



Heart of a Mighty Bison —
Space-age Version.



MARCH / APRIL, 1963

ERIE-LACKAWANNA



In the world of business there is no guarantee that a company or industry will grow and prosper, and there probably never will be such a guarantee. That's as it should be, because under our free enterprise system individual initiative largely determines whether a particular enterprise will have the ability to meet the challenges that constantly face any business in today's highly competitive market.

We live in a world of change. Railroaders who have been around for any length of time have seen great changes within the industry, and more will continue to take place. The demands of our customers are changing, the type of competition we are encountering is changing, the demands on the energies and skills of our people are changing; the methods and techniques of railroading are changing.

It is not always easy to keep up with change, especially when funds are lacking, but it must be done if a company is to survive. Never has our competition been keener than it is now, and never have there been stiffer demands upon our ability or our willingness to do a first-rate job. It takes a special kind of determination that I know Erie-Lackawanna people have in them. We can make the grade and meet this competitive struggle for survival if employees in all categories will tackle their jobs with the highest degree of skill, resourcefulness, and good judgment that they possess.

The basic ingredients in the formula for success, for either an individual or a company, include such things as ability, determination, enthusiasm, teamwork, dedication, and loyalty. I am sure Erie-Lackawanna people have all of these qualities -- and more. I am proud of our employees and the job they are doing, for the most part under trying and adverse circumstances. They are demonstrating that they are true railroaders -- first, last, and always.

George C. Frank

High above the Erie-Lackawanna-Nickel Plate BISON YARD at East Buffalo, is America's very latest and most efficient version of freight classification control. A modern, glass-walled tower, with two areas that are the 3rd and 4th floors of the main yard office building, it is the manual control point for the "central nervous system" of our powerful, new Bison.

At the top of the tower, you see Michael J. McCormick, yard conductor, seated behind an array of buttons, lights, and toggles for master and secondary retarders, switch control panels, 2-way communication with all points in the yard, and the switch-heater control panel.

Directly below him, on the lower level of the tower, sits Otto Striejewski, yardmaster. He, like the conductor upstairs, has a completely unobstructed view of the entire humping and classification activities in the yard, and the maze of buttons in front of him comprise a complete communications panel.

On pages 4 and 5 you'll find a picture story to tell you more about our kind of "can-do" railroading.

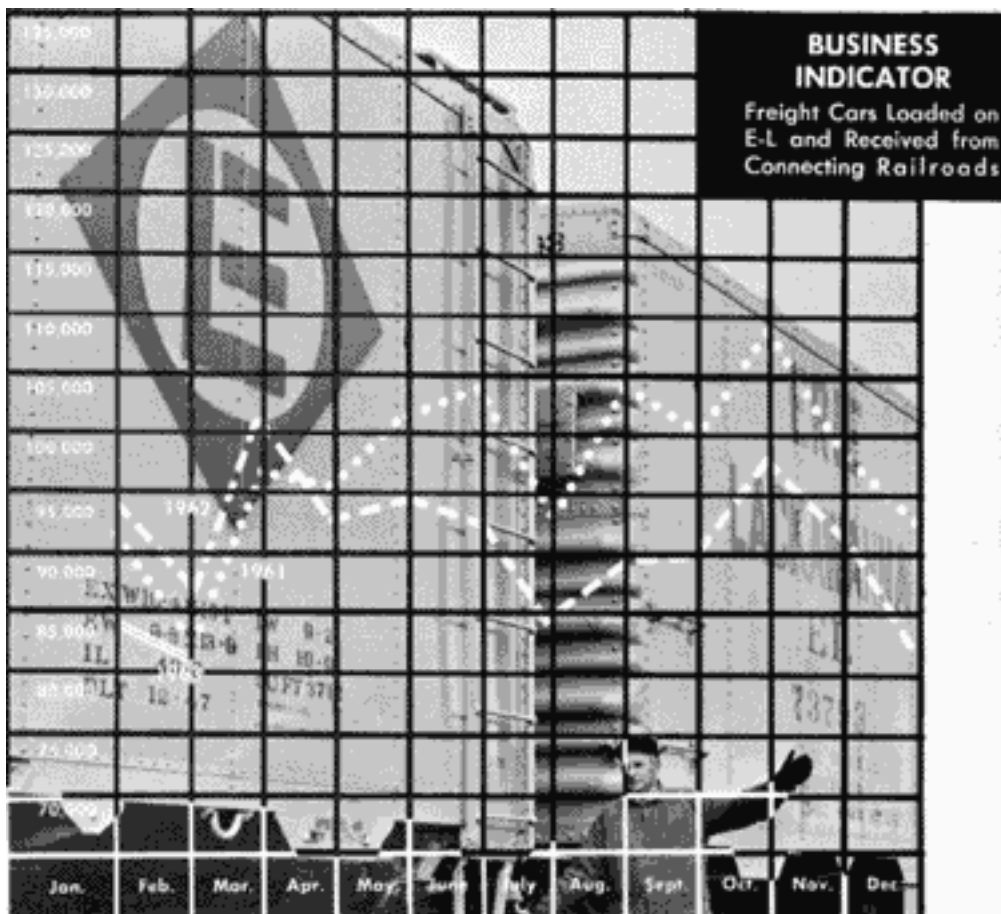
ERIE-LACKAWANNA RAILROAD MAGAZINE

America's First Railroad Magazine-- Our 59th Year

March/April, 1963 Vol 59, No. 2

George C. Frank Asst. to President
Bruce A. Wilson Associate Editor
John F. Long Photo.-Reporter

Distributed free of charge to Erie-Lackawanna Railroad employes and retired employes. To others, \$1.50 a year. Single copies, 20 cents. Material and photographs should be sent to editorial and business offices, 1327 Midland Bldg., Cleveland 15, Ohio.



IT'S YOUR FUTURE -- THINK ABOUT IT

It would be useless to try to hide the fact that Erie-Lackawanna is in trouble. The evidence is present for all to see; in the lowering line of car-loadings on our Business Indicator graph in each issue of the Magazine, and, for example, in the opening words of President McInnes' message to employees in the last issue: "There is no question about it, the Erie-Lackawanna needs more business." The message went on to say that "One way . . . to get more business is to give better service," and toward that end Better Service has become the E-L target for 1963. Every single employee can do his part in that vital campaign.

And there is another area in which employees can do their parts to help brighten the future of the Railroad and, at the same time, brighten their own prospects. It is an area that is receiving more and more attention in railroading and in industry in general. It is the area of Creative Thinking.

In its survey, "The Railroad Future--a Study of Prospects and Problems Through 1970," the Railway Progress Institute hit hard at the need for railroads to be more receptive to new ideas, and it pointed out that there is a crying need within the industry for an improvement in human communications. And railroads must not be merely willing to consider new ideas, but eager to act upon them.

Okay, we want new ideas -- ways by which we can save money and ways in which we can make money. Where are these ideas going to come from? From the people who know the most about running the railroad, the people who are doing the work: You.

"Listen," we hear a voice saying, "I had a tremendous idea a year ago, and I told my boss about it and that was as far as it ever went. What good are ideas if nobody listens?" And we reply: "Friend, you've just flunked your first test in creative thinking!"

We'll take a look at some of the rules for creativity, and we'll also discuss how you go about it, but first we ought to answer a basic question: Does it work? One solid answer can be put in five words: "Take a look at Piggyback!"

Somewhere along the line somebody got the idea of putting highway trucks on flatcars (can't you just see the look on the face of the guy's boss!), and from that humble beginning there evolved five plans of piggyback, containerization, multi-level automobile transport, and hope for the entire railroad industry.

One railroad went a step further with creative thinking: They were moving autos into the South from the Great Lakes region and found that they had to deadhead the racks north, empty of

both goods and revenue. There had to be a better way of doing it, and there was. The road served an area that produced fiberglass boats. There was a good market waiting along the Great Lakes and with some creative thinking, a few adjustments on their multi-level racks, and some salesmanship the company soon found itself making money coming and going. Very simple, really, and it all started with two things: A man with an idea, and another man willing to evaluate that idea and put it to work.

Now let's take a look at some of the rules you should follow, after which we'll examine the steps to formulating a creative idea.

1. *Be willing to do something different or out of the ordinary.* This doesn't mean that you should give the boss that "piece of your mind" you've been dreaming about, but it does mean that you should stop being a creature of habits. It means that simply because you have been doing a job one certain way for years it is no proof that there isn't a better way to do it. Here is an example:

Some men in a shop had to use liquids that were kept in 55-gallon drums. As the fluids were drawn off, there was no way of knowing how much was left, and when the spigot was turned on and nothing came out the man didn't know if the tap was clogged, or if the drum was empty. So he would wrestle the drum around, listening for the "slosh" of fluid, and if he didn't hear it he would wait while another drum was moved into place and tapped. Time lost and money lost. Then one of the men got an idea.

He took a piece of string as long as the drum was high. On one end he put a fishing bobber, and on the other end a cork bigger than the bung hole. The bobber went into the drum, floated on top of the liquid, and lowered itself as the drum was emptied. All they had to do was to watch the string getting shorter on the outside, and they knew when the drum needed replacing. Time saved -- money saved.

Here's another one: A company was installing a huge press that had to be bedded on piers that were a foot or so lower than the factory floor. There wasn't room in the hole for jacks or cables. The best engineering minds of the company labored over the problem, until a little guy who had no connection with the operation came along and gave them the solution: Fill the hole with blocks of ice to the floor level, slide the press in place, and wait for the ice to melt!

"Big deal!" you say. "Neither one of those ideas amounts to piggyback." You're right. But they did meet a problem head on and solve it, and that's the first step in creative thinking.

2. *Remember that the more unique and original an idea is, the more open it is to criticism.* Don't be afraid of criticism, discouragement, and possible rejection. Above all, remember that it is your *idea* that is being examined, not you.

3. *Do not judge or evaluate a new idea until it is fully formed.* Nothing hampers creativity more than jumping to conclusions, and in that respect, this is a rule to which management has to pay particular attention.

4. *Do not give up if you should fail.* The wise man will examine the failure to see where the idea went astray. Beyond that he will keep in mind that the greatest failure of all is not to attempt a new idea!

5. *Start small.* Don't try to design a new form of motive power if your problem is that you have to make all your reports in triplicate. Stick close to home until you get the hang of this business of creativity.

Now, how do we put the creative process to work? Basically, there are three phases involved: The first is LEARNING all you can about the problem. Know all you can, because you may have to defend *your* idea with facts.

Next phase is STIMULATION, or a reason why you should seek out new ideas. In the case of the company, the stimulant is simple and two-pronged; We need to make money, and we need to save money. Employees might find their stimulant in this paraphrase: "Think Creatively -- The Job You Save May Be Your Own!"

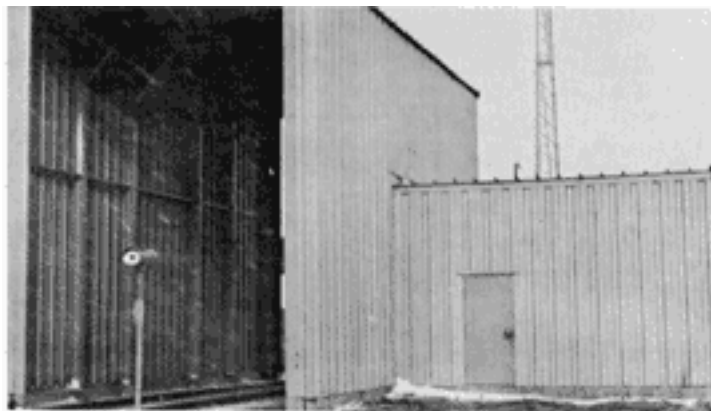
The final phase of the process is WORK -- getting the job done.

Those three phases are followed through in ten steps:

1. **DEFINE THE PROBLEM.** Know exactly what it is you're trying to do



Shown above is a section of the amazing printed tape that is received in the main yard office as trains enter the yard. Produced by 3 Videograph cameras and receiver setups, **the tapes** give a lasting record of every piece of rolling stock that passes through the scanner buildings, one of which is shown below. This is just one of the many devices that will help to guarantee efficient and swift operation of the yard, all of which will mean speedier service for E-L shippers.



1

Videograph scanner building houses the lights and camera which photograph all incoming trains. Purpose of the building is to offer controlled light, so that trains can be photographed day or night, regardless of what the weather conditions may be.

It's called the BISON YARD, the official name given to the newest electronic freight classification yard in America, and it belongs to Erie-Lackawanna and the Nickel Plate Railroads.

It was about a year and a half ago that we first told you about this electronic marvel to be constructed at East Buffalo, and at the time of our first writing, parts of the proposed yard seemed to be just too good to be true—it didn't seem possible that tubes and wires and buttons could do all the things the yard was designed to do.

In the pictures on these pages, we offer visual proof that it was possible. We thought you'd like to see how it looks now that the yard is soon to go into joint operation.



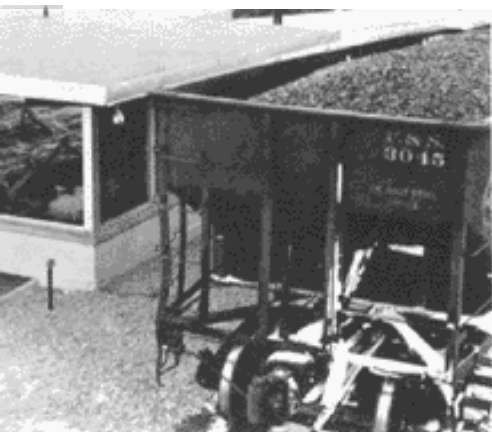
2

Engineer Joseph Guarino operates a hump engine in BISON YARD and, thanks to 2-way train radio, he is never out of touch with various control points at hump office, main yard office, and retarder tower.



3

Stanley Hodack, hump conductor, initially controls flow of cars onto pre-determined classification tracks. The microphone enables Stan to give "cut" instructions to pin-puller who is working the hump, and also gives him intercommunication with almost any part of the yard and its offices. That's what most of the buttons in front of him are for, but some also control hump signals and retarder, for slack that is sometimes needed in cutting cars.



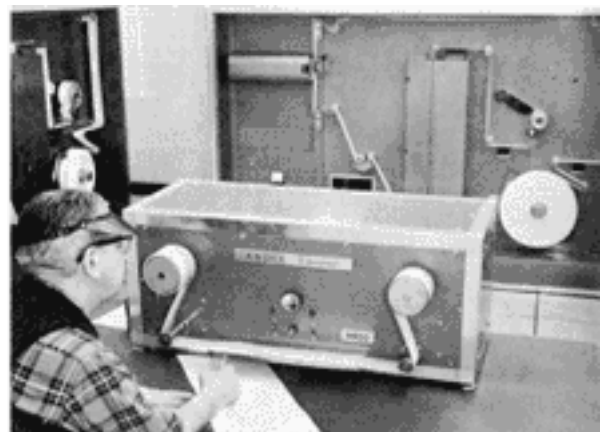
4

Top o' the hump looking east. Coal hopper has just come off the main line, having passed through Videograph scanner, and will leave hump to find its place automatically on one of 49 classification tracks in BISON YARD.

5

Jim O'Neil, assistant eastbound clerk in the main yard office, "reads" the picture of incoming train from Videograph scanner, and checks it against an advance teletyped report of train consist.

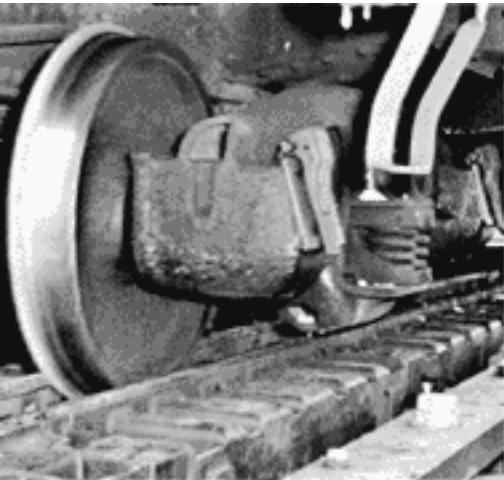
There are 3 scanners at BISON YARD -- one at east end and two at west end of yard.



LACKAWANNA

D. L. & W.
55489

THERE'S A POWERFUL NEW BISON IN BUFFALO



6

It takes a lot of muscle to slow down a loaded box car, and the electronically-controlled retarders at BISON YARD have it! Speed of car, as it leaves hump, has been regulated as to weight, distance of travel, and even direction of wind and its velocity.



7

L. H. Tegler, retarder technician, adjusts the radar unit, whose ever-watchful eye reports car speed to the electronic "brain," day or night, in sun, rain, or snow. It is this device that begins the chain of "commands" which control car speed.

8

Electronic "brain" in main yard office is the wizard that controls the automatic operation of classification procedures. Robert C. Lawrie, leading signal maintainer, is making periodic check, and, after dials are set, brain has unfailing memory.



9

Also in electronic brain room is track diagram that shows, with colored lights, progress of every car as it moves through automatic switching system. William Lawrie, supervisor communications and signals, is making check of the equipment.



10

Joe Wurtz, assistant westbound clerk, uses pneumatic tube system to send messages to all yard points.

Henry Zima, yard conductor, uses one of 170 talk-back speakers in yard. Button turns speaker into "mike" for 2-way communication.



11



THE YEAR IN BRIEF

Our prime objective during the past year was to narrow the deficit that has been plaguing the Erie-Lackawanna since its merger in 1960." So began President McInnes' letter to the owners of the company in the Annual Report for 1962.

That the objective was more than mere wishful thinking is borne out by the fact that losses incurred in 1962 were nearly \$10 million less than in 1961. Nevertheless, 1962's results were disappointing. "We know that neither you nor we will be satisfied until these losses are completely eliminated," Mr. McInnes said.

One fact to keep in mind -- a fact that is stressed in the Report -- is that E-L deficits are in no way an indication that the merger has not been successful. Quite the opposite is true: If it had not been for the merger, it is entirely conceivable that either the Erie or the DL&W (or both) might have been forced into bankruptcy by this time, considering the low traffic level and higher operating cost of the past few years.

"We have a basically sound property and a capable organization that has the potential of producing profits," Mr. McInnes told the shareholders.

For example, annual savings in wages, rental payments and material costs, of approximately \$6,600,000 are a direct result of merger. And that figure is ahead of the second-year "savings timetable" that was forecast prior to the merger.

Also, as a result of combining the Erie & DL&W properties, we were one of the few eastern railroads whose operating expenses were lower in 1962 than in 1961, despite the continuing upward spiral of wage and material costs.

But a railroad cannot be run on savings alone. To be successful you've got to take in more than just enough money to make ends meet. Therein lies the heart of our problem.

From the standpoint of total revenues, 1962 left much to be desired. At the beginning of the year we expected revenues of \$233 million, but ended up with only \$211

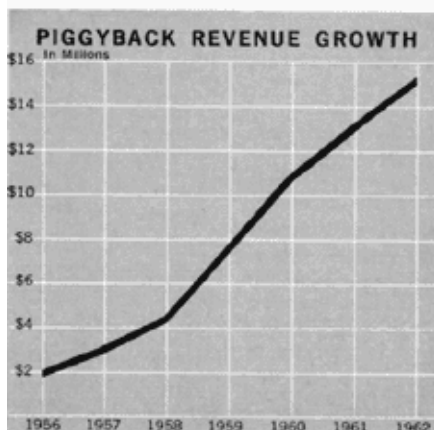
million. This figure was slightly under 1961's gross receipts. It doesn't take much calculating to see that the answer to Erie-Lackawanna's problem can be found in two words: "More Revenue."

How do we get it? First, by making "Service" more than just a word. Second, by making every minute of every day count, with super salesmanship and the performance to back it up. And, finally, we've got to hang on to that basic ingredient, Determination, without which no enterprise can succeed.

BUSINESS '62: The year began with revenues climbing, and by April we were 7% ahead of 1961. Then the bottom dropped out! The result is shown in the first graph below.

Freight accounted for more than 80% of our 1962 operating revenues, which totaled \$172,386,865, a slight increase over 1961.

But the happy story is told by the second graph -- Piggyback Revenue Growth. Up 16% above '61, revert-



ues from this source reached a new high of \$15,000,000.

Passenger revenues totaled \$15,289,994, a decline of 4.1% from '61, but "head end" work rose above the previous year's results to a total of \$10,254,322 received for those services.

IMPROVEMENTS '62: The big story here -- the new E-L NKP electronic yard at East Buffalo -- is told on pages 4 and 5 of this issue. Other improvements, either progressed or completed during 1962, were:

- Ordered 15 new, 2400 HP, diesel locomotives for mainline freight service (Magazine issue of Jan./Feb., '63);

- Construction of grade separation bridges at Paterson, N. J., and rerouting of Newark Branch to Boonton Line at Passaic (Magazine issue of Nov./Dec., '62);

- Relocation of new main line at Sharpville, Pa. (Magazine issue of Oct., '62);

- Grade crossing elimination project at Niagara Falls, to be completed July, '63;

- Automatic flashing lights at various locations;

- Consolidation of communication facilities at Hoboken (Magazine issue of Nov./Dec., '62);

- Replacement of obsolete radio equipment at Warsaw and Attica, N. Y.;

- Reconditioning and upgrading of 444 box cars and 188 gondola cars (Magazine issue of Nov./Dec., '62).

Also under the heading of improvements come the 40 new refrigerated trailers we acquired, and the reorganization of the piggyback operating functions to concentrate line supervision and operating phases under the jurisdiction of Superintendent Motor Transport Service (Magazine issue of Oct., '62).

OPERATIONS & MAINTENANCE '62: The cost of operating the railroad continued its upward trend, and to offset the trend, strict economies and increased efficiency became the order of the day.

An additional \$2,800,000 annually was added to costs as a result of wage increases granted to non-operating employees.

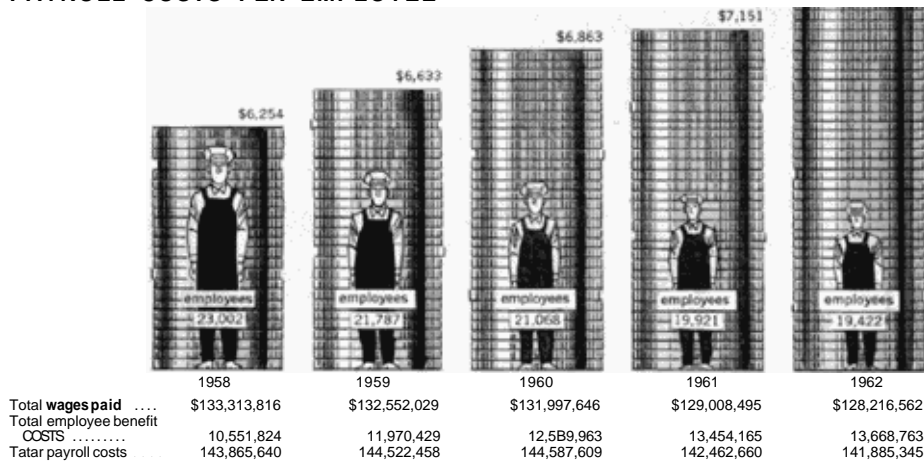
Maintaining track, roadway, bridges, and other structures used up \$20,244,321 (down 9.2% from '61)..

Transportation expenses, which include all station, yard, and train operating costs, amounted to \$109,702,622 (down 1.0% from '61).

REDUCING THE PASSENGER DEFICIT: Availability of tax-free, government-subsidized competing forms of

PAYROLL COSTS PER EMPLOYEE

\$7,305



transportation, heavy property taxes, unfair regulatory practices, and profitless operations have combined to create an average annual loss of more than 13 million dollars in the operation of Erie-Lackawanna passenger trains.

To reduce the passenger deficit as much as possible, a special committee was formed, consisting of traffic, accounting, and operating representatives, to study individual train operations and to find ways and means to improve the earning capacity of those trains that are paying their way. Whenever possible, it is the intention to improve service on profit-potential trains so as to make rail travel more attractive. At the same time, it will be necessary to find ways to eliminate those trains that are running at a loss and show no signs of future profits.

Our passenger representatives are continuing their active solicitation of special-party week-end tours and other group movements, all of which have made a substantial contribution to the total passenger income.

INDUSTRIAL DEVELOPMENT '62: Here was another bright light in the dark gray of '62, which, in this respect, turned out even better than '61.

At the present time we are working with about 270 companies interested in relocation, new construction, or expansion. One of them, Great Atlantic & Pacific Tea Company, recently announced construction of a new food processing plant to be started at Horseheads, N. Y., in 1963.

Here is the way '62 shaped-up:

New Industries		Est. Revenue
Permanent	81	\$3,661,578
Temporary	20	297,217

Total	101	\$3,958,795
Industries Expanding	52	690,795

Grand Total 153 **\$4,648,866**

March/April, 1963

MARKETING RESEARCH '62: In today's fast-paced economy, it is not enough for a company to "stay alive," it has got to grow and be vital. In order to do that, it has got to innovate (see the story on page 3).

New ways must be found to move freight, new ways to do paperwork, and new ways to sell E-L. Above all, we've got to find new ways to serve our customers. Marketing research is helping to do all these things.

A program to increase profitable traffic for E-L has been developed, and a pilot study was begun in 1962. Shipper interviews have been made to find out specific rate, service, and equipment needs of individual customers, and analysis of the data obtained has indicated sources of potential traffic.

Shippers like this kind of approach to modern business because it indicates a forward-looking company. Plans are being made now to survey more shippers in important industries located on our line, and the results of the findings will be more and better knowledge of traffic and profit potential.

SALE OF SURPLUS REAL ESTATE: One other method of generating cash in 1962 was an active campaign to dispose of surplus real estate. Transactions last year totaled \$1,432,118.

A nice secondary effect of this business is that in addition to the money we got from the sales, we were also relieved of the burdensome taxes that went with maintaining the unneeded properties.

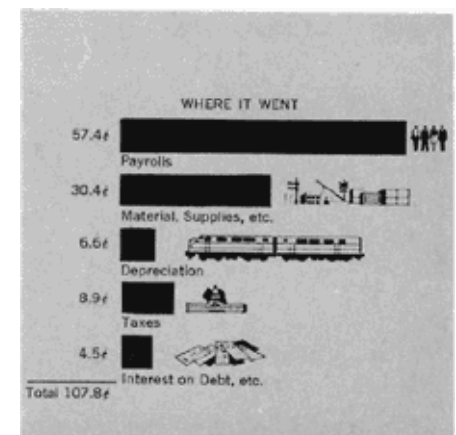
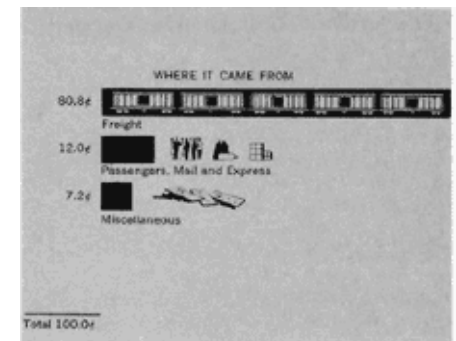
This is a program that will continue through 1963, with estimated sales of perhaps \$2,500,000 accruing to the company.

THE YEAR IN BRIEF:

Operating Revenues	\$210,945,958
Operating Expenses	\$185,895,877
Ratio of Expenses to Revenues	88.12%
Taxes	\$18,861,313
Taxes per Share of Common Stock	\$4.01
Income Available for Fixed Charges	(\$6,939,066)
Fixed Charges	\$9,669,003
Net Income (Loss)	(\$16,608,069)
Number of Shareowners	22,534
Average Number of Employees	19,422
Miles of Railroad Operated	3,031

() Denotes red figure.

ERIE-LACKAWANNA INCOME DOLLAR '62:





CLAUDE F. LAUER is our Division Sales Manager in Youngstown, O., and the thing that strikes you first is his unswerving devotion to Erie Lackawanna and his intense pride in his city. "Steel has been good to Youngstown," he says "They're going to be making it here for a long time to come, and E.L. is going to help them do it." Helping him to make that prophecy a reality are sales reps ARTHUR G. LAUTHER and PAUL A. TALKINGTON, JR.



DONALD S. DAY, vice president & general traffic manager. Youngstown Sheet & Tube, on the subject of our salesmen: "Claude is 'Old Faithfull, When he comes in, our fellows know they'll get the answer.'" On rails and steel: "We have many of the same problems in common, but railroads tend to drop their problems in the shippers' laps. You are too much bound to the past, and we just can't sit around waiting for the New Idea. We'll always need railroads, but steel expansion is toward water, which proves that we aren't captive. There are a number of ways we can move our products. "Sure, piggyback has helped us, and we're using more of it. You need a lot more ideas like that, or you'll never get to heaven."

THE MEN WHO BRING US PAYDAYS - III

The salesman is the man who brings us paydays, but the pay he brings is provided by our customers. In two previous articles, we've told you about the E-L salesman's wide range of activities, and we've told you how thoroughly he depends upon his back-up team -- the employees of Erie-Lackawanna. Now we want you to have the shipper's point of view.

What does a traffic manager expect from a salesman of transportation? What does he expect from the railroad company? What should the company do to improve its service?

We put these and other questions to traffic managers of three steel companies in the Youngstown, O., area, and the answers -- oddly enough, almost identical -- came as no great surprise to us.

Read what these three friends of E-L had to say. It ties in with our story on page 3, and also with President McInnes' words from the Annual Report on pages 6 and 7.

What is lacking, all agree, is the "New Idea," the innovation. Perhaps you can supply it.

After all, we really do need "You" in success!



FRED BENNETT, asst. vice president & general traffic manager, Sharon Steel Corp.: "We were one of the pioneers in piggyback -- matter of fact, we helped put you fellows in the business -- and many of the early problems were worked out with your sales department. Movable blocking in gondolas, for instance, has saved us a lot of money, and has given you revenue . . ."



SHARON STEEL CORP.

"...Rails have done a very good job for us; we have no hesitancy in going to them with a problem.

"With your local people in Sharon and in Youngstown -- agents and yard forces -- we just don't have problems. Those fellows are remarkable workers!"

A. M. (AL) BROENLE, general traffic manager, Valley Mould and Iron Corp.: "I'll tell you one thing: E-L has the best service organization I ever ran into, and your sales staff is the best in my experience. Matter of fact, your total personnel is extremely competent. But rails in general have been missing the boat. They've always tried to meet competition, when they should be trying to make it; frequently they are too quick to say 'we can't do it' -- the thinking is too often negative. But I'm optimistic. The U.S. cannot continue to grow without railroads, and they are going to have to be under private management. Listen, while we're on the subject, keep in mind that good passenger service can be a railroad's best advertising."



THE YOUNGSTOWN SHEET AND TUBE CO.



VALLEY MOULD AND IRON CORP.



: We Were Ready For 'Em!

Looking back, it doesn't seem possible that it happened nearly six months ago, but it did. October 22, 1962, to be exact. That was the night that President Kennedy shocked the nation by announcing our blockade of Cuba to counteract the presence on that island of Red nuclear weapons.

By October 23 you couldn't find a man who would either give or take odds on the possibility of war. We were a nation of paradoxes: Wanting peace, but ready to fight; united solidly behind our President, but divided on the wisdom of his action. We were frightened; we were courageous. And we were confused, but we functioned like a well-oiled machine. Matter of fact, the machinery was in motion even before the President went on the air that eventful evening.

Fifteen minutes before air time America's railroads had been alerted, and key rail executives had been summoned to Washington. The vital role played subsequently by America's railroads was summed up in a letter from I. Sewell Morris, Major General, Commander of the Defense Traffic Management Service, and addressed to Daniel P. Loomis, President of the Association of American Railroads. It said in part:

"During the recent Cuban crisis, this Command arranged for significant increases in the movement of personnel, materiel, and supplies. A major portion of this vital traffic was carried by the railroads.

"Despite short deadlines and frequent adjustments in our military requirements, the railroads . . . responded magnificently...

"The performance by the industry you represent demonstrated again, and most forcibly, that the railroads are a vital part of the transport support of military preparedness . . ."

Then in December, when the Crisis was barely under control, Fidel offered America a chance to barter for the lives of Cubans being held in his prisons. Through the American Red Cross, Castro agreed to release "Bay of Pigs" prisoners if the United States would ransom them with food, drugs, and other items.

The needed goods were donated to the cause by manufacturers all

across the country, and the railroads were called upon to lend their steel muscles to this mission of mercy. More than 70% of the ransom goods were moved by rail, and they were carried free of charge as the railroads' contribution to the humanitarian gesture.

E-L folks helped to move cars from Buffalo, Secaucus, and Fair Lawn; from Syracuse, Morristown, and Clifton; and from Horseheads and Ridgefield. Then came another letter of thanks, this one a personal note to Milton G. McInnes, President:

"Dear Mr. McInnes:

"The recent return of the Cuban prisoners to their families has been a source of satisfaction to all of us.

One of the keys to success has been the generous contribution to the Cuban Families Committee and the American Red Cross of rail transport which has continued throughout the program to move the enormous volume of goods involved.

"This rail transport plays a vital role in the prisoner release project. Please, therefore, accept my sincerest congratulations for yourself and all those employees of the Erie-Lackawanna Railroad contributing to its fine efforts.

"With best wishes for the New Year!"

And the letter is signed:

"Sincerely, Robert Kennedy, Attorney General."

IN RETIREMENT: To recognize the long years of faithful service which lie behind the listing of your name here, the Magazine wishes it had space for an appropriate article honoring each of you individually. Obviously that is not possible. However, your name on this page is our way of extending to you the Company's gratitude for a job well done, and our own good wishes for a long and happy retirement.

Shown are names, titles, locations and years of service.

WILLIAM R. AHRENS, Clerk, Hoboken, N.J.	47	JOHN JOSEPH KREIS, Conductor, Scranton	36
EDWARD F. AHLERS, Engineer, Buffalo	45	JOSEPH E. KREIT, Engineer, Hoboken	40
HAROLD E. ALLEN, Engineer, Hoboken	45	JOHN J. KULIGEWSKI, Machine Operator, Scranton	36
SIGVARD ANDERSON, Carpenter, Hoboken	24	ALFRED F. LAMOREUX, Chief Clerk, Cleveland	45
SENESE E. ASHLEY, Conductor, Salamanca	37	JOSEPH F. LEDVINA, Maintainer Helper, Crown Pt.	41
ANDREW G. BAIRD, Signal Foreman, Kent	39	DANIEL LUCKMAN, Checker, Passaic	38
ROBERT E. BARNABY, Inspector, Black Rock	41	REGINALD O. LUND, Tug Deckhand, Hoboken	32
JAMES P. BARNFATHER, Engineer, Scranton	42	MICHAEL J. MACKO, Carman Helper, Keyser Valley	39
MICHAEL L. BASHAW, Foreman, Passaic	27	FLOYD C. MARTIN, Machinist, Hornell	49
HAROLD BATE, Drawbridge Operator, Passaic	21	NICK MARTZ, Carman, Keyser Valley	37
CLARENCE E. BECK, Conductor, Marion	45	MICHAEL MASICH, Car Repairer, Scranton	32
CHAUNCEY BENSLEY, Engineer, Scranton	43	JOSEPH F. MAYECK, Car Inspector, Scranton	36
ARTHUR J. BERNHARDT, Claim Agent, Cleveland	46	JOSEPH D. MEIXELL, Machinist, Scranton	43
PETER BLACKBURN, Machinist, Hoboken	43	LEE H. MERRICK, Carman, Keyser Valley	43
VICTOR S. BOGLIOLI, Ticket Clerk, Dover	51	BRUNO C. MEYER, Correction invest., Cleveland	44
PETER P. BOLSCH, Engineer, Hoboken	45	JOSEPH MIZESKI, Switchman, Hoboken	45
FREDERICK C. BOYSER, Conductor, Utica	46	MICHAEL D. MORAHAN, Machinist Helper, Scranton	37
HERBERT O. BRINDLEY, Chief Clerk, Buffalo	39	JOSEPH A. MUCHA, Sales Agent, Buffalo	48
NORMAN A. BROCKETT, Inspector, Barberton	40	EARL F. MUSSEHL, Yardmaster, Buffalo	36
JOHN W. BROWDER, Carman, Kent	36	ROBERT A. NEWTON, Baggageman, Buffalo	21
STANLEY BUTYNSKI, Inspector, New York	42	JOEL H. NICHOLS, Engineer, Buffalo	42
JOHN F. CAMPBELL, Dispatcher, Hoboken	45	JOHN H. OAST, Signalman, Paterson	37
FRANK A. CAPPOCK, Agent, New York	41	JAMES R. ORMSBY, Clerk, Bath	45
ARIE B. CAPRON, Clerk, Scranton	40	HOMER R. PARKER, Foreman, Kouts	26
WILLIAM P. CARRIGAN, Conductor, Youngstown	46	WILLIAM F. PATTERSON, Cashier, Barberton	40
FREDERICK C. CASE, Carpenter, Buffalo	40	WALTER R. PETERS, Mill Hand, Keyser Valley	40
ANTHONY CASTELLANO, Tug Engineer, Hoboken	36	TAGE A. PETERSON, Carpenter, Jersey City	28
FRANK J. CESARIO, Truck Operator, Buffalo	40	EDWIN A. PFLAUM, Trackman, Attica	37
ARTHUR C. COLBURN, Conductor, Meadville	49	RAYMOND J. PIERCE, Division Engineer, Hoboken	42
CHESTER E. COLE, Car Receiver, Hornell	34	FRANK T. POLE, Engineer, Utica	43
JOHN T. CONNOLLY, Conductor, Port Jervis	51	RAPHAEL R. POUX, Supvr. Timber Insp., Marion	46
JOHN V. CONWAY, Rate Clerk, Jersey City	35	CHARLES PRONITIS, Carman, Keyser Valley	39
CLIFFORD W. CORBETT, Patrolman, Akron	21	JOSEPH RACCIOPPIO, Rec. & Del. Clerk, New York	22
LESTER C. CUMMINS, Asst. Supervisor, Cleveland	38	FRANCIS R. RAFFERTY, Conductor, Marion	43
LEON R. CUSTER, Conductor, Port Jervis	36	JOHN J. RAMSDEN, Hd. Correction Clk., Jersey City	41
WILFRED J. DesLANDES, Switchman, Hoboken	37	MAY A. REDMOND, Clerk, Buffalo	44
JOSEPH H. DUANE, Track Supervisor, Hoboken	43	JOSEPH B. ROBERTS, Agent, Bangor	46
STEPHEN W. DULANSKI, Inspector, Salamanca	45	BENJAMIN F. ROBINSON, Clerk, Buffalo	45
GEORGE A. EISENHAEUER, Sig. Maint., Jersey City	46	CARROLL B. RODENBERGER, Trackman, Kenton	33
JOSEPH W. ELLIOTT, JR., Agent-Op., Wayne	35	DONALD W. ROTHERY, Agent, Newark	40
SILAS FARMER, Laborer, Hoboken	20	CHARLES ROTONDO, Machinist, Kent	46
PERCY FILLMORE, Stower, Hoboken	23	EDWARD J. SCHAD, Engineer, Buffalo	43
WILLIAM H. FLETCHER, Ticket Agent, Dover	54	ANNA M. SCHADENFROTH, Stenographer, Brier Hill	43
JOHN FLOYD, Trainman, Scranton	36	LAWRENCE R. SCHUETTE, Supt. Car Dept., Cleveland	45
WILLIAM H. FRAIN, Hostler, Secaucus	48	RAFFAELE F. SCHLINGO, Machinist Help, Jersey City	46
DAVID F. FRANCO, Brakeman, Hoboken	44	LLOYD SEABERT, Trackman, Ohio City	23
JUSTIN F. GILL, Accountant-Timekeeper, Elmira	52	ARTHUR H. SPECKER, Trainmaster, Marion	47
LEONARD L. GING, Brakeman, Hornell	35	FRANK R. SPROULE, Clerk, Seaboard	47
GEORGE A. GLASSMEYER, Engineer, Marion	42	EDWARD E. STAMBERSKI, Boilermaker, Scranton	47
JOHN H. GOODFELLOW, Conductor, Port Jervis	45	JOHN S. STIMPFELD, Foreman, New York	43
JOHN F. GURNOT, Conductor, Salamanca	43	CURTIS C. STODDARD, Car Inspector, Utica	39
LEO A. HAUSLER, Car Repairer, Buffalo	40	JOHN J. SULLIVAN, Asst. Supt. Lighterage, N. Y.	42
LEROY HEATER, Laborer, Scranton	47	JOHN H. TIERNEY, Tug Engineer, Hoboken	25
CONRAD HELBLE, Ferry Pilot, Hoboken	38	FRANCIS J. TYSON, Pipefitter, Hornell	40
AARON H. HILAND, Watchman, Youngstown	38	JOSEPH R. VACCARO, Machinist, Scranton	39
AARON D. HILL, Watchman, Binghamton	26	MICHAEL A. VORSKO, Asst. to Foreman, Cleveland	50
JOHN FRANCIS HOGAN, Signal Maintainer, Hoboken	51	HUGH E. WAITE, Conductor, Elmira	35
ALBERT B. HOLCOMB, Engineer, Akron	43	HARRY F. WALKER, Clerk, Buffalo	24
MICHAEL HOSKINS, Conductor, Buffalo	40	MALCOLM H. WARDLOW, Div. Storekeeper, Hoboken	48
RAYMOND H. HUTCHISON, Clerk-Optr., Fort Morris	45	CHARLES O. WATKINS, Signal Maint., Binghamton	32
EDWIN N. JENNINGS, Fireman, Port Morris	43	JOSEPH S. WIECZOREK, Laborer, Lancaster	32
MARTIN H. KAIN, Switchman, Elmira	51	RUSSELL S. WILCOX, Yard Clerk, Binghamton	45
GEORGE O. KLUMPP, Switchman, Scranton	45	CLARENCE R. WILLIAMS, Plumber, Binghamton	39
JAMES V. KNAPP, Machinist Helper, Hornell	42	THOMAS A. WILLIAMS, Conductor, Avoca	38
		MICHAEL WROBLEWSKI, Car Inspector, Endicott	40

IT'S YOUR FUTURE

(Continued from page 3)

so that you won't get all wound up in unimportant details;

2. QUESTION EVERY ACCEPTED ASSUMPTION ABOUT THE PROBLEM. Is it true that "we've always done it this way"? Is it true that "it's the only way to do it"? Make it your business to find out;

3. BEGIN TO ASK QUESTIONS of those who may know more about it than you do. How long have we been doing it this way? Did anyone ever try to change the process? Why did he fail?

4. FORCE YOURSELF TO THINK UP SOME NEW ASSUMPTIONS. Dream up new ways of doing the job -- the more the better;

5. PUT THE INDUCTIVE METHOD OF REASONING TO WORK. Inductive thinking means that you start with a set of known facts and eventually arrive at a logical answer;

6. BEGIN TO FORM A JUDGMENT. After you have established your known facts, as a result of inductive reasoning, begin to decide what the possible outcomes might be;

7. TRY TO MAKE A PREDICTION, based upon your known facts and your logical conclusion, of what the new idea can mean, perhaps in terms of man-hours conserved, money saved, or money earned;

8. NOW TAKE ACTION. Get your idea to the man who is most able to evaluate it, and be prepared to put steps 9 and 10 to work;

9. DEVELOP THE DRIVE, the competence, and the ability to prove that your theory is a good one;

10. BE READY TO START ALL OVER AGAIN IF IT DOESN'T SOLVE THE PROBLEM.

Erie-Lackawanna's greatest resource is the men and women who are the railroad. Surely within the ranks of the thousands of people who make up this wealth of endeavor there are some untapped sources of great creativity; ideas that could change the entire picture of railroading. The telegraph, an Erie innovation, did just that, so did the diesel and the air brake and the ticket punch, and they all began with a need, an idea, and the courage, the conviction, and the drive to put it to work. And if your idea does not relate to your particular work and you want to get it to some department other than your own, send it to the Magazine. We'll see that the proper official gets a chance to review it and evaluate it.

As a start in what we will call the "LET'S HELP OURSELVES TO SOME BUSINESS" campaign, here is something each of us can do to get the ball rolling. At the bottom of this page is a coupon that is self-explanatory.

Do you belong to a group that

is planning to conduct a trip or an excursion? Is your local high school sending students to Washington or New York? Have you heard about an industry that wants to expand or build a new plant? Or maybe a local industry is shipping its goods to a distant city via truck, and you think those goods could be moved better by rail, or that the highway trucks could do a better job on flat-cars.

Take a good look around your town and if you see something promising, fill out the coupon and get it in the company mail immediately.

Sure, we know that with the coupons, as with the new ideas, we may get a hundred, and 99 of them may miss the mark. But that one good one could be yours, and it could make all the difference in the world on our Business Indicator graph, or in the profit column of the ledger. It could make a big difference in the future of our jobs.

We've got quite a stake in the future of Erie-Lackawanna. Don't you think it's worth a little thought?

Think about it!

THERE IS A WAY YOU CAN HELP GET BUSINESS!

Fill in, clip, and mail this coupon to the undersigned, so that your sales and service representative may contact prospective customers.

H. C. Schmidt
Vice President-Sales
Erie-Lackawanna RR
Midland Building
Cleveland 15, Ohio

PROSPECT NAME

ADDRESS

CITY STATE

: Passenger ☐

check one : Freight ☐

: Plant Location ☐

PROSPECT

ADDRESS

CITY STATE

: Passenger ☐

check one : Freight ☐

: Plant Location ☐

YOUR NAME

CITY STATE

ADDRESS



WALTER C. ADAMS, District Sales Manager, New Orleans, La.
ROBERT F. BUSH, Assistant Chief Engineer, M.O.W., Cleveland, O.
ROBERT L. DOWNING, Assistant Superintendent, New York Division, Hoboken, N. J.
JOHN R. FREANEY, Trainmaster, Kent Division, Marion, O.
LELAND L. HARRIS, District Sales Manager, Baltimore, Md.
E. R. HOGAN, Trainmaster, Mahoning Division, Youngstown, O.
EDWARD F. McHUGH, District Sales Manager, Chicago, Ill.
FRANK K. NOONBURG, Assistant Freight Traffic Manager, New York
KENNETH E. PRITCHARD, Assistant General Freight Agent, New York
CLYDE E. WEGAN, Passenger Trainmaster, Hoboken, N. J.
CHARLES H. ZIMMERMAN, Superintendent, Susquehanna-Delaware Division, Homell, N. Y.



John L. Tomlin, E-L agent at Urbana, Ohio, has been honored recently by the Boy Scouts of America. On February 4th, John was presented the Silver Beaver Award, Scouting's highest council-level tribute.

In the testimonial that accompanied his award, Mr. Tomlin was cited by Tecumseh Council not only for his untiring efforts to bring Scouting to the boys of his Council, but also for his exemplary contribution to civic and fraternal betterment.

We are pleased to add our congratulations to those already given to this Good Citizen Railroader.

E-L VETERANS

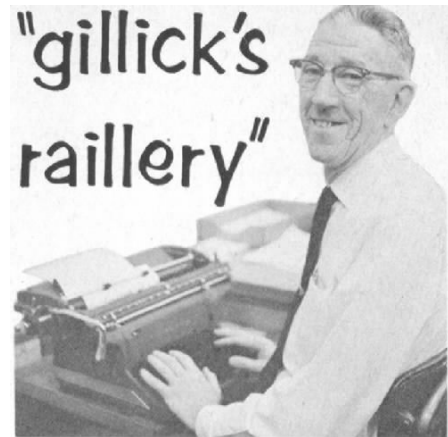
Leo J. Driscoll, president-elect of the Erle-Lackawanna Railroad Veterans Association, writes from Niles, O., to remind all members of the Association that the annual installation and dinner dance will be held in Youngstown, O., this year.

April 27 is the date, and the Hotel Pick-Ohio is the place.

Your chapter secretary has tickets and reservations, or you can write to J. Y. Robinson, Youngstown Chapter Secretary, 2675 Mahoning Ave., N.W., Warren, Ohio.



PUZZLE: Draw 3 straight lines which will separate the square into seven areas, the numbers in each area to add up to 25. Stuck? Send us a card.



Everyone likes to rewrite history once in a while by playing "Just Suppose." It's a harmless and interesting form of daydreaming.

To show you what we mean, just suppose that when Orville and Wilbur Wright arrived at Kitty Hawk, a government agent had jumped out from behind a sand dune and cried, "Back to your bicycles, boys!"

Just suppose that Remington Rand was about to build a giant computer, only to have a government agent say, "Stop! You're supposed to be making rifles for shooting Indians."

Just suppose that Westinghouse was preparing to build an atomic power plant for a nuclear submarine, only to have a government agency step in and declare: "George Westinghouse invented the airbrake. That's your job, men. Build airbrakes!"

Let's go on and suppose that DuPont is about to announce the discovery and production of Nylon, only to have You-Know-Who arrive on the scene and sound off as follows: "Du Pont made gunpowder for the colonists during the Revolutionary War. Get back to keeping your powder dry!"

Of course, all of this is only fantasy, and it didn't really happen. If it had we'd be right back in the Dark Ages, and as far as we are concerned, we have no longing for the good old days.

But let's try one more time. Just suppose a railroad wanted to buy a bus line, a truck line, an air line, a barge line, or even a pipe line . . . But you don't have to suppose--some railroads have already tried. As usual, where railroads are concerned, there's a law against it, and, most assuredly, a government agency steps in and says, "Stop! You can't diversify. You're in the railroad business, not the transportation business!"

Welcome to the Dark Ages, folks! P.S.: Just suppose you clipped this column and sent it to your congressman. Wonder what he'd do about it? Wonder what you'd do about him if he did nothing about it?

John Gillick



These Space-Age versions of the Pony Express made their first trip away from the "corral" atop the latest and hottest version of the Iron Horse.

Highway Products Inc., Kent, O., and Erie-Lackawanna worked together -- H.P.I. as the manufacturer and shipper, and E-L as the carrier -- to move one of the largest shipments ever to leave that city. It consisted of 23 of those little red, white, and blue U. S. Mail vans that you see scurrying from corner to corner in our cities, and they were destined for cities from coast to coast. We were able to put 14 of the mighty mites on a bi-level car.

March/April, 1963

WHAT'S A "SHIPPERGRAM"?

IT'S A CHANCE

TO WIN PRIZES

--- THAT'S WHAT!

Like to see a lot more freight riding the rails? Okay, here's your chance to speak up on the subject and to win some valuable prizes at the same time.

All you have to do is to write a "SHIPPER-GRAM." A Shipper-Gram is your message to shippers asking for their freight business and pledging to handle it with care. That's all there is to it. The message may be as short as 5 words, or it may run up to 20 words.

What is a Shipper-Gram like? Here's an example of a short one:

We Give Freight Tender, Loving Care.
And here's a medium-sized one:

*We Promise You Fast Action
And Damage-free Satisfaction.*

A long one might go like this:

*Give Us Your Freight
You Can Trust That We
Will Handle It Swiftly
And Damage-Free.*

The number of words isn't the big point -- a 5-word message can win the big prize as well as a 20-word message. And remember, your Shipper-Gram *does not have to rhyme*. But, because it deals with a subject of prime importance to all railroad people, it should be sharp and hard-hitting.

Now, how about those prizes? Erie-Lackawanna will award a \$25 U.S. Saving Bond to the winner on each of nine divisions. (We've added a "Ninth Division" for people who work in general offices and off-line agencies.) Then those nine winners will be judged to find a system-winner Shipper-Gram, and that lucky entry will get a \$50 U.S.

Saving Bond.

But that isn't all. Our grand prize winner will be entered in the national contest being sponsored by the American Railway Magazine Editors Association, to compete for the national grand award. The full amount of that prize has not yet been determined, but it will be a whopper and well worth shooting for. (Remember that the national prize in last year's Loss & Damage Prevention contest was \$1,000.)

Why another contest? Simple: We need more business, all railroaders agree. A potent way to help bring that about is to handle all freight with utmost care - to prove to all shippers that in the transportation of freight, the rail way is the safe way.

Damage to freight has been draining away many millions of dollars in railroad earnings. Erie-Lackawanna's loss & damage claims in 1962 amounted to \$4,214,903. That is a needless and wasteful expense. It is money lost. Even more seriously, it means customers lost. Future railroad earnings and railroad jobs depend upon our keeping the customers we now have, and upon our getting new ones.

That's where the Shipper-Gram contest comes in. It will help to make all of us aware of the urgent need for careful, damage-free handling of cars, and it will let the shippers know that we really care about their goods.

Now, if your witty wife and sharp kids want to help you dream up your Shipper-Gram, that's okay -- even though they are not personally eligible to enter the contest. And if you want to send in more than one Shipper-Gram, that's okay, too. Just be certain that each is on an official entry blank, or a good clear copy, and put only one Shipper-Gram on each blank.

It's important that you keep in mind that your entry must be sent by United

States Mail. If someone else thinks up the same Shipper-Gram as yours, the first one mailed will be the one that counts.

Here are the official rules:

1. The contest is open to all active employees of the Company, except members of the Public Relations Department. Employees who are furloughed are eligible to enter, but retired employees are not eligible.

2. The Erie-Lackawanna contest will be conducted on a division basis. For this purpose, Lighterage and Stations and Marine Department will be considered a part of the New York Division and entries from those departments will be sent to the Superintendent of the New York Division. In addition to the eight divisions of our Railroad, we have established a "Ninth Division" for employees in general offices in New York, Cleveland, and Chicago, and for employees in off-line agencies.

3. On-line employees of all departments -- whether the employee is active or furloughed -- will send their entries to the Superintendent of the division on which they are employed. Employees of Lighterage & Stations and Marine Department will send their entries to Superintendent, New York Division.

4. Employees in the general offices in New York, Cleveland, and Chicago, and employees in offline agencies will send their entries to Mr. D. C. Mitchell, Superintendent of Station Service & Freight Claim Prevention, Room 714 Republic Bldg., Cleveland 15, Ohio.

5. All entries must be submitted through United States Mail. This rule is necessary to protect the priority of a contestant's idea in the event that two or more entrants submit the same Shipper-Gram. The one with the earliest postmark will be considered for an award.

6. Shipper-Grams must be submitted on the coupon which appears in this issue of the Magazine, or upon a good, clear copy. Employees may submit as many entries as they wish, but each must be on a coupon and only one to a coupon.

7. Shipper-Grams may be from 5 to 20 words long. They need not rhyme, nor do they have to take any particular form, but entrants should remember that the Shipper-Gram is their message to shippers asking for their freight and pledging to handle it with care.

8. The contest will close at midnight, April 30, 1963, and all entries must be postmarked by that time.

9. Judging of the entries on the nine divisions will be done by the superintendent and two shippers of his choice.

10. Names of division winners should be sent to the Magazine Office, Room

(Next page, please)

**ENTRY BLANK FOR ERIE-LACKAWANNA RAILROAD
"SHIPPER-GRAM" CONTEST
SEND BY U.S. MAIL**

Print or type

My Shipper-Gram is:

My Name is

Office, Shop, or Division

Location Payroll No.....

Home Address City State

SHIPPERGRAM

(Continued from page 12)

1327 Midland Bldg. Cleveland 15, Ohio, and *must be received by May 31.*

11. Entrant's postmarked envelope, bearing time and date of mailing, must accompany winning entries.

12. Decision of the judges, for both division and system awards, will be final, and all entries will become the property of Erie-Lackawanna Railroad.

13. Winner of the system award will be chosen by a committee of judges in Cleveland. Judges will be a top officer of the operating department and members of the shipping community.

14. All winners, both divisional and system, will be announced in the July/August issue of the Magazine.

15. Prizes: \$25 U.S. Saving Bond to each of nine division winners; \$50 U.S. Saving Bond to system winner. System winner will be the E-L entry in the national competition.


There you are, all you word wizards. Let's have a go at it! And whether you enter the contest or not, make up your mind to do your part to reduce Erie-Lackawanna's loss & damage claims in 1963. Remember:

"Safe Handling Makes Dollars and Sense!"



When the subject of SERVICE comes up the men in the export-import business are the recognized experts. Such a one is August W. Messing, president of Frederic Henjes, Jr., Inc., New York City, one of E-U's good customers. Mr. Messing's firm acts as shipping agents and customs brokers, and many of the products they handle are food-stuffs. Considering the perishable nature of the goods and the fact that the business is dependent upon several forms of transportation, you can easily see how important service is. In our picture, Mr. Messing (seated) is discussing the westward movement of import fish with Arthur Allen, E-L export-import sales representative.

March/April, 1963



the families of those whose names appear here, we extend deepest sympathies and acknowledge with sincere gratitude the years of faithful service rendered to the company.

W. W. Messing President

FREDERICK WILLIAM ADAM, Conductor, Buffalo	no date	HENRY J. HORENBURG, JR., Hostler, Hoboken	11-11-62
SALVATORE F. AGATI, Car Rider Buffalo	11-2-62	PHILIP A. HOTTUM, Conductor, Buffalo	12-13-61
STANLEY E. AMBUSKI, Clerk, Salamanca	1-1-63	CHARLES H. HYLAN, Machinist, Brier Hill	5-29-62
DAVID F. AMMERMAN, Machinist, Keyser Val.	11-22-62	WILLIAM H. INMAN, Conductor, Allegany Divn.	1-10-62
EDWIN W. ANDERSON, Supervisor, Hornell	9-5-62	JOSEPH M. JACKSON, Watchman, Mahoning Divn.	2-11-62
ARTHUR DeA. ATWOOD, Drawbrg. Optr., Passaic	12-21-62	JENS E. JACOBSON, Marine Fireman, Jersey City	7-1-62
CLAYTON E. AUERMAN, Supvr., Hornell, Kent	10-25-62	DAN C. JOHNSTON, Foreman, Dayton	2-9-62
JOHN W. BAIR, Engineer, Kent	2-15-62	MIKE JORDANEK, Car Repairer, Cleveland	11-24-61
HAROLD L. BALDAUFF, Electrician, Scranton	2-3-63	PAUL D. KACY, Conductor, Marion	9-3-62
TINDARO BARBERA, Laborer, Marion	8-7-62	GODFREY W. KAHLEIS, Chf. Clerk, Honesdale	8-11-62
JOHN BARONA, Carman, Kent	7-7-62	DUDLEY W. KALER, Carpenter, Meadville	1-5-62
MARY T. BAXTER, Watchman, Buffalo	1-15-63	WILLIAM KEENE, Conductor, Mahoning Divn.	3--62
WILLIAM W. BENJAMIN, Conductor, Buffalo	10-16-62	RAY E. KELLOGG, Conductor, Meadville	5-15-62
GEORGE J. BESTINE, Electrician, Buffalo	1-25-63	DAVID G. KERSWILL, Boilermaker, Meadville	15-62
GEORGE T. BLAUVELT, Carpenter, New York	10-6-61	JOHN J. KERWIN, Messenger, Jersey City	12-8-61
HARRY W. BLAUVELT, Engineer, New York	10-20-62	GEORGE A. KIEL, Dist. Sales Mgr., Baltimore	1-4-63
CHARLES L. BLOOMFIELD, Engineer, Meadville	12-5-61	HOWARD J. KITCHEN, Machinist, Scranton	1-17-63
JOHN R. BLYTH, Boilermaker, Jersey City	2-3-62	FRANK J. KLINGMAN, Machinist, Jersey City	9-12-62
FRANK J. BORYS, Boilermaker, Buffalo	3-25-62	ROBERT B. KOHNSTAM, Coal Agent, Hoboken	12-24-62
HERMAN W. BOWEN, Agent, Elmira	4-23-62	EMIL E. KOSSMAN, Machinist, Jersey City	9-15-62
EDWARD W. BRADY, Asst. Cf. Yd. Clk., Hamm'd	3-26-62	GEORGE E. KRAFT, Clerk, Hornell	1-27-62
JOSEPH M. BREIG, Engineer, Wyoming Divn.	2-28-62	FRANK L. KREBER, Watchman, Utica	2-2-63
GLENN W. BRICKLEY, Conductor, Kent	4-6-62	STEPHEN KREMMER, Inspector, Repairer, Avoca	12-30-61
LEO T. BROTHERS, Brakeman, Kent	2-14-62	MALCOLM E. LADNER, Chf. Clerk, Meadville	9-19-62
THOMAS E. BURKE, Conductor, Port Jervis	6-9-62	HENRY J. LAFRICAN, Operator, New York Divn.	3-20-62
PATRICK F. BURNS, Checker, Chicago	1-14-63	HARRY H. LANDON, Engineer, Mahoning Divn.	11-8-61
LOUIS BUZZELLI, Engineer, New York Divn.	2--63	ANNA LANGAN, Operator, Scranton	12-2-62
FRANK A. CAFFREY, Machinist, Scranton	9-9-62	FRANKLIN O. LANGLEY, Carpenter, Mahoning D.	1-25-62
CHARLES T. CALKINS, Ticket Agent, Dunkirk	9-25-61	ERIC B. LATHROP, Conductor, Buffalo	1-17-63
WILLIAM M. CARES, Trainman, Mahoning Divn.	9-6-62	ALEXANDER LEGGAT, Engineer, Scranton	1-25-62
CHARLES E. CARROLL, Supvr. Opr., Youngstown	12-23-62	JOSEPH LEONARD, Car Repairer, Keyser Valley	12-23-62
THOMAS A. CASEY, Agent, Port Jervis	5-14-62	PAUL F. LINNEEN, Conductor, Meadville	8-7-62
HARRY J. CHAPIN, Engineer, Allegany Divn.	10-26-62	ARCHIE J. LOCKER, Operator, New York Divn.	6-20-62
EVERETT S. CHAPMAN, Coach Clnr., Hoboken	1-30-63	CHARLES H. LOWE, Engineer, Kent	8-30-62
GEORGE CHISMER, Laborer, Kingston	11-4-62	STEPHEN LUCAS, Pipefitter, Buffalo	12-19-62
ALBERT J. CLARK, Plumber, Delaware Divn.	4-17-62	JOHN N. LUMLEY, Conductor, New York Divn.	3-27-62
LAWRENCE J. COAN, Cashier, Newburgh	2-9-63	FRANCIS E. MAILLET, Brakeman, Port Jervis	2-17-62
DAVID N. COBLE, Brakeman, Marion Divn.	8-17-62	WILLIAM MARINO, Inspector, Hornell	no date
ABRAHAM B. COHEN, Special Agent, Cleveland	2-17-63	JAMES J. MARSCH, Brakeman, New York Divn.	1-2-62
LEONARD J. CONROW, Machinist, Port Jervis	3-13-62	HOWARD A. MATSON, Painter, Hornell	9-16-62
FRED W. CORTRIGHT, Tele. Optr., Wyoming Divn.	12-9-61	RUDOLPH E. MAY, Machinist, Hornell	3-9-62
WILLIAM H. COVEY, Hostler, Scranton	10-15-62	THEODORE J. MAYFIELD, Inspector, Port Jervis	10-7-62
ELDEN COX, Conductor, Marion	12-10-61	AARON G. MCCARTNEY, Engineer, Meadville	10-31-62
EDWARD J. CROWE, Clerk, Jersey City	11-14-62	WILLIAM A. MCCOLLUM, Switchtender, Hornell	5-23-62
JOSEPH H. CROWTHER, Machinist, Keyser Valley	1-7-63	ALPHANUS J. MCCORMACK, Engineer, Buffalo	10-18-62
EDWARD J. CRUISE, Boilermaker, Susquehanna	11-17-62	RALPH A. MCGRAW, Engineer, Delaware Divn.	6--62
FRED C. CULL, Conductor, Marion	11-2-62	THOMAS A. MCGRAW, Machinist, Hornell	12-25-61
FRANCIS CUMBERLAND, Fireman, Buffalo	10-12-62	JOHN L. MCINTIRE, Yardmaster, Marion	3-15-62
PETER E. CURRY, Watchman, New York Divn.	4-19-62	CONRAD F. MCKINNEY, Supvr., Supt. Mot. Pwr.	1-13-63
ISAAC DAILEY, Fireman, New York Divn.	6-5-62	CLAUDE H. MCMEANS, Brakeman, Hornell	11-6-61
JACOB R. DAMBACH, Storekeeper, Buffalo	8-1-62	HENRY W. MCNALLEY, Machinist, Susquehanna	2-2-62
PAUL D'ANGELO, Carpenter Helper, Hoboken	11-10-62	HOBBETT MICHAEL, Hostler, Meadville	5-29-62
CHAUNCEY G. DECKER, Engineer, Wyoming Divn.	3-12-62	GEORGE MITCHELL, Machinist, Port Jervis	9-11-62
LUIS DeMARTORELL, Asst. Divn. Eng. Salamanca	1-22-63	HARRY F. MITCHELL, Engineer, Meadville	10-20-62
MICHAEL DEMBIA, Firebuilder, Jersey City	12-13-61	WILLIAM J. MOFFITT, Machinist, Binghamton	1-21-63
WILLIAM H. DENNIS, Conductor, Scranton	12-27-62	ROBERT M. MORAN, Trainman, Scranton	1-3-63
JOHN DeSANTIS, Fire Cleaner, Utica	10-6-62	CAREY R. MORGAN, Operator, Hubbard	5-18-62
STEVE D. DeWITT, Clerk, Chicago	2-22-62	LOUIS MRUK, Inspector, Buffalo	12-27-62
JOHN P. DOWNEY, Airbrake Rackmn, Jersey City	1-17-63	ANNA M. MULLEN, Clerk, Scranton	12-29-62
JULIUS DUDLEY, Laborer, Hoboken	12-30-62	THOMAS F. MULLIGAN, Conductor, Ferrona	3-8-62
THOMAS J. DWYER, Gateman, New York	12-6-62	AMBROSE L. MULOUINN, Machinist, Jersey City	7-3-62
CATHERINE I. EAGAN, Clerk, Port Jervis	12-16-62	MARTIN T. NESBITT, Barge Captain, Marine Dpt.	1-18-63
JAMES H. EAGER, Engineer, Kent	8-21-62	PERCY I. NICHOLS, Clerk, Jersey City	10-30-62
LEONARD F. EHINGER, Machinist, Dayton	1-31-62	JOHN F. O'BOYLE, Conductor, Wyoming Divn.	10-25-62
JOHN S. ENGLISH, Electrician, Buffalo	4-21-62	OLIVER C. ODIER, Conductor, Marion	10-18-62
LES EVERLY, Foreman, Cleveland	2-18-62	JAMES J. O'DWYER, Cashier, Jersey City	7-3-62
JAMES F. EVERS, Accountant, New York	1-12-62	CLARENCE A. OTT, Conductor, Marion	12-17-61
LAWRENCE M. FANNING, Asst. Eng., Eng. Dept.	10-13-62	EARL J. OTT, Machinist, Meadville	5-14-62
JOHN J. FANTACCI, Machinist, Marion	12-23-62	FRANK J. PADDEEN, Clerk, Scranton	1-16-63
RAYMOND FARBBI, Agent, Port Jervis	1-31-62	THOMAS W. PARRY, Car Repairer, Dunmore	2-8-62
EDWARD J. FINNITY, Engineer, Rochester	6-4-62	CHRISTOPHER C. PETERS, Foreman, Youngstown	5-7-62
BENJAMIN P. FISCHER, Machinist, Port Jervis	8-23-62	FRANK W. RAY, Conductor, Kent	12-11-61
JOHN FIX, Engineer, Meadville	5-17-62	CHARLES N. REAGAN, Conductor, Marion	10-1-62
LEON FLAITS, Blacksmith, Hornell	1-18-62	STACEY J. RHODES, Fork Lift Op., Weehawken	1-14-63
FRANK G. FOSTER, Machinist, Huntington	5-1-62	HARRY RICHARDSON, Foreman, Marion	12-25-62
SIMONE FRANK, Watchman, Sharon	1-30-62	LLEWELLYN ROBBINS, Engineer, Susquehanna	11-28-61
FRANCIS S. FULLER, Carpenter, Susquehanna	3-6-62	AARON E. RODGERS, Derrick Engr., Meadville	9-7-62
GAETANO FURNARI, Laborer, Scranton	2-1-63	FRANK ROGERS, Carpenter, Jersey City	8-1-62
JOHN H. GARRISON, Clerk, New York	10-22-62	WILLIAM G. ROGERS, Conductor, Youngstown	7-4-62
IGNATIUS J. GAYLIANO, Asst. Chf. Clk., Buffalo	12-15-62	JOHN B. RONAN, Conductor, Buffalo	12-26-62
THOMAS F. GIBBONS, Foreman, Avoca	12-7-62	MARTIN ROONEY, Engineer, New York Divn.	12-24-61
MATTHIAS GINDER, Engineer, Kent	2-16-62	DANIEL G. ROOSA, Engineer, Susquehanna	1-18-62
FLOYD G. GLADY, Blacksmith, Hornell	7-1-62	ROBERT J. ROSS, Lighter Capt. Marine Dept.	1-12-63
EZRA H. GREEN, Engineer, Allegany Divn.	12-7-61	ANTHONY J. SANTELLA, Eng. Wmn., Pt. Morris	12-18-62
HARRY G. HALL, Tug Deckhand, Marine Dept.	1-1-63	ARTHUR L. SCHMIDT, Clerk, Hornell	1-29-62
PERRY C. HALLETT, Conductor, Susquehanna	1-8-62	ROBERT SCHOCK, Engineer, Buffalo	1-4-63
CLARENCE J. HALSTEAD, Brakeman, N Y Divn.	4-18-62	HENRY O. SCHWAB, Machinist, Meadville	5-27-62
CHARLES HAMMER, Trainman, Mahoning Divn.	1-21-62	EDWARD W. SCHWARZ, Boiler Foreman, Hornell	12-31-62
GEORGE H. HARDER, Tug Engineer, Marine Dept.	1-9-63	ELIAS A. SHEEN, Agent, Delaware Oivr.	3-15-62
JACK H. HARRELSON, Conductor, New York Divn.	1-4-63	JOHN SHERIDAN, Clerk, Weehawken	12-12-62
FRANCIS W. HART, Engineer, Tioga Divn.	10--61	WILLIAM R. SIBLEY, Agent, Seattle	8-9-62
FRANK S. HART, Conductor, Marion	1-2-62	MOSES J. SIMMONS, Porter, Marine Dept.	7-10-62
ALFRED J. HAURY, Machinist, Meadville	7-15-62	MILLARD SIDMONS, Machinist, Binghamton	6-5-62
WILLIAM F. HEAD, Watchman, Susquehanna	10-31-61	JULIUS V. SIMPSON, Inspector, Susquehanna	2-12-62
STEPHEN W. HECKMAN, Inspector, Avoca	4-25-62	PHILIP E. SIVEY, Machinist, Marion	1-9-62
FREDERICK HEISER, Conductor, New York Divn.	2-7-62	WILBUR J. SLAGAL, Chf. Caller, Huntington	9-27-62
GEORGE H. HENNEMUTH, Cashier, Treasury Dept.	1-18-63	HENRY F. SMITH, Conductor, Buffalo	11-18-61
GEORGE R. HENNEY, Chf. Clk., Marion	9-6-62	JOSEPH B. SMITH, Conductor, Coming	10-11-61
WARREN G. HERENDEEN, Brakeman, Huntington	12-10-61	ANTHONY SOBIERAJSKI, Boilermkr, Jersey City	12-30-61
SAMUEL H. HEWITT, Foreman, Wyoming Divn.	4-20-62	LYNN J. SOUTHWICK, Operator, B&SW Divn.	8-23-62
RICHARD F. HICKY, Engineer, Scranton	10-22-62	TITO SPAZIANI, Laborer, New York	6-14-62
WILLIAM L. HILLER, Engineer, Buffalo	3-6-62		
LUTHER H. HOLLANDS, Engineer, Buffalo	2-7-62		

(Please turn to page 15)



VALUE ANALYSIS; A-1 MANAGEMENT PAY OFF IN PURCHASING

Four employees of our purchases and stores department received awards for excellence in material storage and distribution, another was cited for most improvement in storekeeping, and still another was honored as he ended his 48-year career in railroading.

The awards were presented at the department's first annual staff meeting in Meadville on January 29.

J. M. Hoover, senior sectional storekeeper, Hornell, was the man who received the special citation for the most improvement in storekeeping, and those who took home the trophies were: Martin J. Stelzer, division storekeeper, Hammond, first place, and Gerald M. Byers, division storekeeper, Meadville, second place, in the area stores competition; James Carney, storekeeper, Hoboken passenger car stores, first place, and Anthony J. Occi, sectional storekeeper, Port Jarvis, second place in the contest for store departments at individual points along the railroad.

Malcom H. Wardlow, who, along with Mrs. Wardlow, received fine tokens of esteem from co-workers, was the sixth member of the department to be honored.

Originated by Mr. Bayer, the competition and awards were the first since the merger in 1960, and were based on ratings received during the five periodic inspections throughout the year. Grading was made on 45 separate items included in ten categories considered to be essential for safe, efficient, and economical stock-piling of railroad supplies and repair parts.

Director of Purchases & Stores, C. F. Bayer (center), presented achievement awards to (from Left) James Carney, Hoboken; Martin J. Stelzer, Hammond; (Bayer); Anthony J. Occi, Port Jervis; and Gerald M. Byers, Meadville.

Speakers at the all-day conference and banquet were Mr. Bayer, Kenneth W. Phillips, purchasing agent for the Maine Central Railroad, and J. D. Rentz, superintendent of Erie-Lackawanna's Meadville car repair shop.



Malcolm H. Wardlow, former division storekeeper, Hoboken passenger car stores, was another who was honored at the staff meeting-banquet. The occasion was Wardlow's retirement on February 1, after 48 years of service.



WORK RULES WRAP-UP

THE controversy had been building for a long time. It became serious at bargaining sessions in November, 1959, then started coming to a head in October of 1960, when a Presidential Railroad Commission was established. There were 15 men on the Commission; 5 each representing carriers, labor, and the public.

For 13 months the commissioners labored over the question of work rules; public members traveled tens of thousands of miles observing railroad job practices, and in the end, some 15,000 pages of testimony had been gathered.

In February of 1962, the Commission released its findings, distilled to a 575-page report. The recommendations were rejected unanimously by the unions.

The major controversy was and is the issue of retaining a fireman in the cab of a diesel locomotive—the so-called "featherbedding" issue. Perhaps no issue in the history of American labor relations has caused so heated a debate for so long a time. In reviewing all that has been written (by both sides) during this period, it would seem that the very use of the word "featherbedding" has been one of Labor's biggest bones of contention. It needs some explaining.

"Featherbedding" is a noun, and as such it is the name of *something*, but not of someone. It is used as a descriptive name for a practice that requires payment for work that is either not needed or not done. It does not, of itself, reflect in any way upon the dignity of any human being. As President McInnes wrote recently to a railroad employee: "I have known and been associated with railroad people all my life and I don't know of a more loyal or dedicated group than we have in this fascinating railroad business. As I said earlier, it is not a question of name-calling, but to get rid of a practice that can only eat away at the heart of any business no matter how sound it may be."

If the word were intended to be applied to a person, it would have to be written "*featherbedder*," in which case it could be either a noun or an adjective. "Featherbedder" is a word we have never seen in print, nor have we heard it.

THE COMMISSION'S REPORT adopted this underlying policy:

(Next page, please)

WORK RULESWRAP-UP

(Continued from page 14)

- The nation is entitled to a safe and efficient rail system;
- Employees are entitled to a sound and equitable pay structure and conditions which promote efficiency, safety, and security;
- Management should be given reasonable opportunity to make technological improvements. If such improvements, leading to greater productivity, adversely affect employees, adequate provisions must be made for their welfare.

THE COMMISSION'S PRINCIPAL RECOMMENDATIONS included:

- No new firemen need be hired in road freight or yard service. The 27,000 firemen with 10 or more years' seniority should be kept on with full job rights until eliminated by natural attrition.

The 13,000 firemen with less than 10 years' seniority should be phased out with 3 to 12 months notice, receiving dismissal pay ranging up to 36 months at 60% of past pay, while keeping all outside earnings.

Displaced firemen should get preferential re-hiring status and two years retraining, with the railroads paying 75% of the tuition;

- Modernize the pay structure, gearing pay to both time and miles, thus raising wages for 75% of the workers and enabling the remaining 25%, "who are working exceedingly short hours," partly to make up for rate cuts by running more miles with a few more hours of work;

- Pay overtime for road freight hours over 8, eliminating the "anachronistic" speed basis of overtime; raise overtime pay rates in passenger service;

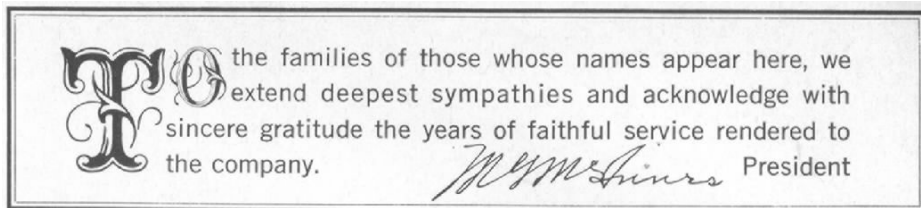
- Reduce the maximum hours on duty and reduce the work week and work month;

- Gradually reduce retirement age so that by 1967 all employees must retire at age 65;

- Give the carriers an unlimited right to introduce technological changes. Employees losing jobs as a result of such changes would receive protection --at railroad expense--similar to that provided for displaced firemen, but the protective period would extend up to 60 months (five years).

There should be negotiations with affected employees, and a special tribunal to decide in cases where the parties fail to agree on amendments to rules or agreements involved in the changes;

- Require road service employees to do limited switching and terminal work



FRANCIS A. SPOONHOWER, Mach., Susquehanna 11-18-61
 VERN N. STAHL, Conductor, Marion 2-12-62
 STEPHEN STANGE, Engineer, New York Divn. 1-8-63
 WILLIAM S. STORMS, Gen. Supt. C.&S., Cleve. 6-10-62
 HANS O. STRUNK, Motr. Veh. Op., Marine Dept. 11-20-62
 PATRICK J. SULLIVAN, Machinist, Susquehanna 5-18-62
 MAXWELL SWINGER, Valuation Engr., Hoboken 9-22-62
 ANDREW SZIMANIA, Boilermaker, Buffalo 10-20-62
 CHARLES R. TAYLOR, Engineer, Bradford Divn. 1-21-63
 PIAGIO L. TERRERY, Asst. Chf. Clerk, Scranton 1-23-62
 CHARLES H. TERRILL, Asst. Genl. Mgr., Yngstn. 12-19-62
 HARRY E. TICE, Divn. Storekeeper, Susquehanna 4-28-62
 DELBERT W. TIMMERMAN, Oiler, Hornell 1-14-62
 GEORGE W. TOMLINSON, Engineer, N.Y. Divn. 5-13-62
 HENRY It. TRESIZE, Yardmaster, Black Rock 11-17-61

EDWARD C. UMLAUF, Supv. of Oilers, Jersey City 4-19-62
 WALTER B. WALLACE, Engineer, Bradford Divn. 1-9-63
 ARTHUR H. WALTHER, Engineer, Meadville 11-4-62
 JOHN P. WEBER, Brakeman, New York Divn. 12-1-62
 WILLIAM H. WESTGATE, Inspector, Susquehanna 12-2-61
 HERBERT E. WEYANT, Engineer, New York Divn. 3-4-62
 WILLIAM J. WHITE, Ex. R&D Clerk, New York 5-26-62
 WALTER L. WILSON, Engineer, Meadville 1-27-63
 EARL O. WITTER, Brakeman, Binghamton 2-8-62
 FRANK J. WOLVERTON, Engineer, Marion 1-3-62
 RALPH J. WYLLAM, Conductor, Youngstown 10-16-61
 WILLIAM A. YOUNG, Engineer, Delaware Divn. 11-29-62
 JOHN ZIAS, Engineer, Bradford Divn. 1-19-62
 ALBERT C. ZIER, Trainman, B&SW Divn. 10- -61
 PAUL W. ZOLLITSCH, Engineer, Buffalo 11-2-62

for their trains; permit road crews in hourly-paid service to do switching and station work where yard crews are not on duty; and permit elimination of yard crews where the volume of work does not warrant them;

- Establish rules for speedy and binding settlement of disputes over setting up interdivisional service; adjust length of runs to modern operating capabilities; eliminate the requirement for certain crew changes and unneeded crew terminal facilities; provide moving expenses and compensation for wage loss and loss of home values to employees relocated because of rearrangements of runs or terminals;

- Arbitrate changes in train crew size following surveys and a reasonable period of negotiations.

Employees furloughed due to such changes would receive extended unemployment compensation financed entirely by the railroads;

- Paid holidays for hourly-paid employees, time-and-one-half for holiday work;

- Provide lodging and lodging allowances for employees away from their home terminals.

THE RESPONSE to the report was, as we mentioned before, complete rejection by the unions.

THE NEXT MOVES began in response to President Kennedy's call for "immediate and expeditious collective bargaining";

APRIL 2, 1962: First of 20 meetings held between railroads and unions in Chicago.

When those meetings broke down, a series of meetings was held with the National Mediation Board, whose chairman found the sessions fruitless and suggested arbitration. The railroads accepted; the unions refused.

JULY 17, 1962: The carriers served notice that the Commission's recommendations would be put into effect in 30 days. The unions filed a law

suit challenging the railroads' action and threatening to strike if the recommendations were put into effect. The action was decided by the court in favor of the railroads.

NOVEMBER 28, 1962: The Appeals Court upheld the earlier decision in favor of the railroads.

MARCH 4, 1963: The unions had submitted their case to the United States Supreme Court which, on this date, handed down a decision saying, in effect, that the railroads had the right to modernize existing work rules. This of course, was a final conformation of earlier decisions by lower courts.

MARCH 13, 1963: A meeting in Chicago between the unions and the railroads failed to produce any agreement.

THE FUTURE: The alternatives now are a negotiated settlement within the framework of the Commission's report, or an Emergency Board. Under the law the President may create such a Board when the Mediation Board certifies that a threat to interstate commerce exists. No strike or strike date is needed for such certification.

The Board's size is up to the President, but 3 members are customary. The status quo must not be changed during the 30 days (longer if the Board is granted extra time) the panel is operating, and for another 30 days after the Board reports to the President, during which time the parties are to negotiate on the Board's recommendations.

The importance of Emergency Board reports was emphasized by former Secretary of Labor Goldberg, when he held that parties to a dispute have no alternative to accepting the recommendations because the intent of the law is that such reports, backed by the force of public opinion, are compelling on both parties.

IF YOU CHANGE YOUR ADDRESS, CUT AT DOTTED LINE AND SEND THIS PORTION WITH NEW ADDRESS TO MAGAZINE OFFICE

.....

What a wonderful country this could be



- if every politician voted for the security and future of this country, instead of for his own next election.
- if every "liberal" worked for the financial soundness of his country instead of for the socialist idea of dragging everyone down to the same drab low level.
- if every business manager said and did what he knew was right, rather than what he thinks the union or his stockholders or the U. S. Department of Justice or whatever would like him to do or say.
- if every workman did his best day's work because he knows that is the only honest way to earn his wage, and the way to rebuild his country's strength.
- if every voter voted for America, not for "who will give me the most."

We believe almost every man and woman in this country would earnestly rally around such a banner, such an honest principle. Don't you? Will you say so?

*William Simmons, Machinist
Marion Diesel Shop*

With Thanks to WARNER & SWASEY, Cleveland

Erie-Lackawanna *Railroad Company*

The Friendly Service Route

