



*. . . look to the Erie
for wider use of more
modern, newer methods,
tools and machinery and
abandonment of obsolete
traditions which hamper
the progress of railroads.*

R. C. Randall, vice president for operations and maintenance, informally addresses the system-wide service and policy meeting of his department heads at Jamestown, N. Y.

IDEAS AT WORK

"Streamlined thinking and planning to make the best use of our modern equipment and facilities" was the theme stressed by R. C. Randall, vice president for operations and maintenance, at an all-day system-wide service and policy meeting of his department heads in Jamestown, N. Y., on June 20.

"Dieselization makes it necessary for us to revise our traditional methods of railroading," Mr. Randall declared. "As steam locomotives disappear from more and more divisions on the Erie, so will the water towers, coaling stations and other facilities necessary for steam railroading. Many of our operating practices must be studied and revamped. With all of the new and modern improvements now being made on the Erie Railroad, we can no longer live on traditions—we must have new thinking."

With these typical comments highlighting his preliminary remarks, Vice President Randall launched one of the most informative and educational meetings ever held on the Erie. He explained many of the present policies of the Erie management and outlined some of the plans for the future that will help to build a better railroad.

General managers of the Eastern and Western Districts, superintend-

ents of all the divisions and heads of all other departments supervised by Vice President Randall attended. Everyone present agreed that the meeting stimulated their thinking. Mr. Randall's department is responsible for all the physical operation of the railroad which is seen and used by the general public.

New Equipment

"In the past 10 years \$102,000,000 has been spent for new equipment and improvements," Mr. Randall said. "It is up to us to see that this equipment is operated so efficiently, safely and dependably that the shipping and traveling publics will seek our services to a much greater degree.

"No one man can run this railroad by himself any more than a manager can play every position on the baseball field," he said. "We have men with ability in each position. Teamwork, among ourselves and other departments, will produce a winner. We must pool our ideas so that new methods which have been proved successful on one part of the road are adopted throughout the system.

"In many fields we're far ahead of many of our bigger competitors. We want to stay there and make the Erie the best railroad in the United States. Everybody can help us reach that

goal and improve his standing in the company."

Mr. Randall then discussed some of the improvements on the Erie in recent years. Dieselization, of course, is the foremost of these, and the future will bring even more diesels. Teletype and radio have speeded up train and office communications immensely, with the Erie now the leading railroad in the country in the use of radiotelephone communications.

Diesel Emphasis

Steam locomotives are rapidly being replaced by diesels. Already 233 steam locomotives have been authorized for sale or scrapping this year. It was estimated there would be only 304 steam locomotives left on the Erie by the end of this year, including 80 "S" engines, 25 having already been torn down. However, because of the Korean war situation, the disposition of old steam locomotives may be slowed down somewhat.

The Erie's diesel program has been expanding so rapidly that additional facilities will be required to provide proper maintenance. Mr. Randall intimated that the Erie may be completely dieselized by 1952 with the exception of freight operations on the Mahoning Division because of the

(Continued on Page 10)



From the left, Blair Blowers, R. H. Boykin, A. W. Baker, A. E. Kriesien, V. J. McMullen; back, G. C. Frank, J. F. Corey, and F. J. Mulligan.



Chat—From the left, Gen. Mgr. G. C. White, East. Dist.; Asst. V. P. M. G. McInnes and Gen. Mgr. A. E. Kriesien, West. Dist.

JAMESTOWN



From the left, A. W. Baker, S. F. McGranahan, T. J. Sanok and V. J. McMullen.

MEETING



M. G. McInnes (left), asst. v.p., enjoys watching R. C. Randall, v.p. for op. & maint., open "presents"—Erie playing cards!—from those at the meeting.



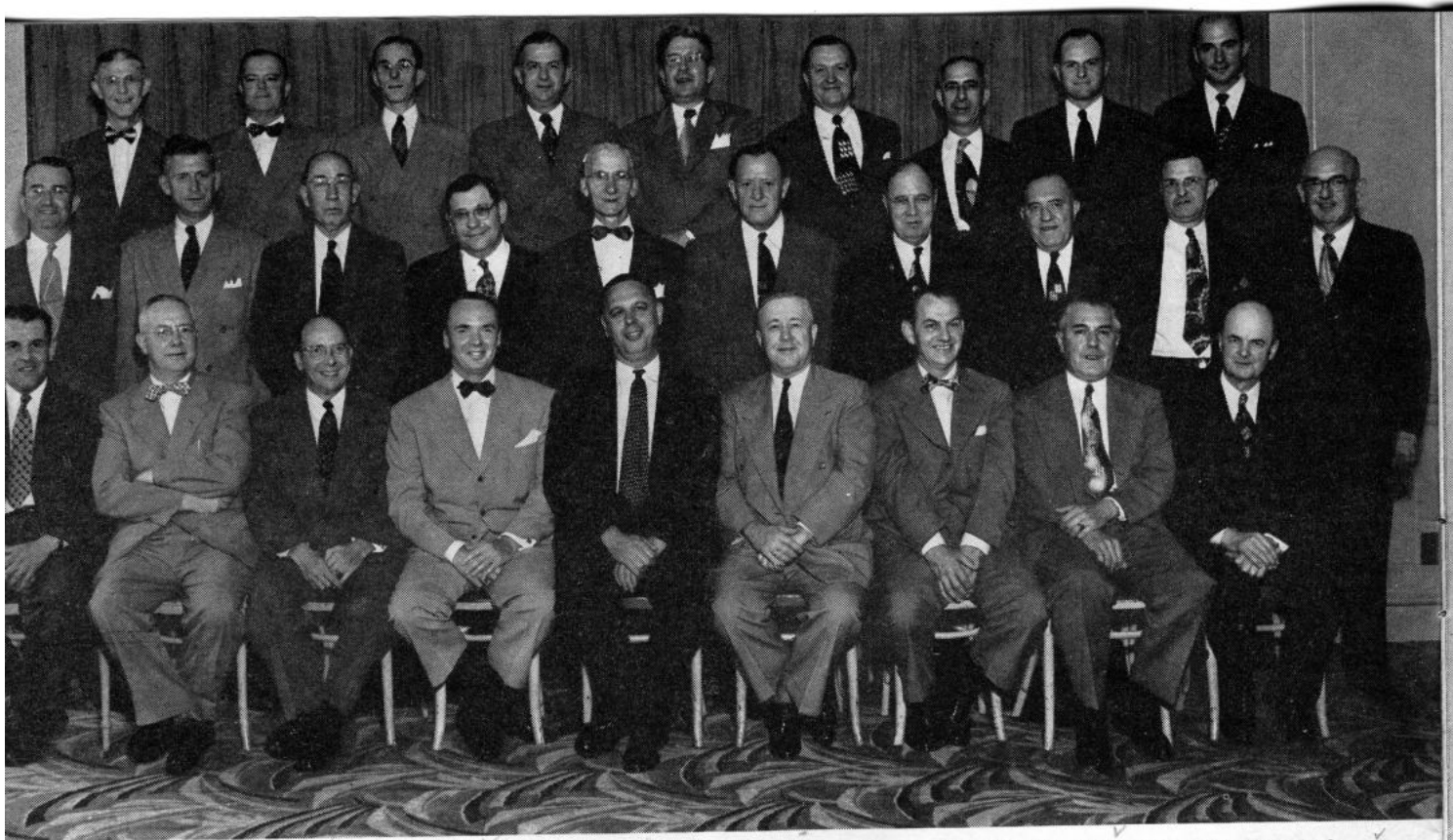
Weighty words being spoken? Supt. V. J. McMullen (left), Mah. Div., and Supt. F. J. Mulligan, Marion In background, Asst. to Pres. G. C. Frank.



Asst. Gen. Mgr. S. F. McGranahan (left), East. Dist., and Supt. T. J. Sanok, A., B., M. and B. & S. W. Divs., caught in pensive mood.



Very impressed—Front, from the left, Supt. R. H. Lewis Kent Div.; Safety Supt. J. F. Corey; Supt. C. S. Kinback Buff. & Roch. Divs; Pub. Rel. Asst. C. N. Demian; back Supt. H. A. Bookstaver, N. Y. Div., and Supt. A. V. Baker, S., T. & D. Divs.



Front row, from the left, Supt. T. J. Sanok, A., B., M. and B. & S.W. Divs.; Supt. C. S. Kinback, Buff. & Roch. Divs.; Asst. to Pres. G. C. Frank; Div. Freight Agent D. S. Day; Gen. Mgr. G. C. White, East. Dist.; R. C. Randall, v.p. for Op. & Maint.; M. G. McInnes, asst. v. p.; Gen. Mgr. A. E. Kriesien, West. Dist.; Gen. Supt. of Trans. E. J. Stubbs;

second row, Asst. Gen. Mgr. J. P. Allison, West. Dist.; Supt. R. H. Lewis, Kent Div.; Supt. R. H. Boykin, Wyo. & Jeff. Divs.; I. H. Schram, chief eng.; Supt. A. W. Baker, S., T. and D. Divs.; Supt. W. A. Carlson, Motive Power; Supt. O. A. Frauson, Lighterage; Blair Blowers, chief eng. of M. of W.; Asst. Gen. Mgr. S. F. McGranahan, East.

Dist.; Supt. V. J. McMullen, Mah. Div.; back, Mgr. of Stores J. F. Duffy; J. J. Straut, chief clerk, Op. & Maint.; Chris Hoffman, secretary, Op. & Maint.; Supt. J. M. Collins, Dining Cars; Supt. F. J. Mulligan, Marion Div.; Supt. H. A. Bookstaver, N.Y. Div.; Supt. M. B. Roderick, Marine Dept.; Supt. of Trans. H. H. Clark; Supt. of Safety J. F. Corey.

seasonal ore movements.

When diesels now on order are delivered later this year, the railroad will have full diesel operation in the territory between Meadville, Pa., and Suffern, N. Y. This includes all passenger, freight and switching operations. The next divisions scheduled for full diesel assignments are the Marion and Kent Divisions. The New York Division, east of Suffern, will come later because of the commuter train operations although about 45 per cent of the suburban trains already are handled with diesels.

So far as potential business is concerned, Mr. Randall expects it will continue to be good the balance of the year. He told the group that it was his aim to maintain an operating ratio (per cent of expenses to revenues) of 75 for the balance of the year. The month of May was good with a ratio of 69 he said, because of diverted traffic the Erie received when other railroads were affected by the firemen's strike in the diesel case.

For the first six months of this year, revenues were \$76,440,559, and expenses \$57,887,084, making a ratio of 75.7 per cent. Last year for this period the operating ratio was 81.9 per cent. Mr. Randall pointed out that satisfactory savings had been made in maintenance of way and maintenance of equipment expenses compared with last year, but he thought some fur-

ther savings and economies could be made in transportation expense.

Improvements Committee

A committee on improvements has been appointed to study all new projects so that the requirements of all departments will be coordinated before the project is undertaken.

Then Mr. Randall also revealed some of the things which are contemplated for the future. These include:

1. Further elimination of steam power.
2. Employment of a second shift at the Meadville Reclamation Plant.
3. Complete dieselization by 1952. (Except Mahoning Division ore trains)
4. Additional diesel facilities at Hornell, N. Y., and at Marion, O.
5. Diesel facilities at Salamanca, N. Y., for Bradford Division, at Avoca, Pa., for the Wyoming Division, and at Buffalo, N. Y.
6. Abandonment of steam engine facilities, such as water towers, coal-ing pockets, and shops.
7. A stepped-up diesel training program (already started).
8. Mechanization of freight handling, now being studied by a special committee.
9. Improvement of the caboose and bunk car situation.
10. Additional forces to reduce bad order car accumulation.

The new training program will include a new instruction car. A new

motion picture and slide projector and charts will supplement the program. Supervisors will be assigned to study courses at LaGrange, Ill., and Schenectady, N. Y., diesel schools. Top executives also will attend schools for accelerated courses of study.

All who attended the meeting were called on to speak and discuss their departments.

Labor Relations

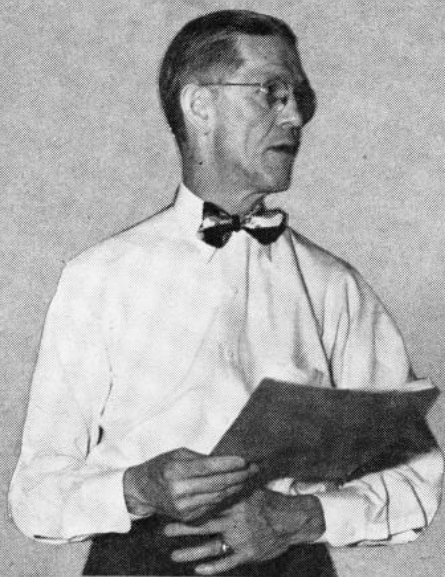
M. G. McInnes, assistant vice president for personnel, discussed the Erie's labor situation and declared that "there has been a marked improvement in employe relations during the last five years. We have tried to clear up old claims and grievances and now feel we are in good shape."

Mr. McInnes attributed the improvement to a new mutual respect for each other's problems between representatives of labor organizations and the company, adding the Erie is gaining a good reputation for attempting prompt settlement of grievances. He suggested that as many grievance cases as possible be settled locally by the superintendents.

The Erie's responsibility to its customers, the communities it serves, its employes and its stockholders was explained in an illustrated discussion by G. C. Frank, assistant to the president for public relations.

Explaining the work of his department, Mr. Frank said, "Good public relations depends 90% on what

(Continued on Page 31)



"We aim to get our 65,000 stores items as near to the actual work as possible."—Manager of Stores J. F. Duffy.



"We must constantly be making studies to find ways of improving our operation."—G. C. White, general manager, Eastern District.



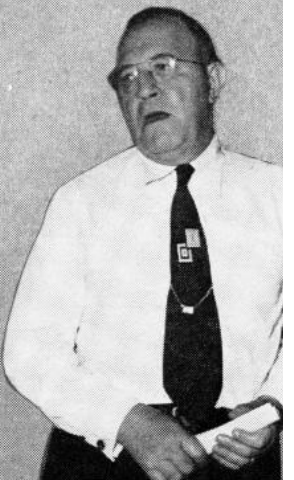
"Passenger service and mechanized freight handling are being explored to cut unnecessary costs."—E. J. Stubbs, general superintendent of transportation. (Seated) R. C. Randall, operating vice president.



"A sincere and friendly attitude should prevail in our negotiations with our employees."—M. G. McInnes, assistant vice president.



Just relaxing between sessions. — C. S. Kinb a c k, superintendent, Buffalo & Rochester divisions.



Revealed how to save \$1,300, in six months.—Blair Blow chief engineer, Maintenance Way.



"Meetings like this help us pool all thoughts."—J. P. Allison, assistant general manager, Western District.



"Attractive dining car service is necessary even though each meal costs our railroad \$1.30 for each \$1 we collect." — J. M. Collins, superintendent, dining cars.

"We must get more out of diesels than just dollars."—A. E. Kriesien, general manager, Western District.



"The Erie's navy must be kept ship-shape at all times."—M. B. Roderick, superintendent, Marine Department. (Seated) I. H. Schram, chief engineer.



"Erie gives five separate deliveries with extra charge."—O. A. Frauson, superintendent, Lighterage Department.

MEETING *Continued*

the company does to please its public and only 10% on telling about it. By its actions, the Erie is increasing its prestige as a good neighbor, hometown partner, an employer, taxpayer and servant of the public.

"To achieve greater success, we need the cooperation of every employe because he represents the company to his neighbors and customers. His display of cooperation, willingness to provide the greatest service, and be a good citizen reflects on the credit and good will of the company. The service of the company is measured by the service given by the individual employe contacted by the shipper or passenger."

Car Availability Important

Cost savings, car availability and mechanized freight handling were discussed by E. J. Stubbs, general superintendent of transportation.

"We have a lot of work to do to satisfy our customers," Mr. Stubbs said. "Due to the emergency, we permitted ourselves to slip during the war, but we must be more careful now.

"We must get our cars back into service as quickly as possible. It costs us \$10 every time a car is delayed empty in a yard. Yard employes can be alert to the situation and help us.

"Our freight handling employes still can do an immense amount of good to reduce loss and damage. Loss and damage is a major problem. Those who actually handle the freight can do the most to improve the situation because they are the only persons present when loss or damage occurs."

H. H. Clark, superintendent of transportation, whose department is the liaison agent between the Erie and other railroads, the Association of American Railroads and between other departments on the Erie, also emphasized car service needs and the importance of proper motive power distribution. He said studies are constantly being made for service improvements.

"It is necessary for us to get cars on our railroad when we need them and keep them off when we don't need them," he said. "Business activity is causing a car shortage and we must utilize every car we have to the utmost. If we don't, it means a loss of income which affects every person on the Erie.

"Two other points on which we are doing research are more efficient inspection of trains and icing at Marion and Hornell."

Cost Reduction

The constant need for reduction of costs also was discussed by Blair Blowers, chief engineer, Maintenance of Way, and W. A. Carlson, Superintendent of Motive Power. Mr. Randall revealed that \$42,000,000 a year

'Clearing Atmosphere'

(The following is an excerpt from an editorial by Frank Richter, editor of MODERN RAILROADS magazine, which appeared in the July 1950 issue of his publication. Mr. Richter is discussing the system-wide policy meeting of Operating and Maintenance Department heads at Jamestown, N. Y., June 20.)

The type of coordination that exists in the present-day specialized aspects of railroad work is often as important as the types of machines and tools being used. Progressive improvement in such coordination can give one concern or group advantages over its competitors fully as important as the use of improved machines. The end result is a better, more efficient organization . . .

. . . (Mr. Randall) reflected the operating man's awareness of the great technological advances being made in railroad operation. But he also went a step further by emphasizing the need for all individuals and departments concerned to modernize their thinking as well as their machines and equipment to accord with conditions under which railroads must operate today.

The effect of the conference can be most succinctly explained in the words of one who attended. It was wonderful for "clearing the atmosphere," he said. Those who came to tell others what the management was thinking about and doing got as much out of it as those attending for the purpose of getting a clearer understanding of management's problems and plans.

are being spent by these two departments, \$25,000,000 by Motive Power and \$17,000,000 by Maintenance of Way.

In comparing diesel and steam power, Mr. Carlson stated that while a diesel locomotive requires no classified repair shopping due to our program of progressive maintenance, we have in service some diesels that have made 900,000 miles; if these miles had been made with steam locomotives, based on shopping at 50,000 miles, the steam locomotive would have been shopped 18 times for the same mileage at a cost of from \$20,000 to \$40,000 a shopping.

The Maintenance of Way Department has cut costs \$1,300,000 in the first six months of 1950, Mr. Randall said. Mr. Blowers related that mechanized track work was responsible for this savings.

Tie tamping units, Mr. Blowers said, now are located on all parts of the railroad. Bull-dozers and hyster units are being used which lay track 20% faster than by previous methods.

The Erie is using power ballast machines. A new ballast cleaning machine will be delivered soon, Mr. Blowers said, which will clean 600 to 1000 feet of track an hour. "The renewal of cross ties continues to be our largest item of expense" commented Mr. Blowers.

Informative talks also were given by other department heads. A. E. Kriesien, general manager of the Western District, and G. C. White, general manager, Eastern District, briefly summarized developments in their respective districts. M. B. Roderick, superintendent of the Marine Department, and O. A. Frauson, su-

perintendent of the Lighterage Department, brought the listeners up-to-date on New York harbor activities of the Erie.

John M. Collins, superintendent of dining cars, re-emphasized the efforts being made in his department to cut costs in furnishing meals to passengers. J. F. Corey, superintendent of safety, urged that greater efforts be made to decrease accidents and said that long range plans for increased safety were being developed. J. J. Straut, chief clerk, Operating and Maintenance Departments, asked that personnel records be submitted promptly and accurately.

In closing the meeting, Mr. Randall re-emphasized the need for modern thinking. "We must abandon railroad tradition that is obsolete," he concluded. "All of us should encourage new ways of doing things to improve our operations. If each of us, that means everybody in the Erie family, would think of one idea to improve something we do, we would have a lot of improvements. I feel I've learned a lot myself from the discussion at this meeting."

TOP MAN

A member of Erie's office of the engineer of structures received the highest grade among structural engineers in an examination recently by the state of Ohio for professional engineers.

The Erieman is James M. Simmons. He also received an official certificate of registration at ceremonies for 68 engineers in Cleveland. The certificates were presented by Walter W. Graf, chairman of the state registration board.