'll time slip you if you make me do that," but it doesn't make any kind of sense to deliberately do things that you know will evoke the payment of penalties. You do not gain much, either, by trying to put across a "fast one"; tactics of that sort almost always rebound, and in the end it usually costs many times whatever was saved in the beginning. Sometimes that cost takes the form of hard cash that we eventually have to pay out in settlement of accumulated claims; sometimes it takes shape in a new rule that imposes new restrictions of System-wide effect.

At this point I expect that you are getting ready to tell me that it is not the rules that trouble you as much as it is the interpretations. I've heard that one before, and I have said to myself. It is true enough that those rules which set fort a clear "yes" or "no" are not the cause of many claims, even though the latter do cramp your style. Rules of that sort are like mountain peaks that you can recognize a long way off. In between those hills lies that middle ground that is so often foggy and where you are most likely to go astray. Down in that valley there are both highways and by-ways, and in many cases the signposts are not at all clear. Since you will have to venture into that country from time to time, the best advice that I can give you is to follow the course that you really believe to be the right one. I think you will also find that there are more people living along that road who can set you straight if you will ask them for directions. You may slip sometimes, but you won't take as many hard spills, nor get stuck in the mud or all scratched up from the briers as often as you will by trying a path that you suspected to be the wrong one in the very beginning.

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Here are some of the ways that you can help us to help you:

When we do get a claim, under the regulations, we want to answer it just as quickly as we possibly can and we want to find the right answer, too. That way is better all around. If the claimant is entitled to his money, he ought to get it without a lot of unnecessary delay, and if the claim is the result of someone's misunderstanding of the rule, the sooner the mistake is pointed out, the less liklihood there is of it being repeated or copied.

In order to reach intelligent conclusions, it is imperative that those who have the responsibility of making those decisions are furnished with full information as to the circumstances and facts.

I said full information, and I mean all of the pertinent facts. That holds true with respect to time claims and matters which may eventuate in disciplinary action. It may be a natural tendency, but it is certainly not a helpful one, to present only such portion of the facts as may be convenient, and to overlook, ignore, or conceal those which might produce a different answer than the one you want. The chances are that if there are any damaging facts, they will come out before we are finished with the case, and it is far better to have them brought out in the very beginning. If you ever have the misfortune to become involved in personal litigation, your lawyer will insist upon your giving him your full confidence; without that he can't even tell if you are right or wrong. If he proceeds upon the false assumption that you are right and then finds out, half way through the case that there are a lot of bugs in it that he knew nothing about, it may well be too late for him to change his line of defense and then you will really be out on a limb.

Many claims, of course, involve honest difference of opinion as to how the regulations apply in an undisputed set of circumstances. You can't do much about those, and if we and the other party continue to hold our separate views, we shall probably have to get someone else to sit in and decide it for us. There are numerous other cases, however, where the decision would be clear if the facts were known, and those are the ones in which there is no excuse for a prolonged dispute. If the facts show that a claim is clearly payable, we are better off to pay it and get it behind us. The claimant and his representative will have more respect for all concerned, you included, and where there is mutual respect there won't be hard feelings. When, on the other hand, we have strongly relied on information that was supposed to be factual, it is something worse than merely embarrassing to be shown that we just didn't know what we were talking about. Paying the claim, then, will not always dispel a suspicion of possible bad faith.

The next matter that I would like to present for your consideration is one that I shall deal with very briefly. I do not think that it is the sort of thing that happens everywhere or often, but I do believe that a word of caution would be appropriate to this discussion. I urge that you do not let yourselves become involved in the sort of situation where you become obligated to someone in return for having solicited "favors" related to the application of regulations. You will always sleep better if you just play it straight.

As many of you know, your Crew Dispatcher occupies an important spot in the application of regulations. I think that most Crew Dispatchers know their job and do it well. They are good because they have got to be good, and that is the way you should try to keep it. The Crew Dispatcher in a large terminal has a busy job, and he has to work fast as well as accurately. It is highly important that he doesn't let people "get his goat", because once that happens, we have the stage set for trouble. There are lots of little ways and devices by which a Crew Dispatcher can "get even" with those who give him a hard time, but the fallacy of getting even is that each party wants to wind up one ahead, instead of calling it quits when they are even.

Only recently we finally settled a claim of several years standing which cost us a tidy sum of money in runaround claims. Reading between the lines you could very readily find the thread of a story of a grudge. Both of the individuals involved were wrong, but there was a failure to properly apply the rules and there was no getting around that.

There have also been instances where a very strong impression has been created that Crew Dispatchers let some men get away with murder, while others never get any sort of break whatever. I don't know whether there is a substantial basis for such impressions or not, but we cannot allow personalities to enter into the picture where the regulations and our business are involved. But—the Crew Dispatcher occupies a position of direct contact with, and exposure to, labor regulations. Remember that he represents <u>you</u>, and that you represent Management.

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Discipline is a subject which I think might be an appropriate one with which to conclude these remarks; not because of the mere fact that the word is found as the title of one section of the Schedule of regulations, but because it is the root of practically everything that I have discussed with you. Too often we think of "discipline" as having only the meaning in which it is used in the book, and completely overlook its broader scope. Wherever there is direction, where orders are to be given and executed, there must be an acceptance of responsibility on the one hand and the recogniation of authority on the other.

It is the smooth coordination of those two functions that constitutes Discipline, and when that coordination breaks down—as it sometimes does—then it becomes necessary to apply "discipline" in its corrective sense.

In any efficient organization there must be capable Leaders and there must also be willing Followers. Either is ineffective without the other. To be a leader and to be able to give orders with the voice of authority that commands instinctive obedience and respect, one must have first learned how to take orders. We sometimes say of a certain individual that "He is a born leader". I think it is more likely that he was well trained, or that he had an inborn sense of Discipline.

There are other manifestations of good discipline besides those of direction and execution. There is the personal discipline of habit and self control; the sense of orderliness and self respect; of friendliness and just decency. When we learn to cultivate discipline in its primary sense we shall have less need to concern ourselves with its punitive meaning.

And, the more we learn to accept our responsibility for the honest application of agreed-upon regulations--as a matter of good discipline—the less we shall be troubled by their penalty features.

July 1, 1957
J. C. Fink
Supervisor Labor Realtions

TIME TABLE AND ITS APPLICATION

Read anonymously written poem on "The Ballast Cleaner" since it was humorously written, the audience seemed to enjoy its "Railroad Language".

Explained how a Time-Table is compiled, directions for doing so are found in S.T.R.C. (System Train Rules Committee) Docket 56-8. Explained how Docket is conceived in meetings of Advisory Sub-Committee to the S.T.R.C. When it is compiled and "polished up", it is presented to S.T.R.C. who may pass it or return it to the Sub-Committee with further suggestions or recommendations. They then may be acted on favorably or may be rejected with an explanation to the S.T.R.C. as to cause for rejection. Finally, after both committees are on common ground the Docket is sent by the Manager of Operating Practices to the Vice President Transportation for final approval. The Docket gets its number from the year (1956) and this one happened to be the 8th Docket approved in 1956.

Explained how the Time-Table is handled with the printer so as to keep costs to a minimum. Schedules are printed in monotype (one space at a time) so they can be corrected more economically while the Special Instructions are set up with lineotype machines which prints a full line at a time.

Several things were explained as to manner in which the Philadelphia Region Time-Table is assembled, and the reason for some of the Specal Instructions.

The Seminar was then opened for any questions on the Time-Table and the application of any of the Operating Rules shown therein. Some interesting questions were brought up, discussed and answered.

July 1, 1957
J. P. Horbury
Supervising Operator

THE EMPLOYMENT PROGRAM

The main objectives of an employment program are:

1. Hire candidates who are able to do a competent job.

2. Hire candidates who are willing to work and want to make the PRR a career.

However, this is not always easy. Competition for capable workers is keen and mistakes made in the recruitment of new people are costly.

The objectives for hiring are:

1. Select and retain suitable candidates.

2. Screen out unsatisfactory workmen.

3. Increase the over-all efficiency of the work force.

4. Reduce the time and expense of training unsatisfactory employes.

5. Reduce absenteeism.

6. Reduce labor turnover.

7. Identify the man whose promotion potentiality is high.

8. Increase job satisfaction and improve morale.

How to reach these objectives:

This can be done by using a sound and workable employment program. This plan consists of the following:

1. Job standards of specifications should include such information as:

   (a) Title
   (b) Rate of Pay
   (c) Main Duties
   (d) Working Conditions
   (e) Physical Requirements, Educational and Experience Requirements

2. Recruitment - How to bring or attract people capable employes to our doors. Sources of labor supply are:

   (a) Furloughed employes.
   (b) Surplus labor points.
   (c) Railroad Retirement Board.
   (d) Labor Rep. - Chruches - Fraternal Orders.
   (e) Internal sources.
   (f) Educational sources.

3. Selection Process - the heart of the Employment Program.

   (a) Initial interview
   (b) Application blank and the analysis of the application blank. (Gaps in work record - reasons for leaving last job - military service - education.

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EMPLOYMENT PROGRAM: (Continued)

(c) Testing
(d) Principal interview.
(e) The reference check.
(f) Medical examination
(g) Sending suitable candidates to the department for final decision.

4. Induction Program - This begins the formal training of a new employe. (The induction questionaire for new employes was distributed for advanced information). The objectives will be reached by the following:

(a) It should get the employe off to the right start.
(b) It should acquaint him fully with the duties of his job, the function of the department, and give him an understanding of the operation of the Company as a whole.
(c) It should provide him with a precise knowledge of his place in the organization, and the lines of authority. In other words, he should know exactly to whom he is responsible in the fulfillment of his duties.
(d) It should inform him of his rate of pay, his working conditions, the benefits the Company provides (holidays, vacation, insurance, retirement, etc.), his promotion opportunities, and Company Rules and Policies that effect him or his job.
(e) It should give him thorough job training to assure satisfactory performance.
(f) It should inculcate in the employe a respect for safety, a knowledge of the rules and regulations that have been established for his own protection in the performance of his job.

July 1, 1957
R. H. Palmer
Employment Supervisor

PENNSYLVANIA RAILROAD

PHILADELPHIA REGION SEMINAR PROGRAM FOR TRANSPORTATION SUPERVISION

	Location	Starting Time (D.S.T.)	Subject Discussed	Speaker	Section
July 22	Room 253 30th St.Sta. Phila., Pa.	9:30 A.M.	Relationship between Sales and Service, and Transportation Depts.	C.R.Burr (Frt.Traffic Manager)	A
	Room 315 30th St. Sta. Phila., Pa.	10:30 A.M.	Car Service Dept. (1) Preparation of Reports (a) Passing (b) No-Bill (2) Car Service Reports (3) Tour of office	G.A.Sargent (Mgr. Car Service)	B
		12:30 P.M.	Lunch		
	Room 261 30th St.Sta. Phila., Pa.	1:30 P.M.	Function of the M. of E. Dept. in Transportation.	H. H. Haupt (Supt. M. of E.)	C
	Room 261 30th St.Sta. Phila., Pa.	2:30 P.M.	Relationship between the M. of W. and T.E. Depts.	L. W. Green (Regional Manager)	D
	Room 261 30th St.Sta. Phila., Pa.	3:00 P.M.	Industrial Development	A. J. Vonk (Mgr. of Industrial Development)	E
	Room 261 30th St. Sta. Phila., Pa.	3:30 P.M.	Scheduling of Freight Trains (a) Make-up (b) Power availability (c) Prior classification (d) Checking of trains Initial Relay	R. T. Bostley (Freight Train Master)	F
		5:00 P.M.	Adjourned		

RELATIONS BETWEEN TRANSPORTATION AND FREIGHT SALES & SERVICES

Twenty-five years ago my interest was kindled in the relations which exist between our departments, and you may get a chuckle out of what started the fire. As an apprentice, or cadet as I was officially called, I was directed by the Traffic Department to report the following morning to the Supervisor of Freight Train Movement in the office of the Superintendent of Freight Transportation. Dutifully, I found the man next morning and introduced myself. No words came from him immediately, but slowly and deliberately his eyes moved down to my feet, back up to my face, and then came my verbal welcome to the department in these words- and I have never forgotten them - "So you're from the Traffic Department - well just what in the hell good do you think you would be around here?" Later on, I might add, our relations were considerably improved and as a matter of fact, we became excellent business friends.

In speaking of relations, it occurs to me that there are some which don't concern us very much today, those that we hear about with labels like human, community and employee relations. They may be a part of or be affected by the relations between our departments, but we aren't here to discuss those. Neither are we concerned this morning with the type of relations that are known as domestic, intimate, conjugal, marital or sex. We are concerned with two other types or kinds of relations. I have divided those into the ones we want to avoid and the ones we want to encourage and nurse along. Those to be avoided would be the hostile, antagonistic, perverse, conflicting, doubting, suspicious and strained relations. You will agree, I am sure, that we should promote harmonious, truthful, genial, agreeable, diplomatic, sympathetic, amicable, friendly, healthful, frank, cordial and amiable relations.

I have said I thought you would agree with the types of relations to be avoided and those to be encouraged, but I have no right to make such an assumption, and with the logical and inquisitive minds that some of you have, you might well say "why". Why should we have good relations as opposed to bad; what difference does it make? All good questions, and one answer would be that there is evidence that our Company believes it a desirable atmosphere for us to work in. For instance, in the outline of duties for a Freight Traffic Manager, I am directed as follows: "See that the Manager, Freight Sales & Services, maintains the right relationships with system and other regional officers." In the outline of duties for a Freight Train Master, the statement is this: "He works closely with M. of E., M. of W. and Freight Sales & Services departments to establish a smoothly operating transportation organization." As to the Assistant Train Master, the outline of duties states that he has the same functions as the Train Master, but is confined to his geographical area. And if we look at the outline for Freight Sales Representative, we find among his duties this directive: "Maintain close relationship with P.R.R. personnel in assigned territory...." It is pertinent to note, too, that every outline of duties and responsibilities, regardlesss of the department, carries a heading entitled, "Relationship with others in the Organization". No matter how it's said, it is obvious that we are expected to deal with one another; we are being directed to maintain "right relationships", to "work closely with", to "maintain close relationship with" which are just other ways for our management to say that they believe cooperation, coordination and team work will get the best results for the entire Pennsylvania Railroad, and the various interests in it. I doubt that any of us here would argue the point - we all agree that the best results come from joint effort and joint effort is nothing more than those in our respective departments working together in the interest of our employer. We might go further and say none of us can carry out his responsibilities without good relations with those in the other department. Looking at the job assignments again, I find that the Manager of Freight Sales & Services, for whose efforts I am responsible, is to "Establish intra-regional freight train schedules and consists, and make recommendations for inter-regional schedules and consists in collaboration with the Superintendent, Transportation."

Further, he is to "Appraise the quality of all features of freight service within the region and work with other regional officers, in the maintenance of established standards of service". The Superintendent Freight Stations, who reports to the Manager, Freight Sales & Services, is directed to "maintain records measuring the quality of service at freight stations and see that service meets the established standards of quality". Additionally, he is directed to "see that transportation officers are kept informed regarding the manner in which cars are placed after arrival and dispatched upon unloading and loading, and follow up instances of recurring delay until corrective action is taken". The District Sales Manager, who reports to the Manager of Freight Sales & Services is told to "Appraise quality of P.R.R. freight service, point out failures in meeting established plan of service, and recommend basic changes in road and switching schedules, car supply and facilities needed to improve PRR participation in potential traffic". On the other hand, the Superintendent Transportation is told to "maintain required standards of freight service to shippers and consignees and to "see that empty freight equipment is distributed to shippers in an equitable manner" as well as to "Represent the Company as a member of the Railroad Contact Committee of the Shippers Advisory Board located in the Region". The Freight Train Master and the Assistant are told to "Maintain satisfactory service to shippers and consignees". And so it goes. We are all told that we have certain duties to perform which we cannot do successfully without the help and cooperation from those in the other department.

It seems safe to believe that we know what relations are, what kind we want between our departments, and that we want good relations not only because the management thinks well of the idea, but even more importantly, the idea just simply makes good business sense.

But maybe we should look more carefully at why it makes good business sense. Perhaps we should go back to the question of why the PRR is in business. The answer is pretty obvious, that we are in business to make a profit out of moving people and goods, because they have the desire to be moved. Now to make a profit, we have to have volume - or going further, we have to have volume to stay in business, and if we don't stay in business, the results get mighty grim - there ain't no pay check any more. Now to get volume, we have to move these people and their goods, as well or better than anyone else can do it or they won't buy our service. Recently, the Vice President of one of the large industries in this country was asked to talk at Mr. Symes' staff meeting. You will be interested in some of the things he said. At one point in his talk he quoted a letter from one of their customers, who said that because of 13-day rail service from Oakfield, N.Y. to Greensburg, Pa. that he was no longer a customer - he could buy satisfactory material from someone else and get it faster. That took $7,000 out of the shipper's till in six months, and some more out of the PRR cash register. The Vice President doing the talking said; "You can't sell me that sort of service because I can't sell it to our customers". He went further, however, and said there were other things we needed to do in addition to speeding up service. He felt that dependability of service was more important than speed alone for his business. Those comments concerned time in transit, but look at some of his other points: You should make it possible to reach freight service people by telephone without delay. We are annoyed and people in my department are getting a bad impression of the PRR because of their annoyance. We like courteous treatment, and we want to be assured, when we present a problem, that it will be handled to a satisfactory conclusion without the necessity of a follow-up. We do not trace cars, but we do have occasion to expedite and the railroad needs a system to make expediting effective. We want the railroad to treat our problems on a permanent rather than a temporary basis. We should not have to go back to the railroad time and time again with the same old headache.

Gentlemen, that buyer of transportation was saying I buy time in transit - yes, but I buy other services too - telephone service, courtesy, organization, reputation, thoroughness, the willingness to do something extra and I challenge you to tell me how we can satisfy that customer and give him those things which he says he can buy from someone - how can we satisfy him except by our team-work, and the efforts of those in both of our departments having a relationship which will produce a PRR product that meets his needs.

That is just one example of how good relations make good business sense.

The fact that a good relationship between our departments makes good sense probably accounts for the fact that generally it is good - at least from my viewpoint. But the relationship won't remain good if we don't do anything to make it so. By example, by deed and by teaching we must lead the new employee into this way of thinking.

There has been a change in the attitude of people in our respective departments toward those in the other. I doubt whether this general change in attitude just happened; I think the seeds of the idea were planted some years ago, and from time to time they are watered and fertilized. Perhaps the beginning was sending traffic department cadets to transportation and sending transportation apprentices to the traffic department. At least those of us who had the benefit of that training came away with a little better idea of the problems being met by the other department. And perhaps the fact that a traffic department man became President of the Railroad brought some additional thinking along the line of compatible co-existence. Not so many years ago, a lot of people, possibly some of you, took courses in human relations and possibly that had some effect, too. A few years ago, 800 or 900 agents attended a one week course at either Purdue or Penn State and during each week, relations with other departments including transportation was discussed. That, too, probably made some people think - both the railroad speaker and the listeners. For 38 weeks, I conducted a one week course for District Sales Managers and Freight Sales Representatives. It had to do with salesmanship. Maybe you would like to hear what I said to thm - it went something like this:

Contribute as much as you can toward cooperation, team-work and understanding the Pennsy system. Your position (remember I'm talking to Freight Salesmen, now) gives you a broader outlook on the over-all problems facing our railroad than many employes are able to obtain. You see rate problems, transporation problems, engineering problems, billing problems and so on. You freight salesmen can be of great service to our railroad and to its customers by attempting to correct the weaknesses you observe. But the task calls for the utmost diplomacy. It is the most difficult kind of selling job. We call it "internal salesmanship"- that is selling the people inside the railroad - sometimes in your own department, but most often in another department. It's a difficult sales job because it's based on intangibles and involves such things as prejudices, jealousies, pride, unwillingness to be bossed around and frustrated ambition. I told these salesment that they could not sell every employee on this idea of cooperation and to forget about the fellow who is just "impossible". It was suggested that they concentrate on the vast majority of men in transportation who are essentially cooperative and susceptible to persuasion. They were told to forget about coercion or bulldozer methods, and that the only admissable method of selling cooperation and understanding was to develop a fertile field for it. This could be done by gaining some understanding of the transportation man's job and the actual limitations under which he works. In addition, the salesman needed to know something about that transportation man's personal likes, dislikes and problems. We concluded that this selling job inside the railroad was based primarily on friendship and mutual respect and certain suggestions were made as to how that might be accomplished with the idea that they could convince transportation employees that the full cooperation of all our ecmployees is needed before we can successfully meet our competition.

Since then Sales & Services people have been invited to speak at other meetings of transportation people; some of you may have listened to me expound over at the Sherwood a year or so ago. Last May, your Superintendent of Transportation talked to a group of Agents out at the Paoli Inn one night and on another occasion talked to a meeting of all our Regional District Sales Managers. Freight Representatives and the Agents at larger stations. These exchanges of ideas and viewpoints can only stimulate our thinking, regardless of department, and result in better relations between us.

Bringing things up to date, many of you know that twice a month, the Superintendent of Transportation, the Trainmaster and Assistant Trainmaster, sit down with me, the Manager of Freight Sales & Services, the Assistant Manager of Freight Sales & Services and the District Sales Managers to discuss a series of train service subjects with the idea that by improvement, business can be retained or new business can be secured. Occasionally, some of the transportation people who are not familiar with the background of these meetings have referred to them as "the gripe session" or "the complaint meeting". I can assure you that both ideas are wrong. The only purpose is to show the results of our checks of the train service and determine whether improvement can be made, whether our service can be made competitive with what some other transportation company is doing, whether it can be made more saleable and thus provide the means of adding some cash to the till. In between meetings, specific shipper problems arise frequently enough that Mr. Dorwart and I find occasion to sit down together every day or so in an effort to find a solution. Sometimes the solution is easy and cheap, sometimes it costs transportation money and the shipper's request is satisfied. In other instances, it either appears impossible or overly costly to do precisely what the shipper wants. In such event, we decide what our company can do and it then becomes the Sales Department job to convince the customer that we are willing to do a good job for him even tho' it may differ somewhat from the original request. There has to be some mutual understanding of each other's problems; there has to be a willingness to keep an eye on the ball - that is what is good for the railroad not only for today but also over the long range by both participants in the discussion. Evidently Mr. Dorwart and I, as well as lots of others, are doing that because I have no worry over being contradicted by him when I say that our relationship is excellent. We have been dealing with each other on these problems for a long time; I can't recall a raised voice in any instance despite the fact that we haven't always started out with the same viewpoint, but we have in every instance arrived at a logical conclusion which we both believed to be the best for the PRR. That, it seems to me, is doing our respective jobs.

I have talked a long time about how and why I think we should get along together. I haven't yet thanked you for your cooperative effort in the clean car campaigns or your efforts to prevent loss and damage. I haven't made any comments about memo or card billing; I haven't asked you to particularly see that the junction point is observed on loads to be handled by another railroad; I haven't asked you to tell us in advance when switching and local schedules are being revised and I haven't reminded you that when our customers call you on the telephone, you are establishing their opinion of the entire Pennsylvania Railroad, and I haven't asked you to see that consists are always teletyped and done quickely and properly. All of those things would take another half hour or so, and I realize there are a lot of other important subjects on the docket for today. Being reminded of the old farmer's advice to the public speaker that he ought to let go the handle when he's through pumping, I just want to leave this story with you: A woman was hiring a new maid and asked the applicant whether she could serve company. The maid said, "Yes mum, both ways". "What do you mean" asked the puzzled one. "Well", says the maid, "I can serve 'em so's they'll come again or so's they'll stay away".

Lets' our serving be so's they come back!

July 22, 1957
C. R. Burr
Freight Traffic Manager

CAR SERVICE DEPARTMENT

The present per diem rate is $2.75. This means that for every day that a foreign railroad owned car is on our rails we are obligated to pay the owner this amount.

In order to be sure that we collect from foreign railroads the per diem which we are due, and in order to pay the proper amount of per diem which we owe them, accurate records must be maintained of the movement of all cars on our line.

At the present time the Pennsylvania Railroad owns 170,393 cars, and the railroads of the United States together own 1,730,000 cars.

The above figures will give you some indication of the enormity and the importance of accurate car records.

Foreign Cars:

When an agent or clerk of a foreign road places a foreing car number on an interchange report, covering a movement from his road to ours, we must immediately start paying $2.75 per day to the owner of this car. We continue paying this amount for each day until we receive an interchange report prepared by an employee of the Pennsylvania Railroad on which this same number is reported as being delivered to a foreign road. You can immediately see the consequences to our road if an improper number is placed on either of these reports.

Therefore, all errors in interchange reports must be resolved in order to make it possible for us to pay and collect the proper amount of per diem. Corrections are made by issuing the proper interchange correction, properly authenticated by whoever issues the interchange originally. Corresponding correction then must be made in this office to the record and possibly the per diem reports, resulting in unnecessary clerical work.

Junction Reports:

When we receive an interchange report showing cars leaving our line we must, within forty-eight hours, prepare a report for the owner of each foreign car on that interchange report advising him the date and the railroad to which we have interchanged his car. This is known as a "Junction Report" and upon receiving this report the foreign railroad will not hold us responsible for the per diem due on this car after the date of interchange.

Pennsylvania Railroad Cars:

From various reports which are forwarded to this office, and from the junction reports we receive from foreign roads, we maintain a record of the location of all P.R.R. cars. From this record we determine how much per diem is due us from each foreign road in order to check their per diem payments and see that all per diem is included.

Private Cars and Certain Railroad Owned Refrigerator and Tank Cars:

Cars owned by private industries and cars other than railroad owned, as well as certain railroad owned refrigerator and tank cars, are not paid on a daily basis but on a mileage basis, the rates ranging from six mills to four and three-quarter cents per mile, loaded and empty.

Private Cars, etc.

In order to determine the mileage due each of these companies we must maintain an accurate record of the movement of these cars in road and yard service on our railroad. This information is taken from interchange reports, wheel reports, and ship reports.

It is essential that all wheel, interchange and shop reports be sent promptly to this office in order that our records at the end of a month will include all movements on our line of foreign and privately owned cars as all late reports must be entered manually in the record, and corrections made in per diem and mileage statements. In the case of foreign railroad owned cars, delays and errors in the payment of per diem result in penalties ranging from fifteen to sixty cents in addition to the per diem rate for each car each day.

Passing Report:

With present day competition from trucks, barge lines, pipe lines and air lines good service includes prompt tracing of cars. We are obligated to furnish this movement information promptly to our Sales and Service offices if we are to keep our shippers satisfied and retain and attract more business.

The Pennsylvania Railroad has the best passing report procedure of any large railroad in the United States for providing the Sales and Service offices with this information quickly. We are in a position to provide this information to our Sales and Service offices as little as four hours after dispatchment of a car from a terminal.

Teletype consists which are sent from our major reporting yards through the system are received in our telegraph office (PH-24) where perforated tape is produced for each consist. This tape is converted into I.B.M. cards which automatically punch the header code information on each card, as well as car initial, number, whether loaded or empty or special equipment, and the zone information.

At approximately every two hours, on a twenty-four hour basis, these cards are sorted by zones, by car numbers, converted back to tape and teletyped to our Sales offices throughout the country. This puts in the hands of our Sales and Service personnel from San Francisco to New York approximately fourteen reports per day, and containing all cars originating or terminating within the jurisdiction of their Sales and Service office.

At the close of each day all cars reported during that day are gathered together and sorted by car number, without regard to zone, including all empties, loads and special equipment, shop reports, no bill reports, and a jumbo record is printed, one copy of which is mailed to each region the following morning for the use of our trace bureaus.

Advantages Due You As An Operating Man Of This Passing Report:

1. Eliminates many telephone calls from trace bureaus and Sales and Service offices to our yards in search of cars.

2. Provides a better service to our shippers than any other railroad provides. It enables us to quickly find cars which have been mishandled or which have become separated from bills.

CAR SERVICE DEPARTMENT (Continued)

Advantages Due, etc.

Here again we must stress the importance of accurate reporting. Consists sent late, thereby failing to make today's report, cause numerous telephone calls by our Sales and Service people to locate cars. Incorrect reporting causes the same results and, in addition, requires that consists improperly prepared must be manually key punched in this office. Furthermore, since these consists are being used more and more by yards for various information and planning by our operating personnel they must be accurate.

Instructions in effect state that these consists must be sent within one hour after departure of the train, and we must actively push this phase of the work until this is accomplished.

No Bill Report:

Teletype consists showing bills without cars and cars without bills are reported to this office each day prior to 6.00 P.M. I.B.M. cards are cut from this tape, sorted by car number, and all bills without cars and cars without bills that are matched are pulled out and the yards reporting these cars are notified.

We in this office are helpless to assist you in disposing of no bills and extra bills if either party holding the car or party holding the bill fails to report to this office promptly.

Don't delay reporting of either of these items as you are only delaying the car twenty-four hours in doing so.

Home Route Information:

If you have a Rule 2 car or a Rule 3 (other than box) surplus in your territory empty, and you cannot make dispostion because you lack the 708 card, do not hesitate to wire this office for home route information. In a very short time we can determine from our records the record rights of these cars and give you disposition. However, the time to get this information is when the loaded car is received in your territory.

If a 708 is missing, make one! Then these calls will not be necessary.

July 22, 1957
G. A. Sargent
Manager Car Service

FUNCTIONS OF M. OF E. DEPARTMENT IN TRANSPORTATION

A good many people sometimes think of the Maintenance of Equipment as a necessary evil - and perhaps we are just that! However, after a discussion of some of the various duties of our department, I think you gentlemen will better understand just how necessary the M. of E. Department is to the continued safe and suitable operation of our railroad.

The duties and responsibilities of the Superintendent of Equipment:

Reports to: Regional Manager

Major Duties and Responsibilities:

1. Direct repair and maintenance of all motive power, car, and other equipment in his region to insure adherence to authorized standards and practices.

2. See that equipment inspection and servicing points and repair shops (other than heavy repair shops under the jurisdiction of the Manager, Heavy Repair Shops) in his region are operated efficiently and in line with established maintenance policies and methods.

3. Direct the shopping of motive power and car equipment so as to provide adequate serviceable equipment, in good repair for safe operation, for the service requirements within the region.

4. Report locomotive, car, and other equipment failures in the region, as required by regulations, and make recommendations designed to eliminate cause of failures.

5. Report condition of specific equipment in the region, with recommendations on repair, retirement, or replacement.

6. Direct the improvement of work methods and evaluate recommended improvements in facilities and maintenance tools and equipment.

7. Analyze maintenance costs and direct appropriate action where costs are out of line.

8. Make recommendations as to changes, modifications, retirement, and new equipment inspection, maintenance, and repair facilities, shops, and machinery within his jurisdiction.

Relationship with others in the Organization:

A Superintendent, Equipment, deals directly with System officers and other regional officers on matters of routine work. He accepts responsibility for all decisions relative to equipment maintenance within the region unless he takes the inititative of referring System instructions to the Regional Manager. He requests assistance from the Regional Manager, when needed, to secure System action on regional matters. He collaborates with the Superintendent, Transportation; Manager, Freight Sales and Services; and Regional Engineers on equipment requirements, detailed shopping schedules, special maintenance requirements, protect-equipment necessities, loading and clearance restrictions, and matters of joint or community interest. He collaborates with the officers of other regions and the Manager, Heavy Repair Shops, on matters of mutual interest.

Relationship with others in the Organization: (Continued)

Included in this category are the Enola, Camden, Tidewater, Park and West Philadelphia Power Plants and also those facilities owned by the P.R.R., but operated by contractors such as the coal and ore docks and grain elevators.

Recently arrangements had to be made for an immediate replacement for a failed shaft on one of the ore unloaders at Pier 122, also failed gears. Since the equipment manufacturer could only give an extended delivery date on a replacement shaft, an order was placed to obtain same from Altoona Works so as to return this vital piece of revenue producing equipment to service. Before manufacturing this shaft the design was changed to eliminate the cause of failure and to give better shaft life in the future. In the case of the failed gears the design also had to be changed and one gear and pinion had to be shrouded to continue in service account long delivery of new gears. These changes and improvements are just some of the details worked out by the Superintendent of Equipment and his staff.

Recommendations are made on any desired changes, modifications, or retirement of existing facilities and suggestions on the acquisition of new facilities. The Superintendent of Equipment directs the improvement of work methods and procedure and checks that the shops in the regions are operated efficiently, and in line with the established policies.

Constant analysis of maintenance costs is necessary to keep those costs from getting out of line in this day and age of rising material and labor charges.

In order to provide adequate equipment in good repair to insure the safe operation of the railroad, it is the duty of the Superintendent of Equipment to report the condition of the equipment with his recommendations as to repairs, retirement and/or replacement.

Equipment failures must be reported giving all the details with any recommendations on how to eliminate the cause of failure. To correctly report equipment failures and recommend ways to overcome these failures, specific and accurate reports are necessary from those persons who operate and use the equipment. In this way you of the operating departments, by insisting on proper reporting from the personnel under your jurisdiction, can help the M. E. Department to maintain the equipment in the best possible condition at the least possible expense. It is mainly to your advantage that complete and intelligent work reports are filled out so that the M. E. employes can best understand what type of repairs are necessary or desired.

At the expense of repetition, some of the duties of the Superintendent of Equipment bring him in more direct contact with some of the other departments assembled here today. He cooperates with the Superintendent of Transportation, the Manager of Freight Sales and Services, and the Regional Engineer to compile equipment requirements, shopping schedules, and necessity of protect equipment. Special maintenance requirements are discussed and various loading and clearance restrictions worked out. Contact is made with officers of other regions and the Manager of Heavy Repair Shops to handle problems of mutual interest.

Besides the various contacts with Pennsylvania Railroad personnel, I (H.H.H.) have served for over 16 years as an active member of the Committee on Wheels of the Association of American Railroads. One of my "pet" projects during the last 10 or 12 years has been to urge the development of the cast steel wheel for freight cars to replace the chilled iron wheel which on March 1st was approved as an A.A.R. standard cast steel wheel. The cooperation of the member railroads and the various suppliers plus the constant work of the A.A.R.

Relationship with others in the Organization: (Continued)

Committees means better railroading for everyone through improved products and techniques. Since leaving the Committee on Wheels, I have been a member of the A.A.R. Committee on Journal Roller Bearings, particularly their application to freight cars. It might interest you to know that 32,000 interchange freight cars are now so equipped.

One of the many responsibilities of the M. of E. forces is the maintenance and repair of locomotives.- Diesel, Electric and Steam are maintained on the Philadelphia Region. The I.C C. has certain rules and regulations which cover the daily, monthly and annual inspection of these locomotives. One of the requirements is that each locomotive in service must be inspected after each trip or day's work and any defects found reported on the appropriate M.P. 62 form. Plain M.P. 62 is used for steam, M.P. 62-E for electric, M.P. 62-DE for Diesel, and M.P. 62-MU is the daily inspection form used for M.U. cars. Recently a new form M.P.-62-DE-Revised was put into effect in order to satisfy this I.C.C. Rule. The I.C.C. Inspectors were taking exception to the fact that locomotives (such as those used in the Diesel freight pool) were not being inspected after each trip or day's work when enroute on through trains. This revised M.P. 62 form provides an original copy for the location where the crew is changed and a carbon copy to continue with the locomotive to its destination. The M.P. 62 form shall show the unit number, place, date and time of inspection, the defects found and the signature of the employe making the inspection. Upon receiving this M.P. 62 report, the M. of E. employes make the necessary repairs, which would effect the safe operation of the locomotive before returning it to service. There are several reasons why all the items reported may not always be repaired on a daily basis. First, is the matter of having power available to meet the assignments. Second, is that some jobs require more extensive planning account of material needs or heavier repairs that are best done at monthly inspection period and the work passed up does not affect the safety and suitability for service.

Once every 30 days the I.C.C. requires that a locomotive be thoroughly inspected and necessary repairs made as prescribed by the rules and regulations. At this same inspection it is also necessary that a form M.P. 162 be filled out and one copy kept in the locomotive cab, one filed with the I.C.C. and one kept in the office of the railroad. At this time certain routine items of preventive maintenance are performed, such as the cleaning and checking of motors and generators and the renewing of worn brushes. The switches and electrial contactors are cleaned and checked and tests and meter readings are taken on cab signal apparatus to insure that it is functioning correctly. The I.C.C. requires that an M.P. 362 form be made out showing the results of these tests and the meter readings before and after any adjustment. Engine air intake filters and lube oil and fuel oil filters are cleaned and/or renewed on Diesel locomotives. Pistons are checked for broken or worn rings and air boxes and exhaust ports are cleaned out. Running gear is carefully inspected for such items as broken springs or springs that are loose in the band and pins or equalizers that have any cracks or hard wear which would make them unfit for service. Brake beams, hangers, and pins are checked for cracks or wear, worn brake shoes are replaced and piston travel is adjusted within specified limits. Wheels are checked for thickness of tread, flange height and thickness, condemnable flat spots or shelling, any cracks or fractures, and whether the wheel fit is tight on the axle. When renewing or turning wheels, the size must not vary more that 3/32" in diameter when mounted on the same axle. Additional care must be taken to match pairs of wheels that are used in the same traction motor circuits to prevent undesirable slip relay action. Free lateral movement of wheels and boxes, center plate and side bearing clearances and coupler height and knuckle to guard arm distances must be within prescribed I.C.C. limits. Drawbars and pins (including coupler pins) must be examined every six months and lost motion in the drawgear must be maintained within the maximum allowed by the I.C.C.

Relationship with others in the Organization: (Continued)

Pilots and all other parts of the locomotive except the wheels shall be at least 2-1/2 inches above the top of the rails.

A system of engine repair control through spectrographic analysis is used on our railroad. Spectrographic analysis makes use of the breakdown of light into its wavelengths or colors, which is how a rainbow is formed by the sunlight shining through droplets of water in the air. It also uses the fact that metals when burnt give off a particular wave length of light. Combining these two factors, the spectrograph is used to analyze the lube oil samples from Diesel engines. The presence of certain metals gives an indication that a particular part, such as a bearing or wrist pin bushing, is worn through its protective coating and should be renewed, or perhaps will indicate a water leak into the oil system. The results of the spectrographic analysis are sent to the enginehouse where the locomotive is maintained and the condition indicated must be located and corrected. In some cases it is very difficult to locate the trouble; for instance, an internal water leak, or which wrist pin bushing is causing the trouble on a 16-cylinder engine.

A more recent arrival at the enginehouse is a device called the Ultrasonic Reflectoscope, which is used to test axles without removing them from the locomotive. This device makes use of the fact that sound waves in an uncracked axle will give a regular wave form, while any crack will show up as an irregular wave. The wave form is put on a picture tube for ease of interpretation, and through the use of this machine faulty axles are caught when the cracks first begin instead of after ultimate failure.

Air brake apparatus must be cleaned and tested at periodic intervals and the dates recorded on the M.P. 278 form. The maximum time interval between cleaning and/or testing periods varies from 3 months for such items as air guages and compressors, 6 months for valves such as distributing or control valves and triple valves, 12 months for hydrostatic test of main reservoir and every 18 months for hammer test of main reservoir.

Once per year a Di-Electric test must be made by applying a specified higher voltage to the various electrical circuits.

In addition to those items already mentioned, certain other requirements must be adhered to in relation to the boilers or steam generators used for steam heat service and still more requirements for steam locomotive boilers. The boiler must be washed, gauge cocks and water glass cleaned, and staybolts checked once per month. Steam gauges and safety valves must be inspected and set every three months and once per year a hydrostatic test of 125% of working pressure must be applied to the boiler. If boiler has staybolt caps, they must be renewed every 24 months, flues every 48 months and lagging removed at 60 month intervals.

This general information gives some idea of the rules and regulations which govern locomotive maintenance. It also gives you gentlemen a further picture of the operation and the rules and regulations with which the M. of E. Department must live and furnish equipment, properly inspected and meeting all I.C.C. requirements.

Another of the main responsibilities of the M. of E. forces is the maintenance and repair of freight, passenger and M.U. cars. On April 1, 1956, the M.U. electric cars came under the I.C.C. Rules and Regulations very similar to those which govern the inspection and repair of Diesel Locomotives. These new I.C.C. Rules and Regulations are referred to as Ex Parte #179, which was how the hearings before the I.C.C. were docketed.

Relationship with others in the Organization: (Continued)

Even though the new rules are similar to those governing Diesel locomotives, there are some important differences in the length of cleaning and/or testing periods. Air compressor orifice test period has been set at every 6 months instead of every 3 months and most air brake valves need only be cleaned and tested at 15 month intervals. Main reservoirs need only be hydrostatically and hammer tested at 24 month periods instead of the 12 and 18 month periods now required on Diesel locomotives. Daily inspection is still required and the engineman and car inspector use the M.P. 62-MU form to report any defects or cab signal trouble. The conductor uses the M.P 217-A form to report any defects he finds on the MU cars and the car inspector makes his report on the M.P. 277 form. The car inspector is also required to make a notation of his inspection once each 24 hours on the M.P. 298 form which is fastened inside the electric cabinet door. This inspection and notation is generally made on 3rd trick, when the cars are laying over at their outlying points.

Other passenger cars are inspected at each location where trains are dispatched or terminated. Trains are also inspected enroute at division points where crews are changed or where the train consist is altered. In addition to these inspections, at most of the stations, protect men are available to make emergency repairs on through trains. On any of the through or fast turn-around trains, the operating personnel can possibly avoid train delay if they will notify the next station or division point of any major troubles. This information when relayed ahead to the M. of E. forces should be accurate and contain the proper car or locomotive unit number and a description of the trouble. This will enable the properly qualified M. of E. personnel to begin checking the trouble spot as soon as the train arrives in the station, giving the maximum amount of time to secure parts and make necessary repairs. If repairs cannot be made, the operating departments will be notified more quickly and substitute equipment can be arranged. Time to make proper repairs is something the operating departments should allow the M. of E. people - without the necessary time a job can only be half done and this type of work is unsuitable to all concerned.

The actual inspection of freight and passenger trains is usually arranged so as to complete the inspection job in the least amount of time. For instance, if two inspectors are used, starting at the center they will work opposite directions, inspecting down one side, around the ends and up to the opposite side of the train. Journal boxes are checked for running heat and in friction bearing boxes for any indications of waste grab, proper amount of oil, and whether waste is set properly. The wedge and brass are checked to see if in proper position and journal box lid must close tightly. Pedestal cap nuts must be tight. Wheels are watched for broken or worn rims and flanges, slid flat spots, shelling or built up tread. Thermal cracks are particularly dangerous because they may lead to further cracking which might allow the wheel to become loose on the axle or break entirely. Brake rigging is checked for badly worn or missing shoes and for misalignment of shoes which has been found to be an important factor contributing to wheel failure. Rod eyes and fulcrum pins are inspected for being worn or broken and any missing pins or cotter keys are replaced. Safety hangers that are bent, broken or not fastened properly should be repaired as failure of these items are prone to trip the dragging equipment indicator which will cause train delay. Center plates must be fastened securely and correct side bearing clearance is a must. Springs must be in place and not broken and truck and end castings as well as center and side sills must be watched for cracks or weak spots. Couplers and draft gears, including carrier irons and draft gear pockets, must be checked carefully. Box, hopper, and refrigerator hatches and car doors must be checked to see that they open and close properly and lock securely. Special attention must be paid to hopper car tie bars to decrease the number of accidents resulting from car sides bulging and fouling adjacent tracks. Height of coupler must be within the limits specified.

Relationship with others in the Organization: (Continued)

Brake hose must be checked for excessive wear at coupling head, leak at gasket, and for any cracks, wear or soft spots which may cause a failure. Cut-out cocks are watched for worn stems or excessive leakage through cocks which might make them unsuitable for service. Cars must be taken to see that cut-out cocks and hose are properly aligned for coupling. The brake pipe and all connections and parts, including the retaining valves, control valves and triple valves, must be checked for leaks. Piston travel is adjusted within proper limits and automatic slack adjusters must be set so they can correct slack when necessary.

It is a familiar sight to see the car inspector working down along the train. In days past it was the custom for car inspector to knock with his hammer against the wheels and other car parts. It is quite often wondered if he actually knew what he is doing. Hence the term "car knocker". One woman explaining to another that her husband was a car inspector was asked, "But what does he do?" She replied, "He hits the wheels with a hammer, and if a piece doesn't fall out the car is O.K." So you see, gentlemen, his wife knew what he was doing, even though some of us might sometimes wonder about it. Seriously though, by the ring of the steel wheel with hammer one could tell if wheel was cracked.

Inspection of all steps, platforms, and doors, including the door catches and handles, is an important item pertaining to passenger safety. In addition to the aforementioned items, a check is made of car electrical equipment including the generator and its drive mechanism, the regulator, and the various control panels. Lighting switches and fixtures are checked for proper operation and burnt out lamps are replaced.

Batteries are an important item on passenger and Diesel-electric locomotives. They must be capable of furnishing the necessary power for lighting and/or air conditoning purposes when the car is not moving, and in the case of Diesel engines, must be capable of furnishing the necessary starting power. Electrolyte must be maintained at the proper level and correct acidity checked to see that the batteries are in condition to carry the load. Recharging is necessary for those batteries that become weak, and if not capable of being recharged they must be renewed.

One of the most important items pertaining to passenger comfort is the proper functioning of the air conditioning system. To insure proper functioning of this system means a check of the compressor, motor, drive, and condenser units, and should also include checking the blowers and thermostats which control air flow and temperature. Steam heat lines, valves, and fittings must be maintained properly and steam heat connectors must be checked carefully at the flexible joints and at the coupling for either worn gaskets or bad coupling lugs which might cause the connectors to become uncoupled in transit and possibly cause some train delay. Water tanks and their associated piping, including the hot water and water raising systems, must be operating properly. Dining cars require special attention because of the extra three refrigerating systems necessary for the preservation of beverages, regular food and frozen food; the required ranges for cooking, and the dishwashing machine. All this electrical load means a larger or more complicated electrical system with increased maintenance of the various components.

All cars and locomotives used in interstate commerce are governed by the United States Safety Appliance Law, which sets up specific requirements for such items as hand brakes - the size, construction, location, and manner of application of the brake wheel and shaft, including the size and taper of the square fit at the upper end of the brake shaft, the size of the links in the brake chain and the permissible material from which they can be made - even to the size of the rivets or bolts to hold the top brake shaft support.

Relationship with others in the Organization: (Continued)

Other items controlled under this law are running boards, brake and sill steps, ladders, handholds, and uncoupling levers as to their size, construction, location, and manner of application. Certain variations are necessary so that the different type cars or equipment will conform to these Safety Appliance Laws. Specifically mentioned, with the necessary details and appropriate drawings, are box, flat, high and low side hoppers and gondolas with and without drop ends, cabooses, tank and passenger cars. The cabooses and passenger cars are separated according to the type of platforms and tank cars according to various side and end sill combinations. Locomotives and tenders are treated separately according to whether they are used in switching or road service and coal-fired steam locomotives must be equipped with an approved type of ashpan in addition to the other items required. Perhaps one of the most important sections of this law is the requirement that on any train operated in interstate commerce, at least 85% of the brakes must be in working order and under the control of the engineer of the locomotive drawing the train.

The penalty for permitting any car to be used or hauled on its line which does not meet the requirements of this act makes the carrier liable to a penalty of $100.00, for each and every such violation. If the equipment becomes defective while enroute, it may be hauled from the place where it was first discovered to be defective to the nearest available point where the car can be repaired without the fine being imposed, provided the movement is necessary to make repairs.

At the present time there is a movement afoot for consideration by the Senate of increased control over train braking requirements through the passage of additional laws pertaining to this subject. The rules governing train brake requirements, with the exception of the 85% braking rule, are those formulated jointly by the Bureau of Safety and Locomotive Inspection of the I.C.C., and the Committees on Safety Appliances and Brakes and Brake Equipment of the A.A.R. The present arrangement is for the I.C.C. to "cite" a railroad when found not complying with these rules on maintenance of air brake and air signal equipment.

On the Pennsylvania Railroad these "citations" are taken in a very serious manner and every effort is made to avoid their necessity. Full cooperation with the personnel of the I.C.C., and/or A.A.R., is extended and various corrections are made where necessary or desirable.

The A.A.R. Rules for "Maintenance of Air Brake and Air Signal Equipment" specify that the train must be charged to within 10 pounds of standard air pressure for the type of train involved, and this reading should be taken on an accurate gage at the rear end of the train. A 15-pound brake pipe reduction is made and brake pipe leakage checked and the leakage must not exceed 5 pounds per minute. Inspection of the train must be made to see that the brakes are applied on each car and that the piston travel is correct. After release signal is given, the train must again be checked to see that the brakes have properly released on each car and the engineer and conductor are given either a verbal or written report on the condition of the brakes.

It is imperative that the Operating Departments allow the M. of E. people sufficient time to properly make these inspections and air brake tests, especially on relay trains. If immediate repairs are possible they will be made, but if a car must be tagged for shop, the cooperation of the Operating Departments in promptly placing the car on the shop track will help to get the car back in service again as soon as possible. Normal practice is to repair loaded cars first, foreign cars next, tank cars, and then P.R.R. Cars.

Relationship with others in the Organization: (Continued)

Air brake equipment on cars must be cleaned, repaired, lubricated and tested as often as is required to keep it in safe and suitable condition for service but not less frequently than once every 36 months for "AB" type brake equipment on freight cars, and once every 24 months for D22 type brake equipment on passenger cars. All other type brake equipment must be processed on a 15-month basis. Interchange agreements allow this periodical work to be done one month ahead of schedule if the car is already on the shop or repair track.

Besides the maintenance and repair of our own cars, we have numerous foreign cars which develop defects or are due for periodic attention while on our railroad. The A.A.R. "Code of Rules Governing the Condition of and Repairs to Freight and Passenger Cars for the Interchange of Traffic" is the basis on which these repairs are made and gives the necessary details such as what constitutes proper repairs, cost of and credit for new and used material, and the amount of labor and overhead costs chargeable to the car owner.

The kind of business or type of shipment made by a company dictates the type car which they require and what class of loading it will receive. Correct commodity inspection is an important part of the job of the M. of E. inspectors and a record of inspection of these cars is made out on the C.T. 1350 form and the C.T. 2182 card is attached to each end of the car, indicating the loading classification. In the case of box cars, the blue letter "A" at the top of the card indicates the car has been classified for class"A" loading, such as sugar, flour, or other grains. The green letter "B" indicates for class "B" loading, such as tin plate, furniture, and machinery; and the orange letter "C" indicates for class "C" loading, such as cement, brick, or green hides. Car must be taken not to use a class "A" car for class "C" loading or any such combination which would make the car unsuitable for further loading in its regular class without being shopped for upgrading.

The necessity of upgrading covered hoppers and box cars because of poor selection of loading in an otherwise good car is an expensive process. In a box car this usually means either replacement of sidewall and/or floor boards or the use of a cocooning process, which when adaptable, satisfies the car for certain types of higher class loading. However, the cocooning process is still only a substitute method and usually is used for temporary upgrading. Covered hopper cars must be sandblasted to remove the residue from inside the hoppers in order to upgrade these cars, again an expensive process. And perhaps even more important, from the time these cars are shop-tagged until again placed for loading, they are not making any money for the railroad nor are they helping to alleviate the car shortage.

Hopper cars are selected as suitable for ore and stone loading, bear an orange tag, and general loading bear a green tag.

The P.R.R. has a large number of specially equipped cars such as the "covered" gondola cars for steel plate and coil loading, the automobile frame cars, auto parts cars, P.R.R. Tructrain cars and possibly included in this category would be the heavy duty flat and well cars used for special loads like turbines and transformers.

The car inspector for his inspection of open top freight cars must be thoroughly familiar with the various loading rules put out by the A.A.R., listed as MD-1 through MD-7. These rules give the proper method of blocking and banding loads, method of securing booms and rotating machinery, method of loading of wheeled machinery including blocking of tires and treads, and even how advertisement cards may be secured to the load. Weight distribution is a very important part of loading and becomes very critical for large loads which require idler cars or which overhang one or both ends of the loaded car.

Relationship with others in the Organization: (Continued)

Certain of these long loads may require specific length cars just to be used for idler purposes because of the necessary spacing between and location of the bearing blocks and braces. The couplers on these cars used in multiple consist must be properly blocked so that the cars will not become separated while under load. Bands, cables and rods must be checked to see that they are in proper position, that the tension is correct, and that all fastenings are properly locked, including the nicking of threads to keep nuts from working loose. Particular care must be exercised in checking the jacks and chains which are used for trailer hold-down on Tructrain cars because of the speed and importance of this service. Because of the difficulty in securing certain types of loads, such as poles, pipes, and machinery against shifting, these cars should be handled with much greater care than is now exercised. Extra effort should be put forth to promptly place these shifted load cars in shop and again to see that they are expedited to their destination after the loads are adjusted.

Measurement of loads for high and wide cars is another item which is handled by the car inspector. If the car has excessive dimensions, then specific measurements must be taken in accordance with the diagrams given in General Notice 207-A and this information furnished the Clearance Bureau for routing directions.

An important job of the M. of E. Department is in connection with the lightweighing and stencilling of freight cars. When a car is built new, it is required to be weighed on a certified scale and then stencilled under the supervision of the owner's inspector. The first reweighing period is due after 15 months for cars of wood, steel or composite superstructure and steel underframe construction and due after 30 months for most others, with the exception of tank and live poultry cars which are only reweighed and restencilled by the owners when the cars bear no lightweight markings or when the weight is changed 300 lbs., or more by alterations and repairs. Subsequent reweighing is due after each 30-month period for all steel open-top cars and type "LO" covered hopper cars. Most other cars must be reweighed at 48-month intervals. If the car has been materially changed by repairs and alterations, has no lightweight markings, or is reweighed and found to vary 300 lbs., or more from the stencilled lightweight (500lbs., in the case of regrigerator cars), it should be immediately reweighed and restencilled.

To prepare a car for lightweighing, any temporary fixtures would affect the car weight must be removed, floors and hoppers must be clean and cars free from ice and snow, and brine tanks must be empty. Cars must be uncoupled while being weighed on a certified scale, and unless the scale is equipped for automatic weighing and recording while cars are in motion, they must be at rest.

The cars should be stencilled in accordance with A.A.R. standards and the old lightweight, station symbol, and date must be obliterated before the new information is applied to the car. If any of the numbers or letters in the capacity, load limit or lightweight are indistinct, they must be renewed. The actual figure stencilled on the car for the lightweight is the scale weight of the car to the nearest 100 lbs. The load limit or permissible weight of lading is the difference between the lightweight of the car and the maximum allowable weight on the rail which is calculated from the journal size. When the load limit is preceded by a star symbol, it indicates that the owner has de-rated the car, usually because of structural limitations. The cubic and nominal capacities of the car are initially stencilled on the car by the owner. Nominal capacity is given in multiples of 1000 lbs., and is based on the light and maximum allowable weights of the car with consideration being given for any structural limitations imposed. Specifically just how is the load limit of a 50-ton capacity and a 70-ton capacity car arrived at?

Relationship with others in the Organization: (Continued)

In the case of the 50-ton car, nominal capacity of 100,000 lbs., there are four 5½"x10" journal axles which carry 40,000 lbs. each, equal to 160,000 lbs., to which must be added the weight of four pair of wheels and axles nominally 9,000 lbs., which gives you a rail load limit of 169,000 lbs. From this you subtract the lightweight of the car, say for instance, 47,000 lbs., which then gives you the load limit of 122,000 lbs.

In the case of the 70-ton or 140,000 lbs., capacity car, four 6"x11" journal axles with capacity of 50,000 lbs., each or 200,000 lbs., to which is added the weight of wheels and axles nominally 10,000 lbs., or 210,000 lbs., rail load limit from which is subtracted the lightweight of the car say 51,200 lbs., gives you a load limit capacity of 158,800 lbs., or 79.4 tons.

In the case of a 50-ton device car, the lightweight of which say is 73,500 lbs., then its load limit would only be 95,500 lbs., that is, 169,000 lbs., less 73,500 lbs., therefore the car is stencilled capacity 95,000 lbs., instead of 100,000 lbs.

I hope this talk has given you gentlemen a better picture of just what the M. of E. Department does and some idea of how we go about doing it. Better cooperation and understanding among the various departments is one way we can all help better our railroad and again make it the "Standard Railroad of the World".

July 22, 1957
H. H. Haupt
Supt. of M. of E.

RELATIONSHIP BETWEEN THE M. W. DEPARTMENT AND THE T. E. DEPARTMENT

1. Salutations - as desired - relate the subject.

2. What is relationship?

   (A) Webster says it is a state of being related by kindred, affinity, or other alliance. The condition of being mutually interested in social or business matters, dealings, affairs, etc.

   (B) There are also other definitions, probably such as the writer may have had in mind when he wrote the song "Standing On The Corner Watching All The Girls Go By."

   (C) Relationship between the two departments isn't of the affinity or the wolf type. But it is of a mutual unity and cooperative interest in operating and maintaining a safe and sound railroad as economical as possible.

To do this each department must be familiar with the other department's responsibilities, operating problems and work requirements. This knowledge is only gained through good cooperation between the departments and working together to plan and program work that is affected by certain controls in the other department.

3. The purpose and need for M. W. and T. E. relationship is to create this mutual cooperative interest to properly operate and maintain railroad services with a common aim as our goal - to produce a good acceptable volume, efficient in service, and as economical as possible to realize a fair and just return from our efforts and investments.

Speaking of economies reminds me of the husband who told his wife that she didn't know how to spend their money, and that as a result of her spending, they were always broke. The lady said she sure did know how to spend money - the trouble is that you don't bring home enough.

One of the great needs for relationship between the M. W. Department and the T. E. Department is for the two departments to get together on planning of work so that track work can be done economically - with the least interruption to the work and the movement of trains.

Our product is service to our many shippers. Our income is derived from revenues paid by our customers for service rendered. Our railroad is operated and maintained from this same source of income thus necessitating a good relationship between all departments.

4. Relationship between the two departments can best be explained by relating some of the responsibilities of the department heads:

   (A) Some of the T. E. Department responsibilities:

      1. Establish train schedules and services.

      2. Maintain service to shippers and traveling public.

      3. Control of operating expenses.

      4. Adjust operating plans to meet operating conditions.

5. Prompt and proper movement of trains both in yard and road service.

6. Recommend economical expansions and improvements in transportation facilties.

7. Preparation of budgets.

(B) Some of the M. W. Department responsibilities:

1. Maintain roadway, structures, communications, signals and electric traction facilities.

2. Prepare and progress a maintenance program.

3. Prepare inspection schedules for facilities maintained.

4. Control expenditures and establish budgets.

5. Improve work methods and recommend improvements in facilities.

6. Adjust the organization to reflect changes in operating conditions for improvement.

7. Control material inventories.

You can readily see how the relationship between the two departments effects working of the other department.

(C) Relationship between the two departments is encountered in planning and executing work programs to maintain services, tracks, signals and other facilities.

The following examples affect the two departments:

1. A new siding facility is proposed for an industry. The two departments must get together in planning the job so that the operating problems, engineering and lay out work can be planned to best meet the requirements of both departments and at the same time give the industry the best service possible as economical as possible to both the industry and the railroad.

2. Discussion of M. W. work program so as to schedule work to be performed economically by properly scheduling train movements to permit the work to be performed without seriously affecting train movement. A good example of this is the work that is now being performed by our mechanized track gangs. We have several of these units working on the Region at the present time. Each unit is composed of 60 men plus equipment valued at approximately $150,000.00, at a cost per day, labor machinery and supplies of about $1,660.00. These units are capable of tieing and raising a 1/2 mile of track a working day. So it is very important that good planning be performed by both departments in order to realize the full benefits from these units.

(D) There are many other ways to relate the relationship between the two departments:

1. Relationship in Safety First:
   (a) Reporting of unsafe condition by the train crews.

(b) Keeping the R/W free of obstructions.

(c) Use of weed burner and track sweepers as now being used in Enola Yard.

(d) Use of rail detector cars and audigage to detect defective rails.

(e) Reporting of run - thru switches that my cause derailments.

(f) Proper maintenance and obedience to signals.

(g) Proper inspection of trains while in route by the crews is related to the M. W. Department in that it may prevent a derailment thus saving considerable track damage.

These are some of the many concrete examples pointing out the relationship between the two departments.

When a good relationship is maintained it results in expediting train movement and maintenance work which in turn results in a satisfied customer for less direct expenditures, making more money available for better facilities, more employment and better working conditions in general.

July 22, 1957
L. W. Green
Regional Engineer

INDUSTRIAL DEVELOPMENT

I appreciate this opportunity of meeting here today as representative of our system-wide Industrial Department and again relating the facts of our existence and organization of our efforts to effect results which play a very great part in our economy and prosperity as one of America's great enterprises. Much of what constitutes the plight of our railroads today stresses the need for more business to feed a transportation plant second to none in the world and there is no surer way to get this business and its attendant revenue than to influence to our line either a new industry or to assist in expanding one who is already a valued patron.

Many of you have already had the opportunity of personally participating with us in various projects and so to know that team-work is a most important aspect of industrial development activity. This theme really permeates all of our endeavors as a department and I shall attempt to show later just how this can actively involve the efforts of every man here. Also, every employee and every stockholder of our Company has such a big stake in the results of our successful activity as to make it vitally necessary that they should know something as to how we function and then to apply their knowledge and cooperation whole-heartedly to the cause.

Co-incident with the establishment of railroads on this continent early in the 1800's, a concerted effort was made by these interests to promote the local economy of their areas by colonization and the development of agriculture so as to form a firm base for subsequent growth and development. This constituted the prevailing effort for some time and many carriers, including our Company, still are active in agricultural development and related work.

We all know how the young nation grew and prospered with the influx of foreign man-power and capital, and how cheap and dependable means of transport did ultimately supplant the wagon-trains and river rafts which fanned out westward from the rail-heads which marked the civilized boundaries of that day. Thus, eastern and export markets could absorb the bounty of the new land and return the needs which were necessary for the development of the vast resources at the command of our early settlers and pioneers.

The history of industry in the New America was one of humble beginnings- how local needs established almost a custom operation in the nature of the butcher, the baker and the candlestick makers, shall we say, but how these rapidly expanded with the economy to such present-day giants of industry and commerce as Armour, National Biscuit and the American Gas & Electric Company. This miracle of transition had the active enthusiasm and material support of many agencies, not the least of which were the rail carriers who grew and prospered with them. This gradually required separate specialized departments so as to best organize and develop the effort along special lines best suited to the local areas involved and the over-all economy of the whole. All Class 1 roads have for a long time maintained an industrial development staff under a system policy whose prime effort is directed to making their Company figuratively the line of least resistance in this field, but literally, as an active co-partner in the expanding industrial life of the area. At this time, our Company has a staff of approximately 45 devoted exclusively to this, divided between system offices who supervise the activities as a whole, channeling and co-relating this to our best over-all interests, and nine regional organizations, each on the staff of the Regional Manager, who operate, of course, on a more local level and are accountable to their Manager for those efforts designed to best promote and expand their regional economy.

Each of these offices is in charge of a Manager whose responsibility it is to make the best use of its facilities along promotional and cooperative lines and for which purpose voluminous current data must be compiled and constantly maintained on all facets of local economy and organization so as to best maintain close and constant contacts with all situations which arise in these fields of activity, properly protecting its well-being and future prosperity. While stated in a few words here, believe me, this covers a lot of territory and represents a great deal of work, requiring constant close attention to thousands of details in keeping up-to-date the, literally, mountains of data so necessary for a proper appraisal of any given situation.

One aspect of this vital information is accurate information on the cities, communities and area classifications we serve - for instance, we of the Philadelphia Region maintain statistics on somewhat over one-hundred communities besides comparative data on townships, counties, state and areas, an example of the latter classification being the Delaware Valley Council, representing the efforts of a tri-state organization to promote what our "Inquirer" friends have properly labeled, as "Delaware Valley - U.S.A." Just to mention some of the information needed - and, remember, this must be kept on a current basis - consider such classifications as local characteristics; location, economic, political, etc. Being concerned with industry, we must know the local industrial picture concerning the existing industries, with their principal product, employment statistics, labor records and other data which would be of vital interest to another manufacturer considering the area. We must have full population data at our command, not only those living in the immediate community, but those who could, if desirable, commute daily from farm homes or neighboring smaller villages, boroughs or even cities who do not provide necessary employment for their citizens. These must be broken down as to male and female as well as the various age groups, and data must be available on the skills, adaptability and working habits of the potential employees. Labor rates and complete data as to labor affiliations, working conditions and fringe benefits are all necessary for a proper appraisal of this important aspect to every employer.

Educational statistics are also very vital, particularly what is being done in vocational training of the young people, the facilities for higher education and the averages of the graduates who each year become a part of the working force of the area. Retail and wholesale trade data, housing information, cultural facilities such as churches, clubs, service organizations of every level, parks, theaters, etc. are full of vital interest. Utility data is, of course, very important: water, sewers, power, gas, local transport for workers are all tools constantly at work for the community, providing necessary functions which the average industrialist must have to prosper. Complete information on utilities is very essential and to secure this originally and in the attempt to keep this current and on an expandable basis, we must and do cooperate very closely with our friends in the utilities, many of whom, too, maintain separate departments such as we who are charged with the important duties of further developing their economy and plant facilities by new patrons.

Zoning ordinances and laws governing the land-use of the area are very important and can either be a valuable adjunct or a definite hinderance to the industrial growth of an area - we must know about the general characteristics of each one, the fundamentals of their history and really what they are designed to do for the particular community or area involved. In late years zoning has become a very important part of the planning, not only of the specific community but also of the township or county who hopes to thus exercise some control over its growth and to channel this along certain lines. Many times these are not compatable with our interests and we must constantly be on the defensive as well as alert to the many changes which an ordinance undergoes thru the various factions whom are always at work to advance their particular interest or concern.

We must be an active part or be closely acquainted with such local organizations as Chamber of Commerces or other trade-expansion groups, pointing always to maintain and protect a healthy industrial climate. We inject ourselves, sometimes forcibly, into planning boards and commissions on every level, fighting for creative rather than restrictive legislation of every kind so as to insure adequate and constant land renewal along the lines of civic interest and improvement, maintaining close liaison with other agencies in government, state, county, regional and community levels with whom we have a common purpose or whom we would seek to show what, in our opinion, would best advance their economy along long-range lines of endeavor. And, let me emphasize this, a very important tool in our activities is, of course, the accurate and, at least, tentative information we must constantly maintain on the thousands of industrial sites and the host of improved properties such as available plants, warehouses and structures of every kind which we must hope to convert into healthy and growing industries, not only to directly benefit us in the way of freight revenue, but also to promote the local economy of which we are always a part and parcel. To maintain this record and actively promote the use of these properties, we belong, in the larger centers at least, to realty boards and other agencies, such as the Society of Industrial Realtors, a group who through a nationwide organization, specialize in industrial and commercial properties of every kind.

I could go on - but this, I hope, will give you a picture of the background which is so necessary for us all to maintain as we go on the prowl, figuratively, with ears open and eyes alert to encounter actual applications, promote new situations and encounter rumors, both in fact and fancy, whereby a new account may be established and, we always hope, a new patron of our services may be influenced to a location or community on our lines. As I said before, every employee every stockholder in our Company - can help in feeding to us information they encounter in their business and social contacts and which we need to thoroughly cover this field. Our far-flung District Sales Offices all over the country, our local agencies who are close to the scene, our staff officers who are always in contact with shippers and receivers of freight all contribute mightily to the cause and we gratefully acknowledge their splendid cooperation and hope to merit this important assistance.

As those of you who have carefully read our 1956 Annual Report already know, the activities of this department, ably abetted by the rank and file of our Company, last year attracted a large share of the nations general industrial development and expansion to our line, this totaling 408 new operations of various kinds and size, as well as 162 exapnsions - existing patrons whose general prosperity and future plans dictated that enlarged operations were necessary - making 570 sources of additional, much-needed revenue which amounted to approximately fifty million dollars annually. Incidently, this performance surpassed what had been considered a favorable 1955 record by almost 20%. And we are definitely "bullish" for the future - which is as it should be for one of the necessary characteristics of an Industrial Development man must be unbounded optimism and an abiding faith in the future of our nation's economy. We are already a great and productive nation, but we are growing rapidly - never forget that or underestimate our future!

As we ride through our teeming cities, our growing suburbs and smaller communities, or our almost endless country-side, we see around us striking evidence of expansion and general prosperity - new housing developments mushrooming, practically overnight on what was formerly vacant area; meadow-lands, woods or farms. Cultural improvements of every kind - new streets, schools, churches, etc. follow closely and everywhere new manufacturing, laboratory, servicing plants or distribution facilities present a new and striking aspect as compared with the factories as we once knew them - drab, cramped and circumspect to the conditions which the cities had to adapt because the hinderlands were inaccessible and lacked the necessary functions of transportation for the workers and utilities of every

kind to make expansion, removal or decentralization almost an impossibility.

Quite recently while inspecting a portion of our lush and famous Bucks County with a group surveying the area, the remark was made as to how remarkable and phenomenal this growth really is and how widespread, from Maine to California, is its application. This reminded me of my Aunt Mary's stock exclamation made at nearly every annual homecoming, in commenting, forcibly, on little Johnny's growth of the past year as being remarkable whereas the exact adverse would be the case - it would not only be remarkable, but a sad case, indeed, if seven-year old Johnny hadn't "done that which comes naturally" as the song goes. So it is with us, who are close to the industrial and economic pulse beat of the nation's enterprise, to actually expect its continued expansion in growth through the knowledge that during the past twenty-five years we have already grown from a nation of 125 million to the present 170 million in population and the surety that this will actually go to 250 million in 1982 - twenty-five years hence.

While our average work-week 25 years ago was slightly over 44 hours at an average hourly earnings of about 60 cents, we now have an average of 40 hours weekly, but - and mark this, our average hourly earnings are now about $2.50. Twenty-five years hence this is expected to be in the neighborhood of $3.00 per hour and most of the workers will then only devote four days to labor. These two vital conditions alone - greatly expanding population and a constantly increasing earning power are bound to spell fantastic things for the future when our employment will be about one-hundred million, as against 50 million in 1932 and 66 million today. Thus, our gross annual product - the total output of goods and services of the nation's enterprise - which totaled just under 105 billion dollars in 1932 as against a conservative 425 billion dollars today, has the good prospect to reaching one-trillion dollars annually by 1982 - over one billion dollars per day.

It is further estimated by the nation's economists that over 25 million new households will be established in 25 years hence - consider carefully what this will mean in new housing, appliances, furnishings of all kinds alone - besides this impact on food, clothing and recreational time and facilities. Technical improvements, dreamed of in 1932, recognized in development today as the neutron, proton and atom, will exert a tremendous influence in the years ahead, changing our industrial and productive applications to actually "dream-stuff" in utility and pricing through a mass-production now impossible because we do not yet know enough about electronic and nuclear science and we are still incapable of efficiently harnessing solar energy - one of the greatest unused forces on the earth today. A constantly increasing life-span will provide 25,000,000 pensioners in 1982 - consumers, many of whom would have passed on to the beyond years before had it not been for improved anti-biotics, chemicals and advances in surgery. Educational advances will be astounding to the people of today - with higher education mandatory to operate a complex civilization with emphasis on technical training to all.

In commenting on the situation, the editors of "U.S.A. Tomorrow," recently published as a public service by one of our far-sighted and progressive industries, the Republic Steel Corporation, observed the following, and here I quote:

> "The typical man in our economy enjoys the comforts, even the luxuries of his day. Our productive capacity is so gigantic, our wage scale is so high, that the average factory worker has a higher standard of living than that of the average factory-owner at the turn of the century, but perhaps the greatest wonder of America today is this: because of the productivity of our economy we can enjoy this high standard of living and yet put aside an increasing amount each year of time and money for research; and increasing amount of capital for still more productive machines and processes."

A recent Twentieth Century Fund Survey, entitled "U.S.A. In New Dimensions," has just recently been released by the MacMillen Company, being a measure and promise of America's resources. Adolf A. Berle, a brilliant economist and Chairman of the Board of Trustees of the Twentieth Century Fund, summarizes, and here again I quote:

> "Progress has been enormous and suggests that the United States has not merely climbed to a new plateau, but is ascending heights whose upper limit is not yet measurable, and at an accelerated rate of speed. The Twentieth Century has been a time of turbulence and terror, yet it is endowing its children, at least those in the United States, with resources beyond the dreams of past generations and distributing its benefits well enough to give an overwhelming majority of Americans at once the highest standard of living ever achieved by a great population (but also) the promise that this standard will continue to rise."

The Philadelphia Region - one of the nine segments of our System - has always enjoyed a great measure of prosperity and by reason of its great economic location, astride the vast, so-called, community of cities along the eastern seaboard from Boston to Norfolk, has great promise. Its vast port facilities, second in the nation, and its centralized location with respect to markets, labor and available area for expansion is phenominal. We, and here again I speak of the Philadelphia Region as a whole and to a man, have had the habit of leading the system in the number of new and expanded industries, in 1956, accounting for 101 reportables, or 17.7% of the system's total. Delaware Valley - U.S.A. will continue to receive a great deal of favorable publicity and attract wide-spread interest as a logical place to live and conduct business and commerce. The Harrisburg-Lancaster areas are literally "the storehouse of the east," each year increasing substantially in power and influence by application of their benefical resources as employed by practically all of America's big corporations - to name them would recount "who's who" in America's enterprise, many of whom also manufacture and fabricate both there and in the other splendid areas of our territory.

I thought that a part of this program should be devoted to an example, or, case history, of a recent industrial development project, but instead, was encouraged to build up a composite situation which would best stress the team work theme of our activities.

In most cases involving a large new plant development project, absolute secrecy is a prerequisite-not only to keep tentative plants of the industry on a strictly fluid basis, but think what would happen on the part of an industry like General Electric if they were to announce being on the market for a site to accommodate a new five million dollar plant. Immediately somewhat over 6000 industrial development agencies all over the country would descend upon the prospect, overwhelming them with facts, figures and fantasy, and taking a great deal of valuable time, which the industry must use to better advantage. So it was nothing new that on an October afternoon Warren Grigg, Our General Manager of Industrial Development, and I sat opposite a stocky chap, obviously an engineer of long experience, who informed us in the privacy of his hotel room that at a recent class reunion his President casually asked one of our officers, with whom he shared fraternity honors, about industrial site possibilities in the Delaware River Valley. We were partly prepared, to be sure, as our officer had related to our System offices the conditions of the discussion. After dinner at the hotel that evening, we came to the office to fortify ourselves with all general information on the specific areas discussed, and then for two full days we carefully inspected and appraised communities, properties and other matters of interest. We called on our utility friends and certain realtors, incognito, either securing more specific data or insuring that this would be made available to us later. We even dropped in on a few plants for the purpose of gauging labor and productivity records. All the time, Mr. X kept a running record of experiences, bolstered by data furnished from our files, and we were dead tired that night when we pulled into the motel for a shower, dinner and a well-earned night's sleep, only to be at it the next morning. When he was put on his plane at International Airport that night after a few drinks and dinner with George Vaughan, our Regional Manager, he'd really seen things, compiled a lot of information and seemed definitely enthusiastic.

Two anxious weeks followed, and as I couldn't restrain myself further, I called him at his home one evening, remembering the confidence and fearing that he might not relish any 'phone discussion while the operator or some other member of his staff might be listening in. This paid off with a frank acknowledgement that affairs in the company were not yet ripe, and to overcome what might be some antagonism, the matter was being held in wraps, so to speak for a few months, at least. However, it was spring before I saw him again and then the project had definite priority - he had to come back to this office with three or four sites tentatively selected and ready to talk about a concrete proposal that would have to be advanced to their Board of Directors to appropriate funds in their annual budget for the purchase of a site and ultimate location of a new plant development. Three frantic days followed, literally blood, sweat and tears - with little rest or sleep. During the course of these events we had to bring our real estate people into the picture to quote on parcels of our property and ultimately to obtain in our name, so that the identity would not be divulged, certain lands and authorize test borings be made to determine sub-strata conditions. One of the most likely sites, outside of the yard limit board, received the careful attention of our Supt. of Transportation, as well as our Supt. of Personnel, who had to see that "the brothers" would go along with an extension, besides carefully checking data on possibilities of extra switching, a change in the timing of our local, as well as arranging for a conditional passenger train stop which brought into the picture our Passenger Manager. Our Freight Traffic Manager and Manager of Freight Sales & Services did yeoman work in tabulating freight schedules plus the compiling of hundreds of rate quotations in an effort to determine the economic situation rate-wise of the four locations involved. The staff of our Regional Engineer surveyed and prepared prints of a portion of our property on the opposite side of the highway which might be acquired for use and because of the highway separation, had to be prepared to request P.U.C. authority for the crossing at grade, and in the meantime securing tentative approvals of all interests involved so that this permission could be reasonably assured. In addition, data on proposed siding costs, grade and curavture problems, as well

as side and overhead clearances had to be determined, and advised. Our tax people gave able assistance in specific tax studies, and because of specially equipped cars to transport prefabricated materials, assistance from our Supt. of Equipment was also required. Our Chief of Police even provided squad car transportation in an emergency, and our Manager of Public Relations advised concerning the method and timing of publicity attendant with the ultimate purchase of the property and location of the plant. This action wasn't all required or resolved in the few days spent with Mr. X, but the pattern was set, and all necessary information furnished on schedule. In the meantime, numerous meetings were held with local officials of townships, communities and counties involved to determine zoning, building code and taxing implications, and our friends in the utility field greatly assisted in this endeavor, also determining division of costs involving the new or expanded utility facilities which were, of course, necessary for a development of that magnitude. We shall assume, as a happy ending, that eventually everything developed successfully for all but such, is by no means, the rule as our activities are strewn with the wrecks of over-ambition, of changes in some economic situation which caused either the complete abandonment or, at the best, a delay in the project, of inmature planning, lack of adequate financing or that the timing, on the part of the prospect, was wrong. Frequently, too, the lack of the type of property or location sought is a controlling factor and the industry either then remains where they are or changes completely to some other area. Being a very competitive field, our rail competitors sometimes are more successful than we in that, in the final opinion of the prospect, a better or more improved situation exists than we are able to offer.

Thus, with the hundreds, yes into the thousands of inquiries we process each year, by far the greatest percentage are ultimately a disappointment to us, many after many hours and careful attention and devotion to the volume of detail necessary on our part. This makes it all the more necessary that we should be thorough, accurate and agressive for to lose a prospect because of the failure of one of the various conditions imposed in the project is always a keen disappointment but to lose because of neglect, failure or improper presentation on our part is inexcusable - we so frequently only have the one chance!

I appreciate your attention - steamed up on the subject, as we must be to succeed, I've gone over my time allotment. But in the last minute, let me again say to each of you that we appreciate - that we actually need your understanding and support. Service to the public, you know, can boast of no achievement; the accomplishments of today only serving as a high-water mark from which we must and do plan for better and greater things for tomorrow - a tomorrow which I'm sure you all agree holds much promise for us all.

Thank you.

July 22, 1957
A. J. Vonk
Manager-Industrial Development

SCHEDULING OF FREIGHT TRAINS

It has been said many times and in many ways that no-one can know too much about his job and it follows that the more one knows about his specific job and also learns as much as possible about other jobs that are either directly or indirectly related to his own, that a better job can and will be done. These seminars as lined up by W. G. D. have been very enlightening to me and I hope you all share that view.

You have been addressed by experts in their line about various phases of our operation, and I will try to do my part. (An expert --"X" is a has been and a "pert" is a drip under pressure). In that manner only can I qualify as an expert.

My subject as listed in the scheduling of freight trains:

A. Make-up
B. Power Availability
C. Prior Classification
D. Checking of trains at initial and relay yards.

First, I would like to talk a little about the P.R.R. or "Pennsy" as it is affectionately called. Measured by the tonnage of freight and number of passengers carried, the extent of facilities operated, and investment in road and equipment, the P.R.R. is the World's largest transportation system. It serves 13 states and the District of Columbia, in which territory approximately one-half of the population of our Country resides.

The gross revenue of our Company is greater than that of any other railroad in the United States, even though our net revenue is far from what it should be. We handle about 17 per cent of all rail passengers and approximately 9 per cent of the Country's freight.

The history of the United States, more than that of any other Country in the World today, has been the history of Transportation. Before the advent of the railroads it took weeks, even months, to transport freight from one town to another. To ship a cargo of freight by wagon train cost approximately 25 cents per ton per mile, and 25 cents at that time was about a man's daily average wage. Today we can ship a ton of freight for one mile for about 1½ cents.

Starting back in 1846 with but 61 miles of track connecting Harrisburg and Lewistown, Pa., our railroad has now grown to a system of approximately 9,708 miles of line. This compares with 6,183 on the Baltimore & Ohio and 10,501 on the New York Central. We now serve over 2,000 cities of which 10 are the largest cities in America. In this area we have 2,677 miles of electrified track or 41 per cent of the total electrically operated standard railroad trackage of the United States.

Each day we operate about 2,000 freight trains roughly made up of the following -- about 400 scheduled through interdivisional trains, some of them operating as many as a 1,000 miles without break-up; 625 scheduled local freights and the balance, while no part of the Arranged Service Structure, something like 1,000 heavy tonnage trains. These trains, as we in this area are well awareof, are basically ore, coal and grain.

The service offered by scheduling arranged freight trains over our railroad on exacting schedules has steadily grown since 1921. Prior to that time the movement consisted basically of a "Yard to yard operation", this primarily due to small power, etc.

In February of 1921 service was in a fashion establised for traffic, excluding mineral freight, as follows:

3rd Morning - Chicago, New York - Livestock
4th Morning - - Perishables
5th Morning - - Other Dry.

From St. Louis:

4th Morning on Livestock
5th Morning on Perishables
6th Morning on Dry Freight, etc.

The Westbound schedule provided for service on fifth morning to Chicago and sixth morning to St.Louis on freight from the Eastern Seabord.

In December of the same year, 1921, Chicago and St. Louis were put on a parity, and the westbound service was revised to provide fourth morning at Chicago and St. Louis from the Eastern Seaboard.

This scheduled service remained almost constant up to 1927, when it was revised during the summertime to provide 24 hour faster service.

In 1929 third morning service was established in both eastward and westward directions between the Eastern Seaboard and the Chicago and St. Louis gateways.

Meanwhile the New England service was being improved but not to this extent until 1931.

The service from the south moving through Potomac or Pot. Yard provided for fifth morning from Florida to New York from 1921 until 1935 when it was rescheduled to perform fourth morning service. This was later expanded to include the Boston area.

The make-up and scheduling of our Arranged Freight Train Service is a constant effort of revision to enable we on the Pennsy to always be in a favorable position to compete with our rival roads. "We must get there firstest with the mostest."

A railroad is a device for the production of mass transportation. To date no other form of inland transportation, on the basis of true competence,can match the economy of rail movement. This is particularly true where traffic moves in quantity and over considerable distances.

Railroads have but one major item to sell -- "Transportation Service."

A man shipping a quantity of freight is not interested in our problems. He is interested only in his consignment of goods and whether or not it arrives at its destination free from damage and expeditiously

as possible. Our Sales & Service people cannot sell our product if the buyer, or in our case the shippers, cannot be reasonably assured that our schedules can be dependable. To remain in business we are not only obligated but we must fulfill these schedules. The paramount reason for the railroads' existence today is scheduled freight service. Not many years ago speed and dependable schedules were relatively secondary so far as shippers were concerned. Carriers could anddid practice the finer points of extremely heavy train loading with little or no regard to scheduled arrival and did so without suffering excessive penalty. Other forms of overland transportation were then not of sizeable competitive significance to cause any concern of loss of traffic. Today these methods of operation must be subjugated in order for the railroads to remain in business. Railroads cannot afford to be impervious to the ever changing needs of industry, which involves radically different methods of distribution and inventory. During the past twenty years business has been forced to operate on a smaller inventory basis each year.

We are now in an era of small inventories and quick turnover for the obvious business logic that enormous amounts of capital tied up in inventories is non-productive and costly.

A direct result of this evolution has been an ever-increasing demand for not only speed in rail transportation but coupled with speed must be dependable schedules. There is no dodging the fact that railroads today are competing against store-door delivery.

The railroads today in north America form an intergrated transportation net unequalled in the World. Their quest for more business has in itself created competition and in the case of most commodities, the keynote of transportation competition is Arranged Freight Train scheduled service. Recent improvements in motive power, especially Diesels; improved road beds, signalling, and the establishment of prior classification, have done much to help us perform a dependable, fast and efficient service, but we need, all of us, to be constantly on the alert to prevent or if not prevent to quickly correct anything that might adversely affect the "on time" performance of our "Blue Ribbons."

The P.R.R. is a bridge road as well as a trunk road and our service structure, account of the Pennsy's size, is so interwoven that all pieces must fit into place like meshing gears or we cannot remain competitive. Some railroads are primarily North and South or East and West, but the P.R.R. is all four -- North, South, East and West.

Man has been living on animal flesh since the beginning of time. In the early days, man went where the flesh animals were, but as the population increased, it became necessary to take the animals to the consumer, hence the transportation of livestock dates back many years.

With the start of canals and railroads we started to leave the animal trails and cut across the country. Since that time, the flesh of meat animals has become so much in demand that the rules had to be made for the transportation of livestock. Through feeding and breeding, our grade of livestock has improved to the point where it is now very costly to the carrier to have livestock bruised, crippled or killed while in their charge.

Gentlemen, today a car of livestock runs into money - handle it as though it was your own stock for it may wind up on the table of our employes in other cities.

One of the rules referred to above imposed upon the railroads by

the Federal Government is the so-called "28-hour law" which can be increased to a maximum of 36 hours after livestock contract is so endorsed by the shipper. This means that ordinary livestock cannot be confined in a railroad car for more than 36 hours without stopping to off-load for feed, water and rest. Prior to the inauguration of our no-feed service from Chicago, St.Louis and Indianapolis to Philadelphia, stock was handled from Chicago in Train FW-8 and from St. Louis in Train PH-10. These trains operated into Pittsburgh where the stock was unloaded in the Pittsburgh Stock Yards for feed, water and rest and departed from that point the following morning in FW-8 providing a third morning, one-feed in transit, to receivers on the eastern seaboard.

Eastern abattoirs asked the railroads to provide a no-feed service first from Chicago for they found from experience that animals so handled by truck produced less shrink and a better yield which is so important today because of the high price of meat. We inaugurated Train NF-6, operating between Chicago and Harsimus Cove, N. J., on a daily basis except Friday, Saturday, Sunday and the seven recognized holidays. This train is not to exceed 85 cars and the stock not to be loaded prior to 6:30 P.M. (CST) and scheduled to depart from Chicago at 11:15 P.M. The makeup at Chicago is as follows:

1. Lancaster, Pa. livestock.
2. Philadelphia stock, including hogs for Phoenixville.
3. Newark - Waverly stock.
4. North Bergen livestock.
5. Jersey City stock.
6. Fillout, (when necessary), Enola and beyond dry freight.

Block 2 is set-off at 52nd Street and the cars placed for unloading by runner service. Any cars of hogs for the Weiland Packing Company at Phoenixville are dispatched on Train S-5 the same day.

Train TT-4, operating between East St. Louis and Harsimus Cove, N. J., provides a no-feed service from St. Louis and Indianapolis to Philadelphia. Stock originating at St. Louis is not to be loaded prior to 6:00 P.M. (CST) and Indianapolis stock which is picked-up enroute is normally loaded at 11:00 P.M. The train is due Frankford Junction at 3:40 A.M. second morning where the Philadelphia stock is cut-off and placed by runner.

The service provided by these trains has been excellent and enthusiastically received by the abattoirs. Train NF-6, usually operating in two sections twice a week, has been instrumental in holding the livestock traffic that we have and in recapturing a good volume from the trucks.

When cars are missed in yards or connections not handled on schedule these Arranged Freight Train Schedules cannot be depended on and consequently we will lose our favorable position with competing roads and you all know what those results will be.

Yards and terminals comprise approximately 22% of the total trackage of Class #1 Railroads. The old concept of a yard's size was its "storage capacity". Now the yardstick is "Handling Capacity" -- in short "Don't Stand Me Still, but keep Cars Moving."

The 400 Arranged Service Freight Trains I mentioned all have published operating times, connections, and blocking, commonly known as prior classification, with which you are all familiar, but I will cite one example which will give you a better insight into the Arranged movement.

Let's visualize a car received from the L. & N. Railroad at Cincinnati, routing Greenville, N. J. - NYNH&H. The normal movement for such a car from Cincinnati is in the Enola block of CIN-2. Classifying this car to the Enola block of CIN-2 at Undercliff, takes this car 560 miles before further classification is necessary. A similar car reaching us from a connection in St. Louis would move in SW-8 or VL-2, and in this case would also move in the Enola block of either of these trains and travel a distance of 850 miles before again requiring classification. It is prior classification of this kind which today so materially expedites the movement of our freight that briefly but concisely emphasizes the importance of prior classification.

This car inturn is handled by the following crews in relay. The crew from Cincinnati operates to Columbus, is relayed from Columbus to Pitcairn by a Panhandle Crew. At Pitcairn a Pittsburgh District relays to Altoona where a Middle District crew completes the relay to Enola. I don't have to tell any of you about the importance of Enola Yard as we all are aware of its value in handling of our Arranged Freight Trains.

Enola - Geographical break-up point to the Eastern Seaboard is now helped by the Conway Yards, which are the geographical break-up to the West and East. Conway eastbound is really like an auxiliary to Enola in the handling of dry freight to refine trains to specific points on the Eastern Seaboard direct, overheading many yards.

The Boston car we are following is not in Enola very long (we hope) until it is classified to the Greenville Connection, where it is properly blocked to Train SW-8 scheduled to depart Enola 3:30 A.M. or 28 hours after it left Cincinnati. The crew from Enola operates direct to Greenville, N. J., with a scheduled arrival time of 10:15 A.M. or 34'45" after departure from Cincinnati. Soon after Arrival at Greenville, N. J., the New Haven Block of SW-8, which will include our Boston car, will be placed on car floats and taken by tug to Bay Ridge, L. I., across New York Bay. Floating time is approximately 45 minutes. The water movements are also on exacting schedules, the movement in this case scheduled to depart 1:25 P.M. in order to make proper train connection out of Bay Ridge.

From Bay Ridge frequent New Haven freight service is scheduled to principal points in New England. The distance from Bay Ridge to Boston is 225 miles, running time about eight hours.

Evidently when we speak of our railroad we naturally visualize a land operation exclusively, yet our company has more than 350 units of floating equipment, such as tugs, car floats, barges and lighters.

In fact, in Philadelphia we are proud of our fleet which includes four or five steel barges and the venerable tug "Camden", a coal burner. The Commodore of the Philadelphia Fleet is our good friend, Mr. F. M. Hunt,Jr., Agent in charge of Federal Street Freight Station.

I hope that following the scheduled movement I outlined to you of the Boston car fully makes you realize the importance of on-time performance of our Arranged Freight Train Service and likewise emphasizes the like importance of prior classification.

All of you folks in this room who are in any way involved in the handling of ore from Philadelphia to the West and also to the New York Region (I am speaking of Bethlehem ore to Phillipsburg Jct. - also we move ore south to Chester) know how important it is to have power available. We are primarily an electric railroad here in the Philadelphia Region and the preponderance of our freight is handled by electric motors, P-5, GG-1 or E2B etc. We have 146 electric motors in our electrified territory to handle the vast amount of tonnage of coal and ore necessary to keep our operation going. To do the job we must do we cannot afford to jeopardize our movement by not fully utilizing every movement of available time from these motors. We are not in a position to depend on any form of power except these electric motors, even though we occasionally do get a chance to utilize the stray Diesels we sometimes are fortunate enough to get.

We have been severely criticized by our System people, and rightly so, for our apparent laxity in properly scheduling our trains in order to fully realize 100 per cent power utilization.

July 22, 1956
R. T. Bostley
Freight Trainmaster

PENNSYLVANIA RAILROAD

PHILADELPHIA REGION SEMINAR PROGRAM FOR TRANSPORTATION SUPERVISION

	Location	(D.S.T.) Starting Time	Subject Discussed	Speaker	Section
August 12	Room 253 30th St.Sta. Phila., Pa.	9:30 A.M.	Safety and Accidents Management's views on Safety and on ground investigation.	W. G Dorwart (Supt.-Trans.)	A
	"	10:00 A.M.	Passenger Operations The handling of MU train schedules and consists	J.E.Buckwalter (Psgr. Train-master)	B
	Room 502 30th St. Sta. Phila., Pa.	10:30 A.M.	Auditor of Expenditures 1-Time Card Handling 2-Statistical information available for Transportation Dept. 3.Tour of Office	C.S.Hill (Auditor of Expenditures and staff)	C
		12:30 P.M.	Lunch		
	Room 253 30th St. Sta. Phila., Pa.	1:30 P.M.	Discussion on Power Distribution 1-Organization 2-Division of Power 3-Tonnage Ratings 4-FF2 Engine	W. G. Dorwart (Supt.Trans. J. P. Horbury (Supvr.Oprtr.) J. W. Dunn (Road Foreman)	D
	"	2:30 P.M.	Public Relationship	H. L. Wiand (Mgr. Public Relations)	E
	"	3:00 P.M.	Review of Seminar	H. D. Kruggel (Asst.Regional Manager)	F
	"	4:00 P.M.	Questionnaire		G
		5:00 P.M.	Adjourned		

SAFETY AND ACCIDENTS - MANAGEMENTS VIEWS ON SAFETY and "ON THE GROUND" INVESTIGATIONS

When we speak of safety in the railroad industry, we speak broadly. We mean safety of passengers, safety of our own employees, safety of the goods we transport and safety of our equipment.

Millions of dollars are wasted annually in compensation for personal injury, wreck damage and other repairs, and in loss and damage claims settlements.

There is no way of evaluating the greater loss brought about through individual suffering and pain from personal injuries, or the loss of prestige with its corresponding loss in traffic resulting from damage to goods entrusted to us for transport. In any case, an intensification in our efforts to correct the situation is warranted.

Too much time has been spent putting out fires, rather than preventing them, and management must decide upon a clear cut policy and insist upon that policy being carried out from top management down through the ranks.

Since safety is the product of a trained mind, I can think of no talent that an employee of this railroad possesses which is of more importance to himself, his family or his company than his training in safety. Whatever his department, whatever his job may be, the one mutual ability which should be developed by all employees is the ability to keep whole and sound among the special tools of our industry.

The fixed equipment of this railroad is numerous and, except for minor changes, remains the same from day to day. The tunnels, the repair tracks, the bridges, the loading platforms, the industrial tracks and so on, remain where they are. The only hindrance to complete safety here is forgetfulness of what this equipment will allow. There is no element of chance in bridge clearance - a load or a man will or will not be passed according to size - nothing more. If a man becomes familiar with the physical characteristics of the property he travels and keeps it in mind, it will always behave the same way.

Since we are mostly concerned with train, engine and yard employees in reducing the personal injury ratio, as well as damage to freight and train mishaps, it is necessary that in dealing with ways and means of controlling and reducing these accounts we must give a great deal of thought to the present-day situation with regard to this class of employee.

An analysis of the performance of train, engine and yard employees indicates that a better job should be done and this provokes the thought that we may not be giving these employees sufficient personal attention. Undoubtedly, there is something lacking on our human relations.

It is essential that all employees realize that job security depends not only on basic rates of pay and other benefits, but ultimately on there being a job available. This depends on the industry operating at a profit. The seepage from revenue because of unnecessary expense, coupled with loss of traffic inevitable as a result of certain malpractices, is a definite threat to their security.

Management has the responsibility of constantly improving the quality of supervision, first by selection, then education--and certainly by giving supervision the sort of support it needs to carry on an enlightened employee relations program.

It is true that the railroad industry may well be proud of its accomplishments, particularly in the prevention of personal injury. American railroads have reduced the number of employee casualties by no less than 85% on the basis of man-hour exposure since the inception of their organized drive for safety.

However, the best way to crush our laurels is to sit on them. We must realize we still have a big job to do in preventing personal injuires as every life lost, every limb impaired, is an economic strain and an indictment against all those who should have prevented the injury. Every officer and supervisor should appreciate his responsibility for preventing sorrow and suffering from accidents.

The three main factors in putting over a good safety program are: 1. Education. 2. Enforcement. 3. Enthusiasm.

Accident prevention is not entirely a matter of rules or safety devices, but is primarily the development of safe practices, restraint and control.

A new employee should be properly indoctrinated into the service. This means he should be trained in the essential safety features of his job, given proper guidance by his supervisors and experienced team mates, and his performance checked closely until he proves entirely satisfactory and safe.

The prevention of accidents is a constant and exacting job, the first step being the careful planning of all phases of the program. Once imbued with the necessary spirit of safety, management must diffuse the same spirit through the rank and file.

Safety committees should be set up at each point, and membership should be changed periodically with the chairmanship alternated frequently. Monthly reports should be submitted.

Tact is required to prevent the committee becoming a grievance group. To maintain interest, committees should be encouraged to review certain accidents on the ground and report on such features as poor housekeeping and unsafe conditions, then follow up for prompt correction. Nothing will win the admiration and enthusiasm of a committee, or of any individual employee, quicker than to see suggestions they offer being appreciated and implemented where possible.

However, safety committees must never be allowed to detract from the individual supervisor's responsibility for all corrective action.

Possibly one of the strongest elements affecting an employee's behavior is that as a normal human being he is inclined to be forgetful at times. In many accidents, the employee involved is familiar with the rule violated, but did not have his mind on the job. The only way to overcome this normal defect is to remind employees constantly that they must not allow any outside influence or any mental or physical condition to interfere with the job at hand. This, generally, also requires "on the ground" handling.

It is not possible to incorporate herein the numerous conditions that lead to accidents. The safety rule book must be made the bible for safe performance. Safety rules must be well known by supervisory officers of all ranks and taught by every practical means.

While our medical service provide physical examinations, both preemployment and periodical, for our employees, the mental as well as physical well-being of every employee plays such an important part in safe operation that the supervisors should be on the constant lookout for any indication of mental anxiety on the part of any employee.

Assuming our safety program has been properly and enthusiastically engineered and employees thoroughly educated in safety rules and safe practices, then it becomes entirely a matter of gaining observance--voluntary if possible and through enforcement where necessary. Too many supervisors have the faculty of looking the other way or winking at violations of safety rules, particularly so-called minor infractions.

Employees repeatedly found violating safety requirements, and, in certain cases, their immediate supervisor as well, should be called in for a personal talk. A record can be kept of unsafe practices and safety rule violations observed. It must be made well known that rule violations will not be tolerated and that an accounting will be required for any mistakes that provoke accidents.

Loss and damage claims cost our railroad approximately sixteen million dollars a year. This is a serious drain on our revenues. Yet, to this figure must be added the cost of repairing equipment damaged along with the contents, which expense is in the aggregate greater than the amount wasted in claims settlements; also the cost of damage inspections, salvage operations, processing and accounting for claims, as well as the loss of customer good will.

Prevention of loss and damage represents one of the greatest challenges to the ingenuity and experience of all departments in the railroad industry. This problem could be overcome if the same determination and interest were applied to its solution as has been the case in successfully meeting other important and difficult problems.

This is no secondary subject which can be set aside for future handling.

We must continue to do all we can to influence shippers to avoid improper practices, including failure to remove or obliterate old shipping instructions, the inaccurate or unclear labelling of L.C.L. packages, and the poor material handling on industrial docks and team tracks which so often results in concealed damage. But the real weakness lies in our own failure to keep pace with present-day demands of industry for safe carrying of fragile products or protection of lading at the least possible exp

Among the many features that are our responsibility, the following need special emphasis:

A. Defective Equipment:

B. Train Accidents:

C. Delays to Cars through Errors in Billing; Improper Checking, Damage from Weather or Climatic Conditions, etc.

D. Theft:

E. L.C.L. Freight - proper stowing and bracing.

F. Over, Short & Damage Reports:

G. Improper Car Handling: This is the part of our program that must have on the ground handling because rough handling is still the greatest single cause of damage. Anything else that may be said or done to prevent damage is of camparatively little value unless our yard operations are improved. Until this situation has been corrected, we must continue to concede traffic to competing methods of transportation.

Impact recorder tests have definitely ruled out the theory that increased train lengths, resulting in greater slack action, is an uncontrollable cause of damage. Shock in coupling operations is the problem.

We must recognize that the physical and topographical layout of some yard facilities is contributing to impacts at excessive speed and attempt to obtain corrective action.

The number of train accidents per million locomotive and motor train-miles has remained fairly constant during the past five years. About a third of these accidents were charged to "Defects in or Failures of Equipment" and 12% against "Defects in or Improper Maintenance of Way and Structures". About 35% were charged to "Employee Negligence", but we are well aware that negligence of employees was also responsible for a high proportion of train accidents charged to other causes.

Train service employees are fairly well trained in understanding operating rules, and the fact that there are so many infractions of the least complex and most elementary rules is an indication of one of two things: Either they are not yet seized with the absolute necessity of living up to the provisions of all rules, or they have failed to think about their application under specific conditions.

The best method of ascertaining rules violators is still that of on the ground efficiency testing, and both the created and observed tests are a vital part in the safe operation of trains. It does not seem realistic that some officers would report a high number of created tests without noting any failures, particularly if, in their territory, there is a high frequency of train accidents due to employee negligence. Where observed tests are concerned, it stands to reason that if an officer should abet or wink at a violation, he is just as guilty as the employee involved, and the value of the test is lost.

Our Manager of Safety writes as follows:-

"The prevention of accidents, (whether they be personal injuries, derailments, damage to lading or property, etc.), is a responisibility of management, from the topmost officer to the front-line supervisor. This is a fact that should be self-evident, for in management is vested all authority: the determination of policies and executive direction; the drive to make accident prevention a vital part of all operations.

"Traditionally, management of The Pennsylvania Railroad has emphasized the importance of accident prevention throughout its entire operation. Today management actively directs the continued drive to prevent injuries to its employes, as well as

accidents to its trains. It provides the best tools obtainable for its employes to work with; it provides rules as a guide to its employes so they may work safely and not suffer injuries; and search is constantly in progress for new and better ways of doing things to guard against accidents of all kinds and increase the efficiency of operations.

"Management insists on its officers and supervision being conversant with the rules set forth for the guidance of employes in carrying on the business of the company, and further, that such rules shall be adhered to by the employes and enforced by supervision.

"On-the-ground investigation of each accident is of the utmost importance. When an accident occurs, the first concern should be for the injured person; but when his welfare has been provided for, the investigation should start at once. Delay can lead to a distortion of the facts leading up to the accident or a covering up of the true cause of the accident; conditions on the ground may change quickly and true details soon forgotten. Finally, and of vital importance, is the fact that immediate investigation of accidents impresses employes of the importance management attaches to the matter of safety. Investigation is the search for cause - what caused the accident, was it due to a hazard, unsafe act, or rule violation, or a combination of these things. It should be remembered that a satisfactorily completed investigation is one in which <u>definite corrective action is recommended</u>."

You may feel that too much stress is laid upon the necessity for "on the ground" investigations, but our recent program for extensive utilization of cameras has definitely shown that this medium of on the ground investigation is materially aiding us in the reduction of accidents and personal injuries. The improvement in the written investigations and trials, the generally improved mechanics of conducting both the "on the ground" as well as the written investigations, the improved handling of discipline, and the apparent enthusiasm for the program itself, - all are of great satisfaction to those of us who handle the affairs of management.

In closing, I want to leave you with the following thought --

Several years ago an article, "Cost of Industrial Accidents", by H. W. Heinrich, was published in the Monthly Labor Review. This article was based on a detailed study of accident costs in the following types of industries:-

1. Hardware manufacturing
2. Wood working
3. Foundry

These studies produced a generally accepted average ratio of four dollars indirect cost to one dollar of direct cost. Direct costs in the above cases represented state compensation plus medical expense.

Indirect costs varied, but were generally classified as -

1. Time lost by injuried employe
2. Time lost by fellow employes
3. Time lost by supervision and executives
4. Production loss
5. Damage to machinery and equipment
6. Spoilage

While the above studies involved industries other than railroads, it is reasonable to expect that railroad costs would follow the same general pattern for all types of accidents and injuries. On this basis the magnitude of the monetary losses due to accidents is appalling. It can only be controlled by a fair and complete on the ground investigation, followed up by formal investigation, trail, and discipline, where the latter is justified.

August 22, 1957

W. G. Dorwart,
Superintendent - Transportation

MANIPULATION OF MU EQUIPMENT

Arranging or programming for the required number of cars for inward movement in the morning at the following locations:

Paoli
Suburban Station
Chestnut Hill
Haws Avenue
Media
West Chester

Arranging or programming for the make up of trains arriving Suburban Station:

When a 12 car train arriving breaks up into a 6 car and 2 three car trains departing, train must be made up with cab signal equipped cars in proper locations to avoid unnecessary shifting.

Programming the manipulation of equipment so all motor cars get monthly inspections as required by Federal Locomotive Inspection Act.

Coordination of Crews (engine and train) with equipment.

Short discussion of movement during the peak hours during morning and evening and the augmenting of arriving equipment with equipment from yard to provide sufficient cars for outward movement.

The necessity for following the program account the density of traffic during peak hours.

August 12, 1957
J. E. Buckwalter
Psgr. Trainmaster

AUDITOR OF EXPENDITURES

After a brief introduction in Auditor's office concerning the function of Comptroller as an office of the railroad and a general outline of services rendered by his department, the group was briefed as to general organization of the Auditor of Expenditures office and the various services rendered.

This organization is separated into three sections, as follows:

1. Expense Distribution
2. Timekeeping
3. Statistics

The Classes were then broken into three groups and each group was personally escorted by the Supervisor of each of the above sections throughout his department, explaining the various kinds of work performed and reports prepared by each of the working groups under his supervision.

OUTLINE OF TIMEKEEPING DEPARTMENT

SECTION

1 - Train & Engine Service - Card Marking

These cards are marked for the following:

Pay Code
Distribution Code
Run, Yard or Account Code (Special Items)
City & State Tax Code
Constructive Allowance

Road Service - Actual miles are shown
Cards then forwarded to I.B.M. Room for processing

Misc. Group - Handling Shortages, Pensions, Uniforms, Unemployment Forms, Earnings Forms for Housing, Etc., W-4 file, Court Cases, Filing Train & Engine Service Time Cards, Etc.

2 - M.W. - M.E. - T.E. (Other than Train & Engine Service)

Handle all forms for the above and Marked Sensed Cards received from the field. Forms and Cards forwarded to I.B.M. Room for completion of payrolls and other statements.

3 - A.D. 68

Final consolidation of statements from information furnished by I.B.M. Room.
Misc. Group - handle forms for Train & Engine Service including checking Train & Engine Service time cards for no man numbers, etc.

4 - I.B.M. Room

Preparation of Payrolls, Pay Drafts, reports and listings for consolidation of information in other sections.
Machine function was explained from Key Punch to Final Reports.

OUTLINE OF EXPENSE DISTRIBUTION DEPARTMENT

1. R. & E. - Addition & Betterment Accounting - Form A.D. 7600, etc.

2. Material Accounting - Form S.K. 63 - P.A. Bills & Transfers

3. Material Pricing and Price Rack Set Up - Pricing of M. W. 12's, M.P. 151's, S.K. 24's, etc.

4. Material Distribution - Distribution of all Material Charge Out Forms (The importance of properly marking documents was discussed).

5. Labor Distribution - M.W. & S. and M. of E.

6. Control Ledgers and Subsidiary Registers

7. Budget Accounting - M. W. & S., M.E., Transportation
   (Copies of Report of Actual Transportation Expense by Region and of Actual Charges to Train Supplies and Expenses as compared to previous year, were handed to each man as samples).

8. Accounts Payable Bills - Recording and handling - Accounts Receivable and Joint Facility Bills - preparation:
   (The importance of showing proper information as to I. & C., Joint Facility or other extraordinary charges on Train and Engine Service Time Cards was discussed.)

OPERATING STATISTICS

1. A Train is a combination of units of equipment including self-contained power moving under the jurisdiction of one crew.

2. Train Mile - movement of train a distance of one mile between terminals.

3. Car Mile - movement of one unit of car equipment a distance of one mile. Number of cars times miles run produces our miles.

4. Net Ton-Mile represents one ton (2,000 lbs.) either revenue or non-revenue freight a distance of one mile. Tons of lading times miles run produces net ton miles.

5. Gross Ton Miles represent weight in tons of car and contents times miles run.

Weights and distances are computed from conductors' wheel reports.

6. Train Hours represent the elapsed time of trains between time of leaving initial terminals and the time of arrival at final terminal including delays on the road as shown by conductor on wheel report.

Initial and final terminal time spent before departure and after arrival are reported as separate items.

7. Locomotive Mile is a movement of a locomotive unit under its own power a distance of one mile. Locomotive miles may be principal - with train, helper when assisting another locomotive, light when running alone without any units of equipment, and switching when performing switching service at terminals, stations and yard facilities. Switching miles are determined by allowing 6 miles per hour of switching. Only full hours are counted, less than 30 minutes are dropped.

8. Mileage statistics are classified: Freight, Passenger and Yard. A further classification is made by type of locomotives. Steam, Electric and Diesel.

9. When completed the mileage is accumulated for each caption and posted to Daily M P 370 - Locomotive mileage form - showing steam, electric and diesel separately. Periodical totals, 7th, 15th, 23rd and end of month are used for preparing square sheet C T 402. Totals for the month are reported on M P 370, by classes of service and type of locomotive. An accumulation of run-out miles for individual units are reported on M P 11 F.

10. Side sheets are used to accumulate information required on periodical and monthly basis for expense distribution and yearly reports. ICC reports require items not used on company reports. Annual reports for corporate and tax purpose require such items as-

Northern Central R. R. between Wago and Enola
P. B. & W. R. R. between Darby and Pot Yd.
P. B. & W. R. R. between Creowell and Perryville
F. & J. A. entire line
C. V. & M. R. R. in West Va.
C. V. & M. R. R. in Virginia
Cumberland Valley R. R. In Penna.
P. B. & W. R. R. - Octoraro Branch
Northern Central R. R. between Balto and Enola
Delaware R. R. in Delaware
N. Y. P. & N. R. R. in Maryland
N. Y. P. & N. R. R. in Virginia
D. M. & V. R. R. in Delaware
D. M. & V. R. R. in Virginia
Northern Central R. R. in New York
Northern Central R. R. in Penna.
Northern Central R. R. in Maryland
P. R. R. Lines in New York
P. R. R. Lines in New Jersey
P. R. R. Lines in Penna.
P. B. & W. R. R. in Delaware
P. B. & W. R. R. in Maryland
P. B. & W. R. R. in D. of C.
Y. H. & F. R. R. in Maryland

11. CT 1034 Freight wheel reports are received in duplicate. Reports are checked against train rosters CT 1006 which are furnished daily by Movement Directors. Original reports are forwarded to Car Service and copies are used by statistical section to obtain tonnage, car miles and train hours. Miles run are marked on reports, tons of lading are added accordingly, cars are counted, loaded and empty. This information is translated into Ton miles (Gross and Net), car miles (east & west), train hours (road and terminal) then posted to CT 1296 by individual trains. The day summary of these items, steam, electric and diesel service along with locomotive mileage items furnish the basic data for preparing Square Sheet CT 402.

12. CT 402 Square Sheet is an index on chain basis showing how traffic behaves and indicating the efficiency of operating performance compared with previous periods.

13. CT 1023, Passenger wheel reports are checked against roster. A train sheet for each run is posted daily showing number of trains, steam, electric, diesel, and M.U., and number of cars by types, coaches, sleeping, parlor, club, lounge, observation, dining, officers, mail, express, baggage and combination. Miles are produced by applying miles of each run to number of trains for train miles and to number of cars for car miles by types of cars. Miles for set-off and pick-up cars are posted by actual miles as a supplemental item. Train sheets are summarized for monthly totals.

14. CT 1197, monthly report of freight and passenger car miles is assembled from CT 1296 freight summary and passenger train sheet summary showing class of service and type of cars.

15. Statistical information required for reporting ICC O.S.A. and O.S.B. is assembled from M.P. 370 and CT 1197.

16. Locomotive ton miles. Summary cards for each locomotive are posted from miles shown on mileage stubs. Summary cards are assembled by classes then weights of locomotive are applied to miles to produce ton miles. These locomotive ton miles are used for distribution of pooled expenses.

August 5, 1957
C. S. Hill
Auditor of Expenditures

POWER DISTRIBUTION

OUTLINE

(1.) Motive Power Control Bureau

Under the supervision of C. J. Heywood, director of M.P.C.B. with operation over 24 hour period

1. Keeps record of all Road Engines in use, shopped, and awaiting movement.
2. Program power in relation to traffic flow.
3. Reserve power to protect Conway both East & West.

(2.) Division of Power

1. Electric Power confined to the three Eastern Regions.
2. Blue Ribbon Power reserved for specified trains, and must not be utilized for other trains.
3. Steam engines used in emergency to fillout road power requirements, beside as yard power at Enola.

(3.) Tonnage Rating

Discussion of tonnage rating computor in the office of General Manager of Transportation.

(4.) Engine failures to reflect on road speed and trains held for power.

Report on Engines FF-2

1. Restrictions as specified in Gen. Order 310
2. Territorial restriction due to Pantograph height of 16'4" (Catenary of 16'9" is used to minimum height for most FF-2)
3. Descriptive operating functions of the FF-2, both in electrical and air operation.

August 12, 1957
W. G. Dorwart
Supt. Trans.

J. P. Horbury
Supv. Operator

J. W. Dunn
Road Foreman

PUBLIC RELATIONS

"What could I say Judge?"

My first contact with the railroad was in a tower at Parkerford on the old Schuylkill Valley Division where I took violin lessons for five years from the tower operator. . . in payment for which I chased brakemen's sticks for him . . . my first impression of railroad men, other than the devoted towerman under whom I studied, was "why in the hell did they always throw the sticks in the swamps?"

Other early railroad concepts were the thrill of being able to ride in a carload of apples or potatoes Dad and I were unloading as train crews made shifting moves . . . the memory of boarding the train to the city to accompany Dad on a business trip to Philadelphia . . . other reflections include sitting in church on Sunday as the old anthracite express sounded its whistle as it roared through our town just before noon . . . trying to keep the horses under control when that same express train roared down the Valley on weekdays.

Then after college to my first newspaper assignment at West Chester . . . My two experiences in "covering" the departure of the morning trains to Philadelphia . . . pay day and "If you keep this out of the paper we can get the car back on the tracks without the superintendent finding out about it".

Two interviews by railroad men just before I came to the railroad in 1943 - - - R. C. Morse, "How fast can you get in in case we need you?" and Tom Ross' "What's the matter with the AP" . . .

From the question "What's the matter with the AP?" and my reply "Nothing, it's the best outfit I ever worked for" has developed an important part of my philosophy of life . . . that no place, particularly on a railroad, is there a spot for anyone who can't give 100 per cent loyalty to his employer . . . Anyone not completely "sold" on any job they're in should get out . . . and fast . . . for their own good and for the sake of their employer . . . the railroad is no place for disgruntles.

My good fortune at having a good boss . . . Paul Miller the best in the business . . . (his story in AP and now President of Gannett newspapers) . . . The best way to get ahead is to be "the best copy boy in the place" . . . that applies to yardmasters, trainmasters and every one of us.

"It is not what you would do with a million,
If riches should e'er be your lot;
But what are you doing at present
With the dollar and a quarter you've got."

R. C. Champlin, vice president, public relations, PRR has this professional appraisal of our President Mr. Symes . . . "If there is anything about him I could change - I wouldn't" ... I wish I could make that same appraisal of my own life . . . or if any of us could.

In addressing the Managers of Public Relations in a recent seminar Mr. Symes had this comment as the most important thing in our job classification: "Know more about what is going on than anyone on the staff except possibly the Regional Manager".

Mr. Symes continued: "I don't believe any public relations man has a chance to succeed unless his acts and his words are honest and candid. The Company must actually be doing what we say we are doing. We must be doing those things for the reasons we say we are doing them and not for some other reason. For me there is just no substitute for being on the level.

"I think one of the things your management is entitled to expect from its public relations people is the courage to say that we are wrong when we are and the courage to say when someone else is wrong. Certainly you should never go out looking for a fight, but you should never let either your management or your public get the idea that our public relations department is a department in charge of pussy-footing."

Why must we have good public relations for the railroad industry? . . . no business in America depends so largely for its existence on what people outside the industry think about it than the railroads . . . this is true because our industry is largely dependent upon government regulations for pricing our product and labor costs are set by industry-wide bargaining decisions . . . As a result our railroads are almost helpless to control their destiny without an intelligent understanding of the public.

In attempting to preach good public and community relations Vice President Champlin once reminded us that the greatest teacher on earth only had a handful of followers until after His death and that you can't change people overnight. His theory is to get a truthful story and say it and say it and say it.

There is a great need for industry statesmanship in the railroad profession today and we of the Pennsylvania believe our company is supplying that need.

"If there is typhoid in the well it doesn't do much good to paint the pump".

"You can't make a good omlette ry re-arranging bad eggs".

The important thing to me seems to be the matter of "dignity of the job" . . . the necessity of management to make supervision and employes feel their importance to any project the industry undertakes.

Compared with other industries the railroads are "living in a glass bowl" and for that reason we must be truthful about all our activities . . . Everything we do is in the public eye . . . we're selfish about our publicity and operate on the theory "the quicker we get it into the paper, the quicker we get it out".

All of us must continually "sell the railroad". . . "We have no inherent rights" to anything. The spirit of competition and the American way of doing things demands that we must sell ourselves and our service to succeed. John 12-2 "There they made Him a supper and Martha served."

August 12, 1957
H. L. Wiand
Mgr. Public Relations

REVIEW OF SEMINAR

Members of the Philadelphia Region Seminar for Transportation Supervisors.

Good Afternoon Future Managers!

From May 6, to the present time you have had a considerable saturation of knowledge put out by specialists in their fields, so that you could enlarge your capacities, improve your thinking and attain satisfaction in knowing how to do your work well.

Your attentiveness to this Seminar reflects a dual purpose:

A. Your allegiance to the Pennsylvania Railroad.

B. Your desire to improve your own lot in life.

What degree or percentage of you who will attain a great amount of success remains to be seen. Thirty years ago 32 of us started out on the Pennsylvania Railroad as apprentices in the Maintenance Way Department. We gained our knowledge the hard way--moving from post to post; grabbing for bits of information as we could get it. Today, two of us remain on the railroad. The others departed for various reasons. Some were fired. Some of their families could not stand the moving around of territory. Others were ill-suited for their work. Many causes contributed to this heavy toll.

The closing of the doors of this Seminar today closes one chapter of your progress. The doors open tomorrow to a new field for you to survey, and a new area for you to reflect your thoughts in. Items of pertinent concern to you -- to aid in your continuing success might be enumerated as follows:

1. Endless education.
2. Enforcement of rules and instructions.
3. Enthusiasm in doing your assignment.
4. Honesty.
5. Earnestness.
6. Cheerfulness.
7. Be the "take charge" guy.
8. Be a leader in community affairs and in your assigned territory.
9. Know your employes, associates and customers of the Pennsylvania Railroad personally.
10. Assume responsibility--be the boss.
11. Keep abreast of times, conditions, etc.
12. Dress and act the part.
13. Produce your product-- Transportation, efficiently, at the most economical cost, giving adequate and required dependable service.
14. Pay attention to details.

It required considerable effort of all who contributed to the success of this Seminar, and I wish to congratulate each and every one of them for making this the outstanding success it developed to be, and as we leave these halls today, my congratulations goes to each of you for taking the time, trouble and effort to hear our thoughts. To all you who participated in this program, I wish the good things in life, and we will all be watching to determine how well you place the ideas you have received into actual practice.

Good Luck.

August 12, 1957
H. D. Kruggel
Asst. Regional Manager

Check (X) the correct answers to the following Statements:

1. The controllable transportation cost items are:

   ( ) Personal injuries

   ( ) Drawbridge operation

   ( ) Yard and road, train and engine crews wages

   ( ) Per diem

   ( ) Signal and interlocking operation

   ( ) Crossing Protection

2. The Boin Tariff allows that when delay will be of a temporary nature the locomotive will be held at the nearest available location and the service completed when conditions permit. For delay to the locomotive and the service completed when conditions permit. For delay to the locomotive when so held, a charge of $2.33 for each five minutes or fraction in excess of:

   ( ) 15 mins. ( ) 30mins. ( ) 45 mins. ( ) 1 hour

   will be assessed, which charge will be in addition to the published rate or rates (Freight Charges).

3. The CT-213 card is utilized for the routing and forwarding of:

   ( ) Ore Hopper

   ( ) For cars to be interchanged

   ( ) For special equipped cars

4. Car Service Rule #3 states that; Foreign cars at home on other than direct connection must be forwarded to the home road loaded or empty. Under this rule cars may be:

   ( ) Loaded in the direction of the home road

   ( ) Not to be moved locally in an opposite direction from the home road, or delivered to a short line or a switching road if to be loaded for delivery on or movement via home road.

   ( ) Box cars cover by Car Service Division Special Car Order 90 should be at all times delivered empty to road from which originally received.

5. Per Diem is the amount we pay;

( ) to connecting railroad which interchanges the car to us so that they may reimburse the home road.

( ) direct to the home road while foreign car is on our lines.

( ) amount we collect from the shipper or consignee for delay to cars on his siding

6. To make us a Credit Per Diem railroad instead of a Debit Per Diem railroad we need a
( ) 1% ( ) 2% ( ) 4% ( ) 8%

improvement in car handling.

7. Straight demurrage is the amount we assess

( ) After a 36 hour free time period

( ) After a 48 hour free time period

( ) After a 72 hour free time period

against a shipper or consignee for failure to release an inbound or outbound car, or furnish disposition for a car held in transit. The assessment shall be

( ) $2.00 per day for each of the first 4 days and $4.00 per day for each succeeding day - not including Saturdays, Sundays and Holidays.

( ) $4.00 per day for each of the first 4 days and $8.00 per day for each succeeding day - not including Saturdays, Sundays and Holidays.

( ) $4.00 Per day for each of the first 4 days and $8.00 per day for each succeeding day - including Saturdays, Sundays and Holidays.

8. When reporting cars and trains dispatched on the FT-3 report you must report as trains

( ) All Trains that originate from a yard including inter-district or Regional trains that pick up.

( ) Just those trains leaving from their initial terminal

(8. Cont'd.)
and you will include in the car count those cars

( ) Picked up by local freights during their tour of duty

( ) That a local freight leaves with, from his initial terminal only

( ) Those cars picked up by a road or local freight train at an intermediate point but will not consider such a pick up as a train dispatched.

9. The CT-314 excessive demension car card is;

( ) To be attached to the waybill to alert the Yardmaster that the car is of an excessive dimension

( ) To be attached to each side of a car near the car number to call attention to car inspectors and other yard forces of an excessive dimension car carrying a specific route

10. Concerning investigations and trials

( ) A man must come in for a trial, but need not attend an investigation

( ) A trial may not be recessed without the permission of the local chairman or representative

( ) The trial officer is the chairman of the meeting and he should try to eliminate any question which is not pertinent to the facts of trial.

( ) All Trials should be preceeded by an investigation

( ) Trial Officer's duty is to get facts and information, he is not required to have any knowledge of the facts of the case.

( ) Employe held out of service should be notified in writing immediately upon being taken out of service

( ) Where an employee has given a statement in an investigation form as a witness it is not necessary to have him on hand during a trial for cross examination.

( ) The person conducting the investigation preceeding a trial should also conduct the trial as he knows all the facts.

( ) The admission of guilty by the employee is proof that he is guilty.

( ) A "Trial in Absentia" should develop the facts.

11. How many hours can livestock be confined in a railroad car before stopping to feed and water
( ) 24 hours ( ) 28 hours ( ) 36 hours ( ) 48 hours.

DEFINE:

1. An air brake as used on the PRR?

2. What is speed control?

3. What is mileage debit and credit in regard to crew manipulation?

4. A Safety Rule?

5. A make up book as used in passenger operation?

DEFINE:

6. In the Car Service Department what is a Junction Report?

7. (A) Lost time injury?

(B) Reportable I.C.C. injury?

8. Automatic Block

9. Manual Block

10. What is the Square Sheet?

EXPLAIN:

(1.) Method by which the performance car count on the Daily Morning Yard Report is calculated.

(2.) How we determine the amount of time and to which account we charge Joint Facility work performed from the yard conductor's time card.

(3.) The purpose of the C.T. 990 observations.

(4.) To what purpose is the reperforated tape used in connection with our teletype system.

(5.) Under what conditions can a helper crew leave its terminal after being on duty 8 hours without penalty claim.