

Subject: RE: Investigation

Mark,

Thanks for the reply. I understand that there was a failure. I also hope the education is on a continual basis. There are so many, many rules to remember. The employees are aware of their continual testing. It's akin to having a policeman follow you all the time; it can take your focus away from the job at hand.

The issue that bothered me about this comment, more than anything, was that it appeared that the trainmaster took the position that "we've told you once about the rule requirement; that should be sufficient." It's not.

The employees are just trying to do their job, and they need their job. They are extremely nervous about losing their job. Years ago, the employee would have just been cautioned on the issue, and if it continued, then more stringent action would take place.

Today, all the operating rules are categorized into one big book with respect to compliance and disciplinary action. With over 700 rules to be conversant, and the appearance that any tiny misapplication of the rule results in a failure, puts the employee on edge.

The proper testing of brakes is important, along with all the other rules. Letting the air settle for one minute has its purpose, but if you look at the big picture, the key element is: "Did the employees apply the brakes, air and hand, and test them. The waiting of one minute is one of the processes. However, the main focus was the applying and testing of the hand brake.

The employees are being held to a standard regulated to that of the Pope, or without being sacra religious in any form, we are expected to comply with all the rules that only the good Lord could do.

Continual, continual, continual, continual education will get us to the level where we need to be in rules compliance.

Today, many of CSXT's train service employees views the trainmaster as the enemy because they see his "calling" is to "get" me. In my day, the trainmaster was there to teach, coach, and help us service the customer.

Trainmaster Bobby Jackson, for whom I hold the upmost respect, was the individual that helped us do our job professionally. We knew he was a strict enforcer of all the operating rules. If he saw us do something in violation of the rules, he would come up to us, discuss the issue, make sure that we had a clear understanding of the rule and get a verbal commitment from us to comply with that rule and all other rules. He would talk to us about other rules and ask us if we had any questions. I am sure that when he left, he wrote down in his little book what we discussed, and if he caught us violating the same rule again, we could expect appropriate action. However, we viewed him as a co-worker and helper. Mr. Jackson's territory had very few issues, and it had an excellent safety record.

By and large today, the company officer is viewed as a gang member that threatens a peaceful coexistence in order to exalt his own standing.

I am not asking the Company to be lax in rules enforcement; I'm only asking that it treat its employees as a valuable asset and lead them in the right direction. Very few employees should have to leave the Company if everyone is doing their job.

I did not fire my children; I taught them and led them in the right direction.

I am 59 years old, and I still make mistakes. I only ask the Company to recognize such in its employees. CSXT has three strikes and you're out policy, that's tough.

I appreciate you taking the time to read this letter, and I ask that you give it thoughtful consideration. Perhaps, you would like to share it with your fellow Division Managers. People are important, and I have had the pleasure to work with you for many years, and I know that you recognize such.

Sincerely,

John Hancock

-----Original Message-----

From: Mayo, Mark [mailto:Mark\_Mayo@CSX.com]  
Sent: Thursday, September 23, 2010 1:48 PM  
To: John Hancock  
Cc: Pendergrass, Mike; glacere@wctel.net  
Subject: RE: Investigation

I think there must have been a misunderstanding in the case. The education part took place sometime back and continues today. After they felt they sufficiently educated their employees they made a test to check their compliance and in this case they failed.

-----Original Message-----

From: John Hancock [mailto:johnh@utu851.org]  
Sent: Thursday, September 23, 2010 10:39 AM  
To: Mayo, Mark  
Cc: Pendergrass, Mike; glacere@wctel.net  
Subject: FW: Investigation

Mark,

I was reading the comments of Local Chairman Glace (embedded below) wherein he suggested to two Company Officers that they should be using job briefings to remind the employees of the proper procedure for conducting a brake test.

Their response that education would come through testing, not teaching.

I am truly disappointed that this attitude that employees are the enemy, and that the goal of these two CSXT Officers is not to teach and lead, but to conduct sufficient testing to get them on rules violations so they can terminate their employment relationship. It reminds of the axiom that "The floggings will continue until morale improves."

This is not my impression of the leadership that you have delivered, nor is it the leadership that Mike Pendergrass or Cindy Sanborn has expressed.

I thought we were about building a work force that understood the reasons for the operating and safety rules and to build pride in the employees to want to comply with the rules, and further, to have respect for the reasons of why the rules were written -- they were written in the blood of our fellow coworkers.

I truly hope this is an isolated incident, and the actions of the two company officers can be pointed in a method of meeting with employees, and bringing out issues where there have been failures so other would be aware and learn.

As a teacher, I wanted all my students to make 100 on the test. If I were able to get them to make a 100, then I was successful as a teacher; the students had completed the criteria I scheduled for them. Failure was not my goal; success was my goal.

If I have the wrong opinion here, please advise,

Sincerely,

John Hancock

Cy: LC Glace

Members

Investigation on Gainesville Midlan:

If you tie train down and leave it unattended the handbrakes must be test properly by releasing air from train and engines for 1 minute or you are not in compliance. But do not take my word ask TM Lee or RFE Bailey.

I told them this should explained but I was told checking by testing would be the briefing process so heads up. Get a understanding of what to do. Thanks