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S. HRG. 116–638

PASSENGER AND FREIGHT RAIL: THE CURRENT STATUS OF THE RAIL NETWORK AND THE TRACK AHEAD

HEARING

BEFORE THE

COMMITTEE ON COMMERCE, SCIENCE, AND TRANSPORTATION UNITED STATES SENATE

ONE HUNDRED SIXTEENTH CONGRESS

SECOND SESSION

OCTOBER 21, 2020

Printed for the use of the Committee on Commerce, Science, and Transportation

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SENATE COMMITTEE ON COMMERCE, SCIENCE, AND TRANSPORTATION

ONE HUNDRED SIXTEENTH CONGRESS

SECOND SESSION

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PASSENGER AND FREIGHT RAIL: THE CURRENT STATUS OF THE RAIL NETWORK AND THE TRACK AHEAD

WEDNESDAY, OCTOBER 21, 2020

U.S. SENATE,
COMMITTEE ON COMMERCE, SCIENCE, AND TRANSPORTATION,
Washington, DC.

The Committee met, pursuant to notice, at 10 a.m., in room SR–253, Russell Senate Office Building, Hon. Roger Wicker, Chairman of the Committee, presiding.

Present: Senators Wicker [presiding], Thune, Blunt, Fischer, Moran, Blackburn, Young, Cantwell, Blumenthal, Markey, Udall, Duckworth, Tester, and Rosen.

OPENING STATEMENT OF HON. ROGER WICKER, U.S. SENATOR FROM MISSISSIPPI

The CHAIRMAN. This hearing will come to order. Thank you all for being here. Good morning. Today, the Committee convenes to discuss the status of the national rail network. Our country has some 140,000 miles of freight rail, seven Class I railroads, over 600 freight railroads, and thousands of companies using rail to ship products and raw materials. We also have an inter-city passenger rail service, Amtrak, operating on 22,000 miles of that same network and including over 500 stations.

Today's first panel of witnesses will feature Mr. William Flynn, President and CEO of Amtrak, and Mr. Paul Tuss, Executive Director of the Bear Paw Development Corporation and Member of the Montana Economic Developers Association, who will testify remotely today. Today's second panel will include: Mr. Frank Chirumbole, Vice President Global Supply Chain, Olin Corporation, on behalf of the American Chemistry Council, testifying remotely; Mr. Randy Gordon, President and CEO, National Grain and Feed Association; Mr. Ken Fountain, Chairman, National Cotton Council, testifying remotely; and Mr. Ian Jefferies, President and CEO of the Association of American Railroads, and Mr. Dennis Pierce, President, Teamsters Rail Conference, testifying remotely.

We appreciate everyone, including our remote witnesses, for accommodating us during this COVID pandemic. In 1970, the Rail Passenger Service Act was adopted to relieve our railroads of the common carrier obligation to carry passengers. This statute created Amtrak and it provided that rail lines can be used by Amtrak to offer intercity passenger rail service for terms and compensation that are just and reasonable to the railroads. Today, Amtrak's serv-

ice includes the Northeast Corridor, long distance routes, and State supported routes. Forty-six states have Amtrak service. The Committee is interested in hearing about Amtrak's decision to cut certain long distance routes from daily service to three times per week. We also have an opportunity to hear more about the impacts of COVID–19 on passenger rail network and Amtrak's operations.

I hope Mr. Flynn will also provide his perspective on restoring passenger rail service to the Gulf Coast. This continues to be my top priority. In 2005, Amtrak service along the Gulf Coast had to be halted after Hurricane Katrina severely damaged the route. It has now been 15 years. Members of Congress have been working ever since to restore the service and facilitate economic development for affected communities.

In 2016, thousands of people came out at stop after stop along the Gulf Coast route during an inspection trip to examine the infrastructure and opportunities that intercity passenger rail service could provide. I am actively working to reinstate Amtrak service from New Orleans to Mobile, and I hope to make substantial progress on that effort in the coming weeks. This morning, the second panel will focus on the freight rail network. We will have an opportunity to hear shipper, rail, and frontline employee perspectives on the state of rail infrastructure and service. The U.S. freight railroad is vital to keeping our economy running. For example, in my home State of Mississippi, there are some 2,600 miles of rail lines with five Class I railroads and many short lines.

Our freight rail system is the key link between markets across the country and shipments of chemical, wood and paper products, and agricultural commodities. The freight rail network has been critical in delivering supplies to help combat the pandemic. I hope our second panel of witnesses will share their insights on ways in which the pandemic has impacted operations, service, and overall network fluidity.

Finally, I would ask them to share their perspectives on the regulatory framework for resolving disputes between rail carriers and shippers. I thank our witnesses for appearing today. We welcome their testimony on these important topics, and we also thank them for their cooperation with this committee in our circumstance of having to reschedule this hearing from some two weeks ago to today. So thank you, and I turn to my dear friend and Ranking Member, Senator Cantwell, for her opening remarks.

STATEMENT OF HON. MARIA CANTWELL,
U.S. SENATOR FROM WASHINGTON

Senator CANTWELL. Thank you, Mr. Chairman, and thank you for holding this important hearing. I really do appreciate it. We have had so much focus on the airline sector and what is happening with airlines. And we feel like we should be giving the ample attention to our rail routes and the importance to our economy. So thank you for both panels today to discuss both passenger and freight moving through. And I do want to join you in your prioritization of returning service to the Gulf Coast.

I might not say the names, just like you say them, New Orleans and Mobile, but I definitely believe that we should have reestablished throughout service there. As someone who sees the route

service benefits in the Pacific Northwest, I can tell you it is part of an economy and we need to have it established. So obviously we have been challenged by the COVID–19 pandemic, and moving people and goods is what does keep our economy strong. In the State of Washington, the importance of passenger and freight infrastructure, of getting people and products to market, connecting urban and rural is really, really critical.

In 2019, 14.8 million people worked in transportation and transportation related jobs, nearly 10 percent of the U.S. labor force. And throughout this pandemic, workers have continued to keep food on the table and get medical equipment to the hospitals and First Responders. They have brought those First Responders to the loved ones who have been affected by COVID–19, and they continue to keep our frontline workers in all sectors going strong with the services and supplies they need. That is why I think it is so important for the Senate to take up legislation that would include relief for the transportation sector, both in help and support of this Amtrak we are talking about today as well as the airlines. So I look forward to continuing to work with our colleagues on that.

Workers in rural communities across the country, including in my home state, will pay the price if we don't see this aid. Tens of thousands, obviously, we have already talked about airlines, but Amtrak and transit jobs. And when I think about these forced cuts to profitable routes or the best routes leaving Americans stranded in transportation sectors, I want to make sure that we are doing everything we can to analyze what support we need, because these restructuring are imminent, and we need to understand the consequences. So, again, thank you for the hearing. Our two long distance Amtrak lines, Coast Starlight and the Empire Builder, serve 15 communities, the majority of them small and rural communities. And in some areas, Amtrak is the only means of public transportation, providing a direct line for economic success in rural communities and across the state. And I know our colleague, Senator Tester, and I see our other colleague here, Senator Daines, that Mr. Tuss is going to testify from Montana.

Well, I remember being in Glacier National Park in the—big outdoor person and definitely sitting there in our National Park Hotel there and all of a sudden here comes all these people. And I am like, where all these people coming from? Oh, they just got off Amtrak. So if you don't have Amtrak service to Glacier National Park, you are going to have a problem. And we obviously are in a pandemic, but we don't want to see what just the Chairman is talking about. Some incident that basically sets a course where services curtailed, and then it takes you 15 years to get it reestablished. We don't want to see that. So I am anxious to hear what we are going to do. If you asked me, I would be increasing service to all our national parks because I think it is such a great concept to get so many people. If you look at the European models, that is exactly what they are doing, taking people to the great outdoors in all sorts of ways and Americans certainly would appreciate that.

More than 30 percent of the Amtrak workforce in Washington State is already facing furloughs. Thousands more employees will see their jobs threatened and local economies across the country will lose billions if we don't get Amtrak support into one of our

bills. It is vital that we get immediate aid to keep transportation companies afloat, to have them significantly increase the investment in our national infrastructure. We all know that we need to do more there, but particularly in light of the devastating impact on COVID–19 on many State local economies. I am sure, Mr. Chairman, like my state, there is lots of discussions at home about what projects are going to get put on hold if we don't move forward with transportation dollars. So we need, in my opinion, to continue to invest heavily in rail crossing improvements that will reduce congestion and freight bottlenecks and improve efficiencies. We need to do more on the safety front.

In addition to positive train control technology and strong safety culture means that we ensure trains and stations have appropriate staffing and the workforce is not being cut just in the name of efficiencies. And in the time of COVID, it means providing workers with personal protective equipment and taking commonsense measures to reduce the spread of the virus. So I want to make sure that we are—that the White House or anybody is not blocking the CDC from implementing measures that would help us create a stronger safety culture.

My colleague from Florida joined us on a temperature check bill as it relates to the airline sector, as economies that greatly depend on transportation like Florida or the Pacific Northwest, we want to build whatever infrastructure is needed on guidance from CDC and others to improve the traveling public's safety during the COVID pandemic and in the future.

So with that, Mr. Chairman, I look forward to hearing from our colleagues. And again, thank you for holding this very important hearing. And we look forward to asking the witnesses on both panels questions, so thank you.

The CHAIRMAN. Thank you, Senator Cantwell. There is bipartisan enthusiasm in Montana for Mr. Paul Tuss's testimony. Senator Tester, I believe, is cued up to say a word or two remotely. Senator Tester, are you there?

STATEMENT OF HON. JON TESTER,
U.S. SENATOR FROM MONTANA

Senator TESTER. I am, Mr. Chairman, and I want to thank you for the opportunity to introduce the most honorable Paul Tuss. I am going to move back a few years and start at the beginning. Paul Tuss is from Opportunity, Montana. Now, Mr. Chairman, I know there are many people on this committee that think there is no opportunity in Montana, but I am here to tell you there is, it is alive and well, and Tuss is living proof of that. But there is much more than that. He has been at Havre now for probably the last 20 years, which, by the way, is in north central Montana, right in the middle of the Empire Builders Track. Before that, he was west of Havre, Montana in a little town called Chester—no, in a little town called Cut Bank doing economic development there and which is also on the line of the Empire Builder.

But the fact is, is Paul is much more than that. He has been Executive Director of the Glacier County Economic Development Organization. He has been President of the Montana Economic Developers Association. He has been Chairman of the Montana State

Employees Council. He has served as a Member of the Board of Directors of Montana Nonprofit Association. He has served on the Tourism Council. He was recently appointed to Montana's Climate Solutions Council. And he currently serves as Vice Chair of the Montana Board of Regents, as well as the Montana Economic Development Advisory Council and the Board of Directors of Montana Cooperative Development Center. This guy has got some stroke, OK? And he understands economic development.

And he will be the first to tell you that the Empire Builder is the backbone of the small towns that dot across Montana's highline. It keeps those rural communities connected. It brings in tourists, outside money, and it creates jobs. And the truth of the matter is, our state cannot afford to lose those critical services that Amtrak provides. I pushed for this hearing because the Senate and the Trump Administration need to hear firsthand accounts of just how tone deaf recent Amtrak policies are when it comes to their effect on rural communities. And I invited Paul to come and testify because he has had his boots on the ground literally for decades. I know he doesn't look that old, but that is a fact. He has been doing it for decades. And I have no doubt that he is going to offer compelling testimony that shows this committee just how important it is that we invest in Amtrak's future. I have been particularly stunned by the Trump Administration's annual efforts to gut Amtrak.

This Administration started by calling for an end to longest service. Let me say that again. The Trump Administration thought to end long distance service, which would have meant the end to the Empire Builder in Montana. Since then, they have attempted to cut the budget in half, leading to where we are today as Montanans lose service. This is unacceptable and it is hurting our economy. Some of my colleagues refuse to hold this Administration accountable.

Instead, there is a bunch of hot air and press releases. I will tell you press releases don't save the Empire Builder or the jobs or the economy that it creates. So I hope folks get serious about this issue before it is too late. This hearing is a step in the right direction. And I appreciate the Committee and the Chairman and the Ranking Member making this happen. And finally, Paul, thank you for taking the time to participate in this hearing and bringing a Montana/Havre perspective to this conversation. I look forward to hearing what you have to say. Thank you, Mr. Chairman.

The CHAIRMAN. Thank you, Senator Tester. Senator Daines.

STATEMENT OF HON. STEVE DAINES,
U.S. SENATOR FROM MONTANA

Senator DAINES. Thank you, Chairman Wicker, Ranking Member Cantwell, for holding this very important hearing and for giving me an opportunity to introduce a fellow Montanan, the man, the legend, Paul Tuss. Paul lives in Havre, Montana. Senator Tester just mentioned Havre is called the heartbeat of a highline. In fact, I was in Havre literally a week ago today. In fact it is where our best man in our wedding grew up.

Havre is home to one of the Amtrak stations along with Shelby, in which I fought successfully to restore ticket agents to that sta-

tion. Paul has a very impressive resume, serving as Executive Director of Bear Paw Development Corporation for 20 years, and holding a number of other positions in both the public as well as the private sector. Paul clearly understands just how important Amtrak's long distance routes, and in particular the Empire Builder, are to rural America. In Montana, the Empire Builder is essential to the local economy. It provides folks along the highline their only access to the National Transportation Network. Like Paul, I am deeply concerned about the impact of Amtrak's reductions in staff and service will have across this network. I led a bipartisan effort opposing those reductions in June, which included a Democrat member of this committee, and we had strong support from both labor unions and passenger associations. I also filed an amendment to prohibit those reductions.

As I noted in a letter to Senate leadership just last month, daily service on the Empire Builder is essential. The service provides Montanans access to health care and is critical to our local economy, as Senator Cantwell articulated, by bringing thousands each year to visit our communities, our pristine wilderness and our national parks.

I want to thank you, Paul, for participating in this hearing today and bringing a very important Montana voice to this conversation. I remain hopeful that Congress can come together, pass a bipartisan relief bill, which I will fight to ensure includes adequate funding for Amtrak and a guarantee on returning staff and daily service. Thank you, Mr. Chairman.

The CHAIRMAN. Thank you very much. Well, Mr. Tuss, I think we better take you first. So, I think you have been adequately and bipartisanly introduced and endorsed. So are you there, and locked and loaded?

Mr. TUSS. I am here, Mr. Chairman, I hope you can hear me.

The CHAIRMAN. We can hear you. You are recognized, sir. Your full testimony will be made a part of the record and you are recognized for 5 minutes to summarize.

STATEMENT OF PAUL TUSS, EXECUTIVE DIRECTOR, BEAR PAW DEVELOPMENT CORPORATION, AND MEMBER, MONTANA ECONOMIC DEVELOPERS ASSOCIATION

Mr. TUSS. Thank you. Chairman Wicker, Ranking Member Cantwell and members of the Committee, I am honored to be with you today, and thank you for this opportunity to discuss with you the absolute importance of passenger rail service in our nation, especially as it relates to the Federal Government's historic investment as critical component in America's transportation infrastructure. My name is Paul Tuss and I serve as Executive Director of Bear Paw Development Corporation, a federally recognized economic development district, rural, Northern Montana. Our region includes five counties, two Indian nations supported to the North by the Canadian provinces of Alberta and Saskatchewan, and to the South by the Missouri River. It is 17,811 square miles in size and is larger than the landmass of nine individual states.

Many of the communities we serve are considered not just rural, but indeed frontier. And running through it all is the Empire Builder, one of Amtrak's most successful long distance routes. The

Empire Builder in Montana includes stops in 12 communities and has proven to be a lifeline for residents. The Empire Builder is utilized by Montanans for a variety of reasons, including access to advanced medical care in more urban areas such as the Mayo Clinic in Minnesota as well as facilities in Seattle. This passenger rail service also delivers people to their place of work and brings families together who live in different parts of our country.

Importantly, the Empire Builder also brings out-of-state residents to big sky country for vacations and other purposes that add significantly to Montana's economy. Whitefish alone, which is the busiest stop in Montana for the Empire Builder, more than 55,000 people annually either board or disembark at that location, adding significantly to a local economy that has a sizable tourism sector given its proximity to Glacier National Park, Flathead Lake, and Whitefish Mountain Ski Resort. In 2019, the 12 Amtrak stations in Montana served 121,429 passengers who either boarded or disembarked on the Empire Builder. This level of activity is significant, especially for a rural state. According to the Rail Passengers Association, the Empire Builder contributes an estimated $327 million to the economies of the states in which it operates, and the Federal Government pays approximately $57 million a year to keep it running.

This $270 million net positive is a return on investment that is noteworthy, significant, and clearly validates the Federal Government's investment in this route. Unfortunately, regardless of the significant ROI the Empire Builder has demonstrated in years past, daily service on this route has been eliminated as of 2 days ago on October 19. Amtrak has made the decision to reduce daily service to three times per week. This move will obviously significantly hamper the ability of Montana residents to utilize the Empire Builder as they contemplate travel for personal or professional reasons. While we know the current global pandemic has adversely impacted ridership for Amtrak, this significant cut in service will only make things worse. There is fewer options available for those individuals and families interested in using America's passenger rail system. And cuts like this only lead to even more negative numbers when it comes to ridership, potentially further justifying even deeper cuts in the future.

We all know it is far more difficult to reestablish a service, which was talked about earlier, once it has been eliminated. Our real concern at this juncture is if the current reduction in service will become permanent and Amtrak in our state and elsewhere will be a less reliable and more convenient travel option for Americans. The Federal Government has historically and smartly invested in our country's public transportation systems. These systems have kept our Nation moving quite literally. The economic powerhouse that we are as a country is directly attributable in many ways to the wise investments that the Federal Government has always made in building and maintaining America's transportation systems, whether it is airports, seaports, our interstate system, or passenger rail service, our Federal Government has traditionally recognized the absolute importance of investing in our transportation systems to keep America strong, our economy on track, and to assure that people and goods get from one location to the next.

A safe, reliable passenger rail system in our country is critically important, especially for rural and frontier communities. I strongly recommend your continued investment in Amtrak, including its long distance rounds such as the Empire Builder. Now is not the time to shrink from commitment this Nation has historically had to connect our people and places through a robust passenger rail system. Thank you for allowing me this opportunity to share these comments with you this morning.

[The prepared statement of Mr. Tuss follows:]

PREPARED STATEMENT OF PAUL TUSS, EXECUTIVE DIRECTOR, BEAR PAW DEVELOPMENT CORPORATION

Chairman Wicker, Ranking Member Cantwell and members of the Committee—I am honored to be with you today and thank you for this opportunity to discuss with you the absolute importance of passenger rail service in our nation, especially as it relates to the Federal government's historic investment in this critical component of America's transportation infrastructure. My name is Paul Tuss and I serve as the Executive Director of Bear Paw Development Corporation, a federally-recognized Economic Development District in rural northern Montana. Our region includes five counties, two Indian nations, is bordered to the north by the Canadian provinces of Alberta and Saskatchewan and to the south by the Missouri River. It is 17,811 square miles in size and is larger than the combined total of 9 individual states. Many of the communities we serve are considered not just rural, but indeed frontier. And running through it all is the Empire Builder, one of Amtrak's most successful long-distance routes.

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airports, seaports, our interstate system or passenger rail service, our Federal government has traditionally recognized the absolute importance of investing in our transportation systems to keep America strong, our economy on track and to assure that people and goods get from one location to the next.

A safe, reliable passenger rail system in our country is critically important, especially for our rural and frontier communities. I strongly recommend your continued investment in Amtrak, including its long-distance routes such as the Empire Builder. Now is not the time to shrink from the commitment this Nation has historically had to connect our people and places through a robust passenger rail system.

Thank you for allowing me the opportunity to share these comments with you.

The CHAIRMAN. Thank you very much, Mr. Tuss. President Flynn, you are now recognized. Thank you for being here.

STATEMENT OF WILLIAM FLYNN,
PRESIDENT AND CHIEF EXECUTIVE OFFICER,
NATIONAL RAILROAD PASSENGER CORPORATION (AMTRAK)

Mr. FLYNN. Good morning, Chairman Wicker, Ranking Member Cantwell and other members of the Committee. Thank you for the invitation and the opportunity to appear here today. But before I make my remarks, I just want to take a moment to recognize and remember Mr. Allen Boyd. Allen Boyd was Amtrak's third president and passed away just a few days ago, and he certainly left Amtrak in a much better position than when he arrived.

And we are forever grateful to him for his long service to our nation, where, among others, he was our first Secretary of Transportation. Amtrak delivered record performance in Fiscal Year 2019, and we were excited to see that Fiscal Year 2020 was set to be another record year. However, as the pandemic took hold in March, our ridership plummeted by 97 percent. Just for some context, we carried more than 80,000 daily passengers in February. By April, there were less than 4,000 passengers per day. And by way of example, today or yesterday, we had 17,000 passengers across our network.

Thanks to the CARES Act, we managed to survive Fiscal Year 2020, but our ridership and revenue are still down more than 80 percent. We recently updated our forecast for Fiscal Year 2021, and we anticipate needing up to $4.9 billion in total funding to operate and invest in our network, support our partners, and address various congressional priorities such as employee furloughs and daily long distance service. Unfortunately, Congress has not passed an Fiscal Year 2021 appropriations bill and instead passed a Continuing Resolution through December 11. This CR, coupled with no COVID emergency funding, is very concerning to Amtrak, given our dramatic revenue lost during this pandemic. That being said, we were pleased to see that the House passed their updated HEROES Act a few weeks ago, which included $2.4 billion for Amtrak and our partners. We are hopeful that the Senate will consider providing at least this level of emergency assistance, if not more, very soon. However, given that nothing is being enacted, we must be prudent and address the situation at hand.

Therefore, as we advised this summer, we are now adjusting service and workforce levels. Failure to implement these actions, difficult actions, would have resulted in the company consuming about $250 million each month, given the reduced level of ridership and the then existing level of operations. At this rate of cash depletion, Amtrak would be forced to take even more drastic measures

with long lasting impacts on our company, our employees, and our network. As you know, we reduced service on both the NEC and State supported routes many months ago at the beginning of the crisis. And we have recently implemented temporary frequency adjustments to most of our long distance trains through the month of October. But I want to be very clear, these adjustments are temporary. There is no plan or agenda to make these adjustments permanent.

Many of your states benefit from long distance service, and we just heard from Mr. Tuss from Montana and the Senators from Montana, and I have heard the concerns very loud and clear. And I want you to know, I want the Committee to know that I am and our Board of Directors are 100 percent committed to our long distance network and its future.

We have notified our host railroads that these adjustments are temporary and we ask your help to ensure that we have their support for the restoration of daily service for our customers and your constituents as we move forward. In addition, until our ridership recovers, we must make difficult workforce adjustments. We cannot continue to indefinitely fund a workforce that is too large for the number of passengers we now serve.

I personally know how hard furloughs can be, having grown up in a railroad labor family and having had my fathers and uncles furloughed over the years during different economic crises. But these workforce adjustments are essential given the lack of funding that we now have. Going forward, we are committed to return furloughed employees to work as soon as financially possible and we are currently taking care of these employees by providing extended no-cost health coverage during this period. Inner city rail, passenger service remains one of the safest and most efficient forms of transportation. Once the pandemic eases, Amtrak stands ready to grow and serve more of America in large communities and rural communities including the Gulf Coast.

Unfortunately, we have been working with our host railroads for 5 years on this service and it is yet to commence. This has been a long and unpredictable process, and I believe it is illustrative of our dealing with some of our host railroads. Unless these challenges can be addressed by Congress, we will be unable to better serve our country.

We hope this committee will consider these issues when it develops a surface transportation reauthorization bill as the House has in its Invest in America Act.

Please know that I am committed to working through this crisis with you, our State partners, labor leaders and other stakeholders to manage the near-term challenges while safeguarding Amtrak's future. Thank you for your time and support. I look forward to your questions.

[The prepared statement of Mr. Flynn follows:]

PREPARED STATEMENT OF WILLIAM FLYNN, PRESIDENT AND CHIEF EXECUTIVE OFFICER, NATIONAL RAILROAD PASSENGER CORPORATION (AMTRAK)

AMTRAK AND COVID–19

Introduction

Good morning, Chairman Wicker, Ranking Member Cantwell, and Members of this Committee. Thank you for calling this hearing today to discuss Amtrak and COVID–19. My name is William Flynn, and this is my first opportunity to testify before you as Amtrak's president and chief executive officer, a position I assumed in April of this year.

Let me start by thanking the thousands of Amtrak employees who have risen to the challenges associated with COVID–19 and have remained focused on Amtrak's mission to provide safe, reliable transportation to our customers and your constituents. Ticket agents, conductors, train attendants, red caps, cleaners, and dozens of other specialties are doing their part to keep America moving, and I am very proud of to be a part of the team.

I come from a railroad family. My father and uncle were locomotive engineers, and my brother was an Amtrak conductor and local union chair. My first transportation job during summer break from college was working on a maintenance-of-way gang that was installing welded rail on the Northeast Corridor (NEC) in New England. In 43 years in the transportation industry, I have had the opportunity to serve in a multitude of roles in ocean shipping, airline, and railroad companies. These connections deepen the honor I feel to lead Amtrak, and I will do all I can to further Amtrak's important mission to serve the country.

As Amtrak finished FY 2019 and even through the first five months of FY 2020, the company was in a stronger position than at any time in its soon to be fifty-year history. Ridership, revenue, and financial performance were at record levels. Amtrak was on track to generate passenger revenues exceeding operating expenses in FY 2020 for the first time ever. The company was preparing to take delivery of next generation *Acela* trainsets for its high-speed NEC service, and had a bold vision of expanding train service in new and existing corridors across the country.

Unfortunately, the COVID–19 pandemic then hit this Nation. Amtrak, like all transportation providers, was hit especially hard. In a matter of weeks, Amtrak's ridership plummeted by 97 percent and we undertook immediate actions to protect the health and safety of our customers and employees and reduce capacity.

Shortly thereafter, Congress passed the CARES Act, which provided important emergency funding to Amtrak and our state partners in order to minimize the negative financial impacts of COVID–19 during FY 2020. Unfortunately, recovery has been slow, and our ridership and revenue are still down 80 percent compared to a year ago. It has become clear that the pandemic's impacts will extend through, and almost certainly beyond, FY 2021 as well, and we, along with our state partners, will continue to face unprecedented challenges in the new Fiscal Year that began this month.

What I would like to do today is discuss with you Amtrak's response to COVID–19 thus far, including how we ensure our customers and employees are safe and healthy, as well as the steps we have taken to manage the loss of revenue. I would also like to focus on two issues that I know are important to this committee: how we are having to adjust our workforce and our train service for FY 2021 given the pandemic's impacts on our ridership. Finally, it is important to understand what happens after we get through this pandemic and the vision for Amtrak and intercity passenger rail for the future.

Amtrak's Response to COVID–19

To provide more detail about how Amtrak has responded to COVID–19, let me offer a quick summary of the steps we have taken since the crisis began to unfold in late winter of this year.

Our number one job is to provide a safe work and travel environment for our employees and our riders. In January, as concern about the virus spreading in the U.S. started to emerge, we began reminding employees about the need to be vigilant about hand washing and sanitizing. As it became clearer that we were about to face a serious public health crisis we developed a safety plan, and over the past several months we have worked to inform and execute our plan with the best available information.

We have taken many actions to minimize health and safety risks to our customers and employees. They include:

- Requiring masks for passengers and employees on our trains and in our facilities.

- Limiting reservations on trains (other than in private sleeping room accommodations) to allow social distancing.
- Adopting and continuously refining new and enhanced cleaning procedures on our trains and in our stations.
- Instructing all employees whose jobs can be performed remotely to work from home.
- Distributing supplies of Personal Protective Equipment to employees across the country.
- Providing every employee infected by or exposed to COVID–19 with up to two weeks of pay protection to safeguard their households and ensure that ill employees stay home. (Similarly, absenteeism due to COVID–19 symptoms has not been subject to the application of our attendance policy.)
- Enhancing our website and mobile application with features like improved boarding guides and train capacity indicators that help our customers to make safe traveling decisions.
- Installing protective plastic barriers in our café cars and in our stations to support physical distancing, and hand sanitizer dispensers on all our trains.
- Contracting with Quest Diagnostics to make voluntary COVID–19 testing available to all employees. While our employees primarily rely upon testing otherwise available at no cost to them through the CARES Act, this service will provide additional confidence that we are taking the necessary steps to mitigate the risk of infection among our workforce.
- Creating a research partnership with a leading university to study airflow, ventilation, and air filtration systems in passenger railcars to determine if additional measures would further reduce the possibility of airborne spread of infectious particles on our equipment.
- Working with RB, the makers of Lysol, to strengthen our comprehensive disinfection protocols for trains, stations, and lounges. The partnership will launch in NEC stations and on the *Pacific Surfliner* route, before expanding across our network.
- Partnering with the George Washington University Milken Institute School of Public Health to secure ongoing technical expertise and guidance to enhance Amtrak's comprehensive coronavirus pandemic response.

We have prominently communicated information about our response to COVID–19 and the changes we have made to address it to our passengers through Amtrak.com, social and print media and station signage. We have also communicated openly and frequently with our employees through employee advisories and companywide town halls. During the townhalls, we have briefed employees on new developments and answered their questions, the responses to which are made available to all employees on our intranet. In addition, our labor relations team has met at least weekly with representatives of our unions to discuss the pandemic and the health and safety steps we are taking.

COVID–19's Financial Impact

We, along with our state partners, have seen stunning revenue losses as a result of the precipitous decline in ticket sales due to COVID–19. As of early March, Amtrak was on track to generate FY 2020 passenger revenues greater than operating costs for the first time in our history. Over the next few weeks, ridership on our trains plummeted by 97 percent, and since then only a small portion of our passengers have resumed traveling. Our latest projections are that in FY 2020, Amtrak's revenue from ticket sales will be $1.242 billion, which would be only 53 percent of what it was in FY 2019. For FY 2021, we are projecting only 9 million passenger trips and $598 million in revenue, down from over 32 million and $2.354 billion in FY 2019, respectively, and these assumptions rely on an effective and widely-distributed vaccine becoming available by the middle of next calendar year—which we know is not a guaranteed outcome.

To try to align with the current depressed demand for service, manage our financial losses, and continue to make investments in capital projects for future riders, we made several cost-cutting decisions:

- We have reduced service frequency and train capacity on the NEC, and on our state supported routes in partnership with our 20 state partners.
- We deferred and/or restructured $600 million in capital projects.
- We dramatically reduced overtime.
- We offered voluntary unpaid time off to our employees.

- Several of our unions agreed to defer previously negotiated wage increases, for which we are grateful.
- The reduced number of trains meant that while our agreement employees have not been furloughed, their earnings have been impacted by a reduction in hours worked.
- The 401k match for our non-agreement employees was suspended, and their pay was reduced 7–22 percent based on a tiered system for the remainder of FY 2020. I have not drawn a salary during this difficult time.

A combination of these cost controls and the FY 2020 CARES Act funding allowed us to avoid involuntary layoffs and furloughs during last Fiscal Year.

Adjustments to Train Service

In the immediate aftermath of the COVID–19 pandemic's onset, we reduced service frequency on both the NEC and state supported routes by approximately 70 percent. On the NEC, *Acela* service was suspended entirely, along with all but a few *Northeast Regional* trains; and in consultation with our state partners we reduced service on 10 of our 28 state supported routes and suspended all service on 14 others. Some service has since been restored, including a limited number of *Acela* trains that resumed operation on June 1. A complete list of the service reductions and the restorations made to date is appended to my testimony.

We have joined with our state partners in urging Congress to provide additional funding to help offset the lost revenue that our state partners are experiencing during the pandemic. We are gratified that Congress included additional funding for FY 2020 in the CARES Act, and that the House appropriations bill includes such funding for FY 2021. We will continue to work closely with Congress to find the best way to help our state partners out during these difficult times. We recently updated our forecast and now anticipate needing up to $4.9 billion in funding to operate and invest in our network, support our partners, and address various congressional concerns like avoiding employee furloughs and maintaining daily long distance service. This request reflects the staggering loss of revenue Amtrak is facing, and if funded, will enable Amtrak to avoid more drastic impacts on our infrastructure and national rail system, included an additional reduction of 2,400 jobs beyond the cuts we have made already.

It was disappointing to see that Congress was unable to pass Fiscal Year 2021 appropriations bills before October 1 and instead had to pass a Continuing Resolution (CR), which continued funding at the FY 2020 levels through December 11. Given the low ridership and revenue projected over the next few months, a CR at this level will put Amtrak in a precarious position as we await final decisions on our annual funding levels and our COVID–19 supplemental funding request. Amtrak will work to adjust its operating and capital spend plans during this short-term CR, while minimizing impacts on our customers and employees; however, if this funding level is extended beyond December 11, we will be unable to avoid more drastic impacts that could have long lasting effects upon the national rail system.

We are now looking hard at which specific capital projects and procurements we must defer until we know what funding level Congress will provide in either a full-year FY 2021 appropriations bill, a COVID–19 relief bill, or some combination thereof. In particular, we may need to defer: key aspects of the Gateway Program; early Baltimore & Potomac Tunnel work and property acquisition; an important refresh of our aging long distance train equipment; several New York Penn Station improvements; and various other engineering and mechanical projects on both the NEC and National Network. Such deferrals might lead to further employee impacts for our Engineering and Mechanical workforce who primarily undertake capital projects. While there are no plans to adjust train service beyond the already announced changes to the long distance trains, we will reevaluate this in December when the level of funding available to us for the remainder of the year becomes clear.

In addition to changes in service frequency, we have also adjusted the number and types of cars operated on individual trains, as well as on-board food service, ticketing policies, and other aspects of our customer service. We made these changes to facilitate social distancing, match capacity to reduced demand, avoid unnecessary expenditures, and accommodate COVID–19 driven changes in customer preferences and state partner service change requests on state supported routes.

As we commence operations in the new Fiscal Year, we are following a detailed FY 2021 Operating Plan built on the available data and our best assumptions. This Plan will undoubtedly require frequent adjustments to reflect both the presently unpredictable progress in the battle against COVID–19 and the equally unpredictable impact COVID–19 will have on Americans' willingness to travel during the year

ahead. We will constantly evaluate external developments, and changes in Amtrak ridership, ticket revenue, and customer preferences, as we refine that Plan, adjust service levels to match demand, and provide state partners with the changes in services they request. As I mentioned above, the Operating Plan includes the availability of a vaccine next year as one of its key assumptions. Should a vaccine not become available, or be extensively delayed, this will have significant negative consequences for our projections.

Long Distance Frequency Reductions

Throughout FY 2020, Amtrak operated its long distance trains on their normal, pre-pandemic service frequency, despite huge ridership drops and service reductions—or outright service suspensions—on every other North American intercity passenger service. Airlines, intercity bus companies and the Alaska Railroad have all made major reductions in service, as Amtrak has done on the NEC and our state supported routes. VIA Rail Canada, our Canadian counterpart, had suspended all service on its long distance routes until at least November 1, but announced on September 25 that these routes would continue to be suspended indefinitely.

In the early days of the COVID–19 pandemic, we hoped that passenger demand would increase appreciably on long distance routes during what is normally their peak Summer season. Because of the resurgence in COVID–19 infections and the continuing reluctance of travelers to take any trips, particularly long trips on public transportation, that did not happen. In July and August, ridership and revenues on long distance routes (excluding the *Auto Train*) were down by sixty percent compared to the same months in 2019—even though we had not made the huge reductions in service implemented on nearly all of our other routes.

The sixty percent reduction in revenues has had a major impact on long distance financial performance. While long distance trains had significant operating losses prior to COVID–19 ($475 million in FY 2019), in normal times they cover most of the out-of-pocket costs such as fuel, commissary supplies, host railroad payments, and wages and benefits for on-board employees that are incurred by each train that operates over a route. Therefore, operating service three times a week rather than daily ordinarily would not produce significant and immediate cash savings.

However, these are not ordinary times. Since ridership and revenues on long distance trains (other than the *Auto Train*) have fallen precipitously, we are incurring huge, additional operating losses for each train we operate—for the benefit of just forty percent of the normal number of passengers. Given that, we felt that it would be irresponsible to continue spending a much larger share of our limited funding to provide the same frequency of service for a much smaller number of remaining passengers, particularly as we entered the Fall/Winter season when monthly long distance ridership normally declines up to 40 percent from the Summer peak.

Over the course of this month, we are temporarily reducing service on most long distance routes from daily to three times per week. The exceptions are the *Auto Train,* which will continue to operate daily because of higher demand levels; the *Silver Meteor,* which began operating four days a week in July to provide daily service between New York City and Miami in combination with the *Silver Star,* which was reduced to tri-weekly operation and operates a similar route between New York City and Miami; and the *Cardinal* and *Sunset Limited,* which already operate three times a week.

Like the more significant service reductions we have made on our NEC and state supported routes, these long distance frequency adjustments will be temporary. We are committed to operating our long distance system and, as ridership returns, we intend to restore service frequency to previous levels. We have notified our host railroads about these temporary reductions in service, including notice that we intend to return service as soon as conditions warrant. We ask that the committee help ensure that our hosts honor their commitments and allow us to restore service at that time. Assuming we receive the necessary Federal funding to continue our planned operations in FY 2o21, we will evaluate three metrics throughout the year with our initial plan to decide in February whether to restore daily service on each affected long distance route for summer and beyond. These metrics are:

(1) *Public Health: Is the COVID–19 pandemic under control?* Are COVID–19-related hospitalization rates in the regions through which a given long distance route operates stable or declining?

(2) *Future Demand: Are customers booking trips near the same rate as in 2020?* Is the percentage of available seat-and room-miles being booked in advance for June 2021 at least 90 percent of the percentage for June 2020 advance bookings? This will allow us to understand if demand levels are returning to more typical levels at our much lower scale of service and also take into ac-

count any caps on ticket sales to promote social distancing or other relevant measures adopted to minimize COVID–19-related risks.

(3) *Current Performance: Is ridership close to our projections in our operating plan?* Was systemwide ridership in the First Quarter of FY 2021 (October-December 2020) at least 90 percent of the projected figure in our FY 2021 operating plan, which already accounts for reduced ridership due to COVID–19?

If all three conditions are met for a given long distance route, we will restore daily service along that route between late May and June 2021. If any route is not yet ready to be restored when we conduct our review, we will continue to analyze these routes to look for improvements and will apply an updated version of the criteria described above as part of our FY 2022 planning cycle.

I know that our long distance services are particularly important to many of the members of this Committee and let me be absolutely clear that these long distance frequency reductions are temporary, as we believe that ridership and demand will return with time as we move past the pandemic. We are committed to continuing to operate our current long distance network and to improving the service we provide to our long distance passengers. However, we need two things from Congress to enable us to provide a viable long distance service when the COVID–19 pandemic is at last behind us. The first is increased funding for essential long distance capital investments, particularly equipment. Most of the passenger cars we operate on our long distance trains are already, or will soon be, more than 40 years old. These cars have reached the end of their useful lives and must be replaced if we are to maintain current long distance services.

The second thing we need from Congress is the ability to enforce our statutory right to dispatching preference over freight trains and gain reasonable access to our host railroad network. The greatest threat to the future of our long distance network is not COVID–19, but rather poor on-time performance that diminishes the value of these services to our customers and ossified routes that cannot be changed or expanded because of host railroad resistance. The leading cause of delays to our long distance trains is the failure of some of our host railroads to comply with this longstanding legal obligation to provide Amtrak trains with preference over their tracks. During FY 2019, our trains incurred over one million minutes of delays due to freight train interference on host railroads. While freight train interference also affects some state supported routes, our long distance passengers—who have the same right to arrive at their destinations on time as passengers on the Amtrak-dispatched NEC—bear the brunt of these railroads' inability or refusal to obey the law. As you are likely aware, the House included a provision in the INVEST in America Act that gives us the ability to enforce our preference rights and have a predictable and fair way to access host railroads for use, which is already required by law. We believe both provisions are critical to our ability to improve service to your constituents.

Our commitment to the future of our long distance network is reflected in the many investments we are currently pursuing, despite funding limitations that the COVID–19 pandemic has exacerbated, to modernize our long distance service and enhance its safety.

- Capital projects to improve accessibility for customers with disabilities and the experience of all customers when they use our stations are under construction at eight stations served only by long distance trains; projects at 16 more long distance-only stations are out for bid or in final design.
- We are scheduled to take delivery this year of the last 15 of the 130 Viewliner II cars that have replaced the long distance cars that were the oldest equipment in our fleet; we are refreshing the interiors of our other long distance passenger cars with new seat cushions, upholstery, and carpet.
- We have ordered 75 new Amtrak Long Distance Charger 4,200 horsepower (ALC–42) diesel locomotives that will begin the replacement of our long distance locomotive fleet; and we are planning for the acquisition of the next generation of long distance passenger equipment.
- We continue to invest in track upgrades across multiple long distance routes, including major upgrades on the *Southwest Chief* route and improvements to Chicago-area tracks used by the *Cardinal,* and are working to install positive train control (PTC) technology or make other safety enhancing investments on portions of eight long distance routes.

Regarding the *Southwest Chief,* which I know is of particular interest to some members of this committee, I would like to report some encouraging news. In late September, the Federal Railroad Administration (FRA) awarded an up-to-$5.6 mil-

lion CRISI grant for work that will be performed on this route between Trinidad, Colorado and a point south of Lamy, New Mexico. The State of New Mexico will contribute $1 million, and Amtrak has set aside $4.9 million, which means this next round of capital work will represent an $11.5 million investment in this route. As you may recall, what makes this route unique is that it includes the only significant section of Amtrak's national network where Amtrak is the only operator over a host railroad-owned portion of the route and is therefore responsible for all the capital costs required to maintain and improve the infrastructure. This recent grant is the fifth round of Federal investment in the portion of this route between Kansas and New Mexico. Between 2016 and 2020, Amtrak has committed $15.8 million in direct funding for the route of the *Southwest Chief,* and an additional $12.8 million in matching funds to previously awarded Federal grants. Amtrak has also invested between $4 and $8 million annually in this segment, outside of any grant programs, including selective installation of ties, replacing bolted rail in curves, and bridge or culvert repair. Amtrak values the partnership that has developed between us, the states and local communities, and with BNSF, and looking ahead, we know we will need to build on this cooperation to ensure the long-term viability of this route. In total, Amtrak has invested $23.4 million in the *Southwest Chief* since 2016 and we will continue to make prudent investments and seek Federal grant opportunities as part of our long term financial plan in conjunction with our partners.

Adjustments to Workforce

From the outset of the COVID–19 pandemic, what has been most important to us other than ensuring the safety of our passengers and employees is preserving the jobs of our workforce. The aid extended to Amtrak by the CARES Act allowed us to make it through FY 2020 with no involuntary furloughs or layoffs.

With the CARES Act funding having mostly run out, and the increasing recognition by everyone in the travel industry that it will be years before travel demand returns to normal, we recognize that we cannot ask Congress and the taxpayers to continue to pay all of the employees for whom we will not have any work in the foreseeable future. Likewise, as the state partners who provide funding for our state supported services struggle with unprecedented fiscal challenges brought about by COVID–19, many of them have made it clear to us that they will not be able to continue to pay for those services unless we reduce our costs to reflect the significant reductions in the number of trains operating, and the much greater losses in ticket revenues. Other companies in the travel industry—an industry severely decimated by COVID–19—are facing the same dilemma. Most major airlines are significantly reducing their workforces—in some cases, by 20 percent or more—now that the CARES Act prohibition on airline employee furloughs has ended.

While we saw no alternative to workforce reductions, we took many steps to minimize the number of people whose jobs were impacted. As I mentioned earlier, we offered voluntary unpaid leave to our employees and implemented other cost-saving measures that enabled us to stretch out our CARES Act funding. When it became apparent that we would have to address the size of our company for this period, we implemented a voluntary separation incentive program in which 521 agreement-covered and management employees elected to participate. Ultimately, we made the painful but necessary decision of reducing nearly 100 management positions and furloughing approximately 1,950 of our agreement employees. We will continue to communicate with our employees, their union representatives, and Congress regarding any adjustments to our workforce. Going forward, we will do all we prudently can to bring our furloughed employees back to work as soon as possible.

Looking at both the temporary changes to our long distance service and our recent workforce reductions, I must emphasize that Amtrak really had no choice but to take these actions, given the uncertainty in our Federal funding for this Fiscal year. Without these vital cost saving measures, we will burn through nearly $250 million each month. This kind of spending, if not offset by additional Federal funding, would ultimately force us to take drastic measures that would have wide-ranging impacts on the company, our employees, and our ability to serve our customers. If this continued long enough, we would eventually face insolvency.

Capital Commitments

The biggest challenge Amtrak has faced since we began operation in 1971 is the lack of dedicated and reliable capital funding. One of the most significant accomplishments Amtrak has made in recent years is that our increased revenues and more efficient operations have enabled us to set aside money from our annual appropriations, which in years past were used primarily to subsidize operations, so that we can fund critically important capital projects. In addition to the long distance investments I already mentioned, the most urgent investment needs include replace-

ment of the 45-year-old Amfleet I fleet that provides most of our NEC and much of our state supported service and major capital projects such as Portal North Bridge, New York Penn Moynihan Train Hall, and desperately needed improvements at Chicago Union Station.

Some have suggested that Amtrak should not alter its services or workforce to reflect the greatly reduced ridership and financial changes wrought by COVID–19, but should instead take money out of these capital commitments and use it to fund regular operations for the duration of this crisis. I cannot emphasize too strongly that cannibalizing these capital funds is the wrong approach. Using scarce capital funding to operate nearly empty trains would not be productive, nor would it be a prudent use of the American taxpayer's investment in Amtrak. Rather, it would preclude us from undertaking projects that will increase safety, enhance reliability, and improve convenience in ways that will benefit tens of millions of our customers in FY 2021 and the years ahead. It is also critical that Congress understands that slashing capital spending would not prevent workforce reductions since much of this capital spending goes for the wages and benefits of the Amtrak employees who work on capital projects. Maintaining and improving infrastructure supports a large, dedicated, skilled workforce, representing approximately 2,000 full time equivalent employees. To be clear, cutting capital spending would also result in workforce reductions.

It is also misleading to call our capital needs discretionary. Some of our capital dollars are restricted by law from being used for other purposes, such as the Federal dollars Congress has directed us to set aside for ADA compliance, upgrades to the *Southwest Chief* route, and important safety technology for certain corridor routes. The Northeast Corridor Commission estimates that the NEC has a more-than-$40 billion state-of-good-repair backlog. When we delay the replacement of century-old infrastructure, the Amtrak employees who would perform the work on those projects bear the immediate cost. But the Amtrak and commuter train passengers who use the NEC every day also pay the cost, as they endure the unreliability that comes with depending on infrastructure never meant for today's demands. We cannot allow the COVID–19 crisis to cost us projects that are essential to restoring and maintaining normal operations and will dramatically improve the safety, reliability, and quality of our services for many decades to come.

Amtrak's Future

2020 has been a hard year for the country and for Amtrak. We will be grappling with the effects of the pandemic for years to come. However, it is important to remind ourselves of deeper trends that still bode well for Amtrak's future, despite the setbacks we are currently facing. COVID–19 has not changed the fact that intercity passenger rail is the most efficient and the most environmentally responsible way to serve the transportation need of the megaregions throughout the country whose rapid population growth will continue. It has not changed the need to address highway congestion by steps other than adding more lanes. In fact, highway congestion is already returning as travelers resume driving between cities and avoid air and transit travel due to social distancing concerns. Nor has COVID–19 reduced the requests Amtrak receives from communities and elected officials across the country for service in corridors and regions we do not serve today. Finally, the extraordinary increase in unemployment that COVID–19 has spawned has reinforced the need for many additional good, living wage jobs for skilled employees of the kind that Amtrak, and the companies from which we buy equipment, goods, and services, provide.

As we look towards the future, I want to offer an update about our ongoing efforts to restore service to the Gulf Coast. Amtrak is committed to restoring service between New Orleans and Mobile. We have been working with the Southern Rail Commission (SRC) established by the States of Louisiana, Mississippi, and Alabama; the FRA; and the two host railroads over which the service would operate to identify any necessary infrastructure investments so that we can reach agreements with the host railroads and secure additional public funding to cover infrastructure and operating costs. To date, the U.S. DOT and FRA have awarded grants totaling over $45 million for Gulf Coast Service investment and operating costs, for which states, localities, and Amtrak have agreed to provide matches.

Unfortunately, despite nearly five years of joint planning and negotiations, we are still not providing this passenger service to the Gulf Coast. We are currently working to complete the second round of infrastructure capacity modeling that FRA is funding. This process has been extraordinarily time and resource intensive for all parties and has required the direct intervention of Senate staff to keep things moving. The introduction of two daily round trips on this corridor should not take five years of effort.

Again, this is why we need to reform the process that provides Amtrak access to host railroad infrastructure. By law, Amtrak has the right to use all railroads, generally at incremental cost, that are part of the Nation's interstate system with the presumption that host railroads must allow Amtrak's desired use, requests for accelerated speeds or additional frequency with terms set by the STB if the parties cannot agree. Yet today, most carriers are hostile to permitting Amtrak to use available capacity and engage in extensive delay tactics, despite the fact that access to the Nation's freight railroads is perhaps the singular principal on which Amtrak was created and the private railroads allowed to be relieved of their obligations to provide passenger service themselves.

I also want to speak about the Cascades service, which I know is another important route to this committee. While our trains have not returned to the Point Defiance Bypass yet, we and WashDOT have been working closely with Sound Transit as they have the lead role in the installation of positive train control on that section of track and determining when service can begin on the route. We will continue to work with Sound Transit and other stakeholders, and we will make sure that everyone's safety concerns are addressed before service is resumed over this segment.

We want to be ready to provide the passenger rail service America needs as the country returns to normal: along the Northeast Corridor where the much-anticipated replacement of the *Acela* fleet will begin next year; on our state supported routes and new intercity corridors, where we see our greatest opportunities to help address the climate crisis and enhance mobility as our population continues to grow; and in the small towns throughout rural America where our long distance trains help connect our riders to their family and friends. Looking to the future, we need Congress to act on a multiyear surface transportation reauthorization. As you know, earlier this year, the House passed the INVEST Act, which proposed robust funding levels and addressed some of the most serious challenges to intercity passenger rail. In particular, the INVEST Act would authorize, and I ask this Committee to also include in its version of a reauthorization bill, the following provisions:

- *Preference enforcement:* Provide Amtrak with the ability to hold freight host railroads accountable when they disregard the law by interfering with Amtrak trains and delaying customers, as unfortunately some of our hosts often do;
- *Additional trains:* Provide an improved process for fairly and expeditiously providing Amtrak access to the host railroads, including determining whether investments are necessary to support new routes or additional trains; and
- *Corridor growth:* Authorize a five-year cost sharing scheme whereby Amtrak can utilize Federal funds to cover the up-front costs of starting new service and gradually shift costs to states consistent with Sec. 209.

These provisions would prove critical for our long-term growth, and in fact, in the short-and medium-term they would help us finally provide improved and expanded service to some of the regions that we have discussed at length with this committee, such as along the Gulf Coast. In the meantime, I am committed to working through the current crisis with you, our employees, our state partners, our customers and other stakeholders to best manage the near-term challenges while protecting the future we all want for intercity passenger service in the next 50 years.

Thank you for your time and your support of Amtrak. I look forward to your questions.

COVID–19 SERVICE REDUCTIONS ON NORTHEAST CORRIDOR AND STATE–SUPPORTED ROUTES

NOTE THAT DAILY TOTALS FOR SOME ROUTES MAY BE AVERAGES.

- *Acela:* Suspended entirely March 23–June 1. Currently operating 5 daily round trips.
- *Northeast Regional:* Most service initially suspended Currently operating 12 round trips Washington-New York City and 8 round trips New York City-Boston on weekdays, and reduced service on weekends.
- *Adirondack:* Suspended Albany-Montreal since March 17.
- *Blue Water:* Unchanged
- *Capitol Corridor:* Operating 8 daily round trips, down from 12, with reduced weekend service.
- *Carolinian:* Suspended entirely April through June. Now operating with reduced capacity.

- Cascades: Operating 1 round trip Seattle-Portland-Eugene, down from 4; no service Vancouver, BC-Seattle.
- *Downeaster:* Initially suspended entirely; now operating 4 round trips, down from 5.
- *Empire* Service: Operating 7 weekday round trips, down from 12, with reduced service on weekends.
- *Empire* West/*Maple Leaf:* Initially reduced to 1 daily round trip, now 2, down from 3. Service suspended between Niagara Falls, New York and Toronto, Canada.
- *Ethan Allen:* Suspended north of Albany since March 17.
- *Heartland Flyer:* Unchanged.
- *Hiawatha:* Initially suspended; now operating 4 weekday round trips, down from 7.
- *Illini/Saluki:* Operating 1 daily round trip, down from 2.
- *Illinois Zephyr/Carl Sandburg:* 1 daily round trip, down from 2.
- *Keystone:* Suspended March 18 to June 1. Full service recently restored Harrisburg-Philadelphia; Philadelphia-New York City only operating 3 weekday round trips.
- *Lincoln* Service: Operating 2 daily round trips, down from 4.
- *Missouri River Runner:* 1 daily round trip, down from 2.
- New Haven—Springfield/*Valley Flyer:* Operating 5 daily New Haven-Springfield round trips, down from 8; 1 round trip north of Springfield, down from 2.
- *Pacific Surfliner:* 6 daily round trips between Los Angeles and San Diego, down from 13; 4 of normal 5 round trips north of Los Angeles.
- *Pennsylvanian:* Suspended March 19; resumed June 1.
- *Pere Marquette:* Suspended March 21; resumed June 29.
- *Piedmont:* Operating 1 daily round, down from 3.
- *San Joaquins:* Operating 4 daily round trips between Bakersfield-Oakland, down from 5. Bakersfield-Sacramento service suspended.
- *Vermonter:* Suspended north of New Haven since March 26.
- *Wolverine:* 1 daily round trip, down from 3.
- Washington-Roanoke: Unchanged.
- Washington-Newport News: Full service recently restored.
- Washington-Norfolk: 1 daily round trip, down from 2.
- Washington-Richmond: 1 daily round trip suspended.

NATIONAL RAILROAD PASSENGER CORPORATION
Washington, DC, October 8, 2020

Hon. MICHAEL PENCE,
President of the Senate,
U.S. Capitol,
Washington, DC.

Hon. NANCY PELOSI,
Speaker of the House of Representatives,
U.S. Capitol,
Washington, DC.

In February of this year, Amtrak transmitted its Fiscal Year 2021 General and Legislative Annual Report to Congress, which included our base FY 21 grant request for $2.040 billion. Given the dramatic loss in ridership and revenue that Amtrak experienced due to COVID–19, we submitted a supplemental request for $1.475 billion in additional funding on May 25, for a total FY 21 request of $3.515 billion. Since then, we have seen that our ridership is not returning as quickly or at the levels that we had hoped for, and over recent months we updated our forecast for FY 21. *This letter is to formalize that we anticipate needing up to $4.857 billion in FY 21 to support the company and our employees through this unprecedented situation.* Furthermore, as Congress considers programs for stimulating the economy, Amtrak has identified $5.193 billion in additional investments we recommend be included as part of any economic recovery proposal enacted by Congress before the end of the term to help the Nation recover from the impacts of the pandemic. Additional detail is provided in Table 1 of the appendix.

Of the $4.857 billion we are requesting, $3.227 billion is directly to preserve Amtrak's services and capital program in response to the dramatic loss of revenue due to the pandemic, with $1.704 billion for the Northeast Corridor, $413 million for the Amtrak share of State Supported services, and $1.110 billion for Long Distance service. The remaining $1.63 billion is to support Amtrak RRIF/debt payments, state and commuter partner payments that are payable to Amtrak under Sections 209 and 212, the costs of any congressional workforce or service directives, and added revenue risk beyond our current projection.

When considered in their totality, our FY 21 needs and our economic recovery proposal equal a total Federal investment of $10.050 billion, an amount equivalent to the total appropriation for Amtrak included in the House of Representatives' FY 21 Transportation, Housing and Urban Development, and Related Agencies Appropriations bill (H.R. 7616). These funding needs have been shared in detail with the House and Senate Appropriations and relevant authorizing committees during recent months. Such funding could be provided in the annual appropriations bill, as part of a COVID–19 relief bill, in an economic stimulus bill, or via any other legislative vehicle.

On September 30, Congress passed a continuing resolution (CR), which provides funding at the FY 20 rate of $2 billion until December 11. In addition, on October 1, the House passed an updated version of the HEROES Act, which included $2.4 billion in emergency supplemental funds for Amtrak. While we were grateful for this sign of support, at this time, there is no clear path to finalize such supplemental funding in Congress and the Administration. Therefore, given this uncertainty, as well as the low levels of ridership and revenue projected over the next few months, and the limited funding provided under the short-term continuing resolution (CR), Amtrak is in a very precarious position as we await final decisions on our funding levels.

To manage this situation, Amtrak will work to adjust its operating and capital spending plans during this short term CR, with the aim of minimizing further impacts on our customers and employees. However, if the FY 20 funding level is extended beyond December 11, 2020, and supplemental funding has not yet been provided, we will be unable to avoid more drastic impacts that could have long lasting effects on our Northeast Corridor infrastructure and the national rail system. For example, *insufficient funding levels could force Amtrak to reduce its workforce by an additional 2,400 jobs* as we scale back capital projects (approximately 775 jobs) and because our state partners have advised us that they would likely further reduce their train service (approximately 1,625 jobs). A more detailed breakdown of potential impacts on customers, employees and capital projects can be found in Table 2.

Not only would deferring capital projects and procurement inhibit our ability to address the reliability and capacity needs of our rail network and impact the aforementioned corresponding capitalized Amtrak workforce, but such capital delays would also impact a specialized domestic supplier network that supports these projects, such as: Building locomotives and passenger equipment; providing rail, ballast, communications and signaling equipment, and other materials to maintain our infrastructure; and providing IT equipment to support our company. For context, in FY 19 Amtrak purchased materials and other products and services from companies in all 50 states in the U.S., and we spent more than $2 billion on these purchases, supporting the national economy and many thousands of jobs. For illustrative purposes, Table 3 includes some of the specific capital projects that may be deferred if Amtrak does not receive sufficient funding in FY 21. This initial list will be finalized and updated throughout the year based on specific appropriated levels, service levels, actual revenue, and other factors.

We thank Congress for all of its support in FY 20, and we sincerely hope that additional funding between $4.9 billion and $10 billion can be finalized as soon as possible and be provided to Amtrak in order to avoid the aforementioned negative impacts in FY 21 and also fund critical capital investments to help the Nation recover from the pandemic. Thank you again for your trust and support.

Sincerely,

WILLIAM J. FLYNN,
President & Chief Executive Officer.

APPENDIX

Table 1—FY 21 Grant Request and Economic Recovery Proposal

FY 2021 Grant Request	
Base Request from February 2020 (pre-COVID–19)	$2,040
Supplemental Request for Amtrak, PRIIA Sec. 209 and Sec. 212 Payments	$1,683
Supplemental Request for RRIF and Other Debt Payments	$92
Potential Congressional Directives (furloughs; long distance)	$546
Revenue Risk	$496
Total	*$4,857*
Amtrak's Economic Recovery Proposal	
Fleet Replacement (Amfleet and Superliner)	$642
NEC Infrastructure (Hudson Tunnel Project, Portal North Br., Sawtooth Bridge, East River Tunnel, B&P Tunnel, Susquehanna River Bridge, Pelham Bay Bridge, Connecticut River Bridge	$1,242
Nat'l Network Infrastructure (Southeast Corridor Expansion, Gulf Coast, *Southwest Chief,* Chicago Gateway, new and expanded routes)	$1,893
Major Stations (Chicago, Phila., NY Penn, Baltimore Penn, Washington Union, and Others), and ADA compliance/improvements	$809
Other Key Initiatives (PTC and safety improvements; Workforce development and apprenticeship, and RRIF and other debt payments)	$607
Total	$5,193
Combined Total (FY21 Request and Economic Recovery Proposal)	*$10,050*

Table 2—Potential Impacts on Customers, Employees and Projects

Amtrak's Sec. 209 state partners have advised Amtrak that they will be forced to reduce service by up to roughly 65 percent compared to pre-COVID service levels because state payments will increase to unaffordable levels (for context, Amtrak has 20 partners in 17 states, comprising 28 state supported routes; in FY 2019, Amtrak had more than 15 million riders in total on our state supported trains).
Approximately 1,625 transportation, stations and mechanical jobs are at risk (depending on individual state decisions, TBD) due to potential service cancellation by Sec. 209 state partners.
Defer numerous capital projects and procurement critical to the railroad (detail in Table 3).
Approximately 775 capitalized jobs associated with these capital projects are at risk, mostly in operations, engineering, mechanical, stations, and IT.

Table 3—Detailed List of Capital Projects at Risk

Key aspects of the Gateway Program, including property acquisition, design of tunnels, and design of bridge capacity upgrades	New York, New Jersey, Northeast
B&P Tunnel replacement	Maryland, Northeast, Southeast
Refresh of our long distance train equipment (coach, lounge, diner, and sleeper for Viewliners and Superliners)	Systemwide
NY Penn Station platform improvements and design work	New York
Various interlocking renewal and SOGR projects	Northeast
Bridges replacement and improvements (CT River, Shaws Cove)	Connecticut, Northeast
Engineering and Mechanical Facility Upgrades	Illinois, Indiana, Delaware, Massachusetts, Florida, California, and other locations
Washington Union Station Sub-basement structural replacement and other improvements	D.C., Northeast, Southeast
Los Angeles yard facility renovations	California
Seattle yard improvements	Washington
Customer onboard Wi-Fi improvements, IT network projects	Systemwide
Stations and facilities signage	Systemwide

The CHAIRMAN. Thank you very much. Let's just summarize, President Flynn. At our—during flush times, January and February of this very year, how many passengers did you have per month?

Mr. FLYNN. Well, 2019, we handled 32.4 million passengers over those 12 months. So, you know something in the 2.5, 2.7 million passengers a month.

The CHAIRMAN. OK. And then February hit. And I think in your testimony you gave us a figure. Did you not?

Mr. FLYNN. Well, the one that is perhaps the most striking in a month of April after the full impact of the pandemic hit, we had 120,000 passengers in the month, which would have compared to 2.7 million or something like that in February. So the decline was very dramatic during the month of March.

The CHAIRMAN. And Congress stepped in on a bipartisan basis, bicameral basis, in March and provided substantial help. You are not—here we are in the last part of October, and you are not anywhere near where you used to be or need to be, are you?

Mr. FLYNN. Correct. So we benefited from the CARES Act, received just slightly more than $1 billion very early in the whole process. And so we are very grateful for that. And that made it obviously huge difference in our operations through Fiscal Year 2020. Our supplemental request in February was for $2 billion before. Of course, the pandemic occurred in May.

We updated that and requested about another $1.5 billion supplemental. But at that time, we were anticipating that we would have returned to a much higher level of ridership today. Something closer to 40,000 riders than 17,000. Just the uncertain times of the pandemic. We have updated that request from on top of the $2 billion supplemental that we have, for about another $2.9 billion.

The CHAIRMAN. In terms of the CARES Act money, is that all—has that all been spent?

Mr. FLYNN. Virtually all of the CARES Act money has been spent. I believe this about another $60 million to $70 million. But that money specifically allocated or identified under 209 to support the states' services and that money will likely be consumed fully before the end of the year.

The CHAIRMAN. OK. Mr. Flynn, are you as committed as I am to restoring service to the Gulf Coast route from New Orleans to Mobile as soon as possible?

Mr. FLYNN. Yes, I am, sir.

The CHAIRMAN. And, you know, we have talked about sparsely populated areas of the country. In fact, New Orleans is one of our major American cities. Very populous and so is Mobile, isn't that correct?

Mr. FLYNN. That is correct, sir.

The CHAIRMAN. And it is also a fact that the Mississippi Gulf Coast, including Harrison, Hancock, and Jackson counties, are among the most populous counties in the State of Mississippi. So I ask you, do you see this service being a success for Amtrak and the Gulf Coast?

Mr. FLYNN. I do. I think you referenced in your remarks at the beginning of the hearing the enthusiasm that existed in the several communities that you had the opportunity and we had the oppor-

tunity to tour. So I think twice daily service between Mobile and New Orleans will be a success.

The CHAIRMAN. Right. And I was glad to hear you say that these cutbacks, the kind that Mr. Tuss spoke about and the ones that we are concerned about with our two long distance routes in Mississippi, are not permanent. And I just want to give you an opportunity to reiterate that and to make sure I understood you correctly. What has been done in recent months and recent days is strictly temporary based on the COVID–19 pandemic?

Mr. FLYNN. Yes, Senator, I want to be very clear on that, and I mentioned that in my oral remarks here just a moment ago. We at Amtrak, the management team and our Board of Directors are very clear that these are temporary reductions and we want to restore them to 7 days a week service and we are in the business of carrying passengers. And that is obviously very important to all of us that we were able to do that.

The CHAIRMAN. How close are you to full strength on your Board?

Mr. FLYNN. We are not full strength in our Board. We have six voting members of the Board and I also serve on the Board as well as a non-voting member.

The CHAIRMAN. How many vacancies are there?

Mr. FLYNN. That would be five.

The CHAIRMAN. OK. All right. Well, thank you very much. And I will probably take another round. Senator Cantwell has graciously agreed to let Senator Tester go before her. And so, John, are you there and——

Senator TESTER. I am.

The CHAIRMAN.—you are recognized for 5 minutes.

Senator TESTER. I am, Mr. Chairman. I want to thank you and the Ranking Member for the courtesy. I appreciate that a lot. Look, I don't know really where to start. I am just going to start by making a request to Mr. Flynn and then I will have some questions for you in a minute. And that request is, is that the service is temporary, reductions are temporary, as you said. Can you give me a list of the metrics that you are going to use to reestablish that service?

Mr. FLYNN. Yes, sir. So we are looking at—we are evaluating the service on a daily basis. And so, we are looking at the numbers——

Senator TESTER. Yes. So——

Mr. FLYNN. I am sorry——

Senator TESTER.—as this pandemic goes away, it will go away over time. I don't think we are close to the end yet, but hopefully we will get there soon because I think everybody is sick of it, I want to know the metrics that Amtrak is going to use to determine whether this service goes back to the way it was before the 19th of October. That is all I need. All right. I have a question for Mr. Tuss. And thank you for your perspective on Amtrak from a Montanan, from a Havre point of view. Look, we can talk about how Amtrak is truly, allows to be a gateway to our state and brings in families, business, tourism into our state. From your perspective as an economic developer in North Central, Montana, do you expect the cuts to Amtrak to have an economic impact in a place like Havre, and how significant do you think that is going to be?

Mr. TUSS. Senator, thank you for that question. Having served as an economic developer here on the highline, as you mentioned, along the Empire Builder for the last 25 years, I know personally how significant this is to Montana's economy. I think it is going to have a significant and detrimental impact. Our folks are just not going to be able to use Amtrak as they have in the past, and once that service becomes less reliable, it is a self-fulfilling prophecy that they are not going to use it. If they can't go see their grandkids or their great grandkids, or if they can't get to Seattle for a doctor's appointment, they will find some other way to get there. And unfortunately, the numbers for Amtrak are going to slide further.

Senator TESTER. So let's talk about that for a second. So in your experience with economic development, as people move to different modes of transportation, do they tend to stay with the mode they move to? In other words, if Amtrak doesn't have the service and they can't depend on that service to get them to where they need to go, they will either go to airplanes or buses or cars, and for them to come back is a heavy lift.

Mr. TUSS. Senator, I believe that to be true. Absolutely.

Senator TESTER. OK, so—and Mr. Flynn, I just, I want to give you an opportunity here to talk about the money, because you talked about reestablishing the routes. How important is additional dollars to any sort of COVID package that we might pass here in Congress dedicated to Amtrak? How important is that to reestablishing these routes?

Mr. FLYNN. It is very significant, Senator. It is essentially, the situation we are in, as I talked about, we have a very low level of funding. We have a cash burn right now of about $250 million a month, and absent additional funding to support long distance services. And I know there is also discussions about the employees that have been furloughed, and bringing them back, it is going to be very difficult for us to do that.

Senator TESTER. OK. And I just want to—I have got 1:20 minute left. Very briefly, and thank you for our conversation yesterday, but I think this is really important for the consumers to know in the middle of a pandemic. Can you tell me how safe Amtrak is, say, compared to airline travel as far as the spread of the pandemic goes? And might I preface this by saying, the airplane industry has done I think a very good job talking about how when you are on the airplane, the potential for spread of COVID–19 is very slim. Can you talk about that from an Amtrak perspective?

Mr. FLYNN. Yes, sir. As we talked yesterday, we have implemented a number of protocols to ensure the safest environment that we can for our employees as well as for our passengers and our communicating the steps that we have taken to build some level of assurance and confidence so that when passengers are ready to travel, they select Amtrak. In addition to mask and social distancing, cleaning protocols, we benefit from full time medical department and a full time public health department as well.

We have strengthened our efforts through a partnership that we have entered into at George Washington University with the School of Public Health, who continue to advise us on steps we have taken and additional steps we have taken, we can take, pardon me, to

strengthen the overall safety environment of our stations and our railway cars. And we are working with researchers and professors from John Hopkins School of Public Health to study the airflow within our railway cars.

We exchange our air every four to five—excuse me, every four to five minutes we fully exchange 100 percent of outside fresh air in our railcars and air circulating every four to five minutes within the cars. There really isn't anybody of science or research on airflow within railway cars the way there are with airlines, and we expect to be able to communicate the findings of this research shortly as part of our overall package to convey to our customers, but also to our employees, you know, what we have done and what we believe the environment is in the railcars and the very low likelihood of contracting COVID while traveling by train.

Senator TESTER. Thank you, Mr. Chairman. Thank you, Mr. Flynn. Thank you, Paul Tuss.

The CHAIRMAN. Mr. Flynn, how soon is shortly? A few weeks?

Mr. FLYNN. Well, those studies are going on now and we have some hypotheses. But with our scientists, we are not we are not going to be communicating actual findings until we have tested them. But we have we are testing our railcars by rail car type, the Amfleets, we have move on to the Acelas——

The CHAIRMAN. Well, give us an estimate.

Mr. FLYNN. I would really like to get back to you with an estimate on that because I don't want to get ahead of the research.

The CHAIRMAN. OK, we will let you answer that on the record. Senator Fischer is next.

STATEMENT OF HON. DEB FISCHER,
U.S. SENATOR FROM NEBRASKA

Senator FISCHER. Thank you, Mr. Chairman. I appreciate you holding the hearing today. Mr. Flynn, you said in your testimony that Amtrak will reevaluate long distance service in December when the level of funding for Amtrak becomes clear. Have you identified a level of funding that you would consider make or break for a long distance service?

Mr. FLYNN. We have said that the total funding, including the $2 billion kind of base level of funding, we need $4.5 billion and we have estimated another total, and we have estimated another $500 million, up to $4.9 billion just because of the uncertainty on ridership, particularly now as we are witnessing a dramatic increase in COVID cases again and the impact that that could have on ridership levels going forward.

Senator FISCHER. Could you provide us some clarity on that? How different are—how different Amtrak operations have been able to handle the pandemic, how they fared under the pandemic? For example, since it began, how have the long distance routes fared compared to the Northeast Corridor and State-sponsored routes, both in terms number of riders and also revenue?

Mr. FLYNN. So during the summer—I will talk about long distance first. During the summer, our level of ridership in long distance through the summer peak months was something less than 50 percent of what we would have expected while still operating the full 7 day service. As we come into the summer months, pardon

me, the winter months, typically, ridership on long distance drops by 40 percent.

So 40 percent of 50, and we are looking at a 20 percent level of ridership anticipated. The ridership declines in the Northeast Corridor were greater, particularly first in our Acela service, which typically carries business riders, not exclusively but largely business travelers, fallen off dramatically in almost all transportation, certainly in ours as well. And we're operating at a level of 25 percent-ish or so on our Northeast Corridor, including our Northeast Regional and our Acela services. And then in our State services, we have seen equally dramatic drop off. And of course, we operate State services on behalf of and at the direction of the several states for whom we provide service. Some of the services were canceled in their entirety for a period of time. Others were run at reduced frequencies. So similar drops in ridership on the states-supported routes.

Senator FISCHER. Mr. Flynn, you also said in your testimony that the leading cause of delays on long distance routes is due to freight railroads not providing preference to Amtrak. When you say that freight railroads are "leading cause of delays," are you saying that freight railroads are responsible for all delays or are there delays that we can also attribute to Amtrak as well?

Mr. FLYNN. I am not saying that freight railroads are responsible for all delays, but an essential part of the legislative body that founded—work that founded Amtrak, was that Amtrak would have a preference right in dispatch, a preference right in operation over freight trains. And in exchange for that, the individual freight railroads were allowed to seize passenger operations. So in its foundational document, and in its foundational premise for Amtrak, there are many—there are several causes for delays in long distance services.

And some of those causes are Amtrak causes. It could be a locomotive that doesn't operate when it is supposed to. There could be issues with the cars. It could be that our workforce is out of place and we don't have a locomotive engineer or a conductor at a station to operate. The vast majority, the vast majority are delays on host railroads. In particular, we do not obtain our legislative preference for dispatch.

And we would be happy to provide—in fact, I think, I believe that a broad array of detailed statistics on our Amtrak website that speaks to delays because we have a requirement, a statutory requirement to report the delays and causes, so we would be happy to share those with your office.

Senator FISCHER. OK. I would appreciate that. Thank you. Thank you, Mr. Chairman.

Mr. FLYNN. Thank you, Senator.

The CHAIRMAN. Thank you very much. Senator Cantwell.

Senator CANTWELL. Thank you, Mr. Chairman. We refer to the area east of the Cascades as the Inland Empire. We consider that going all the way over to Montana. And when I fly home, I can usually look out the window and kind of see where I am just by the geography and know and understand the terrain. But I know this takes a long time to fly over the State of Montana. It takes about an hour to fly over the State of Montana. Maybe a little bit more

or less, depending on what is happening. So the reason I am bringing this up is because this cohesive region, as Mr. Tuss was mentioning, is also a health care delivery system. There aren't flights—there aren't, in these rural communities, enough flights, and yet the region has to cohesively operate economically for health care, for tourism, all of these issues that allow us to be an agriculture footprint, to be obviously a home to many of the things that Mr. Tuss mentioned.

So to follow up on Senator Tester's question, when I look at this, you released three criteria in evaluating February 2021 to reestablish long distance service. The criteria includes public health, current performance and future demands. So the concerns about the latter two criteria intentionally establishes, in my mind, an elevated bar for fewer scheduling options and difficulty if you are at this ridership level.

That may not meet that criteria. So if a route fails to meet that criteria by February next year, basically you said you will not restore services until 2022 at the earliest. And obviously, you know, I can't tell you how much I, you know, taking this position as the Ranking Member, one of the first things that was clear to me is that the Chairman's point about Amtrak's surface to the Gulf should be a high priority. But that is because we value it so much in the Pacific Northwest. So the Starlight and the Empire Builder both. So, we appreciate it. So what kind of commitment can you make to us today on making sure that these services in Montana—as you just heard Mr. Tuss, people are traveling to hospitals. They are just—the region is a region and the Amtrak service is the lifeline of that region.

And so when you cut those services, you are basically undermining that entire delivery system. So, what can you tell us about that as it relates to the ridership if it is not there?

Mr. FLYNN. Thank you, Senator. I think certainly Mr. Tuss made some very compelling points and he made an economic point that with some level of investment in operating Amtrak, has a multiple effect on what the impact is in the economy, and as you point out, in society, ultimately, even in health care delivery. So the three criteria we are certainly going to be looking at, you have spoken to them, of course, the state of the pandemic, and right now we are seeing rising cases again and it is very hard to predict what that will look like going forward. The state of Amtrak, and I will come back to that in a moment.

But I want—but in terms of looking at level of ridership, we also want to have some perspective on what does demand look like. So we have said that we will continually evaluate the service, services pardon me, and that by February we will need to make a decision for restoration in the late May to June time-frame because it is going to take that amount of time to requalify crews, put together the rolling stock equipment, the consists, et cetera.

And the number that we are looking for is, to just understand in February and through the months leading up to February, what the forward bookings look like in June and not forward bookings for some hypothetical 7 day service, but forward bookings to the 3-day level of service that we had. It is not a perfect science. And Senator Tester—.

Senator CANTWELL. I guess—sorry to interrupt.

Mr. FLYNN. Pardon me.

Senator CANTWELL. I just see my clock ticking down here. The point is, are you saying you are going to make a decision in February of next year and that that will be a final decision to an entire next year on whether this service that was just cut is going to be restored? And so, because if it is, and then you are going to base that on some ridership while we are still in the middle of the pandemic, that seems like a pretty hefty penalty to pay for those communities not to have that additional service.

Mr. FLYNN. We are going to evaluate the services and we do on an ongoing basis. We pointed to February for a June startup because as we go to recover, it is probably a 90 day period of time if we made it in December.

Senator CANTWELL. So that wouldn't be a final decision you would make?

Mr. FLYNN. It wouldn't be a final forever decision, I am sorry——

Senator CANTWELL. OK. And it wouldn't be—OK, I just want to be clear that if you make some decision in February, it is not going to be for another entire year?

Mr. FLYNN. That is not our intention, Senator.

Senator CANTWELL. OK. Thank you. Thank you, Mr. Chairman.

The CHAIRMAN. Senator Cantwell, I think that is a nice clarification. I am glad you pursued that line. Our next Senator is another Senator from the great American heartland, Senator Moran.

STATEMENT OF HON. JERRY MORAN,
U.S. SENATOR FROM KANSAS

Senator MORAN. Chairman, thank you. It is nice to team up with the Gulf and the Pacific West on a topic of importance to all of us. Mr. Flynn, thank you for your being here. Thank you for your leadership at Amtrak. Let me begin by asking a basic question. What is the obligations of Amtrak to provide long distance passenger rail service in America?

Mr. FLYNN. Amtrak is the intercity passenger rail company in the United States. We have two elements of our core network is established by the FAST ACT, our Northeast Corridor and our national network, and the long distance services is a central part of our national network.

Senator MORAN. So is it fair to say, I mean, I am putting words in your mouth and I expect you to agree with me, but I would like to know, I mean, it is a priority, it is an obligation, it is a requirement that long distance passenger rail service be provided in this country by Amtrak?

Mr. FLYNN. Yes, sir.

Senator MORAN. And I suppose where we are now is how is long distance passenger rail service defined? When you say it is a priority, it is responsibility, it is an obligation, how is it defined, particularly in the days of COVID, when passengers are fewer? How do we make certain that we are fulfilling—I hope this is your attitude. How do we make certain we are fulfilling that obligation, requirement, that mission that Amtrak has?

Mr. FLYNN. Those are the—that is the discussion we have been having here this morning and the discussion that I presented in my

testimony. The levels of ridership are falling off so dramatically that running a daily service right now without some financial assistance through supplemental funding will essentially reduce the company to a very, very precarious state. It would require taking funds that have been allocated for capital projects, capital projects that would otherwise go across our network. It would require transfers from the NEC to the national network, which is not provided for under current legislation. It is specifically prohibited. And it is the kind of management challenge—it is the management challenge that we have, and it underscores the decisions we have to make to balance the equities that we are required to meet.

Senator MORAN. Mr. Flynn, I am sorry I didn't hear your opening statement, although I have your written statement in front of me. I am chairing a committee myself this morning that meets at the same time as this committee. But your indication is that because that obligation is so real, that it exists, that should things continue to be dire in regard to passenger ridership, Amtrak would take additional steps to keep passenger rail service long distance running, but there are not good options, but there are options that you, because of that obligation, would have to pursue?

Mr. FLYNN. There aren't any really good options. Thank you, Senator. There aren't any good options.

Senator MORAN. Well, you mentioned capital improvements.

Mr. FLYNN. Pardon me?

Senator MORAN. You mentioned capital.

Mr. FLYNN. Some of the funds that we have are specifically directed to specific capital projects. So in terms of our cash balance, we don't have the freedom to put the cash balance anywhere we want because there is direction that exists.

Senator MORAN. And maybe the point you were making is you would need Congress to authorize that transfer of money from capital improvements to maintaining long distance passenger service?

Mr. FLYNN. I wouldn't recommend it though. Congress may direct it but it is not something we recommend.

Senator MORAN. And are you actively engaged in more than educating Congress? What actions is Amtrak taking to see that Congress respond to your financial request?

Mr. FLYNN. We have an ongoing discussion with Members of Congress, with the Committee staff itself, and have been regularly communicating since the pandemic outbroke, outbreak pardon me, of the conditions that we are experiencing in our business, the impact on the level of ridership, the actions we are taking to ensure that we have a safe an environment as we can have for our employees and for our riders. Senator Tester was asking me about how are you communicating with riders, for example? But we are regularly communicating with Congress about the conditions and the funding levels we require.

Senator MORAN. Mr. Flynn, I would offer my services to you, to Amtrak in trying to embellish, to increase the volume of your efforts, the magnitude of your efforts to get Congressional attention to this issue. It matters a lot. And I want to ally myself with efforts of yours and my colleagues to see that the attention necessary to solve this problem. I would ask, is there any data study indications that when the service is diminished to 3 days a week, that the rid-

ership doesn't return? People find whatever alternatives they can, they move on. And are you diminishing the chances of your success, of Amtrak's success when COVID is behind us?

Mr. FLYNN. Well, we touched on that point just a moment ago and I think that was Senator Tester.

Senator MORAN. He is the Ranking Member of the Committee I chair so he and I are trading positions in this setting. But—.

The CHAIRMAN. So reiterate that. Go ahead.

Mr. FLYNN. So, I think the question was about whether if we go to 3 days a week, are we setting up a condition where ridership is going to go somewhere else and not return? It is how I generally understood the question.

Senator MORAN. Yes, sir.

Mr. FLYNN. Amtrak did attempt to go to three-days-a-week service in 1994. It was part of a fundamental restructuring of the company and it didn't work. A couple of conditions were very different then. Our ridership was at a much higher level and the implied cost savings that was to be secured was far superseded by the amount of revenue that was lost. That is a very different situation from where we are now. Our ridership levels now are not even covering what we call above the rail costs, which are fuel, the cost of attendance, stations, et cetera.

At the time we announced our three-days-a-week service plans back in August, we reached out to all of the passengers who had reservations with us, and those were about 9,000 individual reservations. We were able to retain 6,000 of those riders. The three-days-a-week service more often than not simply changed one day, either their departure day or their return date and so we were able to retain those 6,000 riders but not all. We have—also in looking at the schedules that we are implementing of the services, ensuring that we maintain connectivity because often long distance train riders are connecting from one service or one train to another.

We believe that based on our traffic and passenger flows, we have been able to retain about 75 percent of that connectivity. So working on all of those ingredients, Senator, to ensure that we are not pushing riders to other modes, that they will indeed return. We will need them to return in order to return ourselves.

Senator MORAN. Mr. Chairman, I will wrap up with two things. I would ask consent that a study by the Rail Passengers Association Transportation for America regarding the consequences to community economics be admitted to the record.

The CHAIRMAN. Without objection.

[The information referred to follows:]

PREPARED STATEMENT OF ROSS CAPON, CONSULTANT AND PRESIDENT EMERITUS, RAIL PASSENGERS ASSOCIATION

I am an independent consultant and president emeritus of the Rail Passengers Association (RPA, formerly National Association of Railroad Passengers) which I led as executive director and then president and CEO from 1976 to 2014. From 1971–75, I worked for the Massachusetts Secretary of Transportation & Construction and was responsible for one of Amtrak's earliest state-supported trains.

I appreciate the strong, bipartisan support this Committee has provided for Amtrak and especially its national network, including well-placed expressions of concern about Amtrak's "tri-weekly everywhere" policy. Chairman Wicker's strong commitment to the network over many years is well known. Massive reductions in long-distance service are ill-advised and may be irreversible. At your August 6 hearing,

Senator Cantwell said, "I'm very concerned that these cuts may significantly harm communities and threaten the long-term viability of the national railroad." That concern is shared by many students of passenger rail including well-informed former Amtrak managers. Senator Moran's strong defense (joined by Senators Gardner and Udall) of the *Southwest Chief,* erstwhile first "victim" of Amtrak policies, has been invaluable, along with the holds he has placed on nominees to the Amtrak board pending their willingness "to confirm to us their support for long-distance passenger service" and to indicate "they will actively pursue their support for maintaining, increasing and improving that service," quoting his comments at your September 16 executive session.

The long-distance trains are more resistant to COVID–19 than are Amtrak's short-distance trains. From April through August, *long-distance train revenues represented about 57 percent of Amtrak's total passenger revenues, thus exceeding the combined revenues of NEC and State-supported trains.* Also, "tri-weekly everywhere" worsens the Nation's economic inequality, since long-distance coach travelers are Amtrak's lowest income market segment.

Intercity travel now is dominated by three factors—concern about health, ability to telecommute and availability of alternatives.

Amtrak deserves praise for good work in creating the healthiest possible environment for staff and passengers, and in promoting that fact. For some travelers, this likely has tipped the balance from air to rail. It is ironic that Amtrak has removed so much of the service that had the healthiest rebound from the spring—August long-distance revenues down 59 percent from a year earlier, but NEC down 90 percent and state-supported trains down 81 percent. For a rough comparison with aviation, TSA airport "total travel throughput" numbers for the most recent seven days, October 13–19, were down 64 percent from "same weekday(s) a year ago," an improvement from early summer.

Telecommuting has challenged commuter rail and Amtrak's short corridors. Many former riders, if they can work from home, see no (or much less) need to travel.

A key reason long-distance travel has returned more strongly than shorter rail trips is that many longer trips were not work-related before the pandemic, and for many people the alternatives are less attractive or—for the car-less—non-existent. Indeed, the transcontinental trains serve regions where Greyhound over the last decade has done its heaviest route reductions. Coach demand for short round-trips is likely to increase and likely is now hard hit by the service reductions, which Amtrak introduced on different routes October 5, 12, and 19.

Amtrak painted long-distance service reductions as leveling the playing field with its short corridors where the number of trains per day was reduced earlier. But, ridership on the short-distance trains declined more sharply than the number of short-distance departures.

As well, "less-than-daily" weakens the network far beyond the impact of "three trips per week versus seven." There is an existential difference between providing daily service and telling people they must wait two to five days for the next train, or that their trip newly requires one or more overnights at an intermediate point (see Appendix II).

From the 1990s, Amtrak learned that reducing service to tri-weekly takes a heavy toll on shorter trips but permits retention of a significant portion of longer trips *if the capacity is provided to handle them, that is, if increased capacity per train partially offsets the 57 percent reduction in departures.* Accordingly, Amtrak's announcement for the early (July 6) frequency reductions on the New York-Carolinas-Florida trains promised that "both trains [*Silver Meteor* and *Silver Star*] will offer expanded capacity for each departure."

But now, with the October cuts, we see that Amtrak has further exacerbated "tri-weekly everywhere" problems by failing to expand capacity per departure. Thus, the problem of infrequent departures is compounded by many sell-outs. This likely will deaden demand as potential travelers find their needs blocked at every turn. Not surprisingly in the pandemic era, Amtrak is seeing a higher percentage of bookings for future travel made in the last six days before departure—in late September this percentage for long-distance was 52 percent of bookings (compared with 38 percent a year ago). So, it is particularly disconcerting to find sell-outs on these smaller trains.

The explanation that Amtrak offered to *Trains* magazine is concerning: "Operational logistics and cost management prevent us from making one-off consist changes based on niche cases of sellout situations.. . .As you know, adding equipment adds costs and we are conserving funds. Our existing long-distance consists represent our fall plan that is in effect now through the eve of Thanksgiving."

Shortly after Amtrak announced "tri-weekly everywhere," President Flynn said "these reductions will go into effect in October, which is right at the time that the

long-distance network other than *Auto Train,* and one or two other trains perhaps, goes into its lowest level of ridership." This is misleading. Considering four major routes and not even looking at Florida, last year, the *Crescent* and *Southwest Chief* actually had *higher revenues in October than in September; Coast Starlight* only fell 7 percent, *California Zephyr* 14 percent.

In attempting to convince political leaders and the public that the service reductions will be temporary *and* will yield significant financial savings, Amtrak asks us to ignore the huge costs of making and reversing these changes. Here are just the sales and marketing "front end" costs:

- The immediate "negative marketing" effect of the May 25 announcement, which led some people and even some legislators to think service reductions were immediate.
- Sales for daily operations were open out 11 months and not closed until mid-August, after which the reservation bureau had to contact any passenger whose itinerary completely *or partly* involved canceled trains, attempt to rebook, or issue refunds.

Then there are the ongoing costs:

- Long talk times for reservation agents attempting to match days desired with days when trains run *and* are not sold out. Some connecting passengers will find their trip impossible or requiring costly overnight layovers.
- Skyrocketing hotel and meal costs of missed connections, anxiety for passengers, and "brand risk" for Amtrak. Previously, if a late train misconnected, passengers were accommodated for one night and resumed travel the next day. Now, the layover is two or three nights (four or five in some Florida-train cases) and there is doubt whether Amtrak will cover the resulting hotel and extra-meals tabs. Example: one of the *Empire Builder's* last daily trips originated in Seattle on October 17 and reached Chicago October 19 at 7:53 PM, four hours late due to delay behind a disabled freight train outside Wisconsin

  Dells. The *Capitol Limited* departed on time at 6:40 PM, eliminating connections for Pittsburgh and Florida and forcing a round-about routing to Washington, DC, assuming space was available on the 9:30 PM *Lake Shore Limited* departure. The next departures East would be Thursday, October 21. An on-line account (by hippieelmo on trainorders.com) claims a couple was overheard being rebooked to the Thursday departure and not offered hotel space. Hopefully, that was bad information or a one-off mistake by staff.
- With "universal tri-weekly," a Monday arrival in Chicago that misses all connections (or all connections with available space) leaves passengers connecting East or South waiting until a Thursday evening departure. Running just four extra Chicago-East Coast trains per week (perhaps two *Capitol Ltds.* and two *Lake Shore Ltds.*) would have preserved daily Chicago-South Bend-Toledo-Cleveland service *and* provided peace of mind to travelers connecting from transcontinental trains who now worry about the potential for two-or three-day unplanned layovers in Chicago. Misconnects result from big delays due to freight train incidents or weather, and Amtrak mechanical problems—not from the handful of minutes associated with adding or removing private cars.
- Confusing responses from a reservation system not (yet) up to the task of handling dramatically reduced service. On Monday, October 19, when the *Southwest Chief* does run, requests for Chicago-Garden City and Chicago-La Junta returned this message: "We don't have train service matching your request." If the train is sold out, the message should be "sold out"—which indeed was the result when one queried ChicagoAlbuquerque and Chicago-Los Angeles for the same trip.
- Amtrak continues health insurance for workers for a year after they are furloughed.
- Will surplus rolling stock be maintained or cannibalized? Will the cost of restoring it become part of an unacceptably high level of "adequate funding" [Flynn's May 25 letter] Amtrak will request to restart service? This becomes a bigger issue since Amtrak's apparent commitment to short trains means mothballing a larger number of cars.

Finally, the restart costs:

- Significant marketing expenses, almost like a new service, will be incurred to convince travelers that daily service has returned. How far in advance will service restoration be announced? The further in advance, the better the load fac-

tors once service begins, but also the more publicity is wasted because it will reach people who see the promotion but want to travel before service resumes.

- Rehiring and requalifying/retraining skilled personnel—if they are available.

Amtrak quoted $945 subsidy per long-distance passenger for *April and May* when indeed most of the U.S. economy was unsustainable. Ridership grew significantly since then and likely would have continued to grow had Amtrak not slashed the service. Whenever Amtrak or the Cato Institute quotes "subsidy per long-distance passenger," one must ask how much of that is allocated fixed costs that are permanent or will not disappear in the short term—certainly not before June 30, 2021 when Amtrak has said it might restart service.

Tri-Weekly History: Amtrak began the *Coast Starlight* and the *California Zephyr's* Denverwest segment in 1971 as tri-weekly trains. In 1973, they were converted to daily as summer experiments which proved so successful they became permanent.

Amtrak *President George Warrington testified* to this Committee on September 26, 2000, that less-than-daily service on select routes in 1995–96 "ended up costing [Amtrak] more in lost revenue than we were able to take out in the way of expenses, given the fixed cost nature of the operation" p. 99 (computer p. 103).

Short Distance, Long Distance: On June 26, 2019, then-Amtrak President and CEO Richard Anderson told this committee: "We should be looking at breaking up some of those long distance trains and figuring out how we serve the American consumer to provide high-quality service in short-haul markets where they're using that service today." This implies new short distance corridors where neither state DOT nor host railroad circumstances are supportive. For a short corridor service like Charlotte-Atlanta to thrive, speeds and frequencies would need to be increased, at huge costs. Prospects for such investments are limited and include the Colorado Front Range and New Orleans-Mobile which face challenges; neither are segments of existing long-distance routes.

Certainly, there is a strong case for Amtrak's short-haul markets. That is reflected in at least 30 years of organic growth in those markets; now 14 states fund such service. California's June 5, 1990, election was pivotal. California voters approved Propositions 116, 108 and 111, forcing Caltrans to move towards genuinely balanced transportation. Props 116 and 108 produced almost $3 billion for rail; Prop 111 generated major additional funding for transportation, including transit.

Today, as noted above, short corridors are more vulnerable to telecommuting—and to the negative impacts of Amtrak's long-distance reductions. Amtrak's May 25 request said "the elimination of any of the state services would result in increased costs to the remaining services, as common network costs are reallocated, further increasing the financial pressure on the states that wish to continue their rail service." Similarly, reduction of long-distance service would harm state services on the cost side and also eliminate revenue from connecting passengers. The latter effect would be particularly harsh for the Oklahoma City-Fort Worth *Heartland Flyer,* about 30 percent of whose passengers connect to/from the *Texas Eagle.*

Private cars and charter trains: This statement is pro bono except for this paragraph. My major client is American Association of Private Railroad Car Owners (AAPRCO). The Association appreciates that Senate and House FY19 and FY20 T–HUD bills (and the House FY21 bill) have included report language supporting policies more friendly to private cars and charter trains than those Amtrak implemented early in 2018. As well, AAPRCO appreciated the inclusion of Section 9219 in HR2 (text here in Appendix I) and believes that the more positive approach to private cars and charter trains envisioned in that provision would yield valuable revenue for Amtrak—revenue that is more important now than ever.

For example, the elimination of key access points such as Tucson, Arizona; Jacksonville, Florida; Whitefish, Montana, and Huntington, West Virginia, seem counterproductive, as does the restriction of charter trains to Amtrak's existing network and to repetitive trips (minimum of three identical trips regardless of whether the market exists for same).

As well, Amtrak apparently is charging private cars a rate that "exceeds both the direct and fully allocated costs of performing that activity" and claims that the Inspector General requires this. This reflects a misunderstanding of basic economics. Charging such a rate for handling a private car on a train that is going to run anyway seems more likely to drive off revenues, as reflected in the number of private cars that have abandoned Amtrak service since new policies took effect in early 2018. The correct pricing methodology would be to cover direct costs plus a reasonable profit margin. For a freightrail analogy, Robert Menzies, owner and board chair of the freight shortline Aberdeen, Carolina & Western Railway, says, "We carry sand even though it might not cover full cost like chemicals and plastics, but sand does cover variable cost and contribute to our fixed costs."

Amtrak's approach to pricing also appears to reflect a misreading of the IG's February 6, 2019, report: OIG–A–2019–003, *TRAIN OPERATIONS: Opportunities Exist to Improve Private Railcar Management and Business Practices.* This report at page 14 says, "Management stated that [Amtrak] will use the results of its costing analysis to confirm that the pricing for each private railcar activity exceeds both the direct and fully allocated costs of performing that activity." The IG took management to task for "not identifying any of the costs it incurred for managing the private railcar program and providing movement and long-term parking services," and said management should "factor cost data into decisions on setting or adjusting prices for private railcar services." The IG did *not* specify exactly *how* management should do this.

The IG's report also recommended Amtrak "adjust its prices based on changes in demand for private railcar service," citing the jazz festival in New Orleans in late April and the Cherry Blossom Festival in Washington. Since the market has become so thin due to private cars leaving because of Amtrak's hostile pricing and access policies, the only variable pricing that would make sense would be to have the current rates as "peak season" rates (assuming space to park at all in Washington, which has been problematic in recent years) and have reduced rates at all other times.

With regard to the jazz festival, the IG's report misrepresented the economics of private railcar operation. The report stated, "In one example, [Amtrak] charged a private railcar owner its regular prices during the festival, which totaled $17,326. In contrast, the owner charged customers prices as high as $5,900 per bedroom—potentially grossing up to $59,900 at full capacity." But the report was silent on the additional costs (non-Amtrak and Amtrak) that must be covered: food, on board service staff, ground tours, deadhead (positioning) moves, property and liability insurance, parking at approximately $20K per year, mechanical service, capital repairs such as $12K wheel sets, and inspections.

Suspension of Amtrak Package Express: Here again, Amtrak is turning away revenues. "Effective October 1, 2020, Express shipping service on Amtrak's regularly scheduled passenger trains will be suspended until further notice. The last date for accepting these shipments will be September 15, 2020 . . . In addition, human remains will not be accepted." *https://www.amtrak.com/express-shipping*

Perhaps this was yet another casualty of "universal tri-weekly" service. It also appears that management neglected the business and was overcharging for it. As noted in the private car discussion above, when something is carried on a train that is operating anyway, rates charged should cover direct costs plus a reasonable profit margin.

Amtrak has a fleet of brand-new baggage cars ideal for handling express; these and many new, still-under-warranty passenger cars are parked out of service.

RAILnet-21 https://www.railnet-21.com/ is a legislative proposal leveraging private funds against a Federal loan. This loan would be fully secured by a third-party, *investment-grade* repayment guarantee, to bring Amtrak-owned infrastructure to a state-of-good-repair. This proposal recognizes that Amtrak-owned infrastructure, primarily the Northeast Corridor, constitutes a huge financial drain that threatens Amtrak's entire network. Under RAILnet-21, Amtrak-owned infrastructure would be leased to an infrastructure management organization (IMO) selected on a competitive basis by the Surface Transportation Board. The IMO would be a railroad subject to FRA, STB, and DOT IG oversight, and required to comply with the Railway Labor Act, the Federal Employers Liability Act, the Railroad Unemployment Insurance Act, etc. The IMO would be required to hire all current Amtrak infrastructure employees; assume their collective bargaining agreements where-is, as-is; honor their seniority; and recognize their labor representation. The IMO—in order to make the substantial infrastructure investments required to achieve its business goals and satisfy its statutory mandates—would hire additional unionized personnel in the field and in its offices, both from which Amtrak has been laying off employees. Amtrak would remain the Nation's rail passenger carrier, owning its rolling stock, reservation systems, maintenance of equipment bases, etc., while the IMO would be statutorily proscribed from offering any form of revenue train service on the NEC or elsewhere.

Not surprisingly, Amtrak leadership is skeptical, having written: "We don't believe that the RAILnet concept offers value to the company or to the NEC at this time and we believe that most, if not all, of the central tenets underlying the proposal have deep flaws or are practically unworkable" [Stephen Gardner, August 4 letter to me]. However, given the unfortunate direction Amtrak is now taking, and Amtrak's funding requirement (per the Northeast Corridor Commission) of at least $45 billion to achieve state-of-good-repair, Congress should (a) get Amtrak to explain the "central tenets underlying [RAILnet's] deep flaws" and why RAILnet is

"practically unworkable," and (b) grill Robert Serlin and his colleagues on RAILnet-21. Both conversations should include discussion of the impact of COVID–19 on NEC passenger revenues.

Thank you again for the Committee longstanding support for Amtrak as a whole and its national network in particular.

APPENDIX I—SECTION 9219 OF HR 2

SEC. 9219. AMTRAK AND PRIVATE CARS.

(a) SENSE OF CONGRESS.—It is the sense of Congress that private cars and charter trains can—

(1) improve Amtrak's financial performance, particularly on the long-distance routes; (2) have promotional value for Amtrak that results in future travel on Amtrak trains by passengers made aware of Amtrak as a result;

(3) support private-sector jobs, including for mechanical work and on-board services; and (4) provide good-will benefits to Amtrak.

(b) POLICY REVIEW.—Amtrak shall review the policy changes since January 1, 2018, that have caused significant changes to the relationship between Amtrak and private car owners and charter train services and evaluate opportunities to strengthen these services, including by reinstating some access points and restoring flexibility to charter-train policies. For charter trains, private cars, and package express carried on regular Amtrak trains, consistent with sound business practice, Amtrak should recover direct costs plus a reasonable profit margin.

APPENDIX II—THE OUTSIZED, NEGATIVE IMPACT OF "LESS-THAN-DAILY EVERYWHERE"

Two of the most problematic results of Amtrak's new timetable:

- The southbound Chicago-Arkansas-San Antonio *Texas Eagle* has no same-day connections from the East Coast. The *Eagle* departs Chicago on the days *after* the three East Coast trains arrive there.
- Similarly, the Wednesday *California Zephyr* departure from Chicago has no connections from the East or South.

Other connection problems can be discerned from the following tables which show days and times of arrivals and departures at Portland, Sacramento, Los Angeles, New Orleans, Chicago, and Washington. The number in parentheses after the time is the Monday of the October 2020 week when reduced service began on that route.

Connections at Chicago

Train	From	At Chicago	To
29 Cap Ltd	Wash/Martinsburg/PGH CLE/TOL/South Bend	8:45 (5) MThSa	
58 City of N.O.	NOL/Jackson/Mem/Carb	9:15 (5) MThSa	
49 Lake Shore Ltd	BOS/NYP/Alb/Buff/CLE/ TOL South Bend	9:50 (12) MThSa	
51 Cardinal	NYP/WAS/WSS/CIN/INDY	10:00 MThSa	
21 Texas Eagle		13:45 (12) TuFSu	StL/Little Rock/Texas Tucson/Maricopa/[LAX]
22 Texas Eagle	[LAX]/Maricopa/Tucson Texas/Little Rock/StL	13:52 (12) MWSa	
5 Cal Zep		14:00 (5) MWSa	Omaha/Denver/SLC/Reno/ Sac Bay Area
7 Emp Bldr		14:15 (19) MThSa	StPaul/Fargo/Havre/Whitefish Spokane/Portland/Seattle

Train	From	At Chicago	To
3 SW Chief		14:50 (12) MThSa	KC/Garden City/La Junta Flagstaff/SanBernardino/ LAX
4 SW Chief	KC/Garden City/La Junta Flagstaff/SanBernardino/ LAX	14:50 (12) MThSa	
6 Cal Zep	BayArea/Sac/Reno/SLC/ Denver Omaha	14:50 (5) MThSa	
8 Emp Bldr	Seattle/Portland/Spokane Whitefish/Havre/Fargo/ StPaul	15:55 (19) MThSa	
50 Cardinal		17:45 TuThSa	INDY/CIN/WV/WSS//WAS NYP
30 Cap Ltd		18:40 (5) MThSa	South Bend/TOL/CLE/ PGH/Martinsburg/Wash
59 City of N.O.		20:05 (5) MThSa	NOL/Jackson/Mem/Carb
48 Lake Shore Ltd		21:30 (12) MThSa	South Bend/TOL/CLE/ Buff/Alb/NYP/BOS

Connections at Portland OR

Train	From	At Portland	To
7 Builder	Chicago/WI MN/ND/White-fish/Spokane	10:10 (19) MWSa	
11 Starlight		14:25 (12) MWSa	Sacramento/Oakland/LAX
14 Starlight	LAX/Oakland/Sacramento	15:32 (12) TuThSa	
28 Builder		16:45 (19) TuThSa	Spokane/Whitefish/ND/MN WI/Chicago

Connections at New Orleans (currently single-overnight for every *Sunset* and *City of New Orleans* trip; the *Sunset* has been tri-weekly since before Amtrak's creation)

Train	From	At New Orleans	To
20 Crescent		7:00 (5) SuTuTh	Meridian Birmingham/ ATL/Charlotte Charlottes-ville/WAS/NYP
1 Sunset		9:00 MWSa	Houston/San Antonio NM/ Tucson/Maricopa
58 City of New Orleans		13:45 (5) SuWFr	Jackson/Memphis Carb./ Champaign/Chicago
59 City of New Orleans	Chicago/Champaign/Carb. Memphis/Jackson	15:47 (5) SuTuF	
19 Crescent	NYP/WAS/Charlottesville Charlotte/ATL/Bir-mingham Meridian	19:32 (5) MWSa	

Train	From	At New Orleans	To
2 Sunset	LAX/Maricopa/Tucson/NM San Antonio/Houston	21:40 TuFrSu	

Crescent to Sunset—Monday & *Saturday* arrivals require 2 nights in New Orleans; *Wednesday* arrival 3 nights
Sunset to Crescent—all trips require 2 nights
City of New Orleans to Sunset—all trips 1 night
Sunset to City of New Orleans—Sunday arrival requires three nights; Tuesday one, and Friday two. (Arriving Sunday connects to the same 58 [Wednesday] as arriving Tuesday.)

Connections at Sacramento

Train	From	At New Orleans	To
11 Coast Starlight	Seattle/Portland Eugene/ Klamath Falls	6:35 (12) SuTuTh	
6 California Zephyr		11:09 (5) TuThSa	Reno/SLC/Glenwood Springs Denver/Omaha/ Chicago
5 California Zephyr	Chicago/Omaha/Denver Glenwood Springs SLC/ Reno	14:13 (5) SuWF	
14 Coast Starlight		23:59 (12) MWF	Klamath Falls/Eugene Portland/Seattle

Connections at Los Angeles

Train	From	At Los Angeles	To
1 Sunset	NOL/Houston/San Antonio/ El Paso/NM/Tucson/Maricopa	5:35 MWF	
3 Chief	Chicago/IA/KS/CO/Albuquerque Flagstaff/San Bernardino	8:15 (12) MWSa	
14 Starlight		10:10(12) MWF	Bay Area/Sacramento Portland/Seattle
4 Chief		18:00 (12) TuThSa	San Bernardino/Flagstaff Albuquerque/CO/KS/IA/ Chicago
11 Starlight	Seattle/Portland Sacramento/Bay Area	21:00 (12) SuTuTh	
2 Sunset		22:00 SuWF	Maricopa/Tucson/NM/El Paso San Antonio/Houston/ NOL

Starlight arrivals:
Sunday—3 nights to Sunset; 2 nights to Chief
Tuesday—1 night to Sunset; 2 nights to Chief Thursday—1 night to Sunset; 2 nights to Chief *Starlight* departures:
Monday and Wednesday same-day connections from *Chief;* effectively no connection on Friday. All three *Sunset* arrivals have same-day connections.

Connections at Washington DC *(Silver Service reductions took effect July 6, 2020)*

Train	From	At DC	To
98Silver Meteor	Miami/Orlando/Jacksonville Savannah/Charleston/Richmond	7:07 MTuWTh	
20 Crescent	NOL/Meridian/Birmingham Atlanta/Charlotte/Charlottesville	9:53 (5) MWF	
51 Cardinal		11:00 SuWF	Charlottesville/CharlestonWV/Cincinnati/IND/CHI
30Capitol Ltd	Chicago/South Bend/Toledo Cleveland/Pittsburgh	13:05 (5) SuTuF	
92Silver Star	Miami/Tampa/Orlando/JAX Savannah/Columbia/Raleigh/RVR	14:38 SuMSa	
91Silver Star		15:05 SuFSa	RVR/Raleigh/Columbia/SAV JAX/Orlando/Tampa/Miami
29Capitol Ltd		16:05 (5) SuWF	Pittsburgh/Cleveland Toledo/South Bend/Chicago
50 Cardinal	[CHI]/Indianapolis/Cincinnati CharlestonWV/Charlottesville	18:19 SuWFr	
19 Crescent		18:30 (5) SuTuFr	Charlottesville/Charlotte/Atlanta Birmingham/Meridian/NOL
97Silver Meteor		19:25 MTuWTh	San Bernardino/Flagstaff Albuquerque/CO/KS/IA/Chicago

Same-day connections from eastbound Cardinal *to southbound* Meteor *not sold.*

PREPARED STATEMENT OF JIM MATHEWS, PRESIDENT AND CHIEF EXECUTIVE OFFICER, RAIL PASSENGERS ASSOCIATION

Overview

My name is Jim Mathews, and I am President and Chief Executive Officer of the *Rail Passengers Association,* the oldest and largest national organization giving a voice to more than 40 million people who ride trains and public transportation of all kinds in the U.S. Since 1967, our mission has been to improve and expand conventional intercity and regional passenger train services, support higher speed rail initiatives, increase connectivity among all forms of transportation and ensure safety for our country's trains and passengers.

The Rail Passengers Association would like to thank Chairman Wicker, Ranking Member Cantwell, and all of the members of this Committee for holding this hearing to focus attention on our Nation's intercity rail network at this critical juncture. The situation for passenger rail in this country today is more dire than it has been in decades. Our Association firmly believes that what this Congress decides to do about rail and transit in just the coming weeks will have important and lasting impact for hundreds of Amtrak-served communities and millions of Americans for years to come.

To put it directly and bluntly: despite the bi-partisan support Amtrak has received from this Committee and its members, Amtrak today faces a crisis to its very existence—a crisis imposed by the continuing coronavirus pandemic and its knock-

off effects on travel and the larger economy, but made worse by decisions at Amtrak itself. Moreover, the effects won't be confined to Amtrak. As I testified before the House Transportation and Infrastructure Committee's Rail Subcommittee on September 9th, our Association's economic-modeling suggests that Amtrak's COVID-coping tactic of dropping daily service will hurt Heartland America's economies to the tune of at least $2.3 billion while saving Amtrak less than $213 million.

Worse yet, Amtrak may find it harder to restore daily service than management expects. Furloughs will force skilled employees who run the trains to re-qualify in their crafts before service can return, and some employees may not come back. Unless rolling stock is stored with great care and continuing maintenance, coaches, sleepers and baggage cars will deteriorate while parked, demanding reconditioning before return-to-service and potentially permanently removing some assets from the fleet. Host railroads over which Amtrak operates are free to thumb their noses at Amtrak's insistence that the service reductions are temporary, treating them as "indefinite" or even permanent reductions. This would force Amtrak into a lengthy negotiation process that could even mean a trip to the Surface Transportation Board, imposing further expense and delaying service restoration for millions of Americans who rely on that service today. We have already shared with Committee staff one such host-railroad response, and we believe more may emerge soon.

Amtrak has also reduced capacity on long-distance trains in order to avoid paying for an extra crew member for added cars. *Trains* magazine recently reported that Amtrak is experiencing near-capacity or sellout ridership on long-distance trains as it begins its shift to triweekly operation, but even with sell-outs extending for many weeks and travelers clamoring for socially-distanced travel options like Amtrak Sleepers, Amtrak won't add capacity. Management is choosing instead to forego badly needed revenue. While Amtrak has cut 57 percent of all long-distance departures, the numbers are actually much worse for sleeper car capacity. The *Lake Shore Limited,* for instance, has gone from 14 sleepers (NYP/CHI) per week to three per week—a 79 percent sleeper inventory reduction. Retired package-tour operator Carl Fowler, a former member of the *Rail Passengers Association* Board, argues that with the revenue generating potential of Sleeper car fares—a sold-out sleeper in normal times can gross 2–3 times the revenue of a coach car in normal travel conditions—Amtrak's refusal to add Sleeper cars to consists is leaving money on the table.

Added to this are persistent technical glitches plaguing Amtrak's online reservations system, which have the effect of further discouraging riders from booking trips at a time when Amtrak can use all the revenue it can.

I must share the growing sense of alarm among rail travelers, my own members and leaders in Amtrak-served communities over Amtrak's diminishment of their essential service. Like many other transportation providers reeling from the coronavirus crisis, Amtrak warned that without additional Federal support the railroad would have to make drastic cuts, in this case dropping daily service on its long-distance National Network in favor of truncated service three times per week.

This once-in-a-generation pandemic poses sobering challenges for America's rail passengers, including the consequences that inaction by government pose to the cities, towns, and rural communities connected by our intercity rail network—more than 500 of them all across America's Heartland. We understand well that Amtrak faces real and difficult choices, and that without financial aid there are far greater risks to the network than thrice-weekly (3x) service for long-distance routes—we could lose entire corridors, permanently.

We wholeheartedly endorse levels of investment like those we saw in the Moving Forward Act (HR 2) or the $10 billion in Amtrak grants in the FY 2021 transportation budget passed out of the House in July. This the right course for America's passengers and the U.S. economy, and we continue to believe that this is the best way forward for our passenger-rail system.

We understand, however, that Amtrak can maintain existing service levels with a short-term supplemental request of $2.4 billion. We're heartened to hear that Amtrak is working with Congress to establish a no-harm supplemental budget request. Our Association continues to believe that maintaining daily service across the National Network and preventing massive furloughs and layoffs of Amtrak workers should be the floor, not the ceiling. As Amtrak Chief Operating Officer Stephen Gardner noted in a March 22nd article in the *Washington Post,* "Eventually this will pass, but none of the bridges or [train] cars or any of the things we have that are old and need to be replaced will get younger as a result of this crisis." We could not agree more, and we implore the Congress to make the investments we need so that rail service can help restore the U.S. economy.

Even with exogenous shocks to travel demand, the fact remains: Amtrak is an essential service for tens of millions of Americans and hundreds of communities. We

were quite pleased with Amtrak President & CEO William Flynn's May 25th statement to Congress that the railroad understands "how important Amtrak service is to the Nation and, particularly, small communities across the Nation where we play a unique role in connecting these communities to the rest of America." However, reducing service on the 12 of the 15 long-distance routes—a vital transportation link to the 40 percent of the Nation's small and rural communities that it serves—to only three days per week speaks much louder than words. Whatever the reasons, reducing frequencies across the National Network will drop a $2.3 billion-dollar bomb on so-called "Flyover Country," forcing our Heartland communities to bear a disproportionate share of the damage that will result.

Defining an Essential Service

It's worth taking time to be explicit about what we mean when we say Amtrak is an "essential service" to the communities it connects. For many, it's easier to understand why a service like the Northeast Corridor (NEC) is necessary; without the 2,200 daily trains and 260 million annual trips the NEC carries, the regions this corridor links would grind to a halt. How can a single daily train to a small town also be accurately described as "essential" to the people it serves?

To understand, you have to look at the dearth of transportation options faced by rural and small-town Americans. Over 62 million people live in so-called "Flyover Country," a quarter of whom are veterans, another quarter are senior citizens over the age 65. Intercity rail plays an outsized role in these communities, with almost one-fifth of Amtrak's passengers traveling to or from a rural station with no access to air service.

Think of what this implies for just a single use-case. Long-distance trains, frequently used by senior citizens and passengers with mobility impairments, provide access to healthcare facilities that would otherwise be too expensive or difficult to reach. In an August letter to the U.S. Senate advocating for daily service, the Station Host Association of California, an independent volunteer organization operated in cooperation with Amtrak, shared its frontline experiences helping passengers navigate our rail system:

> *"Particularly during the COVID–19 pandemic, long distance trains provide accessible bedrooms ensuring privacy and cleanliness for any passengers who may need to travel within or out of state, and for whom the more public setting of an airplane creates a health risk. The private rooms on the overnight trains provide an additional level of safety to travel during a pandemic while minimizing exposure to the virus. However, if the tri-weekly service intervals do not match the passengers' needs, then the entire benefit is moot."*

So while travel demand is down broadly, coronavirus has actually made these passenger rail services *more* necessary for certain segments of the population.

These are just a few of the many reasons Amtrak's long-distance routes have proved to be the most resilient business line in the face of the pandemic. Amtrak's own ridership numbers back this up. Since the crisis began through the end of August, NEC revenues are down 90 percent from the same period last year, compared with a 63 percent decline for the National Network. Ridership has also flatlined across the NEC, down 87 percent. By contrast, ridership on the long-distance routes is down only 67 percent during the COVID Period.

Amtrak Ridership Comparison: Pre-COVD vs COVID								
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
NEC 2020	901,555	895,061	382,444	18,374	31,992	82,454	138,326	160,498
NEC 2019	884,396	851,745	1,030,655	1,076,676	1,118,726	1,105,445	1,066,447	1,061,961
Change	2%	5%	-63%	-98%	-97%	-93%	-87%	-85%
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
State 2020	1,191,396	1,101,971	551,727	54,048	91,530	182,698	246,843	263,633
State 2019	1,086,778	1,034,298	1,279,554	1,284,529	1,323,804	1,329,515	1,434,803	1,439,137
Change	10%	7%	-57%	-96%	-93%	-86%	-83%	-82%
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
LD 2020	305,444	278,400	194,161	43,358	90,385	151,901	175,278	165,040
LD 2019	316,441	275,378	378,117	366,061	403,124	428,773	465,578	429,114
Change	-3%	1%	-49%	-88%	-78%	-65%	-62%	-62%

Fig. 1.1

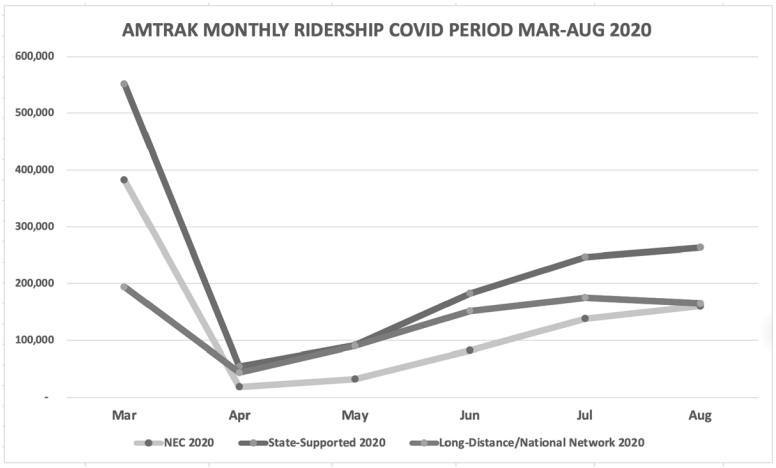

Fig. 1.2

Perhaps one of the more significant statistics is that during the COVID Period, Amtrak's National Network of long-distance intercity passenger routes has contributed 46 percent of Amtrak's revenues, compared with 22 percent a year ago. Moreover, the so-called "money-losing long-distance routes" have contributed the largest single share of revenues in every month since March.

Make no mistake: these trains *are* essential to the communities they serve. Congress didn't let the Federal Highway Administration close highways four days out of seven when gas tax revenues flatlined, and it shouldn't stand by and allow Amtrak to introduce 3x service to hundreds of communities across the U.S.

Airlines Eliminating Service to Amtrak-Served Cities

These cuts will fall especially hard on a subset of Amtrak communities that saw a simultaneous reduction in rail service and air service on October 1st. Several major airlines announced in August that they would drop service to dozens of cities upon the expiration of the CARES Act. *Rail Passengers* looked at service reduction announcements released by 11 air carriers and found that of 67 cities seeing air services cut, 31 would also see cuts to passenger rail service (see: *Appendix B*).

Airlines have been walking away from mid-sized markets for decades, and it is clear that this trend will only accelerate in the wake of COVID–19 as passengers shy away from a mode of travel they fear is unsafe. An August survey of consumer sentiment conducted by Boston Consulting Group found that 60 percent of U.S. consumers worry about being infected from flying, and 70 percent of respondents expect travel spending will not return to normal for more than a year. This will further erode the business model for midsized airports, leaving more and more Americans disconnected from job opportunities, educational institutions, and critical health services.

Rail Passengers firmly believes that running daily trains could put Amtrak in a position to expand its market share in this environment. Amtrak offers a unique product: a socially distant way to move around the country. Our government should be increasing access to rail service, not diminishing it.

Quantifying the Economic Benefits of Daily Service

Too often the public conversation about Amtrak falls into the framing that Amtrak is supposed to behave like a private company, seeking profit. Amtrak is not required to make a profit, not in law nor in fact. The pursuit of profit leads to inevitable, and misguided, conversations about eliminating "unprofitable long-distance routes."

It is abundantly clear that Amtrak trains make money. The question is not about *if* trains make money, it's about *who* trains make money for. Rail corridors generate value by acting as economic engines in the communities they serve—through jobs, retail, mobility, tourism and real-estate development. The "profit" does not go to Amtrak, but to the communities served, often to the tune of billions of dollars. Taken as a whole, Amtrak's Northeast Corridor, state-supported services and long-distance National Network together create, our Association estimates, between $7 billion and $8 billion in value for the U.S. economy without even counting the $2 billion of direct spending in which Amtrak engages.

We decided it's not enough to say it, we've got to put our money where our mouth is. That's why I invested our association's resources in 2018 to co-develop a rigorous economic model with the University of Southern Mississippi's Trent Lott Center. We've used that model to quantify the economic return on passenger rail corridors in a way that hasn't been done previously.

Our Association modeled a preliminary, high-level analysis of the economic consequences of Amtrak's decision to cut its daily intercity passenger services back to only three runs per week.

Unfortunately, even the most conservative assessment is dire: to save $213 million, Amtrak's nine months of daily service cuts could drop at least a $2.3 billion bomb on Flyover Country, a figure that could rise above $3 billion if the cuts remain in place for the full year.

This is tied directly to passenger-rail's role as an economic engine in the communities it serves. The existence of Amtrak buoys the economies of hundreds of towns and cities all across America. Degrading that service means withdrawing those benefits from millions of Americans, even those who don't necessarily ride the trains themselves, because in many cases lives and livelihoods depend on the routes' operation.

We examined six National Network services—the *City of New Orleans,* the *Empire Builder,* the combined *Silver* services, the *Southwest Chief,* the *Texas Eagle* and the *Crescent.* Together, these six intercity passenger rail routes serve 30 states plus the District of Columbia, and *Rail Passengers* estimates that they produce $2.4 billion every year in economic benefit. In fact, Amtrak's existing group of daily long-distance trains (excluding the Auto Train) collectively produce nearly $5 billion in economic benefits which are widely distributed throughout America's heartland.

These benefits take many forms, which our model attempts to capture. Whether traveling for vacation, personal reasons or business, visitors spend money at their destinations, paying for hotels or other lodging, patronizing restaurants, shopping or buying local items. By doing this they support the hotel workers, the restaurant waiters and cooks, retail and entertainment outlets, and they generate sales tax revenues for the communities they visit. The local workers also contribute to the local tax base, further spreading the economic benefit. Meanwhile, because those visitors have left their cars behind, they're not imposing wear and tear on highways and roads, and they're avoiding the risk and cost of injuries or even death from car crashes.

Cutting service reduces these benefits. *Rail Passengers'* model estimates that Amtrak's plans would slash the $2.4 billion produced by the six services we examined down to just a little more than $800 million—a more than $1 billion hit on just those routes alone during the proposed nine-month period of reduced service, or $1.5 billion on an annualized basis. Systemwide on an annualized basis, Heartland communities served by long-distance trains could absorb a $3.1 billion body-blow. This after already reeling from the effects of a deep economic recession.

TODAY'S SERVICE	City Of New Orleans	Empire Builder	Silver Services	Southwest Chief	Texas Eagle	Crescent	SELECTED ROUTES TOTAL	12 INTERCITY PAX TRAINS
Direct Economic Benefits*	$ 54,186,556	$ 240,961,842	$ 154,574,269	$ 196,290,146	$ 224,798,179	$ 94,263,255	$ 965,074,247	$ 1,930,148,494
Indirect Economic Benefits**	$ 79,654,237	$ 354,213,908	$ 227,224,175	$ 288,546,515	$ 330,453,323	$ 138,566,985	$ 1,418,659,143	$ 2,837,318,286
TOTAL ANNUAL ECONOMIC BENEFITS TO SERVED STATES	**$ 133,840,792**	**$ 595,175,750**	**$ 381,798,444**	**$ 484,836,662**	**$ 555,251,502**	**$ 232,830,240**	**$ 2,383,733,390**	**$ 4,767,466,779**

AFTER REDUCTION TO THREE TIMES WEEKLY	City Of New Orleans	Empire Builder	Silver Services	Southwest Chief	Texas Eagle	Crescent	SELECTED ROUTES TOTAL	12 INTERCITY PAX TRAINS
Direct Economic Benefits*	$ 18,578,248	$ 82,615,333	$ 52,996,892	$ 67,299,479	$ 77,073,661	$ 32,318,830	$ 330,882,443	$ 661,764,886
Indirect Economic Benefits**	$ 27,310,024	$ 121,444,539	$ 77,905,432	$ 98,930,234	$ 113,298,282	$ 47,508,680	$ 486,397,191	$ 972,794,383
ADJUSTED TOTAL ECONOMIC BENEFITS TO SERVED STATES	**$ 45,888,272**	**$ 204,059,872**	**$ 130,902,324**	**$ 166,229,713**	**$ 190,371,944**	**$ 79,827,511**	**$ 817,279,635**	**$ 1,634,559,269**

Source: Rail Passengers Association modeling estimate

** Direct Economic Benefits include visitor spending, avoided vehicle-miles traveled, etc.)*

*** Indirect Economic Benefits include local sales tax receipts, community-level payrolls, etc.)*

Some of the poorer states will be among those hit hardest. In the case of the *Silver* services, Amtrak decided to degrade service months ahead of the October 1st plan outlined for the rest of the system, leaving some of the South's poorest communities to absorb an even harsher punishment than the rest of the country. Combining the *Silver Star* and *Silver Meteor* into a single route and then cutting back daily service means many *Star*-served stations have already seen a 50 percent reduction in service—communities like Southern Pines and Hamlet, N.C., or Camden, Columbia and Denmark in South Carolina. Those stations account for 13 percent of the Star's ridership. The Census Bureau reports that more than two-thirds of Southern Pines' population is non-white, and some 14 percent of the town's residents are estimated to live below the poverty line. So, too, Denmark, SC, is majority non-white, and 15 percent of residents are below the poverty line.

But make no mistake. The damage is not confined to a handful of towns or just one region of the country. Amtrak's National Network touches nearly every corner of our country, and the economic pain will be felt in 30 states and the District of Columbia. Communities in eight states served by the popular *Empire Builder* route from Illinois to Washington State (with a portion of the train split to Oregon) will absorb a $391 million annualized economic loss. The seven states traversed by the *Texas Eagle* will lose $318 million, and states from New York to Florida and in between will feel the hit twice, from losses of service on the *Crescent* ($153 million) and the *Silver* services ($251 million).

ECONOMIC LOSSES TO SERVED COMMUNITIES	City Of New Orleans	Empire Builder	Silver Services	Southwest Chief	Texas Eagle	Crescent	SELECTED ROUTES TOTAL	12 INTERCITY PAX TRAINS
Direct Losses	$ 35,608,308	$ 158,346,509	$ 101,577,377	$ 128,990,668	$ 147,724,518	$ 61,944,425	$ 634,191,804	$ 1,268,383,607
Indirect Effects*	$ 52,344,213	$ 232,769,368	$ 149,318,744	$ 189,616,281	$ 217,155,041	$ 91,058,304	$ 932,261,951	$ 1,864,523,903
Total National Impact (Annualized)	$ 87,952,521	$ 391,115,877	$ 250,896,120	$ 318,606,949	$ 364,879,559	$ 153,002,729	$ 1,566,453,755	$ 3,132,907,510
TOTAL NATIONAL IMPACT (Adjusted to Nine Months)	**$ 65,964,390**	**$ 293,336,908**	**$ 188,172,090**	**$ 238,955,212**	**$ 273,659,669**	**$ 114,752,047**	**$ 1,174,840,316**	**$ 2,349,680,632**

Source: Rail Passengers Association modeling estimate

**Indirect effects include community-level effects such as sales taxes, real-estate, local employment and other similar factors*

The annual losses for states will be steep. Mississippi, for example, can expect to suffer a $24.2 million economic blow driven by the loss of nearly 81,000 riders. Washington state's losses could top $100 million. Louisiana could see $27.7 million in losses, Colorado nearly $73 million. Illinois, the hub of Amtrak's long-distance operation, could see losses of more than $403 million. We have included a state-by-state breakdown of the estimated impacts in Appendix C of this statement.

The problem will be exacerbated by missed connections. The devilishly tricky math of ensuring that one set of trains that only runs three days a week can connect reasonably to another set of trains also running three days a week guarantees that many thousands of journeys simply won't be taken. This is because a passenger planning on a connection would have to work backwards from her planned arrival date while taking into account not only that her original train is running only three out of seven days, but that so, too, is her connecting train. And in many instances, those trains will not mesh.

Some $39 million of connecting revenue flows through Amtrak's Chicago Union Station alone, and the 3x schedule disrupts all of these connection patterns.

The *California Zephyr* and the *Texas Eagle* are particularly hurt. For example, travelers taking the *Eagle* to Chicago hoping to connect for a further eastbound trip on the *Capitol Limited* or the *Lake Shore Limited* can only make a same-day connection on Mondays and Saturdays. Going westbound it's even worse—with the exception of a single connection from the *Cardinal* on Tuesdays, *not a single Amtrak long-distance train will offer a same-day connection in Chicago to the westbound* ***Eagle.*** All passengers will have to assume a hotel stay in Chicago, perhaps even a multi-day stay. That will be enough to lead most passengers to forego the trip. *Eagle* connections from other routes accounted for nearly 12 percent of connecting travel through Chicago in Fiscal 2019, and this plan would largely eliminate those connections. On Tuesdays, Wednesdays, Thursdays, Fridays and Sundays, westbound passengers hoping to connect to the California Zephyr would be out of luck. The Cardinal will only have a same-day Zephyr connection on one day each week, Satur-

days, and passengers from the Capitol, Lake Shore and City of New Orleans will only get a same-day connection on Saturdays and Mondays.

If this seems complicated in written testimony, think of how complicated it will be for the average passenger trying to work out the best departure day to take a journey connecting to another train. The utility of a schedule like this to the traveling public quickly approaches zero for all but the most leisurely of trips. And as we know, despite a popular narrative, pure leisure trips are not the majority of trips on Amtrak.

The drastically reduced utility of a nationwide network of trains operating only three days a week on schedules that make connections difficult or impossible helps to explain why ridership will plummet even more than many observers would expect, driving catastrophic economic losses to the communities served. The estimated loss of as much as $3.1 billion to the U.S. economy dwarfs the $150 million in savings from 3x service Amtrak has identified.

(Rail Passengers would like to acknowledge our volunteer members and our partners at Transportation 4 America, who participated in the preliminary research we needed for this rapid-response study and helped to gather and collate the state-level tourism data we needed for our modeling exercise.)

A Better Route Forward

Even if we are to analyze 3x service proposal narrowly, we still can't support it as an operating plan based on its merits. The U.S. has been down this path before, and it didn't work.

In the mid-1990s, Mercer Consulting advised Amtrak leaders to eliminate several long-distance routes, shorten others, and take 11 routes down from daily to three and four times per week. In Fiscal Year 1995, the first year of diminished operations, Amtrak's network saw a decrease of 13 percent in total route miles and saved $54 million. However, the General Accounting Office (the government watchdog now known as the Government Accountability Office) reported to Congress that the very next year Amtrak lost 1.1 million riders—a 5 percent drop in ridership—and never saw the savings they had projected for the 11 routes with less-than-daily service. A functioning passenger transportation service requires reliable and frequent connections. And there is nothing to suggest that the buying and traveling habits of today's riders are much different from those in 1994.

One of our members, former BNSF Railroad train dispatcher Mark Meyers, performed an analysis of 3x on the present-day network. He found that three-times weekly service—a 57 percent cut in overall service—only cuts the number of onboard crew starts by 38 percent and engineer-crew starts by 36 percent, while producing large compensable layovers for some of the affected crews. Equipment use is only cut 40 percent. Staffing at stations would be cut only minimally because even 3x weekly trains arrive over the course of more than five days, which would require a second station staff position to continue to be filled. Lost revenue and missed connections will drive lower ridership and revenue while crew layovers will grow.

Amtrak has acknowledged this fact in the construction of its 3x schedule, with railroad management explaining that the decision to run the Star/Meteor on successive days "was made to allow for more efficient use of operating crews while assuring availability of crew resources for all journey segments. . .While from a marketing standpoint alternating days may have had some utility for some customers, our overall demand patterns by day of week do not differ materially and do not justify the operational risk."

We've already seen the negative effect this has on ridership. Before the 3x change, the Silvers were holding their own in the Age of COVID, both in revenue and ridership. In fact, when ranked by the degree to which monthly ridership fell compared with prior years, the Silvers were in the top half of the table. As ridership began to recover from the April troughs, some routes recovered more than others, and their declines versus the same month in 2019 were smaller.

Using that yardstick, for the month of June, out of 14 National Network services the *Star* was in third place, behind only the *Auto Train* and the *Texas Eagle.* The *Star* actually edged out the very popular *Empire Builder,* and the *Meteor* wasn't far behind in sixth place. In other words, when compared with the same period a year earlier, the Silvers' ridership declines were better than those experienced on the *Lake Shore,* the *Sunset,* the *Coast Starlight,* the *Crescent,* the *Zephyr,* the *Palmetto,* the *Chief,* the *City of New Orleans* and the *Cardinal.*

By the end of August, when the Silvers had spent two months operating on an inconvenient 3x schedule, the *Star* and the *Meteor* quickly fell to *dead last,* losing a greater percentage of year over year ridership than any other National Network route.

We understand that Amtrak leadership sincerely believes that this is the only choice available to the railroad. But the facts we've just outlined demonstrate that this choice is bad public policy for the country. Amtrak will throw away a little more than half the daily frequencies but will lose two-thirds of the ridership and save only 38 percent of the crew costs, squeezing out at most $213 million of savings while hurting the taxpayers in 30 states to the tune of as much as $3 billion.

The decision will also hobble the railroad's ability to restore service even if it believes the time is right to do so. Requalifying crews, restoring deteriorated rolling stock and—most challenging—getting back the operating slots Amtrak walked away from on October 1 all could extend the economic damage from lost service by many billions of dollars.

Rail Passengers instead proposed an alternative: run daily long-distance trains with shorter equipment consists for the duration of the pandemic. This has been the compromise in place since the crisis began in March, and until this month it had served Amtrak well. As we've noted above, operating every day with shorter consists the 12 daily intercity passenger trains Amtrak plans to cut back have contributed the largest single share of Amtrak's revenues in every month this year since the pandemic began. Slashing daily frequencies to three times per week would only ensure that the long-distance trains would sink to levels similar to those being seen in Amtrak's other business lines. By contrast, running shorter consists but maintaining daily frequencies would preserve connections and jobs and allow Amtrak's National Network ridership to return to previous levels organically, all while still lowering some operating costs.

Conclusion

Amtrak is a taxpayer-supported public service. Its object is not profit, but to serve the Nation. It cannot fulfill its mandate by cutting service for half the country during one of the most severe economic crises our Nation has experienced and during a pandemic that has made air travel a perilous gamble for millions of Americans. Our Association, our 28,000 members and the millions of American passengers call upon Congress to provide Amtrak with the necessary financial relief to operate a full network in this pandemic, and to include safeguards for all Amtrak-served communities and Amtrak's workers facing cutbacks and furloughs.

APPENDIX A—ECONOMIC ANALYSIS OF LONG-DISTANCE ROUTE SERVICE CUTS

TODAY'S SERVICE	City Of New Orleans	Empire Builder	Silver Services	Southwest Chief	Texas Eagle	Crescent	SELECTED ROUTES TOTAL	12 INTERCITY PAX TRAINS
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Indirect Economic Benefits**	$ 79,654,237	$ 354,213,908	$ 227,224,175	$ 288,546,515	$ 330,453,323	$ 138,566,985	$ 1,418,659,143	$ 2,837,318,286
TOTAL ANNUAL ECONOMIC BENEFITS TO SERVED STATES	**$ 133,840,792**	**$ 595,175,750**	**$ 381,798,444**	**$ 484,836,662**	**$ 555,251,502**	**$ 232,830,240**	**$ 2,383,733,390**	**$ 4,767,466,779**

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Source: Rail Passengers Association modeling estimate

** Direct Economic Benefits include visitor spending, avoided vehicle-miles traveled, etc.)*

*** Indirect Economic Benefits include local sales tax receipts, community-level payrolls, etc.)*

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Direct Losses	$ 35,608,308	$ 158,346,509	$ 101,577,377	$ 128,990,668	$ 147,724,518	$ 61,944,425	$ 634,191,804	$ 1,268,383,607
Indirect Effects*	$ 52,344,213	$ 232,769,368	$ 149,318,744	$ 189,616,281	$ 217,155,041	$ 91,058,304	$ 932,261,951	$ 1,864,523,903
Total National Impact (Annualized)	$ 87,952,521	$ 391,115,877	$ 250,896,120	$ 318,606,949	$ 364,879,559	$ 153,002,729	$ 1,566,453,755	$ 3,132,907,510
TOTAL NATIONAL IMPACT (Adjusted to Nine Months)	**$ 65,964,390**	**$ 293,336,908**	**$ 188,172,090**	**$ 238,955,212**	**$ 273,659,669**	**$ 114,752,047**	**$ 1,174,840,316**	**$ 2,349,680,632**

Source: Rail Passengers Association modeling estimate

**Indirect effects include community-level effects such as sales taxes, real-estate, local employment and other similar factors*

PROJECTED RIDERSHIP DECLINES (Annualized)	City Of New Orleans	Empire Builder	Silver Services	Southwest Chief	Texas Eagle	Crescent	SELECTED ROUTES TOTAL
FY2019 Ridership	235,700	433,400	743,600	338,200	321,700	295,200	2,367,800
RPA-Modeled 3x Ridership	80,811	148,594	254,949	115,954	110,297	101,211	811,817
RIDERSHIP LOSS	**154,889**	**284,806**	**488,651**	**222,246**	**211,403**	**193,989**	**1,555,983**

Source: Rail Passengers Association modeling estimate

APPENDIX B—ANNOUNCED AIRLINE SERVICE CUTS TO CITIES

Cities highlighted in yellow are projected to see cuts to both air service and Amtrak service (long-distance and/or State-supported trains) on October 1st following the expiration of CARES Act service protections.

American Airlines

American Airlines will be dropping service to the following 15 cities:

- Sioux City, IA
- New Haven, CT
- Springfield, IL
- Del Rio, TX
- Dubuque, IA
- Florence, SC
- Greenville, NC
- Huntington, WV
- Joplin, MO
- Kalamazoo-Battle Creek, MI
- Lake Charles, LA
- New Windsor, NY
- Roswell, NM
- Stillwater, OK
- Williamsport, PA

Alaska Airlines

Alaska Airlines will be dropping service to the following five cities:

- Charleston, SC
- Columbus, OH

Frontier Airlines

Frontier Airlines will be dropping service to the following five cities:

- Greenville/Spartanburg, SC
- Mobile, AL
- Palm Springs, CA
- Portland, ME
- Tyler, TX

JetBlue Airways

JetBlue Airways will be dropping service to the following five cities:

- Albuquerque, NM
- Palm Springs, CA
- Sacramento, CA
- Sarasota/Bradenton, FL
- Worcester, MA

Silver Airways

Silver Airways will be dropping service to the following five cities:

- Charlotte Amalie, VI
- Huntsville, AL
- Key West, FL
- Tallahassee, FL
- Tampa, FL

• El Paso, TX • New Orleans, LA • San Antonio, TX **Allegiant Air** Allegiant Air will be dropping service to the following six cities: • New Orleans, LA • Ogdensburg, NY • Palm Springs, CA • San Antonio, TX • Springfield, IL • Tucson, AZ **Cape Air** Cape Air will be dropping service to the following city: • Portland, ME **Delta Air Lines** Delta Air Lines will be dropping service to the following 11 cities: • Aspen, CO • Bangor, ME • Erie, PA • Flint, MI • Fort Smith, AR • Lincoln, NE • New Bern/Morehead/Beaufort, NC • Peoria, IL	**Spirit Airlines** Spirit Airlines will be dropping service to the following five cities: • Asheville, NC • Charlotte Amalie, VI • Christiansted, VI • Greensboro/High Point, NC • Plattsburgh, NY **Sun Country Airlines** Sun Country Airlines will be dropping service to the following five cities: • Madison, WI • Philadelphia, PA • Portland, OR • Sacramento, CA • St. Louis, MO **United Airlines** United Airlines will be dropping service to the following 11 cities, tied for the most of any airline: • Allentown/Bethlehem/Easton, PA • Charlotte Amalie, VI • Chattanooga, TN • Fairbanks, AK • Hilton Head, SC • Ithaca/Cortland, NY • Kalamazoo, MI
• Santa Barbara, CA • Scranton/Wilkes-Barre, PA • Williston, ND	• Key West, FL • Lansing, MI • Myrtle Beach, SC • Rochester, MN

Source: *One Mile At a Time,* https://onemileatatime.com/us-airlines-will-stop-flying-to-dozens-of-cities/

APPENDIX C: STATE-BY-STATE ECONOMIC IMPACTS FROM THREE-TIMES WEEKLY SERVICE CUTS

ESTIMATED ECONOMIC LOSSES BY STATE

	ALABAMA
Direct Losses	$ 2,418,904
Indirect Effects*	$ 3,555,789
TOTAL STATE IMPACT	**$ 5,974,693**

Source: Rail Passengers Association modeling estimate

**Indirect effects include community-level effects such as sales taxes, real-estate, local employment and other similar factors*

ESTIMATED RIDERSHIP DECLINES (annualized)

	ALABAMA
FY2019 Ridership	51,195
RPA-Modeled 3x Ridership	17,553
ANNUALIZED RIDERSHIP LOSS	**33,642**

Source: Rail Passengers Association modeling estimate

ESTIMATED ECONOMIC LOSSES BY STATE

	ARIZONA
Direct Losses	$ 6,660,220
Indirect Effects*	$ 9,790,524
TOTAL STATE IMPACT	**$ 16,450,744**

Source: Rail Passengers Association modeling estimate

**Indirect effects include community-level effects such as sales taxes, real-estate, local employment and other similar factors*

ESTIMATED RIDERSHIP DECLINES (annualized)

	ARIZONA
FY2019 Ridership	99,600
RPA-Modeled 3x Ridership	34,149
ANNUALIZED RIDERSHIP LOSS	**65,451**

Source: Rail Passengers Association modeling estimate

ESTIMATED ECONOMIC LOSSES BY STATE

	CALIFORNIA
Direct Losses	$ 210,445,669
Indirect Effects*	$ 309,355,134
TOTAL STATE IMPACT	**$ 519,800,803**

Source: Rail Passengers Association modeling estimate

**Indirect effects include community-level effects such as sales taxes, real-estate, local employment and other similar factors*

ESTIMATED RIDERSHIP DECLINES (annualized)

	CALIFORNIA
FY2019 Ridership	824,473
RPA-Modeled 3x Ridership	282,676
ANNUALIZED RIDERSHIP LOSS	**541,797**

Source: Rail Passengers Association modeling estimate

ESTIMATED ECONOMIC LOSSES BY STATE

	COLORADO
Direct Losses	$ 29,410,573
Indirect Effects*	$ 43,233,542
TOTAL STATE IMPACT	**$ 72,644,114**

Source: Rail Passengers Association modeling estimate

**Indirect effects include community-level effects such as sales taxes, real-estate, local employment and other similar factors*

ESTIMATED RIDERSHIP DECLINES (annualized)

	COLORADO
FY2019 Ridership	270,242
RPA-Modeled 3x Ridership	92,654
ANNUALIZED RIDERSHIP LOSS	**177,588**

Source: Rail Passengers Association modeling estimate

ESTIMATED ECONOMIC LOSSES BY STATE

	DELAWARE
Direct Losses	$ 672,794
Indirect Effects*	$ 989,007
TOTAL STATE IMPACT	**$ 1,661,800**

Source: Rail Passengers Association modeling estimate

**Indirect effects include community-level effects such as sales taxes, real-estate, local employment and other similar factors*

ESTIMATED RIDERSHIP DECLINES (annualized)

	DELAWARE

FY2019 Ridership	42,332
RPA-Modeled 3x Ridership	14,514
ANNUALIZED RIDERSHIP LOSS	**27,818**

Source: Rail Passengers Association modeling estimate

ESTIMATED ECONOMIC LOSSES BY STATE

	FLORIDA
Direct Losses	$ 112,730,248
Indirect Effects*	$ 165,713,465
TOTAL STATE IMPACT	**$ 278,443,713**

Source: Rail Passengers Association modeling estimate

**Indirect effects include community-level effects such as sales taxes, real-estate, local employment and other similar factors*

ESTIMATED RIDERSHIP DECLINES (annualized)

	FLORIDA
FY2019 Ridership	905,356
RPA-Modeled 3x Ridership	310,408
ANNUALIZED RIDERSHIP LOSS	**594,948**

Source: Rail Passengers Association modeling estimate

ESTIMATED ECONOMIC LOSSES BY STATE

	GEORGIA
Direct Losses	$ 13,889,443

Indirect Effects*	$	20,417,481
TOTAL STATE IMPACT	**$**	**34,306,923**

Source: Rail Passengers Association modeling estimate

**Indirect effects include community-level effects such as sales taxes, real-estate, local employment and other similar factors*

ESTIMATED RIDERSHIP DECLINES (annualized)

	GEORGIA
FY2019 Ridership	141,722
RPA-Modeled 3x Ridership	48,590
ANNUALIZED RIDERSHIP LOSS	**93,132**

Source: Rail Passengers Association modeling estimate

ESTIMATED ECONOMIC LOSSES BY STATE

		IDAHO
Direct Losses	$	155,165
Indirect Effects*	$	228,093
TOTAL STATE IMPACT	**$**	**383,258**

Source: Rail Passengers Association modeling estimate

**Indirect effects include community-level effects such as sales taxes, real-estate, local employment and other similar factors*

ESTIMATED RIDERSHIP DECLINES (annualized)

	IDAHO
FY2019 Ridership	6,726
RPA-Modeled 3x Ridership	2,306

ANNUALIZED RIDERSHIP LOSS	**4,420**

Source: Rail Passengers Association modeling estimate

ESTIMATED ECONOMIC LOSSES BY STATE

	ILLINOIS
Direct Losses	$ 163,431,910
Indirect Effects*	$ 240,244,907
TOTAL STATE IMPACT	**$ 403,676,817**

Source: Rail Passengers Association modeling estimate

**Indirect effects include community-level effects such as sales taxes, real-estate, local employment and other similar factors*

ESTIMATED ECONOMIC LOSSES BY STATE

	IOWA
Direct Losses	$ 2,880,721
Indirect Effects*	$ 4,234,659
TOTAL STATE IMPACT	**$ 7,115,380**

Source: Rail Passengers Association modeling estimate

**Indirect effects include community-level effects such as sales taxes, real-estate, local employment and other similar factors*

ESTIMATED RIDERSHIP DECLINES (annualized)

	IOWA
FY2019 Ridership	51,499
RPA-Modeled 3x Ridership	17,657
ANNUALIZED RIDERSHIP LOSS	**33,842**

Source: Rail Passengers Association modeling estimate

ESTIMATED RIDERSHIP DECLINES (annualized)

	ILLINOIS
FY2019 Ridership	1,292,361
RPA-Modeled 3x Ridership	443,095
ANNUALIZED RIDERSHIP LOSS	**849,266**

Source: Rail Passengers Association modeling estimate

ESTIMATED ECONOMIC LOSSES BY STATE

	INDIANA
Direct Losses	$ 7,155,578
Indirect Effects*	$ 10,518,699
TOTAL STATE IMPACT	**$ 17,674,277**

Source: Rail Passengers Association modeling estimate

**Indirect effects include community-level effects such as sales taxes, real-estate, local employment and other similar factors*

ESTIMATED RIDERSHIP DECLINES (annualized)

	INDIANA
FY2019 Ridership	88,307
RPA-Modeled 3x Ridership	30,277
ANNUALIZED RIDERSHIP LOSS	**58,030**

Source: Rail Passengers Association modeling estimate

ESTIMATED ECONOMIC LOSSES BY STATE

	KANSAS
Direct Losses	$ 3,303,087
Indirect Effects*	$ 4,855,539
TOTAL STATE IMPACT	**$ 8,158,626**

Source: Rail Passengers Association modeling estimate

**Indirect effects include community-level effects such as sales taxes, real-estate, local employment and other similar factors*

ESTIMATED RIDERSHIP DECLINES (annualized)

	KANSAS
FY2019 Ridership	46,483
RPA-Modeled 3x Ridership	15,937
ANNUALIZED RIDERSHIP LOSS	**30,546**

Source: Rail Passengers Association modeling estimate

ESTIMATED ECONOMIC LOSSES BY STATE

	LOUISIANA
Direct Losses	$ 11,242,324
Indirect Effects*	$ 16,526,217
TOTAL STATE IMPACT	**$ 27,768,541**

Source: Rail Passengers Association modeling estimate

**Indirect effects include community-level effects such as sales taxes, real-estate, local employment and other similar factors*

ESTIMATED RIDERSHIP DECLINES (annualized)

	LOUISIANA
FY2019 Ridership	176,514
RPA-Modeled 3x Ridership	60,519
ANNUALIZED RIDERSHIP LOSS	**115,995**

Source: Rail Passengers Association modeling estimate

ESTIMATED ECONOMIC LOSSES BY STATE

	MARYLAND
Direct Losses	$ 6,298,489
Indirect Effects*	$ 9,258,779
TOTAL STATE IMPACT	**$ 15,557,269**

Source: Rail Passengers Association modeling estimate

**Indirect effects include community-level effects such as sales taxes, real-estate, local employment and other similar factors*

ESTIMATED RIDERSHIP DECLINES (annualized)

	MARYLAND
FY2019 Ridership	119,875
RPA-Modeled 3x Ridership	41,100
ANNUALIZED RIDERSHIP LOSS	**78,775**

Source: Rail Passengers Association modeling estimate

ESTIMATED ECONOMIC LOSSES BY STATE

	MINNESOTA
Direct Losses	$ 9,231,198
Indirect Effects*	$ 13,569,861
TOTAL STATE IMPACT	**$ 22,801,058**

Source: Rail Passengers Association modeling estimate

**Indirect effects include community-level effects such as sales taxes, real-estate, local employment and other similar factors*

ESTIMATED RIDERSHIP DECLINES (annualized)

	MINNESOTA
FY2019 Ridership	131,973
RPA-Modeled 3x Ridership	45,248
ANNUALIZED RIDERSHIP LOSS	**86,725**

Source: Rail Passengers Association modeling estimate

ESTIMATED ECONOMIC LOSSES BY STATE

	MISSISSIPPI
Direct Losses	$ 9,794,959
Indirect Effects*	$ 14,398,590
TOTAL STATE IMPACT	**$ 24,193,548**

Source: Rail Passengers Association modeling estimate

**Indirect effects include community-level effects such as sales taxes, real-estate, local employment and other similar factors*

ESTIMATED RIDERSHIP DECLINES (annualized)

MISSISSIPPI

FY2019 Ridership	123,046
RPA-Modeled 3x Ridership	42,187
ANNUALIZED RIDERSHIP LOSS	**80,859**

Source: Rail Passengers Association modeling estimate

ESTIMATED ECONOMIC LOSSES BY STATE

	MISSOURI
Direct Losses	$ 12,562,440
Indirect Effects*	$ 18,466,787
TOTAL STATE IMPACT	**$ 31,029,227**

Source: Rail Passengers Association modeling estimate

**Indirect effects include community-level effects such as sales taxes, real-estate, local employment and other similar factors*

ESTIMATED RIDERSHIP DECLINES (annualized)

	MISSOURI
FY2019 Ridership	183,300
RPA-Modeled 3x Ridership	62,846
ANNUALIZED RIDERSHIP LOSS	**120,454**

Source: Rail Passengers Association modeling estimate

ESTIMATED ECONOMIC LOSSES BY STATE

	MONTANA
Direct Losses	$ 15,448,709
Indirect Effects*	$ 22,709,603
TOTAL STATE IMPACT	**$ 38,158,312**

Source: Rail Passengers Association modeling estimate

**Indirect effects include community-level effects such as sales taxes, real-estate, local employment and other similar factors*

ESTIMATED RIDERSHIP DECLINES (annualized)

	MONTANA
FY2019 Ridership	121,352
RPA-Modeled 3x Ridership	41,606
ANNUALIZED RIDERSHIP LOSS	**79,746**

Source: Rail Passengers Association modeling estimate

ESTIMATED ECONOMIC LOSSES BY STATE

	NEBRASKA
Direct Losses	$ 3,569,653
Indirect Effects*	$ 5,247,390
TOTAL STATE IMPACT	**$ 8,817,043**

Source: Rail Passengers Association modeling estimate

**Indirect effects include community-level effects such as sales taxes, real-estate, local employment and other similar factors*

ESTIMATED RIDERSHIP DECLINES (annualized)

	NEBRASKA
FY2019 Ridership	49,679
RPA-Modeled 3x Ridership	17,033
ANNUALIZED RIDERSHIP LOSS	**32,646**

Source: Rail Passengers Association modeling estimate

ESTIMATED ECONOMIC LOSSES BY STATE

	NEW MEXICO
Direct Losses	$ 9,183,181

Indirect Effects*	$ 13,499,276
TOTAL STATE IMPACT	**$ 22,682,457**

Source: Rail Passengers Association modeling estimate

**Indirect effects include community-level effects such as sales taxes, real-estate, local employment and other similar factors*

ESTIMATED RIDERSHIP DECLINES (annualized)

	NEW MEXICO
FY2019 Ridership	116,788
RPA-Modeled 3x Ridership	40,042
ANNUALIZED RIDERSHIP LOSS	**76,746**

Source: Rail Passengers Association modeling estimate

ESTIMATED ECONOMIC LOSSES BY STATE

	N. CAROLINA
Direct Losses	$ 31,576,014
Indirect Effects*	$ 46,416,741
TOTAL STATE IMPACT	**$ 77,992,755**

Source: Rail Passengers Association modeling estimate

**Indirect effects include community-level effects such as sales taxes, real-estate, local employment and other similar factors*

ESTIMATED RIDERSHIP DECLINES (annualized)

	N. CAROLINA
FY2019 Ridership	243,896
RPA-Modeled 3x Ridership	83,621

ANNUALIZED RIDERSHIP LOSS	**160,275**

Source: Rail Passengers Association modeling estimate

ESTIMATED ECONOMIC LOSSES BY STATE

	NORTH DAKOTA
Direct Losses	$ 7,600,964
Indirect Effects*	$ 11,173,417
TOTAL STATE IMPACT	**$ 18,774,381**

Source: Rail Passengers Association modeling estimate

**Indirect effects include community-level effects such as sales taxes, real-estate, local employment and other similar factors*

ESTIMATED RIDERSHIP DECLINES (annualized)

	NORTH DAKOTA
FY2019 Ridership	101,100
RPA-Modeled 3x Ridership	34,663
ANNUALIZED RIDERSHIP LOSS	**66,437**

Source: Rail Passengers Association modeling estimate

ESTIMATED ECONOMIC LOSSES BY STATE

	OREGON
Direct Losses	$ 17,583,526
Indirect Effects*	$ 25,847,783
TOTAL STATE IMPACT	**$ 43,431,309**

Source: Rail Passengers Association modeling estimate

*Indirect effects include community-level effects such as sales taxes, real-estate, local employment and other similar factors

ESTIMATED RIDERSHIP DECLINES (annualized)

	OREGON
FY2019 Ridership	276,900
RPA-Modeled 3x Ridership	94,937
ANNUALIZED RIDERSHIP LOSS	**181,963**

Source: Rail Passengers Association modeling estimate

ESTIMATED ECONOMIC LOSSES BY STATE

	PENNSYLVANIA
Direct Losses	$ 19,803,256
Indirect Effects*	$ 29,110,786
TOTAL STATE IMPACT	**$ 48,914,041**

Source: Rail Passengers Association modeling estimate

*Indirect effects include community-level effects such as sales taxes, real-estate, local employment and other similar factors

ESTIMATED RIDERSHIP DECLINES (annualized)

	PENNSYLVANIA
FY2019 Ridership	262,110
RPA-Modeled 3x Ridership	89,866
ANNUALIZED RIDERSHIP LOSS	**172,244**

Source: Rail Passengers Association modeling estimate

ESTIMATED ECONOMIC LOSSES BY STATE

	SOUTH CAROLINA
Direct Losses	$ 22,291,096
Indirect Effects*	$ 32,767,911
TOTAL STATE IMPACT	**$ 55,059,008**

Source: Rail Passengers Association modeling estimate

**Indirect effects include community-level effects such as sales taxes, real-estate, local employment and other similar factors*

ESTIMATED RIDERSHIP DECLINES (annualized)

	SOUTH CAROLINA
FY2019 Ridership	179,083
RPA-Modeled 3x Ridership	61,400
ANNUALIZED RIDERSHIP LOSS	**117,683**

Source: Rail Passengers Association modeling estimate

ESTIMATED ECONOMIC LOSSES BY STATE

	TENNESSEE
Direct Losses	$ 1,556,827
Indirect Effects*	$ 2,288,536
TOTAL STATE IMPACT	**$ 3,845,363**

Source: Rail Passengers Association modeling estimate

**Indirect effects include community-level effects such as sales taxes, real-estate, local employment and other similar factors*

ESTIMATED RIDERSHIP DECLINES (annualized)

	TENNESSEE
FY2019 Ridership	64,851
RPA-Modeled 3x Ridership	22,235
ANNUALIZED RIDERSHIP LOSS	**42,616**

Source: Rail Passengers Association modeling estimate

ESTIMATED ECONOMIC LOSSES BY STATE

	TEXAS
Direct Losses	$ 103,819,655
Indirect Effects*	$ 152,614,893
TOTAL STATE IMPACT	**$ 256,434,548**

Source: Rail Passengers Association modeling estimate

**Indirect effects include community-level effects such as sales taxes, real-estate, local employment and other similar factors*

ESTIMATED RIDERSHIP DECLINES (annualized)

	TEXAS
FY2019 Ridership	298,692
RPA-Modeled 3x Ridership	102,409
ANNUALIZED RIDERSHIP LOSS	**196,283**

Source: Rail Passengers Association modeling estimate

ESTIMATED ECONOMIC LOSSES BY STATE

WASHINGTON

Direct Losses	$ 43,249,461
Indirect Effects*	$ 63,576,708
TOTAL STATE IMPACT	**$ 106,826,168**

Source: Rail Passengers Association modeling estimate

**Indirect effects include community-level effects such as sales taxes, real-estate, local employment and other similar factors*

ESTIMATED RIDERSHIP DECLINES (annualized)

	WASHINGTON
FY2019 Ridership	361,747
RPA-Modeled 3x Ridership	124,028
ANNUALIZED RIDERSHIP LOSS	**237,719**

Source: Rail Passengers Association modeling estimate

ESTIMATED ECONOMIC LOSSES BY STATE

	WISCONSIN
Direct Losses	$ 11,542,696
Indirect Effects*	$ 16,967,763
TOTAL STATE IMPACT	**$ 28,510,460**

Source: Rail Passengers Association modeling estimate

**Indirect effects include community-level effects such as sales taxes, real-estate, local employment and other similar factors*

ESTIMATED RIDERSHIP DECLINES (annualized)

	WISCONSIN
FY2019 Ridership	95,410

RPA-Modeled 3x Ridership	32,712
ANNUALIZED RIDERSHIP LOSS	**62,698**

Source: Rail Passengers Association modeling estimate

ESTIMATED ECONOMIC LOSSES BY STATE

	VIRGINIA
Direct Losses	$ 57,561,743
Indirect Effects*	$ 84,615,762
TOTAL STATE IMPACT	**$ 142,177,506**

Source: Rail Passengers Association modeling estimate

**Indirect effects include community-level effects such as sales taxes, real-estate, local employment and other similar factors*

ESTIMATED RIDERSHIP DECLINES (annualized)

	VIRGINIA
FY2019 Ridership	496,646
RPA-Modeled 3x Ridership	170,279
ANNUALIZED RIDERSHIP LOSS	**326,367**

Source: Rail Passengers Association modeling estimate

Senator MORAN. And finally, Mr. Chairman, I would indicate to Mr. Flynn, part of the—I appreciate what he had to say today. Part of the skepticism that occurs, at least with me and maybe my colleagues, is that at least previous CEOs of Amtrak were less committed to long distance passenger service.

That is not that long ago, and so when the 3-day arrives, it raises concerns that this is another circumstance in which we are just being played, that this is the continued effort to eliminate or significantly diminish the service. Part of that comes from the Southwest Chief and the desire by one of your predecessors, at least the suggestion, that we replace a significant number of train miles with bus service. It just sends signals that there is not a commitment at Amtrak. I don't have that feeling with you, and I appreciate that.

Mr. FLYNN. Thank you, Senator. And I will just state and I touched on it earlier, but our Board of Directors has also asked me to convey very clearly to this committee their commitment as well.

Senator MORAN. They have conveyed that to me as well. Thank you.

Mr. FLYNN. And their direction to me. Thank you.

The CHAIRMAN. Thank you, Senator Moran. We have intruded on Senator Udall's time to a great extent. But let me see if I can nail down one thing that—to follow up on Senator Moran's question about capital improvements. To what—can you can you just briefly tell us what the interplay is between your capital improvement budget and the capital improvement because actually, you travel on 22,000 miles of rail owned by the freight companies. So where does

their capital improvement obligation pick up and where does yours leave off and vice versa?

Mr. FLYNN. Well, in part, we are making our contribution overall to the host railroads as we pay access fees to use their railroads. But for example, in the Gulf Coast, we understand that there may need to be additional capital improvements on the Gulf Coast to ensure that there is not interference at some level to the freight passenger——

The CHAIRMAN. So your capital improvement budget is over and above your access fees?

Mr. FLYNN. We would have to make in the Gulf Coast contributions to, capital contributions to improve infrastructure, to provide the service at an 80 percent on time reliability standard, as well as minimizing interference for freight rail operations.

The CHAIRMAN. And that is the bulk of, and I am speaking system wide, that is the bulk of the type of capital improvement budget that you——

Mr. FLYNN. No, the bulk of our capital improvements are on our Northeast Corridor, and our contributions on the Northeast Corridor for infrastructure capital improvements.

The CHAIRMAN. OK, I understand. OK, thank you so much. And Tom, I am just—somehow I have to make this up to you some day for making you wait for 5 minutes. But you are recognized, sir.

STATEMENT OF HON. TOM UDALL,
U.S. SENATOR FROM NEW MEXICO

Senator UDALL. It is no problem, Mr. Chairman. Always good to hear you and also to hear Senator Moran talk about capital improvements on Amtrak and hear Senator Moran's tough questions of Mr. Flynn and identifying the fact that there is a very strong bipartisan group who is interested in seeing this passenger rail continue. So, and I would associate myself with Senator Moran's comments regarding Amtrak and the possible threats to its existence. As many of you are aware, the Southwest Chief is vitally important to many of the Senators on this dais and to the communities we represent.

I am grateful for the work of my friends on this committee and others. A bipartisan coalition of Senators proves that we can work together on issues of common interest to our constituents. However, rail service in New Mexico and passenger rail across the country is facing unprecedented challenges due to COVID–19. This committee must rise to meet that challenge. Mr. Flynn, thank you for your willingness to work with us on the Southwest Chief. Amtrak's customers between Dodge City, Kansas; and Albuquerque, New Mexico, are grateful for Amtrak's commitment to Congressional mandates on capital improvements to this line. However, I am concerned about its future, and I want to underscore what you mentioned in your testimony. Does Amtrak currently have the capability to maintain service on the Southwest Chief and other long haul routes across the country? Mr. Flynn.

Mr. FLYNN. We have the capability to maintain the three times a week service that we are—have just begun operations of through the month of October. We will need additional funding to restore the 7-day frequency routes that we have temporarily adjusted. And

that was all part of the capital and supplemental funding request we have submitted.

Senator UDALL. And Mr. Flynn, does—so you, let me be clear here, you have submitted requests so that you can do capital improvements on that part of the line, the Southwest Chief between Kansas and New Mexico?

Mr. FLYNN. So we have submitted a total funding request, supplemental funding over and above our $2 billion that we are operating under now under our continuing, under the continuing resolution. That includes a capital work across our network and would include capital work ongoing on the routes that serves the Southwest Chief.

Senator UDALL. Mr. Flynn, does Amtrak have the resources to maintain its current staff, or will you be forced to make additional layoffs in the near future?

Mr. FLYNN. So furloughing and laying off management staff is very difficult for us to do. We have had a force reduction over the last several months. About slightly over 500 people, management and union did take a voluntary—participated in our voluntary separation plan. Another 100 management employees were laid off over the last several months. And we are in the process of, unfortunately, furloughing just about 2,000 of our agreement employees. What we have gone on to say is that without further capital funding, there is the risk of about another 2,400 furloughs.

And we have discussed this with labor leadership. That 2,400, slightly north of 700, would be engineering employees because we would have lack of capital funding to work on infrastructure and engineering projects. So there won't be funding for their work. The other 1,600 or so would be people who would be furloughed, unfortunately, because our states have advised us that absent funding their portion of the funding that we have asked for, they would have to curtail State services by about 65 percent. So, yes, there is about another 2,400 people who could be affected.

Senator UDALL. Mr. Flynn, are you aware of legislation in Congress that will give you the resources you need to maintain long distance service for the Southwest Chief, rehire the employees you have laid off to date, and prevent further layoffs?

Mr. FLYNN. Well, certainly in the House we're aware of the Invest in America Act and also of the House Appropriations Act, which went over and above and provides additional $5 billion for longer term infrastructure projects and investment in Amtrak overall.

But I think beyond that, beyond that, I believe that Senator Blumenthal has legislation that would establish a trust fund, passenger rail, Amtrak, passenger rail is perhaps the only means of surface transportation that does not have the certainty of a trust fund, does not have the ability to have well, or at least the certainty of long term funding for these long term capital projects. And so that would be vitally important to Amtrak as well.

Senator UDALL. Thank you. And just to note, the House passed HEROES Act included $2.4 billion for passenger rail. So, I think you are talking about that. That is a significant step. And I think you have a bipartisan majority on this committee that want to

work with you to get that done. So thank you, Mr. Chairman. So thank you for your courtesies. I ran a little bit over here.

Mr. FLYNN. Thank you, Senator.

The CHAIRMAN. Thank you, Senator Udall. Senator Markey.

STATEMENT OF HON. EDWARD MARKEY,
U.S. SENATOR FROM MASSACHUSETTS

Senator MARKEY. Thank you, Mr. Chairman, very much. And my belief is that we absolutely have to pass significant additional financial help for Amtrak as soon as possible. Obviously, we are in a crisis. It is not a crisis that is created by Amtrak. But it is incredibly important that we keep it sustainable for the duration of this crisis. And it is just imperative that we construct a package that works for them right now. So let me turn to the Amtrak ticket change fee issue. Just before the Amtrak ticket issue was beginning to percolate, we wound up with the pandemic hitting us.

Just as it was about to begin, Senator Blumenthal and Senator Warren and I wrote to Amtrak and it was right after Amtrak introduced new change and cancellation fees for its two most affordable classes of tickets. We expressed concern that this decision reflected a disturbing move toward the same kind of anti-consumer business practices that are all too common in the airline industry, where unfair fees have historically been sky high. Although Amtrak, like the airlines, subsequently waived these fees during the pandemic, I believe that a temporary waiver is insufficient.

Instead, Amtrak should actually take another, more recent page from the airline playbook, and I don't say that often, but by permanently eliminating change fees. I am proud that an increasing number of airlines, including Delta, United, and American, are finally listening to my advocacy against these fees. These airlines have begun to recognize that eliminating change fees is a pro consumer policy, and that helps both travelers and businesses. It generates goodwill. It increases bookings by giving consumers the flexibility they need to feel confident buying tickets.

So, Mr. Flynn, I ask you now, will you commit to be permanently eliminating all of Amtrak's change fees?

Mr. FLYNN. Thank you, Senator. We certainly did temporarily suspend the change fee. That is something that we are considering to make permanent and evaluating. Now, we haven't reached that decision. I would just offer that. Overall and more broadly, our terms and conditions and fee structure for our riders or our customers are much more generous, much more forgiving than what we have seen in the rail industry. But your point is taken, and that is something we will evaluate.

Senator MARKEY. Yes. People don't know when it will be safe to travel again, so eliminating change fees should increase your bookings by allowing consumers to buy tickets worry free, and I would recommend that to you. It is a pro-consumer policy that even the airlines now recognize as good for business. Now, the other issue I would like to raise with you is a piece of legislation which I introduced, which I call the "BRAIN TRAIN". It calls for a massive investment in infrastructure that can jumpstart our economic well-being in the COVID–19 era. I believe the passenger rail must be

at the center of any such package. It is an essential ingredient for a healthy economy.

So what I have done is I have introduced legislation with Congressman Richie Neal from Massachusetts, and it is called the BRAIN TRAIN Act or the Building Rail Across Intercity Networks To Ride Around the Interior of the Nation Act, and it authorizes $5 billion of annual investment and high performance of city rail projects for a total of $25 billion over 5 years, and the money will be accessible to cities, to states, to Amtrak, to public agencies responsible for transportation across the country. Mr. Flynn, do you agree that we need to pass legislation like my BRAIN TRAIN Act, like Congressman Neale's BRAIN TRAIN Act, which will massively expand passenger rail in America?

Mr. FLYNN. Well, thank you for introducing that bill, Senator Markey. I absolutely believe that we do need legislation to invest in Amtrak, to invest in the growth of intercity passenger rail. The industry has the NEC future, the Northeast Corridor future plan in place, which is indeed actionable upon a level of funding. And also Senator Blumenthal's bill that would establish a trust fund combined with the other, the Invest in America Act, for example. So there are a number of legislative, a number of bills out there. I think all point to one end, which is the need to invest in Amtrak and grow intercity passenger rail on a significant scale in our country. And so we thank you for your leadership on that.

Senator MARKEY. I thank you. And again, I do believe that it has to be part of any big infrastructure bill that we put together. And I look forward to working with you and with you, Mr. Chairman. Thank you.

The CHAIRMAN. Thank you, Senator Markey.

Senator Blumenthal.

STATEMENT OF HON. RICHARD BLUMENTHAL,
U.S. SENATOR FROM CONNECTICUT

Senator BLUMENTHAL. Thank you, Mr. Chairman. Mr. Flynn, welcome to the Committee. Thank you for mentioning just now the Intercity Passenger Rail Trust Fund Act, which my colleague, Senator Udall, and I have championed, S. 4187, which would establish a trust fund, as you observed, and provide approximately $5.4 billion to that fund annually in grants for repairs, trip time, optimizing investments, improving service, modernizing the fleet and other needs that are so dire across Amtrak's network. And I welcome you before the Committee for your committed advocacy to the cause of Amtrak, your background in transportation, your family's service in railroading, and hope that we can work together toward that kind of massive investment in our infrastructure that has to be done regardless of the outcome of this election by the next Administration.

I want to ask more specifically about some of the key aspects of the Gateway program. I am very concerned about replacements of the Connecticut River and Shaw's Cove Bridges. I have serious concerns that without additional Federal support, Amtrak's capital program to the NEC is in jeopardy. As you know, Amtrak and the NEC states have been working for years to reserve funding to address the significant backlog of projects along this rail Corridor. It

is the busiest in North America. And I would like to know from you what the outlook is for the Gateway program and what is the current status of the Connecticut River and Shaw's Cove Bridge replacement.

Mr. FLYNN. Thank you, Senator. Well, I am not only from a real family, but I am from Bridgeport, Connecticut, and my father worked on the New Haven Railroad and I did too, on summer jobs up in New England. And, in fact, was in Connecticut last week. Had the opportunity to meet with Commissioner Gelati. And I am very familiar with the rail routes that we are talking about. And Gateway is absolutely essential to intercity rail passenger services going forward. And the replacement of the bridges in Connecticut, the Connecticut River Bridge, the Shaws Bridge, the Walk Bridge in Norwalk as well, a hundred or more year old structures are vital, but there is certainly a potential for delay in moving forward with these long needed projects, you know, absent a level of funding to support those capital investments.

And if we are continuing for some period of time to operate under that Continuing Resolution, the $2 billion level, for example, they will be delayed. And I would be happy to work with your offices and go through kind of a bridge and or project by point and just give you a better perspective and more detail.

Senator BLUMENTHAL. I would appreciate that, because as you know from your personal experience and thank you for mentioning your Bridgeport roots, those bridges are choke points for the entire Corridor. When the Walk Bridge or any of those bridges is out of commission, rail traffic is disrupted throughout the Corridor, up and down the whole system.

So it affects not only people who are traveling through Connecticut, but really everyone who wants to use that busiest in the Nation rail Corridor. So I think there has to be a priority here. I think that the commitment has to be complete, and I would appreciate your focusing on it and giving me the benefit of your additional views and facts, because I think we have a common cause here, not just because we share combined roots in Connecticut, but also because I believe strongly that there is a national interest in those potential choke points in those bridges and those areas of concern. So I appreciate your offer and I will take you up on it. Thank you.

Mr. FLYNN. To your point, Senator, about 55 million people live on that Corridor between Washington and Boston. And it certainly goes straight through Connecticut. And as we think about the future of railroading, there are 28, 29 Corridors like the Washington, Boston, across our country. Many of them exist on our long distance routes, city pairs on our long distance routes. And that is indeed points of the future where Amtrak growth can lie, how we can expand and better serve our country going forward, presumably have the investment. Thank you, sir.

Senator BLUMENTHAL. Thank you, Mr. Flynn.

Senator CANTWELL [presiding]. Thank you. Senator Duckworth.

STATEMENT OF HON. TAMMY DUCKWORTH,
U.S. SENATOR FROM ILLINOIS

Senator DUCKWORTH. Thank you, madam, Ranking Member and Mr. Chairman, also thank you for having this very important meeting. Mr. Flynn, due to the pandemic, I think this is our first high office encounter, so welcome. We have heard talk about this a little bit in this hearing today but I just want to emphasize the tremendous distress that the COVID–19 pandemic continues to cause for every sector of our economy, including Amtrak, its workforce and every other mode of transportation. You know, Amtrak enjoyed record ridership in 2019. In fact, it was on track for another stellar year in 2020 before the pandemic broke. And as Amtrak closed its first ever annual reporting profit, the pandemic cost 97 percent of its ridership to evaporate in a matter of weeks. And unfortunately, Amtrak is not alone in this.

Transit agencies like the Chicago Transit Authority, Metra and Pace also experienced similar drops in ridership and revenues. Airports, airlines, motorcoach industry, State and local highway departments, freight rail. Some are hurting more than others, but no one has been spared the devastating impact of COVID–19. Mr. Flynn, Amtrak has acknowledged that it is likely to furlough roughly 2,000 employees and you were talking about that already today due to the lost revenues during the pandemic and inaction by Congress to provide workforce stabilization relief. Is the 2,000 employee number correct?

Mr. FLYNN. Yes, Senator, that is correct.

Senator DUCKWORTH. Thank you. And 6 months ago, the House passed the HEROES Act that included $4.8 billion to assist Amtrak and its workforce. Three weeks ago, the House tried again by passing an updated HEROES Act that included roughly $3 billion for operating assistance and State supported routes. Is that correct?

Mr. FLYNN. Yes, Senator. I am certainly aware of the funding in the HEROES Act II.

Senator DUCKWORTH. OK. Thank you. So if either one of these bills became law, would they allow Amtrak to prevent service cuts and avoid furloughing the 2,000 employees?

Mr. FLYNN. Yes, Senator. We have unfortunately begun the furloughing. It is a difficult decision that is underway and we have implemented the service frequency reductions, but funding at that level would allow us to recall furloughed employees and restore the services.

Senator DUCKWORTH. Thank you. So let's compare that with the Senate Republicans' skinny proposals, the first of which we considered in September and the second of which we have been considering this week. Mr. Flynn, how much funding was included to protect Amtrak's workforce of operations in the Republicans' skinny proposal?

Mr. FLYNN. There wasn't any funding.

Senator DUCKWORTH. Thank you. Just to be clear, is it accurate to say that if either of the Republicans' skinny bills were to become law as drafted, Amtrak would still be forced to furlough employees and reduce services?

Mr. FLYNN. That is correct, Senator.

Senator DUCKWORTH. Thank you. Do you happen to know how much these skinny proposals included to protect other critical transportation workers like pilots, flight attendants, mechanics, bus drivers and transit operators?

Mr. FLYNN. I am not intimately familiar with the bills, but I am not aware of any other transportation funding.

Senator DUCKWORTH. Thank you. I think you are correct. The answer is zero. It is unfortunate that Leader McConnell and his Republican colleagues continue to play games with the livelihoods of so many workers and their families. And I am hopeful that they will reconsider their extreme position and begin negotiating in good faith with Speaker Pelosi and Secretary Mnuchin. Mr. Flynn, in the time that I have left, I want to talk a little bit about Amtrak's commitment to disability and accessibility for their passengers.

As this is our first time meeting, I am hoping you will reaffirm previous commitments made by Amtrak on a number of critical disability and accessibility issues. As you may know, Mr. Anderson committed to establishing a position on his senior executive team that would report directly to the CEO and focus on systemwide accessibility enhancements. Who is that person on your team?

Mr. FLYNN. That person is Ms. L.D. Atchison. She reports directly to me. And just to your to your point, Richard and I had a long discussion as we were transitioning the roles here about his meeting with you and his commitments to our ADA obligations overall. So I believe I am very aware of them. And in addition to Ms. Atchison, a gentleman, Mr. David Handera specifically focused on our station and platform enhancements and our commitments and obligations under ADA as well.

Senator DUCKWORTH. Thank you, I am very pleased to hear that. And thank you for maintaining that commitment and I hope that you will institute new accessibility policies that go above and beyond the absolute minimum Federal requirements. And that will help establish Amtrak as a premier transportation option for all travelers. Thank you for being here today. I yield back.

Mr. FLYNN. I look forward to meeting with you, Senator, and I can discuss our enhanced policies in more detail.

Senator DUCKWORTH. Thank you.

Senator CANTWELL. Thank you, Senator. Senator Rosen.

STATEMENT OF HON. JACKY ROSEN,
U.S. SENATOR FROM NEVADA

Senator ROSEN. Thank you, Ranking Member Cantwell, I want to thank the Chairman and of course, the witnesses for being here today. I want to talk a little bit about Northern Nevada. Northern Nevada's vibrant rural communities rely on Amtrak's California Zephyr line, which is a long distance route that travels through Reno, Winnemucca, and Elko. For many hardworking Nevadans, Amtrak passenger rail is the only affordable, accessible means of transportation to get from rural parts of our state to the Reno's metro areas where many of our Northern Nevadans jobs are, where hospitals and medical services are located, and it is really important that they get there.

Before the pandemic, an average of 84,000 Nevadans annually rode the long distance passenger rail through the state, using it to

get to a VA Sierra Nevada health care system. So on June 24, 2020, I sent you a letter along with Senators Cortez Masto, Tester and Manchin that expressed concerns with Amtrak's proposal to significantly reduce long distance service because of the devastating impact it would have on rural communities including, of course, those in Nevada. Not only would Nevadans lose reliable transportation during an unreliable time, but thousands of jobs could disappear.

Unemployment in Nevada is at an all-time high, over 30 percent in April. Still close to 13 percent today, the highest in the Nation. And now is not the time to economically isolate our state's rural communities. So despite our concerns, at the beginning of this month, Amtrak announced a long distance California Zephyr line will only run three days a week, down from the seven days per week. In fact, 12 of the 15 long distance passenger lines across the country will only run three days a week.

So, Mr. Flynn, I really can appreciate the financial difficulties that Amtrak faces during the pandemic, but if Congress is going to support Amtrak by providing funding at historic levels, I want to make sure that you have a path forward that ensures passenger rail service for places like Winnemacca, Elko, and Reno. And so, I know Senator Tester asked earlier about data you are going to use to restart those lines going back.

But I want to know one, what data did you use to support your decision to reduce the long distance service to three days? And number two, can you commit to prioritizing rural service working, and working to ensure that the long distance service is restored as soon as possible in Nevada?

Mr. FLYNN. Thank you, Senator. So we used the variety of data and financial analysis regarding the long distance service. And essentially we started with simply ridership. The ridership level, the decline in ridership across our network, across all of our services was dramatic and was certainly dramatic in our long distance services as well. From a financial perspective, the ridership level has deteriorated such that the revenues that we receive through fares from our passengers does not even cover what we would call above rail costs, did not cover the cost of fuel, did not cover the cost of crew, did not cover the cost of other services.

And so a substantial degradation in financial performance. And that largely informed our decision, given the absence of funding that we had no certainty on beyond the CARES Act and the level of funding that we have communicated to the various committees and to the staff that Amtrak's going to need to restore 7 days service and to recall furloughed employees as part of that restoration and furloughed employees in other areas of our network.

But I hope I am clear that it is indeed our intention to restore long distance service, when financially possible, to its 7 day week operation. I mentioned that we, in furloughing, we have provided extended health care to our furloughed employees. We did that in part to—all the concerns one would have while being furloughed, we did not want our employees to have the concerns about health care.

We wanted them to be interested in coming back to Amtrak when we were able to recall them. And we hope that, for example,

health care, the continuation of no cost health care would be part of, would be part of that decisionmaking process on their part.

Senator ROSEN. Thank you. I want to follow just quickly on Senator Duckworth saying, if we were to fund our colleagues would take up funding for transportation and Amtrak, you would not have to furloughed employees. You could possibly restore these important services to our rural, frontier communities across this Nation that would help connect them to the vital services they so desperately need during this pandemic. Is that correct?

Mr. FLYNN. Yes, Senator, I have tried to be clear on that throughout the hearing today. But, yes.

Senator ROSEN. Thank you. I appreciate it. I yield back my time.

Mr. FLYNN. Thank you.

Senator CANTWELL. Thank you. I don't know—do we have any other members for this panel? OK. So if not, I want to thank both Mr. Flynn and Mr. Tuss for testifying. That concludes the first panel. And again, obviously appreciate you following up with any members on the questions from today. I know some members asked you for further information, but look forward to working with you and obviously getting support for this sector of transportation. So thank you very much.

Mr. FLYNN. Thank you, Senator.

Senator CANTWELL. We are next going to go to the second panel with Mr. Frank Chirumbole, Randy Gordon, Kent Fountain, Ian Jefferies, and Dennis Pierce. And I guess we are going to start with you, Mr. Frank Chirumbole. Hopefully I am saying that correctly. Oh, some of these witnesses are here.

So, yes, please, if you are in the room, please step up. Otherwise, we will call on people remotely. So it looks like Mr. Chirumbole, you are being—a remote testimony. Is that correct?

Mr. CHIRUMBOLE. Here we go. Thank you very much. Thank you, Senator.

Senator CANTWELL. Thank you.

STATEMENT OF FRANK CHIRUMBOLE, VICE PRESIDENT, GLOBAL SUPPLY CHAIN, OLIN CORPORATION ON BEHALF OF AMERICAN CHEMISTRY COUNCIL

Mr. CHIRUMBOLE. Mr. Chairman and members of the Committee, my name is Frank Chirumbole. I am the Vice President of Global Supply Chain for Olin Corporation and I am also appearing here today on behalf of the American Chemistry Council, a trade association representing America's leading chemical company. Olin and the ACC thank the Committee for holding this important hearing and for the invitation to appear today. Olin is the world's largest Chlor-alkali manufacturer, producing chlorine, bleach, and other derivatives used in thousands of applications, including water treatment, surface disinfection, pharmaceuticals and many others. Olin ships more than 47,000 railcars annually from its various North American manufacturing locations.

Each facility is captive to a single rail carrier, giving railroads substantial market power over our service. I am going to speak briefly on three topics. Rail service, Olin's concerns related to current surface transportation board procedures, and our support for continued forward progress on reforms at the STB. First on service,

the railroads and shippers have faced unprecedented challenges during the COVID pandemic. Olin is pleased that private and public stakeholders have generally worked cooperatively to balance public safety while ensuring continued production and delivery of essential products. Specifically, Olin has found the railroads to be very collaborative and responsive in maintaining rail service during this challenging period. As the country moves to reopen, it is critical that this cooperation continues. Olin supports continued close oversight to ensure that the railroads common carrier obligation to serve the public is fully protected.

Second, the need for meaningful protections for captive shippers against unreasonable railroad practices and rates is fundamental and paramount. Olin, like 70 percent of ACC member companies, is a captive real shipper, meaning it has no effective market competition for its railroad service. While Congress has mandated that rates for captive shippers be reasonable, that directive has been unrealized for carload shippers, such as Olin, who do not move their commodities in unit trains. In fact, in the forty years since the Staggers Act, no carload shipper has succeeded in a major rate challenge against the railroads. Again, that is zero for 40 years.

Olin has first-hand experience with this process through a multimillion dollar, multiyear stand alone cost rate case known as SAC, which STB narrowly decided against Olin in 2014. In that decision, however, all three Board members expressed significant concern about the substantial scope, complexity and difficulty of cases, the extreme burdens placed on shippers in such cases, and that alternate rate relief remedies need to be implemented. Third, what needs to be done. Olin has long supported efforts to develop simple, practical, and effective constraints on unreasonable railroad pricing.

We currently experience instances of chlorine car rates of over $30,000 and revenue to variable cost ratios of 1,000 percent. That is not reasonable. In September 2019, STB initiated a Notice of Proposed Rulemaking to bring about a new streamlined final offer rate review test to help provide effective regulatory protections for captive shippers. This streamlined process calls for a decision within 135 days. The final offered procedure follows the recommendations of the USDA, the Transportation Research Board, and the STB's Rate Reform Task Force. Olin supports the Board's proposed final offer rate review rules.

These new rules are one of the most important reforms the STB can make in the near term for resolving rate disputes and to help create a more level playing field for negotiations with the railroads. Olin firmly believes that this proposed rate review procedure and other modest regulatory changes would benefit the long-term health of the rail industry, as well as rail reliant U.S. manufacturer. Finally, Olin supports a full complement of Board members and a fully funded agency. Thank you again for the opportunity to appear before the Committee today.

[The prepared statement of Mr. Chirumbole follows:]

PREPARED STATEMENT OF FRANK CHIRUMBOLE, VICE PRESIDENT, GLOBAL SUPPLY CHAIN, OLIN CORPORATION

Mr. Chairman and Members of the Committee, my name is Frank Chirumbole. I am the Vice President, Global Supply Chain for Olin Corporation ("Olin"). I am also appearing here today on behalf of the American Chemistry Council ("ACC"). I appreciate the invitation to appear and the opportunity to participate in this hearing to discuss the status of the railroad industry and railroad service.

Identity and Interest

Headquartered in Clayton, Missouri, Olin is a publicly traded company listed on the New York Stock Exchange with 8,200 employees at 70 locations worldwide. Olin has three business segments: Winchester Ammunition, a leader in small caliber ammunition production and a supplier to U.S. law enforcement and military; Epoxy, a leading producer of epoxy and industry-leading epoxy technology; and Chlor Alkali Products & Vinyls, a leading producer of bulk chlorine, caustic soda, bleach, and other chemicals in North America. Olin was the first commercial supplier of chlorine in the United States and has been involved in the chlor alkali industry for over a century. Chlorine is an essential chemical building block for numerous materials and products used by the public, beyond the well-known uses in water treatment. Olin is the Nation's largest manufacturer of bleach, and our products are also used in the manufacturing process for both pharmaceuticals and an array of medical supplies. Olin currently ships over 47,000 rail cars annually from its various North American manufacturing locations, each of which is captive to a single railroad. Because of Olin's dependency on railroad service, rail transportation is one of the single largest costs of its production and distribution process, and the need for efficient, cost-effective service is essential for Olin.

Olin is a member of the ACC. ACC is an industry association that represents America's leading chemical companies. Its members produce and manufacture a wide variety of chemicals, polymers, and related products that make our lives and our world healthier, safer, more sustainable, and more productive. ACC members depend on the Nation's railroads for the safe, efficient, and secure transportation of their products, and they also depend on the availability of reasonable rates to move those products.

A. Railroad Service During the Covid-19 Pandemic

Olin recognizes that during this national emergency period, the railroads have sought to work cooperatively with their customers to manage the effects of the COVID–19 pandemic, and to ensure that that critical chemical products, including chlorine, are timely shipped, while protecting the safety of the railroad workforce.

The railroads and shippers have faced unprecedented challenges, but still have been able to protect their service due to stakeholder cooperation and the assistance of Federal and state authorities. For example, the Department of Homeland Security issued guidance in March 2020 that transportation and the chemical and industrial supply chains, including chlorine and alkali manufacturing, are deemed essential critical infrastructure services and functions. The Federal Railroad Administration ("FRA") issued emergency relief from limited compliance rules where necessary to ensure continued service and the delivery of vital commodities essential to the health, safety, and security of the Nation.

Since the onset of COVID–19, the Surface Transportation Board ("STB" or "Board") and the FRA have maintained communication with the railroads and engaged in efforts to ensure continuity of service. State and local officials have cooperated and generally worked to ensure that critical railroad and shipper workers be allowed to have access to their workplaces, including locomotives/trains, while maintaining appropriate safety protections. This Committee has sent letters to the surface transportation sector soliciting insights and experiences in responding to and learning from COVID–19, and it held a hearing in June 2020 to examine the impacts and responses to the pandemic, and how stakeholders have continued to provide critical services during this period.

These collective efforts have greatly assisted Olin in maintaining rail system fluidity during this challenging period. While certainly service has not been perfect, Olin is grateful that private and public stakeholders have generally worked cooperatively in good faith to balance public safety, while ensuring continued production and delivery of essential products.

As the country moves to reopen in a phased approach, it is critical that this cooperation continue. This includes continued regulatory oversight to ensure that the railroads' common carrier obligation to serve the public is fully protected. In this respect, Olin is aware that the STB and FRA have been in communications with the Class I railroads in recent weeks over service disruptions. As referenced, Olin

has faced periodic service challenges with its railroad partners, and many stakeholders have expressed concerns about service problems arising as a result of the railroads adoption of major operational changes and cost-cutting to implement Precision Scheduled Railroading. We must ensure that the U.S. freight rail network is safe, reliable, and resilient. Communications and transparency are critical to resolve service issues as they arise and prevent more widespread issues. Olin supports continued close oversight and pledges to work with all stakeholders, private and public, to help ensure railroad service reliability.

B. The Need for Meaningful Competitive Protections for Captive Shippers

The need for meaningful protections for captive shippers against unreasonable railroad practices and rates is fundamental and paramount. The Interstate Commerce Commission Termination Act of 1995 created the STB and tasked it with carrying out the national rail transportation policy "to maintain reasonable rates where there is an absence of effective competition." 49 U.S.C. § 10101(6). That obligation is not discretionary. Absent effective competition, rates on market dominant rail traffic "must be reasonable." *Id.* §§ 10701(d)(1), 10702(1).

Olin is a classic captive shipper. Olin's captivity at each of its chlor alkali production facilities means it has no effective market competition for its railroad service and must rely on the Board to fulfill its statutory obligation to establish and maintain meaningful regulatory rate relief protection.

While Congress has mandated that rates for captive shippers be reasonable, that directive has been completely unrealized for carload shippers such as Olin. In the 40 years since the Staggers Rail Act of 1980, no carload shipper has succeeded in a major rate challenge against a railroad, and only a few have succeeded in "small" rate cases. The reason is fairly obvious. Under the current test, railroads are able to unilaterally impose rate increases on customers without providing any justification for the new rates; customers must file a complaint and spend millions of dollars and several years to challenge the new rates in an attempt to block the new rates; customers must pay the railroads rate demands during the pendency of cases; and customers have all of the burdens of proof to show that the challenged rates are unreasonable. Olin respectfully submits that this model is not fair and makes little sense.

The STB's principal "large" rate case standard, the stand-alone cost test ("SAC") was designed and works only, if at all, for unit-train shippers, principally coal shippers. While unit train coal shippers with movements in single origin-to-destination pairs have had some modest, mixed success using SAC, carload shippers have unfortunately failed miserably. No carload shipper has succeeded in a SAC case in the 34 years since SAC was adopted.

Olin has first-hand experience with this process. In the early 2000s, Olin challenged rates for one of its major shipment lanes for chlorine. *SunBelt Chlor Alkali P'ship v. Norfolk S. Ry.,* Docket No. NOR 42130. In the proceeding, Olin's subsidiary SunBelt Chlor Alkali Partnership ("SunBelt"), looked to the STB as the last line of defense against monopoly pricing, and to SAC as the only viable regulatory remedy available for it to challenge the defendant carrier's rates.

SunBelt utilized four in-house witnesses and retained 18 expert witnesses to design and build the hypothetical railroad, model it, and present testimony. SunBelt submitted over 1,400 pages of hard copy evidence and substantial gigabytes of electronic evidence, train modeling, and spreadsheets. The Board's 215-page decision found that NS had market dominance over the involved traffic, but that the challenged rates were not unreasonably high until year 2021, and the Board declined to prescribe rates or order damages and reparations. *SunBelt Chlor Alkali P'ship v. Norfolk S. Ry.,* Docket No. NOR 42130 (STB served June 20, 2014).

In a spirited dissent, then Board Member (now Chairman) Begeman amented about the "hundreds, if not thousands, of calls [that] are made at the Board that lead up to its determination of whether a rate is unreasonable," and the subjective approach utilized by the majority to deny rate relief to SunBelt. *Id.* at 32. Commissioner Begeman concluded, "[n]ow, the Board should ask whether the SAC process can provide a meaningful gauge of rate reasonableness for carload traffic shippers. I stand ready to work with my colleagues and Board stakeholders to improve our rate processes." *Id.* All three Board Members expressed significant concerns about the substantial scope, complexity, and difficulty of SAC cases, the extreme burdens placed on shippers in bringing and succeeding in such cases, and the need for the Board to evaluate and implement alternative rate reasonableness standards to ensure shippers have a viable method and meaningful opportunity to challenging rates.

C. Improvements Brought About by the STB Reauthorization Act of 2015

Olin believes that a central role of Congress in the railroad regulatory arena is to provide effective oversight of the STB, and in particular, to ensure that the agency administers the law in an efficient, open, and evenhanded manner and implements appropriate and reasonable standards consistent with its statutory directives. Olin also believes that Congress' duty is to provide transportation policies that help ensure that free enterprise, commerce, and competition are allowed to flourish while protecting those consumers who are "captive" to a single railroad from economic abuses by the highly concentrated railroad industry.

However, Olin believes that the STB and its predecessor, the Interstate Commerce Committee for many years interpreted its regulatory authority in a manner that emphasized the railroad industry's financial needs at the expense of allowing competitive forces to operate as Congress intended when it enacted the Staggers and ICC Termination Acts. The Agency simply has not done enough over time to ensure that shippers are protected from the loss of competition resulting from the wave of mergers and consolidations in the railroad industry.

Congress, through the leadership of this Committee, correctly recognized and responded to stakeholder concerns about the STB's administration of its statutory authority over rail rates and rail practices with the enactment of STB Reauthorization Act ("STB Reauthorization Act" or "Act") of 2015. A few of its pertinent provisions are discussed below.

First, stakeholders expressed concerns about delays in the processing of regulatory proceedings. Congress addressed these concerns in the Act by, among other things, requiring the STB to provide a quarterly report to this Committee, and to the House Committee on Transportation and Infrastructure, that "describes the [STB's] progress toward addressing the issues in each unfinished regulatory proceeding." Act, § 15(b). Following the enactment of the STB Reauthorization Act, then Chairman Thune requested that the STB include in its § 15(b) quarterly pending case reports specific target dates for future actions, including completion. This reporting, including the listing of target deadlines, has proved helpful in better informing stakeholders of case status matters and generally spurring more timely processing of proceedings before the Board.

Second, many stakeholders expressed concerns that the Board's methodologies for setting maximum reasonable rates afforded them no practical means to obtain rate relief. Congress responded in the Act by, among other things, directing the STB to submit a report to the House and Senate a report that "indicates whether current large case methodologies are sufficient, not unduly complex, and cost effective" and "indicates whether alternative methodologies exist, or could be developed, to streamline, expedite, and address the complexity of large rate cases." Act, § 15(a). Congress also revised the text of the Act so to read: "[t]he Board shall maintain 1 *or more* simplified and expedited methods for determining the reasonableness of challenged rates in those cases in which a full [SAC] presentation is too costly, given the value of the case." 49 U.S.C. § 10701(d)(3) (emphasis added). In addition, section 11 of the STB Reauthorization Act modified 49 U.S.C. § 10704(d) to require that the Board "maintain procedures to ensure the expeditious handling of challenges to the reasonableness of railroad rates."

In response, in September 2019, in Docket No. EP 755, *Final Offer Rate Review,* the STB initiated a Notice of Proposed Rulemaking ("NPRM") to bring about a new streamlined final offer rate reasonableness methodology to help provide effective backstop regulatory protections for captive shippers. Streamlined discovery, evidentiary procedures, and decisional timelines call for a final Board decision in 135 days.

Olin commends the Board for recognizing that something more must be done to prevent railroad pricing abuses that are causing considerable economic harm to the public. The final offer procedure follows the recommendations of the U.S. Department of Agriculture, a blue-ribbon committee of the Transportation Research Board, and the STB's Rate Reform Task Force Report issued on April 25, 2019. The approach is not novel. It is very similar to that currently used by Canadian regulators in the Canadian Transportation Agency's final offer arbitration rules, but without an arbitrator as the case would be decided by the Board, and the approach is similar to what the Board already uses as part of its Three-Benchmark methodology. The railroads also use a similar mechanism as part of their car hire dispute resolution process. Additionally, final offer procedures are used in many commercial disputes, including resolution of substantial wage disputes in Major League Baseball (so-called "baseball arbitration").

Olin supports the Board's proposed final offer rate review rules. The Board's proposed final offer rate review could provide a meaningful and efficient rate relief

mechanism for carload shippers and promote reasonable commercial resolution of disputes.

Third, stakeholders expressed concerns that Federal sunshine laws prohibited a quorum of the STB (then, any two members of the three-member Board) from discussing pending matters with each other except in public meetings. Congress responded by enacting Sections 4 and 5 of the Act. Section 4 "expanded membership of the STB from three members to five in order to address inefficient quorum requirements," and Section 5 "allow[s] for limited instances in which a majority of Board members can communicate without requiring a full public meeting." Section 5 "appl[ies] for any number of STB board members, with or without the expansion to five members."

The STB is an independent agency, and new Board members are appointed by the President, subject to the advice and consent of the Senate. Since the Reauthorization Act was passed, the Board has remained a three-member Board. Olin supports a full complement of Board Members, and a fully funded agency. As this Committee is aware, President Trump nominated Michelle Schultz (R) and Robert E. Primus (D) to serve on the Board, their nominations have been approved by this Committee, and they now await full Senate confirmation.

While the Board has remained at three members, the members now have the authority under § 5 of the Act to meet and talk about pending matters privately, and they have exercised that authority on numerous occasions. In addition, the Board revised its rules in 2018 to allow Board Members to engage in *limited* ex parte communications with stakeholders in informal rulemaking proceedings. 49 C.F.R. § 1102. The Board has also used these new rules over the last few years to engage in meaningful discussions with stakeholders in several major proceedings. Olin has participated in such meetings and believes that they have proven helpful in bringing about a better understanding of issues that can lead to more effective decisions that benefit both shippers and the railroads.

D. STB Initiatives That Can Help Address the Captive Shipper Problem

Olin has long supported efforts to develop simple, practical, and effective constraints on unreasonable railroad pricing. We have seen rail rates continually escalate at levels far above inflation with negligible improvements in performance and customer service. Unfortunately, the incentives created by the highly concentrated railroad marketplace and the current state of rail regulation encourage monopolistic behavior that has ramifications for Olin and our customers working in competitive markets.

Olin is pleased that the Board has stepped forward to develop some modest new procedures to help restore balance between railroads and shippers in determining the lawfulness of rates. As mentioned, Olin supports the final adoption of Final Offer Rate Review (EP 755) which is one of the most important reforms the STB can make in the near term; it will help create a more level playing field for negotiations with the railroads. Also, the Board has recently approved new streamlined "market dominance" determinations (EP 756) in rate cases, designed to help remove some unnecessary complexities from the process. Olin supports these new rules and expects the Board to further refine the test to make it more responsive to stakeholder needs in a follow-up rulemaking.

Additionally, the Board has considered the implementation of the revenue adequacy constraint for some time, and Olin has urged the Board to use its hearings on the subject as a springboard to swiftly develop and implement a final proposal for heightened constraints on revenue adequate railroads. Further, Olin has asked the Board to address the fact that many lanes are bundled in private agreements and the railroads make it essentially impossible to challenge a single lane. This is because the railroads require that all the lanes under a bundled private contract be taken to tariff in order for a shipper to bring any case before the STB. Railroad-imposed, anti-competitive bundling arrangements with respect to the provision of rates create a significant barrier to access to the Board's rate relief process.

Olin firmly believes that these and other modest regulatory changes will benefit the long-term health of the rail industry, as well as rail-reliant U.S. manufacturing. Such initiatives are important to further the national transportation policy goals of providing for the expeditious handling and resolution of proceedings, as well as maintaining reasonable rates where there is an absence of effective competition.

Olin supports a robust and highly functioning rail network, and we genuinely want the rail industry to be successful. That said, there must be some reasonable limits. Chlorine car rates of more than $30,000 per railcar, and revenue-to-variable cost ratios of over 1,000 percent are not reasonable. We remain hopeful that the Board can and will implement meaningful constraints, and we are confident that

it can reach a fair equilibrium in doing so. We respectfully urge this Committee to support the Board in the above initiatives.

* * *

Olin greatly appreciates this opportunity to present our views to the Committee and will be pleased to provide it with any additional information it may need on any of the matters discussed in this testimony.

Respectfully submitted,

FRANK CHIRUMBOLE,
Vice President, Global Supply Chain,
Olin Corporation.

Senator CANTWELL. Thank you very much. Next, we will hear from Mr. Gordon. Thank you for joining us.

STATEMENT OF RANDY GORDON, PRESIDENT AND CHIEF EXECUTIVE OFFICER, NATIONAL GRAIN AND FEED ASSOCIATION

Mr. GORDON. Ranking Member Cantwell and members of the Committee, I am Randy Gordon, President and Chief Executive Officer of the National Grain and Feed Association, known as an NGFA. Thank you for the invitation to testify at this important hearing. Ours is the Nation's largest and most broad based agribusiness trade association.

Founded in 1896, NGFA consists of more than 1,000 grain feed processing, exporting and other grain-related companies that operate more than 7,000 facilities nationwide and handle more than 75 percent of the U.S. grain and oilseed crop. This hearing's topics are essential for an essential industry. With respect to the COVID–19 pandemic, the U.S. Department of Homeland Security in March issued extremely useful guidance designating workers in the food, agricultural and transportation sectors as essential to the continued functioning of the U.S. economy.

Except for ethanol plants, which reduced capacity given reduced fuel demand, the sectors of U.S. agriculture that constitute NGFA's members have largely remained open and operational throughout the pandemic. NGFA too wants to take this opportunity to commend the rail industry for continuing to provide service and communicating with its agricultural customers during the pandemic. But with harvest underway, there is nervous apprehension within our industry about whether railroads will keep pace with what we all hope will be a very robust demand for rail service given strong agricultural exports and the rebounding economy cited in my written testimony. This apprehension stems from two major factors. First, will carriers be able to redeploy quickly the furloughed rail crews and stored locomotives idled during the COVID–19 economic downturn? The second is the impact of the so-called precision scheduled railroad, or PSR, operating model adopted by most Class I railroads.

For many Ag customers, PSR has resulted in arbitrary, sudden and disruptive changes to rail service schedules and the type of service being offered. Further, by reducing crews and customer service personnel and idling locomotives both more quickly and sharply than previously, PSR has raised questions about whether railroads have enough surge capacity to respond quickly to increased demand for service. Our members already report an in-

creasing number of trains not meeting their scheduled trip plans or having loaded trains not being pulled from their facilities in a timely manner. Looking ahead, while NGFA believes rail will remain an essential mode for the Ag sector, our members believe we are at a bit of a tipping point concerning the extent to which rail service is reliable, cost-effective and reflective of true competition.

With rail duopolies in the east and west, there is limited rail-to-rail competition. Many landlock agricultural facilities are captive to a single railroad. NGFA recognizes railroads need to earn sufficient revenues to invest in their networks and obtain reasonable profits. But we are concerned whether PSR may drive down operating ratios to perhaps unsustainably low levels at the expense of service. In addition, the current rail environment raises growing questions about whether freight railroads are providing transportation service upon reasonable request.

As the Committee perceptively examines the regulatory framework, NGFA believes there is a need for the STB to define basic service standards for what constitutes the statutory rail common carrier obligation in the 21st century. That need also has been cited by several recent studies, including the landmark one done in 2015 by the Transportation Research Board. Philosophically, NGFA's strong preference is to resolve rail commercial disputes through private sector mechanisms rather than through Government intervention.

That is epitomized by our own rail arbitration and mediation service, to which all seven Class I railroads and the Association of American Railroads are parties and whose value has been shown in resolving certain types of rail disputes. Rail carriers thus far have not agreed to arbitrate rate disputes through NGFA's system. That is one reason NGFA commends the STB for making major strides under the leadership of Chairman Begeman in attempting to create a more workable regulatory framework for resolving rate disputes.

Specifically, the STB has proposed a new final offer rate review process to provide shippers with a potentially more cost effective and timely approach for challenging unreasonable rates. NGFA also believes it would be helpful to a future regulatory framework for Congress to give a higher priority to the importance of encouraging meaningful rail-to-rail competition in the Staggers Act's rail transportation policy.

Finally, there is an additional factor that needs to be acknowledged, and that is the inherent reluctance of most rail customers to formally challenge the behavior of their rail carriers, even when justified, because they have no competitive transportation alternative, want to maintain a good working relationship with their railroad, and have a fear of potential retaliation from their carrier.

This, again, we think, underscores the need for more competition as part of an effectively functioning regulatory framework. Thank you for the opportunity to testify and I look forward to your questions.

[The prepared statement of Mr. Gordon follows:]

WRITTEN TESTIMONY OF RANDY GORDON, PRESIDENT AND CHIEF EXECUTIVE OFFICER, NATIONAL GRAIN AND FEED ASSOCIATION

Chairman Wicker, Ranking Member Cantwell and members of the Committee, I am Randy Gordon, President and Chief Executive Officer of the National Grain and Feed Association (NGFA).

NGFA greatly appreciates the leadership of this committee and its staff to organize and conduct this hearing to examine the current status of the freight rail network, as well as the regulatory framework for addressing and resolving disputes between railroads and their customers, and for the invitation to appear here today.

NGFA is the Nation's largest and most broad-based agribusiness trade association. It consists of more than 1,000 grain, feed, processing, exporting and other grain-related companies that operate more than 7,000 facilities nationwide and handle more than 75 percent of the U.S. grain and oilseed crop. A majority of NGFA's member companies are small businesses. NGFA also has 33 affiliated state and regional agribusiness associations, as well as strategic partnerships with the North American Export Grain Association and Pet Food Institute.

Importance of Rail to Agriculture

In the agricultural market, about 24 percent of grains and oilseeds now move by rail, down from 50 percent when the Staggers Rail Act was enacted in 1980. Of remaining agricultural tonnage, 62 percent typically moves by truck and 14 percent by barge.

Rail shipments remain particularly important to certain agricultural commodities and regions. For instance, 54 percent of U.S. wheat and barley, 21 percent of soybeans and 19 percent of corn typically move by rail at some point before reaching their ultimate domestic or export destination. Further, nearly all grains and oilseeds produced in Montana, more than 70 percent of grains and oilseeds produced in North Dakota and more than half of agricultural commodities produced in Arizona, Oklahoma and South Dakota typically are transported by rail.

Another major change since enactment of the Staggers Rail Act is that most railcars used to haul agricultural and other commodities no longer are owned by railroads. For example, more than 80 percent of the grain rail hopper car fleet now is owned or leased by shippers and receivers—not by railroads—as are virtually 100 percent of the tank cars used to ship processed ag products. This largely transferred the risk of car ownership from railroads to their customers, which now incur the costs previously shouldered by the rail industry when demand or rail operations slow and the utilization rate for this equipment declines while costs for maintaining the fleet increase. This dramatic shift led to billions of dollars of investment made by rail customers that previously had been made by railroads. So, railroads are far from the only ones investing in the rail network.

The grain and oilseed industry also functions in a globally competitive market that makes it very difficult to pass transportation costs forward. Consequently, most railroad freight costs typically are reflected in the price paid to farmers for their commodities.

In addition, it is important to note that agricultural demand for rail service is more diverse and variable than some non-agricultural products, such as coal, ores and chemicals. First, grain, feed and processing facilities are dispersed geographically, given the widespread production of agricultural commodities across multiple states and regions. Second, variabilities in weather and crop growing conditions (such as drought, excess moisture, and other weather-induced aberrations) alter yields and quality, thereby affecting grain surplus and deficit areas, supply/demand fundamentals and commodity prices in ways that can and do significantly change and realign grain movements and origin-destinations pairs, often within the same crop year. Third, as has been demonstrated multiple times in recent years, changes in global trade and agricultural policies influence trade flows and producer planting decisions. Fourth, agricultural commodities on a per-unit basis are of comparatively lower value than most non-agricultural products. And finally, the uniqueness and fundamental difference of agricultural rail shipments—particularly the fluctuating demand for rail service—are explicitly exhibited and underscored by the existence of auctions and a secondary market for railcars. These factors combine to make the need for responsive, predictable and cost-competitive rail service particularly important for agricultural shippers and receivers.

Further, grain is the largest commodity group that relies upon common-carrier railroad service, accounting for about one-third of all ton-miles by tariff. This means that the rates and service terms are subject to the jurisdiction of the Surface Transportation Board (STB), rather than governed by a private contract. Given the major role that transportation costs play in determining whether U.S. grains and oilseeds

are competitively priced in domestic and export markets, it is critical that the STB have standards and procedures to efficiently determine reasonable freight rail rates and establish guidance and precedent regarding what constitutes acceptable rail service. The STB commendably has made numerous attempts in recent years to improve its current processes and standards, and NGFA has participated actively in these efforts.

NGFA's Approach to Resolving Rail Issues

Philosophically, NGFA's strong preference, whenever possible, is to resolve railroad-rail customer issues through private-sector mechanisms, rather than through government regulations, mandates or intervention.

As such, NGFA and its member companies place tremendous value on having access to effective and workable mechanisms to resolve business-related disputes. That is evidenced by the existence of its Arbitration System for resolving commercial disputes involving grain, feed and grain products that has been operated by NGFA since shortly after its founding in 1896. NGFA's system also includes Rail Arbitration and Mediation Rules crafted in partnership with the Association of American Railroads in a process that involved each of the Class I railroads and several shortline carriers. Those rules took effect in 1998 and are perceived widely by both rail carriers and rail users to be working well. Indeed, all seven Class I railroads, as well as most of the principal regional and shortline railroads, are parties to NGFA's Rail Arbitration and Mediation Program. These rules created an accessible, cost-effective forum for resolving *certain types* of disputes, including application of demurrage rules and terms; misrouting of cars; rail contracts; special car or equipment program rules; application of a railroad's general car distribution rules; the mishandling of private cars or locomotives; property damage claims pertaining to sidetrack agreements; and disputes involving bills of lading, such as loss-and-damage claims. But importantly, rail carriers thus far have not agreed to compulsory arbitration of rate disputes through NGFA's Rail Arbitration System.

NGFA's experience has been that merely providing access to efficient, workable, timely and cost-effective dispute-resolution processes—whether they be regulatory- or private-sector-based—promotes business-to-business discussions that frequently lead to successful resolution of disputes between carriers and their customers.

Impacts of COVID–19

The sectors of U.S. agriculture that constitute NGFA's membership largely remained open and operational throughout the COVID–19 pandemic. The one significant exception was the ethanol sector, which idled capacity significantly in response to the precipitous decline in fuel consumption resulting from shelter-in-place rules issued by states and localities. That, in turn, disrupted the availability of distillers grains, a co-product of ethanol, as a feed ingredient for livestock and poultry producers.

The continuity of business operations within the remainder of the grain, feed and processing industry was facilitated by the issuance of useful guidance from the U.S. Department of Homeland Security's Cybersecurity and Infrastructure Security Agency designating workers in the food and agricultural sector, as well as the transportation sector, as essential to the continued functioning of the U.S. economy and to meeting consumer needs. The U.S. Department of Agriculture's (USDA) Federal Grain Inspection Service also did a good job keeping official grain inspectors on duty, which allowed for the continued export of U.S. grains and oilseeds.

The domestic and export marketing of U.S. grains, oilseeds and grain products continued to occur, albeit with some minor disruptions attributable to what largely were short-term restrictions on truck movements across state or municipal boundaries, temporary interruptions in discharging at foreign ports and a shortage of containers returning from China that are used to ship some identity-preserved and high-value U.S. agricultural products.

NGFA also wants to commend publicly the actions of the rail industry in continuing to provide service and communicating with its agricultural customers during the pandemic. Our member companies generally have been pleased with both aspects—service and communications –from their rail carriers during this challenging time.

Freight Rail Service

In surveying NGFA's 31-member Rail Shipper/Receiver Committee in preparation for this hearing, members reported that rail service to the agricultural sector generally appears to be acceptable at this time, although several trouble spots are beginning to emerge as harvest gets underway in earnest, which is when demand for rail service typically begins to increase.

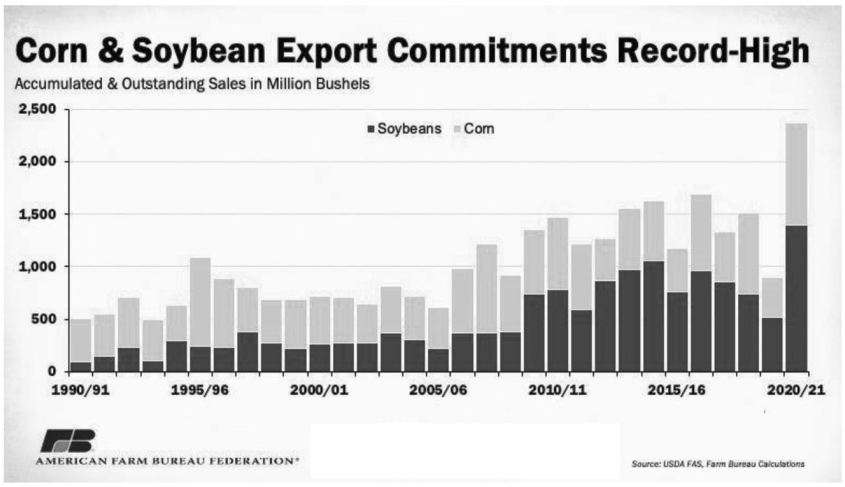
Several members noted that oilseed processing facilities in the Midwest last month curtailed production because of a lack of inbound soybeans by rail, although that situation has improved recently. More recently, NGFA members report an increasing number of trains not meeting their trip plan schedules or having loaded trains not being pulled from facilities in a timely manner because of a lack of locomotives and crews—both in the East and West. NGFA also has received reports of significant service problems with one Class I carrier serving mills in the Southeast attributable to both a lack of crews and locomotives. An increasing number of missed switches by carriers also have been reported by NGFA member companies operating in the West.

For this fall and winter, there is nervous apprehension within our industry about whether railroads will be able to keep pace with the combination of what NGFA anticipates will be a very robust demand for rail service and the vagaries of winter weather. This apprehension is fueled by two major factors. First, whether carriers will be able to redeploy quickly enough rail crews that were furloughed and locomotives that were stored during the COVID–19 transportation downturn. And second, the ongoing implementation of the so-called "precision scheduled railroad" operating model by six of the seven Class I carriers, which is discussed in more detail subsequently in this statement.

While rail movements of coal and other energy-related products are lagging, there is surging demand from industrial products, grain and intermodal. In fact, the investment bank Jefferies on Oct. 1 reported that import flows of containers destined for intermodal rail movements should remain heavy through 2021, as companies engage in what the bank's chief economist termed "what is likely to be one of the biggest restocking cycles—if not the biggest—in U.S. history." The bank's report noted that the demand for consumer goods now is 6 percent greater than it was prior to the pandemic, and that manufacturers increasingly will target much higher levels of "precautionary inventory as they shift from a 'just-in-time' to 'just-in-case'" strategy.

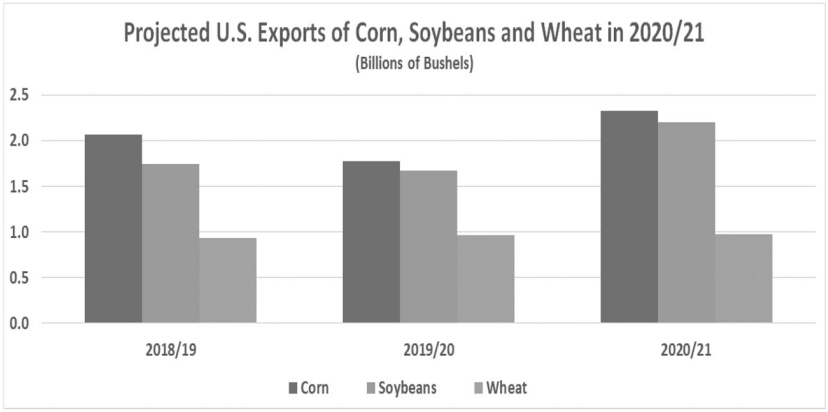
For the agricultural sector, largely because of increased purchases of soybeans, corn and other agricultural products under the Phase One trade agreement with China, U.S. exports are projected to be significantly higher in the current marketing year that began Sept. 1, 2020. Accumulated corn exports to date already are 76 percent greater than at this time in 2019/20, with China accounting for 38 percent of total U.S. corn export commitments to date. Likewise, total outstanding U.S. corn export sales are more than double those of the same time last year.

Meanwhile, for U.S. soybeans, total export sales commitments thus far are running nearly 20 percent greater than at this point in 2019, attributable largely to increased purchases from China. As noted in USDA's Oct. 1 *Grain Transportation Report,* year-to-date outstanding sales to China "reflect possible increased future demand across all modes of transportation," with year-to-date average barge grain shipments on the Mississippi River running 30 percent greater than at the same time last year. USDA data show that from Aug. 27 to Oct. 8, an average of 60 ocean-going grain vessels were expected to load within the next 10 days at the U.S. Gulf, compared to an average of only 39 vessels per 10 days during the previous 10 weeks.



While U.S. corn and soybeans account for about 70 percent of total U.S. grain and oilseed exports, U.S. wheat exports also are projected to increase—with sales commitments thus far running 8 percent greater than at this time last marketing year.

As demonstrated in the chart below, USDA's export sales data indicate that U.S. exports for all three major grains are projected to increase during the 2020/21 marketing year—and dramatically so in the case of corn and soybeans. The robust grain export data is a strong leading indicator of increased rail demand this fall and winter. Reliable and competitively priced rail service will be important in enabling the United States to achieve these sales commitments.



Concerns with Current Rail Environment

While NGFA believes rail will remain an essential transportation mode for the agricultural sector, many of our member companies believe agriculture is at a "tipping point" concerning the extent to which rail service is reliable, cost-effective and reflects true competition as that term generally is defined in other markets.

There are several factors at work in this regard:

- First, there is limited rail-to-rail competition, with duopolies existing in the East and West. Four Class I railroads now haul 80 percent of grain and oilseed traffic. Many landlocked agricultural facilities are captive to a single railroad and are charged rates often exceeding the 180 percent revenue-to-variable cost threshold mandated in the Staggers Act as the point where a rate can be challenged as unreasonable. However, the STB's current procedures and standards for determining maximum reasonable rates are not accessible to most ag ship-

pers because of their complexity and inherent cost compared to the potential recovery of damages. No case has been brought by an ag shipper in more than 30 years.

- A second major factor, as alluded to previously, is the adoption of PSR. NGFA recognizes the need for carriers to efficiently utilize equipment and human assets to earn sufficient revenues to invest in their networks, cover capital costs and obtain reasonable profits. But the concern with PSR among rail customers is the practice of carriers to drive their operating ratios—the cost actually spent running the railroad—to perhaps unsustainably low levels to impress Wall Street investors and reward shareholders at the expense of customers. Some have characterized PSR as "doing less with less."

  For the sectors of agriculture comprising NGFA's membership, PSR has resulted in increasingly arbitrary, abrupt and disruptive changes to operating plans, service schedules and the type of rail service offered. In some cases, these changes also have negated tens of millions of dollars of individual rail customers' investments in rail cars, facilities, track space and other infrastructure that their serving railroads themselves previously had encouraged or demanded be made as a condition for receiving service.

  For instance, soybean meal and feed ingredients that previously were shipped by unit train now are required by some carriers to move in long general merchandise (manifest) trains that transport freight other than bulk commodities. These manifest shipments often entail circuitous routes that can take twice as long and cost twice as much as the unit train service previously provided by the carrier.

  PSR also has resulted in railroad crews and customer service personnel being reduced more quickly and sharply, and locomotives being placed in long-term storage, both of which hamper rail carriers' ability to respond when demand for service returns. Both factors have raised concern within our industry about the potential lack of surge capacity in the rail industry to meet what often are fast-developing upticks in demand for service.

  NGFA members also have experienced increasing instances of "demarketing" of traffic by rail carriers for movements they no longer want to handle. This is accomplished either through significant increases in freight rates or reductions in the frequency of service provided to facilities that ultimately make rail either infeasible or uncompetitive for the affected movements.

Regulatory Framework for Addressing and Resolving Rail Disputes

and STB's Policy Initiatives

NGFA commends the STB for being extremely active and making considerable strides under the leadership of Chairman Ann Begeman in implementing the STB Reauthorization Act of 2015 and attempting to create a more workable regulatory framework within the agency for addressing and resolving disputes between railroads and their customers, as necessary.

Three STB actions are particularly important to NGFA's membership.

The first involves rail rate reform. Chairman Begeman's establishment of a Rate Reform Task Force in January 2018 enabled the agency to take a fresh look and critically evaluate its existing rail rate challenge methodologies. The Task Force produced a thoughtful and impactful report that accurately portrayed the systemic problems and flaws with each of the STB's existing rate-challenge methodologies and procedures, which for the most part create often insurmountable barriers in terms of complexity, cost and time that effectively preclude rail customers, particularly small and agricultural shippers, from exercising their legal right under the Staggers Act to challenge rates they believe are unreasonably high.

One of the outcomes of this process is a proposed new, streamlined methodology building on a concept identified by STB's task force—the Final Offer Rate Review (FORR) process—that would provide agricultural and other rail customers with a potentially more workable, timelier and more cost-effective approach for testing rail rate reasonableness. If this turns out to be the case, FORR also has potential merit in providing a necessary regulatory backstop to encourage railroads to set rates at reasonable levels in the first place.

In addition, the proposal itself prompted five Class I railroads to initiate discussions with NGFA to explore whether a comparable approach could be developed within the STB's current voluntary arbitration system, preferably, in NGFA's view, operating side-by-side with the FORR regulatory approach. While there may be additional discussions on the arbitration approach, two potentially insurmountable hurdles have emerged, namely: (1) the rail carriers' demand that they be exempt from rate challenges under FORR for as long as they participate in an arbitration

program; and (2) rail carriers' demand that arbitration decisions be kept confidential to the maximum extent possible.

NGFA believes it is imperative that the STB proceed to issue a final rule on FORR this fall, and we have every expectation that the agency will do so.

A second, related STB rulemaking is the agency's development of a streamlined approach that rail customers could use to demonstrate that a rail carrier has market dominance over the traffic at issue, which is a required showing for the STB to have jurisdiction over a rate complaint. We commend the agency for issuing a final rule on July 31, 2020 on this matter. Further, we appreciate the STB's announcement when doing so that it will initiate a new proceeding to examine further its adoption of a 500-mile movement threshold for presuming whether truck transportation provides a competitive alternative to rail. NGFA believes that market dominance can be present where rail movements are much less than 500 miles in length.

Third, the STB initiated an extensive set of public hearings in April 2019 on egregious demurrage and accessorial practices and charges implemented by rail carriers. Those hearings and the evidence presented by shipper groups like NGFA shed light on these practices and ultimately resulted in the STB issuing a policy statement on April 30, 2020 that provides guideposts the agency signaled it would observe when deciding demurrage and accessorial cases brought to the agency. The STB did not go as far as we wanted. NGFA urged the agency to rule presumptively that certain rail demurrage and accessorial practices are inherently unreasonable and direct carriers to rectify them, rather than to require rail customers to file cases in each instance. But NGFA commends the agency for directing attention to this still-festering issue, and for better defining what types of practices and charges the STB likely would find unreasonable.

NGFA-member companies continue to report egregious demurrage and accessorial practices by rail carriers, including charges assessed against rail customers when carriers unpredictably "bunch" railcars on days that do not comport with the train's trip schedule. Railroads also have reduced or eliminated altogether the amount of "free time" that customers are given to load or unload cars. Further, there remains a disparity in how railroads treat private or leased cars owned or controlled by shippers versus their own equipment when it comes to assessing demurrage and accessorial charges. In addition, there is a lack of reciprocity in that rail customers have no comparable recourse to assess charges against a railroad when privately owned rail cars are not returned in a timely manner, train arrivals are delayed, or loaded trains sit for days waiting to be pulled from facilities because of a lack of rail crews or locomotive power. Given that the stated purpose of demurrage is to promote the efficient utilization of rail assets—not to serve as a revenue-generator for railroads—NGFA believes these flaws still need to be addressed.

NGFA Rail Policy Priorities

NGFA commends Congress for making several substantive improvements when enacting the STB Reauthorization Act of 2015. These include authorizing the agency to initiate investigations of issues that have national or regional significance; requiring that the STB maintain one or more streamlined processes to challenge freight rates; allowing the STB commissioners to conduct non-public collaborative discussions under prudently prescribed rules and transparency; requiring the agency to provide quarterly reports describing the agency's progress in addressing issues raised in uncompleted regulatory proceedings; and directing the STB to establish a voluntary and binding arbitration process to resolve rate and rail practice issues. NGFA commends the STB for promptly implementing these and other mandates contained in the 2015 reauthorization.

Regarding the new investigatory authority power granted by Congress, it is NGFA's understanding that it has not been utilized by the STB thus far in part because the agency would be required to close off discussions with outside parties for an undeterminable time while the investigation is conducted. Alternatively, the STB commendably has launched a very active and transparent set of proceedings and public hearings on issues—like railroads' demurrage rules and practices—that otherwise might have been prime candidates for investigation. In so doing, the STB likely accomplished in a shorter, more informed and more transparent manner the same objective as a formal investigation. But NGFA believes the investigative authority continues to be a valuable tool in providing the STB with necessary leverage with carriers in its oversight of railroad practices.

To conclude, NGFA wishes to raise two specific policy matters the Committee may wish to explore with the STB with respect to its future rail regulatory framework:

- *Clarify Common-Carrier Obligation of Railroads:* First, we believe there is a pressing need to clarify what the railroads' common-carrier service obligation

means in the current rail environment that is characterized by reduced rail competition and PSR-related operational changes that raise serious concerns about whether carriers are indeed providing "transportation service upon reasonable request." In its landmark 2015 study[1], the National Academies of Science's Transportation Research Board (TRB) found that "more than 30 years after the Staggers Rail Act, the common carrier obligation remains poorly defined. . . . Absent clear service standards," the TRB study continued, "shippers contend a railroad has no reason to maintain a consistent common-carrier service and that consequently, it will unilaterally revise service terms and conditions." As an example of this occurring, NGFA cited previously in this testimony the practice of carriers using various means to "demarket" traffic they no longer wish to haul.

This TRB finding was reinforced by another report, entitled *Railroads' Common Carrier Obligation: Its Legal and Economic Context,*[2] conducted for USDA's Agricultural Marketing Service that was published in April 2020. That report, which was prepared following interviews with numerous railroads, shippers, public officials and transportation professionals, stated that its "principal takeaway is that the common carrier obligation must be preserved, but there needs to be a better definition of the concept and clarification of its meaning and applicability in today's transportation environment." The report noted that the common carrier obligation has been retained from English common law, but has never been defined by Congress, the STB or its predecessor, the Interstate Commerce Commission.

Bringing more clarity to the common-carrier obligation will be a complex and difficult undertaking, but NGFA believes it needs to be done given the current and prospective rail environment.

- *Reprioritizing the Importance of Rail-to-Rail Competition in U.S. Rail Transportation Policy:* A second topic that NGFA believes Congress should consider is to give higher priority to the importance of rail-to-rail competition within the Staggers Rail Act's Rail Transportation Policy. As the Committee knows, the STB rightfully looks to the Rail Transportation Policy for direction. The current policy statement references competition three times, but only once regarding the importance of "effective *competition among rail carriers* and with other modes, to meet the needs of the public and the national defense." *[Emphasis added.]*

  Forty years after enactment of the Staggers Act, NGFA believes it is important to better enshrine the importance of promoting rail-to-rail competition principles as being on a par with "allowing carriers to earn adequate revenues" within the Rail Transportation Policy so as to encourage competitive switching and other pro-competitive policies. That is needed particularly given the previously referenced consolidation within the rail industry and the vastly different economic circumstances under which five of the Class I railroads now are deemed to be revenue adequate by the STB even under what many economists believe are overly conservative metrics that understate railroads' true profitability.

Finally, there is one more significant factor that needs to be acknowledged. And that is the reluctance of most rail customers to formally challenge the behavior of their rail carriers at the STB, a court or in private-sector arbitration, even when justified, because they have no alternative competitive transportation mode and, therefore, don't want to strain the working relationship with their railroad. Plus, there is a fear the carrier will retaliate against them. Retaliation is real and can take many forms, such as reducing service frequency, threatening to or actually raising rates, and/or failing to be responsive to issues raised by the customer. NGFA believes this is a major reason more cases have not been filed at the STB challenging rail rates, demurrage and accessorial practices, poor service, and unreasonable rail practices. NGFA does not purport to have a solution to resolve this concern other than the establishment of more rail-to-rail competition so rail customers are not dependent upon a single railroad for service. But NGFA does believe this is an issue that needs to be considered by Congress and the STB if the regulatory framework ultimately is to be functional and effective.

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[1] *Modernizing Freight Rail Regulation.* National Academies of Science Transportation Research Board. Special Report 318, 2015.

[2] *Railroads' Common Carrier Obligation: Its Legal and Economic Context.* Dr. Francis P. Mulvey and Michael F. McBride. April 2020.

Conclusion

Mr. Chairman, that concludes my testimony. NGFA appreciates this opportunity to provide its thoughts on this important matter, and I would be pleased to respond to any questions the Committee may have.

The CHAIRMAN [presiding]. Thank you so much, Mr. Gordon. And now testifying remotely, Mr. Kent Fountain, Chairman of the National Cotton Council. You are recognized, sir.

STATEMENT OF KENT FOUNTAIN, CHAIRMAN, NATIONAL COTTON COUNCIL

Mr. FOUNTAIN. Chairman Wicker, Ranking Member Cantwell and members of the Committee, I am Kent Fountain—a cotton grower and ginner from Surrency, Georgia, and I thank you for the opportunity to testify today on behalf of the National Cotton Council. I currently serve as the elected Chairman of the Council and represent the seven segments of the cotton industry, from farmers to textile mills. I would be remiss if I did not give you an update on the catastrophic effects the COVID–19 pandemic is having on the cotton industry.

We have all seen the headlines of iconic American brands like Brooks Brothers, J Crew and J.C. Penny filing for bankruptcy, and the effect is being felt throughout the cotton industry. Cotton textile mills have seen orders drop upwards of 90 percent since retail stores were shuttered and cotton merchants have had additional interest and carrying costs as mills around the world slowed production or closed due to a lack of orders, and in some cases canceling purchases of U.S. cotton. At the grower level, the financial situation has worsened as prices have fallen since the beginning of the year. I urge the Senate to pass a COVID–19 relief bill that not only addresses the needs of producer but also includes explicit direction to USDA to assist the cotton textile mills and merchants who have been devastated by this pandemic to ensure that this critical industry remains in America.

Rail transportation is vitally important to the U.S. cotton industry. Within our industry there are two distinct commodities produced from the cotton crop: cotton lint and cottonseed. The cotton lint, which we are all familiar with, is formed into 500 pound bale at the gin, and is ultimately consumed by textile mills in the U.S. or around the world, with roughly three out of four bales entering the export market. Moving those bales from a cotton warehouse to a domestic mill or port facility is a key component to the U.S. cotton industry's competitiveness.

Following the ginning process, cottonseed is stored, usually at the gin, until entering the marketing channel. Whole cottonseed is either sold as a feed ingredient for dairy cattle or is crushed at a cottonseed oil mill to produce both oil and meal. For example, transporting cottonseed from a loading facility in Mississippi to a dairy in Washington State requires reliable and cost-effective freight rail. To provide a perspective on the scale of the interconnection of the cottonseed and dairy markets, one of our members estimated the railroad shipped 1.7 million tons of seed or equal to 17,000 railcars to the dairy market last year.

In addition to cotton lint and whole cottonseed, cottonseed oil is also primarily shipped via rail. Chairman Wicker, specifically we

would like to thank you for your support of the Memphis Supply Chain Innovation Team and broader work to improve supply chain velocity and efficiency in critical intermodal systems that are used to ship cotton. The Memphis Supply Chain is a major intermodal freight hub and is home to five Class I railroads, the largest cargo airport in North America, and the country's fourth busiest inland port. Our challenges within the supply chain included grounding of equipment at our railroads, detention and demurrage charges, chassis shortages, chassis quality issues and trucking shortages that slowed down and then brought freight movement to a halt in the first quarters of 2018 and 2019, and appearing to be reoccurring now, proving that the issues are indeed systemic and not one-off occurrences.

The most actionable problem is a deeper look at the chassis shortage. We request continued support from the rail industry to resolve critical disruptions to supply chains in these important markets. For rail serviced cotton warehouse locations, cotton shippers need the railroads to provide consistent and sufficient information to prevent railcar bunching on delivery at the destination warehouse, mill, or intermodal facility.

While the industry has worked amicably with the railroads, there have been instances where a rail customer felt that the rail rate increase was unjustified. Unfortunately, when researching how to pursue a formal challenge of the rate increase with the Surface Transportation Board, it was found that the cost to a small company could exceed $100,000.

We encourage Congress to find the right balance of discouraging frivolous challenges whole providing a more realistic path for freight rail customers to have their concerns heard and fairly addressed. Thank you for the opportunity to present these views of the U.S. cotton industry and I look forward to answering any of your questions.

[The prepared statement of Mr. Fountain follows:]

PREPARED STATEMENT OF KENT FOUNTAIN, CHAIRMAN, NATIONAL COTTON COUNCIL

Chairman Wicker, Ranking Member Cantwell and Members of the Committee, I am Kent Fountain—a cotton grower and ginner from Surrency, Georgia, and I thank you for the opportunity to testify today on behalf of the National Cotton Council (NCC). I currently serve as the elected Chairman of the Council.

The NCC is the central organization of the United States cotton industry. Its members include producers, ginners, cottonseed processors and merchandizers, merchants, cooperatives, warehousers and textile manufacturers. A majority of the industry is concentrated in 17 cotton-producing states stretching from California to Virginia. U.S. cotton producers cultivate between 10 and 14 million acres of cotton with production averaging 12 to 20 million 480-lb bales annually. The downstream manufacturers of cotton apparel and home furnishings are located in virtually every state. Farms and businesses directly involved in the production, distribution and processing of cotton employ more than 115,000 workers and produce direct business revenue of more than $22 billion. Annual cotton production is valued at more than $5.5 billion at the farm gate, the point at which the producer markets the crop. Accounting for the ripple effect of cotton through the broader economy, direct and indirect employment surpasses 280,000 workers with economic activity of almost $75 billion. In addition to the cotton fiber, cottonseed products are used for livestock feed and cottonseed oil is used as an ingredient in food products as well as being a premium cooking oil.

I would be remiss if I did not give you an update on the catastrophic effect the COVID–19 pandemic is having on the cotton industry. We have all seen the headlines of iconic American brands like Brooks Brothers, J Crew and J.C. Penny filing

for bankruptcy, and the effect is being felt throughout the cotton industry. Cotton textile mills have seen orders drop upwards of 90 percent since retail stores were shuttered and cotton merchants have had additional interest and carrying costs as mills around the world slowed production or closed due to a lack of orders, and in some cases cancelling their purchases of U.S. cotton. At the grower level, the financial situation has worsened as prices have fallen since the beginning of the year. I urge the Senate to pass a COVID relief bill that not only addresses the needs of producers but also includes explicit direction to USDA to assist cotton textile mills and merchants who have been devastated by this pandemic to ensure that this critical industry remains in America.

Rail transportation is vitally important to the U.S. cotton industry. Within our industry there are two distinct commodities produced from the cotton crop: cotton lint and cottonseed. The cotton harvest includes removing the cotton fiber from the plant and then separating the cotton lint and the cottonseed in the ginning process. The cotton lint that we are all familiar with is formed into 500-pound bales and is ultimately consumed by textile mills in the U.S. or around the world, with roughly three out of every four bales entering the export market. Moving those bales from a cotton warehouse to a domestic mill or port facility is a key component of the U.S. cotton industry's competitiveness.

Following the ginning process, cottonseed is stored, usually at the gin, until entering the marketing channel. Whole cottonseed is either sold as a feed ingredient for dairy cattle or is crushed at a cottonseed oil mill to produce both oil and meal. For example, transporting cottonseed from a loading facility in Mississippi to a dairy in Washington requires reliable and cost-effective freight rail. To provide a perspective on the scale of the interconnection of the cottonseed and dairy markets, one of our members estimated the railroad shipped 1.7 million tons of seed (17,000 railcars) to the dairy market in 2019–20. In addition to cotton lint and whole cottonseed, cottonseed oil is also primarily shipped via rail.

Through the years our industry has generally worked amicably with Class 1 railroads to address any challenges. However, there have been instances where a rail customer felt that a rate increase was unjustified. Unfortunately, when researching how to pursue a formal challenge of the rate increase with the Surface Transportation Board, it was found that costs to a small company could exceed $100,000. We encourage Congress to find the right balance of discouraging frivolous challenges while providing a more realistic path for freight rail customers to have their concerns heard and fairly addressed.

Chairman Wicker, specifically we would like to thank you for your support of the Memphis Supply Chain Innovation Team and broader work to improve supply chain velocity and efficiency in critical intermodal systems that are used to ship cotton.

U.S. cotton shippers are dependent upon all links in the intermodal supply chain and utilize the Memphis market and other similar interior concentration points as critical hubs for shipping cotton. The Memphis Supply Chain is a major intermodal freight hub and is home to five Class I railroads, the largest cargo airport in North America, and the country's fourth busiest inland port. Collectively, market participants in Memphis converged and formed the Memphis Supply Chain Innovation Team. This team is comprised of shippers, ocean carriers, railroads, chassis pool contributors and motor carriers who volunteered to address the collective challenges we have faced in the Mid-South area in search of a better and more efficient supply chain process for all.

Our collective challenges included grounding of equipment at our railroads, detention and demurrage charges, chassis shortages, chassis quality issues and trucking shortages that slowed down and then brought freight movement to a halt in the first quarter of 2018. It is important to note that these same issues plagued Memphis again in the first quarter of 2019 and appear to be re-occurring now, proving that the issues are indeed systemic and not one-off occurrences. The team agreed that the most actionable problem was a deeper look at the chassis shortage. We request continued support from the rail industry to resolve critical disruptions to supply chains in these important markets.

As I noted earlier, international trade is extremely important to the U.S. cotton industry. International intermodal rail carriers must maintain the integrity of containers moving together from interior ramp of receipt to port of loading, in order to reduce shipment splits and rolls that directly impact foreign mill customers' production cycles. Once on the water, split and rolled shipments create costs, risks, and complexity for cotton shippers. We request that international intermodal rail carriers work with ocean carriers to implement uniform and consistent standards on inland, vessel, and documentation cutoffs.

For rail serviced cotton warehouse locations, cotton shippers need the railroads to provide consistent and sufficient information to prevent railcar "bunching" on delivery at the destination warehouse, mill, or intermodal facility.

Finally, the U.S. cotton industry supports the principles raised in the Federal Maritime Commission's Interpretive Rule regarding *cargo availability* and *reasonableness* when determining the validity of fees like demurrage and detention. We request broader consideration of these themes throughout interior intermodal shipping systems. In particular, there is a serious need to address the contractual models that deny shippers choice in intermodal equipment utility, while also subjecting them to associated fees.

Thank you for the opportunity to present the views of the U.S. cotton industry and I look forward to answering any questions you may have.

The CHAIRMAN. Thank you very much, Mr. Fountain. And now we will hear from Mr. Ian Jefferies of the Association of American Railroads. Sir, you are recognized.

STATEMENT OF IAN N. JEFFERIES,
PRESIDENT AND CHIEF EXECUTIVE OFFICER,
ASSOCIATION OF AMERICAN RAILROADS

Mr. JEFFERIES. Thank you, Mr. Chairman. Chairman Wicker, Ranking Member Cantwell, members of the Committee, thank you for the opportunity to be here today on behalf of America's freight railroads. As the Nation navigates the COVID–19 pandemic, railroads continue to deliver essential goods to businesses and communities across the U.S. Every day, the Nation's railroads are providing reliable and efficient service to their customers and doing so safely. Let me be clear, safety, and specifically employees safety, is the greatest priority for railroads in their operations. Since confronted with the COVID–19 pandemic, railroads have taken extensive steps, often exceeding CDC and other experts recommendations to protect their employees from the coronavirus.

Because railroading is a business requiring employees on the job site, PPE uses pervasive, strict social distancing policies are required and rigorous cleaning procedures are in place. Our industry is blessed with an employee base whose strict adherence to safety measures is a daily fact of life and they should be commended for their dedicated performance to this challenging time. Broader safety measures are also encouraging with the overall employee injury rate down 14 percent year to date over 2019 and while the train accident rate is down 8 percent. I should also point out that Class I railroads are operating positive train control on 100 percent of required route miles. Turning to customers, service is predicated—excuse me, service predicated on reliable, flexible and efficient operations is as strong as it has been. And while not perfect, several railroads are at or near record service levels.

In fact, the Federal Railroad Administration and Surface Transportation Board recently think Class I carriers are providing, "reliable service and enhanced communication to rail shippers." And during a recent meeting of the STB's Rail Energy Transportation Advisory Committee, which includes representatives from the coal, utility, bio-fuel and other related industries, shippers noted that rail service was running well with railroads adding sufficient power and crews to meet demand.

These positive service trends remain strong as rail traffic has continued to rebound from this spring's dramatic downturn. Shipments of agricultural products and time sensitive intermodal move-

ments have been a bright spot, most recently, with recent year over year increases for both in the month of September. The fact that America's freight railroads are running at high levels is no accident. Freight railroads continue to collaborate with their customers to provide a flexible, high quality product that meets shippers needs, nimble operations and network planning paired with decades of robust private investment, roughly $26 billion per year, has been the bedrock and facilitating a network where shippers can count on quality, infrastructure, and capacity to get goods to market. Smart Government policy has played a helpful role in the continuity of robust rail operations, but no better example than the continued relevance and criticality of the Staggers Rail Act.

Staggers empowered railroads to compete in markets and earn sufficient revenues to invest back into their networks while also providing a regulatory backstop. Partial rail economic deregulation remains one of the most successful bipartisan policy reforms in history, and that was reaffirmed just last week when more than 1,000 individuals, Democrats and Republicans, including eight former secretaries of transportation, wrote in support of the current economic framework.

In closing, freight railroads are well-positioned to drive the Nation's economic recovery. Our country can rise to the occasion to meet challenges before us, whether addressing the COVID–19 pandemic, infrastructure investment needs, or environmental concerns. Railroads are and will play a key role in addressing these challenges and appreciate having the seat at the table. Thank you for your time and I am happy to answer your questions.

[The prepared statement of Mr. Jefferies follows:]

PREPARED STATEMENT OF IAN N. JEFFERIES, PRESIDENT AND CHIEF EXECUTIVE OFFICER, ASSOCIATION OF AMERICAN RAILROADS

Introduction

On behalf of the members of the Association of American Railroads (AAR), thank you for the opportunity to testify about the freight rail industry's relationship with its customers and passenger railroads, as well as our vision for the future of the industry. AAR's freight railroad members account for the vast majority of U.S. freight rail mileage, employees, and traffic. Additionally, Amtrak and various commuter railroads are also members of AAR and in aggregate account for more than 80 percent of U.S. passenger railroad trips.

The freight transportation market in the United States today is intensely competitive. Shippers choose to transport freight on railroads because of the superior value railroads offer in terms of cost and service. Railroads know they must continue to earn their customers' business and are constantly working to further increase productivity, reduce costs, invest in their networks, and improve service for their customers. For railroads, furthering the industry's competitiveness takes many forms, including:

- *Keeping a focus on safety.* The past decade has been the safest in rail history, and railroads continue to work diligently, in cooperation with policymakers, their employees, suppliers, and customers, to identify new technologies, operational enhancements, trainings, and other ways to further improve their safety record.
- *Recognizing that capacity is key.* The freight rail network is in its best condition ever. Railroads have invested more than $710 billion on capital expenditures and maintenance on their networks since 1980 and more than $26 billion annually over the previous five years. These extensive investments will ensure our Nation's freight rail infrastructure remains world-class and that adequate freight rail capacity exists to meet America's current and future freight transportation needs.

- *Focusing on customer service.* Railroads know their customers face intensely competitive global markets that increasingly demand faster, more reliable, and more cost-effective service. In response, railroads are continually launching new customer service initiatives and working together with rail suppliers, trucking companies, and other businesses to improve their service offerings.
- *Enhancing sustainability.* Freight rail is well ahead of other modes of transportation when it comes to limiting greenhouse gas emissions, increasing fuel efficiency, and reducing its carbon footprint. Freight railroads today account for only 2.1 percent of the transportation-related greenhouse gas emissions, while accounting for 40 percent or more of long-distance freight volume. Today's railroads continue to leverage technology and modernize their operations to meet tomorrow's challenges, including improvements that increase efficiency and benefit the environment.
- *Advocating for sound public policy.* The rail industry has identified several key policies that are essential for maintaining and enhancing the safe, reliable service they provide to their customers, including:
  1. Maintaining the existing balanced regulatory structure covering rail rates and service;
  2. Replacing the outdated regulatory framework for the development and incorporation of emerging technologies with one that fosters innovation, continues to protect the public, and does not unnecessarily "lock in" existing technologies and processes;
  3. Maintaining regulatory modal equity, so that the marketplace—not the government—picks winners and losers among transportation modes;
  4. Ameliorating other modal inequities related to infrastructure financing; and
  5. Undertaking more rail-related public-private partnerships.

Freight and Passenger Rail Partnerships

Today, freight railroads provide the infrastructure for much of our Nation's passenger rail. The vast majority of the nearly 22,000 miles on which Amtrak operates are on track owned by freight railroads. In addition, hundreds of millions of trips occur each year on commuter rail systems that operate at least partially over tracks or right-of-way owned by freight railroads. Freight railroads want passenger railroads to succeed, but projects involving passenger and freight railroads have a better chance of success if four overarching principles are followed.

First and foremost, safety must always come first. Railroads are an extremely safe way to move people and freight, and we must keep it that way.

Second, passenger rail use of freight rail corridors must be balanced with freight railroads' need to provide safe, reliable service to present and future customers. Current as well as future capacity needs of freight railroads must be protected.

Third, policymakers should provide passenger railroads with the dedicated funding they need to operate safely and effectively, and to pay for expanded capacity when required.

Finally, all parties must recognize that preference for Amtrak's trains does not mean there will never be delays to Amtrak trains. Just as when we set out on the interstate or buy our tickets for an airline flight, we all recognize that congestion on the highways, in the air, and on rail lines happen. AAR, on behalf of its freight railroad members, is participating in the Federal Railroad Administration (FRA) rulemaking which is developing metrics and standards for measuring the on-time performance (OTP) of Amtrak trains in part with the goal of managing passenger rail travel so that the traveling public gets a reasonably reliable service. But for any measurement and standard to be effective, all parties must ensure that it is based on updated schedules that reflect current and variable conditions on the rail network.

Ever since Amtrak's creation, host freight railroads have worked with Amtrak to establish rules and procedures governing their interactions, including schedules, and have ultimately formalized those agreements in bilateral operating agreements. However, some of Amtrak's schedules are now decades old and have not been updated to reflect current network conditions. Additionally, Amtrak's schedules were not designed, as FRA recognized in its notice of proposed rulemaking, with the proposed new measurement and standard in mind. As a result, using existing schedules could cause misleading measurements of on-time performance and unrealistic expectations for all stakeholders, including, most importantly, for the traveling public.

Freight railroads agree that a sensible OTP metric and standard would create certainty for Amtrak, host railroads, and, of course, the traveling public. Freight rail-

roads will continue to work cooperatively with FRA, Amtrak, and others to ensure that the new metrics and standards are appropriate, realistic, and fair to all parties.

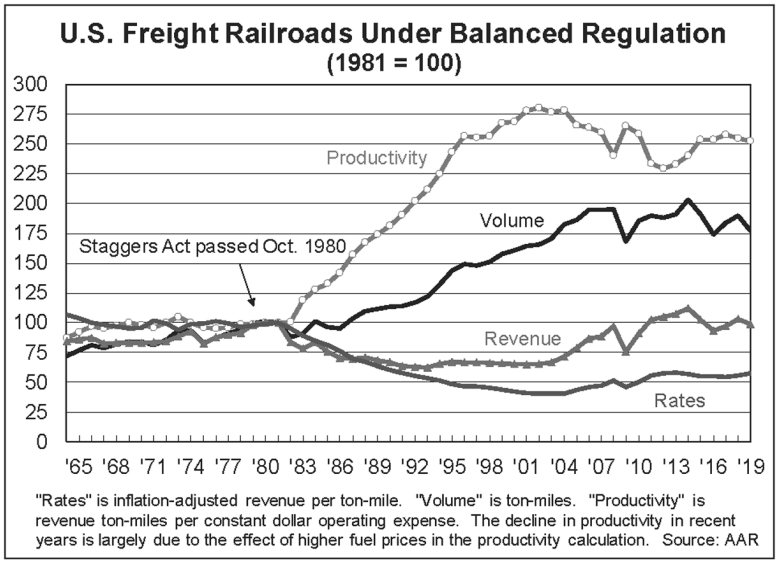
Regulating Rail Rates and Service

The more than 600 freight railroads operating in the United States form the best freight rail network in the world. The freight rail industry accounts for roughly 40 percent of our Nation's long-distance freight ton-miles—more than any other mode—and serves nearly every agricultural, industrial, wholesale, retail, and resource-based sector of our economy. By safely and reliably connecting producers and consumers across the country and overseas, railroads support economic growth and enhance our quality of life.

The global superiority of U.S. freight railroads is the direct result of a balanced regulatory system that emanates from the Staggers Act, a bill passed with overwhelming bipartisan support by Congress and signed by President Carter 40 years ago in October 1980. Today, thanks to the Staggers Act, railroads are able to base nearly all of their rates and service offerings on the dictates of the market and are far more responsive to customer needs than they were previously permitted to be. Importantly, the Staggers Act did not completely deregulate railroads. In addition to retaining authority over a variety of non-rate-related areas, the Surface Transportation Board (STB) also has the authority to set maximum rates if a railroad is found to have "market dominance" over a particular movement and the rate is determined to be unreasonable. The STB also retains the ability to take other actions if a railroad engages in anticompetitive behavior.

Today's balanced regulation has allowed railroads to improve their financial performance from the anemic levels found prior to the passage of the Staggers Act to much healthier levels today. This financial stability has in turn allowed the railroads to invest more than $710 billion of their own funds, not taxpayer funds, since 1980, and more than $26 billion annually over the last five years, into improving and modernizing their infrastructure and equipment. The benefits of these investments to railroad customers and to our Nation at large are incalculable. Railroads are also much safer, much more productive, and moving much higher volumes than they were when the Staggers Act was passed, all while average rail rates (measured by inflation-adjusted revenue per ton-mile) are now 43 percent lower than in 1981. These improvements in safety, capacity, and service are exactly the results that Congress intended for the Staggers Act to generate and are outcomes that are in the best interest of our Nation. Additionally, the success of the Staggers Act was reaffirmed just last week when more than 1,000 individuals—Democrats and Republicans—wrote in support of protecting the current balanced regulatory framework.[1] Signatories to this letter include eight former U.S. Secretaries of Transportation, more than 550 state and local officials, more than 200 business leaders, nearly 90 think tanks, and 25 former administration officials and congressional leaders.

[1] The full text of this letter is attached to this written testimony as Appendix A.



The freight rail industry is not complacent though. Looking ahead, our Nation's recovery from this pandemic in the short term and our economic prosperity in the long term will depend upon the viability and effectiveness of our freight railroads. To accomplish these things, railroads must be able to maintain their existing infrastructure and equipment, build new capacity required to handle traffic they will be called upon to haul, operate flexibly, and incorporate innovative new technologies without unnecessary or counterproductive restrictions.

Transportation policymakers in this Congress and future Congresses have a critical role to play. I respectfully suggest that policymakers should take steps that make it easier—and, just as importantly, refrain from taking steps that make it harder—for railroads to meet our Nation's current and future freight transportation needs.

Railroads also commend this Committee for recently advancing the nomination of Robert Primus to be a member of the STB. Railroads look forward to working with Mr. Primus, Ms. Shultz, and the other current STB members to support and strengthen the freight rail industry's ability to serve its customers and reinvest for the future.

Railroads and COVID–19

In testimony to this Committee on June 3, 2020, I stated that freight railroads established three main goals in their response to the COVID–19 pandemic.

First and foremost, railroads want to keep their employees safe. Teleworking is now available for those employees who are able to work remotely, and social distancing, rigorous cleaning protocols, and the use of protective devices are now ubiquitous on railroads to protect those employees that must be on-site as part of ongoing operations. Access by visitors to rail facilities has also been sharply curtailed, and railroads are communicating regularly with their employees about health and safety protocols. My understanding is that the number of COVID–19 cases among rail employees has remained relatively low.

The railroads' second imperative is to continue to provide high levels of safe, reliable service to their customers. I am aware of no instances in which Class I railroads have had meaningful business interruptions due to pandemic-related crew shortages. Virtually every railroad customer has adjusted its operations because of the pandemic, and freight railroads have partnered with them every step of the way. Thanks in part to this cooperation, America's freight railroads today are, by and large, running more fluidly than ever before.

Railroads are also making special efforts to expedite shipments of goods that are in short supply or urgently needed, and these efforts have not gone unnoticed by

our customers and our regulators. In a joint letter in August from the FRA and STB to each Class I railroad, those agencies noted that "[w]e . . . appreciate efforts to provide reliable service and enhanced communication to rail shippers and note that, during formal and informal interactions with stakeholders since the onset of COVID–19, we have received many positive reports from across the country."[2] Separately, in May, the Chairman of the STB in a letter to each Class I railroad expressed her and shippers' appreciation for the railroads' efforts in maintaining service: "Many rail shippers have shared their appreciation for the freight railroads' responsive and reliable service, and the Board commends the industry for its efforts."[3]

Similarly, at the STB's recent National Grain Car Council, a representative of Archer Daniels Midland expressed their appreciation for the railroads' response to the pandemic: "I'd like to echo the comments that Vice Chairman Oberman made . . . about thanking the railroads for helping us get through the pandemic. . . . When the pandemic first started, we went through . . . a lot of scenarios planning on what were the risks for our organization and one that we quickly identified was rail service and what that would mean for our company. . . . Quickly we learned that the railroads had it under control, and not only were they keeping their own employees safe, they were keeping our employees safe as well. So, we really appreciate that."[4] Another grain shipper representative from Ag Processing Inc. stated at that meeting: "Through this process [of responding to market changes from the pandemic], I think the railroads performed well. . . . From what we've seen so far, service has been good."[5] Additionally, at the STB's recent biennial meeting of the Rail Energy Transportation Advisory Committee (RETAC), representatives from energy shippers, including Cargill, noted that their rail service was "running well" and that railroads were adding sufficient amounts of power and crews to meet demand, including near-record corn production this year.[6] Finally, a group of four shipper associations wrote the STB, noting: "Our members, like all sectors of the economy, including the freight railroads, have had their operations severely disrupted by the COVID–19 pandemic. Our members thus deeply appreciate . . . the railroads' efforts to preserve and restore freight service. . . ."[7] Railroads take great pride in providing safe, reliable service to our customers, especially in these unprecedented times, and appreciate the recognition from shippers and regulators alike.

Railroads' third and final imperative is to continue to preserve their financial stability so that they will be able to meet our Nation's freight transportation demands into the future. As discussed above, this is not a new focus but an ongoing effort to become the most efficient freight transportation provider. One way that railroads have done this, starting before the pandemic, is by re-examining and continually focusing on improving their operating practices, and the result has been a more resilient rail network that is better able to adapt to market changes. As a result of this financial stability, Class I freight railroads have neither requested, nor received, pandemic-related financial assistance from Congress.

When much of the economy shut down during the second half of March 2020, U.S. GDP, consumer spending, and industrial output all plunged. U.S. rail volumes followed suit. Total U.S. rail carloads fell 25 percent in the second quarter of 2020 as compared to the same quarter in 2019, the biggest quarterly decline on record. Intermodal volume also fell 13 percent.

The good news is that rail volumes have been improving in recent months as the economy has slowly reopened. On the intermodal side, volumes are now, at times, above pre-pandemic levels, thanks to surging activity at ports and robust consumer

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[2] Letter from The Hon. Ronald Batory, Administrator, Federal Railroad Administration, *et al.,* to Jean-Jacques Ruest, President and Chief Executive Officer, Canadian National Railway Company, at 1 (Aug. 24, 2020) (the same letter was sent to each Class I railroad).

[3] Letter from The Hon. Ann Begeman, Chairman, Surface Transportation Board, to Carl Ice, President and Chief Executive Officer, BNSF Railway Company, at 1 (May 7, 2020) (the same letter was sent to each Class I railroad).

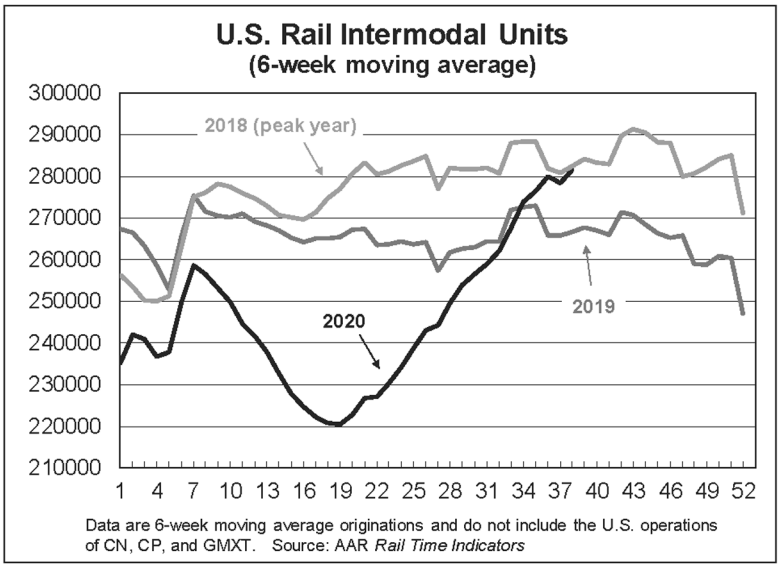
[4] Chris Boerm, Archer Daniels Midland, National Grain Car Council Meeting: Grain Shipper Update, Sept. 10, 2020, Zoom, 0:51:22, *https://zoom.us/rec/play/J1vkzLqgG1LOn-8RAJO8WH7Y_UtpDm3sZzSdA9PPehMjpmdgK9TqJF6jFmfm008E3S9_hfJqdQ5VJYvt.fDkDNE0jEQPUiQVf* (passcode available upon request).

[5] Greg Twist, Ag Processing Inc., National Grain Car Council Meeting: Grain Shipper Update, Sept. 10, 2020, Zoom, 1:02:42, *https://zoom.us/rec/play/J1vkzLqgG1LOn-8RAJO8WH7Y_UtpDm3sZzSdA9PPehMjpmdgK9TqJFbjFmfm008E3S9_hfJqdQ5VJYvt.fDkDNE0jEQPUiQVf* (passcode available upon request).

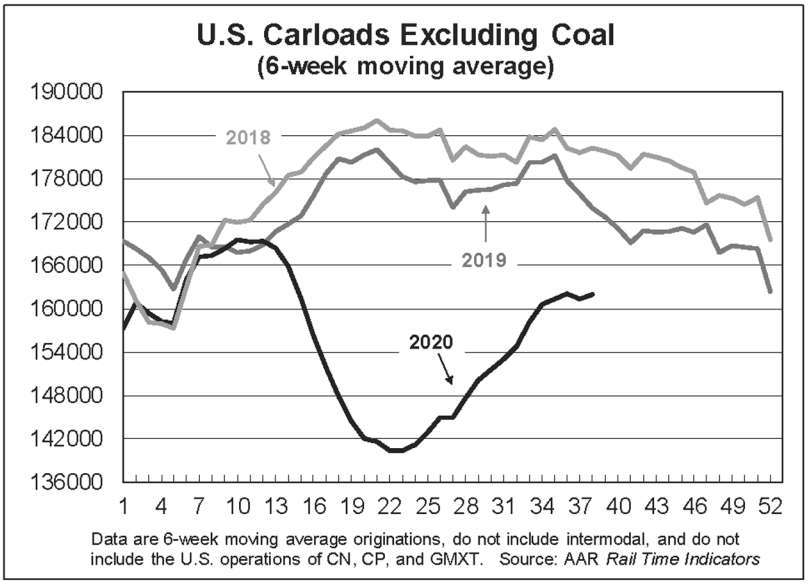
[6] Joanna Marsh, "Freight railroads meeting harvest season needs, say shippers on STB advisory panel," FreightWaves, Oct. 7, 2020, *https://www.freightwaves.com/news/freight-railroads-meeting-harvest-season-needs-shippers-tell-stb-advisory-panel.*

[7] Letter from Ann Warner, Spokesperson, Freight Rail Customer Alliance, *et al.,* to The Honorable Ann D. Begeman, Chairman, United States Surface Transportation Board, at 2 (Aug. 31, 2020).

spending on goods. On the carload side, rail shipments in most categories have significantly improved as compared to levels in April and May of this year. Most categories, though, remain well below where they were prior to the pandemic.



The course of rail traffic volumes for the remainder of 2020 will depend upon how quickly the economy recovers, which in turn will depend on how quickly COVID–19 is brought fully under control.



Like firms in every other industry, railroads must manage their resources, including locomotives, freight cars, and employees based on business needs. Railroads are

hopeful that freight transportation demand will continue to grow and will make every effort to ensure they have sufficient assets in place to meet that demand.

Looking Ahead to Surface Transportation Reauthorization

The recently-passed one-year extension of the FAST Act provides Congress with additional time to forge a longer-term reauthorization addressing critical transportation issues. Some of the priorities of the freight rail industry are discussed in more detail below.

Restore the Highway Trust Fund to a User-Pays System

The United States has historically relied upon a user-pays system to fund investments in public road and bridge infrastructure. Unfortunately, revenues into the Highway Trust Fund (HTF) have failed to keep pace with investment needs, requiring general fund transfers to cover the shortfall. According to the Congressional Budget Office (CBO), general fund transfers into the HTF have totaled almost $157 billion since 2008, including the $13 billion provided by the just-signed continuing resolution, and an additional $203 billion could be required to cover expected deficits through 2030.[8] Revenues into the HTF during 2020 have also been impacted by the COVID–19 pandemic and its associated reduction in driving. While traffic volumes are recovering, and CBO noted that HTF revenues in July 2020 were slightly less than average spending in July 2018 and 2019, future economic recovery, employment trends, and the elimination of COVID–19 will all influence how HTF revenues continue to recover.

These general fund transfers distort the freight transportation market in favor of the commercial trucking industry and put other modes at an unfair competitive disadvantage. This is especially problematic for railroads which build, maintain, and pay for their own private infrastructure. Congress should ameliorate this modal inequity by reaffirming the user-pays system and increasing the fuel tax or imposing a vehicle-miles traveled ("VMT") fee or a weight-distance fee. Additionally, Congress should reject proposals calling for increases to Federal truck size and weight limitations on our Nation's roads and bridges until, at a minimum, the commercial trucking industry pays the full cost of the damage they already cause to this publicly-provided infrastructure.

Highway-Rail Grade Crossing Safety

The freight rail industry urges Congress to recognize the call from communities across the country to maintain or increase funding for the Section 130 program, which allocates funding to states for grade crossing improvement projects. Without this set-aside, the public benefits of such projects are unlikely to be realized, given such projects tend to fare poorly in competition for limited funding with more traditional highway projects.

Congress should also take other actions to improve grade crossing safety, including: increasing the current cap for incentive payments for grade crossing closures from $7,500 to $100,000; eliminating the arbitrary 50 percent cap on spending for hazard elimination projects; allowing Section 130 funds to be used to replace functionally obsolete warning devices at crossings; and incentivizing states to bundle grade crossing projects under discretionary grant programs.

Public Partnerships with Freight Railroads

Policymakers should further the efficiency and fluidity of our Nation's freight transportation system by supporting programs that improve "first" and "last" mile connections. Improving these connections will forge a stronger, more effective freight transportation system and benefit customers and the economy alike.

Freight railroads support funding for discretionary grant programs, such as the INFRA, BUILD, CRISI, and SOGR grant programs, as well as for Amtrak. These programs enable the public sector, including state and local governments and passenger railroads, to partner with freight railroads to advance projects of mutual interest, including projects to reduce road and port congestion, enhance safety at grade crossings, facilitate intercity passenger and commuter rail service, and improve quality of life for communities.

Additionally, public-private partnerships can help solve critical transportation challenges by combining public and private resources for specific projects. Without these partnerships, many projects that promise substantial public benefits (such as reduced highway congestion or increased rail capacity for use by passenger trains) in addition to private benefits (such as enabling faster freight trains) are likely to be delayed or never started because neither party can justify the full investment

[8] Congressional Budget Office, *The Outlook for Major Federal Trust Funds: 2020 to 2030,* September 2020, page 3.

needed to complete them. We urge members of this Committee to support such innovative solutions.

Short Line Infrastructure Tax Credit

The short line infrastructure tax credit—known as "45G"—provides incentives for non-Class I railroads to invest in freight railroad track rehabilitation. This tax credit has been successful in preserving the first and last mile of rail connectivity and led to more than $4 billion in new investments in short line operations since 2005. Thanks to the members of this Committee, this tax credit is currently in effect through the end of 2022. We respectfully urge your continued support to make it permanent.

Technology and Innovation

Emerging technologies promise to significantly enhance rail safety and operations. For example, automated track inspection can improve detection of defects and response time leading to fewer track-related accidents, and safety data collected from the automated track inspection programs clearly support further deployment of this important technology. Unfortunately, due to the existing regulatory framework, new rail technologies can often only be used in conjunction with, rather than as a replacement for, manual inspections required by existing FRA regulations. As a result, this framework creates disincentives for the development and use of emerging technologies that would ultimately enhance the safety and efficiency of rail operations.

In formulating a mode neutral regulatory framework that encourages the realization of the benefits of emerging technologies, railroads urge Congress to adhere to several principles.

First, regulatory barriers must be overcome in ways that are more enduring than waivers. Congress should direct DOT to make permanent long-standing waivers whose value has been proven through successful implementation or to issue final rules if equivalent or improved safety has been demonstrated. Limited short-term waivers from existing regulations do not give industry sufficient confidence to invest in new technologies.

Second, to the greatest extent possible, railroads and equipment manufacturers should be permitted to continue to create voluntary standards for safety technology. No one has a greater stake in the success of new safety technologies than railroads and their suppliers, and market pressures already incentivize them to create and implement safety technologies that work.

Third, new regulations governing automated operations in the transportation sector should be performance-based, rather than prescriptive. Performance-based standards would give industry discretion to experiment with new ways to improve safety, while the FRA would still oversee goal-setting, ensure that measures and data are accurate, and impose sanctions if railroads failed to meet their safety targets. Rail employees, customers, and the public-at-large would still be fully protected.

Fourth, regulation of automated operations and other technologies should occur at the Federal level to avoid a patchwork of state and local rules that would create confusion, inhibit the deployment of new innovations, and undercut the efficient functioning of the national rail network.

Finally, public fear of the unknown is often unfounded but can prove to be a major obstacle to the implementation of new technologies. Railroads urge policymakers to speak out in support of innovation and help explain the realization of the benefits of new technologies.

Positive Train Control (PTC) Update

To close, I want to provide this Committee with an update on railroads' implementation of PTC. All Class I railroads have 100 percent of required PTC route-miles in operation, including: 100 percent of their required PTC-related hardware installed, 100 percent of their PTC-related spectrum in place, and 100 percent of their required employee training completed. The seven Class I freight railroads will continue to work to ensure full interoperability by the end of this year.

Conclusion

America's freight railroads are a tremendous national resource and look forward to working cooperatively with you, other policymakers, our employees, our customers, and all other interested parties to advance our shared interests in moving our Nation forward.

APPENDIX A

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October 14, 2020

Ann D. Begeman, Chairman
Martin J. Oberman, Vice Chairman
Patrick J. Fuchs, Board Member
Surface Transportation Board
395 E Street SW
Washington, DC 20423

Dear Chairman Begeman, Vice Chairman Oberman and Board Member Fuchs:

This year marks the 40th anniversary of the enactment of the Staggers Rail Act. We write to urge the Board to maintain the balanced underlying economic framework that has been the bedrock of your decisions and ensure that no actions you take undermine the ability of freight railroads to reinvest in the rail network.

Any action inhibiting freight rail investment would threaten economic development and quality of life in our communities, precipitate job losses in the rail supply and contracting sectors, and undercut safety, efficiency and productivity across the rail network, affecting all railroads, small and large.

As you know, the Staggers Act established a visionary approach to regulation that sparked a freight rail renaissance and continues to provide measurable benefits to businesses, consumers, taxpayers and our economy.

This landmark, bipartisan legislation was necessary because decades of rigidly prescriptive federal overregulation had decimated the U.S. freight rail network. Bankruptcies were commonplace, rail rates were rising, safety was deteriorating, and rail infrastructure and equipment were in increasingly poor condition because railroads simply could not earn enough to pay for basic upkeep, let alone innovation and improvements.

Since the implementation of a balanced system of economic regulation under the Staggers Act, which protects rail customers while allowing railroads to manage their assets and pricing, U.S. freight railroads have invested hundreds of billions of dollars in the rail network. Rail traffic has doubled, rail productivity has more than doubled, rail rates are down more than 40 percent, and recent years have been the safest on record.

Freight railroads' massive, post-Staggers investments in infrastructure, equipment and technology transformed a failing rail system into a high-tech, highly efficient, interconnected network that links American communities, businesses and consumers to markets across the country and around the world.

This is important to us and to our country. Every ton of freight moved by rail promotes economic development, mitigates pollution, eases worsening highway congestion and saves taxpayers money. Railroads are four times as fuel efficient as other modes of transport and emit 75 percent fewer

greenhouse gases. Additionally, railroads do not require the significant public spending that subsidizes other modes.

Railroads are in the midst of revolutionary technological innovation as they adapt to meet changing customer demands and maintain their status as the safest, most efficient way to move freight over land.

We implore the Surface Transportation Board to preserve the delicate regulatory balance created by the Staggers Act, allowing freight railroads to innovate, adapt and reinvest in the rail network. Our communities, our businesses and our employees depend on it.

Sincerely,

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The CHAIRMAN. Thank you very much, Mr. Jefferies. And Mr. Dennis Pierce, President, Teamsters Rail Conference of Washington, D.C. Are you with us remotely, sir?

Mr. PIERCE. Yes, I am. Can you hear me?

The CHAIRMAN. I sure can. You are now recognized.

STATEMENT OF DENNIS R. PIERCE, PRESIDENT, TEAMSTERS RAIL CONFERENCE, INTERNATIONAL BROTHERHOOD OF TEAMSTERS

Mr. PIERCE. Good morning, Chairman Wicker, Ranking Member Cantwell, and the Committee members. The 70,000 members of the Teamsters Rail Conference and its Brotherhood of Locomotive Engineers and Trainmen and Brotherhood of Maintenance Subway employees divisions appreciate the opportunity to provide our views on the state of the Nation's rail network, the impacts of COVID–19, and necessary legislative considerations for surface transportation reauthorization. For The past 7 months, the COVID pandemic has turned life upside down for our nation, including the railroad industry and the men and women who move the Nation's goods and people.

I am pleased to report that the industry's essential employees have answered the call and worked tirelessly to serve our economy. But our members have paid a heavy price. Record numbers of freight workers were furloughed and traffic cratered on top of historic furloughs that occurred prior to the pandemic. Despite sharply rebounding traffic, recalls have been insufficient to meet demand in many locations, and rail conference members lucky enough to avoid furlough, many of whom work or lay over far away from home, have had to deal with unprecedented health and safety concerns. The provisions of the PPE and safe and sanitary lodging in meal facilities have been inconsistent at best. Sadly, the Executive Branch agencies responsible for workplace safety still haven't stepped up to the plate.

So we urge the Senate to pass S. 3884, the Essential Transportation Employee Safety Act and S. 3677, the COVID–19 Every Worker Protection Act. Passenger ridership decline was even more dramatic. I know this panel, it is not the Amtrak panel but I have to make a comment. Thanks to the CARES Act, Amtrak and the commuter railroad stabilized workforce levels through the end of the last Fiscal Year. Today, however, Amtrak and the commuters are on the brink of another crisis because ridership largely hasn't returned, although we are certain that it will. In spite of that, as you have heard, Amtrak is implementing tri-weekly service and is about to furlough 25 percent of its locomotive engineers. Commuter agencies are also looking at further service reductions and furloughs. As you have heard, the House has teed up additional emergency relief in bills like the HEROES Act, which if passed by the Senate, would provide railroads and their workers with this much needed help.

Even without COVID, the railroad industry today is in a turmoil in ways that threaten to destabilize labor management relations in a way not seen in over 50 years. One reason is the industry's attempt to use safety technologies beyond their capabilities. The other is Precision Scheduled Railroading, a business model that re-

wards Wall Street at the expense of everyone else, in our opinion. My written testimony discusses both problems in detail, but I will focus here on PSR as my time is limited. America needs a railroad industry that balances rail operations, shipper needs, effective maintenance, safety, employee and manpower concerns, and the industry's long term help. The PSR has transformed the industry, so it is now one that went from a customer service model to a customer service to railroad model.

In our opinion, went from a safety first model to a profits first model, from an employee added value model to employees are a cost to be reduced model, and permanent reinvestment in assets model to an extraction of value model. PSRs across the board and ruthless cost cutting has produced historically high unemployment rates in our industry. Between 2014 and 2019, long before COVID, employment on the four Class I railroads, the largest Class I railroads, was cut by 17 percent. Nearly 30,000 jobs lost.

PSR has led to deferred maintenance, the closing of many rail yards and repair shops, and a constant state of chaos is operating. Crew bases are relocated to reduce the number of crews needed to long distance trains, and two to three mile long trains have become the norm. Trains are routinely operated that exceed the capacity of the infrastructure to accommodate them without significant operational delays all at the shipper's expense. And trains are being operated with links that exceed the capacity of FRA regulated safety technology. Suffice to say that PSR has cut much deeper than just eliminating fat in the industry. It has cut into muscle and bone required to maintain the Nation's railroad infrastructure. PSR may be good for the bottom line, but in our view, it is bad for the Nation's shippers, America's customers, and the workers who move the Nation's freight. These problems should be addressed in the reauthorization process.

We urge the Committee to investigate whether the public interest, as envisioned by Staggers in the 1990s merger and control decisions, is being served by PSR. GAO should be tasked with studying changes in operating and scheduling practices, a result of PSR, including the metrics detailed in my written testimony.

We also believe that the reauthorization bill should include S. 1979, the Safe Freight Act, which would put a halt to the industry's attempts to eliminate jobs with technology that cannot and is not designed to replace safety critical train crew members. Thank you for the opportunity to testify and I would be happy to try to answer any questions that you have.

[The prepared statement of Mr. Pierce follows:]

PREPARED STATEMENT OF DENNIS R. PIERCE, PRESIDENT, TEAMSTERS RAIL CONFERENCE, INTERNATIONAL BROTHERHOOD OF TEAMSTERS

Good morning Chairman Wicker and Ranking Member Cantwell, and good morning as well to Chairman Fischer and Ranking Member Duckworth of the Transportation and Safety Subcommittee. I thank you for holding today's hearing on the current status of the passenger and freight rail network and the track ahead. I look forward to providing you with important information on the current state of the Nation's rail network, including the impacts of COVID–19, and to addressing legislative considerations for surface transportation reauthorization.

My name is Dennis Pierce, and I am proud to serve as President of the Teamsters Rail Conference, which represents over 70,000 working men and women who are members of the Rail Conference's two divisions. One is the Brotherhood of Loco-

motive Engineers and Trainmen—or BLET—which represents the locomotive engineers who operate freight, passenger and commuter trains across the land, and we also represent conductors, trainmen and other railroad workers on smaller railroads. The BLET is the oldest union in North America, and I am honored to also serve as BLET National President.

The Teamsters Rail Conference also includes the Brotherhood of Maintenance of Way Employes Division, which has represented the workers who build and maintain the tracks, bridges, buildings and other structures on the railroads of the United States for over 130 years. On behalf of our 70,000 plus members, we truly appreciate the opportunity to address the Committee today.

My testimony will address three areas of concern to Rail Conference members and all railroad workers. I will first provide the Committee with a track-level report of how the industry is coping with the COVID–19 Pandemic, which is a subject that remains of critical interest to all of America. Next, I will provide our view on recent developments in the industry, where we are today, and the challenges that the industry faces tomorrow. And, finally, I will address the subjects we believe the Committee needs to include in surface transportation reauthorization.

When the COVID Pandemic was declared this past Spring, life turned upside down for our Nation, including the railroad industry and the men and women who move America's goods and people. A new term was coined—the "essential employee"—and Teamsters Rail Conference members, along with their Brothers and Sisters comprising the other railroad crafts, certainly fit into that category. I am pleased to report to the Committee that the railroad industry's essential employees have answered the call and worked tirelessly to fulfill their responsibility to the economy.

But it is important to understand that this success has come in the face of unprecedented challenges. On the freight side, traffic plummeted as significant portions of the country—and the world—shut down to manage the explosion of COVID cases in the early months. Record numbers of Rail Conference members and their coworkers were furloughed in response to the cratering of demand. This was on top of historic furloughs that occurred prior to the Pandemic, which were a function of the industry's current business model, which I'll discuss in detail shortly. In recent months, traffic has rebounded sharply—evidence of a V-shaped recovery—but recalls from furlough have been minimal and continue to lag. Thus, while railroad employment levels were a leading indicator of the COVID-related recession, they are a trailing indicator of the recovery.

Those Rail Conference members lucky enough to avoid a furlough have had to deal with other concerns for their personal health and safety. A large proportion of BLET members and their crewmates work in road service, where they must lay over at the other end of the road before returning home, and many BMWED members work in what are called traveling gangs, which cover vast territories. Because of the nature of their work, tens of thousands of Rail Conference members spend significant time on the road, away from their families.

The nature of COVID has placed increased importance of personal protective equipment—or PPE—as well as the need for safe and sanitary lodging and meal facilities. Some railroads have been diligent about providing appropriate PPE, but others have been less successful. We believe the root of the problem lies in the fact that the appropriate Executive Branch agencies have not yet established mandatory PPE guidelines. This failure continues to place our members and their families at risk.

In order to address these PPE concerns, we urge the Senate to pass S. 3884, the Essential Transportation Employee Safety Act, which was introduced by Senators Blumenthal, Cantwell and Markey and currently is assigned to the Committee. We also urge passage of S. 3677—the COVID–19 Every Worker Protection Act—introduced by Senators Baldwin and Duckworth, which would direct OSHA to address COVID protection in the workplace. This bill has 35 additional co-sponsors, and has been referred to the HELP Committee.

On the passenger rail side, the decline in ridership was even more precipitous than the plunge in freight rail traffic. Thanks to your support in the CARES Act, Amtrak and the commuter rail carriers were able to stabilize workforce levels through the end of the Fiscal Year. Today, however, these passenger and commuter railroads are on the brink of another crisis and find themselves in the opposite position than the freight railroads.

Ridership levels have shown only a very small uptick, as millions of Americans continue to work from home and few vacationing Americans are opting to take public transportation as the Pandemic continues. Amtrak has made plans to cut long-distance service by half or more, and projects furloughing about 10 percent of its workforce, including nearly one-fourth of its Passenger Engineers corps, including

all Student Engineers. Commuter agencies also are looking at reductions in service, and in employment.

That combined is why there is an urgent need for additional emergency funding. On October 1st, the House passed the CARES 2 Act, which includes 2.2 billion dollars in additional emergency funding so that Amtrak can maintain service at Fiscal Year 2019 levels and prevent these furloughs. It is only a matter of time until ridership returns in a significant way, and we believe it is imperative that this temporary emergency support be provided because not doing so risks Amtrak and commuter agencies losing thousands of furloughed workers, and then being un-able to provide service at levels needed to meet the increased demand that is anticipated next year.

Even in the absence of the COVID Pandemic, the railroad industry today is in turmoil. Finally, and several decades after the National Transportation Safety Board first recommended the implementation of anti-collision technology, the industry is approaching full compliance with your mandate that key routes have a working Positive Train Control system. However, instead of using this technology as a safety complement to crews, the railroads want to use it to replace crewmembers, even though the technology cannot, and is not designed to, do many of the things the second crewmember does.

BMWED members of the Teamsters Rail Conference face a similar challenge. Railroads are actively testing and deploying various track inspection technologies, in several cases aided by waivers from existing track safety standards that have been granted by the Federal Railroad Administration (FRA). Once again, however, instead of using these technologies to assist the expert track inspectors represented by BMWED, the railroads are trying to eliminate their jobs.

On top of this, over the few years the Class I railroads have begun implementing a new business model—called "Precision Scheduled Railroading" or PSR—that has turned the industry upside down. The focus of PSR is to reduce a railroad's operating ratio, which is the proportion of operating expenses to operating income.

America needs a railroad industry in which rail operations, shipper needs, effective maintenance, safety, employee and manpower concerns, and the long-term health of the railroads are equitably balanced. In our view, PSR has transformed the industry from a customer service model to a model where the customer serves the railroad . . . from a safety first model to a profits first model . . . from an employees added-value model to an employees are a cost-to-be-reduced model . . . and from a reinvestment-in-assets model to an extraction-of-value model.

While PSR's across-the-board and ruthless cost-cutting has produced historically low operating ratios, it also has produced historically high unemployment rates in the industry. Between 2014 and 2019, before COVID had any impact, railroad employment on the four largest Class I railroads was reduced by 17 percent, with nearly 30,000 jobs being lost. And, because of additional furloughs blamed on COVID's impact on the economy, PSR enabled two of those railroads to further cut operating ratios during the same quarter that the Nation's GDP plummeted by 31.7 percent, year over year.

PSR has led to deferred maintenance and the closing of many repair shops. It has created a constant state of chaos as operating crew bases are relocated to reduce the number of crews needed to operate long-distance trains, and 2- to 3-mile-long trains are becoming far too prevalent. Railroads routinely operate trains that are so long the physical infrastructure cannot accommodate them without significant operational delays, because passing sidings simply cannot hold them.

Trains also are being operated with lengths that exceed the capacity of FRA-required safety technology. On October 4, 2018 there was a rear-end collision involving two Union Pacific Railroad trains near Granite Canyon, Wyoming, which occurred on a 13-mile-long, steep downhill grade of 1.58 percent. Attached to my testimony as Exhibit 1 is the National Transportation Safety Board's Safety Recommendation Report that discusses this accident.

As the NTSB explains, the accident occurred because the striking train's engineer lost the ability to control the speed of his train, even though he initiated an emergency brake application as soon as it became apparent that normal braking was insufficient. NTSB determined that this problem was likely caused by an obstruction in the train's air brake pipe.

FRA regulations require a back-up safety measure—a train's end-of-train device must be in communication with the locomotives via a radio telemetry link. The engineer can use this link to initiate an emergency brake application from the rear of the train in conjunction with initiating one from the head end of the train. However, the engineer was unable to do that because the length of the train exceeded the range of the telemetry link. Both crewmembers of the striking train were killed in the accident.

This NTSB Report also discusses a similar braking incident, which occurred on the same railroad west of Cheyenne about seven weeks later. In this second case, the problem with the braking system was caused by a kinked air hose in the middle of the train, which prevented a brake pipe reduction from being transmitted to the rear of the train. When the engineer initiated an emergency brake application on the locomotives, he was unable to trigger one on the rear and, again because the length of the train exceeded the range of the telemetry link.

A second tragedy was averted only because the crew on this train resourcefully kept toggling the emergency switch until the interrupted telemetry link was restored. Fortunately, this crew had the time necessary to implement this workaround, which the Granite Canyon was denied.

A daunting number of other safety risks have been identified as a result of the slash-and-burn application of PSR. This past winter, the Brotherhood of Maintenance of Way Employes Division of the Teamsters Rail Conference published a detailed Report of the results of an extensive Survey of its membership detailing how PSR has affected them. It was presented to Federal Railroad Administrator Batory on February 19th of this year, and is attached to my testimony as Exhibit 2 for inclusion in the record of this Hearing.

The Survey Report shows that, between 2016 and 2019, the jobs of 14 percent of the Nation's BMWED-represented maintenance of way workforce were eliminated as a result of PSR, reducing the headcount from 35,440 to 30,742. At the beginning of the Report is a 4-page summary that includes 10 comments that are representative of the responses submitted by the nearly 10,000 Survey respondents. They portray a shocking abandonment of safety, reduced maintenance standards and disregard for customer service, all in the name of slashing costs.

We also have received reports of:

- Carmen told to inspect rail cars in under 60 seconds when they can't even walk around a car in 60 seconds.
- Locomotive Mechanics assigned "blue cards" for inspection and maintenance are being told to stop work on the inspections before the cards are completed, and managers are signing the cards in order to get the locomotives out to fit the schedule.
- Rail brake checks are being performed while trains are in motion instead of while cars are standing still.
- Signal inspection and repair territories have been expanded beyond what can reasonably be handled, forcing Signalmen to triage by dealing only with most serious issues and not necessarily handling all issues that need to be fixed.
- Because of reductions, Signalmen on one of the four largest Class I railroads are unable to make all 30-day inspections; when they report this to the railroad, they are told to "get to them when they can," and some tests are being performed as much as five days later than required.

PSR also has led to some bizarre operational results that have been reported to my fellow Rail Chiefs from the field, such as:

- We have been made aware of situations in which rail cars were sent past their destinations by 200–300 miles and then brought back because the railroad did not want to stop and switch the cars out of consist, in order to keep to the schedule.
- We have also been told of rail cars being run past their destination *multiple* times for similar reasons.
- Problems getting trains out of yards have been reported, which were caused by the elimination of Yardmaster jobs, requiring Train Dispatchers to manage movements out of train yards remotely by using yard video feeds.
- Further, PSR has led to the abolishment or absorption of the jobs of those who manage train line-ups. This has greatly reduced the work predictability that is so important to operating crew members who are on call 24/7, 365 days a year. Changes like this also undermine the fatigue mitigations efforts for road crews that this body implemented in the RSIA in 2008.
- And there have been published reports of stopped trains blocking road crossings for hours at a time when its crew can no longer work because of hours of service laws, but the precision scheduling of PSR has not put a new crew on the train.

We have even heard of situations in which railroads are either refusing to serve shippers or making it cost prohibitive to use rail. And I have read of instances where railroads have hit shippers with demurrage fees for some delays that were

plainly the railroad's fault. But the other witnesses on this panel can testify to these problems much better than I can.

In a nutshell, the push for PSR has cut much deeper than just eliminating fat; it has cut into the muscle and bone needed to most safely and efficiently manage the Nation's rail network. PSR may be good for the bottom line, but it has been bad for the Nation's shippers, American consumers, and the employees that move the Nation's freight day in and day out.

Now, many of the above examples are anecdotal, and I expect the railroads would make that point as loudly and as long as they could. But my response to that would be to say "This is why we have a Congress." And that leads me to the subjects the Teamsters Rail Conference believes the Committee needs to include in surface transportation reauthorization.

First, we believe the Committee—and the Transportation and Safety Subcommittee—needs to closely examine the state of the freight railroad industry. Forty years ago, the industry, which was in dire straits, was largely deregulated when the Staggers Act became the law of the land. While that was a tough and bitter pill for railroad workers to swallow, the industry was able to reinvent itself. Then, the 1990s brought a wave of mega-mergers, which reduced the number of Class I railroads to seven.

But with the advent of PSR, we now are confronted with an industry that can, and far too often does, say—in the words attributed to Robber Baron William H. Vanderbilt—"The public be damned." We urge the Committee to investigate whether the public interest is being served, as envisioned by the Staggers Act and the 1990s merger and control decisions by the carriers' new PSR operating model.

A good start to this process would be the inclusion in upcoming surface transportation reauthorization of a requirement that the Government Accountability Office conduct an investigation and produce a report like the one envisioned in Section 9502 of the TRAIN Act portion of H.R. 2. Specifically, the GAO should study changes in freight railroad operating and scheduling practices as a result of the implementation of the PSR model, including, at minimum:

- the impacts of the operation of longer trains;
- the safety impacts of reduction in workforce, including occupational injury rates, impacts to inspection frequencies and repair quality, and changes in workforce demands;
- the elimination or downsizing of yards, repair facilities, and other operational facilities;
- increases in demurrage or accessorial charges or other costs to shippers;
- capital expenditures for rail infrastructure; and
- the effect of changes to dispatching practices and locations of dispatching centers on the on-time performance of passenger trains, and the quality and reliability of service to freight shippers.

There are two additional provisions, which have already been introduced in the Senate, that we believe also should be included in the surface transportation reauthorization bill. One is Senator Markey's "Safe Freight Act", S. 1979, which lies with this Committee and has fifteen co-sponsors. This bill would put a halt to the industry's attempt to eliminate jobs with a technology that cannot—and is not designed to—replace safety-critical train crew members, and in a manner that is wholly consistent with current crewing practices.

The other is the bipartisan S. 2652, the "Protection of American Jobs in Cross-Border Rail Operations with Mexico Act", which also lies with this Committee. As you know, earlier this year the United States-Mexico-Canada Agreement entered into force. But the USMCA, or NAFTA–2, is fundamentally unfair to American railroad workers.

For decades, there has been cross-border passenger and freight rail traffic between the U.S. and Canada with crews crossing the border for a short distance into the non-resident country. These operations have been facilitated by largely shared regulatory, safety and labor cultures between the United States and our neighbor to the north.

To the South, however, freight crews have historically changed at the border because, under Mexican law, only Mexican nationals can perform railroad work in that country. When the USMCA was being negotiated, the Teamsters Rail Conference fought long and hard for reciprocal treatment. This effort was supported by the Teamsters Canada Rail Conference and by the Union that represents Mexico's railroad workers.

However, we were unsuccessful in obtaining reciprocity in the NAFTA–2 Agreement, and today Mexican crews are operating the vast majority of trains on the

Kansas City Southern Railway's affiliate—the Texas Mexican Railway—between the International Bridge in Laredo and Laredo Yard. Inclusion of S. 2652 in the surface transportation reauthorization bill would be an important first step toward remedying this inequity.

I thank you for the opportunity to testify today, and I would be happy to try to answer any questions that you may have.

EXHIBIT 1

NATIONAL TRANSPORTATION SAFETY BOARD

SAFETY RECOMMENDATION REPORT RSR–1902

SEPTEMBER 16, 2019

TRAIN EMERGENCY BRAKE COMMUNICATION

Ongoing Investigation

On October 4, 2018, at 7:40 p.m. mountain daylight time, eastbound Union Pacific (UP) freight train MGRCY04 (striking train) collided with the rear of stationary UP freight train MPCNP03 (stationary train) after cresting a hill and traveling down a descending grade of up to 1.58 percent for about 13 miles.[1] The striking train consisted of 3 leading locomotives and 105 railcars. The engineer and conductor of the striking train were killed, and 3 locomotives and 57 railcars of the striking train derailed while 9 railcars of the stationary train derailed. Prior to the accident, the crew of the striking UP freight train reported problems with the train's air brake system and radioed the UP Harriman Dispatch Center to advise them they had accelerated to 50 mph and were unable to stop.[2]

Event recorder data from the striking train's lead locomotive showed changes in the air flow from the locomotive to the air brake pipe at specific locations earlier in the trip. When the train was stretched (when the locomotives pulled the train uphill), the air flow was steady at about 27 cubic feet per minute (CFM), but when the train was bunched (compressed when the locomotives slowed the train going downhill) the recorded air flow dropped to 0 CFM.

The air flow meter shows how much air the locomotive is providing to the air brake pipe to compensate for leakage and to maintain the pressure needed for the brakes to operate correctly. Initial information obtained during the National Transportation Safety Board (NTSB) investigation indicated that the air flow did not display on the engineer's console when it was below 20 CFM, and the recorded air flow dropped to 0 CFM. Air flow dropping to a low level can be an indication of an obstruction in the air brake pipe.

When the engineer of the striking train bunched the train using locomotive-only electric brakes (dynamic braking) to go down the hill, the recorded data indicated that the air flow dropped below 20 CFM. Dynamic braking alone was insufficient to slow the train on the long descending grade. The train started to accelerate down the hill and the engineer tried to compensate for the increase in speed by applying air brakes. Despite the air brake application, the train continued to accelerate. Before the train reached the railroad's 30-mph speed limit, the engineer made an emergency brake application. The air brake application would have reduced the pressure in the air brake pipe at the lead locomotive, and the reduction in pressure in the air brake pipe should have propagated from the front of the train to the rear, causing the air brakes to be applied along the entire train. The emergency brake application would have rapidly vented the air brake pipe to atmosphere, again propagating from the front of the train to the rear. Air brakes applied along the entire train would have been enough to slow and then stop the train. NTSB investigators are examining the failure of the reduction in air brake pipe pressure to propagate to the rear of the train when the engineer applied the air brakes.

Normally when emergency brakes are applied, in addition to venting the air brake pipe at the lead locomotive, the head-of-train device (HTD) in the lead locomotive transmits a radio message to the end-of-train device (ETD) at the rear of the train to initiate an emergency brake application and vent the air brake pipe to atmos-

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[1] For additional details on this accident, please review the preliminary report for this accident, RRD19FR001, at *http://www.ntsb.gov*.

[2] Train air brakes are controlled by an air brake pipe that spans the length of the train. Brakes are applied by reducing the air pressure in the air brake pipe. Emergency brakes are applied by rapid venting of the air brake pipe to atmosphere.

phere at the rear of the train at the same time the air brake pipe is vented at the front of the train. According to the event recorder, the ETD did not initiate an emergency application of the brakes by venting the air brake pipe to atmosphere from the rear of the train. Instead, the train continued to accelerate. NTSB investigators are researching the reason for the communication failure between the HTD and ETD.

Communicating Train Emergency Brake Signals

There are two methods of communicating an emergency brake signal from the front to the rear of a train: an air pressure reduction that propagates along the train's brake pipe and radio communication between the train's HTD and ETD, which will vent the air brake pipe from the rear of the train as well. The HTD communication with the ETD should be automatically synchronized with the application of emergency brakes using the brake handle, but the HTD can also be triggered to communicate an emergency braking signal to the ETD independently by toggling a switch on the HTD. These two communication channels provide redundancy, but there are occasions where both methods fail to operate as intended.

Problems Initiating Braking through Air Pressure Reductions

NTSB investigators relied on data from the locomotive's event recorder, evidence found while on scene, and accepted principles of train air brake systems to ascertain what happened in this accident. The air flow recorded by the event recorder showed there was steady air flow when the train was stretched. The event recorder showed that the air flow dropped when the train was bunched. This was likely caused by an obstruction in the air brake pipe, which spans the length of the train. The air hoses used to maintain brake pipe continuity between railcars are the components most likely affected when the train is changed from stretched to bunched. In addition, investigators identified wheels from the train that exhibited discoloration due to overheating associated with an emergency brake application only on railcars on the front end of the train. There was no evidence of braking behind these cars.

The location of discolored wheels and the event recorder data led investigators to the conclusion that the probable air hose obstruction occurred within the 19 railcars that were added to the front of the train at Laramie, which was about 38 miles from the accident site.

Evidence from another incident shows how this failure can occur. On November 23, 2018, another UP train crew working west of Cheyenne, Wyoming, experienced similar issues while descending in heavy grade territory. After applying the brakes (reducing the air brake pipe pressure) to slow the train, the crew realized that the pressure reduction was not propagated to the rear of the train. The crew made several attempts to initiate an emergency brake application by toggling the emergency brake function on the HTD. The first two attempts were unsuccessful. On the third attempt, the train went into emergency braking. Upon inspection, railroad employees discovered a kinked air hose, as seen in figure 1. When emergency braking was applied, the kinked hose prevented the venting of the air brake pipe to atmosphere to propagate from the front of the train to the rear of the train. The third emergency brake application on the HTD led to successful communication with the ETD, which vented the air brake pipe from the rear of the train.

Figure 1. Kinked end-of-railcar air hose on railcar brake rigging of train involved in the November 23, 2018, incident west of Cheyenne, Wyoming. (Photograph provided by UP.)

On December 20, 2018, a UP mechanical employee discovered a similar kink in an air hose on a railcar on an outbound train that had recently received end-of-railcar hose repairs from a railcar repair shop. The end-of-railcar hose was configured incorrectly which kinked the hose, as seen in figure 2.

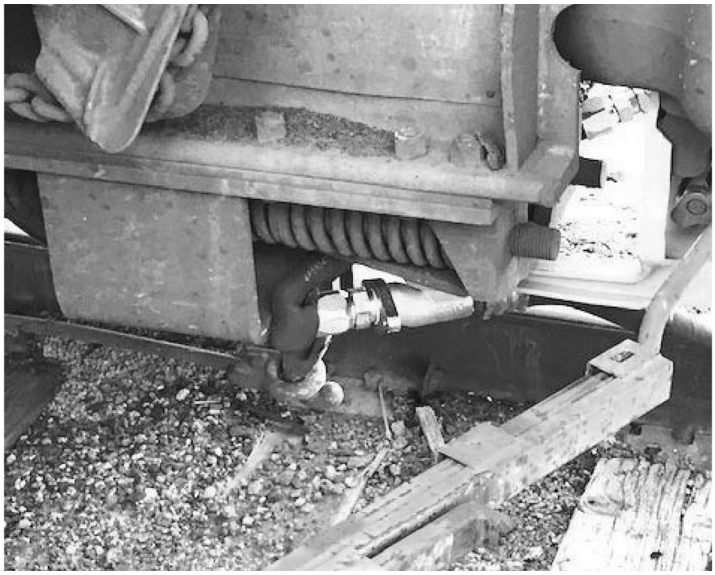

Figure 2. Kinked intermediate end-of-railcar air hose that was discovered during an inspection after an end-of-railcar air hose configuration was incorrectly applied. (Photograph provided by UP.)

Although the NTSB is still investigating the Granite Canyon accident, data from the event recorder indicates that air flow was obstructed in the air brake hose when

the train bunched as it traveled downhill. Some of the railcars that were picked up by the accident train in Laramie would have had similar end-of-railcar air hose arrangements as the subject cars in the November 23, 2018, incident and the December 20, 2018, inspection. UP had procedures in place prior to the accident regarding the inspection of air hoses and air hose assemblies. After the accident and after the subsequent fouled air hoses were found, UP issued guidance to focus attention on inspecting cars with these air hose arrangements. The NTSB concludes that incorrectly configured air brake hoses could result in the inability to slow or stop a train. Therefore, the NTSB recommends that the Class I railroads review and issue guidance as necessary for the inspection of end-of-railcar air hose configurations to ensure the air hose configuration matches the intended design.

Problems Initiating Braking with Radio Communication

Emergency braking is enhanced with communication between the HTD and ETD because braking by venting the air brake pipe can be concurrently activated from both the front and the rear of the train, resulting in the rapid reduction of pressurized air from two opposite directions. If there is an obstruction in the air brake pipe, the brakes on all railcars would engage, up to and including the point of obstruction from both ends of the train. The emergency braking action initiated from a locomotive without the aid of an ETD would only be effective up to the point that air flow is obstructed. Under such circumstances, the amount of effective braking would be dependent upon where the restriction occurred in the air brake pipe; the closer the obstruction was to the front of the train, the less braking effort would be available. Inadequate or nonexistent airflow at the blockage point would preclude the activation of emergency brakes on all railcars behind the blockage. ETDs are proven critical hardware components that provide a quicker application of emergency brakes and provide a redundant path to induce braking in the event of an air brake pipe obstruction.

Radio telemetry between ETDs and HTDs can be interrupted by natural obstructions, changes in track grade, and track curvature during normal operations. Notifications to the train crew of such communication interruptions do not initiate until there has been a loss of communication for a minimum of 16 minutes and 30 seconds. Therefore, train crews may not be aware of communication interruptions between the HTD and ETD in a timely manner.

When an emergency brake application is initiated, the HTD transmits an emergency command signal to the ETD for 2 minutes or until the HTD receives an acknowledgement signal from the ETD. After 2 minutes with no reply from the ETD, the HTD emergency command transmission ends and the HTD will not start transmitting another emergency command signal unless the train crew initiates another emergency brake application. The NTSB is continuing to investigate these communication issues and they will be addressed further in the final report on this accident.

Class I railroads have air brake and train handling rules, and system special instructions (SSI) that stipulate operating procedures when ascending and descending graded territory. SSI typically contain information that tells the engineer and conductor where and when to check the braking performance of the train. In addition, the SSI includes special instructions on operating the device and what to do if there is an HTD/ETD communication failure. In this accident, these procedures did not prevent the brake failure on a grade, leading to the accident.

The NTSB concludes that the interruption of radio telemetry between an HTD and ETD could result in a lack of redundancy for emergency braking. Therefore, the NTSB recommends that the Class I railroads review and revise their air brake and train handling instructions and two-way ETD instructions to include: monitoring locomotive air flow meters for unexpected fluctuations, checking the status of communication between HTDs and ETDs before cresting a grade, and actions to take if the air pressure at the rear of the train does not respond to an air brake application. Furthermore, the NTSB recommends that the American Short Line and Regional Railroad Association alert its member carriers to (1) inspect the end-of-railcar air hose configurations and ensure the hose configurations match the intended design and (2) review and revise their air brake and train handling instructions for grade operations and two-way ETD instructions to include: monitoring locomotive air flow meters, checking the status of communication between HTDs and ETDs before cresting a grade, and actions to take if the air pressure at the rear of the train does not respond to an air brake application.

Recomendations

As a result of this investigation, the National Transportation Safety Board makes the following safety recommendations:

To the Class I Railroads:

Review and issue guidance as necessary for the inspection of end-of-railcar air hose configurations to ensure the air hose configuration matches the intended design. (R–19–41)

Review and revise your air brake and train handling instructions for grade operations and two-way end-of-train device instructions to include: monitoring locomotive air flow meters, checking the status of communication between the head-of-train and end-of train devices before cresting a grade, and the actions to take if the air pressure at the rear of the train does not respond to an air brake application. (R–19–42)

To the American Short Line and Regional Railroad Association:

Alert your member carriers to (1) inspect the end-of-railcar air hose configurations to ensure the hose configurations match the intended design and (2) review and revise their air brake and train handling instructions for grade operations and two-way end-of-train device instructions to include: monitoring locomotive air flow meters, checking the status of communication between the head-of-train and end-of-train devices before cresting a grade, and the actions to take if the air pressure from the rear of the train does not respond to an air brake application. (R–19–43)

BY THE NATIONAL TRANSPORTATION SAFETY BOARD

ROBERT L. SUMWALT, III
Chairman

JENNIFER HOMENDY
Member

BRUCE LANDSBERG
Vice Chairman

Date: September 16, 2019

EXHIBIT 2

PRECISION SCHEDULED RAILROADING MEMBERSHIP SURVEY

BROTHERHOOD OF MAINTENANCE OF WAY EMPLOYES DIVISION

TEAMSTERS RAIL CONFERENCE

FEBRUARY 2020

United States Senate Committee on Commerce, Science, and Transportation

Dear Chairman Wicker, Ranking Member Cantwell, and Honorable Committee members.

HOW THE RAILROADS' COST-CUTTING BUSINESS MODEL, INCLUDING PSR, HAS AFFECTED THE MAINTENANCE OF WAY WORK FORCE,

So-called Precision Scheduled Railroading is not so much a train operations practice as it is part of a business model that emphasizes cost-cutting to reduce operating ratios (ratio of expenses to revenues) and maximize profits, and de-emphasizes service and maintenance. The business model is not to grow the business but to reduce it to only work that yields a profit margin desired by finance interests. Prior to the implementation of PSR BMWED maintenance workers where already undergoing dangerous cutbacks in manpower as well as tools and materials to do their jobs safely. This problem has been drastically exacerbated with the implementation of the new business model Over the last few years there has been a a 13.25 percent reduction in maintenance of way workers maintaining this vital transportation lifeline (from 35,440 in 2016 to 30,742 in 2019) It is self-evident that a 13 percent reduction in maintenance of way forces over three years, when forces had already been reduced, would adversely impact inspection, maintenance and repair of rail infrastructure. Details about how that impact has been experienced by maintenance workers and its effect on rail safety are described below.

There is nothing about the PSR theory[1] that would require any cuts to maintenance forces. Moving trains on an inflexible schedule should not impact mainte-

[1] Created by the late Hunter Harrison, PSR designed to transport of freight, with fewer rail cars and locomotives, and this fewer crews using a more simplified, direct line of transport in

nance of the infrastructure. The cuts in maintenance of way forces are simply about the desire to reduce the operating ratio and thus increasing profits to the shareholders. PSR has brought the idea of do more with less to a whole new level.

In October of 2019 FRA Administrator Ronald Batory inquired about Precision Scheduled Railroading and its effect on BMWED membership. In an effort to accurately convey the working conditions under the ever-growing PSR operation strategy industry-wide, an online survey[2] was made available to all of the roughly 30,000 BMWED members.

We asked for a candid and earnest response so that we could convey to FRA officials exactly how PSR is shaping the railroad workplace This was a chance for workers to speak directly to the top railroad regulatory officials. Here is a representative sample of the almost 10,000 troubling responses we received.

Page 10, Comment number 196, 12/22/2019 12:52 AM
No brakes, OSHA laws ignored, safety rules are not as tight so the company can bend them. The FRA doesn't really hold the company responsible and rather the employee. Even though reprise is present and the employee is treated poorly if the task is completed regardless of rules

Page 14, Comment number 278, 12/19/2019 6:32 PM
The Core Values and concept of "It starts with the customer" and "People make the Difference" are now no longer visible at any level of discussion in the overall outlook of how this company operates. The adoption of PSR and the forced acceptance of these ideals forced far too many experienced railroaders and people who understood how our network operated out of their jobs and thusly destroyed any of the vital interdepartmental relationships that allowed members of our collective teams work together to get projects and maintenance completed. The sense of urgency has shifted to strictly move freight cars regardless of any maintenance to track or structures needed. The overall atmosphere has changed to a sense that no one wants to be charged for any type of train delay in fear of retribution of their jobs.

Page 17, Comment number 353 12/19/2019 1:59 AM
Working conditions seem to be worse. We are expected to do more with less. The railroad I work for has cut back on manned inspections, and with less frequency. We have found multiple defects like stripped joints, broken insulated joints, parts of the ball of the rail missing that trains have ran on without being caught for days until the 2 inspections a week are preformed. We have been lucky so far, but I'm afraid one of these days our luck is going to run out. The railroad I work for have also increased speeds faster and with less trains for compaction after work has been preformed to the tracks.

Page 101, Comment number 8, 1/3/2020 11:56 PM
Everything is in a rush mode and if you a defect the bosses try to write you up for delay yet my job is safe trains right ? The pressure we face is extreme from both FRA and the company stance (and they are on opposite sides of they want from the Railroaders who are caught in the middle

Page 102, Comment number 41, 12/25/2019 7:14 AM
PSR has thrown safety out the window. Jobs that require 2 or more workers are being assigned, in lists, to individuals. There is constant harassment, misuse of manpower, funding, vacant positions left unfilled, abolishment of vitally important positions, labors are non-existing or overwhelmed, machine operators running multiples of equipment, during a shift, to keep up with required work. It is rare to actually finish an assigned job before you reassigned to another, and another. The work is poorly done, seldom complete and materials left on the ground to rot or be overgrown with weeds. Walkways are hazardous, rights of way left un-maintained, sings missing. Ballast lines, ditch lines, drainage and culverts left unmaintained. OTE has to be trammed for miles upon miles, just to get to work location because any and all non-essential, storage tracks are removed. We are being "Made Ineffective " purposely with constant rule changes,

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accordance with a fixed schedule across their network. But it is also a way of reducing operating ratios by cutting costs, and to thereby satisfy the demands of Wall Street. A major element of this operating method is that all stakeholders must adjust to the inflexible schedule set by the railroad. Another is that customers that are not easily served, or who don't yield the same level of profits are not accommodated.

[2] Attachment A, you will find the complete unfiltered responses provided by the survey respondents. Any typos or expletives are exactly as the respondent provided. Please take this as an opportunity to look into the current working conditions of America's hard-working railroaders.

standards changes, log in/log out, on duty, not on duty, ORM, job briefings, job briefing forms, start up forms, awareness forms, audits, observations, territory changes, vehicle and equipment down time, shop time, out of date eyewash, fire extinguishers, replacement tools, replacement managers, approved hotels 50 miles from work,. Trying to "Work" is a nightmare.

Page 103, Comment number 62, 12/23/2019 7:27 PM
Saftey? There is no Saftey on the railroad anymore. There is no Saftey briefing on jobs, just do what it takes to get the job done. All in the name of the shareholders. Supervisors and senior project engineers actually tell you to break the rules, than turn around so they don't see rules being broken.

Page 105, Comment number 114, 12/23/2019 12:54 AM
As mentioned above in question one safety has taken a back seat to service. As maintenance employees we get less time to perform regular maintenance and often feel pressured to expedite testing and maintenance procedures. It is unsafe for the employee and also the general public to work under the current work atmosphere.

Page 110, Comment number 225, 12/20/2019 4:10 PM
PSR is all about stock share value. When you focus on that a lot of stuff fall to the Wayside. Safety is one of them. We used to have safety team members on regions and teams, but now we don't. When you cut people and jobs the workload doesn't change it actually increases. So we are constantly behind and with that comes stress, and loss of focus. People want to do a good job when they go to work they want to do a better job than it did yesterday but hard to do that when you're constantly behind.

Page 120, Comment number 502, 12/18/2019 9:19 PM
We are no longer equipped with the necessary manpower or tools to make sure the job is done thoroughly with safety being the priority. The powers that be would just as soon turn a blind eye to the needs of the crew just as long as they can get you turning wheels! Speaking of wheels, there are more on a train now than ever before. The demand to run train lengths to 12,000 and 14,000 feet is absurd! A 7,500 foot coal train running at 50mph and 18,000 gross tons will take a mile to stop in an emergency application. How long would it take a 14,000 foot 28,000 gross ton train to stop? In the same sentence, when it is 26 degrees outside and your train is 10,000+ feet long with only 2 lead motors, do you know how negatively that effects the air brakes!!?? How safe is it to have a Conductor walk and inspect a 14,000 foot train in the dead of summer? How much comm loss occurs on a 10,000 foot train? All serious and legitimate questions, but they clearly fall on deaf ears at the FRA.

Page 150, Comment number 1261, 12/17/2019 4:54 AM
The equipment and infrastructure are not maintained to the standards Norfolk Southern had even just five years ago let alone 17 years ago when I hired out. The railroad is more concerned with trains departing on time and fuel savings than maintenance and rule compliance. As a result in the past two years I have had to stop more trains on the line of road because of detector alarms than ever before in my career.

Railroads have cut so deep and so fast that workers are afraid not to do whatever is necessary to keep trains moving under the new PSR model. Local maintenance forces often consist of just two people desperately trying to keep up 80-100 miles of track infrastructure. Understanding the incredible lack of resources track inspectors attempt to work with these confines set by their railroad employers instead of using safety standards to guide their judgment; they are pressured to report only what the railroad is staffed to fix. And within the tight time frames for train movements under PSR, maintenance of way gangs have smaller track windows for them to be on the tracks to accomplish their work. With the longer and heavier trains becoming the new normal this is not the time to cut back on track maintenance. PSR railroads are dangerously understaffed. For example, Union Pacific is over 1 million ties and 39 miles of rail behind where they need to be in order for the railroad to be truly safe—by their own admission. Yet, they have refused to fill positions left open due to retirements, and are currently furloughing MOW workers across the system.

In summary the BMWED maintenance workforce is vital to the health and well-being of this great nation. These workers want nothing more than to be provided sufficient time and resources to make sure the job of maintaining the Railroad infra-

structure is done safely. The American Railroads owe them and our Nation these basic fundamental principles.

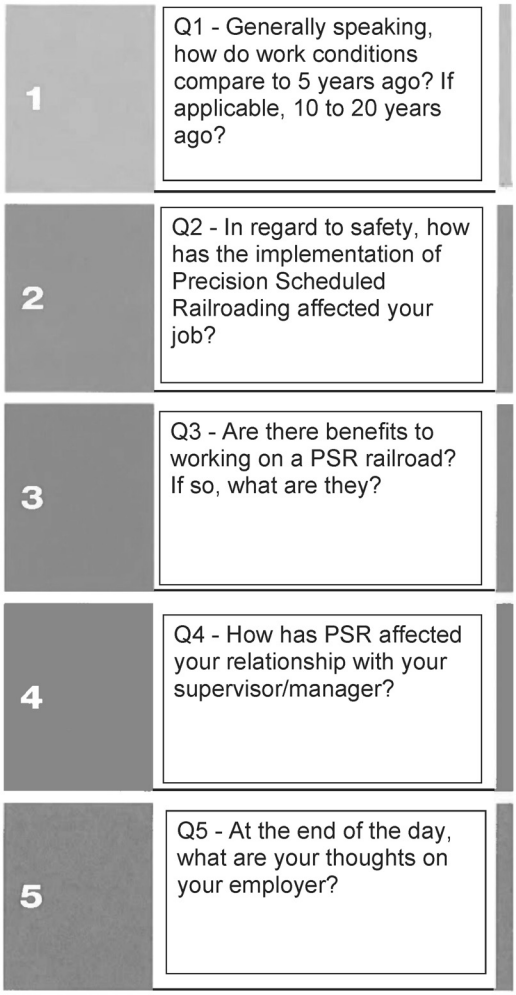
Sincerely,

ROY L. MORRISON, III,
Director of Safety,
Brotherhood of Maintenance of way Employes.

Attachment A

BMWED PSR Survey

December 16, 2019 – January 6, 2020


1
Q1 - Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?
2
Q2 - In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?
3
Q3 - Are there benefits to working on a PSR railroad? If so, what are they?
4
Q4 - How has PSR affected your relationship with your supervisor/manager?
5
Q5 - At the end of the day, what are your thoughts on your employer?

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
1	I have only been working for 12 years, but my feeling is our company expects the same workload to be accomplished with less manpower. They do preach safety, and most often it is sincere, yet without enough help there is more strain on workers to complete a task within a reasonable timeframe.	1/6/2020 3:33 AM
2	Working conditions has decreased over all in the last 11 years I have worked for Union Pacific. Precision Scheduled Railroading has put an emphasis on the movement of trains no matter how poorly the locomotives are or the safety appliances on the cars are. Union Pacific expects trains to be moved in a timely manner and that safety will be sacrificed to move these cars.	1/6/2020 1:15 AM
3	Bosses treat us like we're a 3rd world country, compared to 10–20 years ago. Nothing matters but how shareholders feel. Employees, safety, are disregarded	1/5/2020 4:42 PM
4	Roughly similar.	1/5/2020 2:43 AM
5	Much worse	1/4/2020 12:18 PM
6	Very less organized and feel much more like a number	1/4/2020 1:15 AM
7	Not as good as it was	1/4/2020 1:10 AM
8	Been with the rail industry for 20+ years I feel more unsafe than ever in my career. The pressure from management to hurry up and then you're written up for delays?	1/3/2020 11:56 PM
9	Definitely more strenuous. The carrier wants us to do more with less personnel and materials.	1/2/2020 9:42 AM
10	Worse	1/2/2020 6:18 AM
11	Working conditions have been negatively impacted in comparison to the past 5–10 years. Our workforce has been reduced by %75 at our depot in an effort to increase profits. Despite the reduction of manpower, management manpower has stayed the same. We had a supervisor and an assistant supervisor for 4 employees. Despite the massive decrease in manpower the workload has stayed the same. Management has used tactics of threatening jobs and non stop harassment to try to accomplish the work. This has created a hostile work environment with very low employee morale.	1/1/2020 10:38 PM
12	Worse than ever. Lack of manpower	1/1/2020 10:17 PM
13	Getting worse everyday	1/1/2020 7:43 PM
14	We are being forced to run longer and more dangerous trains without the proper equipment. Trains are not being inspected properly and are being sent out of the yard with falsified documentation.	1/1/2020 5:01 AM
15	you actually feel more rushed now compared to the past it's so subtle how they push you and manipulate you	12/31/2019 7:33 PM
16	They are much worse, customers are not getting their products on a timely basis, it affects all businesses donto delayed deliveries. Train line ups are very unpredictable making adequate rest difficult at best, and causing extreme fatigue, which makes very dangerous working conditions for everyone. 20 years ago, this was a good career. That could support your family. Today. It is a gotcha situation, where longevity makes you a target. Guys with 20+ years who have a medical problem are not being allowed to return to work even though they are cleared by their doctor. The pat is no longer enough to fully support a family in many areas of the country.	12/31/2019 7:33 AM
17	As far as job security . . . I feel and hear other employees mention that its unsettling and uneasy to see a long term future here. Cuts in employees makes work hard for us left here now. Bodies are only made to do so much for so long. If retirement comes I pray that I'm able to enjoy my time left being healthy and financially secured. Employees and senior management at times are strenuous and makes a day or week, month hard to deal with.	12/30/2019 6:36 PM
18	Understaffed and always being rushed to get numbers, not having enough time to do the job properly.	12/29/2019 1:04 PM
19	No, they are taking away manpower, tools, and expecting to do the same job with less people and in 1/3 of the time	12/29/2019 5:37 AM
20	More work expected	12/29/2019 4:42 AM
21	way more tasks that need completing with not enough payroll to complete	12/29/2019 2:42 AM
22	Conditions are awful and unsafe. Management has no regard for employee safety or morale. Omaha treats its workers as if they are an enemy and nothing else.	12/29/2019 1:34 AM
23	I have been railroading as a Mechanical employee, supervisor or manager over the past 25 years. Management culture has become more and more unhealthy and dysfunctional. That was until UP implemented PSR. The work environment is now toxic. As in lethal, to the mental health and physical safety of employees and to a lesser degree, management.	12/28/2019 11:40 PM
24	ok	12/28/2019 11:31 PM
25	More work is done with big RSG gangs now. Sections and other local forces have been cut to the point that it's difficult to adequately respond to service interruptions and rail test defects, etc.	12/28/2019 5:49 PM
26	More work with less people, safety first is a slogan, not a reality. Production first everything else last. Applies to 5 and 10 years ago.	12/28/2019 4:41 AM
27	More work with less guys. Management expects the same amount done with less	12/27/2019 4:29 PM
28	Morale is as low as I have seen in years! People feel the most important thing to the UP is the bottom line. They don't care about anything else, not our safety, not our families, not even us.	12/27/2019 3:36 PM
29	Much worse, less people knocking off anchors with no help, just waiting to get hurt, management does not care, just want more for less	12/27/2019 2:56 PM
30	the FRA seems to let the railroad get away with anything and fail to enforce statues on them	12/27/2019 1:27 PM
31	Worse as far as overall. Some things are better but others are worse. The demands and time expectations to do certain tasks are far worse than when I first started 8 years ago.	12/26/2019 5:55 PM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
32	The workforce keeps getting smaller and smaller, yet the rules, regulations, and workload only increases	12/26/2019 8:53 AM
33	it's not the same as 10 yrs ago. ten years ago we would do our job. now we spend less time at home, work night which is very dangerous	12/26/2019 2:39 AM
34	Steadily degrading safety and ignorant harassment from management	12/26/2019 12:32 AM
35	Limited manpower makes for a stressful work environment.	12/25/2019 5:11 PM
36	Getting worse. Seems like the railroads are trying to cut costs at the expense of safety and at the same time their policies are a lot more strict. Morale among my coworkers are pretty bad right now and has a lot to do with company policies and the way management is ran.	12/25/2019 4:49 PM
37	Better	12/25/2019 2:14 PM
38	The conditions are getting worse by the day. The workforce cuts plus the lack of management knowing anything about railroading	12/25/2019 12:17 PM
39	We do more work with less manpower and machinery.	12/25/2019 7:44 AM
40	Far less stability. 1st line supervision has been stripped of resources, manpower, equipment and the expectations for track mile inspections and serviceability has doubled, the territories for maintenance has more than doubled.	12/25/2019 7:14 AM
41	Have gotten worse	12/25/2019 5:52 AM
42	Less safe, more focus on speed or production than quality or safety	12/25/2019 5:12 AM
43	It stinks now. Everything is hurry, hurry, hurry. You're asked to do other crafts' work. Work you were never trained to do. It is very unsafe and stressful now. I hate going to work now. It's a total mess now. Not enough people to do the work safely.	12/25/2019 5:09 AM
44	It's terrible. New technology with nonexistent training. Longer hours. Unfamiliar territory. Can't mark off without accruing "attendance debt points".	12/25/2019 4:17 AM
45	Much more stressful. There are many more distractions while using PTC, LEADER, Trip Optimizer, and Smart Consist. This, in addition to mandatory adherence to the fuel saving programs, trainmasters rushing us to get out of their yards, poor dispatching by unqualified dispatchers, poor scheduling of trains, makes for an unsettled state of mind that makes it difficult at best to get quality rest. Safety is now fourth on our list of priorities while on the job. Morale is so low it can't be measured.	12/25/2019 2:50 AM
46	Work conditions are worse and higher stress. More intimidation to get work done faster. Which in effect makes less safe.	12/24/2019 10:45 PM
47	Even	12/24/2019 7:32 PM
48	No time to job brief just get paper work and go. No time to talk about job related issues. Short staffed called out more on rest. More crew fatigue no off days. When rules change no trainmasters to job brief with us so we are all on the same page. Rules changing to much always state of confusion on what's going on. No one to ask a question to when you don't know short on staff. No face to face meetings any longer. So when people don't understand the rule changes more accidents happen. The company doesn't care about our well being or safety anymore. Done away with safety days and work boots. No time to mark off for training pods.	12/24/2019 6:33 PM
49	Much worse	12/24/2019 6:00 PM
50	Longer trains, more chance of walking in the elements. Greater slips, trips, falls.	12/24/2019 5:04 PM
51	More hectic. Every job (even if it's a minor issue on a yard track) turns into a major issue. It is an environment where supervisors are breathing down our necks to get jobs done as fast as possible	12/24/2019 4:00 PM
52	Horrible!!! We use to have so many of our own employees to do our own work now they have cut us so deep we have no help hiring outside contractors to do OUR WORK!!!! Working conditions are horrible so is moral	12/24/2019 3:57 PM
53	In our terminal work conditions have deteriorated immensely. I can only speak for my department. Trains are receiving sub par inspections. The cars we do bad order and send to our repair track only have the defect written on the card repaired instead of getting a full AAR inspection. This is due to management not wanting a high car dwell. Basically, the more defects and repairs on a car the higher the dwell time is. We are expected to achieve higher numbers than when we were fully staffed. We had over 40 carmen before PSR. Now we have 24. Our foreman each had their own responsibility to carry out. All the foreman jobs were abolished and now those responsibilities are mainly forgotten about, that is until we experience difficulties. I'm talking about parts getting ordered, important information being communicated throughout out terminal.	12/24/2019 3:11 AM
54	Better than 20 years ago; not so much, 5 years ago.	12/24/2019 3:00 AM
55	Safety is a thing of the past like one road master said it's not what have done in the past it's what u can do k now	12/24/2019 1:44 AM
56	Far more hostile. There is little to no respect for employees lately.	12/24/2019 12:06 AM
57	Gotten worse	12/23/2019 10:54 PM
58	Less time to get more expected done. Morale at an all time low.	12/23/2019 8:48 PM
59	Poorly More with less	12/23/2019 8:43 PM
60	20 years ago we had enough employees to get a job done right. Today we just patch things and hope it holds for a while longer.	12/23/2019 7:49 PM
61	5 years ago we were able to get tools and supplies we needed to do our job right. Today we have to make due with what we can find. Supplies are NOT being ordered for jobs to be worked correctly. Vehicles are being used in UNSAFE conditions to get jobs completed on the company's schedule. Foreman's are pressured to use "FREE TA's" if a train is on the circuit vs using a box 8. There is NO Appreciation For jobs being worked anymore since PSR has been in the picture.	12/23/2019 7:27 PM
62	More hostile environment. Safety has taken a back seat to the movement of trains.	12/23/2019 7:23 PM
63	Far more worry about minor rule infractions and not enough focus on safety of the railroad. Supervisors are becoming increasingly sneaky.	12/23/2019 5:57 PM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
64	Worse. 5 years ago I actually thought the Company cared for my safety. Not now. Not at all!	12/23/2019 5:51 PM
65	Less time and less manpower to get the same amount of work done. Always feel rushed to do the job.	12/23/2019 4:21 PM
66	They want more work done with less people, and most of the time, it just isn't getting done at all.	12/23/2019 4:00 PM
67	Unsafe and rushed compared to 5 years ago	12/23/2019 3:23 PM
68	Totally different, everywhere there are just skeleton crews	12/23/2019 2:58 PM
69	Slowly declined in quality and man power	12/23/2019 2:33 PM
70	10 years of service in July or 2020. I've noticed big change in upper management from concerns of employee safety has decreased huge to poor employee appreciation. Used to get turkey and hams for holidays, a thank you for going the extra mile to help out, etc. . . .	12/23/2019 2:25 PM
71	Worse I believe safety has taken a back seat to production and the company is starting to take shortcuts not good	12/23/2019 2:15 PM
72	Seems you've got to worry about your job and getting into trouble more than worrying about the job you need to do.	12/23/2019 2:05 PM
73	Much worse now then ever before.	12/23/2019 1:59 PM
74	Less manpower = more risk to safety.	12/23/2019 1:31 PM
75	Working conditions are a lot better then years ago. We have better and safer machines for the work and longer track time for a safer work environment.	12/23/2019 1:20 PM
76	Not enough track time to get maintenance done.	12/23/2019 1:04 PM
77	Morale is terrible and they have sucked the life out of the workers. People just don't care anymore.	12/23/2019 1:02 PM
78	Basically, you do more with less. Less people, less time, less materials. You band-aid a lot.	12/23/2019 12:33 PM
79	WORSE	12/23/2019 12:20 PM
80	Not good, more work less men.	12/23/2019 10:58 AM
81	Slightly worse	12/23/2019 10:51 AM
82	Worse	12/23/2019 10:50 AM
83	In my career PSR has changed my environment mostly making my work reactive instead of proactive. Don't fix it now there is no time, keep the trains moving, has become the new norm.	12/23/2019 8:57 AM
84	Before you could have you morning job briefing, do your job and wouldn't have to worry about being micromanaged all day long. I'll get 3–4 phone calls a day now from 2 different bosses telling me to do different things. Nobody seems to be on the same page	12/23/2019 6:22 AM
85	My seniority is shrinking with the new found profit building PSR	12/23/2019 6:05 AM
86	Cuts, cuts, cuts. Understaffed and overworked.	12/23/2019 5:30 AM
87	They are very bad now the company wants us to do way more with way less people putting us in unsafe conditions to try and get our work and testing done on time	12/23/2019 3:55 AM
88	Worse. Definitely. Push to get more done, quicker, and do extra work like projects. More injuries. And more discipline	12/23/2019 3:40 AM
89	Drastically worse.	12/23/2019 3:39 AM
90	Work conditions could always improve, but the way if feels lately is the only thing that matters is keeping the shareholders fat and happy	12/23/2019 3:20 AM
91	Substantially different. Far more concerned about getting the work done "no matter what" than getting it done safely. Less tools and less people to perform safety sensitive jobs. With far greater work loads than remotely reasonable	12/23/2019 3:16 AM
92	Work conditions are hostile	12/23/2019 2:53 AM
93	Worker safety is no longer priority. Also it's hard to work efficiently when we must keep watching our back constantly to avoid harassment by supervision	12/23/2019 2:53 AM
94	I have worked for Norfolk Southern for 9 years. In the two years since the implementation of PSR the working environment has become toxic. The threat of disciplinary action for minor infractions or the removal from service for minor medical conditions has become a real fear for many. If you have high blood pressure or sleep apnea, as many of our workers do, even if it is properly being treated, there is the constant threat of removal from service. There are employees who have received disciplinary letters in their files for things that are not even rule violations. If a supervisor does not agree with someone, they are likely to become targeted for discipline very quickly. While in the field, working, the extra load that the dispatchers are covering is affecting their response time and the ability to be able to successfully complete your daily tasks. The mobile track authorities are a help with this, but mobile cannot currently be used inside of a control point. All of these things that I have mentioned did not happen prior to PSR.	12/23/2019 2:36 AM
95	5 years ago things were safer and a much better working atmosphere	12/23/2019 2:35 AM
96	Absolutely horrible.	12/23/2019 2:22 AM
97	Worse . . . taking away positions and putting more work on the men	12/23/2019 2:18 AM
98	I think that it has changed because you can't take care of the same amount of track and add more things with less people and keep it safe	12/23/2019 2:12 AM
99	Everything is a hurry up and walking on pins and nails	12/23/2019 2:05 AM
100	I'll leave it simple. I loved coming to work. We had supervisors that cared, and respected the safe work we are doing.	12/23/2019 2:04 AM
101	When I first started almost 8 years ago, safety was always the main concern. Every supervisor and co-worker went out of their way to preach the importance of safety and wanted everyone to understand why we do things a certain way. Now, it seems that safety has taken a backseat to trying to make as much money as possible regardless of what negative impacts will be made to doing things safely. Its sad to see a company that I have always been proud to work for, follow in the footsteps of other railroads while all of us craft employees suffer the consequences.	12/23/2019 2:01 AM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
102	Horrible compared to 8 years ago. They don't care about safety, only profit.	12/23/2019 1:50 AM
103	Bad, in comparison to 10 years conditions are terrible	12/23/2019 1:46 AM
104	I've been with the railroad for 14 years and 11 months . . . I enjoyed coming to work and went out of my way for the railroad . . . ever since we have went to this PSR it's a hazardous work place we worry about our jobs..we've seen guys lose there jobs with 2 years to go until retirement . . . they put a target on your back and make it have out here . . . people ask me how to get on with the railroad and I tell them this is the last place you want to work right now . . . I can only hope to make it until retirement.	12/23/2019 1:43 AM
105	I believe the companies are looking for ways to fire people of dumb reasons	12/23/2019 1:40 AM
106	Worse	12/23/2019 1:39 AM
107	They're awful, we as workers are not appreciated, we're used and abused to the company and shareholders full benefit.	12/23/2019 1:36 AM
108	Less money more bullshit	12/23/2019 1:32 AM
109	More dangerous and with less employees to perform safety critical jobs.	12/23/2019 1:20 AM
110	They are much much worse. All the railroad cares about is the bottom line. Work ethics and sense of values have been thrown out the door.	12/23/2019 1:19 AM
111	It is a completely different place to work. Emphasis on profits and nothing else.	12/23/2019 1:10 AM
112	Working conditions have steadily gotten worse in the last 5–6 years and really declined in the last 2.	12/23/2019 12:58 AM
113	Work conditions are much more dangerous. The carrier is too concerned with on time freight, which puts pressure on the workforce to perform at an unsafe pace. 5–10 years ago the focus was safety and service. Now the focus is strictly on service.	12/23/2019 12:54 AM
114	Work conditions are okay as long as we are working.	12/23/2019 12:49 AM
115	Serious decline in last few years, drastically different than 10 yrs ago.	12/23/2019 12:47 AM
116	More strenuous now because of every thing shifting to performance based instead of safety based.	12/23/2019 12:46 AM
117	Working conditions are extremely poor. Moral is at an all time low. Parts to complete or repair issues are scarce and very often hard to get.	12/23/2019 12:34 AM
118	Not as good	12/23/2019 12:24 AM
119	Safety is no where not even close to the top of the list as it should be! Compared to 5, 10 and even 20 years ago.	12/23/2019 12:15 AM
120	There is no comparison, the railroad of today is a vastly more hostile place to work. As little as 5 years ago it felt like a partnership between management and craft employees, it's much more adversarial now. 28 years ago when I started my railroad career I was told it was a job for life, I would hesitate to encourage anyone today to begin a railroad career.	12/23/2019 12:13 AM
121	Worse	12/23/2019 12:08 AM
122	Terrible! I haven't seen them this low since starting back in 2015. Safely no longer matters.	12/22/2019 11:57 PM
123	Terrible	12/22/2019 11:45 PM
124	Morale is down . . . safety is put to the side by Union Pacific to drive profits. Monster trains 1500 ft 40000 tons	12/22/2019 11:21 PM
125	not a noticeable change. minor changes to how dispatcher operate, which make getting time to work on tracks harder and more stressful to accomplish.	12/22/2019 11:05 PM
126	They don't compare at all. I've been on system gangs for about 16–17 years of my 20 years on the railroad, with the last 3–5 years being by far the worst. The people who are in charge at this moment, and who have been in charge for the last 4–5 years seem to not have a clue as to how to run our gangs anymore. Use to, we would no where we were going and how long we would be there at start up class. Now, it seems to be a week to week schedule. This is no good to any of the workers when it comes to trying to get hotel rooms in advance. Especially for a gang of 50 people. All our new bosses are concerned about is where they are going to eat for breakfast, lunch and dinner it seems like. They have no worries when it comes to finding a room cause they have a card for that. But that comes with being a boss, no big deal. But our old bosses just seemed to care about the employees more and did their best to let us no if anything was changing with our schedule, and they did with plenty of time for us to find other accommodations for our people. Our new bosses have made many changes out here that do not benefit us, and the changes they made have been going on out here for 20 years or more, and every change has been to their benefit, not ours. They have made our vacation damn near hard to take. They have taken away the amount of money we get for some mileage. Anything that was to our benefit, it's gone. And it's only getting worse. They talk about safety, but that's all it is if you ask me. Going to a 5–2 schedule, with the way we travel, is in my mind no where near caring about safety. People will still try and go home, no matter how far they are, for what, 1 day at home for most? But what happens when that one person doesn't make it cause he is tired from a full day of work and tries to drive home 7–10 hours away and doesn't make it because he has an accident? I bet you won't hear a word about safety then. They will just say he shouldn't have tried to go home that day. If not that day, then when? We have family also that we like to see. Working a 5–2 schedule is not only stupid with the way we work, but not good for any system gang on any railroad. I could go on, but if this is as serious as you say it is, and I agree, I think I've said enough for now. Let's see where thus gets me.	12/22/2019 10:53 PM
127	Cancerous	12/22/2019 10:49 PM
128	We are just Fire fighters these days we do nothing but run to the next fire to put it out and safety goes out the window.	12/22/2019 10:07 PM
129	Sucks always looking over your shoulder	12/22/2019 9:09 PM
130	They want us to work more with less man power an still get it done with no overtime. They have cut are man power by half over the last 10 to 15 years	12/22/2019 7:37 PM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
131	Same turn of the century switch components, deteriorating Bridges and walkways. Power track tools are of very low quality craftsmanship along with vehicles we work with.	12/22/2019 7:21 PM
132	Safety has slipped from number one priority to number 4 by their own admission. They are also quick to fire employees for very minor violations	12/22/2019 6:37 PM
133	Good	12/22/2019 6:24 PM
134	The company is bringing in more contractors and when on the property they are being asked to do more than what was agreed on because we are short handed and guys aren't saying enough their actually becoming buddies with them. Did	12/22/2019 6:23 PM
135	Trying to do more work with less people is making for some unsafe situation. Also technology is making it sometime unsafe like they wanting us to us tablets to get track time. I believe talking to dispatcher is safer	12/22/2019 6:21 PM
136	Today everything is gloom and doom. And as long as your off work on time and not working any overtime the railroad doesn't care what you do. If you get close to being on overtime supervisors are pushing and rushing so that we don't get overtime	12/22/2019 6:18 PM
137	More safety	12/22/2019 6:16 PM
138	No comparison had everyone doing their bid in jobs and now they have everyone doing different jobs every day that they are not used to setting people up for risk of injury	12/22/2019 5:40 PM
139	We have gone from servicing engines in a shop with a water catchment and treatment plant to servicing engines line of road. We are lead by fear tactics and Intimidation.	12/22/2019 5:35 PM
140	They have gone down hill used to 8 men on the section all you have now is maybe 2 or 3 guys to take care of 100 miles of track and expecting them keep up everyone is wore down.	12/22/2019 5:22 PM
141	5 years ago safety was a concern.	12/22/2019 5:21 PM
142	More and more over the past few years Norfolk Southern has thrown safety out the window both employees safety as well as the on track safety of its equipment. *i.e.* . . . 1. Timing the employees while standing over them during maintenance and repairs using unattainable, and unsafe demands of time. 2. Demanding short cuts in repairs, wanting and demanding releases of incomplete repairs of vehicles. 3. Using unreasonable and improper discipline to enforce their unsafe practices they are demanding employees perform.	12/22/2019 5:13 PM
143	We hardly get any maintenance done because of less men and material then we are pushed when things fall apart	12/22/2019 5:12 PM
144	We have fewer men and more work	12/22/2019 5:02 PM
145	They have increased the workload of each employee to the point that it is a safety concern!	12/22/2019 4:54 PM
146	Less people, and less money for maintenance	12/22/2019 4:43 PM
147	We are asked to do the same amount of work in shorter windows.	12/22/2019 4:03 PM
148	No longer have a job at the railroad due to what some people call PSR. I call it corporate greed.	12/22/2019 3:41 PM
149	Work conditions have rapidly declined. Maintenance on tracks, cars, and locomotives have steadily gone down hill.	12/22/2019 2:49 PM
150	There is no comparison. Threats and bullying is the way the railroads are working now days	12/22/2019 2:31 PM
151	The way you guys are running this railroad stinks	12/22/2019 2:29 PM
152	Supervisors don't care about safety or if they are breaking rules as long as trains get out and the company is making money.	12/22/2019 2:06 PM
153	There are not enough people to get the work done. Track maintenance is being deferred at shop areas. Locomotives are being routed around shops to other shops to be tested and repaired. This is inefficient. Safety has dropped in importance.	12/22/2019 1:57 PM
154	BAD safety is out.	12/22/2019 1:50 PM
155	Very different. Safety has gone to the bottom of the list and productivity to the top. The average worker is not cared about, just making the shareholders richer.	12/22/2019 1:23 PM
156	They rush us so the trains don't stop. Also it is almost like pulling teeth to get track time sometimes to fix defects that we know are there.	12/22/2019 12:59 PM
157	Very bad	12/22/2019 10:54 AM
158	Well 10 years ago safety and morale were top priority. Now there's not enough time for safety. So stretches are out, job briefings are gone, and 1 person road trips are in. All the supervisors care about is getting a release. Not having a relationship with the employees anymore. It's all about the Benjamins.	12/22/2019 10:49 AM
159	Going on what I hear from people who are still working. Some are working alone in craft for shifts. They feel it to be unsafe conditions. Say managers are rushing even though it's one person.	12/22/2019 10:38 AM
160	The company's (CSX) disregard for employees safety and overall well being is overridden for going faster doing more with no off time allowed if RSIA days are near they reset that employee so they can keep using them never before have we been subject to such overwhelming pressure and harassment	12/22/2019 7:53 AM
161	Unsafe.	12/22/2019 7:36 AM
162	Work conditions are horrible, less manpower, do more with less is the new normal.	12/22/2019 7:22 AM
163	Terrible and dangerous too few men operating longer and more abused power. Defects are being ignored locomotives being run with safety appliances not working. Bad wheels on ever train that goes by. Just blatant disregard for safety in the name of money its disgusting.	12/22/2019 7:10 AM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
164	Stressful. Getting disciplined literally for just doing your job. Getting handled for locomotive failures just because you were the last one to sign a trouble off and it failed because it is pushed by the AVP. Feel like could get out off work confirmed at any. Moment just because they feel like it. A lot of bullying. Forced overtime has been an issue. I have watched workers leave the railroads at a record pace for new jobs. Safety has gone out the window even though they act like they preach it the expectations put on supervisors and workers is unbearable for long periods of time. PSR has already been tried and stopped by several railroads that were basically in shambles. It needs to end. There is clearly no care for their workers or public safety because people are pushing out locomotives and cars because of time constraints being out on them called dwell time. They think every troinke is basically the same. To many leaders in charge who only care about numbers and money and don't know how a railroad really works.	12/22/2019 7:02 AM
165	Worse	12/22/2019 5:41 AM
166	Safety has been put on the back burner. Of course they still say it's there but their actions speak otherwise. We are expected to do more with less. They have cut back on getting material and safety items (PPE) to do our job efficiently and safely. We no longer are having quarterly safety meetings but rather now are some short videos that are sent via web. Constantly having to worry about cutbacks as far as layoffs and not being able to support our families. Showing up everyday to not knowing if you will have a job. The overall morale of coworkers decreased due to the poor conditions. We don't feel like we are important rather then just numbers. Doesn't feel like we are working for the customer anymore rather then doing what is best for the pockets of the shareholders. 8 years ago when I started, I was proud to be working for the railroad and not just any railroad but for the best railroad, Norfolk Southern. Anymore I don't have that same pride because of all the things I have seen changed in the years since Wick Morman left and then PSR was implemented.	12/22/2019 4:57 AM
167	Worst I have seen.	12/22/2019 4:54 AM
168	We are now working almost on a piece work type system where you're expected to get so much done in a certain time frame. It's like they have a quota on you	12/22/2019 4:47 AM
169	Worst. There is no money being spent on infrastructure and the man power is getting less and less	12/22/2019 4:46 AM
170	I'm furloughed, and conditions before being laid off had drastically declined in my 5 years	12/22/2019 4:44 AM
171	More focus on just moving freight. Dwell time on bad order cars drives the mechanical dept. Get it going, don't care how.	12/22/2019 4:44 AM
172	Work conditions have gotten worse, forced to do more with less employees	12/22/2019 4:37 AM
173	Company has cut employees and doubled the work load. Push unsafe practices then puts blame on employee when a injury happens. Nothing like the railroad was 20 years ago.	12/22/2019 4:22 AM
174	There are no more corners that can be cut, since there are no corners left	12/22/2019 2:49 AM
175	Terrible, Management is punishing employees over engine failures they have no control over	12/22/2019 2:48 AM
176	Safety has gone to the wayside. All they care about is the numbers. I've been working for ns for over 20 yrs	12/22/2019 2:38 AM
177	Supervisor doesn't care about safety just get the job done.	12/22/2019 2:37 AM
178	Way worse. There are way less people that are expected to do the same amount of work we had with more. The bare bones locomotive fleet puts unnecessary pressure to hastily repair locomotives because all of them must be pulling freight all the time in order to make shareholders more money.	12/22/2019 2:22 AM
179	Safety is pushed to the wayside	12/22/2019 2:18 AM
180	Night and day difference. The push to get the job done and get it done now no matter what it takes is the new mentality. Safety is the last thing on the company's list.	12/22/2019 2:14 AM
181	Much worse	12/22/2019 2:14 AM
182	I long for yesterday	12/22/2019 2:10 AM
183	Terrible! Not one concern for employees, not to mention safety.	12/22/2019 2:07 AM
184	night and day. 5 years ago much better. 10 years ago even better.	12/22/2019 2:05 AM
185	Worse in all ways especially safety.	12/22/2019 1:53 AM
186	With certain safety rules being done away with *i.e.,* lifting limits—the possibilities of injuries will increase and I don't think it will stop there.	12/22/2019 1:43 AM
187	Work load has doubled while available manpower has been cut in half. Mandatory overtime is required in lots of cases!	12/22/2019 1:39 AM
188	Safety And quality has taken a back seat to "get it out the door" and "If it meets FRA requirements it's fine"	12/22/2019 1:35 AM
189	The locomotives aren't as well maintained. Resources spread so thin causing crews to sit well past their hours of service because the company lacks the resources to pick up or drop off employees in a timely manor. Driving customers away so that they can cut jobs and raise stock prices. The railroad is no longer a career but a job.	12/22/2019 1:34 AM
190	Worse, anything goes if it means keeping the train schedule.	12/22/2019 1:31 AM
191	Way worse. Way more unsafe and way more uncertain.	12/22/2019 1:17 AM
192	Safety is no longer a concern	12/22/2019 1:07 AM
193	Safer, less micro managing, more accountability.	12/22/2019 1:05 AM
194	Worse.	12/22/2019 1:03 AM
195	I felt safer 5 yrs ago were rushed from the time we get the track now. Trains are running nonstop around us. We're doing major work under 704 protection now 5 yrs ago we actually made sure 707 protection was in place	12/22/2019 12:55 AM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
196	No brakes, OSHA laws ignored, safety rules are not as tight so the company can bend them. The FRA doesn't really hold the company responsible and rather the employee. Even though reprise is present and the employee is treated poorly if the task is completed regardless of rules	12/22/2019 12:52 AM
197	Railroad always showed interest in safety and work conditions . . . It appears to be safe but I always work as if I'm not told the whole truth from the company.	12/22/2019 12:41 AM
198	Safety has evaporated and the current company direction is that of employee harassment instead of cultivating a safe and productive work environment.	12/22/2019 12:26 AM
199	Conditions are much worse than 5 years ago. I left Norfolk Southern in September due to how awful PSR has made the railroad. I started in 2011. In 2011 the railroad was a good place to work but conditions have deteriorated to a point where working there was unbearable. They preach safety as being their number one priority but in reality safety is just another bump in the road in preventing them from lining the pockets of major shareholders.	12/21/2019 11:05 PM
200	Terrible.	12/21/2019 10:53 PM
201	More stressful for both Craft and management employees.	12/21/2019 10:52 PM
202	Way more hostile and more pushy than it used to be. Definitely less safe. When I hired in safety was a requirement of the job anymore, it seems with management, that it is a forethought at best.	12/21/2019 10:37 PM
203	They suck. Everyone is worried about their jobs. Moral is low.	12/21/2019 9:18 PM
204	Horrible	12/21/2019 7:33 PM
205	Have drastically declined in safety	12/21/2019 6:56 PM
206	We work with a lot less safety regards to maintaining equipment and cars. Worse by far safety and efficiency.	12/21/2019 3:21 PM
207	Times now are terrible. More work with less workforce.	12/21/2019 3:00 PM
208	The locomotives are falling apart. We brake down far more than in the past.	12/21/2019 2:01 PM
209	The company ONLY cares about production! Safety is an absolute afterthought. All you have to do to see this for yourself is look at training. When I hired on 8 years ago we were constantly in classes being educated on all the new rules, regulations, and safety standards. I haven't been in a class since PSR started. Now they are telling us we have to take classes at home on our own!!! If they cared, they would show it in this step alone. I won't even get into the conditions of our vehicles/yards.	12/21/2019 9:24 AM
210	Working conditions are far worse now. Now they will circumvent safety rules in order to get the job done.	12/21/2019 8:56 AM
211	They are worse, I hired 1998 and it's the worst I've seen	12/21/2019 4:26 AM
212	Less derailments. More materials and tools to do the job. Better organization. Overall improvement.	12/21/2019 3:21 AM
213	They've gone down hill. More work with less help. Less people and less time to do work. Feel rushed.	12/21/2019 2:24 AM
214	A lot more work with fewer people. Much much much more change in start and stop times per project. We are in some cases seeing newer machines, however the work time vs. down time more often than not caused more failures per machine. All in all though the work is not so bad as to gripe about. Having said that, the continuing hiring and displacement of new employees because of this process the carrier has implemented has made the workplace much more inhospitable to much of the workforce.	12/21/2019 1:14 AM
215	worse because they micro manage every decision made.	12/20/2019 11:28 PM
216	Horrible. Stuck on trains longer than 12 hours and forced to violate agreements in fear of being "insubordinate". Hazardous weather conditions while walking broken trains that are in excess of 14,000 feet long.	12/20/2019 11:11 PM
217	Management is worse overall	12/20/2019 11:06 PM
218	Absolutely miserable comparatively speaking. This place used to be a decent place to work. I now dread the phone ringing anymore	12/20/2019 10:27 PM
219	Better in general.	12/20/2019 10:26 PM
220	Worse	12/20/2019 9:50 PM
221	Worse not family anymore	12/20/2019 5:16 PM
222	Do more with less	12/20/2019 5:07 PM
223	The conditions seem to be better for us!	12/20/2019 4:57 PM
224	I feel like 5 years ago it was more of a team, carrier and Union working together. Helping customers and maintaining the rail road. But now it seems It's All About the profit margin. In my territory we've seen a lot of customers leave the railroad industry and go to trucking. They just don't want to deal with the railroad.	12/20/2019 4:10 PM
225	Rail conditions are markedly improved over the past w0 years. However, inspection methods have declined with the advent of the PSR systems in place currently. While data collection is vital the loss of hands on human resources will be a detrimental catastrophe as machines, despite what we are told, cannot spot the beginnings of some failures. *i.e.:* thawing mud hole locations in early spring, minute cracks in angle bars or insulated joint bars, etc. Human experience will override high speed photos or geo measurements made prior to daytime and radiational heating causing rapid thaws. Even with the pilot programs now going on, for the past year, dispatchers are telling track inspectors that they cannot have track time because they have already met their required rides. This is the mentality that will eventually become a catastrophe for the railway industry.	12/20/2019 4:09 PM
226	Less people, same amount of work. Doing more with less.	12/20/2019 4:01 PM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
227	Our production crews have been reduced to such a low number of employees and blocks on the track cut but ate still expected to achieve nearly the same production we did 5, 10,15 years ago. Managers and supervisors and directors have very little knowledge in what we're doing. Little to no experience. Working hours are terrible. We use to start between 5am and 8am and could still live pretty normal on the road. Now we basically start at 11am and work till at least 9pm making it very difficult to eat healthy and when living out of a hotel.	12/20/2019 3:39 PM
228	A lot worse not as safe, no maintenance at all on anything, shareholder value that's it	12/20/2019 3:32 PM
229	The work environment is much more stressful, workers get less time at home. We do the job to support our families, part of the support is spending time with them.	12/20/2019 3:14 PM
230	Work conditions in the past few years have drastically changed. It appears that the Railroads have put more of its focus on stockholders instead of the employees who keep things running. The shortage of workers makes for a stressful environment, especially when your expected to do the same amount of work.	12/20/2019 2:53 PM
231	N/A	12/20/2019 2:26 PM
232	A lot less manpower.	12/20/2019 12:49 PM
233	O They have thrown safety out the window, just rush with a handful of people and get it done	12/20/2019 12:32 PM
234	Safety is no longer the number one concern. Management is expecting more work to be done in less time with less workers. Seniority districts don't seem to matter either as they are sending b and b gangs all over.	12/20/2019 12:29 PM
235	Wanting to do more with less people	12/20/2019 11:47 AM
236	Boards are always exhausted now! Corporate greed is keeping crews on duty longer and more often. Lack of board regulation and proper rest is gonna eventually lead to an accident!	12/20/2019 10:59 AM
237	Same	12/20/2019 10:56 AM
238	More work events on train because of block swapping, air brake tests are falsified, lack of reliable locomotives, more pressure from railroads to cut corners when doing work I/e set out and pick ups. Rules in place by contract agreement are not followed. Track maintenance is almost non existent. Surprisingly something bad hasn't happened	12/20/2019 10:36 AM
239	Worse it's all about cutting costs and raising profits	12/20/2019 9:48 AM
240	Much worse	12/20/2019 6:07 AM
241	More with less. safety, proper rest, being forced unto unknown territory aren't a concern at all with railroad now	12/20/2019 5:34 AM
242	better	12/20/2019 3:57 AM
243	Much worse than 10 years ago	12/20/2019 3:47 AM
244	We have less people and more work	12/20/2019 3:39 AM
245	Consistently rushed to get jobs done no matter work conditions or tool and equipment conditions throwing safety out the window	12/20/2019 3:37 AM
246	There is little concern for safety compared to 10 or 20 years ago. Maintenance of equipment is now considered a liability and workers are no longer assets.	12/20/2019 3:08 AM
247	They y'all the same talk safety first but that's not what happens, 9 years ago it was different they cared about us the employees but now it seems they don't care, they y'all the talk but don't walk the walk!	12/20/2019 2:44 AM
248	In the last 5 years, steadily gone downhill. Do more with less. Safety is just a word. It has no real value.	12/20/2019 2:37 AM
249	I have worked on System Gangs for 41 Years. I have seen common sense rules disappear and more knee jerk Actions occur. Snow boots on and then they are outlawed, Then they are a must again	12/20/2019 2:31 AM
250	It seemed more like a family back in the day. There was a sense of loyalty between us and the carrier and vice versa.	12/20/2019 2:19 AM
251	Do more with less	12/20/2019 2:01 AM
252	I only worked for UP for 5 years. In that time their focus has been on nothing but production. Safety is as far from their minds as they can get. They push us to go faster, force us to use equipment that is mechanically unsafe and take safety steps out of the SOP to trim off as much time as they can.	12/20/2019 1:33 AM
253	really worse	12/20/2019 12:42 AM
254	Worse. We are forced to perform other task at the end of our tour or be threatened with insubordination. Often times with no additional compensation.	12/20/2019 12:37 AM
255	We do not have the people to do our work safely. Nor do we have the time due to overtime lacking which leads to inadequate work being done as needed.	12/19/2019 11:44 PM
256	Horrible	12/19/2019 11:40 PM
257	Deplorable! Morale is at an all-time LOW! We are being worked to exhaustion w/no extra time off. We are making more single or few car setouts and pickups than ever!	12/19/2019 11:19 PM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
258	It seems as if we are short handed. And rules really don't allow us to do some work. I understand the safety of it. People don't take pride in their work like before without worrying about a piece of paper. Leaders with bad people skills. Why talk about good things when something negative always seems to follow. It seems pointless at times. Why can't we just do a job right and safe. Regardless how we do it as long if it's done right and safe. We feel like a number other than feeling appreciated of good work. Management always need to audit. Instead of auditing why not instruct good behavior or how to do a particular job. I realize some have the education. Without the work experience along with that. How can you tell someone there doing it wrong if some situations warrant it and it still gets done right and safe. To have the proper tools to do a job you have to spend the money but yet the managers have there hands tied with a small budget to. So I can't blame them. To me it seems like pencil pusher need to get their hands dirty to. Then they might understand the job better. Just saying. Past years the money not the same. Getting smaller then better every year. Yes we get raises but in reality nothing has gotten better. Dues and insurance goes up along with deductibles. Which makes our wages smaller to the economy.	12/19/2019 11:11 PM
259	average	12/19/2019 10:53 PM
260	Well when I hire out in 2011 I remember train were no longer than about 7000 ft. My last trip my train was 12,700 ft long and my train went into emergency 3 times. That is over 2 miles one way (each time it went into emergency) if I would have to walk a train back in 2011 I may have walked 2 miles but that was to the end of the train and back. Now the railroads are pushing for PSR to make a quick buck by cutting maintenance on the tracks cutting train crews (skeleton crews). The track maintenance is the worst I have ever seen it. One of our subdivision that is supposed to be 60 mph max speed sub but do to the last of maintenance due to trying to save money it is now 25 mph almost the whole way across it now.	12/19/2019 10:30 PM
261	Enjoyed, less rules and didn't have to look at while work	12/19/2019 10:15 PM
262	Worse in the last 3 years than ever	12/19/2019 10:07 PM
263	They're more stringent and conditions are unsanitary. Very toxic but not as bad as 2 years ago.	12/19/2019 10:00 PM
264	It's all about production, safety only matters when it is cost effective. We are now doing 2 to 3 times the work with half the people.	12/19/2019 9:53 PM
265	NOTHING COMPARED TO 5 YEARS AGO, 5 YEARS AGO THE RAILROAD WAS AMAZING TO WORK FOR. NOW PEOPLE ARE STRUGGLING & STARVING TO PROVIDE FOR THEIR FAMILIES!	12/19/2019 9:52 PM
266	A lot less people. Track conditions are nowhere near as good as 10 years ago	12/19/2019 9:40 PM
267	It has gotten worse. It's all about speed, the railroad, has sacrificed safety for profits. The carrier expects more work than I can safely handle, the cars and motors are in need of repair, and customers are not happy with our service.	12/19/2019 9:09 PM
268	More dangerous. Maintenance crews leaving ties and all types of material laying beside the track after working because they are just as short crewed and everyone else. With all this material laying beside the track it's a tripping hazard for train crews when having to walk trains especially at night	12/19/2019 8:15 PM
269	Six days off instead of seven, less time at home	12/19/2019 8:11 PM
270	It's not the same the work environment has become a place where guys are to scared to move in fear of getting fired	12/19/2019 8:04 PM
271	It causes a lot of holdups, congestion	12/19/2019 7:43 PM
272	I don't like working with. Red Block employees	12/19/2019 7:40 PM
273	I've been out here 13 yrs . . . one main line . . . you barely can walk down main line to check your train . . . they never move anything now . . . 10 yrs ago . . . you could	12/19/2019 7:30 PM
274	More work being contracted out than in house.	12/19/2019 7:16 PM
275	More work being contradicted out then in house	12/19/2019 7:16 PM
276	Work conditions are a lot worse less manpower same work 2 guys have to cover 80+ miles of track for maintenance	12/19/2019 6:59 PM
277	Seems more rushed. Safety is less of a concern. Less planning goes into projects And craft employees are held accountable for things beyond their control	12/19/2019 6:40 PM
278	The Core Values and concept of "It starts with the customer" and "People make the Difference" are now no longer visible at any level of discussion in the overall outlook of how this company operates. The adoption of PSR and the forced acceptance of these ideals forced far too many experienced railroaders and people who understood how our network operated out of their jobs and thusly destroyed any of the vital interdepartmental relationships that allowed members of our collective teams work together to get projects and maintenance completed. The sense of urgency has shifted to strictly move freight cars regardless of any maintenance to track or structures needed. The overall atmosphere has changed to a sense that no one wants to be charged for any type of train delay in fear of retribution of their jobs.	12/19/2019 6:32 PM
279	Compared to when I hired (12 years ago) much has changed. The conditions are much worse because we are expected to do the same amount of work with less manpower. The schedule change has lowered morale worse than it already was and we feel more unappreciated than ever.	12/19/2019 6:12 PM
280	They are worse! Due to the Carrier trying to make record profits every year to please the shareholders. We as employees are constantly being forced to do more with less!	12/19/2019 6:06 PM
281	Doing more with less. Manpower numbers are down with no intent to replace retired men. Safety is better but injuries occur often. A lot go unreported.	12/19/2019 5:57 PM
282	They have gotten worse, they expect more with less employees	12/19/2019 5:37 PM
283	Conditions are worse. Longer, heavier trains are not as safe as shorter ones	12/19/2019 5:00 PM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
284	In my 9 years of railroad career in maintenance of way between 2 class 1 railroads I've noticed a huge decrease in man power and work being put into the infrastructure. Tracks are being let go to bare minimum of FRA standards.	12/19/2019 4:56 PM
285	Less pay for more hazard work.	12/19/2019 4:47 PM
286	Worse. Workforce was cut drastically. To much work for the amount of employees. Track conditions are suffering/breaking down. Dispatchers don't understand how to work M&W between trains.	12/19/2019 4:37 PM
287	Work safety standards are still there but fixing a problem that exists in the track to its entirety so we don't have to go back and fix the problem over and over again does not. We don't have enough people to do the job the right way. All management wants us to do is enough work to remove a slow order then patch up the next problem. It's the wrong way to teach a new crop of men to do track work.	12/19/2019 4:34 PM
288	I started on the railroad in 2008. I started in Allentown, PA where there was two section gangs, surfacing gang, tie gang, and a ditching gang. Fast forward to 2019 there's a yard inspector track patrol foreman and one section gang. (The surfacing gang is split between Bethlehem and Easton) and the tie gang is non existent.	12/19/2019 4:21 PM
289	Better	12/19/2019 4:16 PM
290	Become more strenuous do to less men and capabilities. NS officers not wanting work done. Watching closely and micro managed	12/19/2019 4:10 PM
291	Work conditions are definitely more dangerous as The nations largest railroad puts profits before safety. The management is more hostile, infrastructure is NOT maintained	12/19/2019 4:08 PM
292	They have become a lot more unsafe in my opinion due to supervisors rushing everyone. In the past they would want it done but no rushing us they would pay overtime	12/19/2019 4:01 PM
293	More work with less employees makes for unsafe conditions.	12/19/2019 3:57 PM
294	More rules. But managements' expectations to meet work goals with less people has not made it safer.	12/19/2019 3:26 PM
295	Past 5 years has been rough	12/19/2019 3:23 PM
296	Very poor	12/19/2019 3:22 PM
297	Less men, more work, they want the same production that they had with 30 men with 10 men. Production first than safety	12/19/2019 3:03 PM
298	I think with the man count down from where it use to be has a huge impact on everyone's safety. Do more with less seems to be the new motto. It was not that way when I hired in almost 10 years ago.	12/19/2019 3:00 PM
299	Worse. Work force cut substantially creating extra duty which increases fatigue and increases wear and tear on the body. Management does not care.	12/19/2019 2:56 PM
300	Well I started 4 years ago but when I first started we did quality railroading with 4 people in a truck to do the job nowadays we have a supervisor blowing our phone up while trying to work trying to get us to go to another location when the first one isn't even done yet and we have 3 people a truck right now	12/19/2019 2:55 PM
301	Morale is awful. Employees get there jobs threatened. Love my coworkers but hate coming to work.	12/19/2019 2:53 PM
302	No change, status quo. we as a whole have not benefited one bit from our unions representation	12/19/2019 2:50 PM
303	it us all about the stockholder not jobs. jobs cut off machines in storage trucks cut off	12/19/2019 2:37 PM
304	Lot less mancount more work to be done not enough people making it not as safe as it should be	12/19/2019 2:27 PM
305	Call times for crews are much worse because of these massive train lengths. And because of the massive train lengths it's hard on my 53 yr old body. Walking 14000 ft trains is no joke. My body is breaking down rapidly. Walking conditions are horrible.	12/19/2019 2:27 PM
306	I've been with UPRR 12 years and the last 3–4 years have been tough. It's all about more production with smaller workforce's. Managers are forced to require more and more with less because of upper management shoving it down their throats and threatening their pay of results aren't shown and the job isn't fulfilled so I'm a sense their hands are tied if they want to keep their job. Safety even though it's not spoken has flown out the window. It's all about making sure record profits are given wether it be from us in the field doing our best or they cut more jobs to make it look like it's working. I've seen morale go to the worse ever. Before guys that may get furloughed would try their best to stay and keep their job, but now it's almost a relief for people to get furloughed so they can quit and move on to a better job where they're respected by upper management and don't feel this gloomy cloud looming over their head day to day	12/19/2019 2:16 PM
307	more of a hostile work environment	12/19/2019 1:50 PM
308	It's harder to work dispatch won't give you much time so your in a hurry not there fault there chief is standing behind them telling them run trains	12/19/2019 1:44 PM
309	Lot less safe, lots better 5 years ago	12/19/2019 1:34 PM
310	Same amount of work, but less people, and No overtime	12/19/2019 1:10 PM
311	Seem better	12/19/2019 12:53 PM
312	We are much more understaffed and the emphasis on safety has diminished greatly.	12/19/2019 12:46 PM
313	We are having to cover the same amount of territory with less people. We're also having to travel long distances to our reporting head quarters	12/19/2019 12:33 PM
314	Worse	12/19/2019 12:31 PM
315	Serious decline in working conditions	12/19/2019 11:50 AM
316	Deplorable. There is no teamwork. It's all about managers trying to get the next level. No one takes ride in their terminals and we are micromanaged at the VP levels.	12/19/2019 11:37 AM
317	I would say worse as in less man power and more of a rush to get jobs done	12/19/2019 11:27 AM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
318	Less material less PPE	12/19/2019 11:12 AM
319	Much worse	12/19/2019 7:31 AM
320	Safety is out the window.	12/19/2019 6:36 AM
321	Different environment as probably expected of any company that redefines itself	12/19/2019 5:09 AM
322	Worse then when I started	12/19/2019 4:34 AM
323	Planning is terrible	12/19/2019 4:32 AM
324	Less people to do more work. More contractors doing our jobs and no morale between the ranks	12/19/2019 4:18 AM
325	No rest, little to no safety inspections. Things over looked. Class 1 railroads bullying customers and employees	12/19/2019 4:15 AM
326	I am in constant worry about losing my job as a result in the changes and policies implemented by CSX and handed down to managers	12/19/2019 4:12 AM
327	less MOW employees doing twice the work, longer hours forced to work hours and scheduled rest days for snow storms that haven't even happened yet basically being on call the company is not following DOT Re set protocol	12/19/2019 4:08 AM
328	5	12/19/2019 4:06 AM
329	We have less people to do more work. The company seems to get its way with everything and the union just goes along with it. Conditions have gotten much worse.	12/19/2019 3:49 AM
330	Better	12/19/2019 3:46 AM
331	Some are better, some the same, it varies with which managers you're working for and what the conditions are	12/19/2019 3:42 AM
332	More safety minded but not always safety actioned.	12/19/2019 3:21 AM
333	Less inclined to find reasons to fire people, especially over gray area issues. Safety is definitely on a do as I say, not as I do basis. All that matters is moving cars fast and the red zone is ignored hundreds of times a day.	12/19/2019 3:18 AM
334	No increase in men and more territory to cover	12/19/2019 3:18 AM
335	Conditions seem to be worse. They added more workload and cut positions down to where we run slim on all gangs. I don't believe they want safety before production	12/19/2019 3:17 AM
336	Much more stressful. Much less enjoyable	12/19/2019 3:13 AM
337	The managers were not as hard about getting something done as they are now rush feeling now	12/19/2019 3:13 AM
338	I think things are much safer	12/19/2019 3:11 AM
339	What is happening now is very stupid compared to 5-years ago	12/19/2019 3:10 AM
340	With added seniority you work more. The schedule the union agreed upon worsen work conditions more than PSR	12/19/2019 3:03 AM
341	Working conditions are much worse	12/19/2019 3:02 AM
342	Safety is put on the back burner to move trains	12/19/2019 3:00 AM
343	Poor less workers more work	12/19/2019 2:49 AM
344	Fewer people with more working hours.	12/19/2019 2:45 AM
345	They don't compare. Complete disregard for safety.	12/19/2019 2:36 AM
346	U.P. Today versus 20 years ago workers are Stifled now more than ever. Gang sizes and district head count are lower than I've ever seen. Derailments occur seemingly more often and contractors seem to be called out before the local district. I'm approaching 22 years of service and have never seen the Morale this low! PSR (2020 plan) has the junior Employees fearing their job security and seeking a more stable line of work.	12/19/2019 2:36 AM
347	OK	12/19/2019 2:36 AM
348	Work conditions for the most part are better, some times they do get stupid,	12/19/2019 2:35 AM
349	Move the freight, at all cost, Is the new norm. More on safety, but less on actually fixing anything	12/19/2019 2:34 AM
350	Short handed and expected to do more with less men and resources. Contractors are all over the property	12/19/2019 2:20 AM
351	Work duties are the same expectations. However there is a severe manpower shortage, trucks are old and broken down, and other mow equipment is lacking.	12/19/2019 2:14 AM
352	Better than before	12/19/2019 2:05 AM
353	Working conditions seem to be worse. We are expected to do more with less. The railroad I work for has cut back on manned inspections, and with less frequency. We have found multiple defects like stripped joints, broken insulated joints, parts of the ball of the rail missing that trains have ran on without being caught for days until the 2 inspections a week are preformed. We have been lucky so far, but I'm afraid one of these days our luck is going to run out. The railroad I work for have also increased speeds faster and with less trains for compaction after work has been preformed to the tracks.	12/19/2019 1:59 AM
354	It seem like we have been pushing the limits of both our equipment and our employees jeopardizing both safety and employee health recently. This may work short term but is bound to catch up with us if something is not done to change this.	12/19/2019 1:57 AM
355	I feel like safety has taken a back seat to building and moving trains faster	12/19/2019 1:56 AM
356	Dangerous, do to company greed	12/19/2019 1:46 AM
357	I've see many changes since starting with the SCL in 1976. All the mergers post ACL/SAL. I'd rank the working conditions under Pete Carpenter and Michael Ward as the beat and Carl Taylor and HH and residue as the worst. I worked 23 years in the craft and have served the last 20 years as a full time representative of signal employees. Seen a lot.	12/19/2019 1:36 AM
358	Poor	12/19/2019 1:34 AM
359	More work is expected from less employees, unreasonable goals are set daily. And safety is an afterthought.	12/19/2019 1:34 AM
360	Good	12/19/2019 1:27 AM
361	Not know if you have a job doing what you love doing, makes it really hard to focus.	12/19/2019 1:25 AM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
362	It depends on your manager, if the manager is all about production most of the time the WORKING conditions are horrible, basically safety is out the window etc. I'VE seen WORKING conditions get worse compared to 5yrs ago, it seems to me something is going on inside the company that is a mystery how it is being managed.	12/19/2019 1:23 AM
363	It's all about discipline and dismissal trying to take employee head count down. You went from wanting to go to work to not going in for fear of getting disciplined.	12/19/2019 1:22 AM
364	Always rushed disregarding safety at every level. Managers are demanding unsafe behaviors to complete unrealistic work.	12/19/2019 1:21 AM
365	Worst conditions. Working nights can't tell what track looks like. We work more odd hours	12/19/2019 1:17 AM
366	5	12/19/2019 1:16 AM
367	Not Good 10 to 20 years ago we had better leadership in the company and our brotherhood. Some of our brothers have turn on our union just to stay working. There's no more solidarity in our union.	12/19/2019 1:10 AM
368	I feel like they have become worse, train lineup means nothing and it's only getting worse. The New hires are coming out knowing less than they did before and there is a push get more done with less and it's starting to show.	12/19/2019 1:05 AM
369	Horrible stress levels! Because they have to make bigger trains, the threat of getting fired because of mechanical failure are nightmares I have.	12/19/2019 12:56 AM
370	About the same really	12/19/2019 12:50 AM
371	PSR cuts the pools and extra board so slim employees can't get enough rest a home, or have no quality of life at home. Fatigue is of little concern to PSR as it treats people like robots. 10–20 years ago, employees could claim additional rest. An additional 4 hours of rest could mean the difference in a safe trip or a catastrophic one.	12/19/2019 12:49 AM
372	Worse	12/19/2019 12:47 AM
373	Better	12/19/2019 12:45 AM
374	It really sucks now compared to 5 years ago, management wants more work with less manpower and shitty tools, budget. Cut hrs with scheduling less money overall	12/19/2019 12:44 AM
375	More rules but safer and slower pace. Lots of walking in dangerous conditions now that there's only 1 worker per train.	12/19/2019 12:38 AM
376	It's not as comfortable of a work place as in you can't go to work everyday an feel like your career is safe	12/19/2019 12:33 AM
377	About the same seems as though they look for extra reasons to get rid of people sometimes	12/19/2019 12:26 AM
378	More rules, more workers scared of getting fired.	12/19/2019 12:26 AM
379	Too many contractors. Same work less people	12/19/2019 12:25 AM
380	Not good	12/19/2019 12:25 AM
381	Work conditions have continually decrease for the last 10 years along with moral.	12/19/2019 12:23 AM
382	Worse	12/19/2019 12:21 AM
383	Our equipment is not as well maintained, air brake inspections are rushed and we are being pressured to take trains even if a defect is present.	12/19/2019 12:20 AM
384	Same	12/19/2019 12:19 AM
385	More production and less safety	12/19/2019 12:14 AM
386	Working conditions are getting increasingly worse. We are being asked to do the same work we did in the past with half the employees we had 5–10 years ago	12/19/2019 12:13 AM
387	Horrible not enough employees. And we never do enough	12/19/2019 12:12 AM
388	Terrible no one cares about us and knowing I have almost 10 years for a COMPANY and telling my family I may not have a job cause this company doesn't care about the employees	12/19/2019 12:11 AM
389	Doing more work with less people. Puts a strain on workers making them exhausted and impacting Saftey, regardless of what the Saftey numbers say.	12/19/2019 12:11 AM
390	Worse. Forced to violate mandatory rules and regulations.	12/19/2019 12:10 AM
391	Some different	12/19/2019 12:06 AM
392	Smaller crews, shorter windows, outdated equipment, unrealistic time expectations, extreme inconsideration to personal/family life, rule inconsistencies, Miss managed money, very missed managed scheduling especially when it comes to work location and time of year, no overtime and less time at home with family. BUT the worst part is the fact that management is out to fire us! They are looking for reasons to write us up or worse! The morale has gotten SO INCREDIBLY BAD in the last 5 years because of this! It starts with their INSANE knee jerk reaction to any and all kinds of accidents or injury or what have you. I'm sorry but human error is and always will be unavoidable (no matter how many safety stand downs and BS rules they come up with. You would think by now they would understand the simple fact of when you focus on the negative you create more negative the more time they spend dwelling on a mistake The more time they spend creating the next mistake! They have taken any and all fun and enjoy ability out of the workplace are used to like my job now I can't stand it. It is very obvious that all of the management at union pacific railroad care way more about a dollar then they do about the livelihood of their employees! Hell the only reason they care if an employee gets hurt is because they don't want to be sued	12/19/2019 12:05 AM
393	Less workforce.	12/19/2019 12:05 AM
394	Insufficient. Cannot attain PPE on a timely basis. Quality is inferior. Safety is not at the forefront. Training is nonexistent.	12/19/2019 12:02 AM
395	Not the same you go to fix something and you don't have the part or Materials to fix it and the manager tell you they don't care make it work so you cobble fuck it together or half ass it	12/18/2019 11:59 PM
396	Tools are better. Less manpower. Employee attitudes are horrible.	12/18/2019 11:59 PM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
397	In the last 15 years the work conditions have become gradually more stressful and heavier loads on each employee. Steady audits and worry of supervisors watching from the woods causes less attention on safety and work and more on what could be considered in their determination of what would classify as a rule infraction. Threats of losing your job if you don't go against an agreement in union contract or standing up for yourself when told to do Something that is against the rules.	12/18/2019 11:56 PM
398	Way more contractors and a lot less train traffic	12/18/2019 11:51 PM
399	1	12/18/2019 11:49 PM
400	Compared to 10 and 20 years ago safety improved. This was done in part by drug screening as well as employees contributing to safety at a group level all the way down to an individual level. Drug screening weeded out many that would have put others at risk. And when coworkers feel they are NOT being burdened with more work and more travel at the expense of the company for profit those safety standards will be maintained. However, if we look at the company from the time PSR was implemented, we see from the safety numbers we can not maintain levels from last year. I as an example can no longer work on the district nearest me as I am only qualified as a machine operator of many types including those utilized at district levels as little as 10 years ago. With 24 years of safe service on the railroad I now find myself traveling just to work but the issue now is the distances and the burden of MORE work on each individual due to smaller gang size and the hunger to maintain same amounts of production because of PSR that amounts to a decline in safety. It is bad enough the stress of working over 1000 miles from home, less days off, and a much greater work burden that even I lose focus. Supervisors have been downsized, and try to burden each individual with jobs a foreman at the very least should be doing. Foreman are now doing observations a supervisor should be doing. Even though these observations are in theory not able to lead to discipline it is certainly done in an effort to maximize supervising because of the limited numbers available. Point is that even foreman are burdened with more work to make up for the lack of supervising because of PSR and maximizing profit.	12/18/2019 11:47 PM
401	Wash a career, now it's just a job.	12/18/2019 11:47 PM
402	More responsibility. Have not had any compensation.	12/18/2019 11:43 PM
403	Worse. Main concern is running trains. Not safety	12/18/2019 11:41 PM
404	N/A	12/18/2019 11:39 PM
405	Getting away from safety focused job and instead more focused on profits.	12/18/2019 11:35 PM
406	Work conditions are horrible. You have dead lines for derailments, pushing the human body further than what it needs to on jobs that it shouldn't, every time you round a corner it feels like someone is looking to find the wrong you're doing instead of the right.	12/18/2019 11:35 PM
407	In my twenty years, safety steady got better, until about 3 years ago. Then it's began to regress	12/18/2019 11:34 PM
408	Not the same at all use to like coming to work and enjoying my job. Now it's a job and it's a shame	12/18/2019 11:34 PM
409	Worse	12/18/2019 11:34 PM
410	Better each year for the last 20	12/18/2019 11:33 PM
411	About the same	12/18/2019 11:33 PM
412	Far less manpower now but still having the same amount of repairs and track conditions making it difficult to complete a job 100 percent and on time	12/18/2019 11:30 PM
413	A lot more pressure and less time to get things done	12/18/2019 11:30 PM
414	Worse they make us cross crafts and threaten us with making us work through holidays when they screw up and don't fix problems that have be pointed out and documented	12/18/2019 11:29 PM
415	Worse, everyone is expected to do more & more work with less people. You are expected to jump from position to position with out having a 19a. Anything to get the job done is expected.	12/18/2019 11:29 PM
416	Morale has dramatically declined. A fair number of employees are sitting at home due to cut offs. Management has been more than difficult to deal with and turnover has become expected.	12/18/2019 11:29 PM
417	Better because of safety audits and implementation of TSC.	12/18/2019 11:27 PM
418	Safety is not as big of a priority as it used to be	12/18/2019 11:27 PM
419	10 years ago when I hired out with NS on the Pittsburgh division, it seemed as if the future of the railroad was bright and promising, we worked many projects and the morale was high, nobody had to worry about who or what department was getting cut next. Fast forward 5 years. We started to see different cuts and layoffs and were hearing threats from the higher paids that cuts and job abolishments were coming to the M&W side. Between those days and now, the morale from brother to brother and even between supervisors and brothers has drastically changed, with all of these newly implemented and abrupt saving procedures, everyone is beginning to worry just how we are going to have a job. I personally have friends and family in the T&E side that have been furloughed and left on the street. And friends in the engine house at Conway that we're furloughed without warning. Nobody comes to work with a good outlook anymore, I don't care what department you are in, we all have families to feed and bills to pay, we have all built a life based around this railroad. And for what, to be working fine one day and the next being sent home by furlough. Attitudes and tensions are high among everybody because of the unknowns that lie ahead for our careers. How can we come to work everyday with a "let's get it done" attitude when the actions of our employers have been so untrustworthy? All for a buck! They don't care about the people. They care about the stockholders. Corporate greed!	12/18/2019 11:25 PM
420	Being audit 2/3 times a month getting/doubting my work. Not concentrating on work . . . it's more production then safety.	12/18/2019 11:24 PM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
421	Worse	12/18/2019 11:22 PM
422	Seems like they don't care about track conditions there all about cutting cost	12/18/2019 11:21 PM
423	Less manpower, Jobs have been taken away on division, more work being done by contractors, 5–8s, 9 and 5 should not even be on the table. If you work away home you should be twb hour days! Morale is down systemwide as a whole!	12/18/2019 11:19 PM
424	From 2005 to now there is less help. For an example there used to be 4 guys on a section truck to now 2 and maybe 3 if you're lucky.	12/18/2019 11:19 PM
425	Worse. Lack of manpower affects every aspect of the railroad	12/18/2019 11:19 PM
426	Less safety, more production	12/18/2019 11:18 PM
427	Better tools to work with	12/18/2019 11:18 PM
428	According to the numbers, we are safer.	12/18/2019 11:17 PM
429	They suck, it's more about production and less on safety, making about the same as 10 yrs ago as the last 5 yrs	12/18/2019 11:16 PM
430	Same	12/18/2019 11:14 PM
431	Conditions have went down by 10 fold, compared to 5 years ago. Moral amongst the members is bad. I have seen many who were working find other employment and leave because of the new conditions under the P.S.R way of business	12/18/2019 11:13 PM
432	More pressure to get things done faster with less manpower	12/18/2019 11:11 PM
433	Same	12/18/2019 11:11 PM
434	Better than it was then	12/18/2019 11:11 PM
435	I'm in my 17th year and have never seen it as bad as it is right now, there is a serious shortage of man power	12/18/2019 11:11 PM
436	Not good at all	12/18/2019 11:10 PM
437	Five years ago work was great. It was a company that you were proud to work for now it feels like a company that does not care about their workers	12/18/2019 11:09 PM
438	A lot less guys. Trying to do the work in a much more squeezed time frame.	12/18/2019 11:09 PM
439	Worse	12/18/2019 11:09 PM
440	Same pay more work load required	12/18/2019 11:09 PM
441	The work environment is more hostile with a do more with less attitude from management.	12/18/2019 11:08 PM
442	Terrible	12/18/2019 11:08 PM
443	Amount of track time has gone down greatly maintenance has suffered greatly to make time for more trains. Saftey is all talk no show when push come to shove safety is not cared about. So much worse.	12/18/2019 11:08 PM
444	Better	12/18/2019 11:08 PM
445	was better, but in the last 2 years has gotten worse	12/18/2019 11:07 PM
446	Asked to do much more with less. Bad equipment now on these smaller gangs. The company needs to invest in New equipment. I miss my 2 days off a month that they took away.	12/18/2019 11:07 PM
447	We're losing jobs to contractors because the railroad doesn't want to add more people to gangs	12/18/2019 11:06 PM
448	Same work less guys but they want us to get more done with less	12/18/2019 11:06 PM
449	I find it more difficult to have the ability to do our work. The scheduling of the work widows are not very well coordinated	12/18/2019 11:06 PM
450	Morale is in the tank and management is out to get anybody they can	12/18/2019 11:04 PM
451	We are expected to do more work with less people and in less time	12/18/2019 11:04 PM
452	I enjoyed my job a lot more 10 years ago. One because there were more job options available before cuts were being made. Two the fear of getting fired or put of service for minor infractions was far less of a concern. Three I feel as if we were treated more fairly and with more respect than we are now. I feel as if this trickles down from the shareholders down to management.	12/18/2019 11:02 PM
453	They want you to do more with less manpower	12/18/2019 11:02 PM
454	Terrible, 12 years ago when I hired out this was an awesome job, now if you look the wrong way, someone wants to write you up, or send you home.	12/18/2019 11:01 PM
455	More is expected from less employees on a gang. Once a 7 man gang is now 5 or even 4 or less, yet the same or more production is expected	12/18/2019 11:01 PM
456	They push safety until shit hits the fan then they don't care it's get it done	12/18/2019 11:00 PM
457	Home life is none exciting and pay is not worth the travel.	12/18/2019 11:00 PM
458	Better	12/18/2019 10:59 PM
459	It was better 5 years ago	12/18/2019 10:58 PM
460	Work conditions are good. Moral is awful	12/18/2019 10:58 PM
461	Undereducated management pushing velocity over safety	12/18/2019 10:57 PM
462	They are much more hostile. There is a much worse divide between craft and management. The rush affect is horrible and the undertone of the no one cares just don't stop a train is the worst I've ever seen	12/18/2019 10:56 PM
463	The conditions suck. There aren't any words to describe. How about you come do what we do for a week and see for your self.	12/18/2019 10:54 PM
464	Better	12/18/2019 10:54 PM
465	Trying to get same amount of work done with less people. Care less about the people that work for them also.	12/18/2019 10:54 PM
466	Less man power. 5 years ago gang sizes were bigger and workers were tasked with more specific duties ensuring duties were done correctly. Now a days with less man power we take care of the same amount of track miles and it seems like their are more derailments and less quality repairs to track because of it.	12/18/2019 10:53 PM
467	More rushed less man power.	12/18/2019 10:52 PM
468	Worse. Everyone scared	12/18/2019 10:52 PM
469	We are rushed and that's not as safe.	12/18/2019 10:49 PM
470	Unsafe	12/18/2019 10:47 PM
471	More rushed, pushed to do the same work with half the man power and time.	12/18/2019 10:47 PM
472	Hard less help	12/18/2019 10:47 PM
473	Overworked now	12/18/2019 10:46 PM
474	Worse	12/18/2019 10:45 PM
475	As long as it benefits the company, it's ok to be unsafe and break certain rules!	12/18/2019 10:45 PM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
476	I've been out here for almost 5 years and noticed a change in how the supervisors come after us and try and spook us	12/18/2019 10:45 PM
477	Bad	12/18/2019 10:45 PM
478	Safety is only important when convenient for the company.	12/18/2019 10:45 PM
479	Smaller work groups, bigger workloads. Longer hours for people who are around.	12/18/2019 10:45 PM
480	Less man power	12/18/2019 10:45 PM
481	They suck	12/18/2019 10:44 PM
482	Have decreased each year. Extremely in the last 2 years. Safety is now the least of concerns.	12/18/2019 10:44 PM
483	We are not allowed the time to do quality repairs that are expected from us. Safety has seemed to take a back seat to everything else.	12/18/2019 10:44 PM
484	More micro management. They just go off computer reports instead of getting in the field	12/18/2019 10:43 PM
485	Working conditions are ok but if an accident happens they still try to find a way to blame the union employee	12/18/2019 10:43 PM
486	Maintenance priorities has been pushed towards the backburner	12/18/2019 10:43 PM
487	Management expects you to more with less. And safety is always 2nd. Quality of work has dropped.	12/18/2019 10:42 PM
488	Less time to work on track	12/18/2019 10:42 PM
489	I have seen more derailments in the last year than I have in the last 10 years	12/18/2019 10:41 PM
490	Not enough personnel covering too large an area	12/18/2019 10:40 PM
491	Worse	12/18/2019 10:40 PM
492	They haven't changed at all! Still aren't great. And use the rules to benefit the company.	12/18/2019 10:40 PM
493	Safety is out of the window. And it's no longer about the people	12/18/2019 10:39 PM
494	My opinion, is that now it's more uptight.	12/18/2019 10:34 PM
495	Not nearly enough people to do the work. All gangs have been cut. When people take vacations the Carrier does not send relief help.	12/18/2019 10:26 PM
496	It's a horrible atmosphere. Coming in every day wondering if your going to be laid off or not. Also expecting more work with less people.	12/18/2019 10:15 PM
497	It's terrible	12/18/2019 10:02 PM
498	Low morale.	12/18/2019 9:41 PM
499	Longer hours. Less predictable and often exhausting shifts	12/18/2019 9:34 PM
500	Generally speaking, safety be damned . . . on many levels. Precision Scheduled Railroading has cut crews, maintenance, carmen, staffing in general so short for the sake of shareholders profiting that necessary tasks related to safety are an afterthought. Is the equipment functioning properly? No? Move it anyway or suffer discipline. Are you qualified for the job you are called for? No? Go anyway or be flagged for refusal or missed call. Are you properly rested so you can perform your job safely? No? Why not? Because Precision Scheduled Railroading doesn't run a consistent and accurate train lineup compared to 5 years ago. I cannot count the times I have been called for work 12 hours early thanks to Precision Scheduled Railroading. Do you have the tools and supplies needed to do your job? No? Why not? Oh, the company no longer supplies those because any "excess cash" goes directly to the shareholders.	12/18/2019 9:19 PM
501	Better know then they were 15 years ago.	12/18/2019 8:45 PM
502	Five years ago, when I hired in you were able to get the rest that you needed. New attendance policies and cut workforce has us all working entirely too much with too little rest.	12/18/2019 8:35 PM
503	Terrible	12/18/2019 8:23 PM
504	Horrible	12/18/2019 8:20 PM
505	Worse, the conditions are very unsafe. They are creating toxic work environments, that affect us physically and mentally.	12/18/2019 8:03 PM
506	Night and day difference for the worse. No longer a career I would recommend to anyone.	12/18/2019 7:50 PM
507	They are worse. Longer days less sleep. Scared on a daily basis of loosing a job, house, vehicle, and more. Need more people so everyone stands a chance of living the American dream.	12/18/2019 7:48 PM
508	Horrible! More work with less rest and pay! Total disregard for safety!	12/18/2019 7:47 PM
509	Horrible	12/18/2019 7:27 PM
510	23 Years for Cn. Today we don't PDI cars, block swap. Hardly do air tests. They just grab airslips from any train. Less men and want more work	12/18/2019 7:18 PM
511	Better now than 10 years ago	12/18/2019 7:11 PM
512	Very unsafe There is a lot of pressure from inexperienced polo talent management	12/18/2019 7:10 PM
513	Everything that the railroad has pushed in the past has fell by the wayside. Safety of employees is no longer a concern and neither are servicing the customers. Employees are fatigued because nobody can mark off anymore without being handled for discipline which will eventually be termination. Have everyone furloughed which also makes it unsafe for the employees still working and not having enough employees to allow for reasonable lay off privileges.	12/18/2019 6:49 PM
514	Compare nothing to even 5 years ago, and an entire different industry from 10 to 20 years ago. Employees are continually being asked to do more with less at the same time continually being tested for rules compliance while being placed in situations where the same, or worse, more is expected of their productivity and efficiency with less hands to perform the same or more work.	12/18/2019 6:31 PM
515	Supervision is younger with no work experience 5 years 10 to 20 years ago Decision making was easy Company listened to ideas problem solving	12/18/2019 6:23 PM
516	The main goal of servicing customers is nearly impossible. The fine tuning—do more with less mentality—is back firing on the carriers. We simply do not have the man power or equipment needed to move freight in a safe and timely manner.	12/18/2019 6:21 PM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
517	Worse, and safety is not the #1 priority anymore.. Employee morale is at an all time low..Company cares for one thing, and that's money.. Human life should not come after money..	12/18/2019 6:19 PM
518	Things have become gradually worse over the years. With more technology comes more oversight which allows them to nit pick us out of a job.	12/18/2019 6:12 PM
519	As a carman, I see less time to inspect, more cars to outbound, what 63 people did, now 8. Do the math, not much more than run and don't look. God help you when you find a defect, because the FRA and union not going to help.	12/18/2019 6:08 PM
520	More stress, accelerated work schedules, more pressure to get more done in less amount of time with no overtime. Lower head count on gangs so I'm bouncing between jobs I'm not familiar with. No men for fire watch and other safety positions.	12/18/2019 6:08 PM
521	Much worse!	12/18/2019 5:48 PM
522	More production is expected with less concern for safety.	12/18/2019 5:16 PM
523	Terrible. Absolutely every person is miserable and wondering if you are going to be able to keep a job no matter how long you have been on the railroad	12/18/2019 4:47 PM
524	Not even the same railroad	12/18/2019 4:44 PM
525	over work and no time off	12/18/2019 3:55 PM
526	Worse	12/18/2019 3:46 PM
527	Not the same used to love this company/industry now I keep waiting for the knife in my back	12/18/2019 3:22 PM
528	Poor, have seen nothing but negative changes.	12/18/2019 3:17 PM
529	Worse	12/18/2019 3:17 PM
530	Less safer	12/18/2019 3:12 PM
531	Deteriorating. Instead of running customers away and putting lines out of service they should be investing their profits in securing work for future	12/18/2019 2:49 PM
532	Poor	12/18/2019 2:43 PM
533	Harder	12/18/2019 2:28 PM
534	They are worse. They have skeleton crews working and slowly are getting rid of our equipment. And then bring in inexperienced contractors to supplement the lack of man power/equipment.	12/18/2019 2:25 PM
535	More pressure to rush your work longer blocks of rail road means less time for maintenance because of throwing lights bad signal on trains 10 or so miles away. With that it cuts work time So you have to rush or wait	12/18/2019 2:13 PM
536	They are horrendous compared to 5 years ago and seem to get worse literally by the day	12/18/2019 2:13 PM
537	It's gotten worse. Safety is not on the railroad	12/18/2019 2:05 PM
538	Much worse, employees worked 10 to 12 hours without a break or lunch	12/18/2019 2:05 PM
539	Safety take the back seat to business profits.	12/18/2019 2:04 PM
540	Too much micro management	12/18/2019 1:49 PM
541	Lowest morale I've seen in my 12 years. Lots of dysfunction now.	12/18/2019 1:46 PM
542	Horrible it just a push to get as much done with total disregard to safety.	12/18/2019 1:44 PM
543	Worse, more harassment, bad working conditions	12/18/2019 1:44 PM
544	Speed first safety last. Doesn't matter if it's broken or unsafe PSR says it needs to be moving track speed now.	12/18/2019 1:38 PM
545	Work conditions are not good you are being pushed for production and safety is out the window	12/18/2019 1:09 PM
546	It was a good job 10 years ago, now I feel like I'm stuck in a nightmare and can't wake up.	12/18/2019 1:07 PM
547	Things now are a bit harder	12/18/2019 12:13 PM
548	No comparison Time is pushed and stretched and forged Safety is on paper not reality. Quality inspection is impossible. Derailment death toll increase is imminent. Livonia Car Dept.	12/18/2019 11:51 AM
549	I see no difference. we still strive to get the job done safely, yet we are always pushed to get done and put out the next fire.	12/18/2019 11:50 AM
550	Horrible	12/18/2019 11:45 AM
551	We are expected to get the same, if not, more work done with less equipment, supplies and people. On our line, we share one end loader between several workgroups that are miles apart. The yard gang I came from, it was a pretty regular occurrence to reuse old ties and spikes because you could not get new ones.	12/18/2019 11:39 AM
552	Higher levels of stress due to less maintenance on bigger and longer trains. Rail side repairs have become a common occurrence. Except now we're walking longer distances over uneven ground increasing the risk of slips trips and falls. Lack of power for the amount of train being handled leads to longer trip times and increased fatigue.	12/18/2019 11:13 AM
553	Poor.	12/18/2019 11:12 AM
554	More work with less people with a lot of jobs not getting done	12/18/2019 10:50 AM
555	We receive less track time. More of a rush to get the job done. Work schedules are constantly changing. Working at night.	12/18/2019 10:42 AM
556	Worse want more with less	12/18/2019 10:30 AM
557	Horrible! Yes because of years I've got in I can generally hold a regular job but because of POWS it adds that factor	12/18/2019 10:17 AM
558	You work harder for the money	12/18/2019 10:07 AM
559	Much, much worse	12/18/2019 9:37 AM
560	Terrible, morale is the lowest I've ever seen. We've got long term employees quitting, or considering quitting. I used to love my job, but I'm angry every day I go to work now.	12/18/2019 9:34 AM
561	Very unforgiving with the attendance policy making people come to work tired and sick. The only reason is to run more trains with less people.	12/18/2019 9:24 AM
562	I feel work condition have gotten more strenuous, with the notion to hurry, hurry because now our curfews are shortened with same amount of quotas	12/18/2019 9:10 AM
563	Work is longer, more frustrating and definitely less appreciated	12/18/2019 9:09 AM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
564	Worse	12/18/2019 8:46 AM
565	Terrible	12/18/2019 8:45 AM
566	N/A	12/18/2019 8:36 AM
567	Not great	12/18/2019 8:36 AM
568	The worst I have ever seen.	12/18/2019 8:31 AM
569	Work conditions today are very dangerous and safety is no longer a concern of CSX	12/18/2019 7:49 AM
570	Working conditions are a joke, bad ordered trains getting pushed through without real fixes, tracks brings fixed cheaply only to have another derail a few days later.	12/18/2019 7:33 AM
571	About the same, but with increased emphasis on safety.	12/18/2019 7:28 AM
572	Morale is down. Trains are longer, slower and seem to cause more delays for other trains including Amtrak. Customers are not getting serviced on time. Crews are working longer and more demanding shifts and fatigue is taking a toll.	12/18/2019 7:21 AM
573	Train lineups are inexcusable every train does work 15000 ft trains	12/18/2019 7:18 AM
574	Safety has always been the number one goal at the railroad, but now with the demand and with the workload that is put on so few employees it puts a lot more risk in doing your safely. It also makes inspections and maintaining equipment to the level of safety required virtually impossible. I guarantee that the public is at a much higher chance of catastrophe than 5 years ago due to lack of maintenance and proper inspections not able to be performed.	12/18/2019 7:06 AM
575	Work load over exceeds employees	12/18/2019 6:31 AM
576	Gangs of 30 or more are down 10 to 15 percent, while productivity is up 30 percent. UP doesn't care about the quality of the product, just the #, putting ties in in the winter conditions is more challenging than summer months	12/18/2019 6:30 AM
577	When I was still employed with the RR the conditions had changed drastically in the 4 years I started. What became a decent and enjoyable career started to become tedious and unbearable. The work load increased drastically. The amount of responsibility became a burden. The fear of being laid off or cut because you couldn't handle it became a nightmare that would literally keep me awake and fearing that I would not have a job.	12/18/2019 6:26 AM
578	5 years ago things were much more do as I do and not do as I say	12/18/2019 6:08 AM
579	Worse	12/18/2019 6:02 AM
580	Drastically different (worse). Too many jobs lost, jobs we have have terrible hours and off days, carrier making new rules as they go to appease their own agenda.	12/18/2019 5:58 AM
581	Way worse	12/18/2019 5:50 AM
582	Worse	12/18/2019 5:48 AM
583	Nowhere near as good today	12/18/2019 5:45 AM
584	Lots of job cuts, working more with less	12/18/2019 5:40 AM
585	One of the biggest changes I've noticed is the affect of less carmen and mechanical forces. The locomotives are always breaking down, never running correctly, constantly having defects that aren't getting fixed and told by managers to just take it and not worry about it. Having to wait hours for available power after being called for a train. More problems with the cars themselves and more derailments because of problematic cars.	12/18/2019 5:38 AM
586	Worse	12/18/2019 5:22 AM
587	Much more dangerous than was before, more stress on workers to do more with less	12/18/2019 5:13 AM
588	Horrible. Forced overtime with short handed crews. No concern for safety. Employees are a liability not an asset	12/18/2019 4:54 AM
589	Profits first. Safety last. Railroad used to be a career you could retire from. Now, laid off before vested.	12/18/2019 4:52 AM
590	Not even close	12/18/2019 4:52 AM
591	Work conditions are worse. We are constantly threatened with yard closure as a reason to keep productivity up. 8 years ago it wasn't like this.	12/18/2019 4:42 AM
592	Worst I have ever seen. No care for employees, just profit.	12/18/2019 4:32 AM
593	The conditions Now are more unsafe then they have ever been in my 15 years on the railroad. Local management is scared to death for their jobs. If the crews don't get a certain thing done then the management gets in trouble, which makes them tell the crews to get the task done no matter what. It's an environment that's just asking for a disaster	12/18/2019 4:28 AM
594	Horrible now days. I'm never working fast enough, they are always rushing me. And they defer all FRA defects because safety don't matter to them anymore "Union Pacific"	12/18/2019 4:16 AM
595	Work conditions are terrible. Everything is about making a dollar for the shareholders, not about employees	12/18/2019 4:15 AM
596	20 years ago work was a pleasure .To be fair there have been improvements at the tolerance for era has tightened tremendously stress levels at an all-time high single man crew is Dangerous I hope you look at this not the stock price. Work rest issues are probably the most constant dangerous thing that I've dealt with how do you get rested when you never know when you're going to work I'll talk to a guy well you know the stories you sleep you wake up and you don't get called for 30 hours it's not possible to live a quality life try to be a quality employee. And be ready to deal with the high demands. Suggest 2 12 hour work shifts 6p to 6 a etc...	12/18/2019 4:06 AM
597	I've noticed lately last couple years that our carrier has basically at times totally disregarded our agreement at times!	12/18/2019 4:03 AM
598	I've been switching on the yard for 6years. It takes longer for anything to get fixed, walking conditions are terrible. Mainline ballast is used in the yards.	12/18/2019 4:01 AM
599	Worst	12/18/2019 4:01 AM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
600	The only conditions that have changed is the elevated stress of not knowing my future in the railroad industry. Union has laid down and is allowing jobs to be taken over by contractors, even if I make retirement will it still be there? Everywhere I look it's a contractor and not a single one is putting in the retirement system set up for railroad workers. I'm paying for representation and I'm not getting it. The jobs are becoming few and far between. I truly believe that the unions are being paid off by the contractors or else they would be suffering due to the decline of union employees.	12/18/2019 3:54 AM
601	They are 1000 times worse. Inaccurate lineups no maintenance and total lack to safety	12/18/2019 3:52 AM
602	There are fewer workers to do the job	12/18/2019 3:51 AM
603	No	12/18/2019 3:50 AM
604	It's sad to say the least, work conditions gets worse every year an safety has hit rock bottom, rules only apply when they can be used against the employee. bottom line only the stockholder matters.	12/18/2019 3:48 AM
605	Worse! Moral is at an all time low. Everyone is worried they are gonna show up to work and get laid off from day to day. Used to be a happy place to work for all employees but not anymore	12/18/2019 3:47 AM
606	Poor with a side of low morale	12/18/2019 3:46 AM
607	Deteriorating	12/18/2019 3:43 AM
608	Working conditions are degrading quickly. No regard for safety. We're only scapegoats now.	12/18/2019 3:40 AM
609	It's changed a lot for the worse	12/18/2019 3:39 AM
610	Worse, less care for the companies we service. Also less care about the crews and public's safety with longer trains.	12/18/2019 3:23 AM
611	We are under more pressure to make a repair quicker and with less man power. Basically to more with less.	12/18/2019 3:22 AM
612	So much better 5 years ago. We at least had some off days. Now we go weeks or months without any	12/18/2019 3:19 AM
613	Unsafe, chaotic, rushed, lack of knowledge and training.	12/18/2019 3:14 AM
614	The work conditions in the last 10 years have gotten horrendously under staffed. Our production rail and tie crews work at 75 percent manned while our sections run about 60 percent manned. The shortage of employees causes us to work long hours for many days in a row. Injuries and fatalities have significantly increased since the implementation of PSR and I firmly believe this is due to fatigue.	12/18/2019 3:05 AM
615	With thru freight crews doing work on both ends of the road, on most trains, it increases the opportunity for human factor incidents as well personal injuries.	12/18/2019 3:01 AM
616	Worse. More work equals greater concern for injuries	12/18/2019 2:57 AM
617	They've gotten far worse	12/18/2019 2:55 AM
618	Much worse. Have been personally told safety is not first. Worse jobs and less homelife.	12/18/2019 2:55 AM
619	Safety is better but seems that nowadays railroads that don't have set schedules for running trains are enacting PSR but they don't seem to understand that the work still has to be done. Having to work faster with less people will ultimately cause incidents.	12/18/2019 2:49 AM
620	There has been a significant decline in safety morale personal time. A lack of supplies and a constant push for individual employees to take responsibility for things that should fall on the company.	12/18/2019 2:42 AM
621	Our workload has increased but personnel has been cut back.	12/18/2019 2:41 AM
622	13 years ago was a lot better than now. Companies are more malicious, I come to work thinking how to not get fired vs doing my job effectively. I assure you I don't want to hurt myself so save the safety speeches	12/18/2019 2:31 AM
623	Work conditions are the same, still 2 pieces of rail with a tie between them	12/18/2019 2:20 AM
624	Less safe	12/18/2019 2:18 AM
625	Rules and safety are only important when something goes wrong—then they use them against you.	12/18/2019 2:18 AM
626	Work is much more strenuous after the layoffs in the locomotive mechanical dept. Having to work extra hard to meet the demands of the Railroads needs. Have to work many locomotives each day being pressed to get them out as fast as possible. While being asked to do other crafts work we don't know how to do, besides just trying to figure things out. All the extra slack we have to pick up from our brothers and sisters whom are now gone is making conditions unsafe. Our safety record has risen higher since PSR I worry about the safety of my coworkers at the expense of greed. The economy we are being told is not doing well due to the lower car loadings so PSR is so called a Must. I'm sure their has to be a better way to adjust to the changes if their really is a change. These long trains have me worried about the bigger risk of derailments. With the dangers of chemical spills and explosions I see these risk on the rise to come. I worry for the public being exposed to a higher potential to the danger of the railroads caress attitude of run it run it!! Just waiting for someone to put an end to this. To the railroad's it's all about profits for them and their investors not anyone's safety. With my job I personally do, the biggest risk I have seen is us not being able to maintain the low horsepower locomotives in the hump yard. They are falling apart and we don't get the time to fix them properly. I get excited when I see the FRA show up because they catch the things being let go and we get to finally fix them! Years ago we had plenty of locomotives now we only have a handful and we can keep them in good shape they are being over worked over and over. Time to beat this PSR out of the Railroads.	12/18/2019 2:14 AM
627	5 years more safety concerned and maintenance was kept up. Now more moving freight at whatever cost	12/18/2019 2:11 AM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
628	I have just about three years on with ns since the start of PSR I've noticed massive increase of train size with less power safety is no longer the main concern it's all about move freight do train have come around to a mount territory to cut back on crews I had 70+ conductors below me on the board down to 12	12/18/2019 2:11 AM
629	There are fewer employees and many are expected to do more than what their job description requires. An example is a truck driver doing welding work, *i.e.,* field welding, grinding, electric welding. Track Inspectors performing track maintenance. Employees feel pressured to do extra.	12/18/2019 2:09 AM
630	The job market seems to be increasing.	12/18/2019 2:08 AM
631	Worse. My quality of life has plummeted since PSR began. My time off at home has been greatly reduced. My time in a hotel has been reduced. My time at work has nearly doubled. The fatigue and lack of time with family is extremely depressing.	12/18/2019 2:07 AM
632	Considerably worse. Management treats like absolute garbage and with contempt as if they absolutely hate us.	12/18/2019 2:05 AM
633	Worse	12/18/2019 2:05 AM
634	Not worth a darn. We were better off even 3 years ago.	12/18/2019 2:05 AM
635	It sucks!	12/18/2019 2:03 AM
636	Low morale. I think there is less emphasis on safety because guys are worried about their job.	12/18/2019 2:03 AM
637	New employee to CN railroad as a conductor. Currently furloughed since 11–10–19	12/18/2019 2:02 AM
638	Less safe, as the company has continued to be emboldened with a lack of union resistance. While profit has always been the priority, they are less concerned about hiding that it now.	12/18/2019 2:00 AM
639	They are not even comparable they want to over work us all and don't care about us	12/18/2019 1:57 AM
640	Very good	12/18/2019 1:55 AM
641	Compared to 3 years ago I'd say it's getting worse especially management	12/18/2019 1:53 AM
642	Work conditions are now absolutely terrible. You can spend three days that you're away from home terminal and you're lucky to spend one day at home. When you're away from home terminal they try to send you everywhere but home.	12/18/2019 1:52 AM
643	Worse expecting more with less	12/18/2019 1:52 AM
644	Manpower has declined over the years a lot of the repairs to the track take a lot longer and more temporary slow orders stay on longer	12/18/2019 1:51 AM
645	When I started railroading 7 years ago, our terminals main focus was customer satisfaction, doing whatever it took to deliver a positive experience for the customer. With recent changes and focuses, our location has instructed the customer when they will get a switch, and the customer has had to change their operations accordingly.	12/18/2019 1:50 AM
646	My job is less safe	12/18/2019 1:49 AM
647	Much different in the last 5. Less emphasis on Safety, more on productivity, and Shareholder benefit. 20+ years ago, we did more work, and had the tools and supplies to do the work properly and safely.	12/18/2019 1:47 AM
648	They have deteriorated severely. Safety is no longer in the forefront. The shop morale is no longer there the personal relationship or friendships are no longer there either	12/18/2019 1:40 AM
649	Furloughed	12/18/2019 1:39 AM
650	Horrible just compared to 5 years ago! Safety has been put on the back burner now it's just about running trains as long and fast as possible	12/18/2019 1:37 AM
651	Worse. Safety is worse. Intimidation is a daily thing now.	12/18/2019 1:33 AM
652	In the last 5 years, worse. Bigger trains that don't fit in sidings, more issues with train (i.e. break in twos). The list goes on.	12/18/2019 1:33 AM
653	fast pace and seems to be quantity (how much we get done) and not quality	12/18/2019 1:29 AM
654	Very unsafe over worked employees	12/18/2019 1:23 AM
655	Less track time for maintenance	12/18/2019 1:16 AM
656	It feels more rushed. Less track time same amount of work. One day they say no overtime get it done today. The next day they say stay all night to finish it. Managers need more money in their budgets for projects	12/18/2019 1:14 AM
657	A lot worse! Combining trains and doubling the tonnage, means unsafe conditions	12/18/2019 1:10 AM
658	People are more overworked, less enthusiastic, feel boxed in, no happiness.	12/18/2019 1:07 AM
659	5 years ago, they actually seemed concerned about actual safety issues. Efficiency statistics are the number one topic in most meetings now, and safety is only a concern after someone gets hurt. The carrier is quick to terminate employees for rule 1.6 violations in order to place the blame and intimidate other employees.	12/18/2019 1:04 AM
660	They suck. There's more emphasis on production than safety. We're just a number	12/18/2019 1:03 AM
661	Much much worse always being rushed they don't fix anything broken and calling every 10 hrs even on rest days allot of times before you are rested	12/18/2019 12:59 AM
662	Not very good	12/18/2019 12:57 AM
663	Lot more stress pressure to perform with less training	12/18/2019 12:54 AM
664	They are much more dangers than ten years ago bigger trains go go train line ups are a mess crew balancing is never right don't know when to be rested for your job trains are to big to yard more break into less people to do the work stressing everybody out someday if this continues something big the really bad will happen train inspections by carmen are rushed	12/18/2019 12:53 AM
665	Everything is in a rush it's like time is against you, you fear for your job every day	12/18/2019 12:50 AM
666	Equipment inspection is less than it should be. The public and employees more at risk because of equipment failure.	12/18/2019 12:44 AM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
667	Horrible	12/18/2019 12:44 AM
668	Less fun, more stress	12/18/2019 12:41 AM
669	More time walking broke down trains. Especially in the cold.	12/18/2019 12:36 AM
670	After leaving a profession I was previously at for 13 years, to come to work for Union Pacific I have seen a lot of change in 5 years. Union Pacific has done everything in their power to make it less safe, less efficient and with less manpower. Yes stock have gone up but talking to businesses I serviced, it hasn't gone up without price gouging small businesses. Safety has gone out the window. Instead they are only concerned about how fast can you do it. Setting an allotted time to perform the tasks. With these preconceived/unrealistic time frame to complete tasks they have decided to cut manpower making less safe for employees and the public	12/18/2019 12:27 AM
671	Significantly declined	12/18/2019 12:20 AM
672	worse	12/18/2019 12:14 AM
673	Terrible.	12/18/2019 12:13 AM
674	Got worse.	12/18/2019 12:13 AM
675	Horrible	12/18/2019 12:13 AM
676	I am seeing trains doubled in size, routinely 9–11k feet. At two of the areas in my seniority district the Carmen and Roundhouse personnel have been walked off the property. There are NO inspections being done by the specially trained people for this job.	12/18/2019 12:11 AM
677	Less people these days to do the work. Longer drives to work sites since now gangs have larger areas of responsibility.	12/18/2019 12:10 AM
678	Not enough safety talks by managers always pushy and about numbers	12/18/2019 12:07 AM
679	8 to 10 years ago we could get a track authority and get a track out of service and work for at least six hours that day on the track now we have to work under stop board protection	12/18/2019 12:03 AM
680	Everyone works 12 hours shifts and no lunch breaks	12/18/2019 12:03 AM
681	Safety has fallen off and doesn't seem to matter anymore, company doesn't seem to care about taking care of the customers anymore either, seems everything is just about numbers on a report that do not truly represent actual work.	12/17/2019 11:57 PM
682	They want 12 hrs of work done in 8 hrs	12/17/2019 11:55 PM
683	Better	12/17/2019 11:53 PM
684	getting no time for repairs or maintenance	12/17/2019 11:50 PM
685	Horrible. All about moving freight and making money. Safety gets pushed aside	12/17/2019 11:50 PM
686	Worse	12/17/2019 11:50 PM
687	More work load with less. Customer service is worse	12/17/2019 11:47 PM
688	Working conditions have deteriorated exponentially quickly. Everyone knows the stereotype of railroads "hire to fire you". Safety violations and lack of equipment maintenance are setting up railroad workers for failure.	12/17/2019 11:46 PM
689	Worst it has ever been	12/17/2019 11:44 PM
690	Much less emphasis on safety. Employees are rushed to complete tasks and are penalized if it's not done to the unrealistic standards set forth.	12/17/2019 11:43 PM
691	I can only speak about 5 years ago but it has shifted from safety to making sure cars are moving even if it takes way more time and a poor use of resources. They have cut everything back to do more work with less people and the safety of those employees are compromised.	12/17/2019 11:43 PM
692	Less Safety and more productive is all we have now. With 50 percent less Carmen working.	12/17/2019 11:42 PM
693	Worse	12/17/2019 11:40 PM
694	Work conditions are worse than they ever been. Never know if your going to have a job day to day. Weed weasels watching your every move telling managers they have to write up so many people a little month.	12/17/2019 11:36 PM
695	It is very dangerous. But why do you care.	12/17/2019 11:29 PM
696	More with less, nothing you do is good enough.	12/17/2019 11:29 PM
697	They threaten discipline if you delay a train. They put a 20 yr old college kid in charge of us who has no clue how to supervise or actually do the work. Every single mistake results in discipline of some sort.	12/17/2019 11:26 PM
698	Working conditions are worse. Less people to do the work with longer trains. And now the railroads want a one man crew. It'll be hard as he'll to move trains when one comes uncoupled or there is a broken rail which is very common in the winter. It'll be hell on whoever is on that train and others on their own trains	12/17/2019 11:21 PM
699	They don't compare, They are deplorable and unacceptable in the majority of circumstances, lack of equipment, supplies, Resources and men/women in the work face takes it toll on everyone, and equipment as well	12/17/2019 11:21 PM
700	Less focus on safety	12/17/2019 11:16 PM
701	iets the worse	12/17/2019 11:14 PM
702	Do more with less and safety is out the window.	12/17/2019 11:14 PM
703	The trains are longer and we are not aloud enough time to properly inspect them	12/17/2019 11:12 PM
704	More work is being pressed upon fewer people and less time is allowed to complete jobs.	12/17/2019 11:11 PM
705	Worse in some areas but better in some. Over all though, the environment as a whole is worse.	12/17/2019 11:08 PM
706	Worse, less members less rest days	12/17/2019 11:07 PM
707	Less family time with z-5 & z-6 schedule. I drive longer than I should to try and minimize time away from family.	12/17/2019 11:03 PM
708	Far worse than when I started 5 years ago. In the last 2 years several people have been seriously injured and several have died	12/17/2019 11:00 PM
709	Production first. Safety last. Doing work that other crafts use to do.	12/17/2019 10:59 PM
710	Today is more unorganized, always feel like chasing our tail. Never really fixing nothing. But rather a cheap temporary solution	12/17/2019 10:59 PM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
711	It's definitely not the enjoyable job I hired into 12 years ago. Moral is at an all time low.	12/17/2019 10:58 PM
712	Morale is in the toilet and no one wants to come to work.	12/17/2019 10:58 PM
713	Terrible	12/17/2019 10:58 PM
714	It is the worst I have ever seen in my 20yr career. Management is awful	12/17/2019 10:57 PM
715	Substantially have gotten worse. Do more with less and scalp the workforce and track down to nothing.	12/17/2019 10:56 PM
716	Longer trains. Bot enough rest time because crews are cut to short	12/17/2019 10:54 PM
717	26 years a lot worse.	12/17/2019 10:52 PM
718	5 years ago I really enjoyed my job. I woke up everyday proud to go to work. Now we are so short staffed (I work in the car dep.) We don't have the man power to inspect trains the way we are supposed to, we are constantly told to work faster. Tracks are pulled before we even get a look at them. Safety used to be number 1 and now if you have a safety concern you're ridiculed for it.	12/17/2019 10:52 PM
719	Terrible, fear of losing job, work overload. Senseless work being done.	12/17/2019 10:52 PM
720	A lot worse morale is low jobs being cut stress at all time high	12/17/2019 10:51 PM
721	Everyone is being rushed and threatened with delay of train	12/17/2019 10:48 PM
722	More work less workers.	12/17/2019 10:46 PM
723	We're more stressed, it's less safe as a whole.	12/17/2019 10:43 PM
724	Horrible	12/17/2019 10:42 PM
725	Bad	12/17/2019 10:36 PM
726	I feel conditions now compare to five, ten, and twenty years have progressively declined. Equipment is no longer maintained, standard upkeep no longer exists. Common census among transportation employees is that the investors profits are more important that employees safety.	12/17/2019 10:30 PM
727	Worse	12/17/2019 10:30 PM
728	When PSR came along everything changed for the worse. Employees are treated like robots, we can't adapt to schedule changes and maintain normal lives. Stress and fatigue is carried home endangering families. It's no good for anyone	12/17/2019 10:28 PM
729	We are expected to accomplish more with less people.	12/17/2019 10:24 PM
730	very poor, it rush rush rush plus say my job we do what 3 jobs use to do and they are constantly screaming what's taking so long. I've (engineer) have been accused of hogging the train or delaying it. On this job we don't all the work the others use to do but we have a good amount of work but again what's taking so long. We keep hearing no over time. For now we are allowed 2 hours which isn't enough so we tie down and the train master picks us up. They drive like bats out of hell trying to get us back to the office. I'm waiting for the big wreck with the way some of them drive. Telling them to slow down or stay off their cell phones while driving goes in one ear and out the other. When we don't get a customer placed or pulled we are not allowed to show company reason, it's always blame the customer and charge them extra because we did do the work due to little or no over time. This is almost daily CSX	12/17/2019 10:22 PM
731	Do to the implementation of PSR, I feel work conditions have gotten worse. People I know, including myself, use to enjoy coming to work.	12/17/2019 10:21 PM
732	Everyone is so scared of discipline anymore. Over the last few years morale has went way down	12/17/2019 10:18 PM
733	Worse. Cargo is treated better than employees	12/17/2019 10:17 PM
734	Conditions seem to be the same. The railroad itself has been the same for hundreds of years just the way people run it change.	12/17/2019 10:17 PM
735	A lot more dangerous do to lack of rail maintenance and less road crew employees, which leads to less rest time.	12/17/2019 10:16 PM
736	Safety no longer seems to be highest priority.	12/17/2019 10:14 PM
737	Much more demanding, train lineups are worse, safety has gone to the wayside due to company greed	12/17/2019 10:12 PM
738	Poor to fair depending on job.	12/17/2019 10:05 PM
739	More dangerous now than ever, safety is out the window. It's all about speed now.	12/17/2019 9:58 PM
740	A lot worse. I worked at up for almost 7 years until I was recently furloughed and seen it continuously get worse. When I hired in the focus was safety and then it shifted more towards let's cut jobs and let everyone else take on more work and cover the jobs that were lost.	12/17/2019 9:54 PM
741	After my 11 years, it continues to get worse. Unpredictable board lineups, forced to new areas without a pilot, less time off for rest, unnecessary deadheads in poor weather conditions.	12/17/2019 9:54 PM
742	I'm going to say 10 years ago, I felt more like I was protected with under a TA form. Other than this moble TAs. You had to talk to the dispatch, which felt more protecting. Coupling all these trains together is not so good under "Grade", and Curvature. We had one derailment that Train went into emergency. Loaded cars on both ends of a couple empties, picked the empties up and set them off. Not very safe with MW&S working. I honestly think this might work on other territories. If they can get the glitz worked out of this PTC equipment.	12/17/2019 9:51 PM
743	Much worse	12/17/2019 9:46 PM
744	System production on KCS is going from 8 days on 6 days off. To 5 days on to 2 days off. There will be no time for family.	12/17/2019 9:45 PM
745	Unbelievably bad	12/17/2019 9:43 PM
746	Well. PSR is the reason I'm not working with 5 1/2 years of service	12/17/2019 9:42 PM
747	The company seems more concerned with bottom line profit, than they are with the integrity of the infrastructure of the track, It is like putting a band-aid on a wound that needs stitches.	12/17/2019 9:40 PM
748	Worse, you can't get them to buy the tools and safety items to do your job effectively. We send locomotives out of our shop with parts missing, or not working while we wait to get the part in stock. We have 6 local units without working heaters as an example.	12/17/2019 9:40 PM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
749	The same as it was 10 years ago.	12/17/2019 9:38 PM
750	Rushed and disorganized	12/17/2019 9:38 PM
751	I have worked for this company for 11 years and each year gets worse and worse. We need family men with family morals back in management! Pay has went from 18.87 to 30.07 yet pay checks are within 100 $200difference!? There was no such thing as the onsite reporting where the company can legally rob you an hour a day saying you can't drive your personal vehicles out without being taking out of service that you have to ride in company vehicles while NOT being paid!!! I speak for the majority of every employee I work with and around no one feels valued or that they matter that we are looked at as animals and just another number to make the big names in the company and shareholders rich while we get nickeled and dimed to death! Also what kind of company won't let the employees change home territories without starting your seniority back to day 1! And I'm so sick of everyone preaching safety is our number one priority on paper then when it comes to the work all they care is production and numbers. When Mike Reid left the MWS department has done nothing but decline on a down hill slope Morale is at an all time low and no one takes pride in the job therefore we will only continue seeing worse and worse outcome in the future	12/17/2019 9:33 PM
752	A lot harder. We work many hours with less people. I almost feel like we just patch problems instead of taking the time to fix it right the first time.	12/17/2019 9:28 PM
753	I'm nervous coming to work, more than I used to be. I don't know if they are cutting more jobs. Trains are longer. The draw bars are breaking more frequently. I don't feel safe being on the adjacent track at all while a train go passed. I feel like the company is more concerned with the shareholders than they are about our safety.	12/17/2019 9:26 PM
754	Way more unsafe, not enough employees working, making trains longer and heavier, not inspecting thoroughly, company greed is getting out of hand	12/17/2019 9:24 PM
755	Always being reactive not proactive! Putting out fires is probably the best way to look at it. Low morale not enough help 1 person trying to do multiple jobs etc	12/17/2019 9:17 PM
756	Train lineups are terrible, shifts are longer, more setout and pickups, trains length has doubled.	12/17/2019 9:15 PM
757	It's bad, the company has done away with rules that improved safety to increase production and has created an unsafe work environment with a do more with less attitude	12/17/2019 9:14 PM
758	Total worst don't care about safety or any rules that would slow them from running trains	12/17/2019 9:10 PM
759	We recently lost our yardmasters in Decatur IL, we've had lots of yarding instruction errors and a headlight to headlight meet on single main due to our yardmasters moved to another city and not knowing what exactly is going on in the yard and yard limits	12/17/2019 9:08 PM
760	Work conditions have deteriorated due to the cut back of people allowed on spg gangs the numbers have went down and the work load has increased	12/17/2019 9:08 PM
761	Like crap because of this PSR more than half of workers was laid off and the ones left are working barley get their 10 hour rest and are right back on a train and are tried	12/17/2019 9:04 PM
762	Gotten worse	12/17/2019 9:03 PM
763	No comparison. Safety is out of the window	12/17/2019 8:59 PM
764	Horrible supervisors run cars that should be fixed	12/17/2019 8:59 PM
765	–99%	12/17/2019 8:58 PM
766	We are definitely doing more work in route now. There's always been some sort of work to be done. Just now you're doing it behind 15000 feet with all sorts of different commodities mixed in the train.	12/17/2019 8:58 PM
767	They have taken away most of the tools we need to do our jobs. Manpower, cabs, consolidating yardmaster jobs etc.	12/17/2019 8:52 PM
768	morale is lower, standards have dropped dramatically. safety is a last priority til someone is hurt. On time departures and on-time arrivals are a priority and inspections are hardly done	12/17/2019 8:48 PM
769	Better	12/17/2019 8:48 PM
770	There worse all the railroad cares about are trains track conditions don't matter any more	12/17/2019 8:47 PM
771	Definite down turn in safety and quality of life	12/17/2019 8:46 PM
772	Doing more work with less manpower and rest while building train lengths triple the size once deemed to be unsafe.	12/17/2019 8:46 PM
773	Safety is out the window. Get it done fast and now no matter what. Put a band-aid on it or ignore it. Safety related supplies are unavailable or no longer provided.	12/17/2019 8:45 PM
774	Worse there is no company concern for safety	12/17/2019 8:45 PM
775	When I come to work I am always wondering how many of my coworkers don't have a job anymore. In my opinion that's not a good thought at all to have. You think about and ask yourself just how these people are providing and feeding their families while the rich people we work for are constantly talking of record profits and constantly looking to send more of us home without a job and worrying about how we're going to provide for our families. The perfect example of greedy unappreciative management personnel.	12/17/2019 8:45 PM
776	Much worse.	12/17/2019 8:43 PM
777	Definitely worse and see it continuing to worsen. Just told our schedule will now move to Sunday thru Wednesday for example.	12/17/2019 8:42 PM
778	Much worse, very difficult to get time off. Management are only interested in numbers and charging employees.	12/17/2019 8:41 PM
779	Less safe. more stressful.	12/17/2019 8:39 PM
780	Horrible	12/17/2019 8:39 PM
781	iets terrible. All you hear now is hurry and get the job done no matter what.	12/17/2019 8:38 PM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
782	Railroads are cutting corners, more work with less men.	12/17/2019 8:37 PM
783	Safety is compromised for the workers. And quality inspections are gone. To please the shareholders and move freight.	12/17/2019 8:30 PM
784	They have gone from decent, and conditions being fair to good on most trains, mostly positive to trains breaking down every day. Motivation down to a all time low. Safety has taken a back seat. Have to fight higher ups about safe operations. I know a lot of guys are distracted thinking about what tomorrow might bring instead of focusing on the task at hand. Not a good work environment. Compared to when I hired out five years ago.	12/17/2019 8:29 PM
785	Same	12/17/2019 8:27 PM
786	There used to be proper Manpower not anymore working with a skeleton crew. Section have too many miles to take care of with only a couple guys on each section	12/17/2019 8:24 PM
787	Five years ago the railway cared about its employees and now they don't it's all about the shares with no morals for the employees just do what I say or your fired or statement. PSR is the wrong way to railroad and will be the death of the railway	12/17/2019 8:18 PM
788	Work conditions have deteriorated drastically in the last 5 years. Work, rest balance is not remotely adequate.	12/17/2019 8:16 PM
789	Many jobs cut forcing those left to work constantly with inadequate rest. Longer trains with poorly maintained equipment.	12/17/2019 8:16 PM
790	Much worse	12/17/2019 8:12 PM
791	Horrible.	12/17/2019 8:12 PM
792	Safety fourth, unnecessary delays due to auto router dispatching, low company morale, high tension work environment, broken knuckles due to lengths of trains, less money.	12/17/2019 8:10 PM
793	Stressful trying to do the same amount of work with less materials/manpower. Putting a bandaid on a shot gun wound mentality.	12/17/2019 8:07 PM
794	Since then the railroads are trying there best to cut corners to try and make more money from inspecting cars to maintaining track	12/17/2019 8:04 PM
795	Much better 15 years ago	12/17/2019 8:04 PM
796	Terrible	12/17/2019 8:03 PM
797	Not as safe and a disregard for safety amongst the company in order to streamline service.	12/17/2019 8:00 PM
798	Conditions have worsened immensely. Because of job cuts and manpower shortage/lack of hiring, we are working more and being forced to come in on our rest. We are constantly pushed and pressured to rush and intimidation by management is mostly the outcome of this. Safety does not seem to be the #1 priority anymore.	12/17/2019 7:59 PM
799	Absolutely horrendous!	12/17/2019 7:58 PM
800	I'm working a yardmaster job 80 miles away running two yards for the exact same pay. Everyday is a 12 hour day with the drive included. I see the train masters doing the Yardmasters work because most of them are unable to keep up with trying to do what has been put on us. I have asked my local chairman for a job study a few months ago and nothing yet and told him about the train masters running the job and have heard nothing. So my working conditions are very close to me changing jobs. I have 17 years in.	12/17/2019 7:55 PM
801	Much more stress, more rules, more intimidation from upper management.	12/17/2019 7:52 PM
802	More unsafe	12/17/2019 7:51 PM
803	Morale is down, no one is excited about coming to work. I have heard from more people talking about ways to quit the railroad now then ever before.	12/17/2019 7:50 PM
804	Less employees require the same if not more production and the amount of contractors out here has gotten out of control	12/17/2019 7:49 PM
805	Same	12/17/2019 7:44 PM
806	The demand to keep corporate railroading happy has been overlooking their front line workers taking the loss of care and health to us workers in many aspects of the job by pushing numbers or units serviced over safety they have glorified their pockets and are more worried about what they can move with little or no backup to the workers I guess what I'm saying it's seems that locomotives and the freight come first over the health and happiness of what really makes them move which is the front line workers who subject our minds body and family to insane deadlines and try to make us overlook what can pass as a good locomotive to keep it going without proper fixing to make corporate happy and ignoring our concerns no matter how big or smallback when I started it seemed management was more concerned for looking out for their employees and taking on railroading together . No matter what dangers or problems we faced we faced them together as a team and we're giving a sense of pride and dignity that has been drifting away more and more each year and it's changed on many aspects of railroading life in general no mercy lowers the spirit of all our brothers and sisters with no means to an end the railroad was once revered as a rewarding career has now since then become a great struggle to for see a future of railroading as leadership has lost its way in transportation and movement of freight to be a good team we need teamwork from all of our leaders to the lowest person of railroading to change this aspect of uncertainty we face..	12/17/2019 7:41 PM
807	Now they ask you to not look as hard for bad orders on cars and work with less well keep equipment	12/17/2019 7:37 PM
808	Each individual is expected to do much more work per person now than ever before. Inflated and unrealistic KPI performance metrics have been created that are nearly unachievable.	12/17/2019 7:36 PM
809	The operating practices are horrible compared to 5years ago. The work conditions are not that different. Constant lack of sleep. Lack of schedule. rules changing every day makes things hard to keep up with.	12/17/2019 7:35 PM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
810	Today's conditions are far worse than 5 yrs ago. Train line ups are inaccurate and getting rest for work is difficult at best. Do to yard and hump closing, the carrier is putting far more work on train crews, and wanted them to block swap and flat switch, rather than hump. Man power is being cut to the bare minimum in all crafts.	12/17/2019 7:33 PM
811	Personally I think safety first only comes up when someone is injured. They care more about how much and how fast you can get done with fewer people than they do about safety.	12/17/2019 7:29 PM
812	Big talk about safety is just for show. Rest rules are routinely violated and manipulated by the carrier.	12/17/2019 7:26 PM
813	Work condition have really changed first less man power Attitudes are more negative because of the increase in contractors on the property Less is getting accomplished because of the number of track man jobs being cut all foreman and drivers so no one wants to do the labor side of the job Lack of safety meetings no more real discussions about safety everything is hurry hurry now. Conditions are worse	12/17/2019 7:22 PM
814	A lot worse. There are no more concern about safety for employees or equipment	12/17/2019 7:21 PM
815	Not as safe, get done and let trains pass.	12/17/2019 7:15 PM
816	Terrible. My home terminal shut down. Cost me several hundreds of dollars per month to relocate. 130 miles to north to my new home terminal. 100 miles south of home to away terminal. Living in camper and hotel. Never home. 6 and 2 off days. Maybe home a 24 hr period after rest and time to go back to work. Moral sucks. Everyone wants a way out. Lose, lose, lose everyday. Pay, benefits, harassment from management. No access to needed safety supplies. No work provided boots. List goes on and on. CSX only interested in profits for hedge fund holders, not safety or quality of life or work conditions for employees.	12/17/2019 7:15 PM
817	They are worse than what they were 23 years ago. They have traded safety for moving cars.	12/17/2019 7:14 PM
818	Less power to pull trains. We are rushed to do the job. Safety in all, has been thrown out the window!	12/17/2019 7:10 PM
819	Five years ago there were enough crews to properly move trains.	12/17/2019 7:10 PM
820	Worst	12/17/2019 7:09 PM
821	Dangerous. More employee deaths in the past year.	12/17/2019 7:01 PM
822	Dangerous and potentially fatal consequences. Companies only care about PSR working. Rules all thrown out the window.	12/17/2019 7:00 PM
823	Same work less men less material RR wanting more work done with less material.	12/17/2019 6:59 PM
824	It sucks. Railroads are getting away with so much. The FRA knows it happens and does nothing. They getting paid off. The public safety is no longer a concern. Only thing that matters is how much money can the shareholders make.	12/17/2019 6:54 PM
825	Horrible . . . Safety and the FRA is non existent and the Carrier appears to be on a relentless pursuit of firing more people every day	12/17/2019 6:52 PM
826	They have deforested severally	12/17/2019 6:52 PM
827	Much worse. Rushed, lax safety standards. Disciplined for enforcing FRA rules.	12/17/2019 6:50 PM
828	Worse	12/17/2019 6:50 PM
829	Compared to 5 years ago, there are far fewer contract employees. Naturally, this requires less people to handle a greater workload. The disparity is even greater looking back 10 years. The negative ramifications of this should be obvious.	12/17/2019 6:49 PM
830	We often have to do without parts and broken down equipment. Safety in itself at the discretion of the employee and even if you feel unsafe you will get told to just do it anyway. most work places feel hostile between management and the employees.	12/17/2019 6:49 PM
831	They are a lot worse then 5 years ago. Safety was number one now they don't know what safety is.	12/17/2019 6:48 PM
832	Of course less people in the work groups. The equipment is worse, nobody to work on anything new construction projects are not really new construction we never know what contractor we use for installs	12/17/2019 6:46 PM
833	Technological and Mechanical Upgrades without training of BMWE employees leads to 'dumbing down' the workplace, thus creating a complacent, less-attentive, and inactive workforce	12/17/2019 6:46 PM
834	People are much more worried about whether or not they'll have a job tomorrow now. People are also worried about what new and stupid rule the companies will use/implement to try to fire us from our jobs.	12/17/2019 6:41 PM
835	Working conditions were a lot better 5 years ago. Back then there were lunch breaks and bathroom breaks. Now no breaks and always being rushed to build trains.	12/17/2019 6:40 PM
836	Much worse.	12/17/2019 6:38 PM
837	They are horrible. Management sucks.	12/17/2019 6:38 PM
838	Much worse	12/17/2019 6:36 PM
839	It is generally went down hill, I'm on trains longer due to the length of trains. This forces me to be untested and puts me into Federal rest and this hurts my pay.	12/17/2019 6:34 PM
840	Rushed, do what it takes regardless of rules attitude	12/17/2019 6:32 PM
841	Terrible!	12/17/2019 6:29 PM
842	Since being on railroad for 13 years I would expect the accuracy of the train lineup to have improved but at UP it has gotten worse. Some trains either all of a sudden pop up or they're on other boards.	12/17/2019 6:26 PM
843	Much worse, no maintenance or repairs are being done. Things are "bandaid" over and safety concerns are not addressed	12/17/2019 6:23 PM
844	They are very stressful. Managers are putting lots of pressure on crews to get the work done in far less time and far less man power. The company is forcing workers to take shortcuts to get the job done	12/17/2019 6:20 PM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
845	Work conditions have changed drastically for the bad over the last 14 yrs I've been here.	12/17/2019 6:18 PM
846	10 years ago they cared about safety, now there is no such thing. All they care about is the shareholders!	12/17/2019 6:17 PM
847	Constant working. And the stress that the company puts on use to move trains is unreal. They will not let anyone else know how they are treating said employees. 15 years ago was enough men to do the work and have some type of home life or at least a break from the everyday grind of railroading. Boss was more eager to help employees accomplish said goals. Trains weren't near as long or complicated to handle and control	12/17/2019 6:14 PM
848	They are far worse than 5,10,15 years ago	12/17/2019 6:13 PM
849	A lot worse. Unsafe and dangerous	12/17/2019 6:12 PM
850	Definitely going worse	12/17/2019 6:12 PM
851	Working nights with no differential pay. This sucks!	12/17/2019 6:11 PM
852	I'm a qualified Engineer working as a Conductor with Union Pacific. I only have 8 years with the company, so I still have lots to learn. But within my 8 years of experience the company has changed a lot. Our trains have gotten longer and longer and I continue to see trains that are just way to long. It's hard to not block crossing when your train is so long. We try our best to stay off them for the public but when our Dispatchers not all but a lot of them don't stay in contact with you and we get low on time we have to stop wherever we can to get relieved. They keep changing rules and operating procedures to fit the changes in train length. They want less crews and longer trains. This is causing issues with our personal lives and put more stress on the workforce. We need someway to hold the company accountable for there decision. THANKS	12/17/2019 6:10 PM
853	5 years ago we had jobs and weren't always in fear of being furloughed or let go	12/17/2019 6:08 PM
854	Every train has to do work which means most the trains die on our sub. Lots of workers furloughed compared to 5 years ago	12/17/2019 6:03 PM
855	Slowest I've seen it in 18 yrs on the railroad!	12/17/2019 6:03 PM
856	Much faster pace, proper inspections of cars are no longer allowed.	12/17/2019 6:02 PM
857	Morale is that a All Time Low upper management just watch the profits and does not care how bad it is for T&E employees	12/17/2019 6:00 PM
858	Crews never know when they are going to work.	12/17/2019 5:56 PM
859	I am a 1 year Conductor	12/17/2019 5:55 PM
860	For the most part 10 years ago we were on a set schedule with our hours of work now it just goes from nights too days.	12/17/2019 5:53 PM
861	Significantly worse and continuing to worsen	12/17/2019 5:53 PM
862	Lots of rushing they don't care about your family or your family obligations	12/17/2019 5:51 PM
863	Less time on the track. Safety is worse, derailments are up.	12/17/2019 5:49 PM
864	Worse, much worse	12/17/2019 5:49 PM
865	Morale is at an all time low in the 17 years I've been railroading. Longer trains, longer shifts, and less is more is worse than the recession of 08.	12/17/2019 5:48 PM
866	10 to 20 years ago working conditions where in most respects much better. The last 5 years have been scary. These years have brought a continuous deterioration of everything the Harriman awards accomplished. Safety is no longer a railroads #1 priority. It has been replaced with operating ratios and dividends . Railroads have always been associated with ruthless management. During the years of competition for the Harriman awards we actually saw some improvements in management. The wolves where put on leashes and we all saw improvements in managements attitude towards safety. All of that took a terrible turn for the worse, when PSR was introduced. Everyone feared this was going to affect the employees negatively. I don't think any of us realized how bad or how far out of control things would get. Safety has been steadily pushed to the side. I am not only referring to employees safety but also the safety of our communities as well. Employees are forced to perform their duties in time slots that are impossible to allow proper safety guidelines are followed. In fact this appears to be the point of the time limits. Allowing adequate time would allow an employee to find problems that could result in train departure times. Find to many problems and you are very likely to find yourself being harassed by management. Threats of dismissal and other forms of harassment.	12/17/2019 5:48 PM
867	They're much worse. I've been here 14 years and never seen it like this.	12/17/2019 5:48 PM
868	More chaotic and hectic	12/17/2019 5:46 PM
869	Cared about safety when I started now on the way out safety was also	12/17/2019 5:45 PM
870	They are 50x worse than before implementing PSR. Less ppl, more consists to build.	12/17/2019 5:43 PM
871	They don't compare at all. It's all about safety till it interferes with profit. They don't want to give us new equipment when our old equipment breaks nothing. It's all about profit.	12/17/2019 5:43 PM
872	Not applicable	12/17/2019 5:42 PM
873	Not safe at all, condition's have gotten worse.	12/17/2019 5:42 PM
874	There is continually more, more, more, added with out adding help. We are held accountable for testing, trouble calls, supporting maintenance of way, and countless other things, cabin audits, general maintenance, etc. People can say it don't but the added tasks come at an expense to keep them up and that expense is having time to test per the yellowbook and not cutting corners.	12/17/2019 5:42 PM
875	Doing more work with less men and taking dangerous shortcuts to get it done	12/17/2019 5:37 PM
876	The hostile work environment created by management to "just get the train out of the yard" is making life unsafe and miserable for every employee that is currently working. The cities and towns we run through are put at higher risk of catastrophe because of the shoddy inspections and unsafe conditions of the equipment.	12/17/2019 5:32 PM
877	Long Stretches	12/17/2019 5:30 PM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
878	Jobs are being cut and not replaced when someone retires or takes another position.	12/17/2019 5:30 PM
879	The worst I've had in 15 years	12/17/2019 5:29 PM
880	Most unsafe time in rail industry history	12/17/2019 5:27 PM
881	Absolutely terrible. Getting harassed about slips trips and falls system wide and no transportation. Equipment is terrible i.e. switches, cars, locomotives.	12/17/2019 5:26 PM
882	Terrible! We are pushed to do more with less people or time. Or face the fear of being cut off or your job Abolished. In return your work quality is not what it should be and over all being rushed is not safe.	12/17/2019 5:25 PM
883	Understaffed and doing the work of multiple crafts. Rushing to do work that was done by 3 guys now one guy has to do it	12/17/2019 5:21 PM
884	Working conditions have deteriorated considerably. Attention to safety has disappeared despite the false efforts to show a concern for it. The workforce has been cut to the point that the remaining employees are having to work more for less pay with mileage being reduced on all existing jobs. Which equals to greater risks of excessive fatigue. Customer service as a whole is a thing of the past. The PSR plan does nothing to encourage new business and instead dictates to the existing customers how and when their product will be handle as well as forcing them to reduce the amount of cars they handle in order to cut out extra handling of them leaving the customer at the mercy of our company to hope they get product in a timely manner. While a lot of what is shown on paper for the company is for the good of the customer and employees, there is no doubt that this plan has been a pump and dump scheme to feed the shareholders portfolio.	12/17/2019 5:21 PM
885	over my 16 years railroading safety is on the back burner, car is pushing to move trains. The management is constantly pressuring now to get it done and we'll negotiate amounts of track time. If employees go over times they are threatened with being taken out of service	12/17/2019 5:16 PM
886	Horrible	12/17/2019 5:14 PM
887	Terrible	12/17/2019 5:14 PM
888	Times have changed considerably	12/17/2019 5:13 PM
889	Horrible, who knows if we will be laid off tomorrow. Production slows down, customers suffer and all because no one cares to get anything done anymore. The past 10 years I have seen coffee and lunch breaks, to "that's not in your contract".	12/17/2019 5:11 PM
890	Longer heavy rough riding trains that beat your body	12/17/2019 5:10 PM
891	10 years ago, Carmen were given ample amount of time to conduct an inspection. Currently, that is not the case due to manpower shortage. Before you can finish the inspection of one train, another train is waiting. To insure they both leave before their scheduled OS departure, we are rushed. Not mention that the bad order card that you applied being removed.	12/17/2019 5:07 PM
892	More work/responsibilities with less personnel. Leading to lower quality work.	12/17/2019 5:06 PM
893	A lot worse. As far as onus as employees and the general public.	12/17/2019 5:04 PM
894	I would say that more recently management has to micromanaged and ask so many pointless questions especially when it is an emergency situation. For example down trees, landslides, flooding, etc. questions like what size tree, what kind of tree, how many tons of debris do you think is blocking the track and timeline of events. Our jobs are stressful enough as it is and management wants to put more on our plates	12/17/2019 5:02 PM
895	Worse this use to be a great place to work now it seem they care more about money than the people	12/17/2019 5:01 PM
896	It was safer before	12/17/2019 4:59 PM
897	Seems the company I work for cares less about its employees and more about their profit. Which means less crew, base longer runs and less time to actually get rest. Not just time off.	12/17/2019 4:59 PM
898	Horribly worse now	12/17/2019 4:58 PM
899	Worst and getting worst day by day	12/17/2019 4:56 PM
900	Terrible	12/17/2019 4:55 PM
901	terrible	12/17/2019 4:54 PM
902	Terrible	12/17/2019 4:54 PM
903	Hostile work environments. They steal every dollar from you they. All safety is out the window.	12/17/2019 4:53 PM
904	Worse working conditions less people ensure safe procedures	12/17/2019 4:53 PM
905	Very poor with zero morale.	12/17/2019 4:52 PM
906	They are much worse and getting worse by the year (15yrs exposure)	12/17/2019 4:49 PM
907	The work place now is toxic. More worried about getting fired. Constant push from management.	12/17/2019 4:48 PM
908	A lot different, a lot of people continue to worry about losing their jobs daily. Concerns weigh on employees about possibly not being able to provide for their families.	12/17/2019 4:47 PM
909	It's no longer about the customer. There are more threats about being charged over thing completely out of train crews hands like if you get overtime you will be charged or if we go over 12 hrs we get charged those two thing are completely out of a train crews hands. Everything is rushed and should not be. Also crews are under constant pressure about when we will be charged one day we are told to get the job done no overtime do what you have to, the next they put a switch tag in the wrong place in the switch and they charge you for it.	12/17/2019 4:46 PM
910	Terrible. The company feels they can make us do whatever they please even if it clearly violates contracts then will deny all claims at every level. No wonder work morale is so low.	12/17/2019 4:43 PM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
911	Now days the supervisors expect so much out of the men on day to day task but when the men apply the rules applied by the railroad itself nowadays, it's not possible to get the work done that we used to. Nothing like it was 17 years ago for myself.	12/17/2019 4:43 PM
912	Much much worse. I have 16 years with UPRR and over the last 10 years working conditions have drastically degraded.	12/17/2019 4:43 PM
913	10 years ago when the Harriman award was around, my employer did everything possible to make sure we good working conditions so on duty injuries were at a minimum. A job could take 12 hours and no one cared as long as nobody got hurt. 10 years later and that's out the window. It's all about on time departures and hurry hurry hurry and more work on the shoulders of the less people being employed.	12/17/2019 4:39 PM
914	Terrible	12/17/2019 4:39 PM
915	With NS on the Illinois division 10 years ago we had on my subdivision two truck gangs with 4 on each truck. They split the work over 150 mile stretch of track. With 4 headquartered operators, 2 welders, and 3 other various guys around off and on. 5 years ago those numbers were down to two guys per truck gang with the same operators. Today there is one truck gang with 2 guys. The smoothing gang now covers two subdivisions. The various dump truck is gone. The welders are various covering at least two subdivisions. So that makes it 2 on the one truck 2 welders covering more territory 4 operators covering more territory and 2 various operators really seen. They have also closed a yard and are trying to run two local trains out of one small yard. Maintaining this yard is very hard to do because it is always full or in use.	12/17/2019 4:39 PM
916	Manager presence is next to none, no mechanical forces to fix anything	12/17/2019 4:36 PM
917	Equipment isn't being properly inspected because roundhouses have been shut down and Carmen aren't given proper time to inspect cars properly.	12/17/2019 4:36 PM
918	Much worse, much more demanding, less pay. They fire 10 guys, give all the work to 1 and no increase in pay. Bogus	12/17/2019 4:36 PM
919	Very pressured to get the same amount of work done in less time with less people. creating a very unsafe work environment.	12/17/2019 4:35 PM
920	Fast paced very little time for breaks	12/17/2019 4:35 PM
921	Far worse, morale is down, no one has any hope for their future career. Days are longer, we're never on duty less than 12 hours anymore because they roll much more work onto fewer crews.	12/17/2019 4:34 PM
922	railroad work is safe work. You just have to be mindful or your surroundings and always have your head on a swivel. Equipment in a yard can be very quiet. I would like to see the yards cleaned up because they are so much trash and debris you could trip over.	12/17/2019 4:33 PM
923	The work is still there but expected to do more with less, man power and materials	12/17/2019 4:30 PM
924	Safety wise it seems better, more answers then questions	12/17/2019 4:29 PM
925	Yes	12/17/2019 4:29 PM
926	it is lacking supervisors that know what the are talking about. Training is nil. supervisor don't care if you are trained properly, they just need to fill the position. Scary dangerous	12/17/2019 4:26 PM
927	Much more "Put people/safety 2nd, cutting corners and save a buck first".	12/17/2019 4:24 PM
928	Rushed to work and inspections overlooked	12/17/2019 4:24 PM
929	They are nothing like they were we are all scared we are going to lose our jobs we is cause for more injuries because our minds are somewhere else	12/17/2019 4:24 PM
930	safety issues are not getting fixed such as lighting in the yard(just changing out light bulbs).	12/17/2019 4:23 PM
931	In the past 5 years there has been an increase in pressure to move more freight with less people and less safety rules at a faster pace. Equipment is no longer being inspected and cared for properly leading to more accidents and injuries.	12/17/2019 4:22 PM
932	Much worse with no actual regard for rules or safety	12/17/2019 4:22 PM
933	Worse. Less maintenance on track and signals. Managers more worried about getting to your power and moving than verifying paperwork and checking out power. Time is money to the carrier and any amount of delay is unacceptable including setting up PTC.	12/17/2019 4:22 PM
934	Much worse, it seem as nothing is being maintained.	12/17/2019 4:20 PM
935	It ain't no comparison. I rather have it like it was before PSR.	12/17/2019 4:19 PM
936	Understaffed, profit driven with zero regard to safety.	12/17/2019 4:19 PM
937	N/A, less than a year of experience.	12/17/2019 4:19 PM
938	Safety is last. Working with non compliant equipment on tracks that feel like we're gonna derail.	12/17/2019 4:18 PM
939	Working conditions have changed drastically within my employment and I have only been working with Norfolk southern for five years. Fewer man count, equipment and tools that don't work properly etc	12/17/2019 4:17 PM
940	Management always demanding more with less time to get it done. Disregarding safety	12/17/2019 4:14 PM
941	Much worse. The carrier has cut all safety related procedures that have been put in place over the last ten years. The latest, we now have zero yard vans, meaning either the conductor will be forced to walk the length of these new 10000 ft trains when done with his work, in coaxed into making a blind shove by managers who are worried about time, in order to get to the head end.	12/17/2019 4:09 PM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
942	I honestly used to love my job. My co-workers were my best friends, brothers a better term for it. When we got the word in October 2018 that we will be getting laid off, everyone's attitude changed, management included. I've never been pushed harder to "look the other way," "let the defects go." Management has zero concern for the safety of their employees, or the safety of the public. I've watched the foremen let so many defects go. I've utilized UPRR Values Line to report harassment of management and foremen. I've even called the FRA and told the local guy what is going on. Still, no concern for employee safety or the public's	12/17/2019 4:08 PM
943	Low morale. Guys cutting corners to make the boss happy even though they're putting lives in danger.	12/17/2019 4:08 PM
944	More and more contractors in property taking our jobs away	12/17/2019 4:06 PM
945	Safety is gone and managers tell you to violate rules to get more work done	12/17/2019 4:05 PM
946	They are horrible. Everyday you are in fear of being furloughed.	12/17/2019 4:04 PM
947	Poor and getting worse daily, management doesn't even have a railroad background, our assistant superintendent came from Menards	12/17/2019 4:03 PM
948	More stress on the workers	12/17/2019 4:03 PM
949	Working conditions have gotten worse in the last few years since they have started implementing the PSR schedule. We are being intimidated into working long hours and performing a service that the customers don't want or even asked for. Being held out of service for a mistake is unnecessarily unfair.	12/17/2019 4:02 PM
950	Conditions today are significantly less safe. Railroads are pushing profit over safety. The industry needs to be more regulated.	12/17/2019 4:02 PM
951	Morale at an all time low	12/17/2019 3:56 PM
952	We are being hurried unnecessarily with safe train operations being cast aside. Heck, trainmaster wouldn't even let a conductor check head six cars for dangerous! All rules including FRA mandated are being forsaken.	12/17/2019 3:54 PM
953	It's only gotten worse, what was a good place to work has gotten to be worrisome if your going to have a job tomorrow or not	12/17/2019 3:54 PM
954	The locomotives are not being maintained since the implementation of PSR due to employees being laid off. Tracks are also being not maintained since layoffs in the track department.	12/17/2019 3:53 PM
955	They have gone down hill less track maintenance and car maintenance it's all about moving the cars as quick as possible safety is not important any more it's do what I say even if it's against France rules or you are fired	12/17/2019 3:53 PM
956	Worse	12/17/2019 3:53 PM
957	Safety is out the window, it's all about moving cars. We are rushed through every aspect of our job.	12/17/2019 3:52 PM
958	Safety has taken a backseat to profits, workload has increased with rules being dialed down to increase productivity. Man power is ran at a bare minimum leading to an exhausted workforce.	12/17/2019 3:51 PM
959	I hired on at CSX in 2011. The implementation of PSR has negatively impacted my job in terms of morale, safety. We are constantly harassed to move trains quickly with zero regard for safety. Our jobs are threatened regularly. There is zero regard for an employee's state of mind, fatigue or for family issues. We are constantly threatened to be fired if we take any time off.	12/17/2019 3:50 PM
960	Very poor	12/17/2019 3:49 PM
961	Today it is more with less and everything is the teams fault no matter what the hold up is	12/17/2019 3:48 PM
962	12 years ago I loved my job as a conductor. I am now a locomotive engineer and my working conditions have gotten worse since precision railroad has been adopted.	12/17/2019 3:48 PM
963	Worse. Harder to have a life and still can't depend on the train lineups except for trains that have out times.	12/17/2019 3:46 PM
964	The work conditions has been going down hill. Lack of concern safety of the employee. Encourage increase production at the expense breaking safety rule and rights like lunch breaks.	12/17/2019 3:45 PM
965	It stricter	12/17/2019 3:45 PM
966	morale is horrible. Management looks out for their favorites. Precision railroading is a joke	12/17/2019 3:42 PM
967	Great 5 and 10 yrs ago. Don't know now, laid off	12/17/2019 3:39 PM
968	Volatile work conditions, poor Morale	12/17/2019 3:39 PM
969	Safety of employees and equipment is almost non existent. Carmen cutoff so equipment isn't checked as needed, detectors not functioning as they once were and all focus on train speed.	12/17/2019 3:36 PM
970	Much worse. Safety has went out the window. It's a get it done because I said attitude. Not what's the safest course of action anymore.	12/17/2019 3:35 PM
971	Not as focused on safety.	12/17/2019 3:35 PM
972	More pressure to get things done in a shorter amount of time with less manpower	12/17/2019 3:35 PM
973	I'm not sure	12/17/2019 3:34 PM
974	Much worse, the PSR model calls for "asset maximization" to cut cost what this really translates to is less money spent on necessary maintenance, and working the few people you have left twice as much in T&E are exhausted.	12/17/2019 3:32 PM
975	Neutral. Some things safer, some things less safe.	12/17/2019 3:32 PM
976	Employee morale is at an all time low. KCS railroad is cutting costs where it hits the workers most. They are changing hours and schedules for the traveling workers to where we don't get as much time at home with our families. Along with many other things..	12/17/2019 3:31 PM
977	Safety is a bygone. They use to not only preach it but they actually practiced it. PSR seems to have instilled the value using safety against the employees as opposed to a tool to practice and teach.	12/17/2019 3:31 PM
978	It's not the same it's production over safety	12/17/2019 3:29 PM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
979	On the mechanical side, I've seen a lot more employees being worried about breaking one of many rules and getting fired! Being nervous all the time leads to accidents!	12/17/2019 3:28 PM
980	They're worse! UP is so concerned about laying off their workers and destroying families they don't even see how many MORE derailments they are having and how unsafe the tracks are becoming. Maybe they should hire back their guys that are furloughed and fix them!	12/17/2019 3:27 PM
981	Way worse	12/17/2019 3:26 PM
982	Generally the same. With the exception of working later on travel days	12/17/2019 3:25 PM
983	The company's focus has completely shifted from working safe and efficiently to get it moved right now and they don't care how it happens. Simple things such as walking a key train after an emergency brake application or doing a proper air inspection seem to be at the discretion of whomever is in charge.	12/17/2019 3:25 PM
984	Safety seems to be less of a concern. Employees are not as happy as they were 5 years ago. I wouldn't recommend the railroad as a career for friends or family.	12/17/2019 3:23 PM
985	They are far worse	12/17/2019 3:22 PM
986	Only been employed going into my second year. When PSR, Clean Sheet, and Top 21 took affect I saw an immediate decline in rail traffic in NC. I got furloughed shortly after. Took a transfer to Harrisburg, PA in order to continue working.	12/17/2019 3:22 PM
987	Same amount of work; less people.	12/17/2019 3:21 PM
988	Safety is of no concern now	12/17/2019 3:21 PM
989	Worse now then I ever remember it when I hired out in 95.	12/17/2019 3:21 PM
990	Worst	12/17/2019 3:21 PM
991	5yrs ago we rarely worked 12hrs, now it's a min of 12hrs most of the time it's 13 to 16hrs on duty. Union agreements are rarely considered, violation of agreement that have been place for 30yrs are common and never paid.	12/17/2019 3:20 PM
992	Working conditions have been going down, lack of concern for the employees safety and well being is not priority. Since I've started	12/17/2019 3:19 PM
993	10–20 years ago, great. Now, horrible.	12/17/2019 3:18 PM
994	I've been with NS for 20 years. The work conditions now are heavenly worse. No one seems to want to work with each other. Management talks down at you, they are constantly hounding you to get out the door. Hurry up, get that train out of the yard, do your inspection later, do your computer later, etc. There seems to be too much busyness being done by mgmt, not enough assistance and cooperation.	12/17/2019 3:18 PM
995	Worse	12/17/2019 3:18 PM
996	Degraded and more dangerous.	12/17/2019 3:17 PM
997	morale is in the toilet! The job is horrible, I'm gone 6 out of every 7 days. Compared to 20 years ago it night and day worse. Safety used to be the main concern and now it's making employees work more to make up for less employees. Plus they sweep all remote control accidents under the rug, so they can say it's safe. Even though a fellow employee I hired out with in 1994 is dead because of the remotes. Corporate greed and the government doesn't care!	12/17/2019 3:17 PM
998	Since trains are now much longer and very heavy sometimes makes for long working days and not maintained motors is pretty stressful operating in my territory.	12/17/2019 3:17 PM
999	Short staffed, less people doing more work across larger territory.	12/17/2019 3:16 PM
1000	The demands of train crews have almost doubled, and there is no concern for how a man feels, or how much a man works, as long as he is working non stop, his rest doesn't matter. On trains for 13, 14, or more hours, and the company well aware of HOS, yet, they do not care, and want you back on your rest to perform our work, and run trains. The criticism of a crew, and the liability of any delays that happen are all on train crews, and not many other factors are considered. The lists are cut down to a point that the men on them are being worked into the grave, and they don't even have enough to cover the jobs that they do have, but want everybody to step up and work on off days, and if you don't they take offense to it.	12/17/2019 3:16 PM
1001	They are rough. They just want cars moved	12/17/2019 3:11 PM
1002	Ten years ago it was absolutely all about safety. I remember being told by a supervisor I don't care what you get done as long as you do it safely. I reminded him of this statement just a few months ago and he laughed in my face.	12/17/2019 3:11 PM
1003	We inspect less and run way more trains. Longer trains and unmanned inspections do not have any increased accuracy over their previous versions. If anything they are less accurate.	12/17/2019 3:10 PM
1004	It's a lot harder to get track to get track time.	12/17/2019 3:10 PM
1005	I have only been with the Railroad for 2 years	12/17/2019 3:09 PM
1006	Worse, longer trains more failures of cars and engines	12/17/2019 3:08 PM
1007	Terrible	12/17/2019 3:06 PM
1008	Absolutely safety comes last. Cars shipped no paperwork or proper air tests. Trainmaster's running scarred of losing they're jobs, in turn making hasty decisions. Trains being put together over tonnage or overlength with Trainmasters and Yardmasters knowing it. Yet nothing is said about it in hopes the crew will not catch it to get the cars off their territory and off their reports for cars in limbo at their yard. Crews being pressured at yards and locals to get the same amount of work done that used to take 12 hours Done in 8 by cutting corners on all aspects. Also being pushed out of the door 15 min after on duty without allotted time to print off your bulletins read and have a full understanding of them. Inadequate training for new hires. Just had a new hire get rolled between 2 pieces of equipment in the first week on the property in Syracuse ny.	12/17/2019 3:05 PM
1009	Poor	12/17/2019 3:03 PM
1010	With decline of business the work conditions have declined also, maintenance of tracks suffer as well as incentive for safety performance	12/17/2019 3:02 PM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
1011	Short on people machinery and they want more productivity	12/17/2019 3:02 PM
1012	Doing a lot more with a lot less. Equipment falling apart	12/17/2019 3:02 PM
1013	Work conditions have declined significantly over the last thirteen years. Within the last five it has become very harsh and morale is at an all time low.	12/17/2019 3:02 PM
1014	Worse	12/17/2019 3:01 PM
1015	5 years ago I was able to hold and had a steady income. Now I have to chase and leave my family behind. If I don't I'll lose my house. Moral is down the guys that are working are over worked tired and stressed. Employees are getting stuck on trains mire than 12 hours	12/17/2019 3:01 PM
1016	We have less time to do more work. Management is demanding more of us increasing our safety risks involved with all aspects of our work, in the MOW along with other crafts.	12/17/2019 2:59 PM
1017	Not enough people to help! Carriers use to many contractors that are not as well trained as MOW employees.	12/17/2019 2:58 PM
1018	Safety is no longer a concern, Only the production numbers matter	12/17/2019 2:57 PM
1019	The atmosphere is 10x over more about the company profit above all Ridiculous expectations about attendance (all aimed at reducing man power to increase profit) rule changes concerning rushing crews from on duty times to departure (to help reduce dwell time to make it appear that it's more efficient) unconcerned about safety briefings or personal protective equipment or even proper train documents	12/17/2019 2:56 PM
1020	The tracks, switches and leads are in horrendous condition. There is no maintenance only minimal repairs. The switching leads at Davidson cause derailments weekly and the management plans on increasing track speed.	12/17/2019 2:53 PM
1021	Horrible!!! Our company used to seem to ALMOST care about our well being and letting us have a life. Almost. Recently has been far worse. Working constantly off rest, removing personal leave days after they have been scheduled. Not obeying contract and terminating crews that do not do what they want that violates said crew. This upon numerous other infractions that go unpunished by the carrier.	12/17/2019 2:52 PM
1022	There is more work with less hands. New policies are implemented and enforced without regarding existing policies or capabilities to adhere to the new while following the existing. Many people comply out if fear and neglect to do the job right by the governing standards.	12/17/2019 2:52 PM
1023	Worse	12/17/2019 2:51 PM
1024	10 times worse than it's ever been.	12/17/2019 2:50 PM
1025	Too much work, not enough people!!! Management trying to force people to use shortcuts.	12/17/2019 2:48 PM
1026	I've been furloughed	12/17/2019 2:48 PM
1027	We are hurried out of the yards without proper time to check the paper work or to go through the engines. They have thrown out most all safety aspects in how we did our jobs. Pushing for tighter scheduled departures	12/17/2019 2:48 PM
1028	A lot worse. Stress levels all time high. Morale all time low	12/17/2019 2:47 PM
1029	Terrible	12/17/2019 2:46 PM
1030	They are worse, everyone worried all the time and tied from being worked to death	12/17/2019 2:45 PM
1031	Under staffed. Working to many hours.	12/17/2019 2:43 PM
1032	Seams that the management is cutting more jobs that are still needed and putting more stress on the few people that are left that have good seniority and can hold. Then leaves others sitting at home with no job.	12/17/2019 2:43 PM
1033	Way worse	12/17/2019 2:43 PM
1034	Worse	12/17/2019 2:42 PM
1035	Less manpower. Management seems to be less informed and knowledgeable in how to properly and safely accomplish work. Priorities have changed to work getting done rapidly rather than with quality and safely.	12/17/2019 2:42 PM
1036	Simply awful	12/17/2019 2:41 PM
1037	Worse. More is expected from fewer employees and safety concerns are put in the back burner. Morale is down and never in my 15 years have I seen more employees not care about their job.	12/17/2019 2:36 PM
1038	Safer	12/17/2019 2:34 PM
1039	5 years ago it was steady and plenty of business. 10 years ago was rough but not as bad as it is now for the working man.	12/17/2019 2:33 PM
1040	Worse	12/17/2019 2:31 PM
1041	Worse	12/17/2019 2:31 PM
1042	Only been here 3 years but this last year seemed to be worse than last. Less time at home and more time sitting around waiting to try and get time on the tracks	12/17/2019 2:31 PM
1043	They are worse now then they have been in years past.	12/17/2019 2:29 PM
1044	Working conditions have gotten worse and safety has gotten pushed to the side for profit!!	12/17/2019 2:29 PM
1045	Worse	12/17/2019 2:29 PM
1046	Horrible, unstable	12/17/2019 2:29 PM
1047	More risk being taken to complete task. Working in fear of job. Rules changed to increase risk.	12/17/2019 2:27 PM
1048	Worse	12/17/2019 2:26 PM
1049	Worst	12/17/2019 2:25 PM
1050	Worse. We have ran off all of the local work also it is like the company has stopped caring about us we either work or find another job	12/17/2019 2:25 PM
1051	Declining	12/17/2019 2:25 PM
1052	Not good we can not even get the PPE that we need	12/17/2019 2:24 PM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
1053	5–10 years ago it was a job with security, pride, and now it is day to day worried about being in the unemployment line, total chaos, no order what so ever, more work which means more of a chance for injury, not to mention less rest because we are under staffed and constantly working off rest	12/17/2019 2:23 PM
1054	Better. Much better than 10 to 20 years ago.	12/17/2019 2:22 PM
1055	absolutely disorganized, disrespect, completely unsafe	12/17/2019 2:21 PM
1056	Work conditions are worse pay is getting worse and the union is getting bullied and from our perspective doing nothing about it. Every year we lose more and more. A lot of people are going elsewhere for employment. They feel like if the pay isn't worth it why not have a normal life instead.	12/17/2019 2:21 PM
1057	Worse by the day	12/17/2019 2:19 PM
1058	Much worse. Less people, more seasoned equipment, more of a get the job done regardless of risk mentality. Keep in mind we used to have plasser intrack welding jobs with 0 contractors. Now there's contracted Holland trucks everywhere on UPRR To add. Culture is gone. There are few seasoned through the ranks management left. Mostly college grads that have never done the work.	12/17/2019 2:13 PM
1059	Undermanned compared to 5 and 10 years ago. Each job has gotten more responsible added to them as well.	12/17/2019 2:13 PM
1060	I cannot work at home	12/17/2019 2:13 PM
1061	Worse	12/17/2019 2:11 PM
1062	All trains do more work from origination to final destination. And the plan for trains change from week to week or more often. 10 years ago a train may work 2 to 3 yards along the way but not any more. This has lead to bigger trains that move slower across the rail except down hill. Thus delaying customer service to those why have not shifted business to trucks.	12/17/2019 2:11 PM
1063	Work conditions are terrible. This used to be a great place to work. Now it is a depressing joy killing job that I hate.	12/17/2019 2:11 PM
1064	Expected to do more work with less people. In some instances it is unsafe to work. Some places we don't have the proper tools to work with.	12/17/2019 2:10 PM
1065	scared that I can be fired anytime to save them money	12/17/2019 2:08 PM
1066	Not as good. Less machines. Men.	12/17/2019 2:06 PM
1067	Worse now than when I started.	12/17/2019 2:04 PM
1068	Worse. I hired out in 2014 and in that short time morale has decreased. PSR had made it to were less people are doing more work. Cutting boards, furloughing employees, running longer trains. It's all a recipe for disaster	12/17/2019 2:02 PM
1069	Might as well be labor camps! These are the worst conditions any one could imagine!	12/17/2019 2:01 PM
1070	Working conditions have become more stressful with an added emphasis on moving freight over safety.	12/17/2019 2:01 PM
1071	The working conditions here are awful. I don't have a clue when I might get called. They call me on my days off. The engines are disgusting. And when I say something to the co or the union. All they say to me is if I don't like it quit.	12/17/2019 2:00 PM
1072	Worse, always short staffed never have anyone available to work and when trying to sleep at night constantly ringing your phone running roster calls. Cutting jobs off to make the numbers look good.	12/17/2019 1:59 PM
1073	Terrible. Rushed, unsafe.	12/17/2019 1:57 PM
1074	Less support. Work harder to make up for the lack of man power. Work longer hours.	12/17/2019 1:57 PM
1075	There are less employees and more contracting. Less defect on the track. Less time to work on the track.	12/17/2019 1:54 PM
1076	Night & day difference to 10 yrs ago	12/17/2019 1:54 PM
1077	Worse. Operations over safety.	12/17/2019 1:53 PM
1078	You are still expected to perform a quality job, safely.	12/17/2019 1:53 PM
1079	The situation has deteriorated drastically, it's all about profit rather than safety. The rules and standards are stretched to the breaking point in the claims of efficiency. Customer service has also dropped drastically due to restrictions put on the shippers by the railroads	12/17/2019 1:49 PM
1080	better	12/17/2019 1:48 PM
1081	Worse!	12/17/2019 1:45 PM
1082	Poorly safety is not priority	12/17/2019 1:45 PM
1083	The focus has went from safety to production. With potential discipline resulting from under performance.	12/17/2019 1:45 PM
1084	Don't care about train length or if we can stop off crossings and want same amount of work from less people	12/17/2019 1:44 PM
1085	Worse	12/17/2019 1:44 PM
1086	Better	12/17/2019 1:44 PM
1087	We asked to do more work with less men and time on the track	12/17/2019 1:43 PM
1088	Safety is slowly going out of the window	12/17/2019 1:43 PM
1089	I had a great job 10 years ago! Now no life and struggle! The attendance policy was made for Monday through Friday 8 hr a day jobs! You work sick, exhausted! And in unsafe conditions! For employees and surrounding citizens!	12/17/2019 1:43 PM
1090	Workload has increased significantly, with less man power. Which in turn has drove morale down. Adding stress with no overtime and short windows to complete tasks	12/17/2019 1:41 PM
1091	More stressful now than ever before. Fewer employees on hand to attend to safety critical matters	12/17/2019 1:40 PM
1092	Poor	12/17/2019 1:39 PM
1093	Safety isn't a priority	12/17/2019 1:39 PM
1094	180 degree Going backwards	12/17/2019 1:39 PM
1095	Terrible	12/17/2019 1:36 PM
1096	Fewer trains, less workers but they expect the same production if not more	12/17/2019 1:34 PM
1097	Working conditions I feel haven't changed a lot however certain rules and guidelines I believe need to be visited once again	12/17/2019 1:33 PM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
1098	More stressful, not as enjoyable. About the same safe wise	12/17/2019 1:32 PM
1099	Less is more	12/17/2019 1:29 PM
1100	Short handed bad	12/17/2019 1:28 PM
1101	Didn't have the outrageous demands for production over safety 5 years ago. Didn't have 15k foot trains trying to run where 8k foot trains wouldn't fit. Didn't have severely underpowered trains then.	12/17/2019 1:27 PM
1102	Far worse. You are expected to do the work of three people day in and day out. Work 12 hours, rest, do it again. Your quality of life doesn't matter	12/17/2019 1:27 PM
1103	Hostile	12/17/2019 1:27 PM
1104	Terrible	12/17/2019 1:27 PM
1105	Long hours! Hogging out every trip, taking 14–16 hrs getting to hotel or home, then getting right back out.	12/17/2019 1:26 PM
1106	They are worse	12/17/2019 1:26 PM
1107	I am constantly rushed. It is becoming more apparent that equipment maintenance, including safety appliances and the like, are not being prioritized for crews or the public.	12/17/2019 1:26 PM
1108	Less safety oriented, more pressure for a farce of a workforce. Impossible demands.	12/17/2019 1:26 PM
1109	Everything about it sucks	12/17/2019 1:25 PM
1110	Seems to me safety was more important 5 years ago they still preach safety but it hurry up we got to go make every minute count	12/17/2019 1:23 PM
1111	The Railroad environment has completely changed. It's no longer a managing the railroad it is managing the numbers..	12/17/2019 1:23 PM
1112	Horrible. Safety has become secondary at CSX. Seems common sense has too.	12/17/2019 1:22 PM
1113	Much worse. Safety is out the window. Maintenance is out the window. Very abusive conditions	12/17/2019 1:22 PM
1114	Working conditions have declined greatly in the last 18 years	12/17/2019 1:22 PM
1115	No focus on safety just force employees to do whatever they have to to complete the job if you go over 12 hrs they will charge the employee if they refuse to complete	12/17/2019 1:20 PM
1116	More often with longer hours and less rest between shifts.	12/17/2019 1:19 PM
1117	It's terrible can't get good rest because they calling all hours of the night when it's not your turn to go to work due to shortly staffed extraboards	12/17/2019 1:16 PM
1118	Worse	12/17/2019 1:16 PM
1119	Do more with less, vacation time the man count goes down and they expect just as much.	12/17/2019 1:14 PM
1120	Terrible rush rush no time to do our work Scared to death if we will even have a job	12/17/2019 1:13 PM
1121	Horrible. Longer, heavier trains make it more difficult to run safely or find places to stop without hurting the public's ability to cross the tracks. And doing it with skeleton crews. Much less family time at home and longer more stressful days.	12/17/2019 1:12 PM
1122	Work conditions are worse now compared to 10 years ago.	12/17/2019 1:07 PM
1123	A little more to do	12/17/2019 1:01 PM
1124	Has gotten progressively more rushed more work and overall less safe.	12/17/2019 1:00 PM
1125	Have got progressively worse.	12/17/2019 1:00 PM
1126	Much smaller workforce now, asking less and less people to do the same work as before.	12/17/2019 1:00 PM
1127	Worse	12/17/2019 12:57 PM
1128	Seems to be less manpower. We do more with less, and way more contractors on site.	12/17/2019 12:53 PM
1129	Worse	12/17/2019 12:52 PM
1130	Harder work for less pay	12/17/2019 12:52 PM
1131	Working conditions are definitely worse. Head count is drastically down. But work expectations are increasing every down. We are expected to do more work with less people. All negativity aside. It is just a matter of time until accidents increase due to less help.	12/17/2019 12:50 PM
1132	Not enough track time to effectively maintain track	12/17/2019 12:49 PM
1133	Unhealthy	12/17/2019 12:48 PM
1134	Horrible	12/17/2019 12:46 PM
1135	They expect us to do 12 hours of work in a 5 hour period and sooner or later it will cause a serious injury, death or major derailment in a populated area that will cause numerous deaths.	12/17/2019 12:46 PM
1136	They suck	12/17/2019 12:42 PM
1137	About the same	12/17/2019 12:41 PM
1138	It's hurry, hurry	12/17/2019 12:37 PM
1139	Much more hardship.	12/17/2019 12:36 PM
1140	I hired on in 2018. Just in that short time we have cut more rules, and I have seen more people in Leave of Absence status. I feel like we are getting hurt more.	12/17/2019 12:27 PM
1141	Work conditions generally in my experience are close to the same. Keep in my mind I am a Track inspector and have held that position for 20 years	12/17/2019 12:26 PM
1142	Greatly deteriorated.	12/17/2019 12:23 PM
1143	Worse	12/17/2019 12:23 PM
1144	More dangerous. Less employees and more stress and work on current employees.	12/17/2019 12:21 PM
1145	Less men doing more work with less men how safe is this	12/17/2019 12:20 PM
1146	Conditions have gone down dramatically in the last 5 years at Norfolk Southern	12/17/2019 12:19 PM
1147	Upper management screams safety but lower management pushes yes safety but only if it doesn't create overtime.	12/17/2019 12:18 PM
1148	Extremely low morale and no pride in our Job any more	12/17/2019 12:16 PM
1149	Very reduced labor force, where less people have to do more work with less. Less tolerance to repair track issues because can't stop trains for repairs. Creating dangerous conditions for workers, trains, and communities along routes	12/17/2019 12:16 PM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
1150	Remain the same	12/17/2019 12:14 PM
1151	More work is expected of us with less manpower, and it is expected to be done just as fast if not faster. We basically are at a dead run every day.	12/17/2019 12:13 PM
1152	No change	12/17/2019 12:13 PM
1153	I'm a thru freight conductor and I spend more time on the ground right now inspecting hot axles and fixing other problems such as replacing knuckles than ever before. I blame it reduction of workforce in the car department, car department employees being forced to overlook bad orders, and the ridiculous lengths of the trains	12/17/2019 12:06 PM
1154	I hired on in 2008, safety was at the forefront of every conversation, every video, every company communication. Since PSR and corporate greed, with Union Pacific, safety has become irrelevant. The employee has become a replaceable commodity and the dollar now drives every single decision.	12/17/2019 12:01 PM
1155	Things have went downhill. What use to be an awarding job has turned into a complete shit show.	12/17/2019 12:01 PM
1156	not as good	12/17/2019 12:00 PM
1157	Work conditions now compared to 10 years ago are horrible now.	12/17/2019 11:54 AM
1158	Terrible. Staffing has been reduced, but no enhancements made to the jobs to compensate.	12/17/2019 11:45 AM
1159	Much worse	12/17/2019 11:43 AM
1160	Some for the better and some for the worse	12/17/2019 11:42 AM
1161	Safer work wise for people on ground but not safer for train traffic	12/17/2019 11:36 AM
1162	The work conditions really haven't changed But the morals have.	12/17/2019 11:36 AM
1163	A lot less work and bigger trains.	12/17/2019 11:31 AM
1164	Expectations on production are much how while expectation on doing it safely are lower. Keep the trains moving at all cost regardless of what time or regulation may need to be bent or broken in order to do so.	12/17/2019 11:22 AM
1165	It sucks	12/17/2019 11:16 AM
1166	Hostile, run by intimidation and fear of job loss	12/17/2019 11:09 AM
1167	Dangerous	12/17/2019 11:04 AM
1168	Worse	12/17/2019 11:01 AM
1169	Absolutely terrible	12/17/2019 10:58 AM
1170	They have gotten worse over my twenty-two years. Especially in the last. Seeing more young guys quit and go to other jobs. I am even thinking of quitting and looking for a new line of work as a career at 43 year old	12/17/2019 10:55 AM
1171	More work with less men!!!!! I can thank my union brothers for this current situation we are now in for gladly doing more than one job which allows the company to advertise fewer positions. The union, itself, is also to blame for not fighting vigorously enough to deter the company from such practices.	12/17/2019 10:53 AM
1172	Much less focus on safety and more focus on production. Mass uncertainty over if you will even have a job week to week. Fewer crews working on less rest and doing more work.	12/17/2019 10:51 AM
1173	Much less safer, morale has taken a nose dive. Much harder to get tools to complete work, occasionally having to take shortcuts to complete jobs.	12/17/2019 10:51 AM
1174	5 years ago there was a strong effort for safety, for the workers and the public. Now it feels much more about doing whatever it takes to keep the trains running even if that takes lives!	12/17/2019 10:48 AM
1175	Terrible, horrific! Less safety more productivity with less employees for record breaking financial gain seems to be the trend. Equipment is now subpar and jeopardizing employee and public safety.	12/17/2019 10:43 AM
1176	They don't. Nothing is maintained. No heat in crew room. Lucky to have toilet paper.	12/17/2019 10:28 AM
1177	There's less local manpower and a lack of proper tools to work in a productive and safe manner compared to 5 years ago.	12/17/2019 10:10 AM
1178	Very similar	12/17/2019 10:06 AM
1179	Working conditions are not near as good as they were 10 years ago.	12/17/2019 10:01 AM
1180	It is safer in my opinion but I must say it is a much faster pace than ever before with the advances in technology and I find it absolutely necessary for more eyes to be over everything that goes on.	12/17/2019 9:50 AM
1181	less peoples	12/17/2019 9:36 AM
1182	Been here for 22 years, what we are doing on the UP doesn't even resemble railroading. The worst conditions I have ever seen.	12/17/2019 9:35 AM
1183	I cannot speak on 5 years ago, I've only been here 4 years now, however I love the job but the conditions are worsening.	12/17/2019 9:03 AM
1184	Terrible	12/17/2019 9:02 AM
1185	A lot more stressful and just generally worse overall	12/17/2019 8:53 AM
1186	Safety has gone downhill. It's all about moving cars first. Longer, heavier trains with less people.	12/17/2019 8:52 AM
1187	Worse safety is sacrificed and everyone's workload has increased due to cutting off other crafts.	12/17/2019 8:52 AM
1188	Less favorable for employees and customers	12/17/2019 8:41 AM
1189	The work conditions now are horrible the workplace is ruled by fear and intimidation. We are constantly being followed, watched, and harassed on a daily basis. We have people getting wrote up for any and everything under the sun if they don't do what management says even if it's a violation of our contract or a safety violation it doesn't matter to the local management because they will be fired if they don't get done what their bosses tell them	12/17/2019 8:39 AM
1190	Locomotive cabs are not as clean, equipment is breaking down more often, boards are being ran into the ground to do more with less	12/17/2019 8:31 AM
1191	Same	12/17/2019 8:29 AM
1192	Horrible	12/17/2019 8:27 AM
1193	Better	12/17/2019 8:26 AM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
1194	They are worse than they have ever been! Our manpower has been continuously cut back, 1000 plus rules we are expected to follow, in addition to three times the amount of work that we are expected to do!	12/17/2019 8:17 AM
1195	More rushed now. Not enough people to do work. Instead of maintaining railroad, spending days to find a loophole in the rules to avoid slow orders. Much more unsafe	12/17/2019 7:59 AM
1196	Work conditions have become miserable trying to get adequate rest. Safety for transportation has become terrible with job cuts. Mow can not keep walkways cleaned among numerous other things.	12/17/2019 7:58 AM
1197	The current PSR environment at Union Pacific is the worst work environment I've seen in the seven years I've been employed there. Every aspect of the job is less safe and more rushed. Not only are they dumping the work of multiple people/crews into one person/crew but they are doing it at the cost of safety and providing acceptable service to customers.	12/17/2019 7:56 AM
1198	Much worse. The fatigue issue was never resolved, the attendance policies are much stricter, the discipline for even minor rule violations is much harsher, and we are forced to use multiple technology platforms that are not ready to be used in the way they are being used.	12/17/2019 7:55 AM
1199	I used to feel proud that I worked for the railroad and did a good job. Now with all the Management that is pushing PSR has no idea of problems ahead.	12/17/2019 7:52 AM
1200	The atmosphere is tense and horribly stressful with deadlines and expectations that are unreasonable. Its is 5x more dangerous today than 5 years ago, I've been with the railroad 14 years	12/17/2019 7:47 AM
1201	Worse. Reduction in numbers of employees with the same amount of work, has resulted in more labor, hours and stress per employee.	12/17/2019 7:47 AM
1202	Horrible	12/17/2019 7:30 AM
1203	Working conditions are horrible. Trains are way to long, task are way to big to handle, and the management pushes us harder and harder every day.	12/17/2019 7:27 AM
1204	morale is lower. Jobs are fewer.	12/17/2019 7:19 AM
1205	Over reliance on technology. Creating complacency with wayside signals. Engineers, rookie and veterans, solely rely on PTC. On the occasion it doesn't work the rookies have to relearn how to run a train and the territory.	12/17/2019 7:13 AM
1206	Minimum wage is way higher now	12/17/2019 7:10 AM
1207	Pretty awful. Train delays have increased and cars are being shuttled from one end of the yard to the other just to show that they are "moving" and not accumulating dwell time.	12/17/2019 7:10 AM
1208	It seems that the work conditions are currently still at high rate.	12/17/2019 7:07 AM
1209	Horrible	12/17/2019 7:05 AM
1210	Things are getting overlooked/rushed, with this do more with less idea	12/17/2019 7:05 AM
1211	Simply work tasks now take longer.	12/17/2019 6:54 AM
1212	Every train hogs	12/17/2019 6:53 AM
1213	We have gone from 4 or 5 man maintenance crews down to 3 man maintenance crews. Our track inspectors were inspecting 30 miles of track back then Now some are taking care of 60+ miles. Our large production gangs have been had manpower cut 30 percent across the board and expectations are to do more with less Headquartered jobs are harder to find for younger employees. We can barely put out fires with the manpower we currently have in place Yet when we have big Capital projects the company brings in Contractors because we don't have enough people and equipment to manage the task. Contract welders are consistently screwing up thermite welds We don't even let them touch frogs. The use of electronics such as GPS, HLCS, and Drive Cams hold people to a higher standard sure But the Company uses them as disciplinary tools. Not to mention not wanting to pay us for driving track inspector trucks home. Federal law states if we are being held to a "code of conduct" we are entitled to compensation. They don't want to put us on call for weather emergencies but get upset when we don't answer our phones Safety policies are ridiculous and are written solely to alleviate any company owned liability toward injury. The expectations today are so much more tedious than they were 14 years ago. No wonder we can't keep any new employees. They can make more money and work year round in the oil fields. Of I didn't have the time invested like I do I might've jumped ship	12/17/2019 6:53 AM
1214	Worse	12/17/2019 6:47 AM
1215	Worse, it's more with less. all the way down to conductors doing "qualified mechanics" work	12/17/2019 6:43 AM
1216	Less safe. Much more stressful.	12/17/2019 6:41 AM
1217	About the same.	12/17/2019 6:40 AM
1218	Less job security so lower morale. More handling of cars coupled with micro managing of management adding to stress levels anxiety and low morale. A sense that company doesn't care about employees	12/17/2019 6:36 AM
1219	Working with minimal rest and working significantly more hours. The mainline condition is fatigued, and need of capital improvement. The company has no desire to spent the money to improve infrastructure.	12/17/2019 6:35 AM
1220	Worse	12/17/2019 6:24 AM
1221	Boards are exhausted and when you do work you don't get tied up until 14–15 hours on duty.	12/17/2019 6:15 AM
1222	Man power is down, told to learn to do more with less. More contractors.	12/17/2019 6:10 AM
1223	Worsening	12/17/2019 6:09 AM
1224	Zero concern for safety. Hence 5 UP employees dead in 2019.	12/17/2019 6:09 AM
1225	Conditions have gotten much worse. Safety incidents have increased due to increased pressure on employees.	12/17/2019 6:05 AM
1226	On Union Pacific There focus has changed from safety to gotcha moments to intimidate workers. Keeping them from saying anything. What we have now is what ever it takes for the numbers.	12/17/2019 6:04 AM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
1227	Worse than before	12/17/2019 6:01 AM
1228	Worse	12/17/2019 6:00 AM
1229	Safety seems to not be a concern anymore	12/17/2019 5:58 AM
1230	Harder. Never know when I'm going to work. Always tired.	12/17/2019 5:54 AM
1231	fewer larger trains. fewer trains is fewer jobs	12/17/2019 5:52 AM
1232	Honestly, they haven't changed for the better. We still drive hundreds miles each work week in god awful driving conditions through wet, winter months. We do our job in cold, rain, snowy conditions through the winter and blistering, heat stroke conditions through the summer months. We don't complain much about the weather conditions but the railroad doesn't seem to think we deserve better travel allowance. We put our lives on the line in so many ways on the job. The Union Pacific Railroad should recognize the fact that the travel is just as hazardous. For the last 20 plus years we have not seen even a budge on the issue. Every time it has been brought up it gets thrown back in our face as a "union issue". That's bullcrap. Do you think for one second any employee from Omaha would travel four times a month in those dangerous conditions, leaving their families for possibly the last time and for no real compensation? Also, we our damn near forced to share a room with another employee to make the per diem cover costs on the road. We have fought these kinds of issues for years and treated like dirt for over twenty years! Now, the conditions on the track have not changed one bit. You have chemicals in the tracks, chemicals in the ties, chemicals in the air from diesel fumes and other sources of harmful by products whether it is from railroad otm, waste and garbage or other manufacturing/company properties, etc. During a large natural fire this last year we were exposed to dangerous levels of smoke causing many of us to have severe headaches, congestion, irritated eyes. The railroad has been around for a long time and never put together a safety action plan for this kind of situation? Come on! We were told to suck it up, get out there and do your job. We were told that railroad will do better next time. Next time?! We still work in all of these dangerous scenarios and still get treated like grunt labor without education. We work hard with pride in our hearts and a job well done, yet we are treated like nobodies. No respect hurts a mans soul and then the lack of fair compensation is the gut punch.	12/17/2019 5:47 AM
1233	Less people, and working longer hours	12/17/2019 5:40 AM
1234	Demands on attendance are much stricter to the point one cannot mark off for fear of severe response from company. You can be sick and not need a doctor visit, or just exhausted as they company Is well below staffed as they should be.	12/17/2019 5:39 AM
1235	In mow, a lot more work is expected with limited track time and keep cutting jobs, lessening the amount of workers.	12/17/2019 5:32 AM
1236	They are worsening. Railroad use to be an art. Now it's robotic. I have 20.5 years and I wish I can go back to the era when I first started railroading when there was pride going to work! Now is resentment because of the silly culture the railroad has become especially with PSR.	12/17/2019 5:31 AM
1237	Everything now is about go! We're skipping vital knowledge, cutting corners, pushed out the door.	12/17/2019 5:29 AM
1238	Safety is out the window, everything needs done ten minutes ago.	12/17/2019 5:26 AM
1239	More stress, harder to concentrate on work, feel less of a person, and more like a number and a heartbeat. The job is becoming more dangerous	12/17/2019 5:23 AM
1240	Bad! Less workers on the track to maintain the track to help each other out. Right now One worker has to do the work of 2 or 3 workers. Due to the reduction of the workforce of each Gang. They cut one or two Assistants Foreman of each Tie n Rail gangs. Some surf gangs don't have Surf gang foremen. The managers n supervisors are pushing the operators to get track n time, form B.S., slow orders and put time in. That is too much responsibility for those operators. I have seen a lot of nepotism and favoritism among Managers and supervisors towards workers.	12/17/2019 5:21 AM
1241	Worse	12/17/2019 5:21 AM
1242	Working conditions have grown to be terrible. Jobs are cut, but the work those jobs did doesn't go anywhere. It's piled onto the nearest job to add to their already heavy load. We are intimidated by management all the time to make the impossible possible. There are never enough workers to do the jobs needed. Safety has been taken out of the equation and customers are heavily adding trucking over rail.	12/17/2019 5:20 AM
1243	They don't compare at all. Low work force, no track time to do maintenance or money spent on maintenance. Track and bridge conditions are very poor compared to a few years ago.	12/17/2019 5:18 AM
1244	Focus is 100 percent on production with safety rules being pulled back to allow for faster car turnarounds.	12/17/2019 5:18 AM
1245	Much worse. So many cute has been made that those of us that are left it's putting more a more things to do that we are not used to doing or never have.	12/17/2019 5:18 AM
1246	Worse, do more with less attitude from management	12/17/2019 5:15 AM
1247	You're more "rushed" now to not make ANY overtime, and switchmen/brakemen are being cut from locals and switching jobs that most definitely need them.	12/17/2019 5:11 AM
1248	Dramatically worse	12/17/2019 5:08 AM
1249	They are much better now	12/17/2019 5:07 AM
1250	Terrible. Morale is bad. A job that everyone said your lucky to have and it's great turned out to be the opposite.	12/17/2019 5:03 AM
1251	they have gotten worse safety has been downgraded and the ability to use tools designed improve safety and efficiency have been banned	12/17/2019 5:03 AM
1252	being threaten with insubordination charges just for asking if they are sure it's safe	12/17/2019 5:02 AM
1253	Safer, less productive	12/17/2019 5:00 AM
1254	Worse trying to do more with less people good chance they leave defects	12/17/2019 4:58 AM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
1255	They just keep getting worse and worse	12/17/2019 4:54 AM
1256	Today compared to when I hired in 17 years ago is vastly different. Norfolk Southern used to be very rules compliant but well maintained railroad. Today they have cut labor so that whoever is left is working significantly more because and on a new unrealistic attendance policy. The engines, track, and buildings are not maintained to the standards as before. And now the top priority even above safety is fuel conservation.	12/17/2019 4:54 AM
1257	Employee morale has gone down drastically. Equipment is not maintained.	12/17/2019 4:53 AM
1258	More unsafe tracks are not maintained as well as 5 years ago.	12/17/2019 4:50 AM
1259	Less and less manpower, putting off needed maintenance, and more aggressive discipline, just looking to get rid of workers anyway they can.	12/17/2019 4:48 AM
1260	Much longer hours, less equipment and men to work with	12/17/2019 4:43 AM
1261	Better	12/17/2019 4:40 AM
1262	Over the past five years PSR has put a strain on the entire work force. We feel a constant pressure from our supervisors about the "budget". We are being forced to stretch ourselves thin by rushing all of our work with less help. We are put under constant stress and it is causing the quality of our work to falter, the work we are performing is becoming less precise, and less valuable. As a whole the workforce is being put into position where production comes first and safety last.	12/17/2019 4:26 AM
1263	Always under stress for rule violation	12/17/2019 4:26 AM
1264	Safety has went out the window with the company.	12/17/2019 4:23 AM
1265	Not as safe	12/17/2019 4:20 AM
1266	There is no comparison!! safety is out the window, they have the boards cut so thin you feel like your drunk out there because your so tired. Only thing that matters with the railroad now is the all mighty dollar!!	12/17/2019 4:16 AM
1267	Terrible! Trips are longer, walking trains is 3 times as far safety has gone out the window	12/17/2019 4:16 AM
1268	Worse	12/17/2019 4:13 AM
1269	Longer trains false profiles and the same or more dangerous conditions	12/17/2019 4:10 AM
1270	Safety as a whole has been put on the back burner for the PSR concept to get trains out faster. So generally speaking compared to five years ago, I believe the work environment as a whole has changed to be much more dangerous, especially in yard operations. PTC is another topic all together, but that in itself is NOT a real railroad innovation.	12/17/2019 4:08 AM
1271	They are far worse then they were 12 years ago and there is no safety anymore!!!	12/17/2019 4:06 AM
1272	terrible	12/17/2019 4:05 AM
1273	5 years ago I believe there was a lot more of a focus on safety. It seems as though productivity is the main concern now	12/17/2019 4:01 AM
1274	Working conditions are more difficult for 2 reasons. The first being manpower shortages which seem to go hand in hand with PSR. While the corporations cut manpower they force those left into ridiculous attendance policies which destroy moral, creating an environment where ones mental health is challenged everyday. Secondly, where once safety was a priority, speed and efficiency have taken precedence. Safety is becoming an afterthought, while your forced to answer to management anytime your delayed no matter the reason.	12/17/2019 4:01 AM
1275	Considerably worse. Safety is of no concern. Management would rather call extra board crews that don't know the work and don't know how to work together well instead of paying for a local crew or a yard job crew to do the work.	12/17/2019 3:54 AM
1276	Not even close don't think they care about safety	12/17/2019 3:52 AM
1277	The company has increased our work load and responsibilities, decreased our time off and we are extremely undermanned.	12/17/2019 3:51 AM
1278	poor conditions, morale is down, more layoffs	12/17/2019 3:51 AM
1279	Much better, my quality of life has greatly improved, also MYB trips are more pleasant because I am not sitting on the main line waiting on trains or waiting to yard my train	12/17/2019 3:50 AM
1280	Worsening conditions	12/17/2019 3:50 AM
1281	I've been employed for 12 going on 13 years and the conditions are exponentially worse from when I first hired out. We are doing more work for the same pay, trains take much longer to get from point a to point b. When I first hired out in 2007 a short pool run would take about 2 and a half hours from call time to tie up and most of the time now we are lucky to be done in 12 hours.	12/17/2019 3:48 AM
1282	Worst in my life	12/17/2019 3:47 AM
1283	Management style has changed from pressure to get things done to an attitude of we can't do that. It's as if they don't want us to do maintenance and doing nothing is the best solution	12/17/2019 3:46 AM
1284	Harder to get track time to work which makes us work longer hours with less man power	12/17/2019 3:46 AM
1285	A lot less M of W employees and the same amount of work. Equipment is not being replaced.	12/17/2019 3:46 AM
1286	Conditions at work are more dangerous than they were 5 years ago. Track bolt orders being not approved at CSX. Buying Chinese joint bars?	12/17/2019 3:45 AM
1287	Worse	12/17/2019 3:43 AM
1288	rains too long. Not enough workers.	12/17/2019 3:41 AM
1289	A lot less jobs	12/17/2019 3:41 AM
1290	Horrendous	12/17/2019 3:41 AM
1291	More production less safety	12/17/2019 3:38 AM
1292	Lack of maintenance to work areas. Employees forced to work alone in jobs previously required to have 2 employees to perform task.	12/17/2019 3:36 AM
1293	Hired out 6 years ago. It was a dream job till Hunter Harrison took over. Safety went out the window the only thing that matters is getting trains out on time and doing more with less!	12/17/2019 3:36 AM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
1294	Things are definitely not better	12/17/2019 3:35 AM
1295	Worse	12/17/2019 3:35 AM
1296	Wages and insurance suck and the new work day schedule is horrible for the traveling gangs	12/17/2019 3:34 AM
1297	Severely worse.	12/17/2019 3:34 AM
1298	Micromanagement has killed productivity. Fools that have never tried to complete a task are assigning safety equipment that cause the task to be unsafe.	12/17/2019 3:32 AM
1299	Pay is basically the same do to higher health coverage. Safety is better all around. Schedule changes are horrible. The union should have never done the 8 and 6's.	12/17/2019 3:30 AM
1300	Less people trying to do the same amount of work. Our local section workforce for my MTM is 66 percent LESS from when I hired on in 06.	12/17/2019 3:30 AM
1301	Horrible, the decline in working conditions are 100 preventable	12/17/2019 3:29 AM
1302	Work was fun, to me anyway. Today every person even the company guys, roadmasters, trainmaster, etc..are worried about losing their job. Nothing fun about looking over your shoulder every day for the head hunters that came with hunter and crew.	12/17/2019 3:27 AM
1303	More hours, more strenuous work, less rest, less safety, less compensation, less equipment. Do more with less is taking its toll on personal and equipment.	12/17/2019 3:27 AM
1304	Better	12/17/2019 3:26 AM
1305	Work conditions stay the same. It's the way we work the conditions that change. Having a better mind set to handle situations during the work day provides a great productive workplace.	12/17/2019 3:24 AM
1306	Safety is only important until it cost the railroad money, then it is ignored.	12/17/2019 3:23 AM
1307	Worst	12/17/2019 3:17 AM
1308	Out on rest a lot more. Hard to use vacation and personal leave due to low man power to fill positions. Locals stretched thin with loads of work piled on a single conductor. Then if the work doesn't get done in the time the railroad believes it should take it is handled in the start program.	12/17/2019 3:17 AM
1309	Terrible, safety is not number one at UP!	12/17/2019 3:16 AM
1310	5 years ago I was working off my rest. The company was making record profits. Today I'm on the AW board trying to make a living with two jobs and the company is still bragging on making record profits	12/17/2019 3:14 AM
1311	No change as far as safety is concerned.	12/17/2019 3:14 AM
1312	Conditions have deteriorated since the implementation of PSR, longer trains, management forcing us to take cars and engines that should be bad ordered.	12/17/2019 3:12 AM
1313	Worse a lot worse all about profits and less about safety	12/17/2019 3:10 AM
1314	Less people harder to get materials to worried about g 55	12/17/2019 3:08 AM
1315	Worse, less manpower asked to do more with less. Not allowed to fix it the proper way, just enough to "get by". Always rushed to get done in less time than needed	12/17/2019 3:04 AM
1316	Work condition is probably better. 10 years ago, we had junk trucks and equipment	12/17/2019 3:03 AM
1317	Worst. Less people more pressure to perform as the same as full staff	12/17/2019 3:01 AM
1318	Unsafe	12/17/2019 2:58 AM
1319	It is harder to concentrate and be safe because we are cut so thin, everyone is worn out and doing more work.	12/17/2019 2:56 AM
1320	I think work conditions have gotten worse. I believe the carrier is more worried about the profit and less about the employees.	12/17/2019 2:56 AM
1321	3	12/17/2019 2:56 AM
1322	There are no jobs even for people who have higher seniority.	12/17/2019 2:55 AM
1323	More working hours and less home time hours	12/17/2019 2:53 AM
1324	Business is still good but company wants to be greedy and cut off every job.	12/17/2019 2:52 AM
1325	Bare bones and the rules only apply when it convenient for them! It has turn my coworkers into unhappy and irritated group of men.	12/17/2019 2:50 AM
1326	I have been Rail roaring for 14 years and working conditions are worse now than they have ever been.	12/17/2019 2:50 AM
1327	Harassment and intimidation at a level most people can't comprehend.	12/17/2019 2:50 AM
1328	I have 5 years seniority, they were more concerned with safety when I hired out. Now it's more about profits	12/17/2019 2:49 AM
1329	The rules are more lax in general.	12/17/2019 2:48 AM
1330	Move freight at all costs	12/17/2019 2:47 AM
1331	Worse	12/17/2019 2:47 AM
1332	Used to like coming to work. We are now under staffed and over worked.	12/17/2019 2:43 AM
1333	Work conditions have really dropped due to longer trains, incompetent management, management wanting to intimidate you into doing stuff that isn't safe, making pickups where you have to make multiple moves to Make a pickup behind a dp or in the middle of a train.	12/17/2019 2:43 AM
1334	Seems more about budgets than allowing us to do our jobs over the last 3 yrs. Broken rail in yards. Lock it out fix it tomorrow. Go fix this on mainline, can't get track and time, it's ok, we will try again tomorrow. May do this several days in a row. Track and time may be granted at 1600 or 1700 for a 1.5hr job, nope we will get it tomorrow, no overtime allowed. 213.9b put in for tie condition, day 30, go double spike it. Wont give us time to install new ties.	12/17/2019 2:43 AM
1335	Night and day, literally. At one time all of our jobs revolved around the customer, now it's based completely on what benefits NS. We have no kind of schedule nor lifestyle at that. They put employees in the street and pile the work on what's still there to make up the difference. Which is extremely stressful for us. Our morale is at an all time low, I've been with NS for 8 years and I now dread every time I get called to work.	12/17/2019 2:42 AM
1336	Much worse	12/17/2019 2:41 AM
1337	Less information given or allowed	12/17/2019 2:39 AM
1338	Drastic changes reducing quality of life	12/17/2019 2:39 AM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
1339	No comparison. I used to love working here and looked forward to coming to work everyday. Now I feel like a number and a fall guy when for when trains get delayed. Safety used to be number one. Now it's just new things moving. It's a shame we have been forced to lose pride in our company. A lot of good men out here devote their lives to this company and there is no appreciation any more. All everyone thinks about is who's next on the chopping block	12/17/2019 2:38 AM
1340	Safety is better but now there's always that feeling like we not gonna have a job tomorrow	12/17/2019 2:38 AM
1341	Terrible	12/17/2019 2:36 AM
1342	Drastically worse, working the same amount of hours with less trains and less care for safety.	12/17/2019 2:36 AM
1343	Undermanned and over worked bad spots in the track have got a lot worse over the past 5 to 10 years as they keep cutting man power	12/17/2019 2:35 AM
1344	They don't, they wanted us to find B/O in the yard. Now they want us to turn a blind eye	12/17/2019 2:33 AM
1345	More work with less people. Management claims that "no job is so important, no service so urgent, that we cannot take time to complete all work safely." Every single one of them knows this is just a statement they can use against us if something happens but when there is a train being held up, all rules go out the window and they expect you to do whatever it takes to get the train moving even if it means putting your safety and your co-workers safety at risk. Nothing stands in the way of the company making money.	12/17/2019 2:32 AM
1346	Worse constantly changing shift start times, and way to much night work	12/17/2019 2:29 AM
1347	It was a lot better than 10 years ago	12/17/2019 2:29 AM
1348	They are pushing to go faster and faster! It's getting ridiculous.	12/17/2019 2:28 AM
1349	Much much worse, now	12/17/2019 2:28 AM
1350	I have been at Union Pacific 20+ years and I have never seen morale so low. Everyone is worried about their jobs and what yard is closing next. Safety is out the window. It's all about moving trains now no matter the cost.	12/17/2019 2:27 AM
1351	A lot less men now and a lot more work. And five years ago I wasn't worried about my job like I am now.	12/17/2019 2:27 AM
1352	Takes longer to get anything done. Working industry's have been had to do because of time constraints.	12/17/2019 2:26 AM
1353	longer trains longer hours and fewer workers keeping everyone working on rest	12/17/2019 2:22 AM
1354	Work conditions have suffered a great deal, we was having to do more with less (before I was furloughed.) I was only employed since 2015, but I could see a huge change in the work and the morale of employees.	12/17/2019 2:21 AM
1355	Safety and rules compliance have taken back seat to production	12/17/2019 2:19 AM
1356	Morale is down compared to 5 years ago.	12/17/2019 2:19 AM
1357	At CSX the morale is just about gone. the trainmasters are more concerned with keeping a "fear" based management they rush you and constantly, they know the rules and so do we. They expect you to rush and turn a blind eye on safety and threaten you with delay of train.	12/17/2019 2:19 AM
1358	Less focus on safety	12/17/2019 2:17 AM
1359	It's not the same brotherhood feeling anymore. It's all about production with less people. Always wonder when will we be cut.	12/17/2019 2:17 AM
1360	I feels like we are being forced to not do the inspections, and quality control that I feel we need to ensure a safe railroad.	12/17/2019 2:16 AM
1361	5 years ago work was planned and not near as hectic. I honestly feel it's just a matter of time before a disaster happens due to work being rushed!	12/17/2019 2:14 AM
1362	Loss of more positions and more work put on those workers left	12/17/2019 2:13 AM
1363	Working conditions are worse now than ever, we feel very rushed. We are given little to no track time for proper repairs. Also, managers that are not even in our craft and have no understanding of what and how to make the proper repairs hover and make us feel rushed.	12/17/2019 2:12 AM
1364	More work with less manpower	12/17/2019 2:12 AM
1365	Got worse do to job cut off	12/17/2019 2:12 AM
1366	They have gotten worse more dangerous working conditions	12/17/2019 2:11 AM
1367	Worse	12/17/2019 2:11 AM
1368	Very crappie was forced to do a lot of shady stuff.	12/17/2019 2:11 AM
1369	Cabs of locomotives are dirtier including the bathrooms. More engine problems (breaking down). After 15 years as an engineer I am seeing many more engines being in consists that can't be used due to blue cards out of date.	12/17/2019 2:09 AM
1370	Worse	12/17/2019 2:08 AM
1371	Working conditions have dramatically diminished over the last 5 years! Longer trains, longer wait times, stress of the constant unknown! The derailments in 2019 for UP has got to be a huge increase and a sign something is wrong here!	12/17/2019 2:08 AM
1372	Unsafe! They do not fix anything and forces us to use damaged track and equipment putting our lives at risk in the name of the shareholders!	12/17/2019 2:08 AM
1373	You never hear the work Safety.	12/17/2019 2:08 AM
1374	I feel the job was done faster with 5 to 6 guys instead of 2 or 3.	12/17/2019 2:07 AM
1375	Awful, less safety matters with train lengths, crew readiness and scheduling. Companies lack of care for employees is pitiful.	12/17/2019 2:06 AM
1376	Horrible! Train line-ups are wildly inaccurate! Management has little regard for safety. Safety concerns that are reported through the Safety hotline are either not addressed, or completely ignored. Training is almost non-existent. Crews new to territory struggle to get adequate familiarization.	12/17/2019 2:05 AM
1377	Terrible	12/17/2019 2:04 AM
1378	Harder, now they expect more work with less people and equipment	12/17/2019 2:02 AM
1379	Have gone down with every day	12/17/2019 2:01 AM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
1380	Less and less employees and extra boards. Pool freight crews required to protect DOL trains without any notice. No schedule, less rest due to lack of train line-ups. Delayed customer freight has increased, all trains are running behind and late.	12/17/2019 2:00 AM
1381	Completely unsafe and unsatisfactory. Bringing attention about it is considered whining, "poking the bear"	12/17/2019 1:59 AM
1382	Working conditions are horrible compared to 15 years ago	12/17/2019 1:58 AM
1383	Less access to the equipment needed to do my job safely.	12/17/2019 1:57 AM
1384	Less favorable. More like jail now	12/17/2019 1:57 AM
1385	There is less maintenance done on engines and cars. When we say something that often think we are just trying to delay the train and threaten us with discipline.	12/17/2019 1:56 AM
1386	4	12/17/2019 1:55 AM
1387	It has gone from a great job to a job I hate, they run around trying to fire people. And push us to the limit	12/17/2019 1:53 AM
1388	Have not gotten any better	12/17/2019 1:51 AM
1389	Basically the same.	12/17/2019 1:51 AM
1390	Worst	12/17/2019 1:50 AM
1391	Not good less workers more work feels like all about numbers stockholders Precision rail road	12/17/2019 1:50 AM
1392	Worse	12/17/2019 1:49 AM
1393	Far worse, far less safe, less training	12/17/2019 1:48 AM
1394	Worse	12/17/2019 1:48 AM
1395	Work conditions have gotten much worse over the years and continue to do so. Management pushes performance over safety every day. We're forced to do more in less time to cut overtime.	12/17/2019 1:47 AM
1396	Major changes in company attitude towards its employees. 5 years ago you never heard of people being fired or even threatened to be fired	12/17/2019 1:47 AM
1397	Work conditions are more rushed now due to shorter work windows and the company still expecting the same amount of work to be performed.	12/17/2019 1:46 AM
1398	I can only speak to 5 years, the amount of people to do a task has reduced. Project windows have reduce to only semi staffed sections and what extra division gang that are out there are stretched thin. The amount of work load and inspections on inspectors are increased and will get worse as they reduce more in the beginning of 2020. The geometry car helps to satisfy company inspections, however, special inspections, I.E. weather inspections or work audits on a territory have not been supplemented yet the number of inspectors is reduced.	12/17/2019 1:46 AM
1399	Horrible now. It's awful!	12/17/2019 1:46 AM
1400	Lack of track and time equal no maintenance	12/17/2019 1:45 AM
1401	Track time is horrible, rushed a lot more. Scrutinized over things more than in the past	12/17/2019 1:40 AM
1402	Cut to the bone! Scary	12/17/2019 1:40 AM
1403	They want you to work safely but don't stress it enough like it was years ago	12/17/2019 1:39 AM
1404	Work conditions are much worse than they were 5 years ago.	12/17/2019 1:39 AM
1405	It is worse, the morale is terrible and you can't trust your managers.	12/17/2019 1:39 AM
1406	Much less concern for safety and much more concern for production.	12/17/2019 1:39 AM
1407	Less safe. Everything is being cut and rushed. Mission zero is like any other safety slogan. The rules are laxed, just asking for trouble. Safety is first unless it's going to affect the days work	12/17/2019 1:39 AM
1408	Worse. Fewer local jobs and NO regular assigned runs.	12/17/2019 1:38 AM
1409	With half the workforce the projects are the same, more stress on everyone	12/17/2019 1:38 AM
1410	Getting better	12/17/2019 1:37 AM
1411	A lot better since using common sense has came back into the workforce.	12/17/2019 1:36 AM
1412	12 years ago I looked forward to come to work. Now it's crap morale is down and nobody can say they are proud to be a railroader anymore.	12/17/2019 1:36 AM
1413	Safety is only a concern if they can use it to discipline or terminate you. Greed and money are influencing something so important to the U.S. economy	12/17/2019 1:34 AM
1414	Working conditions have continuously gotten worse. How employees are treated are rapidly approaching obscene.	12/17/2019 1:32 AM
1415	The railroad use to be a place that I was proud to say I worked for. Now it takes everything I have to get up and go in. Management hates the employees there trying to fire everybody they are getting rid of all the carman, roundhouse and track workers. They want us doing more and more of those jobs and don't want to spend money to fix anything. Every day all here when I go to work is how the company wants to get rid of all the employees	12/17/2019 1:32 AM
1416	I started in 1990, we had 4 section gangs with a total of 16 people on them, 2 machine operators and a foreman and 2 maintenance welders for 222 miles of track. 2019 we have 2 section gangs with a total of 4 people, 2 machine operators, 2 maintenance welders and 1 backhoe operator. The amount of work load is pushing people to their limits and beyond. Shortcuts on safety and procedures has increased.	12/17/2019 1:32 AM
1417	They aren't comparable. 5 years even 10 years ago there were enough people at work to do the work, sometimes 1 or 2 extra. Now we are forced to stay over because there isn't enough help.	12/17/2019 1:32 AM
1418	More urgency to get things done, less track time in certain places, less time to take care of issues that need address	12/17/2019 1:31 AM
1419	A lot easier but a lot more stupid decisions being made	12/17/2019 1:30 AM
1420	Terrible, safety is only important if it is convenient. No value in the workers anymore, this company is headed downhill as fast as it possibly can.	12/17/2019 1:29 AM
1421	They are worse.	12/17/2019 1:29 AM
1422	The difference is night and day and not in a good way	12/17/2019 1:28 AM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
1423	Not so much PSR!!!! As to industrial automation and push to 1 man crews. 1 man crew would further enhance management unfair discipline procedures. To further their full automation goals.	12/17/2019 1:28 AM
1424	Safety takes a back seat to Railroad Profits. All about the money!	12/17/2019 1:26 AM
1425	morale and care has certainly gone down. Cost of living and opportunities for overtime have taken negative turns. But working conditions are the same. Less employees to do jobs then before	12/17/2019 1:26 AM
1426	Less time to do the work. I feel like the since of urgency is more than what they are saying	12/17/2019 1:26 AM
1427	Way worse. 5 years ago we were geared towards safety more than company profits. Now it's all about making union pacific billions of dollars.	12/17/2019 1:24 AM
1428	Unsafe and naive job loss	12/17/2019 1:24 AM
1429	Worse than 10 years ago, but better than 2 years ago.	12/17/2019 1:24 AM
1430	The implementation of Roadway Worker has been a tool for men involved in track maintenance while working on live track(s).	12/17/2019 1:23 AM
1431	Much more safer then than when I started 16 years ago. There is constant effort by management and fellow employees to ensure everyone goes home safe.	12/17/2019 1:22 AM
1432	Much less safe and more chaotic	12/17/2019 1:21 AM
1433	Less time on the track working but the work is a lot harder now due to less help	12/17/2019 1:21 AM
1434	A lot less workforce and pressure to hurry and get the job done. There are a lot of threats from upper management to cut jobs if production is not met on big gangs and sections as well	12/17/2019 1:21 AM
1435	They've went downhill drastically	12/17/2019 1:20 AM
1436	Less people to do the same amount of work or more.	12/17/2019 1:19 AM
1437	3 years ago I noticed a change. The company stopped caring about the employees. They just wanted to make more money. Right down to getting oil changes on the work trucks. We used to have a work family and felt we were taken care of as a whole. Now the culture has shifted to every man for themselves. We don't get any type of recognition. They have cut our workforce and want us to do more with less people and less material. When I hired out 14 years ago I loved my job and loved going to work. Now I'd rather play in freeway traffic.	12/17/2019 1:16 AM
1438	I was hired in June of 2011! The railroad I hired on was a safe productive railroad. We had I believe 18 men taking care of 220 miles of track. Going to work everyday was very enjoyable and I felt very informed and safe. Decision's were made at the hands of the Manager and Men on a day to day basis. The work load was spread out between gangs and the railroad was very well taken care of. Now on the same district I was hired onto there are 9 men and a manager that can't make any decisions until he is told by the higher up's! There is a lot more work load on every person working! A lot less safe environment! Rushing to make ends meet and the railroad we are on is not as well taken care of. We have to run like crazy putting band aids on our track, due to the lack of man power. Less time to work on the track due to longer slower (hot trains). Not giving us time to do what is right! Which in turn makes for a less safe railroad. The morale is down severely all across the railroad. Which makes for a less safe railroad! A lot more bumping going around also. Employees are scared they may no longer hold a job due to all the cut's in man power. So generally speaking the railroad I hired onto has gone to pot! I no longer feel excited to go to work. I feel like the next day could be my last day to be employed with Union Pacific.	12/17/2019 1:16 AM
1439	23 years on NS. It's a war on employees. We are know forced away from our families because of one ending of inter divisional pools. Many are driving in the wee hours of the night/am to try and catch their train. 4hrs. Company officials are harassing us to leave on schedule time often overlooking safety rules.	12/17/2019 1:16 AM
1440	biggest difference I see is no one cares about how the job is done (correctly or incorrectly) just so it gets done by the time limit. also the man count has severely been reduced.	12/17/2019 1:16 AM
1441	Same	12/17/2019 1:16 AM
1442	they have stopped fixing things that need fixed due to reduced work force. TE&Y employees are working longer hours due to reduced workforce causing trains to sit due to crew availability.	12/17/2019 1:15 AM
1443	Worse	12/17/2019 1:15 AM
1444	They are worse than 5 years ago. Inbound mechanical inspections are down to half. Car defects are not getting reported because the inspectors are rushed to get the class one done in order to get the on time departure or repercussions are threatened. I see more broken ladders, bent sill steps and broken brake platforms then ever. Track conditions are terrible also because they won't give engineering time to maintain them because it might delay a departure or Make so cars miss connection.	12/17/2019 1:14 AM
1445	Much safer and many more useful tools.	12/17/2019 1:14 AM
1446	They've gotten worse	12/17/2019 1:12 AM
1447	Not applicable	12/17/2019 1:11 AM
1448	Worst I have ever seen it. Twenty years ago foremen and management would train their workers. Today no training what so ever.	12/17/2019 1:10 AM
1449	Just in the last two years work conditions have went down hill quick, there is not enough people never rested every thing is cut down past the bare bone.	12/17/2019 1:09 AM
1450	Much worse	12/17/2019 1:09 AM
1451	They are worse.	12/17/2019 1:08 AM
1452	Worse. Safety is out the window. It's all about the shareholders and forget the customers.	12/17/2019 1:07 AM
1453	Horrible. Harassment is constant. Mgmt violating FRA law and labor contracts, union does nothing to help ee's only the company	12/17/2019 1:07 AM
1454	5 years ago a zero day was unheard of on a curve gang note I've had many on the steel gang this year. It seems that the more precise they get with scheduling the more absurd it gets.	12/17/2019 1:07 AM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
1455	The NS railroad was a great place to work 15 years ago when the company hadn't abandoned their employees For the stockholders yet.	12/17/2019 1:05 AM
1456	Degrading	12/17/2019 1:05 AM
1457	It's my opinion that the company is more focused on production and less focused on safety in order to fit the PSR expectations.	12/17/2019 1:04 AM
1458	Not efficient	12/17/2019 1:04 AM
1459	RR is not the same	12/17/2019 1:04 AM
1460	I have worked at the same location for over 20 years. we still have the same amount of territory to maintain but are now required to do so with 50 percent less people. the maintenance force has been reduced to 3 people making it very difficult to accomplish required tasks, sometimes impossible. more demands than ever have been placed on the maintenance forces, with the addition of onerous sometimes ridiculous required safety rules, but Management continues to take away instead of helping.	12/17/2019 1:03 AM
1461	I've been on the railroad for 12 years I would say the conditions are the same production over safety	12/17/2019 1:02 AM
1462	About the same	12/17/2019 1:02 AM
1463	Badly, wheels get numbers fudged by bosses, everything is fuel and go (don't look at it), employees are shuffled from unfinished jobs so it can be released without actually repairing	12/17/2019 1:02 AM
1464	Safety has been set aside. Do more with less.	12/17/2019 1:02 AM
1465	Upper management is pushing more work down the contract employees and drastically cutting our workforce in return wanting more production.	12/17/2019 1:01 AM
1466	The railroad is a demanding job, but All PSR has done is try to get more with less. Railroads are too important to the economy to allow hedge funds to come in and gut them for short term profits then move on to the next thing leaving nothing but destruction and a skeleton of a company behind them. The economy suffers tremendously from these actions and 10–20 years ago railroads were interested in growing business and improving customer service.	12/17/2019 1:01 AM
1467	Track conditions, yard walking conditions, roads to drive vehicles on, crew room buildings and engines are all drastically falling apart	12/17/2019 1:01 AM
1468	We're not given proper equipment to execute job tasks in correct manner, nor do we have the man power to correctly perform tasks in an efficient manner. We're told to work with what we have then ridiculed when tasks take longer than our management thinks it should. We have less people and we're following rules when performing tasks. Every new rule added, adds time to each and every task.	12/17/2019 1:00 AM
1469	More rule changes work in general is the same with less man power	12/17/2019 1:00 AM
1470	Never seen it so bad the don't care about us just want to gave hearings the managers don't care at all	12/17/2019 12:59 AM
1471	Considerably worse.	12/17/2019 12:59 AM
1472	Worse	12/17/2019 12:59 AM
1473	We have fewer men, which means a larger work load and the company expects the work to still be done with no overtime!!!	12/17/2019 12:59 AM
1474	Awful	12/17/2019 12:58 AM
1475	5 years ago the work environment was much more safety oriented with less of a focus on production. There was no cost to great for safety. Now you will never hear it said out loud, but it very much is felt that its production first safety last.	12/17/2019 12:58 AM
1476	Working conditions have remained the same. Undesirable, unforgiving, dirty, and dangerous. Add to that increased traffic volume on a very tight schedule ("precision railroading") and you have the environment we work in. Work as fast as you can when you get a "window." Don't get hurt, however, because if you do it will end up being your fault! Not something I would recommend to anyone. If I was younger I would do something else!	12/17/2019 12:58 AM
1477	Lee's time to get work done	12/17/2019 12:57 AM
1478	I work in a large hump yard. Morale is low, we are given minimum breaks in any weather condition and pushed out the door as soon as we show up without time to review paperwork. When trying to hydrate, the managers will harass us and tell you to get back to work. Managers will walk around with a watch and time your 20 minute lunch which makes it stressful to relax and eat. There is less of a schedule now, as all of the jobs that were cut are covered by the extra board at the companies discretion. Crew callers will call you no matter where you are at on the board, and dock your guarantee if you don't answer on the first call. We are forced to take calls out of our agreement in areas we are not familiar with or there will be repercussions. Also, crews working safely have been sent home because they were not working fast enough.	12/17/2019 12:57 AM
1479	Safety taking a back seat to profits.	12/17/2019 12:57 AM
1480	More stressful. Not as enjoyable	12/17/2019 12:55 AM
1481	10 years ago you were able to get time to do maintenance on the tracks. Now you always feel rushed	12/17/2019 12:55 AM
1482	Worse	12/17/2019 12:55 AM
1483	Morale is lower, work quality is lower. In general both management and agreement employees are less invested in work due to job instability.	12/17/2019 12:54 AM
1484	Worse	12/17/2019 12:53 AM
1485	A lot less men and equipment. More contractors. 3 men and a truck take care of 120+ miles of track.	12/17/2019 12:52 AM
1486	Less men, more responsibilities, the NS has no interest in their employees well being or future	12/17/2019 12:51 AM
1487	I find that safety is no longer the focus when reforming the job. Its about getting the job done in the least amount of time using the least amount of resources. Risk is not mitigated.	12/17/2019 12:50 AM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
1488	Less and less attention is being put on safety. Specifically, to routine maintenance. Production and employee reduction is the driving factor with PSR. The increased train lengths are out of control. This causes more delays and issues for train crews as well as safety issues for the general public.	12/17/2019 12:50 AM
1489	Poor. Poor attitudes by everyone. Management treats us like we are nothing more than wiping posts. Not to mention they furlough us and continue to add several more managers.	12/17/2019 12:50 AM
1490	It's a different railroad since hiring in 2006. It's more about cutting the workers throat, the men and women that break their backs to keep these trains on the tracks, are threaten for doing silly things such as poor radio communication really that's what's going to break this railroad ?	12/17/2019 12:49 AM
1491	with PSR derailments are up. there a great concern for safety on system gang. we work next to adjacent tracks with train going by all day. a lot of time there's not enough room to clear by 25 ft so the EIC slow them to 25 mph still this is a concern.	12/17/2019 12:48 AM
1492	Do more with less. Profits before safety	12/17/2019 12:48 AM
1493	I've noticed that the locomotive situation is scary. Even on a Z train, you cannot count on the Locos being in good condition. And there is never enough power available. I worry each trip now that we will lose a motor and be stuck sitting, waiting for them to pull an engine off of another train that is underpowered. I also fear the state of our rolling stock, as we do not have enough people to inspect the cars or work on them when a defect is found. I've been told not to bother reporting bad order cars because they will be ignored if the wheels haven't actively started to fall off. I've also been told by MOW that track conditions are much worse than we are told. And it can be felt.	12/17/2019 12:48 AM
1494	About the same, just a few more rules	12/17/2019 12:47 AM
1495	istresses on trains moving and less about potential problems in outbound trains	12/17/2019 12:46 AM
1496	More unorganized schedule.	12/17/2019 12:46 AM
1497	Much worse	12/17/2019 12:46 AM
1498	They suck, more work expected and less men,	12/17/2019 12:45 AM
1499	This is by far the worst it has been working for the railroad. We are having to do so much more with so much less. It is ridiculous, unsafe and Union Pacific should be ashamed.	12/17/2019 12:43 AM
1500	Company more concerned about rules and G55 than it is about undersized work force.	12/17/2019 12:43 AM
1501	Better	12/17/2019 12:42 AM
1502	They have less people doing more work, causing fatigue and low moral.	12/17/2019 12:38 AM
1503	Not good	12/17/2019 12:38 AM
1504	The railroad wants more done with less men	12/17/2019 12:38 AM
1505	I think that they have worsened over the years. Everyone is constantly looking over their shoulder, afraid of getting let go or days in the street. Hard to focus on safety and productivity when you're constantly worried about losing your job	12/17/2019 12:38 AM
1506	Unsafe and dangerous not only to fellow brothers and sisters but to the communities and customers we service. Having cut jobs and less people to support and back we're now losing customers to other forms of transportation I.E. trucking.	12/17/2019 12:37 AM
1507	I worked as a carman years ago and more recently as a conductor. Before I was laid off Saftey seemed to me it was starting to become less important.	12/17/2019 12:36 AM
1508	Worse. In 2015 when I hired out we didn't have to pay for PPE. Now we have to pay for things like batteries for flashlights, causing many employees to not replace them.	12/17/2019 12:36 AM
1509	More pressure now to get things done quicker. Less days off with new z schedule.	12/17/2019 12:36 AM
1510	Not enough men to do a job. Just putting out fires instead of actually doing a complete and thorough job of maintaining track. Sometimes equipment is no where to be found putting employees at risk of being over worked and hurt.	12/17/2019 12:36 AM
1511	They are worse then 5 years ago. No safety what so ever unless it falls back on employee, then the employee is getting written up.	12/17/2019 12:36 AM
1512	morale scraping bottom	12/17/2019 12:34 AM
1513	Unsafe	12/17/2019 12:34 AM
1514	Terrible, way too rushed and safety is looked over in favor of production. Even FRA violations	12/17/2019 12:33 AM
1515	The company is only concerned with keeping shareholders happy. The safety and well-being of the workers is almost non existent. The people that do the work to make the railroad run mean nothing anymore.	12/17/2019 12:32 AM
1516	Worse	12/17/2019 12:31 AM
1517	Excessive discipline policies contribute to performance anxiety.	12/17/2019 12:31 AM
1518	Safety has gone out the window, the carrier expects you to do more with less and you are often times rushed and encouraged to take short cuts.	12/17/2019 12:31 AM
1519	Some things better, some worse.	12/17/2019 12:30 AM
1520	Things used to be more laid back and safe with everyone watching out for each other. Now it's all about how we can get more done with less	12/17/2019 12:30 AM
1521	More dangerous, no maintenance being done, threatened of termination for doing the job right	12/17/2019 12:30 AM
1522	Hectic. chicken with it's head missing scenario	12/17/2019 12:30 AM
1523	Unsafe	12/17/2019 12:28 AM
1524	Not nearly as stable, morale is at an all time low, been with CSX almost 20 years, it's a shame all they wanna do today is cut jobs and write people up or terminate them.	12/17/2019 12:27 AM
1525	Worse they want more production and less quality	12/17/2019 12:27 AM
1526	Not nearly as good, not enough people to do the work, and we are always rushed on track time.	12/17/2019 12:27 AM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
1527	We are completely saturated in tasks at work. The work that is happening is being pressed for time rather than for safety. There are fewer and fewer people doing more and more work and we are missing safety issues left and right. The railroad has never been a forgiving workplace. Today it is unbearable.	12/17/2019 12:27 AM
1528	Work conditions have suffered greatly because of all of the penny pinching attitudes involved with PSR. It use to be a good company took care of it's employees and they would take good care of the customers, and good profits would be there. This whole cut everything, and combining train business is nothing but a recipe for disaster. Employees hate their jobs and lose any motivation with the constant knowledge that their job is threatened just so the 1 percent of the company and investors can make a bigger profit.	12/17/2019 12:27 AM
1529	Worse. A lot of pressure on the welding side of things concerning Thermite welding and with PSR there is no time available to make welds. So short cuts are needed. Actually, short cuts are being taken all over not just the welding side.	12/17/2019 12:26 AM
1530	More work less workers	12/17/2019 12:26 AM
1531	Reduction of workforce now more the work load is more with less employees is a result in more accidents. More time away from families and on the roads and in the air.	12/17/2019 12:25 AM
1532	Way less manpower now compared to 10 years ago. A smaller number of men are expected to do the same work as a lot more men were 10 years ago. That leads to over stressed workers, which in turn, is unsafe.	12/17/2019 12:25 AM
1533	They expect a lot more out of each employee than they did 10 years ago forcing employees to rush and take short cuts	12/17/2019 12:25 AM
1534	I've been working on the railroad for 8 years now and it is by far the best job I've had, with that being said it has drastically declines in my opinion in the last 2 years considering safety, quality of work, how many hours each of us put in, actually being appreciated for the work we do, feeling like it's never enough all these time!	12/17/2019 12:24 AM
1535	More about the bottom line every year that goes by. Not about the employees any more. That's bad business period	12/17/2019 12:24 AM
1536	Worse	12/17/2019 12:23 AM
1537	Poorly.	12/17/2019 12:22 AM
1538	Safety is for paper work. It goes out the window when there is an emergency situation	12/17/2019 12:22 AM
1539	Considerably worse-with the most prominent drop in these last 5 years.	12/17/2019 12:19 AM
1540	They're worse	12/17/2019 12:18 AM
1541	Worse, having to do work by yourself without a partner.	12/17/2019 12:16 AM
1542	Better on both	12/17/2019 12:15 AM
1543	Worst now than before	12/17/2019 12:14 AM
1544	Not worried about work just bottom line	12/17/2019 12:14 AM
1545	7	12/17/2019 12:13 AM
1546	Zero	12/17/2019 12:12 AM
1547	Schedules change too much, projects are always changing. It's difficult to keep up with all the changes.	12/17/2019 12:12 AM
1548	There are a lot more short cuts. Less time allotted for site set up. Constant production movement. Maintenance time almost nonexistent.	12/17/2019 12:10 AM
1549	The current working conditions are the same but we do a day and a half of work in one day. Our people are getting injured but are afraid to claim injury so they don't get pulled out of service, hence they do not tell management. The first thing that happens is an investigation into what you did wrong, and then they have spent years having us sign documents on any issue in which could occur. "You signed the paper"	12/17/2019 12:10 AM
1550	I work for Union Pacific, nothing is ever maintained.	12/17/2019 12:10 AM
1551	More ripping and running and more stress to me that's pushing safety to the limit	12/17/2019 12:09 AM
1552	5 plus years ago working conditions were much better than they are today. There were more people to do the work that now gets pushed to one person. Now it's harder to get work done with heavy and cumbersome parts by yourself. Much is the same with many craft personnel.	12/17/2019 12:05 AM
1553	Worse than 5 years ago	12/17/2019 12:05 AM
1554	Less track time. And less time to properly maintain the tracks. I don't see much difference in working conditions.	12/17/2019 12:04 AM
1555	A lot less safe.	12/17/2019 12:04 AM
1556	Have decreased so drastically that safety isn't the most important thing the company cares about it's the shareholders.	12/17/2019 12:04 AM
1557	10 years ago if employee was working a floating job it was 10 hour work days 4 days a week. Employee knew when and what they was working all the time. Now employees don't no days or hours except at the most 2 weeks in advance when the 1700 call is made on every other Thursday. If employees work away from home on floating jobs it's hard to have any sort of family time or to plan to go to the doctor or dentist. There's just no telling what you will be working from 4 10s to 5 eights or 8 and 6. And let's not even talk about 9 and 5. Oh don't forget we might be working starting on Sunday to. And night shift is rough working in the dark.	12/17/2019 12:04 AM
1558	Poor	12/17/2019 12:04 AM
1559	Less favorable	12/17/2019 12:04 AM
1560	Conditions have declined. Repairs aren't being made and reporting issues is frowned upon if it delays a train	12/17/2019 12:03 AM
1561	More negative, more close calls due to pressure to achieve more with much less	12/17/2019 12:03 AM
1562	Safety is awful, the engineers and Conductors are a second thought. And Communities we run through, 15,000 feet that's 3 miles one way 6 miles back to the head. If anything happens we are screwed.	12/17/2019 12:02 AM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
1563	So sad	12/17/2019 12:02 AM
1564	Unsafe. Short handed	12/17/2019 12:01 AM
1565	Much worse, fatigue is worse, I'm afraid to report safety concerns because of threats of termination, we are told to not report or call the FRA or face discipline. We are working more hours for less money and constantly harassed about every little thing.	12/17/2019 12:00 AM
1566	They are much worse than 20 years ago	12/17/2019 12:00 AM
1567	I see no change for the better	12/17/2019 12:00 AM
1568	Worse	12/16/2019 11:59 PM
1569	Worse, to many cuts	12/16/2019 11:59 PM
1570	Worse	12/16/2019 11:59 PM
1571	Not enough employees	12/16/2019 11:58 PM
1572	More unsafe and worse then they've ever been.	12/16/2019 11:58 PM
1573	Work conditions have degraded. I work on a SPT. You never know where your going next or if your working days or nights. You can't plan anything. You can look at current injuries and determine that to be true.	12/16/2019 11:57 PM
1574	5 years ago the industry standards were more safety focused and the employees had a voice in that. Today it's easy to see that the focus is more of a money driven short gain environment with no regards for the public and employee alike.	12/16/2019 11:55 PM
1575	Go	12/16/2019 11:55 PM
1576	Worse	12/16/2019 11:54 PM
1577	On one hand I don't worry about losing my job every day, but on the other the company is running off lots of business.	12/16/2019 11:54 PM
1578	Worse company more concern with profit than safety	12/16/2019 11:53 PM
1579	Declining . . . equipment not being maintained as it should . . . safety issues not being addressed	12/16/2019 11:53 PM
1580	Safety is pushed more but budget cutting seems to be the companies main priority	12/16/2019 11:51 PM
1581	Worse, especially on SPG gangs due to frequent and numerous schedule changes with s shift to a high percentage of night work.	12/16/2019 11:51 PM
1582	Everybody is nervous and looking over they shoulder. Managers follow the carmen everywhere they go and tell them everything they do is wrong. And make them feel like they are dumb and can't do anything right. We are short handed and men get forced to work double shifts continually leaving them stressed out and untested.	12/16/2019 11:50 PM
1583	Rail itself has degraded due to them laying of MOW workers, more defects are being found en route because Carmen aren't allowed to bad order cars at UP and work conditions are harsher due to the attitudes of management with the "do what we tell you and ask no questions" mentality.	12/16/2019 11:50 PM
1584	Getting worse	12/16/2019 11:50 PM
1585	More unstable, the carrier is not putting enough resources into infrastructure. Cutting off Carmen is unsafe.	12/16/2019 11:49 PM
1586	They are worse and don't allow for adequate time to fix the defects needed to keep trains running without risk of derailments.	12/16/2019 11:49 PM
1587	Worse in the last decade. There are less positions available to do the work on the average section, despite the nature of the work not changing. There are less big gangs year over year and less positions for guys to fill. A super tie gang has a goal of 2x what a normal one did and only a percentage more positions to them. Conversation with supervisors about hours of service is a constant battle. More and more training gets piled on without compensation for having it. Track workers are getting more and more skilled and are still paid like common laborers who need more training to do our jobs. Just getting materials and tools to do the work is a battle sometimes now. Feeling like our every move is watched Amanda logged makes you feel paranoid that on little mistake will lose you your job, because it has been costing people their jobs.	12/16/2019 11:48 PM
1588	The work is much faster paced with less men. Unsafe conditions are a every day Occurrence!	12/16/2019 11:47 PM
1589	More workload less time to perform work	12/16/2019 11:47 PM
1590	Work conditions have definitely declined	12/16/2019 11:46 PM
1591	Worse	12/16/2019 11:46 PM
1592	Seems to be less organized	12/16/2019 11:45 PM
1593	Not good They want more with less and it's dangerous Not enough workers	12/16/2019 11:44 PM
1594	Worst I have seen them in 26 years	12/16/2019 11:43 PM
1595	Worse	12/16/2019 11:42 PM
1596	Since I have started 5 years ago a lot much has changed. Lots of labor in environments from freezing temps to plus one hundred degrees. Main struggle is low manpower on projects.	12/16/2019 11:42 PM
1597	Bad	12/16/2019 11:39 PM
1598	Employee morale is terrible which affects working relationships and overall performance while working. The pride in our job is on the decline.	12/16/2019 11:38 PM
1599	Run trains screw everything else	12/16/2019 11:37 PM
1600	Many more derailments due to lack of car maintenance and cut backs on track maintenance	12/16/2019 11:37 PM
1601	Horrible now!	12/16/2019 11:37 PM
1602	Terrible, less safe, more strain on workers who are left	12/16/2019 11:37 PM
1603	Conditions are slower more delays and unsafe conditions are worse pressure from company management to do more faster is horrible	12/16/2019 11:36 PM
1604	Poorly	12/16/2019 11:36 PM
1605	Longer time away from home, work is done safer though in track programs	12/16/2019 11:36 PM
1606	I've been at U.P. for 7 years. Work conditions are the worst they've been in that time.	12/16/2019 11:35 PM
1607	I feel have not changed much just a typical the railroad comes first and we come last just the topical cut corners at the expense of us	12/16/2019 11:34 PM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
1608	Work conditions have changed for the worse-everything feels more rushed. More work at night and schedules change constantly. Employees make plans (vacations, graduations, weddings) months ahead of time just to have the rug pulled out from under them last minute. Also, with work windows feeling so rushed, it makes work conditions much more dangerous.	12/16/2019 11:34 PM
1609	Less resources (manpower, materials, vehicles/equipment). Much poorer morale. Reactive maintenance not preventative.	12/16/2019 11:33 PM
1610	Not much change. Just less gang work. Lots of workers, getting furloughed longer. And feel like tracks may not be getting the attention it needs.	12/16/2019 11:33 PM
1611	5–7 years. Hurry and get it done	12/16/2019 11:33 PM
1612	managers now have zero know-how to do actual track mtc. they graduate from college w no background whatsoever in r/r mtc., or anything railroad related for that matter. their only concern is $$ and this trend is climbing the higher layers of mgt. also not just fls's. This creates an environment of layers of accountants whose sole talent is to run a computer and calculator. no people skills. no grasp nor care for the difficulty of the job, the flexibility needed when a track project is planned and something unforeseen happens. They explode when issues are raised that only they can address. we are labeled as combative if we raise safety concerns or issues that they view as contrary to their given goal. We have never been so understaffed with the same productivity expectations. our workforce has very little stability and we are expected to travel extended distances without hotel or expenses since mobile division jobs are becoming extinct due to budgetary expectations. when we are put on expense sheet for detached work our individual expenses are microanalyzed and either denied or so slowly paid that months go by before payment is authorized. once stable machine operator jobs are not year round anymore forcing employees to work extended distances away from home. managers side step labor agreement on nearly a daily basis using their favorite people to run equipment rather than by seniority. favoritism is rampant and manager's favorite employees get hotel, expenses paid w no questions, get prime OT and machine offers ahead of senior employees. Managers used to be the #1 person who KNEW how to do any given job. They had gobs of r/r mtc experience prior to becoming a manager. they stayed and assisted at derailments. they were onsite at any big planned project (sw install, etc). We have clueless managers whose bosses are also clueless, and their boss is also clueless. they are in charge of workgroup who have many newer employees whose training is computer based w no real training benefit to the employee who loses their certification to operate equipment or drive a truck if they don't pass CBT course of zero actual value by percent80 min. Everything and I mean EVERYTHING is $$ budget driven. Need PPE? lets see if there's enough $ in the budget to order some this month. Sorry. we needed a new frog so this months budget is shot. just keep using what you got till I can order some PPE next month. Today's managers either work from home and are seldom seen on their territory unless bigwigs are nearby or someone's in trouble and requires piss testing. Many rarely leave their offices because they know nothing about how to maintain track. IT HAS NEVER BEEN SADDER.	12/16/2019 11:32 PM
1613	Worse. I feel unsafe on longer trains, that are mixed freight. Many factors on this.	12/16/2019 11:32 PM
1614	10 yrs ago at least there was enough people to get the work done by rail workers. Now if contractors have to be there to help with every large job equipment wise. They cut the grass where we once did. They clean out the switches which we once did. They are cutting us so small so we have no voice.	12/16/2019 11:32 PM
1615	Less forces, I know a guy who is a track inspector and has to do the work were he finds defects as to positions don't get backfilled	12/16/2019 11:32 PM
1616	The stresses I see in the workers around me is palpable. Motors are going without repair, trains are expected to get to their destination on time (even though the workers have twice the amount of work and no added benefits). I have watched the railroad for close to 30 years. This is the worst I have seen morale. You will soon be (if you haven't already) lose your best workers and have nothing left but the people who can't hold another position somewhere else. We all know which workers I refer to. Just the last 5 years alone I have seen workers completely losing their sense of worth at this job and their sense of accomplishment.	12/16/2019 11:31 PM
1617	There's no comparison, the railroad I hired on with in the year 2000 was much better than what we're forced to work with today. Corporate greed has taken the place of safety and morale is at an all time low	12/16/2019 11:31 PM
1618	Worse than ever.	12/16/2019 11:30 PM
1619	Understaffed over worked under paid	12/16/2019 11:30 PM
1620	The company seems more concerned about money. They change rules so much for the benefit of money that nobody knows if they're doing anything right or not or if it's even safe.	12/16/2019 11:30 PM
1621	8 years ago it was easier to tell when you where going to work. and you could actually make it to your destination most of the time	12/16/2019 11:29 PM
1622	Work conditions have deteriorated and are I believe at an all new low point in my career.	12/16/2019 11:29 PM
1623	Conditions are worse we are expected to do more with less. We are always looking over our shoulder more now then 10 yrs ago	12/16/2019 11:28 PM
1624	No comparison! I have had my schedule changed three times this year. Before that I hadn't had 3 schedule changes in 10 years. It never changes for the better.	12/16/2019 11:27 PM
1625	10 Maintenance of Way workers for 200 miles of track and 4 yards. Now only 6 Maintenance of Way workers. 5 to 15 years ago.	12/16/2019 11:27 PM
1626	I have been at the railroad a little over 2 years and have seen the conditions decline considerably in that short amount of time.	12/16/2019 11:27 PM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
1627	being told what not to inspect, even if the defect is FRA	12/16/2019 11:26 PM
1628	Much worse than 15 years ago	12/16/2019 11:25 PM
1629	Significantly worse	12/16/2019 11:25 PM
1630	Weather has effected days lost in work	12/16/2019 11:24 PM
1631	Less man power and more work. The rail and tie focus has been on core routes. Head count cuts have been on branch lines. Leading to chasing defects instead of having time to fix them before they become a problem.	12/16/2019 11:24 PM
1632	It's more about moving longer, heavier trains today, than in the past. Instead of moving customer's freight when they receive it, they hold it until they are ready to run it.	12/16/2019 11:22 PM
1633	I am seeing a lot more preaching of safety and less of practicing safety	12/16/2019 11:21 PM
1634	Worse	12/16/2019 11:21 PM
1635	We have less people doing more work in less time over a wider area. We boast about safety but managers tell us to cut corners to get more done with less in order to make things look good on paper. In turn this harms safety.	12/16/2019 11:20 PM
1636	Not even close to 5 years, and 20 years ago we were still railroading. Decisions on material, work and number of employees have all took a loss. We are flying by the seat of our pants and not repairing correctly.	12/16/2019 11:20 PM
1637	Federal rules are better due to rest issues but fatigue continues to be a major problem.	12/16/2019 11:19 PM
1638	Generally less safe. Production over protection now	12/16/2019 11:19 PM
1639	Way less safety and depressing, morale is horrible, this company does not care about here employees until they are hurt or killed.	12/16/2019 11:19 PM
1640	More production with less people	12/16/2019 11:19 PM
1641	not even close PSR is just another way of applying pressure to everybody to perform or you will lose your job	12/16/2019 11:19 PM
1642	We are running longer trains with fewer employees. Taking its toll mentally and physically on anyone left to run trains.	12/16/2019 11:18 PM
1643	1. more "company policies' (attendance policy) 2. seems unorganized regarding working hours	12/16/2019 11:18 PM
1644	Safety is out of the question it's do the work or else!	12/16/2019 11:18 PM
1645	Much worse. Morale is nonexistent.	12/16/2019 11:17 PM
1646	Way more push from management to hurry workers around to get more done while putting it on employees to get more done while not going over 8 to 12 hours.	12/16/2019 11:17 PM
1647	We're doing more with less people, were being intimidated to work faster and not turn in defects and if we do we expect to be written up for some BS	12/16/2019 11:16 PM
1648	fewer trains, less jobs, more work on locals and yard jobs with impossible schedules	12/16/2019 11:16 PM
1649	Production over safety. They don't treat their employees that great anymore. Took a day off away from us, as if us employees aren't away from their families enough. It causes wear and tear. Really burns you out. We used to get more safety meetings with meals, which would help with morale, but that's rare now too. They just keep taking and wanting more out of you. It's not the great company to work for like it used to be. Every employee I know feels unappreciated and would not recommend this job to others. Its sad.	12/16/2019 11:16 PM
1650	Everything is rushed today!	12/16/2019 11:16 PM
1651	Much worse	12/16/2019 11:16 PM
1652	Defects including FRA defects being ran local management to keep upper management happy. Unsafe	12/16/2019 11:16 PM
1653	Deplorable...Hunter Harrison should be burning to a crisp in hell.	12/16/2019 11:15 PM
1654	Total breakdown. It's absolutely nothing like it was 10 years ago.	12/16/2019 11:14 PM
1655	Honestly conditions are a lot worse. Years ago you felt like a person, now you feel like a number. Employees basically live to work now. They have no personal life like they used to. Employees are told this holiday season no vacation is allowed regardless if it was scheduled and approved already or not. Put all of that together and employees morale is way low which makes them not want to do any extra and everyone suffers. The company suffers, the customer suffers, fellow employees suffer and the family's at home suffer. PSR might be good for stockholders but for the people at the ballast line it's done good.	12/16/2019 11:14 PM
1656	Less people	12/16/2019 11:14 PM
1657	Fewer men and garbage equipment. The contractors that are crawling all over the place operate with better stuff. Manager's cannot be trusted either.	12/16/2019 11:14 PM
1658	They are better	12/16/2019 11:14 PM
1659	Terrible. Production over safety.	12/16/2019 11:13 PM
1660	Much worse. There has been a steady decline.	12/16/2019 11:13 PM
1661	Unethical towards the employees and the customers. Customers are not of any importance and neither are the employees in the carriers eyes	12/16/2019 11:13 PM
1662	Horrible . . . no self investment in yards treat workers with no respect. All about the train schedule and not a safe work environment	12/16/2019 11:12 PM
1663	Work conditions have dramatically changed over the course of the last 5 years. Familiarization of yards, industries, main line, and industrial leads used to be something that was taken seriously. Over the course of the implementation of PSR the carrier has had a shift of concern. Familiarization of workplaces and the practices that go along with said workplaces is absent. Unfamiliar territory is a recipe for disaster and the lack of manpower places many more individuals in unfamiliar positions. The term "pilot" used to be a saving grace for someone working territory they've either never traversed or haven't been on in decades. "Pilot" seems to be a thing of the past where I perform my service. The carrier expects everyone, familiar or not, to provide top notch service as if they traverse said territory on a daily basis. Lack of performance due to lack of training is affecting our employment. All in the name of profits.	12/16/2019 11:12 PM
1664	It's been bad since I started here in 2015 but it's got worse	12/16/2019 11:12 PM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
1665	About same	12/16/2019 11:11 PM
1666	Safety has gone out the window Threatened to do more work with less people.	12/16/2019 11:11 PM
1667	Worst	12/16/2019 11:10 PM
1668	They keep getting worse. Very contract we take losses, we've lost shop work left and right to outside vendors when our quality has already been proven to be better.	12/16/2019 11:10 PM
1669	The work conditions are worse and the safety has been put aside.	12/16/2019 11:09 PM
1670	Less than two years on the rail road, but from what I have learned from old heads, the work environment has become much more strict and tense.	12/16/2019 11:08 PM
1671	Not worried about safety just the bottom line	12/16/2019 11:08 PM
1672	Feels to be more carelessness of the management in regards to safety and concern for employees. This do more with less philosophy makes it feel like everything is being held together with hopes and dreams it's going to work.	12/16/2019 11:08 PM
1673	It has changed from a safety first environment to production first	12/16/2019 11:08 PM
1674	Short handed made to cut corners to keep trains running	12/16/2019 11:06 PM
1675	We are asked to do more for less . Less time less help less everything	12/16/2019 11:06 PM
1676	Safety has increased, but morale has decreased.	12/16/2019 11:05 PM
1677	They are much more unsafe than 5 years ago and that applies to 10–20 years ago as well	12/16/2019 11:04 PM
1678	Not as safe	12/16/2019 11:04 PM
1679	No, Saftey is just a word that can be forgone with a set of management initials.	12/16/2019 11:04 PM
1680	5 years The same old back staving and luring to us 10–20 years A little better but still treat MOFW bad	12/16/2019 11:04 PM
1681	From 15 years ago things have gotten worse overall in all categories.	12/16/2019 11:04 PM
1682	Better but still not sufficient enough. Upper management still pushes in safe conditions	12/16/2019 11:03 PM
1683	Good	12/16/2019 11:02 PM
1684	Sucks under staffed more contractors more worried our record profits then us fixing things right.	12/16/2019 11:02 PM
1685	Worse	12/16/2019 11:00 PM
1686	Work conditions are horrible, train line ups are all over the place. We preach safety, but I have seen more accidents in the last year than my time on the railroad.	12/16/2019 11:00 PM
1687	Worse	12/16/2019 11:00 PM
1688	Doing the same work w/less people	12/16/2019 10:59 PM
1689	Same	12/16/2019 10:59 PM
1690	Everything now is timed. Rush rush rush	12/16/2019 10:59 PM
1691	It is really actually safer then it was 20 years ago	12/16/2019 10:58 PM
1692	6 years Seniority can't hold anywhere, they cut so thin they're running us into the ground	12/16/2019 10:57 PM
1693	Debt is up, safety is down, customer service is down, management lies about numbers to make metrics appear better than reality.	12/16/2019 10:57 PM
1694	Safety issues are in the rise. Skeleton crews leaving not very many rested crews at home. Length and weight of trains is a major safety issues for the public.	12/16/2019 10:57 PM
1695	More contractors less overtime	12/16/2019 10:57 PM
1696	Poor	12/16/2019 10:56 PM
1697	There is a serious lack of leadership and absolutely no communication between crafts. Going to do a simple task now is almost impossible.	12/16/2019 10:56 PM
1698	Less manpower with more work at the district levels. Not enough people to do the work at a local day to day level. Reduced Manpower has been the answer to driving up stock prices yet the local territories have the same issues as before just less people to address them. It definitely saved money and has made stockholders more and more money while it has degraded quality of life for the people on the district levels.	12/16/2019 10:56 PM
1699	Worse than 10 years ago. Shorter boards so less home time and less rest. 14000 foot long trains are terrible and dangerous. Being a conductor at the end of 14000 feet with a hand held radio that my engineer cannot hear because I am so far away.	12/16/2019 10:56 PM
1700	been laid off due to cutting of jobs and making money for upper executives	12/16/2019 10:55 PM
1701	Safety man hours are an issue. The same work is expected with lesser manpower. An extra gang that used to have 6 heads, now has 4. Much more driving required also because lots of gangs have been cut off. Moral is at a all time low which affects the safety of the workers.	12/16/2019 10:55 PM
1702	Big change now with PSR, longer trains, getting on/off moving equipment, lot of job cuts.	12/16/2019 10:55 PM
1703	Conditions are about the same for 5 years ago now 10–20 years ago we seem to be better but less employees by far. This creates more pressure on those of us today to get the job done	12/16/2019 10:55 PM
1704	Due to unforgiving and unreasonable layoff policies combined with the more unpredictable than ever schedule, I go to work exhausted and sleep deprived more often than 10 years ago.	12/16/2019 10:55 PM
1705	Need more manpower	12/16/2019 10:55 PM
1706	Inconsistent line ups. Unsure when you're going to work. Lack of management for questions about work. Holding you until the Las minutes and then expecting you to rush to get everything done before the hours of service.	12/16/2019 10:55 PM
1707	I work a LOT more overtime because we lack personnel. I have 16 years on the railroad and each year we have fewer and fewer people. Yes, I answer my phone and that is my choice. But so often I feel like if I don't go, then nobody will go. Often times there is just me and one other guy to make the off-hours repairs.	12/16/2019 10:54 PM
1708	Terrible. You used to have regular jobs and other things to look forward to as your seniority grew. Now there is nothing but asinine rules and officials using everything in their arsenal to try and fire you.	12/16/2019 10:54 PM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
1709	the General morale of the workforce is down. Going from working 1 direction into 7, being "qualified" on over 1000 miles of track is ridiculous. It's like being "ok" and numerous things instead of being an expert at one.	12/16/2019 10:54 PM
1710	More work less people . . . unsafe	12/16/2019 10:54 PM
1711	10 to 20 years. Well less people to do the same amount of work. Getting into the gray areas of safety constantly now. Workers are over worked due too the overtime they work now vs 20 years ago.	12/16/2019 10:52 PM
1712	Lower man counts, stricter schedules, spend 5 dollars to save 1	12/16/2019 10:51 PM
1713	More work, less guys to do it and less time to get the work done	12/16/2019 10:51 PM
1714	Much worse. We're pushed harder with smaller crews and no support. The budget crunch is so bad that we can't even get safety gear in a timely manner.	12/16/2019 10:51 PM
1715	Production over safety	12/16/2019 10:51 PM
1716	Horrible the operating practices and rule breaking to try and make PSR work have us breaking the rules all the time to keep up with a schedule that is a joke	12/16/2019 10:51 PM
1717	It's more stressful. If not performing fast enough you feel threatened. Feel like job security isn't what it used to be and they will fire or charge you with bogus charges just to send you home until a final determination is made.	12/16/2019 10:51 PM
1718	Worse	12/16/2019 10:51 PM
1719	No regard to safety anymore	12/16/2019 10:51 PM
1720	Boards are understaffed causing less rest time between trips. Extra boards are understaffed causing more dropped turns and unpredictable call times. Call times could be moved up 12+ hours at times, causing unpreparedness for work shifts and added fatigue.	12/16/2019 10:50 PM
1721	Safety is being replaced by being clear on time.	12/16/2019 10:50 PM
1722	I'm on a structures/bridge crew. 5 years ago we had 7–8 man gangs. Today most crews have 3 or 4 man gangs trying to handle the maintenance and new construction. It's impossible in some aspects. When trying to obey the safety guidelines and laws, some crews cannot perform a rescue of a fallen victim just because there isn't the manpower available that is required to perform it properly. Thus leaving us to either combine gangs and lose production, or the railroad decides to bring in contractors who don't follow the same safety rules that we are required to.	12/16/2019 10:50 PM
1723	Everything is cut down to the bone. We are expected to do more with less help. Doesn't feel as safe anymore. Car inspectors cut. Mechanical forces cut. Track personnel cut. Feel like it's only a matter of time before something bad happens.	12/16/2019 10:50 PM
1724	Terribly. Morale is so low and everyone is worried if they will have a career in the next 5 years	12/16/2019 10:49 PM
1725	Less focus on safety from the company, almost never have safety meetings.	12/16/2019 10:48 PM
1726	Worst	12/16/2019 10:48 PM
1727	Worse for me. I don't know if I am gonna have a job from day to day	12/16/2019 10:47 PM
1728	Not completely horrible but I feel that it is heading in the wrong direction.	12/16/2019 10:47 PM
1729	Safety is only a concern when it allows managers to take you out of service and it does no affect train movement.	12/16/2019 10:47 PM
1730	Longer hours, unpredictable work rest schedule	12/16/2019 10:47 PM
1731	Poor morale from all workers. Mind is not on task at hand.	12/16/2019 10:47 PM
1732	Worse than ever before, Norfolk Southern is ordering crews to depart trains without proper PSI on rear of train, no concern for safety!	12/16/2019 10:47 PM
1733	Seems more rushed now versus the past	12/16/2019 10:47 PM
1734	We are going backwards. Repairs are being put on the back burner by management. FRA rules are not followed by management	12/16/2019 10:46 PM
1735	Unpredictable and cost the bottom line on my take home pay	12/16/2019 10:46 PM
1736	They are unsafe and forced to work outside of the rules. Short handed and fatigued.	12/16/2019 10:46 PM
1737	All in all my working conditions are good but I'm on a surfacing gang.	12/16/2019 10:45 PM
1738	Less jobs not enough people to do the job	12/16/2019 10:45 PM
1739	Morale is down I work more and away from home more now they I ever was. Safety is no longer a concern I'm just glad to come home alive considering the working conditions now	12/16/2019 10:45 PM
1740	A lot more rushing and less time given to do the work.	12/16/2019 10:44 PM
1741	Workforce cut in almost half on division where I work.	12/16/2019 10:44 PM
1742	Less men doing the same job. Putting stress around home	12/16/2019 10:43 PM
1743	Worse	12/16/2019 10:43 PM
1744	Pressured to do more with less people and equipment. Safety only matters when someone gets hurt and it looks bad on the company.	12/16/2019 10:42 PM
1745	Safer but less productive. Efficiency is lagging and production is decreased due to reduced workforce numbers.	12/16/2019 10:42 PM
1746	I have noticed a drastic shift away from safety and towards production/profit in the 5 years I've been on the railroad	12/16/2019 10:41 PM
1747	Much worse. Feel like a criminal in my own job.	12/16/2019 10:41 PM
1748	Manpower has declined significantly, windows are shorter and though there isn't always a direct push to complete work within the shorter time frames, the MOW workers know that if they do not complete their work in those smaller windows that they will have to complete it on weekends or holidays or the work will be completed by contractors. There as been an incline in contractor even though the companies have cut back on manpower. The attitudes of the MOW workers has become bitter and hopeless believing it is only a matter of time before they lose their families livelihoods.	12/16/2019 10:41 PM
1749	Worse. Safety has definitely taken a backseat to continuous record profits	12/16/2019 10:41 PM
1750	Working conditions are the same as 10 years ago. Management just smiles now when they attempt to pull you out of service. Sending letters and verbal discipline is the new way	12/16/2019 10:40 PM
1751	worse	12/16/2019 10:40 PM
1752	Work conditions have degraded considerably over the past 5 years.	12/16/2019 10:40 PM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
1753	Worse, I used to enjoy traveling out to work. Now it seems we are working more with less time off and everyone is more disgruntled.	12/16/2019 10:40 PM
1754	5 years ago you could hold a job work was going good. Now they have cut so many jobs there are so many people at home without jobs	12/16/2019 10:40 PM
1755	Worse less man power and less material to work with	12/16/2019 10:39 PM
1756	10 times worse. We are harassed after marking off for medical appointments and also penalized even with a medical excuse. CSX	12/16/2019 10:39 PM
1757	Dispatcher will not allow us as much time. I feel rushed in fulfilling my duties.	12/16/2019 10:39 PM
1758	N/A	12/16/2019 10:39 PM
1759	Same or more work to be done with less crew members and fewer yard and utility personnel.	12/16/2019 10:39 PM
1760	The company wants work done faster with less.	12/16/2019 10:39 PM
1761	They are much more strenuous and the changes in work ours because of the PSR model is very dangerous. Working at night with heavy machinery is very very dangerous.	12/16/2019 10:38 PM
1762	Absolutely horrible! Safety went right out the window FAST! Fatigue is at an all time high and morale is at an all time low.	12/16/2019 10:38 PM
1763	Terrible	12/16/2019 10:38 PM
1764	They are similar, though we are asked to do more with less.	12/16/2019 10:37 PM
1765	Worse. Seems everything is done at night. Regardless of what we are told this is more dangerous and the quality of the work suffers.	12/16/2019 10:35 PM
1766	Work conditions are the same	12/16/2019 10:35 PM
1767	Rush rush rush	12/16/2019 10:34 PM
1768	More stressful definitely worried about my job.	12/16/2019 10:33 PM
1769	Much worse, toxic environment. FLS only want to fire the workers. Gotta have a bonus based off of number of investigations? Cover up work injuries.	12/16/2019 10:33 PM
1770	Work conditions have deteriorated greatly. There is no "light at the end of the tunnel" so to speak anymore. Your seniority means nothing in regards to railroads consolidating single direction pools into one. The so called safety teams at locations are simply doing the jobs for make wholes and time of just so the company can report that they are lending a hand and staying ahead of safety issues. This is completely fabricated. If the company cares about safety they wouldn't keep lineups updated so poorly. Typically trains fall back nearly 6 hours everyday from when they are due out. That means while you're rested for the projected time during the day then your not getting adequate rest to get on a train at 8pm because you have been up all day expecting to go to work 6 hours prior. Not to mention working 12–16 hours all night long.	12/16/2019 10:33 PM
1771	Less man power	12/16/2019 10:32 PM
1772	Worse	12/16/2019 10:32 PM
1773	Worse	12/16/2019 10:31 PM
1774	Poorly	12/16/2019 10:31 PM
1775	Everything is more hurried now. Management culture is toxic. There are way too many little rules that they try to find something everyday.	12/16/2019 10:31 PM
1776	Considerably worse. Workers are forced to do so much more than we used to with forces that have been cut in half, sometimes less.	12/16/2019 10:30 PM
1777	The company has gone to caring less about safety less safety meeting less briefings less concern completely across the board for anything with safe practices.	12/16/2019 10:30 PM
1778	They are garbage	12/16/2019 10:29 PM
1779	Much worse, I have noticed a decrease in safety and more dishonesty from management about inspections and operations	12/16/2019 10:29 PM
1780	Focus is less on safety and more on productivity.	12/16/2019 10:29 PM
1781	Increasingly worse quality of life. Employees kept in a constant state of exhaustion.	12/16/2019 10:29 PM
1782	Worse, expected to do more with less everything.	12/16/2019 10:28 PM
1783	I do 5 times the amount of work. I never get finished	12/16/2019 10:28 PM
1784	Less concern on safety and rule compliance more push to do more with less.	12/16/2019 10:28 PM
1785	My work conditions have considerably become worse. This past year has by far been the worst I have seen it in the 15 years I have worked as a conductor. The carriers are not doing enough to staff boards and call anybody they can find to fill positions. When I hired out in 2004 the boards weren't great but you could figure it out within about 6 hours. Now I have been called 24 hours before I thought I was going to work. Extremely hard to be rested for a 12 hour shift. Also the carriers are running trains very underpowered. The first snafu and you are on duty well over your 12 hours.	12/16/2019 10:28 PM
1786	People use "safety issues" to get out of doing work	12/16/2019 10:28 PM
1787	There is an atmosphere of fear. Nobody feels secure, there is back stabbing, morale is lower than I have ever seen it and everybody is afraid for their jobs. We are doing more in less time and putting band aids on band aids nothing ever gets fixed correctly.	12/16/2019 10:28 PM
1788	Union Pacific has shown its employees over the past 18 years that it cares more for the executives and stockholders that production is #1. More production =more money	12/16/2019 10:27 PM
1789	Very under staffed, higher safety risks, management pressures to violate safety regulations to complete work with threats of contractors will do the work	12/16/2019 10:27 PM
1790	They (the carrier) want more work with less people	12/16/2019 10:26 PM
1791	Absolutely horrible. Morale is an all time low and nobody appreciates anything we do for them.	12/16/2019 10:26 PM
1792	Everything is wide open anything goes no worries about the rules.	12/16/2019 10:26 PM
1793	Safety went from #1 priority to somewhere much lower. Safety is far behind speed now.	12/16/2019 10:26 PM
1794	Working conditions are steadily declining primarily because of skeleton crews. The RR has cut the maintenance department man count to the point it has became a hazard.	12/16/2019 10:25 PM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
1795	This is now a job where you have no idea where you stand. Managers check their e-mails in the morning to see if they are locked out of their accounts. If they can log in, they still have a job. Safety has taken a back seat to train length and cost cutting. Anytime you report a problem, the company gives you initials of someone at a higher pay-grade so you can violate safety rules for the company's profit.	12/16/2019 10:25 PM
1796	Fighting everyday for our jobs now, so uncertain whether I will have a job now. Stressful.	12/16/2019 10:25 PM
1797	Worse	12/16/2019 10:25 PM
1798	Worse UNION PACIFIC has lowered our track standards. It's not like we doing a great job before PSR	12/16/2019 10:24 PM
1799	Been here 22 years and the least 10 have been horrible	12/16/2019 10:24 PM
1800	Worse	12/16/2019 10:23 PM
1801	Treated like a number not a human being	12/16/2019 10:22 PM
1802	Safety is no longer a priority unless it's convenient for the carrier. Overall working conditions have made it to where guys with 10–15 plus years of service quit and find other jobs/careers.	12/16/2019 10:21 PM
1803	They expect a smaller number of employees to do the same amount of work.	12/16/2019 10:20 PM
1804	we are getting by with broken or worn material and tools not safe by and means	12/16/2019 10:20 PM
1805	I have only been around for 2 years as a conductor however in that time I've seen the company turn upside down, literally everything is way more rushed and the state of not only our quality of life at work has begun to diminish but also low end management. Since it's a downhill slope I understand but it seems to most of us at work that the company doesn't care about employees at all or how they speak to us or rush us, they just care about making money. At what point is a certain amount of profit enough?	12/16/2019 10:20 PM
1806	They have gotten noticeably worse over the last five years. We are not allocated a large enough budget to maintain the track safely, production is all that matters and without saying it we are pushed to produce more and more all the time.	12/16/2019 10:20 PM
1807	They are worse. With all the technology in the cab your attention isn't on the train anymore.	12/16/2019 10:19 PM
1808	Don't know. Only have 2 years seniority.	12/16/2019 10:18 PM
1809	180 in the wrong direction	12/16/2019 10:18 PM
1810	Expecting to do more with less time is a huge safety concern. Rules are being thrown out the window for speed and expected to cut corners for profit.	12/16/2019 10:18 PM
1811	Much worse. Half the man power. Overworked. Moral is extremely minimal.	12/16/2019 10:18 PM
1812	You give them what they want or your reprimanded, or fail efficiency test. Really your on pins and needles all day. You push your self to get across territory or to stay ahead of traffic. Not enough personnel around to do the work. They will not do work if it's not wrote up a FRA defect. No pre maintenance, just run till defect.	12/16/2019 10:18 PM
1813	worse more demanding and less safe	12/16/2019 10:17 PM
1814	Production is now more important than safety!	12/16/2019 10:17 PM
1815	Worse tons of shortcuts	12/16/2019 10:17 PM
1816	More afraid of being able to fully concentrate because of continuous o test	12/16/2019 10:16 PM
1817	500 percent worse	12/16/2019 10:16 PM
1818	They preach safety but numbers come first	12/16/2019 10:16 PM
1819	5 years ago you could get the track long enough to make a repair. Although we still get the track it is not as long and as soon as we get it we are pressured to hurry and give it back.	12/16/2019 10:15 PM
1820	Stricter then ever, safety should be number one in your mind but everyone constantly worries about layoffs or getting time off for the smallest infraction.	12/16/2019 10:15 PM
1821	Far worse	12/16/2019 10:15 PM
1822	I have only been with the company going on 8 years but the past two years it has been multiple cut backs and work conditions are worse we keep getting rushed and the new Union Pacific motto is "do more with less" so as you can imagine it's worse and they cut all the paid safety positions except for a select few. Tell me they care about safety?	12/16/2019 10:14 PM
1823	We are just a number @ CSX. Doing more work than ever with half the man power and threatened daily of possible right up or cutting of additional workforce	12/16/2019 10:14 PM
1824	Very different. A lot of budget cuts have been made and I feel a lot have been made in the area of safety. With safety facilitator jobs being cut and ordering proper safety materials.	12/16/2019 10:14 PM
1825	Much, much, worse	12/16/2019 10:13 PM
1826	You were allowed to get your work done with the safety equipment, tools and materials than now	12/16/2019 10:12 PM
1827	Worse. Always feel like management is out to get you.	12/16/2019 10:12 PM
1828	lack of experience and pride in work from trackmen to management.	12/16/2019 10:11 PM
1829	Less help with smaller work groups and less time to accomplish task causing a rushed and overworked work force.	12/16/2019 10:11 PM
1830	I am a 5 year employee, what I knew as the railroad when I hired in isn't what we know now as PSR	12/16/2019 10:11 PM
1831	Horrible	12/16/2019 10:10 PM
1832	We have no foreman, no safety coordinator, they have contractors doing 3 times the work they used to, half the time our manager doesn't show up in the morning and we have no safety meeting. They just wanting us repairing cars while they run FRA defects all the time because they don't want to waste time on a car that's going to count against there dwell time.	12/16/2019 10:10 PM
1833	Poorer	12/16/2019 10:09 PM
1834	Not so good lot better 5 yrs ago	12/16/2019 10:09 PM
1835	work conditions are less safe and should be addressed.	12/16/2019 10:09 PM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
1836	Much worse than when I started 12 years	12/16/2019 10:09 PM
1837	It seems as though the longer trains and what appears to be little to no maintenance on equipment have led to many more breakdowns and break in twos which in turn puts employees and the public at risk.	12/16/2019 10:08 PM
1838	Working all the time now. Safety is out the window. Instructed to break rules and take trains that wouldn't pass any legit inspection	12/16/2019 10:08 PM
1839	Harder, more stressful. As PSR work is rushed to get finished. 5 years ago the carrier cared about safety. Now they do not.	12/16/2019 10:07 PM
1840	Present day very low to no safety.	12/16/2019 10:06 PM
1841	A lot more contractors and less track and time	12/16/2019 10:06 PM
1842	Working conditions are more stressful compared to 10 or 20 years ago.	12/16/2019 10:05 PM
1843	They have gotten far worse, and the micro management schemes have destroyed any and all moral	12/16/2019 10:05 PM
1844	Rushed with safety thrown out of the window.	12/16/2019 10:05 PM
1845	I hired out 5 years ago and I can honestly tell you that this job has gotten scary since PSR became a way to railroad. We used to be able to go to work and know that we were gonna go home intact. Today I fear going to work. I fear that for my safety because everything is geared toward productivity and safety is talked about but it isn't honestly the first thing in anyone's mind. Faster is what you hear and when you say something isn't safe the management accuses you of not being willing to comply. They tell you they will take you out of service even if you fear for your safety. Rail cars get jumped into blocked tracks. I have walked more trains in the last year than I did my prior years in service combined. The locomotives we ride while on the road are louder, older, shake more, and catch on fire from time to time. The lack track maintenance has caused more derailments that they attempt to blame on us rather than taking the fault and fixing the issues. They run the boards shorter causing us to get less rest and work more often. The job itself is truly becoming scary	12/16/2019 10:04 PM
1846	Work expectations exceed manpower. Quality of life is disintegrating. Removal of carman puts employees and the publics life in jeopardy. Violation of written agreements are atrocious.	12/16/2019 10:04 PM
1847	Work has been less and more potential for injury and railcars don't get serviced	12/16/2019 10:03 PM
1848	Pretty good still could use improvement	12/16/2019 10:03 PM
1849	It's a lot worse now. They have cut back our work force. And it keeps employees scared to get laid off it increases injuries, and stress on us all. most guys realize us and r families don't matter .	12/16/2019 10:03 PM
1850	More dangerous. UP will not maintain equipment properly causing increased danger to employees and the public. KC hub refuses to replace headlights, ditch lights, forcing crews to take shortcuts on air tests, longer trains breaking down and blocking intersections etc.	12/16/2019 10:03 PM
1851	We have less people to do the same amount of work. There are foremen and truck drivers doing the work that should be done by sectionmen.	12/16/2019 10:01 PM
1852	Putting a lot of extra work on TEY employees that other crafts done in the past	12/16/2019 10:01 PM
1853	There is more travel involved and with that travel sometimes expected to be at worksite without rest period	12/16/2019 10:01 PM
1854	Pure crap. Twice the amount of work with a quarter the people.	12/16/2019 10:01 PM
1855	They are worse.	12/16/2019 10:01 PM
1856	On the outside conditions seem all hunky dory however they are worse. People get brought in to fill the gap of past people that have left. New people are just scurried in to fill the void, but they are not trained properly.	12/16/2019 10:01 PM
1857	Work is not getting done	12/16/2019 10:01 PM
1858	Current conditions are dangerous from general maintenance being neglected	12/16/2019 10:00 PM
1859	Still cutting jobs, do more with less,	12/16/2019 9:59 PM
1860	Much worse. The focus on safety is nonexistent.	12/16/2019 9:59 PM
1861	Extremely worse, Safety has never been a concern of railroads even though they pretend it is. Now with PSR safety and quality of life is at an all time low. Moral is at its lowest people are being forced away from there family's with crews working more than ever before with still no clue when we're going to work. This Ron Batory is no doubt being paid off by the railroads to fill the corporate greeds agenda and could care less about the safety and well being of the workers	12/16/2019 9:58 PM
1862	Scared for my job, safety is down the drain. And morale is very low.	12/16/2019 9:58 PM
1863	Tracks and engines are much worse. Moral is at an all time low.	12/16/2019 9:58 PM
1864	5. Rules are more relaxed	12/16/2019 9:58 PM
1865	I used to like coming to work. Now?. I dread it.	12/16/2019 9:57 PM
1866	Work conditions have improved quite a bit over the last 20 years with the addition of more technology as far as tools go, our upper management how ever has declined considerably in experience	12/16/2019 9:56 PM
1867	Less men to do more with less time	12/16/2019 9:55 PM
1868	They've gotten worse. Taken away naps along with totally unreliable train lineups make staying rested and alert virtually impossible. But hey, let's do away with conductors so we stay competitive.	12/16/2019 9:55 PM
1869	I can only say for a couple years. I have heard of a few of our fellow brothers being killed on the railroad. I have seen in the last year that work is getting more, and more rushed to keep up with the demand for these train schedules which could be associated with higher injuries, and higher death rates. Plus it looks like the job sector could start to deplete due to getting time to repair the railroad in return jobs would be lost.	12/16/2019 9:55 PM
1870	I've only been here 2 years, however even in that amount of time, work conditions are worse then they were even I hired out.	12/16/2019 9:54 PM
1871	Feels like the company cuts alit more corners. They don't care about the customer or the employees. 5 years ago I felt some sort of safety. But not so much anymore	12/16/2019 9:54 PM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
1872	They are much worse than when I hired out 23 years ago	12/16/2019 9:53 PM
1873	In the last 5 years it has gotten so unsafe.	12/16/2019 9:53 PM
1874	It was a lot better 15 years ago. You could get time to fix the track and you had the men to fix it with.	12/16/2019 9:53 PM
1875	The time allowed on track has decreased. Resulting in not getting time needed to resolve issues on track. A lot doing with track inspectors. Perceived pressure	12/16/2019 9:53 PM
1876	They do not compare 10 years ago we moved freight and was not trying to run the small customers off	12/16/2019 9:53 PM
1877	Drastically worse. More dangerous due to fatigue and being rushed constantly. Definitely a more hostile work environment forced on us by management	12/16/2019 9:53 PM
1878	Hostile and extremely dysfunctional work environment. Supervisors want you to break rules to get the job done because we don't have the man power or resources like we use to.	12/16/2019 9:52 PM
1879	There is always a shortage of manpower, which requires crews to work longer hours to cover the next shift putting a tremendous strain on an already exhausted crew. Equipment is not being maintained properly because it cost them more money. Tracks in our yard are in bad shape. Our on duty points in the yard which are small shacks are poorly maintained, having insect issues and nasty restrooms are common, managers care little about these issues. So many issues, I could go on and on. 5 years ago this was a great job, in 2019, it's far from ever being a great job. 14 year employee of CSX.	12/16/2019 9:52 PM
1880	Very poor	12/16/2019 9:52 PM
1881	Not good. Morale is at all time low. Employee cuts but work load stays the same. Forced to do more with less help and materials.	12/16/2019 9:52 PM
1882	1. Safety, Train length, work events, and type of work events all have increased on crews. 2. Management overlooks rules for their benefit then disciplines you for same rule violation. 3. Cuts in jobs! 4. Moral of workforce is very low 5. Changes are being forced or shoved down employees throats.	12/16/2019 9:51 PM
1883	There are more rules to comply with that require more track time. Track maintenance time is limited and often unavailable. Often there is unrealistic time allowed to complete job task safely and then requires employees to take short cuts and make unsafe decisions or not finish the task on time.	12/16/2019 9:51 PM
1884	Overall I know morale of employees has gone down a lot. Which I think causes more unsafe working conditions.	12/16/2019 9:51 PM
1885	Terrible, through job cuts and funding held back. There isn't any preventative maintenance being done, everything is a mayday due to hours being worked trying to make operating ratios.	12/16/2019 9:51 PM
1886	Back in the day the company cared about their employees	12/16/2019 9:51 PM
1887	Bout the same. Safety is always pushed.	12/16/2019 9:50 PM
1888	Work safety is being ignored.	12/16/2019 9:50 PM
1889	Unsafe	12/16/2019 9:50 PM
1890	Working conditions have declined and are more dangerous than ever before.	12/16/2019 9:50 PM
1891	Less people doing more work. Also drones overhead auditing people is pretty ridiculous.	12/16/2019 9:49 PM
1892	Safety has went down dramatically, company has put it completely in the employees lap without any responsibility of there own.	12/16/2019 9:47 PM
1893	Some of the company rules are stupid and so is some of the FRA rules	12/16/2019 9:47 PM
1894	Conditions have declined dramatically safety no longer a priority	12/16/2019 9:46 PM
1895	VERY POOR!!! TERRIBLE!! LAUGHABLE!! UNREALISTIC!! A JOKE!! A NIGHTMARE!!	12/16/2019 9:44 PM
1896	Younger, less experienced workforce. Management, that has never worked on the tracks and has no clue how to run a railroad, or whatever actually need to work safe.	12/16/2019 9:44 PM
1897	Absolutely TERRIBLE!!!	12/16/2019 9:44 PM
1898	Management pressures to have things done on "their time." If you follow proper rules, and procedures, eventually a manager usually shows up and ask what's taking so long, or threatens to write you up for delaying a train! As a Conductor I don't necessarily blame them directly, because it' their upper management that is breathing down their necks, giving them unrealistic expectations!!! *i.e.:* MTO's, DTO's Corridor Managers, all the way up to the Superintendent! It's unsafe, completely disrespectful, and not professional!! No one should be threatened with discipline for following FRA, and GCOR mandated rules!!!	12/16/2019 9:43 PM
1899	2	12/16/2019 9:43 PM
1900	Worked more with less people	12/16/2019 9:42 PM
1901	They are worse. Meaning man power is being cut with more work added to the crews.	12/16/2019 9:42 PM
1902	Very unstable and stressful	12/16/2019 9:41 PM
1903	Worse	12/16/2019 9:41 PM
1904	Safety is set aside. Keep trains running by whatever means necessary. Man power cut in half. MOW does not fall under hours of service so I have worked 24 hours straight without a break.	12/16/2019 9:40 PM
1905	I believe safety has been the focus for the last 10 years. Although there is a shift currently that I cannot define. We put maintenance projects on hold waiting to be given permission to do what is right and preventative maintenance is gone as the railroad would rather see data then listen to employees about track maintenance. Geometry cars, aurora tie scan cars, herzog rail detectors dictate what we are allowed to do.	12/16/2019 9:40 PM
1906	Much worse! Trying to do more with incredibly less people. Example: less maintenance of way employees equals unsafe maintenance schedules on the rails and therefore more derails. Less conductors (furloughs) longer trains and much worse work rest cycles.	12/16/2019 9:39 PM
1907	Not good	12/16/2019 9:39 PM
1908	Worse	12/16/2019 9:37 PM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
1909	Less manpower and they expect more from us with less.	12/16/2019 9:36 PM
1910	Poorly	12/16/2019 9:36 PM
1911	Sad. No help, short handed so we have no choice but to beat our self down in order to complete the task	12/16/2019 9:36 PM
1912	Worse	12/16/2019 9:36 PM
1913	I started 5 years ago. I'm concerned about job cuts and further loss of work.	12/16/2019 9:36 PM
1914	The railroad uses less people to attempt to do the same work when we had the manpower. Threatens to fire you if you get hurt by over the top rules. When you can't get it done as fast as they want, they bring in herds of contractors and say they saved money.	12/16/2019 9:36 PM
1915	Worse, and much more unsafe. Train lengths have increased, but the technology to support such long trains is simply not available	12/16/2019 9:35 PM
1916	5years ago with the rules in place I felt safer and not pushed as I do today with all the roll back rules of 1978	12/16/2019 9:35 PM
1917	A lot of shortcuts, and more pressure to get work done faster! Its not a good combination	12/16/2019 9:35 PM
1918	Generally speaking, conditions have deteriorated compared with conditions five (5) years ago.	12/16/2019 9:34 PM
1919	Some better equipment but we do not get treated any better. And now they want to work us more and give us less time off with our families	12/16/2019 9:33 PM
1920	Terrible	12/16/2019 9:33 PM
1921	Worse. Expected to take short cuts in order to get trains out. Safety isn't good	12/16/2019 9:33 PM
1922	It's more Stressful then it was 5–20 year ago no one know's where the railroad is heading	12/16/2019 9:33 PM
1923	Terrible, I was a carman, now Retired, towards the end there you would Always get harassed for bad ordering cars, and I almost got Fired for doing that!	12/16/2019 9:32 PM
1924	Working conditions have been gone down consistently since PSR has been implemented. Used to be a big push for safety, now it's all about how fast can we build trains. Saftey is no longer a factor to the carrier	12/16/2019 9:32 PM
1925	Good	12/16/2019 9:30 PM
1926	BMWE members are no better off than 10 yrs ago.	12/16/2019 9:29 PM
1927	Working conditions are much worse the past 2 years at NS. No regard for safety for employees or the general public. It keeps getting worse I wonder how many people's lives are worth an almighty dollar!	12/16/2019 9:27 PM
1928	Very questionable practices, carmen and MOW gangs seem overworked. T&E crews short staffed and working dangerously fatigued	12/16/2019 9:27 PM
1929	We are at the worst working conditions including an all-time low moral. Company does what it wants when it wants without regards to safety or FRA violations.	12/16/2019 9:27 PM
1930	Fair	12/16/2019 9:27 PM
1931	I feel there is a lot less responsibility in the workplace from managers and dispatchers and corridor managers. I have been around for 7 years with my company. The pressure is on us to get the train across the road but we are constantly under powered and exposed to more than undesirable work place atmospheres. Trains are way to big and this not only affects the conductor that has to walk them but the public blocked at crossing for long period of times while we are moving or blocked because they made yet another unscheduled stop and did not fit off crossings.	12/16/2019 9:27 PM
1932	Safer	12/16/2019 9:27 PM
1933	Conditions are considerably worse. By reducing the workforce to please shareholders, workers are forced to do tasks that they are not familiar with and are not qualified to do. The companies often overlook the safety aspect of tasks just to move trains to meet schedules. Also, the longer trains means that it takes longer to walk back to fix issues and blocking towns for longer periods of time because of length, hindering emergency crews needing to do their jobs when time is critical and all routes are blocked because of a train meet or breakdown.	12/16/2019 9:25 PM
1934	Working conditions have deteriorated quite a bit since PSR was implemented.	12/16/2019 9:25 PM
1935	Worse. So much more focused on stockholders than the ones who do the work	12/16/2019 9:25 PM
1936	The workforce is cut in half in months and they still want the same amount of work	12/16/2019 9:25 PM
1937	Gotten worse	12/16/2019 9:24 PM
1938	Safety to me has seemed to take a back seat now. They are rushing us out the door in order to keep their numbers in line. We now have a time restriction when we must be on our train and have had managers question what took so long and why when our train wasn't even here yet.	12/16/2019 9:24 PM
1939	Unstable	12/16/2019 9:24 PM
1940	Working conditions are getting worse because the railroad is more focused on saving money instead of keeping maintenance up around facilities and out on the track.	12/16/2019 9:24 PM
1941	About the same. Hadn't really changed much	12/16/2019 9:24 PM
1942	Work conditions remain mostly the same. Except now there are more cameras, and ever more paper work. I understand the meaning behind the constant change and additional forms is to hold workers more accountable for their own safety. But it fails to have any true impact on working conditions or practices.	12/16/2019 9:23 PM
1943	Not as sage in my opinion	12/16/2019 9:23 PM
1944	Worsening by the day	12/16/2019 9:23 PM
1945	Less people to do more work	12/16/2019 9:23 PM
1946	Worse. Pressure to get things done. Constant heat from dispatch. Constant pressure from supervision to rush FRA inspections.	12/16/2019 9:23 PM
1947	Fast pace, hurry up, let's go!	12/16/2019 9:23 PM
1948	Unsafe, rushed, feel like the company doesn't care about employees.	12/16/2019 9:21 PM
1949	Worse	12/16/2019 9:20 PM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
1950	Everything is in rush mode with projects and work in general from supervision just get it done fast	12/16/2019 9:20 PM
1951	Work conditions are a lot worse then they were 5 years ago. You have less people trying to do the same amount Everyone worried if they will have a job or not	12/16/2019 9:20 PM
1952	5 years ago—safety Today—forget safety, now they want productivity	12/16/2019 9:19 PM
1953	They are asking more from us with less people having us do cross craft things so they can get rid of more people.	12/16/2019 9:19 PM
1954	Work conditions have changed due to flip flop in work schedules, unnecessary night work, is also dangerous	12/16/2019 9:19 PM
1955	Fewer employees are expected to work longer hours and do more work. Shifts are longer and more unpredictable.	12/16/2019 9:19 PM
1956	Massive trains. Running anywhere from 7000 to 11000 feet trains on a normal basis.	12/16/2019 9:18 PM
1957	10 years ago	12/16/2019 9:18 PM
1958	I am conductor going on 14 years. Work conditions are way worse then 5 years ago. Trains are way longer so you are exposed to much more of the elements much longer and physical stress is so much worse because when a train breaks you are walking 4 miles to fix it instead of 2. Also trains break way more frequently because the equipment is not maintained like it used to be because of fewer Carmen and Diesel shop employees. Trains are way under powered and the power is not maintained so that you stall out much more frequently and there for have to do things like ride a train car for miles and miles to shove back down the hill in the clear. This is very dangerous! Schedules are worse because more trains breaking mean estimates of train arrivals are way off so you can't plan your rest. I don't have the tine to go into it all but it's frankly a sh*t show.	12/16/2019 9:17 PM
1959	They are asking for more work in less time with fewer employees, so they are creating a very stressful work environment	12/16/2019 9:17 PM
1960	Worse, crossings need upgrades, track conditions need upgrades as well	12/16/2019 9:17 PM
1961	The carrier expects everyone to be at work, or away from home at all times. Crews are constantly exhausted and I've never seen as many trainmen on FRA consecutive starts on a constant basis.	12/16/2019 9:17 PM
1962	Less men, more work	12/16/2019 9:16 PM
1963	Bad	12/16/2019 9:15 PM
1964	I've been here 17 years. Our working conditions no longer revolve around safety. Safety is not a priority. Production has now overtaken safety as the priority on Union Pacific.	12/16/2019 9:15 PM
1965	We are working on our rest all of the time. The reason for this is the cutting of jobs.	12/16/2019 9:14 PM
1966	Same if not better. Better staffing, better equipment, better conditions overall.	12/16/2019 9:13 PM
1967	More work less people, it seems it's still only about the dollar. Safety is preached but ultimately jobs are cut, work is increased.	12/16/2019 9:13 PM
1968	More stressful and a higher risk of injury due to the turned blind eye to safety of engines rail cars and work required to perform jobs	12/16/2019 9:13 PM
1969	Considerably more hostile. Impossible to guess work schedule. Doing more work with less training, less maintenance, less sleep.	12/16/2019 9:13 PM
1970	Safer, except for emergencies, then no rules apply	12/16/2019 9:12 PM
1971	Not enough personnel	12/16/2019 9:12 PM
1972	We are running on bare minimum crews and using minimum material as possible	12/16/2019 9:12 PM
1973	Morale is at it lowest point since I started in 1998. Since PSR has been implemented, safety has taken a back seat to profits!	12/16/2019 9:11 PM
1974	Horrible	12/16/2019 9:11 PM
1975	I was the new hire five years ago and the biggest concern back then was that everybody went home at the end of the shift safely they wanted us to do our job but it wanted it done safely The production numbers were a concern but they were not the only concern like they are now	12/16/2019 9:10 PM
1976	5 years ago the same. 10 to 20 years ago it is better	12/16/2019 9:09 PM
1977	Work conditions are a lot safer because of all that we know	12/16/2019 9:09 PM
1978	Worst	12/16/2019 9:09 PM
1979	Bad. Real bad. I take medication now that I never had to take.	12/16/2019 9:07 PM
1980	Same	12/16/2019 9:06 PM
1981	Work conditions continue to degrade as all crews are getting skeletonized.	12/16/2019 9:06 PM
1982	They have completely made it so unsafe to work safely anymore. The cuts in every department has made it almost impossible to check every car or locomotive on the train completely and up to the FRA standards. Most trains don't even make it from point A to point B without breaking down or some kind of problems.	12/16/2019 9:06 PM
1983	Worse, doing more with less	12/16/2019 9:06 PM
1984	Not even close we have ten fold more bad order cars and track maintenance is suffering	12/16/2019 9:04 PM
1985	Much worse	12/16/2019 9:03 PM
1986	Very pressured to get more work completed in the same amount of time with fewer guys and equipment.	12/16/2019 9:03 PM
1987	Rushed and erratic. Smaller windows of time are creating less productive outcomes. The issue is that production expectations remain relatively the same.	12/16/2019 9:03 PM
1988	5, 10, 20 years ago safety issue where taken serious. Today all we hear is we do not have the money or resources to take care of the issues. We have cable that has been laying in the open on ground all over Union Pacific system. Does seem to bother anyone.	12/16/2019 9:02 PM
1989	Hate my job	12/16/2019 9:01 PM
1990	Gone downhill fast	12/16/2019 9:01 PM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
1991	Safety is no importance to the railroad anymore all about shareholders and making billions for themselves	12/16/2019 9:00 PM
1992	Awful. Worse I have ever seen it. Managers rushing crew to the point that something is bound to happen soon. Pushing you out the door before you are even on duty.	12/16/2019 9:00 PM
1993	Working conditions have depleted drastically in the last five years. Workers feel rushed, no time to do a job safely. Also the workers personal safety has been put on the back burner as if safety doesn't matter anymore.	12/16/2019 9:00 PM
1994	Poor. No safety, pushed to hurry and ignore issues	12/16/2019 9:00 PM
1995	Worse. Profits have been made at the sacrifice of alienating employees and poor customer service across the systems.	12/16/2019 8:59 PM
1996	More rushed and hectic	12/16/2019 8:59 PM
1997	Terrible	12/16/2019 8:59 PM
1998	I believe the company is more worried about profits then safety	12/16/2019 8:59 PM
1999	Good Railroad now	12/16/2019 8:57 PM
2000	A few less men working at each subdivision.	12/16/2019 8:57 PM
2001	No where near as safety minded as in the past	12/16/2019 8:56 PM
2002	Still have to work in lightning, thunderstorms Lose money having to abide by on site reporting	12/16/2019 8:55 PM
2003	Worse by far.	12/16/2019 8:54 PM
2004	worse	12/16/2019 8:53 PM
2005	More job security 15 years ago compared to today.	12/16/2019 8:53 PM
2006	Worse. Safety has def suffered in my 10 yr career. Our training is non existent. Production is the only thing that matters.	12/16/2019 8:51 PM
2007	Had more people to help do the same job. Now you have two or 3 man bridge gangs. 5 years ago the same gangs where 5 man gangs.	12/16/2019 8:51 PM
2008	Less jobs and less guys working. Forcing more work on less guys and people are getting tired and not as focused	12/16/2019 8:50 PM
2009	20 yrs ago work was much better. We worked hard but always up against a 30 day clock adding stress to our work environment. Also jobs weren't always being abolished.	12/16/2019 8:50 PM
2010	Worse now that it's all about moving freight we are rushed to do our jobs	12/16/2019 8:50 PM
2011	Significantly worse	12/16/2019 8:50 PM
2012	More pressure to do the job with less. That means less personal to do the higher expectations to complete work in a smaller amount of time.	12/16/2019 8:50 PM
2013	The conditions have worsened in the last 2 years. Safety is a concern and the amount time away from home has worsened. This company was family oriented up until this big schedule change in the MOW side	12/16/2019 8:49 PM
2014	We have less employees to carry the work load. Wearing out the guys faster.	12/16/2019 8:49 PM
2015	Less employees on the maintenance side resulting in higher work loads.	12/16/2019 8:49 PM
2016	Conditions are worse. The stress level is palpable, especially among front line managers. This, of course, is transmitted to T&E employees. The negative/hostile environment has a detrimental effect on safety.	12/16/2019 8:49 PM
2017	They more stressful and uncertainty of future employment ways heavy on the minds of all. Knowing how much profit is being made and the continued reduction of railroad employees being replaced by contractors	12/16/2019 8:49 PM
2018	Let's do the 20 years ago. Average train size was just under 6000 feet. There was less big brother watching every breath you take, and Engineers knew how to run a train. Now the trains are up to 3 miles long. 20k tons and our hands are tied with regards to how we run these trains. Between the rules and the lengths you are lucky to get over the road with no problems.	12/16/2019 8:48 PM
2019	We are shorthanded and can not keep up with repairs to the track. To many repairs are not up to standards but fit in the budget	12/16/2019 8:47 PM
2020	Tougher.	12/16/2019 8:47 PM
2021	Let time to work with less manpower.	12/16/2019 8:47 PM
2022	Worse	12/16/2019 8:47 PM
2023	To me, it way worse now than 5, 10, 16 years ago! It seems like it gets worse every day. Never seen so many people laid off. Gangs cut down, wanting men to do a 2 mans job by themselves. It's like the rail road could care less about me, and more about the profits. It's NOT, safety first.	12/16/2019 8:46 PM
2024	Rushed	12/16/2019 8:45 PM
2025	Trains have increased in size making communication very difficult. Because of increased sizes many trains have issues operating without breakdowns.	12/16/2019 8:45 PM
2026	Worse, asked to do more with less	12/16/2019 8:44 PM
2027	You have people who have been running equipment for years and now they have to get out and do track man work and they aren't in shape for it or just to old to be doing that strenuous labor	12/16/2019 8:43 PM
2028	Worse	12/16/2019 8:43 PM
2029	Things are horrible, every day it's tougher and tougher to go to work. You never know what crazy plan is taking place at your expense.	12/16/2019 8:43 PM
2030	Same. RR's talk a good game, but safety always suffers when money is tight.	12/16/2019 8:43 PM
2031	Much more dangerous fuel to lack of experience in management.	12/16/2019 8:43 PM
2032	It will be the same	12/16/2019 8:42 PM
2033	Safer—time given to drive safely, plan, recognize hazards and mitigate risk.	12/16/2019 8:42 PM
2034	Near impossible to get the amount of main line track and time to do quality work. Everything is a rush rush now.	12/16/2019 8:42 PM
2035	Well, man power being down (abolishing jobs) and them wanting more production than how it was 5 years ago. It feels like someone will get hurt or even kill.	12/16/2019 8:41 PM
2036	The workforce has been cut so we workers that are still here have to do more with less	12/16/2019 8:40 PM
2037	The maintenance of the track is put on the back burner as it causes delays to the trains. It's all about moving trains instead of the safety of the employees and public.	12/16/2019 8:40 PM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
2038	There is no safety program. Don't have a choice of schedule or working conditions. Now it's do it or be fired. No family life.!	12/16/2019 8:40 PM
2039	I work system bridge and have noticed no difference in the amount of actual track time	12/16/2019 8:40 PM
2040	Not as safe, meaning that safer measures are placed or removed in order to get the job done. Less workers force more work on an already strained employee	12/16/2019 8:39 PM
2041	15 years ago when I started safety was everything. I can't even get a pair of insulated gloves	12/16/2019 8:39 PM
2042	We are rushed to perform duties. With fear of being fired.	12/16/2019 8:39 PM
2043	More contractors now then five years ago! And this year UP took away a day now we work 8/6 was 8on 7 off!	12/16/2019 8:38 PM
2044	Things have gone down hill dramatically in my case I'm now covering an additional 40 track miles and another yard as the only arc welder on a 100 track mile territory	12/16/2019 8:38 PM
2045	Very understaffed now in comparison. Mgmt has made not filling relief for those absent/vacations, etc standard operating procedure in addition further aggravating an already difficult situation. Window size and project plans stay the same putting pressure on employees working.	12/16/2019 8:38 PM
2046	They don't compare	12/16/2019 8:37 PM
2047	Leans more towards rapid production over safety quality more and more each year.	12/16/2019 8:36 PM
2048	Working conditions are worst	12/16/2019 8:36 PM
2049	I have 12 yrs in and it has affected morale, safety a lot	12/16/2019 8:35 PM
2050	They are worse out here, we are told that they care about us as employees, but we all know they only care about the bottom dollar. We are pretty much doing more with less.	12/16/2019 8:35 PM
2051	The conditions at the company are horrible compared to 15 years ago, no maintenance on equipment or track or cars. It's just a matter of time till another catastrophe.	12/16/2019 8:35 PM
2052	They suck. A lot of layoffs. Hard to provide for your family when you never know when your last or next check will be	12/16/2019 8:35 PM
2053	Much worse. I was able to work regularly 5 years ago and now I am an extraboard man with no end of it in sight.	12/16/2019 8:34 PM
2054	ANYTHING to get the job done.	12/16/2019 8:34 PM
2055	Working conditions have worsened over the last 10 years but have gotten increasingly bad over the last five years.	12/16/2019 8:34 PM
2056	Considerably worse	12/16/2019 8:33 PM
2057	no work schedule, everything is on the fly, lineups are off as much as 12 hours or more. trains are longer and radios do not reach the rear. bad morale all the way around, fewer people with more work	12/16/2019 8:32 PM
2058	Trains are twice as big, power isn't being maintained. Trains are being built illegally but the train list doesn't show the proper cars so you have to roll your train out to find it. Man powers been cut back to bare minimum	12/16/2019 8:32 PM
2059	Much Better, And Much Safer Now, Than 10trs ago	12/16/2019 8:32 PM
2060	Less than one year on the job.	12/16/2019 8:32 PM
2061	not as safe as they were.	12/16/2019 8:31 PM
2062	I have been BNSF 28 years work conditions are about the same safety is better but more contracting out	12/16/2019 8:31 PM
2063	Working conditions, have been steadily decreased over the last five years that I have been with the railroad, fewer jobs. Noticeably few jobs, which affect work in so many aspects. Family, Health, Cost of living. Traveling farther, just to be able to work, & with out ability to be compensated from being so far from home. The Co.'s fond loop holes not to pay mileage, & per diem. Wether it be posting jobs as far as New Mexico on Headquartered pay, & if you as an individual don't bid the position, then you forfeit the per diem. Which isn't enough as it is.	12/16/2019 8:31 PM
2064	Horrible they expect not only the same amount of work but more with less and less people and equipment In certain areas there is so much to be done you have to work ungodly amounts of overtime and weekends and get no family time. It's like there's no end in sight with everything and PST on top of it.	12/16/2019 8:31 PM
2065	We are "rapid responders" chasing fires so to speak. No preventative maintenance. No time with the lack of man power.	12/16/2019 8:30 PM
2066	100 percent worse.	12/16/2019 8:30 PM
2067	Bad	12/16/2019 8:29 PM
2068	I started 2015. Bet when I came in it was so much better. It was very professional. Now wow. We are like prisoners. If you speak you're like in prison. Management uses it powers against by cutting gangs	12/16/2019 8:29 PM
2069	More work piled onto less people. Each craft person that is furloughed has their work piled onto the conductors.	12/16/2019 8:28 PM
2070	Condition are worse. They keep down sizing our manpower. They want backhoe operators to drive a dump truck to haul material and the backhoe. That should be 3 jobs not one.	12/16/2019 8:28 PM
2071	Longer hours, less time off, almost zero home life	12/16/2019 8:28 PM
2072	12 years of service and PSR has caused more stress and more pressure to do more work with less help and tools.	12/16/2019 8:27 PM
2073	Less stability and feel less valued. Company is showing its employees are less valued than ever.	12/16/2019 8:27 PM
2074	Different not enough man power equipment, material and trucks	12/16/2019 8:27 PM
2075	Work force slashed dramatically, feel as if they still want the same amount of work done with less people	12/16/2019 8:26 PM
2076	People have less of an understanding of the job, training is lacking, management has no clue and screws more up than they help. Very young workforce.	12/16/2019 8:26 PM
2077	Things are not as loose. however safety is not a concern.	12/16/2019 8:26 PM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
2078	In 2006 everything was safety, and how to bring everyone home safe. 2019 safety has taken a back seat to train velocity.	12/16/2019 8:26 PM
2079	More pressure and less time to get work done.	12/16/2019 8:25 PM
2080	The amount of demanded work has increased while they have steadily decreased the amount of manpower to do the work safely. The treatment of employees as simple replaceable "serial numbers" has led to what many would consider a hostile workplace.	12/16/2019 8:23 PM
2081	Shitty	12/16/2019 8:23 PM
2082	Everything revolves around production	12/16/2019 8:23 PM
2083	Considerably worse all the company thinks about is how they can make money, less people and more work.	12/16/2019 8:23 PM
2084	Prison camp labor	12/16/2019 8:23 PM
2085	A lot worse.	12/16/2019 8:23 PM
2086	We are being pushed harder and safety in not as important as it once was. Much easier to get fired for stupid stuff and call it conduct un becoming or failure to comply. Company does not know how to properly manage crews as the key word is we will just consolidate or cut out pool or extra board spots. Then there is the talk about 1 man crews what a joke and laughing stock this company and the railroad has become.	12/16/2019 8:22 PM
2087	Suck	12/16/2019 8:22 PM
2088	They have changed	12/16/2019 8:21 PM
2089	There is no general maintenance any more for track sections the track inspectors put a 213 9 b on a defect and when it is about to expire the section will do what is needed to get the defect repaired	12/16/2019 8:20 PM
2090	Work conditions have severely are steadily deteriorated in the last 10–20 years even more so the last 5. The constant rush, the overlooking of rules and the diminished time we are given to safely run our trains.	12/16/2019 8:20 PM
2091	Safety processes eroded over time especially in the last 2 years and conditions are eroding with them.	12/16/2019 8:20 PM
2092	Worse	12/16/2019 8:18 PM
2093	I was furloughed in July because of PSR.	12/16/2019 8:17 PM
2094	It seems safety has went out the window. They expect you to do more work with less people.	12/16/2019 8:17 PM
2095	A lot less workers on RR. Company is having 1 person doing the jobs that took 3 a few years ago	12/16/2019 8:17 PM
2096	Terrible, with all the cuts it is constant work with no time at home causing focus to start to drift	12/16/2019 8:16 PM
2097	Do same work with less. People	12/16/2019 8:16 PM
2098	Working conditions are way worse than they were 5, 10 or even in my case almost 15 years. Ever since the implementation a precision scheduled railroading, track has gotten worse, running monster trains is a horrible idea and with the lack of mechanical crews out there now, locomotives and cars are breaking down.	12/16/2019 8:15 PM
2099	Nothing gets done proactively. Nobody takes accountability. It is very much a blame game system now more than ever.	12/16/2019 8:15 PM
2100	The quality of life has diminished, morale is low. The company expects you to rush these trains out of yards without proper inspections, whatever it takes to meet their OS times.	12/16/2019 8:15 PM
2101	I have worked for Norfolk Southern for 13 years. In the last 5 years the working conditions have decline greatly.	12/16/2019 8:15 PM
2102	Morale is substantially worse due to constant concern jobs will be needlessly eliminated. Production has suffered due to lack of availability of work train crews, power, and MOW manpower.	12/16/2019 8:15 PM
2103	They have definitely deteriorated. Maintenance is not being done sufficiently and the crews are left holding the bag and answering customers complaints.	12/16/2019 8:14 PM
2104	They want production over safety	12/16/2019 8:14 PM
2105	Much worse. Twice the work with half the manpower. No regard for safety. Constant work rule changes.	12/16/2019 8:14 PM
2106	Less men. But not as hard back then	12/16/2019 8:14 PM
2107	Push harder for production numbers, lust headcount to do the job safely.	12/16/2019 8:14 PM
2108	It's all about shareholder value. The employees are never valuable to any company that waists there time with PSR. When employees feel valuable to there company and the company actually shows it. Productivity is better, morale is better and guess what if all that takes place then company can be prosperous. Proven fact. I literally have to wonder everyday if I'm going to have a job. Why? Because how far are the shareholders going to go. When all the dust settles these railroads if left unchecked will end up like Walmart. Look around in Walmart cheap labor and no one to help you because they know nothing, automatic check out lanes keeps going on. 10 to 20 years ago it was never like that at all. Everyone mattered and the company would notice. If Sam Walton was alive today and seen the way Walmart employees are treated, he would fire all of them. No different than what's taking place in the railroad world.	12/16/2019 8:13 PM
2109	Awful, nothing is maintained. They care nothing about safety or our well-being	12/16/2019 8:13 PM
2110	Worse, no concern for safety	12/16/2019 8:12 PM
2111	Worse, it's a do more with less environment.	12/16/2019 8:12 PM
2112	Lack of rest, goal of productivity is higher. And man count is significantly lower.	12/16/2019 8:11 PM
2113	Worse	12/16/2019 8:11 PM
2114	While working conditions have stabilized the carrier often negates risk by telling employees to rely on technology that often doesn't work.	12/16/2019 8:11 PM
2115	Increasingly more stressful and uncertain do to rise in health care cost, job security, union dues,	12/16/2019 8:10 PM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
2116	I do not know, I hired out last May. I can say that PSR has disrupted rail traffic. Industries are switching to trucking instead of rail freight due to increased fines, almost impossible schedules to meet in regards to dwell time and delivery	12/16/2019 8:10 PM
2117	Working condition are not good. Nothing is being maintained, and the boards are kept way to short.	12/16/2019 8:10 PM
2118	Horrible, infrastructure and maintenance have been extremely neglected. Yard conditions are dangerous and ridiculously filthy due to lack of maintenance and cleaning	12/16/2019 8:09 PM
2119	Manpower has been reduced greatly, morale is at an all time low with co workers being afraid of the uncertainty of our careers.	12/16/2019 8:09 PM
2120	Less people to do the jobs. Leads to unsafe work conditions. When the goal was to be safer	12/16/2019 8:09 PM
2121	You had time to get the job done correctly. Today you do not. A lot of bandaid being put on out there. Not safe.	12/16/2019 8:09 PM
2122	More pressure and in fear of being terminated	12/16/2019 8:09 PM
2123	Worse	12/16/2019 8:09 PM
2124	Worse	12/16/2019 8:08 PM
2125	I have 24 years of railroad experience and now days the work environment is extremely stressful and unhealthy.	12/16/2019 8:08 PM
2126	Working conditions now are way worse. I feel the company does not care about its employees safety or sanity.	12/16/2019 8:08 PM
2127	It's terrible! All they care about now is the stock price and what they can sell off to benefit them. So now they think it's safer to work night shift at random now and working 4 days a week from home is non efficient so they think it's safer working 5/8s or 9and5.	12/16/2019 8:08 PM
2128	Terrible	12/16/2019 8:08 PM
2129	ANYTHING under 12 hours is a good day! Things seemed to have changed for the worst around 4 years ago. I was told personally by management, we own you for 12 hours we can work you for 12 hours. Then was told they could care less if we were 17 hours away from home.	12/16/2019 8:08 PM
2130	Before PSR, IT WAS ROUGH BUT NOTHING LIKE NOW . . . IT SUCKS	12/16/2019 8:08 PM
2131	More work, less days at home . . . was jobs to choose from . . . no overtime . . . a lot more contractors	12/16/2019 8:08 PM
2132	It's terrible and unfortunately I have left CSX	12/16/2019 8:08 PM
2133	The Union sucks worse but the railroad is fine	12/16/2019 8:08 PM
2134	Worse	12/16/2019 8:07 PM
2135	1000 percent worse. Safety used to be the top priority now it's all about numbers and numbers that lie for that matter.	12/16/2019 8:07 PM
2136	Worse.	12/16/2019 8:07 PM
2137	Worse due to night work and longer work weeks. I.e. 9 on 5 off and 8 on 6 off. Also 10 on and 2 off has been discussed.	12/16/2019 8:07 PM
2138	We are asked to do the same amount of work with less men.	12/16/2019 8:06 PM
2139	15 years ago we had more people to get tasks completed more safely	12/16/2019 8:06 PM
2140	Much worse.	12/16/2019 8:06 PM
2141	A lot more work. A lot less help. Extremely unsafe compared to 5 to 10 years ago.	12/16/2019 8:05 PM
2142	They push us to work faster and with less people. There saying is "respond quickly"	12/16/2019 8:05 PM
2143	Much poorer conditions	12/16/2019 8:05 PM
2144	Less safety measures. Workforce cut to the bone causing Overworked and fatigue of train crews. Mechanical dept cuts producing more unresolved locomotive repairs	12/16/2019 8:05 PM
2145	Honestly, this probably isn't the answer you're looking for but things are way more laid back compared to 10–15 years ago.	12/16/2019 8:05 PM
2146	I believe we are cutting corners too much. We are expected to multitask to an increasingly dangerous level. The manpower has been cut drastically and the expected output raised to allow greater possibility of putting oneself or the general public at deadly risk	12/16/2019 8:04 PM
2147	Fair	12/16/2019 8:04 PM
2148	Terrible and far less safe than when I began in 2011	12/16/2019 8:03 PM
2149	Horrible, less time at home and we are just a number, before we had safety meetings and families were invited now it is all about the stockholders.	12/16/2019 8:03 PM
2150	Unsafe	12/16/2019 8:02 PM
2151	Compared to 5 years ago? Very hostile.	12/16/2019 8:02 PM
2152	Things are getting easier due to advancements in tool technology but the working conditions are deteriorating. Rules are becoming overwhelming and doing your job is getting harder because of the constant worry you have about breaking rules that have been put into place because of knee jerk reactions. The railroad, BNSF specifically, has become so entrenched in the belief that more is less that I feel overall safety of the railroad is being put on the back burner in the interest of bigger profits for upper management and shareholders. Our railroad looks worse now than at any point in my career.	12/16/2019 8:02 PM
2153	Work condition are much worse than they were when I hired 10 years ago. Today everyone has to do most jobs due to being short handed.	12/16/2019 8:02 PM
2154	Work pace is pushed to be as fast as possible and the work forces have shrunk dramatically Causing not only me but my fellow workers to be more tired and stressed.	12/16/2019 8:01 PM
2155	Worse the customers needs are never met or cared for over the all mighty dollar for the company	12/16/2019 8:01 PM
2156	Much worse. Lower morale, crews unsure if they will need to get rest as there is uncertainty of trains running. Road crews doing more work on each end of road and on line of road.	12/16/2019 8:01 PM
2157	No a lot worse	12/16/2019 8:01 PM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
2158	The equipment is falling apart. Derailments are up. And tons of maintenance is being deferred.	12/16/2019 8:00 PM
2159	Much worse bud	12/16/2019 8:00 PM
2160	Work conditions have deteriorated. The company no longer cares about getting trains over the road. They put fuel savings above safety. They slow trains by using throttle restrictions and trip optimizer speed restrictions to deliver freight in a manner that is not in keeping with customer expectations. The company expects fewer people to do more work putting unnecessary stress and pressure on crews which severely jeopardizes safety. The practice of making ever longer trains is also a concern as it creates unnecessary public safety risks with trains that can't be stopped or held without blocking multiple crossing for several miles at a time.	12/16/2019 8:00 PM
2161	morale is much lower. There is mounting pressure on train crews, engineering department, and mechanical department employees to rush jobs in order to meet unrealistic deadlines.	12/16/2019 8:00 PM
2162	It's gone down hill	12/16/2019 7:59 PM
2163	Cutting corners on every aspect of safety, if you can't perform your work in a set amount of time you get in trouble for delaying trains. It's a get it done in this amount of time no matter what you need to do mind set. The line I work on gives you 15 minutes to pickup cars on the line of road, no matter the amount of cars. 15 minutes from cutting away to having the air pumped back up and ready to go. Seems like a cost savings but it's reducing the safety	12/16/2019 7:58 PM
2164	Worst	12/16/2019 7:57 PM
2165	Safety is last	12/16/2019 7:57 PM
2166	Suck!!	12/16/2019 7:57 PM
2167	10 times worse	12/16/2019 7:56 PM
2168	Trains are taking longer to get across their territory, making rest a factor. Longer trains makes walking conditions a safety issue.	12/16/2019 7:56 PM
2169	Worse, trains continuing to run out of fuel delays shipping. No real support of safety, third priority behind profits!	12/16/2019 7:56 PM
2170	Trying to do as much or more with less, less people, less time, it puts a strain on you and no way you can give a quality safe finished product. This is not safe and will end up hurting many people with these huge trains running on worse track conditions through these towns.	12/16/2019 7:56 PM
2171	Have gotten worse over the last few years	12/16/2019 7:56 PM
2172	More chances of getting fired now. For anything.	12/16/2019 7:56 PM
2173	Working conditions and some Saftey issues have suffered	12/16/2019 7:56 PM
2174	We are short handed on our district, so we just repair the minimum "apply Band-Aids"	12/16/2019 7:55 PM
2175	Much worse.	12/16/2019 7:54 PM
2176	I believe that the railroad I work for is less concerned about safety for the employees and public and more focused on cutting costs by any means necessary. There have been many changes in the past 10 years that I've been employed to show a drop in working conditions.	12/16/2019 7:54 PM
2177	Worse safety and more hostile.	12/16/2019 7:54 PM
2178	Way worse. Crewmen are grossly overworked and under rested. If the Carrier would maintain adequate manning, crews wouldn't have to continually turn on their rest.	12/16/2019 7:54 PM
2179	It's seems to me more production is they're high priority here. They want the same amount production with less time on the track and less people	12/16/2019 7:54 PM
2180	Since I started almost 15 Years ago the conditions have definitely changed. Seems like Management out to get rid of you.	12/16/2019 7:54 PM
2181	They have improved in the last 20 years	12/16/2019 7:54 PM
2182	More trains, more jobs, more man power	12/16/2019 7:53 PM
2183	In general, work conditions are far better than when I started in 1988. Hard hats were and safety glasses were an option. We had to buy our own work gloves. Stress and tension from supervisory personnel was high. Alcohol and drugs were very much present. When the Safety summit formed the Safety Action and Compliance Plan (SACP), there was a dramatic change in the work environment. With the help of the FRA, workers met with management to resolve issues.	12/16/2019 7:53 PM
2184	Compared to 5 years ago, anymore it seems as if we as agreement employees are just a number no longer viewed as a necessity to longevity of our railroad.	12/16/2019 7:53 PM
2185	About the same since 2008	12/16/2019 7:52 PM
2186	I started in 2011 and the mentality then was that if we needed the equipment we will get it for you. If we needed more people we will get more people. Now we are doing the same amount of work with less people and expected to finish in the same amount of time. Doing this causes health and mental stress.	12/16/2019 7:52 PM
2187	Much worse	12/16/2019 7:52 PM
2188	Unsafe practices by the carrier, forcing the workforce to cut corners or face discipline or possible termination. Less man power and work overload.	12/16/2019 7:52 PM
2189	They are worse no fun it's just the job only the job and morale is in the toilet. Company only concerns are for themselves and investors and make unsound business decisions and employee mismanagement and no major infrastructure upkeep or upgrades.	12/16/2019 7:52 PM
2190	Work conditions have declined along with safety. The push to make on time originations and car pick ups has overtaken safety and proper job duties	12/16/2019 7:52 PM
2191	We can do whatever we want. UPRR does not care about the customers.	12/16/2019 7:51 PM
2192	Bad	12/16/2019 7:51 PM
2193	Worse the roadmasters the company hires have no idea how about track maintenance.	12/16/2019 7:51 PM
2194	Are worst, up gets away with everything, up owns the FRA, plain simple, corruption in both sides, that comes from United States Congress	12/16/2019 7:51 PM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
2195	Deteriorating tremendously	12/16/2019 7:51 PM
2196	We are much less progressive with maintenance with less people and materials it is more about reactive work.	12/16/2019 7:50 PM
2197	I enjoy my off days but you definitely can't predict when you or if you get your off days on time. Still can't schedule appointments very well if needed	12/16/2019 7:50 PM
2198	I have only been with BNSF for almost 6 years and a lot has changed so far. When I hired on we had 4 man sections, welder helpers and additional maintenance crews. Now all that is GONE!!!	12/16/2019 7:50 PM
2199	More rules to follow some times rushed. Or reduced track protection. Instead of a 704 we have to use watchmen lookout	12/16/2019 7:50 PM
2200	They are terrible. Problems are let go until they become critical or are forced to fix them by FRA or another agency. Don't want to hear about any problems from track inspectors, management is unpleasant and quick to discipline employees based on "quotas" they need to make on said discipline all the while management goes unchecked and does what ever the hell they want.	12/16/2019 7:49 PM
2201	Horrible now, with all the time changes of work. Day shift, night shift, and all in between. Rather have our day shift back.	12/16/2019 7:48 PM
2202	There good but still needs work to get it better	12/16/2019 7:48 PM
2203	They are a lot worse now	12/16/2019 7:48 PM
2204	You have to fight with the company to get time off	12/16/2019 7:48 PM
2205	General work conditions feel rushed. Equipment is treated with a patch and pray mentality. Velocity has become more important than safety and trains are required to be ready to depart at exact OS times regardless of when power was received it when cars were set out in outbound tracks.	12/16/2019 7:48 PM
2206	Working off our rest for the last 4–5 years. Inaccurate train lineups. Impossible to tell when your going to work.	12/16/2019 7:48 PM
2207	It's far more dangerous now. We are threatened daily, equipment is in disrepair, manpower is so short we are ordered to show up on our rest every single trip.	12/16/2019 7:47 PM
2208	Safety has gone done, it's more about how much production can get done.	12/16/2019 7:46 PM
2209	Similar, other than changes occur a lot more frequently. Always at edge of seat not knowing what's next.	12/16/2019 7:46 PM
2210	they suck, NO security and ENDLESS JOB CUTS11	12/16/2019 7:46 PM
2211	There is less concern of the track conditions, it is all about moving those trains. There seems to be less work for Maintenance of Way, but in reality there is more but no time to fix because we have to run trains	12/16/2019 7:45 PM
2212	In some ways they've gotten better and in some ways worse. I feel safe, but I also feel that they don't care about us like they have before. It's not so much the company, but some of the higher up supervisors are giving the company a bad reputation.	12/16/2019 7:45 PM
2213	Worst. Get wrote up over everything no give and take. People getting fire instead guidance.	12/16/2019 7:45 PM
2214	Less help, overworked especially on division. Guys doing 2 jobs at once. More than likely union agreements not being honored.	12/16/2019 7:45 PM
2215	Very unsafe practices	12/16/2019 7:44 PM
2216	The conditions at the railroad have completely gone down hill, not enough employees to safely do the work and the work is showing the poor quality. Making it hard to properly maintain the track, with unsafe conditions not being repaired in a timely manner. Leaving employees with very low morale affecting the quality of work.	12/16/2019 7:44 PM
2217	Worse	12/16/2019 7:44 PM
2218	A lot less employees doing the same jobs, with aging equipment, and management not worried about fixing the problems, just putting responsibilities on the workers.	12/16/2019 7:44 PM
2219	Conditions have downgraded so much, from the lack of business to the lack of maintenance on the tracks and equipment	12/16/2019 7:44 PM
2220	Much worse. I am a member of transportation and we never know when we will be called to work, trains are much longer and the trains seem to have more issues, *i.e.,* sticky brakes and other breakdowns resulting from carmen not having enough time to inspect cars and Mechanical not doing all necessary repairs on locomotives. It is hurry, hurry, not enough decent power and power not being repaired properly. Management pushing to get things done quicker for faster turnarounds.	12/16/2019 7:44 PM
2221	Asked to do more with less people in a shorter period of time.	12/16/2019 7:43 PM
2222	More work to do, track in worse condition and fewer people/smaller crews trying to do the work. Spread thin on manpower.	12/16/2019 7:43 PM
2223	They are worse. Safety is only important if it doesn't interfere with moving freight!	12/16/2019 7:43 PM
2224	Working conditions are at an all time low. Section Gangs are generally two men doing the job of what used to have 4–5 men. There is constant pressure from management to hurry to get a job done with no regard to safety. Management has said if it takes working overtime to complete a job then that's what we will do. It has become a more work less manpower business.	12/16/2019 7:43 PM
2225	Worse	12/16/2019 7:43 PM
2226	Less guys on the gangs. More & more contractors on company property. Seems there's more contractors than company employees	12/16/2019 7:43 PM
2227	Much harder to obtain track time to perform necessary maintenance	12/16/2019 7:42 PM
2228	They're much worse	12/16/2019 7:42 PM
2229	They have changed a lot in 5 years. They will do it the cheapest way not the safest way	12/16/2019 7:42 PM
2230	More strenuous as there is more work to or (per person) I feel this is definitely applicable to five years ago but not too sure about twenty years ago as I did a more strenuous job fore the company then.	12/16/2019 7:42 PM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
2231	It seems like year after year there are less of us here to maintain the railroad. More retirees than new hires. Less general knowledge about the track and it's components and no real plans to teach what has been passed down through the generations	12/16/2019 7:42 PM
2232	Same. Company seems to have little or no care about TE&Y work schedules involving safety.	12/16/2019 7:42 PM
2233	We are now grossly under manned and you can tell greed runs rampant with the investors that own the company. Management is in fear of losing employees as well as their own jobs. Safety has gone out the door for bottom line profits.	12/16/2019 7:41 PM
2234	Poorly do to the management	12/16/2019 7:41 PM
2235	They don't even compare!!! I've been here 12 years now and feel more like a number today than I ever have.	12/16/2019 7:41 PM
2236	Worse	12/16/2019 7:41 PM
2237	Companies care less about safety and more about production.	12/16/2019 7:41 PM
2238	Worse it all about protecting there shareholders. It seems to be all about the money not safety anymore	12/16/2019 7:40 PM
2239	Every year I have worked for the railroad 10 now the working conditions have gotten worse and worse all in the name of more profit.	12/16/2019 7:40 PM
2240	Worse. When I started in 2011, the railroad was an enjoyable place to work. Good morale and the company tried to balance their interests and the interests of the employee. The last 3–5 years that has changed. Now it is constant threats disguised as Saftey, a consistent emphasis of profits and production over everything else, and the immediate shooting down of people with concerns or suggestions. A company department head even stated that "it's my job to cut costs for the company and if I can screw the employees out of something, I will."	12/16/2019 7:40 PM
2241	More fatigue and huge morale issues leading to a less safe work environment	12/16/2019 7:40 PM
2242	Conditions have worsened. Work schedules are not in the best interest to the employees or safety. Day shift one week. Night shift the next. Working 8–9 days straight when track time is available for 4 day work week	12/16/2019 7:40 PM
2243	I feel my job is more demanding with less rest and less regard for safety.	12/16/2019 7:39 PM
2244	Everyone now is more worried constantly about what their future is here then I have ever seen before.	12/16/2019 7:39 PM
2245	Horrible. More is expected with less. Management is headhunting to justify their jobs, to the point of being followed around by officers with stopwatches! If you wasn't walking fast enough or making moves fast enough they were handling guys for "delaying operations" when in fact they were making it unsafe and taking longer.	12/16/2019 7:39 PM
2246	Terrible	12/16/2019 7:39 PM
2247	Less workers. Less organization. Less planning on major projects	12/16/2019 7:39 PM
2248	It's a lot more worst than ever before. I know that we didn't mean a damn thing to the company but now they show it bluntly. They just to say that they were family oriented but that went out the window they do have any respect for us or our family.	12/16/2019 7:39 PM
2249	It's insane! The expectations of employees now there is no way that a employee will make 30 years. Physically we will be lucky to make 20 years.	12/16/2019 7:39 PM
2250	We are constantly under pressure to work faster, and everything we do is under extreme scrutiny.	12/16/2019 7:39 PM
2251	Less men to do more work, more defects being handwaved by management, more contractors doing railroaders work and a lack of safety from them as well.	12/16/2019 7:39 PM
2252	The conditions are much worse. The work schedule is terrible, not much of a family life and with work, it's never enough	12/16/2019 7:39 PM
2253	A lot more stress due to fewer and fewer jobs and continued changes	12/16/2019 7:38 PM
2254	It has gotten better	12/16/2019 7:38 PM
2255	Worse off. More rushed for no reason	12/16/2019 7:38 PM
2256	Terrible. Work 10 times harder with less workers for same pay. Also rarely get our "lunch breaks"	12/16/2019 7:38 PM
2257	A lot worse longer hours and less tools and materials to work with	12/16/2019 7:37 PM
2258	They don't compare. more production less workforce. Also less safety!	12/16/2019 7:37 PM
2259	I worked 40 hour weeks (8 hour day) with some overtime	12/16/2019 7:37 PM
2260	In the last 5–10 years the company had continued to demand "more with less" from the work force. Making one person do the job of 2–3 had become the norm. The days of being expected to be a "professional" are gone. The company no longer wants proud employees, just warm bodies.	12/16/2019 7:37 PM
2261	Worse. Not enough people working. Have to do several different jobs everyday just to get by. Always behind on work.	12/16/2019 7:37 PM
2262	Longer trains are putting undue stress on workers for better profits for the company. Making longer trains to cut jobs for profits is ridiculous.	12/16/2019 7:36 PM
2263	Abysmal. Short boards, being called for unqualified work and being threatened if refused to cover.	12/16/2019 7:36 PM
2264	Less man power and the company expects the same work load to be completed.	12/16/2019 7:36 PM
2265	Expect more out of less workers. Stretching standards to pay less man hours	12/16/2019 7:35 PM
2266	Terrible	12/16/2019 7:35 PM
2267	Worse	12/16/2019 7:35 PM
2268	A lot has changed, work schedules, man power and resources	12/16/2019 7:35 PM
2269	Worse	12/16/2019 7:35 PM
2270	Conditions have spiraled downward...people are scared...a secure employee is a better employee	12/16/2019 7:34 PM
2271	More strenuous. Hard to get tools and right material to do job.	12/16/2019 7:34 PM
2272	Horrible, was working more, and better morale in the workforce.	12/16/2019 7:34 PM
2273	More injuries, less production	12/16/2019 7:34 PM
2274	Less time and less men to get the kid done expect a lot more from ischemic man	12/16/2019 7:34 PM
2275	Worse	12/16/2019 7:33 PM
2276	The railroad is more modern than it was 5 years ago instead of paper work it's all through computers	12/16/2019 7:33 PM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
2277	More work with less workforce	12/16/2019 7:33 PM
2278	Worse	12/16/2019 7:33 PM
2279	I was employed 11 months before I was furloughed. The first 3 months managers we're always out testing and safety was the first priority. Then PSR was introduced all the testing went away now you're lucky if you know what the manager in charge of you looks like much less how to reach them. Then I was furloughed no work. Nevermind you quit a good job to come to work for the railroad sorry we don't need you now. Profits are king	12/16/2019 7:32 PM
2280	Way less people. Added pressure and higher expectations causing a unsafe environment	12/16/2019 7:32 PM
2281	5 years ago it was do the work we need a safe rail road now we're cutting your time in half but we'll need more work done	12/16/2019 7:32 PM
2282	No maintenance is bring done on our bridges unless there will be a a stoppage of rail traffic.	12/16/2019 7:32 PM
2283	Hardly get the proper amount of time to do our jobs safely	12/16/2019 7:31 PM
2284	More pressure to get the job done as compared to getting the job done correctly	12/16/2019 7:31 PM
2285	Less safety and less time to complete the work.	12/16/2019 7:31 PM
2286	Crews are seriously undermanned...doing the same work we did 10 years ago with 1/3 the people. Production is rushed and working overtime is a mortal sin.	12/16/2019 7:30 PM
2287	Much worse	12/16/2019 7:30 PM
2288	It's hard to plan anything with family or friends, because you don't know you're working days or nights or different days from each subdivision to the next.	12/16/2019 7:29 PM
2289	Much, much worse. I have 20 years experience and since PSR was implemented 3 years ago, things have continually went downhill	12/16/2019 7:29 PM
2290	Gone downhill, extremely	12/16/2019 7:29 PM
2291	Working conditions have gotten continuously worse since PSR. Not enough people to fill jobs consequently we are being overworked. They take away our rest days, our PO days. There is hardly any chance of having a day off	12/16/2019 7:28 PM
2292	Exponentially worse	12/16/2019 7:28 PM
2293	The work conditions in regards to the amount of work has not changed. We have the same amount of work as we've always had but the amount of people we have to do the work has drastically decreased.	12/16/2019 7:28 PM
2294	I feel like we are more short handed and work more unscheduled overtime i.e. callouts on nights and weekends. There is also more OT on regular days as we are squeezed for a little more. However, I feel like my job security is a little better.	12/16/2019 7:27 PM
2295	No	12/16/2019 7:27 PM
2296	Work conditions now are more hostile from management and they want us working 12 a day and the hours they have us working are ridiculous	12/16/2019 7:27 PM
2297	Doing more with less seems to be the way it goes around here. Cut jobs here cut jobs there. Where I'm at we used to have 32 guys now we only have 23. That's a big difference in the amount of workload shared.	12/16/2019 7:27 PM
2298	Worse	12/16/2019 7:27 PM
2299	It's increasingly rare to find a bar of soap	12/16/2019 7:27 PM
2300	Horrible	12/16/2019 7:26 PM
2301	Everything is rushed, safety second to production	12/16/2019 7:26 PM
2302	They have changed dramatically. It's all about money now. Safety and maintenance are a thing of the past. Run trains, run trains.	12/16/2019 7:26 PM
2303	Fewer workers doing more work	12/16/2019 7:25 PM
2304	There are less jobs to do more work than 5 years ago.	12/16/2019 7:25 PM
2305	Not good. We are doing more with less people. They won't replace worn out or broken tools. The carrier talks safety then tells you to break the rules to get a job done cheaper.	12/16/2019 7:24 PM
2306	Way more expectations most of the time unrealistic	12/16/2019 7:24 PM
2307	There used to be a focus on safety and properly fixing the tracks. Over the past 2 years that focus has went out the window compared to 10 years ago. Now track and worker safety is second to profits and the new "no overtime" scheme.	12/16/2019 7:24 PM
2308	They expect more with less also production is more important than safety. No employee appreciation. Basically pawns.	12/16/2019 7:24 PM
2309	Work hours are erratic and very unforgiving.	12/16/2019 7:24 PM
2310	5 years ago the railroad preached safety over production. I hired on 6 years ago and you knew the railroad valued safety culture. Now they prove that safety is only important if it doesn't get in the way of production.	12/16/2019 7:23 PM
2311	They are worse. As a frog welder, sometimes we need to run 2–3 mile long trains at 10mph. This makes us rush in between trains to get the repairs done in a timely manner.	12/16/2019 7:23 PM
2312	There was more focusing on safety, now there are no overlaps and inconsistent quarterly training	12/16/2019 7:23 PM
2313	Trains are not fitting into sidings and Amtrak is getting held by these large trains.	12/16/2019 7:23 PM
2314	Less time for repairs	12/16/2019 7:23 PM
2315	Production over safety is what I've observed.	12/16/2019 7:23 PM
2316	Less time on track to complete maintenance tasks causes gangs to rush through their tasks.	12/16/2019 7:23 PM
2317	Good pretty clean up clean track it looks like	12/16/2019 7:22 PM
2318	Worse. The railroads are trading safety for dollars.	12/16/2019 7:22 PM
2319	Jobs have disappeared, and with them the ability to balance safety and productivity. One or the other has to be sacrificed when the workforce isn't adequate.	12/16/2019 7:22 PM
2320	More work less people to do the work	12/16/2019 7:22 PM
2321	It seems a lot rushed now. They try and get everything they can get in the windows we have. We are do more with less people and it shows. More managers and mechanics help out. Safety is preached, but when it comes down to it its production and money.	12/16/2019 7:22 PM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
2322	There are less people to so the same amount of work. They just want the job done. They don't care how. Just get it done	12/16/2019 7:21 PM
2323	5 years ago the railroad seemed more safety first now they seem to be straying away from safety and towards production	12/16/2019 7:21 PM
2324	Worse.	12/16/2019 7:21 PM
2325	Worse	12/16/2019 7:21 PM
2326	Not enough people or time to get the jobs done right	12/16/2019 7:21 PM
2327	Working conditions are worse now then 5 years ago. We are expected to work more with less time home	12/16/2019 7:21 PM
2328	more strict still no training and dumb rules	12/16/2019 7:21 PM
2329	Many more contractors not trained	12/16/2019 7:21 PM
2330	Worse	12/16/2019 7:20 PM
2331	Much less workforce, very high amount of perceived pressure. A lot of "hurry hurry"	12/16/2019 7:20 PM
2332	More red tape. Less personal and lower morale	12/16/2019 7:20 PM
2333	More work with less people	12/16/2019 7:20 PM
2334	We are trying to complete the same amount of work without curfews, windows and less manpower.	12/16/2019 7:20 PM
2335	As carriers continue to reduce mancounts, the same amount of work is expected from fewer employees on the ground. In other words, the workload for each employee has increased along with all associated duties and responsibilities.	12/16/2019 7:20 PM
2336	We don't have the manpower to do work to the quality we did 5–10 years ago. Almost seems CSX don't care about quality as long as we didn't make any OT or incur any injuries	12/16/2019 7:19 PM
2337	Much more dangerous.	12/16/2019 7:19 PM
2338	Less time to do the work needed to track, always rushed to do our job.	12/16/2019 7:19 PM
2339	Way worse. Shortcuts are the norm if you are going to complete the work, constantly bothering you with down to the second track time.	12/16/2019 7:19 PM
2340	Poor carrier wants everything fixed without purchasing materials, or having enough manpower to adequately maintain	12/16/2019 7:19 PM
2341	They want more done with less people than ever before. It jeopardizes safety but we can't say that because they give us the no job is so important that it can't be done safely crap line they preach. The supervisors bonus now directly reflects how much discipline they have given it's the worst job I've ever had for morale	12/16/2019 7:19 PM
2342	More time at work than at home	12/16/2019 7:18 PM
2343	We are asked to perform the same amount of work with half the people assigned to the task from even 8 years ago.	12/16/2019 7:18 PM
2344	Far more hostile and stressful. Everything is rushed and feels like the company is more concerned about lining other people's pockets than the safety of their own employees	12/16/2019 7:18 PM
2345	It's worse we had more time off made more money had more people working back then now it's all about the money	12/16/2019 7:18 PM
2346	The same if not more work is expected with half the head count.	12/16/2019 7:18 PM
2347	Less people to do work harder to get track and time unless it's a planed window	12/16/2019 7:18 PM
2348	Work conditions are better and the conversation is also better.	12/16/2019 7:18 PM
2349	All the company talks is safety. But all they really want is Production with less man power	12/16/2019 7:17 PM
2350	UP has shown less concern for the safety of their employees. They've eliminated safety positions within their large production gangs. They are more concerned with the bottom line. Cutting jobs and expecting the same production.	12/16/2019 7:17 PM
2351	Man counts are down, we bounce around and do what we can but are shorthanded. Contractors on machine, truck jobs while senior men are laboring with no machines to advance into.	12/16/2019 7:17 PM
2352	PSR is great for train operations however the cuts in the workforce and the lack of hiring has made all of our jobs much more unsafe, also the physicality and responsibilities of the job has gone up by more than 66 percent on my territory alone, in extreme weather conditions this is unacceptable because we are being exposed more often and for a longer duration of time.	12/16/2019 7:16 PM
2353	They are trying to get more done with less and thus pushing men farther thus creating a unsafe work environment. They have reduced levels to where carman are working in the yards by their self and foremen working the rip track and yard duties combined.	12/16/2019 7:16 PM
2354	I have been here 28 years and the railroad has made me a good living for my family over the years. I used to tell everyone this was the best job. But now all you see is disgruntled employees about the way we are treated and more and more contractors on site. Just sad for the guys that have 20 years to go to retire.	12/16/2019 7:15 PM
2355	Understaffed, overworked, expected to do work in unrealistic time frames.	12/16/2019 7:15 PM
2356	There is no concern for the employees. Everything is about greed. We are performing at a high rate of service and they still want more. We are working with less men and expected to do so much more. Working conditions are beginning to become unfair and unsafe due to the push for faster service. When are the profits enough? When life's are lost? More and more of our coworkers are being put on the streets to fill the pockets of the shareholders. It's really sad to see this happening.	12/16/2019 7:15 PM
2357	Worse	12/16/2019 7:15 PM
2358	23 years ago on this subdivision there were about 45 track employees, now there are about 12	12/16/2019 7:15 PM
2359	We are just numbers in a company. No linger appreciated. It is a volatile atmosphere. Bosses don't care about us.	12/16/2019 7:15 PM
2360	Adherence to existing safety regulations would help tremendously. I have seen a drastic decline in the following of regulations, and more managers encouraging a disregard for safety across the board.	12/16/2019 7:15 PM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
2361	Working conditions have gone down. Fewer customers has eliminated jobs. Safety is less of a priority now.	12/16/2019 7:15 PM
2362	Same	12/16/2019 7:15 PM
2363	Worst	12/16/2019 7:15 PM
2364	I am now retired but I know that every year offered the opportunity to work safely out there was first and foremost Implicated every day, and even more so learning from the past mistakes and misfortunes moving forward with better equipment and communication of everyone making sure everyone is on the same page before stepping out there on the tracks to start the working day!	12/16/2019 7:15 PM
2365	The carrier expects more work to be done with less manpower but yet preaches safety like it's the most important aspect of the job.	12/16/2019 7:15 PM
2366	We have less time to work on the track	12/16/2019 7:14 PM
2367	The railroad isn't investing in maintenance like it was 10 years ago. CSX has cut the manpower way down which in turn the preventive maintenance has gone to the wayside, all to save the shareholders money.	12/16/2019 7:14 PM
2368	Scared for your job everyday	12/16/2019 7:14 PM
2369	They have been way worse the past couple years and the way it's looking it's never going to get better.	12/16/2019 7:14 PM
2370	the railroad is cutting cost to a very unsafe level compared to 5 years ago.	12/16/2019 7:14 PM
2371	Not good at all, everything now is rushed	12/16/2019 7:13 PM
2372	Worst	12/16/2019 7:13 PM
2373	As far as work conditions there is much change only thing changing is the amount of people doing the work.	12/16/2019 7:13 PM
2374	Horrible more with less is the new philosophy maintenance and safety are non existent	12/16/2019 7:13 PM
2375	Fewer rail gangs Fewer tie gangs	12/16/2019 7:13 PM
2376	Much worse. We've had more derailments than before as well!	12/16/2019 7:13 PM
2377	Work harder. Less help. Less safe.	12/16/2019 7:12 PM
2378	since the last five years all I hear is budget budget money money budget won't allow this we have to do this because some guy in Omaha did the math and it's better. Better for what the bottom line what about safety of the railroaders safety of the trainmen	12/16/2019 7:12 PM
2379	Worse	12/16/2019 7:12 PM
2380	Everything is rushed. We have had an injury but the only thing upper management wants is to double output, less than a week after the injury occurred.	12/16/2019 7:12 PM
2381	Horrible	12/16/2019 7:12 PM
2382	They have gotten way worse, less manpower and they want more production. Been here 17 years and this is the worst it's ever been.	12/16/2019 7:12 PM
2383	Worse for us less resources less vehicles order bolts/bars cent even approve those for 6+months make due fish for supplies for a giant corporation it's a joke really	12/16/2019 7:12 PM
2384	Less men on crews, working longer days	12/16/2019 7:11 PM
2385	They are horrible, everyone is on edge not focusing on their jobs cause they are so worried about getting written up or fired, we are also doing more work with less people and you have to beg for material	12/16/2019 7:11 PM
2386	Better	12/16/2019 7:11 PM
2387	Worse. More work and less man power	12/16/2019 7:11 PM
2388	They don't, now all they the railroad cares about is getting rid of people and not hiring new ones.	12/16/2019 7:10 PM
2389	N/A	12/16/2019 7:10 PM
2390	More contractors	12/16/2019 7:10 PM
2391	Poor.	12/16/2019 7:10 PM
2392	Short manned! Them wanting us to do more with less.	12/16/2019 7:10 PM
2393	Have to do more work with less people	12/16/2019 7:10 PM
2394	Far less resources available to complete jobs, less flexibility in your personal life due to limited remaining employees available for work.	12/16/2019 7:10 PM
2395	I feel like there is a lot more pressure to do more with less. Technology can only speed things up so much then it's working extra hard to make up the difference with less manpower available.	12/16/2019 7:10 PM
2396	Worse	12/16/2019 7:09 PM
2397	I've been with Norfolk southern for 22 years. The work conditions have declined considerably since PSR has been implemented.	12/16/2019 7:09 PM
2398	About the same	12/16/2019 7:09 PM
2399	N/A	12/16/2019 7:09 PM
2400	There a lot worse now than 15 or even 5 years ago we the employees use to have a career we were proud of and bragged about now were ashamed to let anyone know we work there	12/16/2019 7:09 PM
2401	Horrible	12/16/2019 7:08 PM
2402	Not getting any better	12/16/2019 7:08 PM
2403	More stressful. More rules. More threats.	12/16/2019 7:07 PM
2404	Manpower has dropped more than 50 percent due to budget. We are always rushed and it shows in our quality of work. Constantly being micro managed and told how to do things instead of doing it the right way	12/16/2019 7:06 PM
2405	While the company Might state working conditions are better, they are not. Employees don't report injuries due to fear of reprisal. Rules are changed in order to make things faster, not safer.	12/16/2019 7:06 PM
2406	Awful compared to what they was 9'years ago.	12/16/2019 7:04 PM
2407	Worse, because the upper management is only worried about making investors happy and not the workers.	12/16/2019 7:04 PM
2408	Corporate greed has influenced every aspect	12/16/2019 7:04 PM
2409	Much worse than 5 years ago.	12/16/2019 7:04 PM
2410	Absolutely horrible. Can't get time, you get rushed. They preach safety but when it comes down to it they put profits in front of safety	12/16/2019 7:03 PM

Q1 Generally speaking, how do work conditions compare to 5 years ago? If applicable, 10 to 20 years ago?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
2411	Not good at all it's all about time and no safety	12/16/2019 7:03 PM
2412	Work conditions are very bad, less people to maintain track plus never fixing100 percent	12/16/2019 7:03 PM
2413	Much more shorthanded, makes us have to do more work in the same amount of time. We are exhausted. Cut overtime to the point where the work isn't getting done and our railroad is not as safe as it once was	12/16/2019 7:02 PM
2414	Its has changed for worse.	12/16/2019 7:02 PM
2415	Work conditions have declined and so has the timely delivery of much needed supplies and materials we use everyday.	12/16/2019 7:01 PM
2416	Our section gang had 6 people before. Now we have 2 with bo machine operators and the same work load.	12/16/2019 7:01 PM
2417	Morale has been destroyed, employees in constant fear of discipline.	12/16/2019 6:59 PM
2418	Worse...more work with less people	12/16/2019 6:58 PM
2419	Much worse working conditions than 3–4 years ago. No discipline any more they just automatically fire you now. Hurry hurry hurry! Even the simplest tasks corners are cut!	12/16/2019 6:57 PM
2420	Worse. Managers care even less, more productivity with less man power.	12/16/2019 6:56 PM
2421	More rushed to get the job done	12/16/2019 6:56 PM
2422	Less people to accomplish the task affecting the safety of employees and the public.	12/16/2019 6:56 PM
2423	Rough don't have the numbers at headquartered gangs we used too	12/16/2019 6:55 PM
2424	More stressful	12/16/2019 6:55 PM
2425	They have gotten worse by far.	12/16/2019 6:52 PM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
1	If BNSF is implementing PSR it is news to me. I have no safety concerns at this time	1/6/2020 3:33 AM
2	I have been working for Union Pacific for over 11 years. When UP decided to change over to PSR I noticed that safety has pretty much gone out the window and productivity has and is really being enforced. If you are late to work due to hazardous driving conditions you are not allowed to slow down for this. Even if you are a minute late the carrier will send you home. As for the testing of rules UP scrapped the F T X plan which tested on 3,000 safety rules to the COMMIT program which only tests on 30 rules. That is a 99 percent decrease in safety testing.	1/6/2020 1:15 AM
3	I worry if I will have a job. It's about the bottom line. Money and greedy shareholders.	1/5/2020 4:42 PM
4	Not at all.	1/5/2020 2:43 AM
5	Safety?	1/4/2020 12:18 PM
6	Productivity over everything esp safety. Rules go out the windows when time is a factor with trains.	1/4/2020 1:15 AM
7	Safety is the thing of the past	1/4/2020 1:10 AM
8	Everything is in a rush mode and if you a defect the bosses try to write you up for delay yet my job is safe trains right? The pressure we face is extreme from both FRA and the company stance (and they are on opposite sides of they want from the Railroaders who are caught in the middle	1/3/2020 11:56 PM
9	Everyone is so worried about becoming unemployed that safety is becoming the last thing on their mind.	1/2/2020 9:42 AM
10	Told to overlook problems	1/2/2020 6:18 AM
11	Being maintenance of way, we work around the train crews and trains coming in and out of the yard as well as mechanical employees. We have watched some of our fellow railroaders become furloughed as a direct result of precision railroading. This has created an environment of very low morale and has everyone in all departments wondering when they will be next. As far as physical work it has been noticeably harder to get track time to perform our job since the implementation of PSR. This not only includes track repair work but scheduled FRA inspections, and special weather related patrols as well.	1/1/2020 10:38 PM
12	Way too much paperwork.	1/1/2020 10:17 PM
13	It's not about safety, it's about cutting labor force and make profits.	1/1/2020 7:43 PM
14	I'm bring forced to build longer trains that are built in a dangerous manner. Large amounts of loads behind empty cars.	1/1/2020 5:01 AM
15	the work hours have affected me tremendously having to get up at two am in the morning on some divisions	12/31/2019 7:33 PM
16	PSR has made it more dangerous, because almost every shift runs 12 hours, adding to our fatigue, putting safety in jeopardy. This is on top of unpredictable work schedules that make it difficult at best to get adequate sleep, creating much fatigue on an ongoing basis.	12/31/2019 7:33 AM
17	Overtime	12/30/2019 8:19 PM
18	Cuts in supplies needed is SCARY	12/30/2019 6:36 PM
19	Supervisors managers and directors always preaching safety up till it comes to hit their numbers, that's when safety is out the window	12/29/2019 1:04 PM
20	Yes the company expects us to do the same job as we did in less time, with less people and expect us to work mandatory overtime because of their poor planning	12/29/2019 5:37 AM
21	Longer trains sitting waiting for signals blocking crossings	12/29/2019 4:42 AM
22	more demands placed upon the worker	12/29/2019 2:42 AM
23	Management has taken away are ability to properly inspect and make repairs on all rail cars. PSR is a sham and a threat to public safety!	12/29/2019 1:34 AM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?—Continued

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
24	Carmen are the first and last line of defense before train crews put rolling equipment out on the main line and operate through cities and next to homes. Only 33 percent to 50 percent of the Carmen inspector's and repairmen are left. We could barely keep up before. Now the bulk of equipment on the move is just highballed without proper inspections and repairs.	12/28/2019 11:40 PM
25	I am a Safety Assistant. This year, the carrier cut the number of Safety Assistant Positions and assigned the bulk of employee training to FLSs. The vast majority of these FLSs are employees with little experience. I do not believe this is going to work well.	12/28/2019 5:49 PM
26	More work less people = less safety.	12/28/2019 4:41 AM
27	It affects it negatively due to running the company by fear "do it my way or we will cut your job"	12/28/2019 1:54 AM
28	Eliminated Safety Facilitator job. Now we are stretched thin on the safety aspect.	12/27/2019 4:29 PM
29	Production is all that matters to them any more. They threw out our safety program, took days at home away from us, and drive production at every job briefing.	12/27/2019 3:36 PM
30	Lots of cuts, can't get parts, for track, equipment, or safety gear, locked away with no access	12/27/2019 2:56 PM
31	it has put BMWED members in unsafe positions	12/27/2019 1:27 PM
32	Reduced workforce increasing the load of inspections and tests performed. The quality of those inspections have declined since the number of employees carrying the load has declined.	12/26/2019 5:55 PM
33	In a perfect world it shouldn't affect my job at all. Unfortunately when the transportation dept becomes completely inflexible with scheduling and maintenance windows, shortcuts unfortunately become pretty common as we try and get more work done is less time	12/26/2019 8:53 AM
34	it hasn't effected my job. it has effected many young employees. there are many employees laid off work	12/26/2019 2:39 AM
35	Unrealistic work goals and workforce stretched so thin one guy has to do a 2 man job	12/26/2019 12:32 AM
36	None.	12/25/2019 5:11 PM
37	My railroad supposedly do not implement the PSR concept yet but I've spoke to an official who said that the higher ups are under pressure from the shareholders to implement it are do something similar and it shows by how many of our engines condition are maintained or lack of. Also sending trains up mountain grade with the barest minimum of horsepower raises concerns that if something happens to one of the locomotives than it causes a huge safety problems.	12/25/2019 4:49 PM
38	Made it much more dangerous	12/25/2019 2:14 PM
39	I think! One or more of us will die because of it	12/25/2019 12:17 PM
40	Asked to do more work with less manpower.	12/25/2019 7:44 AM
41	PSR has thrown safety out the window. Jobs that require 2 or more workers are being assigned, in lists, to individuals. There is constant harassment, mis-use of manpower, funding, vacant positions left unfilled, abolishment of vitally important positions, labors are non-existing or overwhelmed, machine operators running multiples of equipment, during a shift, to keep up with required work. It is rare to actually finish an assigned job before you reassigned to another, and another. The work is poorly done, seldom complete and materials left on the ground to rot or be overgrown with weeds. Walkways are hazardous, rights of way left un-maintained, sings missing. Ballast lines, ditch lines, drainage and culverts left unmaintained. OTE has to be trammed for miles upon miles, just to get to work location because any and all non-essential, storage tracks are removed. We are being "Made Ineffective" purposely with constant rule changes, standards changes, log in/log out, on duty, not on duty, ORM, job briefings, job briefing forms, start up forms, awareness forms, audits, observations, territory changes, vehicle and equipment down time, shop time, out of date eyewash, fire extinguishers, replacement tools, replacement managers, approved hotels 50 miles from work. Trying to "Work" is a nightmare.	12/25/2019 7:14 AM
42	It has made it less safe	12/25/2019 5:52 AM
43	Increased work load exponentially due to the laying off of so many people. Also pay isn't reflective of the in creased workload. Push for production over safety	12/25/2019 5:12 AM
44	It's way more unsafe now. You're working on oil covered locomotives now. Toilets are being changed everywhere now. The place is a real Shithole now.	12/25/2019 5:09 AM
45	The management has become ruthless and untrustworthy. They'll do anything to get that "on time departure". Our union isn't involved with safety anymore. It's just management.	12/25/2019 4:17 AM
46	We are rushed through checking our paperwork, job briefings, and engine checks by yardmasters who just want us out of their yards in an unreasonable amount of time. They harass conductors for taking too much time, and tell them to short-cut their work as they pick up or double cars for outbound trains. Rules are being deleted to speed up departures. It's much more difficult to get time off approved. It's impossible to make any plans or reservations because the railroad will wait until 72 hours before the requested time off to approve or disapprove the request. This adds more stress to an overly stressful job. Stress detracts from the quality of rest. Longer trains mean that more road crossings get blocked when we stop. As more crossings are blocked, motorists feel that it's better to go around the gates in front of a train, rather than sit for an extended time at a crossing. Pedestrians feel it's better to crawl through a train than wait for it to move off a crossing.	12/25/2019 2:50 AM
47	PSR is a joke. It's messed everything up and cost us business we can't regain again. Safety 2nd at CSX. Stocks and saving fuel are first.	12/24/2019 10:45 PM
48	It hasn't	12/24/2019 7:32 PM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?—Continued

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
49	No chance for job briefings safety meetings or face to face meetings. They don't care about whether paper work is right just get out and get train moving everyone is being rushed to get things done.	12/24/2019 6:33 PM
50	Harder to stay focused when you are constantly worried about loosing your job	12/24/2019 6:00 PM
51	Longer hours, short on crews, less home time.	12/24/2019 5:04 PM
52	We don't get as much time to do a job.	12/24/2019 4:00 PM
53	Again it's horrible we have no help! They have cut so deep we need the help and not from contractors	12/24/2019 3:57 PM
54	In an effort to expedite yard switching our terminal director instructed switch crews to use minimal air or no air at all while switching, depending on the size of the cut. This led to a cut of cars getting away from a switch crew and causing a massive derailment. Carmen were on the adjacent track inspecting a train. Those men narrowly avoided getting killed. Cars were piled up everywhere.	12/24/2019 3:11 AM
55	no change in regards to safety issues.	12/24/2019 3:00 AM
56	Made people cut comets to get the job done	12/24/2019 1:44 AM
57	Safety is preached, but if it costs money, it is definitely frowned upon.	12/24/2019 12:06 AM
58	Not at all	12/23/2019 10:54 PM
59	It just seems as if there is more push than ever to get more out of less. Less material less time less people.	12/23/2019 8:48 PM
60	Forcing us to stay overtime Rule 19 All the time	12/23/2019 8:43 PM
61	Safety is a thing of the past. NS wants the same amount of work from less employees. Too many people have to multitask to get a job done.	12/23/2019 7:49 PM
62	Safety? There is no Saftey on the railroad anymore. There is no Saftey briefing on jobs, just do what it takes to get the job done. All in the name of the shareholders. Supervisors and senior project engineers actually tell you to break the rules, than turn around so they don't see rules being broken.	12/23/2019 7:27 PM
63	I have less material to work with and am constantly asked to bandaid it until it absolutely breaks.	12/23/2019 7:23 PM
64	Far more worry about being laid off than performing work.	12/23/2019 5:57 PM
65	Our "safety" meetings are barley 3 hours long!! They used to be a day or two!! Once again shows they honestly don't care about our safety.	12/23/2019 5:51 PM
66	You're rushed. Trains matter more than maintenance. When you get time to do maintenance it's hurry up	12/23/2019 4:21 PM
67	It hasn't really had an impact on employee safety, but I am concerned about track issues being brought up to management and not being addressed. It's always either a manpower issue, or not having materials due to budget constraints.	12/23/2019 4:00 PM
68	Unsure	12/23/2019 3:23 PM
69	I work alone in dangerous situations at the request of supervision	12/23/2019 2:58 PM
70	Not sure because this is the first I've heard of PSR	12/23/2019 2:33 PM
71	Saftey concerns have decrease tremendously in the 10 years of service I have.	12/23/2019 2:25 PM
72	Safety is an after thought unless they can use it against someone or to reduce the work force	12/23/2019 2:15 PM
73	Depends how you look at it. Most try to get by with as little as possible so less chance to get into trouble. Safety is no longer #1 moving trains is.	12/23/2019 2:05 PM
74	Safety is now not the top priority, moving trains is more important.	12/23/2019 1:59 PM
75	Short periods of available track means that I am more prone to be faster instead of safer. Dispatch won't give you adequate time because there is a train due 1 hour beyond the time frame you request.	12/23/2019 1:31 PM
76	It really hasn't affected my job, still hasn't changed.	12/23/2019 1:20 PM
77	You're being pushed to get stuff done so safety isn't as important as it use to be	12/23/2019 1:04 PM
78	Safety now seems to be second or maybe even third in the eyes of the company.	12/23/2019 1:02 PM
79	Safety coordinators were abolished, company don't want no feedback from employees, just do as told or be disciplined.	12/23/2019 12:33 PM
80	Hard to focus on the task at hand when you are wondering if you have a job or not.	12/23/2019 12:20 PM
81	It's hustle hustle hurry up so they can run trains.	12/23/2019 10:58 AM
82	Hasn't	12/23/2019 10:51 AM
83	Less safe	12/23/2019 10:50 AM
84	Safety to me is not a concern as long as we keep the trains on time and moving, due to PSR.	12/23/2019 8:57 AM
85	Haven't seen much of a change. Management still preaches safety then stretch us as thin as possible	12/23/2019 6:22 AM
86	They ended safety first and are now completely profit first	12/23/2019 6:05 AM
87	Safety is not a priority to the company when it comes to PSR.	12/23/2019 5:30 AM
88	You can't get the railroad as easy or for the time you need it to do your testing thoroughly and with them wanting to abolish all the jobs they want to it makes for very unsafe conditions for the train crews and employees on the ground	12/23/2019 3:55 AM
89	Safety committees are gone. Quarterly safety meetings are gone. Tried to replace with online training without guidance or interaction with other co workers. Morning calls are cut short without talk of issues or stuff. Injury rate has went up with fear of discipline actions	12/23/2019 3:40 AM
90	More work load and safety has been pushed down to number four of our companies initiatives.	12/23/2019 3:39 AM
91	Some of the safety things get in the way but are effective. But there is also double standards that need to be addressed	12/23/2019 3:20 AM
92	Do less with more or we'll find someone else. Even when we point out clear critical issues they often go unresolved or done haphazardly because we lack the people or management will not get us the material. And it is made quite known that we are replaceable.	12/23/2019 3:16 AM
93	Safety takes a back seat to running trains	12/23/2019 2:53 AM
94	Safety is no longer our first priority. We are getting more pressure from the company to get more work done in less time and with less tools and materials.	12/23/2019 2:53 AM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?—Continued

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
95	The safety is being compromised by the fact that it can sometimes take over 30 minutes for the dispatcher to respond to a tone up. If there is an emergency situation occurring 30 minutes is an unacceptable response time when they are the lynch pin in getting vital information communicated to the trains.	12/23/2019 2:36 AM
96	Well first off the Class 1 I worked for contracted our craft out to TTX. So I had to go to a different Class 1.	12/23/2019 2:35 AM
97	It has made a very hostile and unsafe work environment.	12/23/2019 2:22 AM
98	Hasn't	12/23/2019 2:18 AM
99	Less people means less sleep and rules being broken and hid by lots of people because we know it needs to get done. The company preaches safety but never follows what they preach	12/23/2019 2:12 AM
100	More time at work. Everything is on nights and quality of work is lacking do To push of getting job done	12/23/2019 2:05 AM
101	The use of a lot of mobile technology, it's a distraction and a easy way for something to get overlooked.	12/23/2019 2:04 AM
102	As of yet, PTC hasn't changed my job much. But it's just the beginning. That being said, safety is obviously not important as it used to be.	12/23/2019 2:01 AM
103	They don't care about safety or working conditions anymore.	12/23/2019 1:50 AM
104	Seems rules and safety are tossed out unless it works in their favor to cut or discipline	12/23/2019 1:46 AM
105	Very very stressful . . . fear and loss of sleep..not only me but a lot of brothers have said the same.	12/23/2019 1:43 AM
106	It seems they want more and more work from the employees all while cutting spending and people	12/23/2019 1:40 AM
107	They are not updating equipment, vehicles or replenishing the man count. Which in turns makes everything tougher and unsafe	12/23/2019 1:39 AM
108	It has created a rush on our job giving us minimal time to fix critical problems.	12/23/2019 1:36 AM
109	Seems about the same	12/23/2019 1:32 AM
110	Everything is more dangerous, less employees working and less time to perform required maintenance.	12/23/2019 1:20 AM
111	It has gotten to the point where the carrier cares more about running trains and the bottom line. They don't care nothing about Saftey as they did yrs ago even just a year ago	12/23/2019 1:19 AM
112	The only time safety is emphasized is when they can use it to punish an employee.	12/23/2019 1:10 AM
113	There is such a push to get through projects that safety is disregarded. We were told last week "don't give me that we don't have sight distance' bullshit"	12/23/2019 12:58 AM
114	As mentioned above in question one safety has taken a back seat to service. As maintenance employees we get less time to perform regular maintenance and often feel pressured to expedite testing and maintenance procedures. It is unsafe for the employee and also the general public to work under the current work atmosphere.	12/23/2019 12:54 AM
115	Haven't heard much on safety.	12/23/2019 12:49 AM
116	Greater focus on speed of fixing the problem vs safety while doing it.	12/23/2019 12:47 AM
117	Production is the main index we are "graded" on.	12/23/2019 12:46 AM
118	Safety has taken a back seat to PSR, everything is about the train schedule. Often when train traffic is delayed employees will get a disciplinary charges.	12/23/2019 12:34 AM
119	Has not yet	12/23/2019 12:24 AM
120	It's made it worse! The reason being is there have been so many changes to save money and so many furloughs that it puts the majority of the workload on our shoulders and the stress level is through the roof as to not make a mistake to harm the tactics of PSR.	12/23/2019 12:15 AM
121	Fewer employees doing more work is hardly conducive to greater safety.	12/23/2019 12:13 AM
122	Safety went from 1st to 3rd or 4th in the list of priorities	12/23/2019 12:08 AM
123	Job cuts/less ppl more work. The railroad right now is at an all time low with safety. The FRA needs to step in and start doing there job	12/22/2019 11:57 PM
124	Unsafe	12/22/2019 11:45 PM
125	Longer, heavier trains with poor train makeup	12/22/2019 11:21 PM
126	need clearer definitions to how the operations are supposed to work when, work needs to be done and how coordinate the two	12/22/2019 11:05 PM
127	See above	12/22/2019 10:53 PM
128	It's about safety, till it's all about money	12/22/2019 10:49 PM
129	Everything is in a rush there is no time to do the job correctly.	12/22/2019 10:07 PM
130	Doesn't	12/22/2019 9:09 PM
131	Like I said before get it done faster with less help and what ever you do don't slow or stop a train.	12/22/2019 7:37 PM
132	Safety has not changed but rules are being stacked on us in a way where it makes certain tasks take longer and possibly less safe.	12/22/2019 7:21 PM
133	The concern is getting the work out of the shop safety is not even secondary. They are reluctant to spend money on things to make jobs safer unless it also speeds up the process	12/22/2019 6:37 PM
134	Not as safe	12/22/2019 6:24 PM
135	They are just having people due more and more things like foreman are running machines and the jobs are a free for all no guidance very dangerous	12/22/2019 6:23 PM
136	More work less people	12/22/2019 6:21 PM
137	Everything is rushed if we our close to overtime.	12/22/2019 6:18 PM
138	□□(male symbol)	12/22/2019 6:16 PM
139	Cutting jobs and expecting more or the same with less	12/22/2019 5:40 PM
140	Safety is nonexistent until someone gets hurts.	12/22/2019 5:35 PM
141	Have had a few close calls	12/22/2019 5:22 PM
142	As a conductor I am doing more work for the same pay. More setouts more pickups. More eng moves. I have walked more trains this year than my whole career combined.	12/22/2019 5:21 PM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?—Continued

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
143	Shortcuts on and early releases of equipment	12/22/2019 5:13 PM
144	They have turned their head to safety until someone gets hurt then they want to throw the book at the injured employee. We have to argue every morning about jobs not being played out safely	12/22/2019 5:12 PM
145	With fewer people trying to do more work, we have had to work longer hours and more days. This increases the risk of injury due to fatigue.	12/22/2019 5:02 PM
146	It Has increased my concerns for safety amongst all my railroad family!	12/22/2019 4:54 PM
147	U don't get the time u need to check out the area u working in to see if there are any thing that need to address or watched.	12/22/2019 4:43 PM
148	Safety was very important when I started there. Now they don't even seem to care.	12/22/2019 3:41 PM
149	Everything has taken a get it done attitude with no regard to safety at all.	12/22/2019 2:49 PM
150	The company is running locomotives until they fall apart, which means they are unsafe on the rail.	12/22/2019 2:31 PM
151	Yes when summer spike happen last summer there was people went down from being over worked	12/22/2019 2:29 PM
152	Supervisors do not care about safety. They will tell people to do jobs they know are not safe and break all the rules just to get a train out.	12/22/2019 2:06 PM
153	Safety used to be number 1. Now it is no longer emphasized as being of utmost importance. Rules have been changed or done away with.	12/22/2019 1:57 PM
154	They're pushing us to work faster. And when you being pushed there's room for accidents.	12/22/2019 1:50 PM
155	There is less and less room for safety in this operating plan. Less money and time for safety.	12/22/2019 1:23 PM
156	They make you work faster trying to accomplish a task.	12/22/2019 12:59 PM
157	Terrible, no regards for safety	12/22/2019 10:54 AM
158	No stretches anymore, cutting corners on safety to get work done, and no more job briefings. Supervisor's will actually tell you I'm going this way, you do what you have to to set it done. Tasks and measurements are fudged so work gets out as well.	12/22/2019 10:49 AM
159	I was furloughed.	12/22/2019 10:38 AM
160	More work, less pay, no off time, constant pressure, higher stress	12/22/2019 7:53 AM
161	Now using 1 person to a 3 man job. So practically unsafe and irresponsible from company stand point	12/22/2019 7:36 AM
162	I work in a locomotive shop, PSR has management afraid to let us take the time to fix things right, nor do they want to spend the money to repair anything correctly. They worry more about getting locomotives out shopped as quick as possible over reliability	12/22/2019 7:22 AM
163	worked harder and treated like I'm sabotaging trains when I find defects because there is 0 spare power in the system. scared for my job because to company seems to not care who they fire there targeting guys at my shop.	12/22/2019 7:10 AM
164	I have already stated this in the previous question. The railroad preaching safety is fake. Their rules only apply when they want to use them against you. They expect work done in a certain time yet if done by their standard work documents and their rules not tasks are impossible so some rules must be skipped around. Then if tasks argent done because they followed the rules there are threats of being handled for not completing tasks in a timely manner.	12/22/2019 7:02 AM
165	Company doesn't care about safety	12/22/2019 5:41 AM
166	It's no longer about taking your time and make sure to do it safely. It's about doing it as quickly as possible with little to no material and hopefully you won't get hurt. When I first started, Safety was the first word and now it seems like you might see it written somewhere on the wall but no one is speaking about it anymore. PSR wasn't adopted to be more safe but to be quicker and do more with less bottom line.	12/22/2019 4:57 AM
167	It is in total disregard o the public and to the workers and their families.	12/22/2019 4:54 AM
168	It's made it inherently more dangerous due to being rushed to get everything done as to not hold up train traffic. Also means things don't get repaired like they should because of the time frames allowed to repair them.	12/22/2019 4:47 AM
169	They now want us to get outbound trains done faster so they can be sent to your destination. Can't bad order anything that has FRA defects because it might slow down the departure time. FRA defects are going down the rail every day because car inspectors are afraid of the retaliation if they delay freight	12/22/2019 4:46 AM
170	There is no safety at NS if the schedule is in question. They promote safety but only if it doesn't interfere with productivity	12/22/2019 4:44 AM
171	I don't feel like I'm going to be fired or started up for cutting corners on safety as long as the cars get rolling	12/22/2019 4:44 AM
172	Unsafe work environment	12/22/2019 4:37 AM
173	Bad work conditions, not enough time allowed to perform inspections and other needed maintenance work.	12/22/2019 4:22 AM
174	Threaten job and doing more with less	12/22/2019 2:49 AM
175	Very unsafe and inefficient. Being forced to cut corners and not properly perform a job	12/22/2019 2:48 AM
176	Not as safe. The just want locomotives fixed because they have stored a lot of locomotives	12/22/2019 2:38 AM
177	What safety get rid of the rules and if you get hurt you should have known better.	12/22/2019 2:37 AM
178	Safety is preached as a number one priority but is a touchy subject to bring up when it interferes with production	12/22/2019 2:22 AM
179	We have lost work due to NS parking locomotives instead of fixing them and not repairing tool in the shop telling us it's fine go ahead and use it	12/22/2019 2:18 AM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?—Continued

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
180	They have thrown the rule book out the window. We have no levels of punishment like we used to have 10 yrs ago. The rules have been switched around and all clumped in to one rule that is a fineable offense. The push to do it now has replaced it.	12/22/2019 2:14 AM
181	Safety is skipped many times for the result of getting trains out on time. That is unless it's when they are trying to bust someone then safety matters then	12/22/2019 2:14 AM
182	I can't see what's in front of me because I'm consumed by watching my back	12/22/2019 2:10 AM
183	Furloughed, specifically I was told we will do whatever we want to make PSR go.	12/22/2019 2:07 AM
184	Basically missing. We survive on instinct alone from prior years.	12/22/2019 2:05 AM
185	The only goal and way to keep your job is to get the job done at all and at any cost	12/22/2019 1:53 AM
186	Being rushed to complete tasks by supervisors monitoring you with stop watches and using the threat of punishment if it's not completed in what they think is a timely manner. Most of the supervision we have did not come from the rank and file and have no basis to tell us what is and what is not the proper amount of time to complete certain tasks we have to do in our day to day.	12/22/2019 1:43 AM
187	Everything is rushed, understaffed and safety is on the back burner	12/22/2019 1:40 AM
188	Safety has taken a back seat to train movement. Running trains and locomotives with FRA defects is the norm now. We are told to write it up but the tasks are canceled and or deferred as soon as they are put in. Making us feel like what we as Federal inspectors find and write up don't matter.	12/22/2019 1:39 AM
189	The has always been the culture but basically the safety rules apply only when it serves the carrier for discipline if it's going to slow the train down or prevent a locomotive release you can do whatever you want as long as the carrier is aware of it.	12/22/2019 1:35 AM
190	They have removed tooling and processes that where meant to protect the worker. Now it's about time and production with little consideration about the employee. Not taking locomotives to engine house to be service cause units to run low or become empty of sand with no way of refilling due to the lack of manpower and or vehicle.	12/22/2019 1:34 AM
191	Railcar fleet in worse condition than ever, dangerous lack of maintenance every single day.	12/22/2019 1:31 AM
192	With the influence to cut corners and rules becoming less important, mixed with the push to get more done with less, it seems now that production and profits come before safety.	12/22/2019 1:17 AM
193	Shortcuts are being taken on repairs	12/22/2019 1:07 AM
194	Not at all. Safety is still priority #1. However long stretches of overtime being fatigued can lead to injury but I don't want to be limited on overtime	12/22/2019 1:05 AM
195	Half the people but same amount of work expected	12/22/2019 1:03 AM
196	Rush rush rush now with little to no concern for safety. We're a number now unlike we were 4–5 yrs ago	12/22/2019 12:55 AM
197	Terrible, more injuries, safety rules have been bent. OSHA is not present.	12/22/2019 12:52 AM
198	I'm furloughed now Thanks.	12/22/2019 12:41 AM
199	The company no longer concerns itself with safety of their employees, only the speed of production over all else.	12/22/2019 12:26 AM
200	Again, safety is no longer the number one priority. When the class I railroads participated in the EH Harriman award, safety was actually a priority. We used to have a safety meeting in the morning and a follow-up meeting mid-shift. They eventually got rid of the mid-shift safety meeting and I found out soon after I left they got rid of the morning safety meeting. Now all they do is read a safety rule in the morning on a karaoke machine.	12/21/2019 11:05 PM
201	Well safety literally used to be first on the list of things now not at all. Literally when they show a list of 5 keys safety is 4th place.	12/21/2019 10:53 PM
202	Safety has taken a few steps back I feel. It is more important to get the job done now than it is do get the job done safely	12/21/2019 10:52 PM
203	Everything is rushed and as mentioned before safety has become a forethought at best. It's all about the numbers no matter the cost.	12/21/2019 10:37 PM
204	Everyone is at risk with job cuts and safety is non existent.	12/21/2019 9:18 PM
205	Very dangerous	12/21/2019 7:33 PM
206	Furloughed	12/21/2019 6:56 PM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?—Continued

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
207	We need engines worked on it takes forever because they don't keep enough manpower to sufficiently work on things. In terminals where they used to work on cars now we may not even sit them out because they use the phrase en route failure loosely because we don't have manpower to fix it. Trains are extremely longer. Now as bad as getting into your terminal was before now it's worse because most terminals can't fit a train over 8000 ft in one track. So we are asking crews to wait longer outside a terminal then rush in at the last minute and try to get things done. We have territory where 2 trains over 9500 ft can't meet but in one spot so now we have on crew sitting 20 miles outside of originating terminal for 8+ hours waiting for the other train to come 130 miles to make a meet. Then you are ran until your last minute. Most of the time with no ride ordered or you have to wait for hours on a ride then may have 2+ hour ride to the away from home terminal. So on duty time and rest is a big issue. I have been instructed to not tie a train down because they couldn't take us across the connection because we were to big and didn't have room. Instead of being able to tie it down and get a ride home we were told that train management says we are to sit on the train until relief gets there. 2+ hours after we hog the relief crew gets there and they weren't even on duty until 30 minutes after our hours of service. It just seems like we will disregard safety for profit. This is a prime example of why 2 man crews are a big deal because being on the train that long in the middle of nowhere at night it's nice to have someone to talk with to help keep you awake and focused. Everyone says well u were rested at the hotel so you should be ok for 12 hrs but until you work with no schedule more en route work and can't sleep a lot away from home because you get off duty at 10 in the morning you can't tell me we should be ok. Why does the FRA allow this? I understand a business needs profit I understand allot of jobs are not vital to actual freight but the FRA knowing sees what the railroads do and yet we argue that 2 man crews aren't vital. I not saying that we have to keep 5 man crews or all the jobs such as cab supply but when we cut local jobs that used to switch customers or try to cut brakeman from those jobs or allow the mechanical department to be drastically under staffed it's not just the fault of the railroad for safety shortcuts. I can't for the life of me figure out how the FRA hasn't went into most yards where these cuts have been made and not seen the problems. There is no way that a shift of 5 people do the same quantity of repairs and quality that a 10 man shift did. But yet I here no fuss from FRA which is suppose to set guidelines for safety with workers, employers, and the public.	12/21/2019 3:21 PM
208	Safety is secondary now. Production Production Production is all they care about now.	12/21/2019 3:00 PM
209	The equipment is falling apart left and right so I feel it is way less safe.	12/21/2019 2:01 PM
210	To this company safety is what gets in the way of production. There used to be a time when they fixed things that we brought up as being unsafe. Made us feel like they cared. Now, they don't even ask us about unsafe issues at all. The ONLY thing they care about is profit.	12/21/2019 9:24 AM
211	Now instead of being as concerned with safety, it's all about making a dollar and moving trains by short cutting on safety rules.	12/21/2019 8:56 AM
212	I don't get the rest I need because of trains being laid down when they should be running	12/21/2019 4:26 AM
213	Not much	12/21/2019 3:21 AM
214	I feel rushed and have to do more work with less help.	12/21/2019 2:24 AM
215	I have notice a lot more, let's say, short cuts being made (unless called out on) and a lot more and harder pushing to get more than quota by 200 percent	12/21/2019 1:14 AM
216	it is not a factor. CSX does not care about the employees only about profits	12/20/2019 11:28 PM
217	Huge trains having crossings blocked. Less crews working more often.	12/20/2019 11:11 PM
218	Too much expected of everyone	12/20/2019 11:06 PM
219	Safety is out the window	12/20/2019 10:27 PM
220	None	12/20/2019 10:26 PM
221	Longer trains with no regards to public safety and employees that have to walk the longer trains.	12/20/2019 9:50 PM
222	More worried about production	12/20/2019 5:16 PM
223	Feel more rushed and stressed. Production over safety. Smaller windows to get work done. No room for error.	12/20/2019 5:07 PM
224	We are in a safer environment, I think, because of the track time allowed versus the hours we work daily!	12/20/2019 4:57 PM
225	PSR is all about stock share value. When you focus on that a lot of stuff fall to the wayside. Safety is one of them. We used to have safety team members on regions and teams, but now we don't. When you cut people and jobs the workload doesn't change it actually increases. So we are constantly behind and with that comes stress, and loss of focus. People want to do a good job when they go to work they want to do a better job than it did yesterday but hard to do that when you're constantly behind.	12/20/2019 4:10 PM
226	From a safety standpoint day to day it hasn't. See question 1 answer for safety related issues concerning future conditions.	12/20/2019 4:09 PM
227	Not at all. I work within my means.	12/20/2019 4:01 PM
228	It's became much more stressful. The regime has been trained to discipline often but will cut corners or turn an eye when a situation arises	12/20/2019 3:39 PM
229	Not as safe, always problems with power and cars, when you're on the ground it's for hours	12/20/2019 3:32 PM
230	Everyone talks safety and I truly believe from the top down everyone believes we are safe but with PSR in my eyes UPRR is not as safe as the data shows. With smaller windows things are over looked. We are expected to do the same amount as we did 10 years ago.	12/20/2019 3:14 PM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?—Continued

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
231	The implementation of Precision Scheduled Railroading has caused safety to take the back seat. Railroads preach safety but don't practice it. Employees are required to have safety meetings every morning and discuss things pertaining to safety but when it comes down to it, the most important thing to the Carrier is hurry up do your job and don't be late. Review of accidents and injuries for all railroads should speak for itself.	12/20/2019 2:53 PM
232	Not stopping trains to perform needed maintenance. Or constantly delaying needed maintenance not slow or stop train traffic.	12/20/2019 2:26 PM
233	Loss of man power and less work.	12/20/2019 12:49 PM
234	It put my employees working in non standard situations all the time. Something new everyday	12/20/2019 12:32 PM
235	Safety used to be the number 1 priority, now it's how much work did you get done. For example we are changing bridge ties with snow and ice on the deck which never used to happen.	12/20/2019 12:29 PM
236	There is less time to complete jobs and they push to complete them faster	12/20/2019 11:47 AM
237	I have no home life. I fear for my safety daily due to diminished head count.	12/20/2019 11:19 AM
238	Cutting boards so deep that we either have to work off our rest day after day, leading to exhaustion and health issues or layoff and risk an attendance issue.	12/20/2019 10:59 AM
239	It's worse.	12/20/2019 10:56 AM
240	It didn't effect my career personal but there has been a huge reduction in track car and locomotive maintenance	12/20/2019 10:36 AM
241	Well boards are ran short and pushing more work on everyone that hasn't lost their job yet	12/20/2019 9:48 AM
242	Furloughed	12/20/2019 6:07 AM
243	Less rest, forced to work all and any job qualified or not	12/20/2019 5:34 AM
244	what's that?	12/20/2019 3:57 AM
245	Less rest, no regard to safety first, threatening intimidation and termination for things that aren't serious	12/20/2019 3:47 AM
246	Less people more work and being pushed to hurry	12/20/2019 3:39 AM
247	Makes it next to impossible to do jobs correctly and safely with less help and less time to complete a job mainly placing bandaids over battle wounds until it fails again	12/20/2019 3:37 AM
248	Less people & longer trains have created a rushed work environment where doing the actual job is impossible and retaliated against by management.	12/20/2019 3:08 AM
249	There is so much focus on getting a bandaid thrown on a problem and get the hell outta the way of the trains. Do a project in 3 hours with 2 employees and catch holy hell cause you gave track back 3 minutes late and the dispatchers can't line a train from Indy to Boston, when 8 years ago you did the same project with 5 guys in 3 hours and all was right with the world when you gave track back 4 minutes early cause you didn't have to rush and kill your self	12/20/2019 2:37 AM
250	Time to repair tracks are harder to get and managers are pushing harder for production, this leads to an already stressful environment	12/20/2019 2:31 AM
251	At times it can be frustrating and nearly impossible to reach the production goals	12/20/2019 2:19 AM
252	PSR causes good employees to make bad decisions . . . production over safety	12/20/2019 2:01 AM
253	They no longer care, if they ever did, about the safety of their employees. They have removed speed restrictions and procedures and traded faster turnaround times for the safety of the guys in the yard. They have fired roughly 1/3 of the employees that worked in my yard. Forcing the remaining employees to cut corners on inspections and delaying much needed maintenance to cars all to move cars faster	12/20/2019 1:33 AM
254	bad, safety is no longer the most important thing. only how fast you can work is	12/20/2019 12:42 AM
255	All safety programs on CSX were terminated. We have NO access to safety supplies. Not even the basic first aid kids are kept up. I am wearing the same boots from 4 years ago and high visibility vest from even longer. Ear plugs were taken out of our crew packs. I have on several occasions seen where employees were forced to operate trains over territory they were not qualified on.	12/20/2019 12:37 AM
256	A lot. Company is afraid to let us work OT.	12/19/2019 11:44 PM
257	Negatively	12/19/2019 11:40 PM
258	As a result of PSR we are on the ground more often. And many jobs have been cut.	12/19/2019 11:19 PM
259	Hard to get time, more work and less people. Because the trains being longer it's wearing out components faster due to forces, heat and friction on the rail. So sometimes doing a job right takes good judgment when you don't have enough people or the right tool at the moment. The job has to get done regardless has long has everyone remains safe in doing so.	12/19/2019 11:11 PM
260	not yet	12/19/2019 10:53 PM
261	It has changed everything. When I hire out the train line ups used to be pretty accurate the same trains ran about the same time everyday. Now with PSR they are shutting down yards moving trains around so now we really down know when we will be going to work. Like I said before train used to be shorter (about 7,000 ft) now trains are bigger. My train last trip was 12,700 ft with a mid DPU. First, where we ran trains it is mainly single main track and 12, 700 ft trains don't fit into the sidings. Most of our sidings only hold about 9,000 ft long trains. Second, if they continue to ran these long trains I think they need to bring back the brakemen on trips. If I would've a brakeman on my last trip he would have had my train fixed in at least half the time (if not faster) it took me to walk back 2 miles in the snow and ice. Because he would have been on the mid train DU and would have been closer to my air hose problem.	12/19/2019 10:30 PM
262	They want you to work more with less people in work groups	12/19/2019 10:15 PM
263	they Cut safety programs, save money at any cost. Example wrote up a yard engine for a cracked draw bar. Was told to use it until it broke, yard leads are mud pits. So there is no safety	12/19/2019 10:07 PM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?—Continued

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
264	No rest. No sleep. Very little manpower.	12/19/2019 10:00 PM
265	More work less guys. Old non reliable unsafe equipment. Tools are worn out and won't get replaced	12/19/2019 9:53 PM
266	IT KEEPS PEOPLE WORRIED ABOUT LOOSING THEIR JOBS & NOT FOCUSED OR CUT IN TO THE JOB OR SAFETY AT TIMES.	12/19/2019 9:52 PM
267	Working lots of hours with less people	12/19/2019 9:40 PM
268	We're handling longer and heavier trains, which is unsafe for employees as well as the general public.	12/19/2019 9:09 PM
269	It has cut way to many jobs making everyone work in unsafe conditions. They have cut the boards to the bare minimum and those guys are working nonstop which means they are constantly going to work tired	12/19/2019 8:15 PM
270	No effects	12/19/2019 8:11 PM
271	It has employees working at nights and various other things that make it unsafe for workers but convenient for the railroad	12/19/2019 8:04 PM
272	It causes delays which occasionally holds trains that have a signal and causes delays to barge traffic causes frustration for Captains, dispatchers and bridge tenders.	12/19/2019 7:43 PM
273	It's better	12/19/2019 7:40 PM
274	They want you to work on short rest . . . & over 12 hrs but don't report it on the ticket.	12/19/2019 7:30 PM
275	More concerned about production than safety	12/19/2019 7:16 PM
276	Production more important then safety	12/19/2019 7:16 PM
277	Safety went out the window. We just make the best of what we have. Just keep you and your partner safe it is only 2 man crews working	12/19/2019 6:59 PM
278	Hurry up and get the job done. Hurry up, skip job briefings and rush rush rush	12/19/2019 6:40 PM
279	While it may be different in "line of road" locations, in a "terminal" location it seems that there are more instances of cross functional manager-blitzes looking to simply "snitch" or "rat out" people from other departments to appear to be enforcing the rules everyone in management is now looking to justify their job by ensuring they catch someone breaking a rule, and thus safety seems to be more of a weapon than a driving goal.	12/19/2019 6:32 PM
280	We are less safe. Less men to watch for trains, less men to do work, worse equipment and bad attitudes.	12/19/2019 6:12 PM
281	Since the introduction of PSR the carrier has cut multiple jobs and forcing employees to work multiple positions during the work day. Example: foreman are being forced to be the acting foreman an machine operators while on duty. Foreman have enough things to worry about for the safety of their team without adding additional duties of running a machine	12/19/2019 6:06 PM
282	No safety impact thus far.	12/19/2019 5:57 PM
283	Can't say it has improved it.	12/19/2019 5:37 PM
284	It has caused numerous Hours of Service violations. 16 hours on a train being told to violate by the railroads is outrageous.	12/19/2019 5:00 PM
285	Railroad conductors are forced to perform class 1 air tests that carmen used to do but are now cut.	12/19/2019 4:59 PM
286	Huge workforce reductions and push for productivity. Every employee is stretched thin mentally and physically. In some cases quality of work is sacrificed from lack of manpower and materials needed to do the job.	12/19/2019 4:56 PM
287	The company only cares about running trains no matter what. I feel rushed to get a job done and certain jobs just can't be rushed unless you want to fail. A lot of times we leave jobs half finished in order to clear up for trains. Some jobs just go untouched. And heaven forbid you put a slow order on and heaven forbid you don't and something bad happens. Dispatch doesn't understand or know the territory or working situation (IMO). I don't feel totally safe with them.	12/19/2019 4:37 PM
288	What PSR basically has done is get rid of employees by firing them. This effects safety because now the men are more worried about being wrote up and fired by their managers instead of focusing on the job task. Track work is dangerous and at times life threatening so when the Carriers have employees more worried about getting fired than working safely I believe is the biggest cause of injuries occurring on the job.	12/19/2019 4:34 PM
289	The safety standards of the tracks have gone way down When I started Norfolk Southern took pride in making sure that their railroad was up to their own standards (which is most cases is higher than FRA), in some cases were being told to lower the standards to what the FRA has then set at to ensure that there won't be slow orders. Another part of the PSR was to move all of the dispatchers down to Atlanta, since that move there has been many more track time violations and enough close calls from dispatcher error to have you always looking over your shoulder.	12/19/2019 4:21 PM
290	None so far.	12/19/2019 4:16 PM
291	Safety is disregarded is order to run trains	12/19/2019 4:10 PM
292	Working more and the company not caring about wether it's crews are rested	12/19/2019 4:08 PM
293	I don't feel that it has changed my safety however the public's safety is the one I would worry about. We aren't allowed to put slow orders on anymore to keep the trains moving. Every curve on eastons territory that the rail gangs just work have no elevation or very little an the ballast isn't filled in that should be a slow order but it's not	12/19/2019 4:01 PM
294	More work with less employees makes for unsafe conditions	12/19/2019 3:57 PM
295	N/A	12/19/2019 3:26 PM
296	Made it harder	12/19/2019 3:23 PM
297	It's made my job unsafe because they want more production with less workers. Safety for the railroad has been tossed out the window and we're being replaced with contractors which is clearly against our contract	12/19/2019 3:22 PM
298	It's BIG because now it's less time with my wife and kids mom, dad. They took 24 days from us just because they can	12/19/2019 3:03 PM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?—Continued

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
299	Unsure to be honest	12/19/2019 3:00 PM
300	Once again it means more work with less people. We're beat up, we're tired and we're fed up. For some this spills over into family unintentionally and causes stress for loved ones. Railroad in general does not give a damn.	12/19/2019 2:56 PM
301	Not very safe anymore when we are being rushed to do our job	12/19/2019 2:55 PM
302	Less employees make everyone have to work harder increasing chance of injury	12/19/2019 2:53 PM
303	Not one but	12/19/2019 2:50 PM
304	yes	12/19/2019 2:37 PM
305	We don't seem to have as many people working as we use to. Not as many people to help carry the work and weight	12/19/2019 2:27 PM
306	Again, much worse. The chance of derailments are much higher. Not good for the public.	12/19/2019 2:27 PM
307	Safety is a joke now. They've cut so many jobs the people we use to have to float from gang to gang, and even the amount of people assigned to each gang to keep an eye out for everyone's safety is gone thanks to PSR cuts. They want the gang foremen and EIC's to be the leaders of safety, but how do you do that when we have to do so much more to pick up the work our assistant foreman use to do to help out.	12/19/2019 2:16 PM
308	it's a "hurry up and get things done" situation	12/19/2019 1:50 PM
309	Always in a hurry once you get a 704 you have a certain amount of time, if you get any time at all,	12/19/2019 1:44 PM
310	Safety, what safety, it's not safe	12/19/2019 1:34 PM
311	It has stopped most overtime.	12/19/2019 1:10 PM
312	Less track time	12/19/2019 12:53 PM
313	It is obvious that safety is an after thought. Just in the lack of training or even talking about injuries and injury prevention makes me feel as though our safety is not important unless it affects their bottom line	12/19/2019 12:46 PM
314	Don't see much change in the process.	12/19/2019 12:33 PM
315	The implementation has greatly affected my job safety with reduction of manpower and necessary equipment needed to do the job.	12/19/2019 12:31 PM
316	More work, less helps is no longer a priority	12/19/2019 11:50 AM
317	Not applicable in my position.	12/19/2019 11:37 AM
318	Safety is no longer the top priority for the railroad	12/19/2019 11:27 AM
319	Since PSR is seems company is only concerned with moving freight conditions of track get worse and care less for workers	12/19/2019 11:12 AM
320	Less safe	12/19/2019 7:31 AM
321	The lack of safe equipment puts us in danger daily	12/19/2019 6:36 AM
322	Less emphasis on planning and identifying and more on rule compliance when it fits the mission objective	12/19/2019 5:09 AM
323	Worse. Less and less people to be able to do the jobs and more work and asking unreal time lines to get them done but still wanting them done.	12/19/2019 4:34 AM
324	Puts more pressure on work to be done fast which causes mistakes	12/19/2019 4:32 AM
325	Can't get time to fix the defects found. So some defects are left in the tracks longer then necessary leading to possible derailments and when we do get time it hurry up and get it done	12/19/2019 4:18 AM
326	Made it more unsafe. Derails have increased. Lack of rest from improper staffing. Threats of closures if not running beans or taking breaks. Not fulfilling contractual obligations	12/19/2019 4:15 AM
327	I'm not aware of the safety statistics off hand. On system, it seemed like 2019 was a rough year.	12/19/2019 4:12 AM
328	Safety has always been so called #1 to railroads employers till there's a train on the ground or an emergency or something needs to get done then everything is thrown out the window and just get the job done as quick as possible	12/19/2019 4:08 AM
329	3	12/19/2019 4:06 AM
330	Everyone is under tremendous stress to move these trains the way the company wants and that's not safe for anyone. However, most people are probably scared to report injuries in our current working environment.	12/19/2019 3:49 AM
331	To soon to tell	12/19/2019 3:46 AM
332	Being on the road more than before and less man power per work group	12/19/2019 3:42 AM
333	It hasn't yet.	12/19/2019 3:21 AM
334	Furloughed.	12/19/2019 3:18 AM
335	Haven't seen where it's benefiting maintenance of way	12/19/2019 3:18 AM
336	They push to get more done with less people and unrealistic schedules to get things done. Safety is not a priority anymore	12/19/2019 3:17 AM
337	Safety is as important as ever	12/19/2019 3:13 AM
338	Less people means more chance of someone getting hurt	12/19/2019 3:13 AM
339	I could do without all the high tech gadgets and cameras?	12/19/2019 3:11 AM
340	It hasn't more people are at risk in the summer because of the heat	12/19/2019 3:10 AM
341	We still get the same safety supplies as before. Cutting of people means you have a higher work load with same pay not more same. Than union takes more dues and does less for us	12/19/2019 3:03 AM
342	Not being able to determine when to be rested to safely do my job. The carrier doesn't seem to care about our rest or safety	12/19/2019 3:02 AM
343	Moving trains is before safety	12/19/2019 3:00 AM
344	Having to rush every time I get track authority	12/19/2019 2:49 AM
345	Trying to do more with less. People are treated more as a number with no concern for life outside of work. Work life balance no longer exist for a lot of employees. Lower level managers do what they can to help.	12/19/2019 2:45 AM
346	It's been ignored for the shareholders unless they can use it as a tool to discipline or cut more jobs.	12/19/2019 2:36 AM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?—Continued

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
347	PSR has done nothing to help safety, on the contrary I see more at risk behavior as management turns a blind eye as long as defects are taken out of the system. Our work has not changed the weld count will always fluctuate and defects still have the same deadlines. MOW is now tasked with doing the work with less men and with less time. A huge recipe for failure.	12/19/2019 2:36 AM
348	Less track time	12/19/2019 2:36 AM
349	Sucks! I don't like working from 10 to 6 all summer or when ever it's convenient for company,	12/19/2019 2:35 AM
350	Hurry up and get done, or don't slow down anything with slow orders	12/19/2019 2:34 AM
351	I am a mechanic and when I go to work on a machine no operator available to be there to work with me due to no men on section gang.	12/19/2019 2:20 AM
352	When I first started if any railroaded died across the country there was a safety stand down. Now we get a 1 paragraph e-mail to the boss if the event of a CSX fatality. Safety is not important except in speeches.	12/19/2019 2:14 AM
353	No idea	12/19/2019 2:05 AM
354	Safety has taken a backseat to faster production time with less track time in order for them to run trains without stopping them. This I fell is due to limited train crews they have on stand by now. When we performed work to the tracks, they now remove slow orders faster with less compaction times to be able to run trains faster with limited delays. The railroad I work for has stopped inspecting main line keyroutes everyday to two times a week. You can have broken insulated joints, joint bar pull aparts, blown out frogs, washouts along creeks, rivers, culverts and never have a track light to alert anyone of the dangerous conditions. These conditions have happened overnight before, but we were able to find and fix these defects in a timely manner when the tracks were inspected daily by a qualified inspector. Defects like I have mention go undetected sometimes for 2 to 3 days before the inspector rides and finds them.	12/19/2019 1:59 AM
355	It has made it much harder to be rested for trains. The carrier provided lineups are inaccurate and erratic and the customers are receiving worse service than ever before. This plan helps stockholders while endangering everyone else.	12/19/2019 1:57 AM
356	Like stated in question number 1, with the implementation of "precision railroading" our safety has taken a back seat to building and moving trains faster and more efficiently. It seems like that is all that the transportation managers care about, even if it means taking short cuts or not allowing us to fix issues or defects because they are worried that a train will be delayed.	12/19/2019 1:56 AM
357	it takes away my quality of life with less days at home with my family and it adds more days of me driving to and from job sites	12/19/2019 1:49 AM
358	Working long hours due to lack of workers	12/19/2019 1:46 AM
359	Since I have been working as a representative I've seen both sides of the safety perspective PSR and safety are on opposite ends of the spectrum. Worst morale ever, which affects safety and decimation of the workforce has definitely resulted in the most unsafe environment that I've been involved with.	12/19/2019 1:36 AM
360	Ok	12/19/2019 1:34 AM
361	The fact that less employees doing the same amount or more work, the odds are against us as far as getting hurt.	12/19/2019 1:34 AM
362	Some	12/19/2019 1:27 AM
363	Focusing on maybe or not having a job and wondering if I can pay my next medical bill hinders my safety	12/19/2019 1:25 AM
364	Unsure	12/19/2019 1:23 AM
365	Safety is non-existent. The first thing to go was beneficial safety meetings. Committees were disbanded never to meet again	12/19/2019 1:22 AM
366	The implementation of Precision railroad has definitely created a lot of uncertainties.	12/19/2019 1:21 AM
367	Always pushed to the limit. No time for breaks to eat or using restroom without being pressured to rush work.	12/19/2019 1:21 AM
368	There is no safety, only worried about production and running excessive long trains	12/19/2019 1:17 AM
369	3	12/19/2019 1:16 AM
370	Precision Railroading has created instability and uncertainty throughout the maintenance of way. Due to lay-offs over those 10 to 20 years.	12/19/2019 1:10 AM
371	I am bad ordering more cars than I have before, I am finding more defects in locomotives than I have before and I do not believe it's going to get any better any time soon.	12/19/2019 1:05 AM
372	Let's imagine a slinky going down the stairs, Now put yourself on one end or other and imagine the ride down.	12/19/2019 12:56 AM
373	Made it harder	12/19/2019 12:50 AM
374	Safety wise, I'm more fatigued which leads to stress, sickness, more room for error and myriad other health consequences. This will only decline if left unchecked.	12/19/2019 12:49 AM
375	Made it more hurried and worse.	12/19/2019 12:47 AM
376	I don't know exactly what PSR is.	12/19/2019 12:45 AM
377	Cuts every where with inspection of trains, and less track and time out it's only time before something terrible happens to personal or trains	12/19/2019 12:44 AM
378	Longer, heavier trains containing loaded hazmat cars are more difficult to stop and take longer to find issues. Limited amount of car men in yards makes it more difficult to find cars that are bad ordered.	12/19/2019 12:38 AM
379	Safety seems to be important when it's convenient for the company	12/19/2019 12:33 AM
380	Safer	12/19/2019 12:26 AM
381	Seems like it's always hurry up and get the job done.	12/19/2019 12:26 AM
382	Seem harder to get track time	12/19/2019 12:25 AM
383	Cutting a lot of overtime	12/19/2019 12:25 AM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?—Continued

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
384	I believe since CSX adapted precision scheduled railing safety is not longer a concern. We have way less men to do the same amount of work in the same time frame	12/19/2019 12:23 AM
385	Made it worse	12/19/2019 12:21 AM
386	In regards to originating trains, our equipment is being passed along despite of any defects	12/19/2019 12:20 AM
387	Doesn't	12/19/2019 12:19 AM
388	More to do and less ppl to do the work	12/19/2019 12:14 AM
389	We are more similar to emergency response teams than preventative maintenance. This has degraded the quality of our tracks and caused more out of service conditions requiring added pressure to return tracks to service	12/19/2019 12:13 AM
390	All I can think about is my company gonna continue to hire contractors and lay off more people and how to feed my family with 10 years of service and dedication to UNION PACIFIC	12/19/2019 12:11 AM
391	Less people to do more work	12/19/2019 12:11 AM
392	Trains are no longer properly inspected and air tested.	12/19/2019 12:10 AM
393	No track time	12/19/2019 12:06 AM
394	It's taken all the time to stop and think out of the equation	12/19/2019 12:05 AM
395	Less people doing hard work.	12/19/2019 12:05 AM
396	Safety is disregarded at the expense of Precision. Not enough man power for jobs that large scale.	12/19/2019 12:02 AM
397	They have a schedule to keep so you have to cut corners and brake rules to get done or the managers are threatening to right you up	12/18/2019 11:59 PM
398	PSR has no affect on my safety. I work safe so I can go home to my family	12/18/2019 11:59 PM
399	Precision railroading has been anything but precise or safety conscience. Less time to do the correct job we need and loss of workers that are needed to perform tasks required	12/18/2019 11:56 PM
400	Longer trains cannot be safer	12/18/2019 11:51 PM
401	1	12/18/2019 11:49 PM
402	I am no longer am worried about the safety of others. I no longer take a responsibility of trying to identify safety concerns that others may be engaging in because we have the same amount of production with less people and the company wants us to do jobs left to other foreman or assistant foremen that are no longer available (or in a very limited number) It is for this reason I will not take on a responsibility of others when we are being tasked with more and more.	12/18/2019 11:47 PM
403	No change in safety in my job MOW Bridge	12/18/2019 11:47 PM
404	Less time to do our work with more pressure from management.	12/18/2019 11:43 PM
405	More dangerous.	12/18/2019 11:41 PM
406	Cut safety program out, production is no. 1	12/18/2019 11:39 PM
407	A definite focus shift in the wrong direction	12/18/2019 11:35 PM
408	They want to move trains on shit track, and then complain about how the tracks are shit, and then not give us track time to fix them. Or in case of snow duty actions, they don't want you to miss a call because every train is "hot" train.	12/18/2019 11:35 PM
409	We have a lot harder time getting the track, causing us to work longer or odd hours	12/18/2019 11:34 PM
410	Just can't get enough done	12/18/2019 11:34 PM
411	More rushed feeling. Seems safety takes a backseat.	12/18/2019 11:34 PM
412	It hasn't	12/18/2019 11:33 PM
413	No	12/18/2019 11:33 PM
414	For me as a track inspector I have double the miles to inspect in an 8 hour day. It is difficult to not rush trough inspections. Some days it is impossible to meet miles inspected for that day	12/18/2019 11:30 PM
415	Hurry up get the track back no care for safety	12/18/2019 11:30 PM
416	Seems to be less track time now and the bosses try to make us work without proper protection	12/18/2019 11:29 PM
417	Makes it harder since we're covering more territory with less people & smaller budgets	12/18/2019 11:29 PM
418	Safety has not been affected, in my opinion.	12/18/2019 11:29 PM
419	I travel more and drive more. Negative effects on safety	12/18/2019 11:27 PM
420	Work hours have changed with this implementation and I believe has caused a rise in injuries	12/18/2019 11:27 PM
421	It's killed the morale between men. Not everybody is job focused each day, everyone seems to be plagued with the "wonder when we're gonna lose our job" or "who's getting cut next" and the "what are we gonna do if we lose our jobs" thoughts. Everyone's minds seem To be elsewhere therefore the focus on safety and being careful is gone. We're not worried about the tasks at hand, we're worried about what's next with our day to day life. Therefore opening ourselves up to injury and incident.	12/18/2019 11:25 PM
422	Go, go, go not good	12/18/2019 11:24 PM
423	Less people to help with emergency work.	12/18/2019 11:22 PM
424	They care a lot less about track conditions because they never give u track	12/18/2019 11:21 PM
425	Safety went out the window when Hunter Harrison came to CSX!	12/18/2019 11:19 PM
426	We are doing more work with less guys. I have seen lots of guys over doing themselves and get hurt but are scared to turn an injury.	12/18/2019 11:19 PM
427	Less people to do the same if not more work.	12/18/2019 11:19 PM
428	Cannot do enough. Constantly under pressure	12/18/2019 11:18 PM
429	Better standards track and time that's plus	12/18/2019 11:18 PM
430	I think it has been a distraction and hurt our morale. Not enough railroaders understand how the numbers are affected thus causing confusion	12/18/2019 11:17 PM
431	You're hurried on everything, from call outs, to the track time you get, makes the job unsafe	12/18/2019 11:16 PM
432	No	12/18/2019 11:14 PM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?—Continued

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
433	Safety is out the window, unless a employee is hurt than it is because, "the employee wasn't following the rules".	12/18/2019 11:13 PM
434	Because of the reduction in manpower, men are now forced to work multiple positions at longer hours with that there has been a lot more fatigue and injury because of it	12/18/2019 11:11 PM
435	None	12/18/2019 11:11 PM
436	N/A	12/18/2019 11:11 PM
437	Safety has long been forgotten, we've lost jobs, been forced into work practices that did not exist, been forced to stay on the property 20 plus hours with disciplinary action treated if we need to take our rest	12/18/2019 11:11 PM
438	The want everything rushed and makes it a high risk for injury or possibly fatal	12/18/2019 11:10 PM
439	PSR has made a difference in my job or duties	12/18/2019 11:09 PM
440	Hurry up and wait. And then having to answer for a job not done because a dispatcher doesn't want to have to answer for a delayed train. And in other crafts we have heard of issues like today we heard about the train man who unlocked the detail and then didn't throw it. And then derailed the train while riding it and died. I personally think it was because of the short time frames they are imposing on us. And it is causing distracting thoughts of an I doing it fast enough am I going to get in trouble.	12/18/2019 11:09 PM
441	Far more derailments more putting out fires rather than preventing then as a whole faster pace less support	12/18/2019 11:09 PM
442	More rushed to get jobs done to not delay trains. No outages are set to benefit men's work load	12/18/2019 11:09 PM
443	The do more with less attitude has kept the work boards at a bare minimum. We are spending more time away from home with little or no time for our family or personal life.	12/18/2019 11:08 PM
444	Furloughed	12/18/2019 11:08 PM
445	Due to P.S.R safety has been forgotten. Amount of track time is down to accommodate train traffic. So when we do get time, it is as fast as you can go cut corners.	12/18/2019 11:08 PM
446	Hasn't	12/18/2019 11:08 PM
447	they talk safety but still close their eyes until something happens, then they blame it on us	12/18/2019 11:07 PM
448	It's all about numbers, production. Smaller windows, same amount of production expected. Guys are stressed and tired. Not ENOUGH time at home. Divorce is increasing. That carries over into work time. Personal life is sacrificed for hedge funds on Wall Street. Shameful	12/18/2019 11:07 PM
449	We're being asked to do more with less people I think that's a big problem	12/18/2019 11:06 PM
450	They won't say to rush but supervisors imply it to get the job done and go to the next	12/18/2019 11:06 PM
451	In my opinion BNSF has done well with safety	12/18/2019 11:06 PM
452	Less men to do the same jobs total lack of concern from management just want the job done	12/18/2019 11:04 PM
453	People are now doing multiple jobs as more and more jobs are being abolished. The company is more concerned with trains moving then getting maintenance done. Most things are being put off to the next day of overtime is needed to do the job or finish	12/18/2019 11:04 PM
454	I have yet to see a real affect perhaps because it is still fairly new	12/18/2019 11:02 PM
455	Material for work to do the job effectively makes it harder than it has to be	12/18/2019 11:02 PM
456	Safety used to be somewhat of a concern, but within the last 5 years, the company does not care about safety, once our morning "safety" briefing is over, there is no more safety.	12/18/2019 11:01 PM
457	8 hour curfews have been cut to 5 and even then that work window is not respected. Trains, even just light power with no cars are expected to be allowed thru, causing men to scramble to put the track back in service safety during such times is not the priority the train movement take president.	12/18/2019 11:01 PM
458	ispatchers don't want to give track to work and when they do it's a rush to get the job done	12/18/2019 11:00 PM
459	Less people more production expected	12/18/2019 11:00 PM
460	More over time	12/18/2019 10:59 PM
461	Safety is below production	12/18/2019 10:58 PM
462	Reduction of track time	12/18/2019 10:58 PM
463	Velocity and slow order reduction over safety	12/18/2019 10:57 PM
464	It's been made clear we don't stop trains. Safety is at the forefront only when there's been a fuck up.	12/18/2019 10:56 PM
465	Trusting a program that could fail and be hit by a train, less co-workers.	12/18/2019 10:55 PM
466	My job sucks more than ever. Do more with less.	12/18/2019 10:54 PM
467	Safety not as important as hurry up mentality	12/18/2019 10:54 PM
468	Less security, Less money, less man power, less everything. Less hope An hope is all some have . .	12/18/2019 10:54 PM
469	Working longer hours has always impacted safety. On the maintenance side because of lower head count we work countless hours and have less weekends off and away from the tracks.	12/18/2019 10:53 PM
470	More Roadmaster working tracks not safely to keep a departure or arrival time. Cause union brothers will not.	12/18/2019 10:52 PM
471	No one feels safe. System not working right and mix that in with inexperienced dispatchers it's a disaster waiting to happen	12/18/2019 10:52 PM
472	To many rules, it is impossible to follow them all. Especially in the time frame they demand	12/18/2019 10:49 PM
473	Safety is disregarded. No more safety meetings/incentives. Cut TSC, cut man power, cut maintenance work windows, etc.	12/18/2019 10:47 PM
474	Makes shortcuts more appealing, dispatcher won't give you the time you need, but management still want the production done	12/18/2019 10:47 PM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?—Continued

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
475	Makes it more difficult having to watch for trains	12/18/2019 10:47 PM
476	They want you to rush more to get work done without actually saying it.	12/18/2019 10:46 PM
477	Fewer people to work, everything is rushed.	12/18/2019 10:45 PM
478	Haven't noticed much with mine	12/18/2019 10:45 PM
479	Hasn't	12/18/2019 10:45 PM
480	Always in a rush to get job done/production to avoid train delay.	12/18/2019 10:45 PM
481	Smaller work groups puts more pressure on people to get things done. Less people also means longer hours for the few who are there.	12/18/2019 10:45 PM
482	Have not they laid off people this year	12/18/2019 10:45 PM
483	A lot more work to do with fewer guys	12/18/2019 10:44 PM
484	In every aspect. Safety is the bottom priority. Truly amazing how much it has changed.	12/18/2019 10:44 PM
485	Safety has taken a back seat. As long as the trains run nothing else matters.	12/18/2019 10:44 PM
486	All programs were cut. Still running on the same old crap	12/18/2019 10:43 PM
487	Too many gray areas in safety rules	12/18/2019 10:43 PM
488	Made it extremely difficult to repair defects and to do standard inspections	12/18/2019 10:43 PM
489	Safety is always overlooked	12/18/2019 10:42 PM
490	You are hurried	12/18/2019 10:42 PM
491	We have to rush and get a job done in an allotted time frame and cut corners	12/18/2019 10:41 PM
492	Supervisors asking (demanding) workers to do more working longer hours with fewer people covering multiple job positions.	12/18/2019 10:40 PM
493	Production versus Safety	12/18/2019 10:40 PM
494	Not at all	12/18/2019 10:40 PM
495	Made it worse	12/18/2019 10:39 PM
496	To me I believe the company struggles at it still.	12/18/2019 10:34 PM
497	Local supervision refuses to allow us to purchase necessary supplies. Lack of manpower and less track and time requires us to push the limits, physically and mentally.	12/18/2019 10:26 PM
498	They have moved safety to number 4 on their priority list. Enough said	12/18/2019 10:15 PM
499	To much stress	12/18/2019 10:02 PM
500	Not much has changed in the safety front	12/18/2019 9:41 PM
501	Sleep deprivation. Rushed by management	12/18/2019 9:34 PM
502	We are no longer equipped with the necessary manpower or tools to make sure the job is done thoroughly with safety being the priority. The powers that be would just as soon turn a blind eye to the needs of the crew just as long as they can get you turning wheels! Speaking of wheels, there are more on a train now than ever before. The demand to run train lengths to 12,000 and 14,000 feet is absurd! A 7,500 foot coal train running at 50mph and 18,000 gross tons will take a mile to stop in an emergency application. How long would it take a 14,000 foot 28,000 gross ton train to stop? In the same sentence, when it is 26 degrees outside and your train is 10,000+ feet long with only 2 lead motors, do you know how negatively that effects the air brakes!!?? How safe is it to have a Conductor walk and inspect a 14,000 foot train in the dead of summer? How much comm loss occurs on a 10,000 foot train? All serious and legitimate questions, but they clearly fall on deaf ears at the FRA.	12/18/2019 9:19 PM
503	No effect	12/18/2019 8:45 PM
504	It has made it much more dangerous. When you work a job as dangerous as ours, that's really saying something.	12/18/2019 8:35 PM
505	Very unsafe for workers and the public	12/18/2019 8:23 PM
506	Very rushed and a lot of shortcuts are being taken by management	12/18/2019 8:20 PM
507	It has made it more unsafe, doing jobs with less, requiring more from less. Running guys into the ground, exhausted and mentally drained.	12/18/2019 8:03 PM
508	I feel as if safety has been thrown out the window especially when it's convenient for the company and the interest of the stockholders.	12/18/2019 7:50 PM
509	Horrible. I lost my job, my house, and forced to work two part time fast food jobs because most companies see RR on my resume and consider hiring me a liability. As I have been told numerous times in the past several months. It also is leading to one-man crews which is a huge huge safety risk which could put communities and other co-workers at risk of death.	12/18/2019 7:48 PM
510	CSX shows you they don't care! Your just another number	12/18/2019 7:47 PM
511	100 percent	12/18/2019 7:27 PM
512	Less men less rest, they get FRA waivers to work you 6 days anyways. We get better rest rules, then they get a waiver to work you 6 anyways	12/18/2019 7:18 PM
513	It hasn't	12/18/2019 7:11 PM
514	Being told do unsafe task on territory your not qualified on	12/18/2019 7:10 PM
515	There is nothing precisionly scheduled about it. Nobody can prepare for rest.	12/18/2019 6:49 PM
516	The word safety is used a lot, just the same as it always has been, but the difference now is that safety does not appear at the top of that list and actually carrying out initiatives to maintain and improve safety. What is now the angle is that Safety still matters; however is limited only to the employee being accountable when something goes wrong even though the work may have been performed in not the best/safest way to do it, with a blind eye by supervision, again until something goes wrong.	12/18/2019 6:31 PM
517	Safety is far gone because maintenance not important any more. Layoffs, autonomous operations etc	12/18/2019 6:23 PM
518	Safety never was a priority and is even less of a priority now. The only thing that matters is moving as much freight as fast as possible.	12/18/2019 6:21 PM
519	Everything, and everyone is pushed for time . . . You are rushed to beat or match time restraints . . . Anyone who is rushed to perform service is a safety concern.	12/18/2019 6:19 PM
520	The money has gone down, and no improvements have been made to worker rest	12/18/2019 6:12 PM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?—Continued

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
521	Again as a carman, they are forcing us to work not completely blue flagged. Light on engine, flag in front of consists. One man crew doesn't have time to go to rear of train to lock in flag. Threatened with job for taking to long if blue flagged correctly or inspected correctly.	12/18/2019 6:08 PM
522	I'm expected to work many positions outside of my bid job that I'm not familiar with and qualified for. Pressured to do speedy work to meet the smaller work windows.	12/18/2019 6:08 PM
523	Safety is only a concern if it does not directly effect production.	12/18/2019 5:48 PM
524	PSR has created a lot more scenarios for disaster. 200 plus car trains, set-outs and pick ups for single cars, and an ideology that production is king. The norm now is to have a train that's over the length limit and not built correctly, but they offer you some initials and that makes it ok to take it.	12/18/2019 5:16 PM
525	A detriment to safety less crews more work and responsibility on the people left.	12/18/2019 5:09 PM
526	I have been the oldest to 2nd oldest on a ID job out of Bloomfield WV for YEARS and as of today only have one man below me on it and will probably NOT be able to hold it at all in the next week or two.	12/18/2019 4:47 PM
527	Harder we are scared for our jobs everyday	12/18/2019 4:44 PM
528	less people and more work	12/18/2019 3:55 PM
529	Don't see a lot of change in safety	12/18/2019 3:46 PM
530	Go go go get it done don't care how esp with far less people	12/18/2019 3:22 PM
531	Longer trains and less trains. Lay over time in the hotel has increased in certain pools.	12/18/2019 3:17 PM
532	Less time to safely conduct my work and appropriately perform inspections	12/18/2019 3:17 PM
533	Rush rush rush	12/18/2019 3:12 PM
534	The only affect I see on safety from PSR is that the carrier is less interested in safe workers or conditions. Carriers interest in safety has always been questionable but now is nearly non existent.	12/18/2019 2:49 PM
535	Safety has gone down. We are expected to do the same amount of production with a significant decrease in manpower, with the threat of shutting down any yard that cannot meet the expectations.	12/18/2019 2:43 PM
536	Help out tremendously	12/18/2019 2:28 PM
537	Smaller crews and retiring equipment without replacing it.	12/18/2019 2:25 PM
538	The hurry up rush mental stresses	12/18/2019 2:13 PM
539	We are without a doubt taking more risk with all the extra switching done en route now that isn't being done in a switching yard. We're tying down trains where there's steep uneven footing next to the tracks, riding longer shoves, and climbing more cars.	12/18/2019 2:13 PM
540	Focus is now on production more than safety, first time I've seen this in my 21 year career.	12/18/2019 2:05 PM
541	Same amount of work with less people. Shorter amount of time between start/trips	12/18/2019 2:04 PM
542	Longer wait on Track and time	12/18/2019 1:49 PM
543	Smaller work windows which make production goals harder to obtain.	12/18/2019 1:46 PM
544	There is no safety it's all about the bottom dollar	12/18/2019 1:44 PM
545	Took reporting times away. Have no idea when to go to work	12/18/2019 1:44 PM
546	Little to no safety/mechanical inspection on equipment. If a problem is reported you are told to keep moving and do not stop or you will be fired.	12/18/2019 1:38 PM
547	Jobs are becoming less safe everything is hurried up public are in more and more danger	12/18/2019 1:09 PM
548	They have gotten rid of tools and services that ensured our longevity and safety to cut costs just build trains as fast as they can	12/18/2019 1:07 PM
549	It doesn't affect my job	12/18/2019 12:13 PM
550	Rushed and pressured to the point of confusion and stress causing distraction from safety awareness and incapable of keeping our communities safe with pressure and deceit convincing Congress to allow track speed increase because of past safety records and will not stop until they are stopped.	12/18/2019 11:51 AM
551	again I see no difference. the company is talking the talk but not always walking the walk.	12/18/2019 11:50 AM
552	They don't care about safety they just care about cutting manpower working you to death in wondering why you're tired	12/18/2019 11:45 AM
553	It absolutely has put more responsibilities per person to get the work done. Now, you have one person doing the job of two or three. This increases the risk of injuries. MOW employees are the kind of people that will destroy their bodies to make sure the work gets done we are not afraid of hard work, but putting more work on less people will only push people past their physical abilities. I was part of a crew that worked a derailment in several inches of snow, in a yard that was over 800 feet of twisted rail and there was only seven of us, one boom truck and one backhoe. This is becoming the norm	12/18/2019 11:39 AM
554	It's made it a lot more dangerous. The air compressors on locos struggle to keep up with the amount of train being handled. Lack of power makes train handling a nightmare. The drastic reduction in carmen and increased train size has led to an increase in mainline derailments. This is a threat not only to safety of crews but public safety as well. We're currently moving trains longer than most mountains are tall and we are exceeding the limits of our hand held communication. So if I'm on the ground needing to communicate a hazard at the end of a 13,000' train I'm on my own because nobody can hear me. Reducing the number of employees that helped keep the railroad running safely and efficiently and making trains longer and harder to handle will have lasting repercussions that we're only beginning to see.	12/18/2019 11:13 AM
555	Safety is no longer a priority.	12/18/2019 11:12 AM
556	Less track time to perform work and do inspections	12/18/2019 10:50 AM
557	Working at night can't be safer than working during the day.	12/18/2019 10:42 AM
558	Done away with it	12/18/2019 10:30 AM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?—Continued

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
559	Believe it has no safety effect as fag as gains. Seems longer trains have increased derailments in the industry. Now the talk of one man crews, can we say danger, danger Will Robinson!	12/18/2019 10:17 AM
560	None	12/18/2019 10:07 AM
561	Safety is only a factor when it is convenient for them. If the train is late all rules get overlooked.	12/18/2019 9:37 AM
562	Safety is clearly of no concern to the carrier anymore. Profits are the one and only driving force behind their decisions.	12/18/2019 9:34 AM
563	Personally as an engineer it hasn't really affected safety. But for the conductors/brakeman it has become more dangerous. Getting on and off moving equipment also the railroad getting rid of the brake sticks all to make things "more efficient".	12/18/2019 9:24 AM
564	Regarding safety "The Hurry Factor" will catch up to us all	12/18/2019 9:10 AM
565	Safety third	12/18/2019 9:09 AM
566	It is now less safe	12/18/2019 8:46 AM
567	Poorly	12/18/2019 8:45 AM
568	It has made the job less safe.	12/18/2019 8:36 AM
569	I do not know.	12/18/2019 8:36 AM
570	None what so ever.	12/18/2019 8:31 AM
571	It has increased the work by eliminating more jobs, work and profit take priority to everything including my safety. Job briefing is seen as wasting time by management. Also management determines if we need anytime to process critical incidents	12/18/2019 7:49 AM
572	They want to take away my job, this would leave me unable to feed and clothes my children let alone provide a roof over their heads.	12/18/2019 7:33 AM
573	Increased emphasis on safety, and that is welcomed.	12/18/2019 7:28 AM
574	Occasional overtime is now daily. Stress and fatigue is high and those together are having a negative impact on my ability to focus on my duties.	12/18/2019 7:21 AM
575	Putting multiple crews on the ground for no reason	12/18/2019 7:18 AM
576	Not possible to do my job at a level that will safeguard against any possible incident due to not given enough time to do proper inspections and such short handed that some shifts don't even have man power to do inspections, so they are expecting non qualified people to do them on top of the normal responsibilities that they are expected to do. It is truly a recipe for disaster and is only a matter of time before it causes something at a catastrophic level.	12/18/2019 7:06 AM
577	Employees work more hours, short of men to cover days off. When on off days constantly being called to work extra	12/18/2019 6:31 AM
578	I am my brothers keeper and words on a page never keep me safe. Fatigue is our biggest safety concern	12/18/2019 6:30 AM
579	I felt like I HAD to break and bend or disregard rules in order to accomplish all that I was tasked to do	12/18/2019 6:26 AM
580	Accidents are happening more frequently	12/18/2019 6:08 AM
581	Safety is not a priority to UP. It's a formality of business. A formality that's circumvented at every opportunity. That's said, two crew members helps the other stay awake and focused on our jobs. Without that second person non desired emergency applications and worse will occur.	12/18/2019 6:02 AM
582	What's safety?	12/18/2019 5:50 AM
583	The equipment is not being taking care of they are running us out with damaged equipment.	12/18/2019 5:48 AM
584	I'm not sure	12/18/2019 5:45 AM
585	All crew boards are short handed	12/18/2019 5:40 AM
586	I have a constant fear of a car derailing with me on it or as it's going by. There is also a huge problem with being exhausted. They have cut crews down to beyond skeleton crews so there is a minimal crew amount to choose from. So broke down cars and locomotives make for consistent 12 hour days and then not ample rest time til I go back out because of too small of crew boards. Inconsistent call times is also a problem.	12/18/2019 5:38 AM
587	A lot worse	12/18/2019 5:22 AM
588	I was retired.	12/18/2019 5:13 AM
589	No more safety meetings. Safety concerns are ignored. Managers are scared for their jobs and will do whatever it takes to keep bad rolling equipment moving	12/18/2019 4:54 AM
590	Got laid off after 4.5 years of service. Management did not care about our safety or the safety of the public. Literally let FRA defects roll out of the yard just to meet their numbers and reduce dwell time.	12/18/2019 4:52 AM
591	Longer trains, no way of knowing if and when you are going to work	12/18/2019 4:52 AM
592	Safety has been thrown out the window in regards to train movement. We're told to look the other way.	12/18/2019 4:42 AM
593	Made it extremely stressful and unstable.	12/18/2019 4:32 AM
594	I have to run longer trains, which puts more mental stress on me and my conductor. When putting some trains together, my conductor is so far away I can't hear him sometimes. They have laid off numerous employees forcing the ones left to work more frequently than we should	12/18/2019 4:28 AM
595	I get really tired, fatigued. Because the job I'm doing use to require 5 men. Now we are doing it with 2. Being rushed non stop	12/18/2019 4:16 AM
596	You always seem to be rushed. We are told to do it safely, but get scolded if it talks too long	12/18/2019 4:15 AM
597	The people I talk to say they still don't know when they're going to work	12/18/2019 4:06 AM
598	BNSF has not adopted it. However, I can theorize that with this program that with velocity being envisioned by carriers, safety will jeopardized.	12/18/2019 4:03 AM
599	It's had a impact. Less Carmen to inspect cars/trains. Less maintenance to fix issues. There are NO limos/vans to shuttle crews around so they need to walk everywhere. On uneven surfaces filled with holes. All of this is dangerous neighborhoods, where one could very easily get robbed or shot at.	12/18/2019 4:01 AM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?—Continued

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
600	Has reduced manpower and created a very tense environment where you are less applicable to pay attention due to the stress of the current situation	12/18/2019 4:01 AM
601	Safety is always priority one no matter what goes on	12/18/2019 3:54 AM
602	No regard to our or public safety	12/18/2019 3:52 AM
603	None	12/18/2019 3:51 AM
604	Management does not put safety first hand yet continues to blame their higher ups when being called out on such things.	12/18/2019 3:50 AM
605	Safety is nonexistent since PSR has taken over.	12/18/2019 3:48 AM
606	It has made it worse. We are having to do more with less people. Most employees are having to do work that they have never done before that they don't know how to do on top of their regular workload because of all the layoffs. Also doesn't help when your mind is wondering if your gonna get laid off from day to day	12/18/2019 3:47 AM
607	Unpredictable. Forced to violate our agreements and FRA And FRA laws moving non complaint equipment. Rushed all the time.	12/18/2019 3:46 AM
608	Added stress	12/18/2019 3:43 AM
609	Safety is an option and is only being used to harass or fire us.	12/18/2019 3:40 AM
610	Laid off	12/18/2019 3:39 AM
611	Longer trains and less horsepower means longer grueling days of a constant 12–14 hours on duty. Trains don't fit anywhere, general public is mad at crossings being blocked so anxious when having to cut them or sit blocking them	12/18/2019 3:23 AM
612	Just feel rushed while working on controlled tracks. The evidence is there we have more authority violations than ever.	12/18/2019 3:22 AM
613	Safety is a thing of the past	12/18/2019 3:19 AM
614	It has made it worse. Whatever is best for the shareholders.	12/18/2019 3:14 AM
615	Safety has taken a backseat to production. Managers and Supervisors conveniently turn a blind eye to safety rules during derailments or train delays and encourage us to take short cuts to "get the job done" or tell us "No one is going to get written up so forget the rules." When we push back and call out management for bending or breaking safety rules, upper management covers them up with made up policies to cover lower management's actions.	12/18/2019 3:05 AM
616	The statistics should speak for themselves. More slips, trips and falls. More run through switches. More derailments in yards.	12/18/2019 3:01 AM
617	We're expected to do more with less. They cut vans off to save money so we have to wait hrs sometime to get a ride which increases fatigue. Also we have to walk almost all shoves and moves which allows for more slip trip and falls. Vs just riding in van	12/18/2019 2:57 AM
618	Don't feel safe at all. Extremely long trains with awful engines cause the company wants to cut corners. Track is dilapidated because mechanics are being laid off left and right. Cars are falling apart because carmen are getting laid off	12/18/2019 2:55 AM
619	Have been told safety is not first. More undependable work schedules. Tired most of the time.	12/18/2019 2:55 AM
620	Less time to do jobs means having to work faster which is less safe.	12/18/2019 2:49 AM
621	All activities are rushed and safety is put as an after thought to production	12/18/2019 2:42 AM
622	I have less track time to complete my work.	12/18/2019 2:41 AM
623	It's a tool for discipline and nothing more. Constantly asked to bend rules or work unsafe but when management want to cut back or need a failure they hammer you. Everyday is a different mindset	12/18/2019 2:31 AM
624	Smaller windows to work with, pressure to patch a repair, not fix a problem.	12/18/2019 2:20 AM
625	Safety is no longer number one priority	12/18/2019 2:18 AM
626	Not much—Yet	12/18/2019 2:18 AM
627	Over worked and worried I will lose my job to PSR	12/18/2019 2:14 AM
628	What safety. Injuries and derailments have gone up	12/18/2019 2:11 AM
629	No longer is safety a concern until someone gets hurt it's all profit profit profit cut cut cut	12/18/2019 2:11 AM
630	The talk of company stock seems more important than safety. Safety however, is a concern for our track employees.	12/18/2019 2:09 AM
631	I have no idea.	12/18/2019 2:08 AM
632	The fatigue factor has doubled. The precision scheduling is still as non existent as it was prior to PSR. The IDAP (attendance policy) is horrendous. It feels like modern day slavery.	12/18/2019 2:07 AM
633	The carrier has made it clear and even specifically said that this isn't the old railroad and safety is no longer the priority.	12/18/2019 2:05 AM
634	Makes speed a priority and safety last!	12/18/2019 2:05 AM
635	To short of people and help to do our job safely. Just to make some suit, a bigger bonus. Your life doesn't matter, even though they preach safety.	12/18/2019 2:05 AM
636	Shorter work windows and being pushed to work faster!	12/18/2019 2:03 AM
637	It's harder to get time it seems. So we have to work faster to get the same job done. Bandaid work at best.	12/18/2019 2:03 AM
638	It hasn't, all it has done is put thousands of men and women out of Jobs no longer able to support themselves or their families	12/18/2019 2:02 AM
639	Roundhouse, car department, and crew cuts make for less reliable trains. . .while at the same time, trains are increasing in size.	12/18/2019 2:00 AM
640	They want to push push push and keep pushing and it's almost impossible to do your job safely anymore because they are pushing so hard and cutting so many people	12/18/2019 1:57 AM
641	In a good way	12/18/2019 1:55 AM
642	Safety? The train crews are safe it's management that's causing safety issues	12/18/2019 1:53 AM
643	There is total disregard for safety all they're worried about is getting the work done.	12/18/2019 1:52 AM
644	Worried about getting hurt	12/18/2019 1:52 AM
645	Less time to perform inspections	12/18/2019 1:51 AM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?—Continued

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
646	We used to have 3 man jobs (engineer, foreman, brakeman), and now the conductor is expected to work alone for 12 hours, 5 days a week. A lot of the work is done overnight, adding its own unique dangers and hazards to an already dangerous job, for a single employee on the ground for 12 straight hours.	12/18/2019 1:50 AM
647	Less people on the ground creating an on safe job	12/18/2019 1:49 AM
648	Dispatchers will only allow an absolute minimum of Track Time. If a problem is found with a switch or other equipment, you will not be able to fix anything properly. You will have to let every train in the subdivision leave before you get Sufficient Track Time, But we are also pressured to eliminate overtime or calls.	12/18/2019 1:47 AM
649	Its made it less safe. The rule book are being rewritten. Rules that were written due to death and or injury are being erased. We are told to just get it done	12/18/2019 1:40 AM
650	Get the job done quick, cutting corners and working in unstable conditions	12/18/2019 1:39 AM
651	They're expecting everything done faster safety is not important to railroads right now. You can just look at our safety performance this year versus 5 years ago. It's all in black and white	12/18/2019 1:37 AM
652	It's a job stealer UP is laying people off because of Precision railroading and they are having more derailments due to inspections being rushed	12/18/2019 1:35 AM
653	Safety is out the window. It's all about making departure times and making sure we hit there numbers	12/18/2019 1:33 AM
654	Safety isn't important unless it can be used as a disciplinary tool.	12/18/2019 1:33 AM
655	Can't say	12/18/2019 1:29 AM
656	We have less people now so safety is out the door	12/18/2019 1:23 AM
657	Quota of number of ties to be replaced has not changed but amount of time to meet has lessened. So sense of rush is in the air.	12/18/2019 1:16 AM
658	Less track time same amount of work. Puts more stress on employees	12/18/2019 1:14 AM
659	Cutting boards to the bare minimum and making crews work constantly on their break	12/18/2019 1:10 AM
660	Forced to work in places I hadn't worked before with minimal introduction to the areas. Told to just use my track chart and rely on the other guy.	12/18/2019 1:07 AM
661	The extreme focus on efficiency numbers has led to fewer employees being given less time to perform tasks. Shortcuts are overlooked (encouraged?) if they result in better efficiency numbers. I recently had seven employees terminated to send a message. They had not been given expectations to set with their employees, or properly trained in what the carrier was wanting.	12/18/2019 1:04 AM
662	It's all about getting cars out the door rather than safety an quality. Moral is at an all time low	12/18/2019 1:03 AM
663	Makes it harder and more stressful	12/18/2019 12:59 AM
664	PSR has 0 regard for safety, it has taken a dangerous job and turned it into a EXTREMELY dangerous place to work!!!	12/18/2019 12:57 AM
665	No body to balance crew boards long days on trains that shouldn't happen because of the lack of power don't know when u are going to work low maintenance on equipment and power sucking every dime out of every thing and not fixing roads with big pot holes	12/18/2019 12:53 AM
666	No mistakes or your gone	12/18/2019 12:50 AM
667	I was nearly killed by a inbound train making way without lights, bell or horn during night. I believe the effects on employees is causing judgment and oversight failures. Also fear of derailing equipment while being near it has increased.	12/18/2019 12:44 AM
668	Ridiculously horrible	12/18/2019 12:44 AM
669	less workers to do the same workload	12/18/2019 12:41 AM
670	Pretty scary moving trains down cresting grade. Shaving years off the engineers life.	12/18/2019 12:36 AM
671	With precision railroading can an unrealistic time to complete tasks. Tasks like getting a train from point A to B, or 26 seconds to inspect a car with one person driving along side a train. This has put not only employees at risk but the public also. Then you have the ever so frequent 300 car coal train that's 3 miles long with mid DPU. This is becoming normal not just with coal train's. PSR has done nothing but put money in shareholders pockets at the cost of workers livelihoods.	12/18/2019 12:27 AM
672	Absolutely 100 percent	12/18/2019 12:20 AM
673	terrible	12/18/2019 12:14 AM
674	Safety is not a concern of the company any more at all.	12/18/2019 12:13 AM
675	Less safe. Lots of corners cut.	12/18/2019 12:13 AM
676	Safety has been thrown out it's all about running trains	12/18/2019 12:13 AM
677	We are seeing work events at every yard. There are 4 main lines running into one of our yards. There are multiple road crews and multiple yard jobs working on four radio channels trying to get their work accomplished. It's only a matter of time before a tragedy occurs.	12/18/2019 12:11 AM
678	Only safety issue for me is difficulty contacting trains to verify their head end location when getting a following permit since some trains are 3 miles+ long.	12/18/2019 12:10 AM
679	Always at risk of termination if you don't follow superintendent notices that are not even rules or have anything to do with operations again a number game	12/18/2019 12:07 AM
680	It seems more important now to get the trains push through even while we're working, on a derailment where they want to get their trains through and they'll just push them through with out no concern for our safety and they push to get the track back in the service as soon as they can	12/18/2019 12:03 AM
681	We have lost 75 railroaders in St. Louis	12/18/2019 12:03 AM
682	About to lose my job	12/18/2019 12:00 AM
683	It has fallen to the wayside and does not seem to be mentioned by management any longer like it was stressed in the past	12/17/2019 11:57 PM
684	They are now lifting safety rules, saying we don't need to follow some of them now	12/17/2019 11:55 PM
685	Better	12/17/2019 11:53 PM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?—Continued

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
686	Haven't seen any difference	12/17/2019 11:50 PM
687	Drastically	12/17/2019 11:50 PM
688	More focused on screens in front of me than looking ahead on the tracks	12/17/2019 11:50 PM
689	Well for one no three step protection Elimination of brake sticks	12/17/2019 11:47 PM
690	Locomotives are not receiving regular maintenance. Being rushed to get a train set up and out of a yard and to "look away from traditional policies" are becoming the norm.	12/17/2019 11:46 PM
691	Safety is non existent. It is production over everything else.	12/17/2019 11:44 PM
692	Management no longer cares about safety, they will instruct you to take shortcuts solely for the purpose of making deadlines.	12/17/2019 11:43 PM
693	Safety is no longer a priority it's production. I feel I am being pushed more production with little regard for my safety and others. And with the rules being cut back we should be doing more is what I feel the company is pressuring me is what to be done. I don't feel safe with PSR.	12/17/2019 11:43 PM
694	We all worry about kissing our jobs so Safety is not considered more than Productive is.	12/17/2019 11:42 PM
695	Extremely dangerous	12/17/2019 11:40 PM
696	Made is unsafe to work more than ever.	12/17/2019 11:36 PM
697	Shorter time off and less manpower to perform the same job.	12/17/2019 11:29 PM
698	Longer trains, less employees, overworked	12/17/2019 11:29 PM
699	We are expected to rush as fast as possible to any trouble. Multiple phone calls asking where we are while we're trying to drive. I have to jump out of bed like a fireman and get out the door within 5 min or risk discipline.	12/17/2019 11:26 PM
700	Lola. There is no such thing as precision scheduling on the railroad. You never know when your going to work. May get there and wait hours on the train to arrive. It's a joke.	12/17/2019 11:21 PM
701	Railroads emphasis is safety, well At least on paper Truth is they truly don't give a shit about the man, all the care about is their numbers and will push, enforce and abuse the work face to do whatever is possible to do just that You can't stress safety, and have manpower is the absolute bare minimum, eliminate safety committed, safety programs and rewards, lack of maintenance on equipment and work the living shit out of your employees and threaten them to do whatever, break whatever contractual agreement or threaten discipline against them, it's pathetic	12/17/2019 11:21 PM
702	Less people More contracting cut cut cut	12/17/2019 11:16 PM
703	Twice the train, short mechanical people, everything is rushed. No concern for the public or work force.	12/17/2019 11:14 PM
704	You are asked as a carman not to get bad orders on certain safety appliances and when you do you are Discriminated against	12/17/2019 11:12 PM
705	Less time to make repairs.	12/17/2019 11:11 PM
706	Worse. So much worse.	12/17/2019 11:08 PM
707	Forced to work out side boundaries of contract.	12/17/2019 11:07 PM
708	The extra days away from family to work the same hours as before are difficult and cause stress in my personal life. I feel that coworkers are more irritable about the z-5 & z-6 schedules also.	12/17/2019 11:03 PM
709	The railroad has a total disregard for safety since it has started	12/17/2019 11:00 PM
710	Everyone looks the other way now. Safety is not important. Get the work done as fast as you can.	12/17/2019 10:59 PM
711	Safety has become number 4. Just as their slogan shows it.	12/17/2019 10:59 PM
712	Safety has dropped severely down the list of importance Everyone knows it. In fact it's listed as #4 or #5 on an actual company list.	12/17/2019 10:58 PM
713	It has made it impossible to talk to engineer, when I'm 10000 feet back working a broken knuckle.	12/17/2019 10:58 PM
714	Layoffs	12/17/2019 10:58 PM
715	What safety. They couldn't care less about their employees safety are conditions of equipment	12/17/2019 10:57 PM
716	Makes it more difficult to get time and feel rushed all the time	12/17/2019 10:56 PM
717	By cutting the boards we do not get enough rest	12/17/2019 10:54 PM
718	management uses contractors with no training and no clue.	12/17/2019 10:52 PM
719	It has affected our job to a great deal. It even affects the crews, and the public. We always had a partner to work with knocking cars. Now we work alone more than ever. We are told constantly to work faster, get yelled at for bad ordering cars. Get written up for tagging legitimate wheel. Get reprimanded for doing our job the way the FRA wants us to.	12/17/2019 10:52 PM
720	Worse than previously	12/17/2019 10:52 PM
721	Gotten worse more stops due to bigger trains and job cuts have employees working under high stress situations and accidents are on the rise	12/17/2019 10:51 PM
722	Constantly worried about being furloughed. Job schedules changed every other week	12/17/2019 10:48 PM
723	Less regard to safety	12/17/2019 10:46 PM
724	It's no longer about safety, it's about profits. Always rushed to leave the crew room, terminal with incorrect paperwork or no paperwork, even when hauling hazmat.	12/17/2019 10:43 PM
725	Inspection are down push to violate hours of service to hide recess	12/17/2019 10:42 PM
726	Lack of safety and compliance with FRA rules	12/17/2019 10:36 PM
727	Safety measures in retrospect to actual employee safety is nonexistent. the safety program has been dismantled. PSR idea of safety is install cameras on the crews to shift the blame off of them and onto the crews.	12/17/2019 10:30 PM
728	Company don't seem to much care about safety as I see it	12/17/2019 10:30 PM
729	I can't perform my duties safely when drastic schedule changes are made	12/17/2019 10:28 PM
730	I haven't noticed an impact on my safety in my current job.	12/17/2019 10:24 PM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?—Continued

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
731	yes, I report problems with engines all the time and I get the same engine the next night. After coming in off the job I request to take the engine to the shop and the won't let me. The FRA is no where to be found these days. My conductor has to handle multiple hand brakes and we don't have them on CSX. Having to climb on these cars over and over again in a night I'm shocked no one has been hurt yet.	12/17/2019 10:22 PM
732	PSR being implemented throughout the service units is going to prove detrimental to UP. The only persons to gain anything out of PSR is the stockholders. If I may ask you, what would you do without the dedicated employees that you are taking complete advantage of?	12/17/2019 10:21 PM
733	I think Precision railroading has been a big waste of time.	12/17/2019 10:18 PM
734	I already work long hours with little sleep between runs. PSR has made it harder to make good judgements	12/17/2019 10:17 PM
735	The safety standards and expectations are the same however; the workforce is greatly reduced. This puts more strain and higher expectations for a gang with less men to acquire. I feel as if the railroad as a whole is younger now than it has been in 25 years. My concern is how railroads will adjust to an aging workforce.	12/17/2019 10:17 PM
736	Larger and heavier trains with same amount of power is effecting train speed and safety due to power breaking down, which in turns stops movement of all trains because of they are non-clearing trains. Second, trains that normally did not pick cars before are picking up cars that really effect train handling to a dangerous point.	12/17/2019 10:16 PM
737	I believe the railroad is using it as a way to gather data on cutting crew consist down.	12/17/2019 10:14 PM
738	Boards have been cut so deep that it's impossible to be fully rested and prepared for a 12 hour shift. Company has cut the use of limos to a point where crews are walking to and from trains carrying their bags and coolers. Crews are forced to walk through towns after lining a main line switch. Trains are doing multiple pickups and setouts within 1 tour of duty risking injury. Train sizes have nearly doubled causing longer walking trains if there is a problem, more risk of knuckles being broken, crossings being blocked much longer causing a risk for medical help having to wait at crossing or finding a different way. The thought of 1 man crews is ridiculously unsafe for the crew members and public alike. If a crew member has an medical emergency, he/she will be cold before help arrives. Risk of a horrible accident with chemicals or oil is greatly increased due to one overworked, unrested person being at the controls. Technology fails, and the thought of 1 person being there to run a train if that were the case is crazy	12/17/2019 10:12 PM
739	Yes makes you have to feel hurried to finish.	12/17/2019 10:05 PM
740	Safety doesn't matter anymore. As long as the car makes its deadline.	12/17/2019 9:58 PM
741	Safety doesn't seem to be a concern like it once was. It was more of a "it will make it send it" kind of philosophy	12/17/2019 9:54 PM
742	Getting called for a train that is not on the lineup makes it impossible to be properly rested.	12/17/2019 9:54 PM
743	It personally has not effected my job YET.	12/17/2019 9:51 PM
744	I was pulled out of service as retaliation for asking for a block on the main so that I could work safely. I was denied a block as trains whizzed by at 60mph and charged with "not following instructions."	12/17/2019 9:46 PM
745	It has made it less productive in the fact the windows are not always meet.	12/17/2019 9:45 PM
746	managers want us to cut corners and ignore problems to get thing done e quicker.	12/17/2019 9:43 PM
747	Safety is out the window so they can get work done with half the people	12/17/2019 9:42 PM
748	It doesn't seem to be top priority, hurry up get out of the way, and get the trains moving.	12/17/2019 9:40 PM
749	They say it's better, we have less injuries. The reality is we have half the employees, so roughly half the injuries. Employees are afraid to report them when they happen.	12/17/2019 9:40 PM
750	Nothing has really changed	12/17/2019 9:38 PM
751	Seems like morale is down, and that we are constantly trying to "catch up" with unrealistic goals	12/17/2019 9:38 PM
752	Killed all morale and morally is key for a safe productive workplace	12/17/2019 9:33 PM
753	Less men makes work hard sometimes you get wore out a d makes safety harder, especially working overtime for broken rails and other defects cause we are losing sleep trying to help keep trains moving.	12/17/2019 9:28 PM
754	The longer trains beat up the track more. I guess that is job security. It puts added work in that doesn't need to be there though. Walking both sides of a 15000 foot train to check the track after a draw bar comes out. Living in a town with the track going through it is where is really hits home. Waiting for that train to pass going 10–25mph. It can 10–15 minutes or more. Traffic backs up. Utilizing yards that were never designed to handle the car loadings that they are getting. More derailments in yards. Switches get beat up more. Constantly going back to the same places because things can't get fixed properly. It seems like PSR is forcing us to band aid things.	12/17/2019 9:26 PM
755	Longer, heavier trains. Not inspecting fully, everything is becoming unsafe.	12/17/2019 9:24 PM
756	Well being overwhelmed and overworked with issues on infrastructure. Less workers but more work and expectations being set.	12/17/2019 9:17 PM
757	Longer train lengths have caused more walking on no idea walking conditions. Longer trains take longer to build and test causing major delays and longer work days.	12/17/2019 9:15 PM
758	We are working more due to a large number of Employees being laid off, as well as being fatigued from working with no set time off	12/17/2019 9:14 PM
759	Safety is the last thing they think about now	12/17/2019 9:10 PM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?—Continued

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
760	gutting our workforce is not the answer to satisfying their investors. a full workforce will get the job done safely and efficiently.	12/17/2019 9:08 PM
761	They say their about safety but in the end it's still production first	12/17/2019 9:08 PM
762	People are tired and minds are else where because they have no time with family it's sleep a few hours go back to work	12/17/2019 9:04 PM
763	N/A	12/17/2019 9:03 PM
764	Safety has been deemed 4th in importance.	12/17/2019 9:01 PM
765	Terribly.	12/17/2019 8:59 PM
766	Safety takes a back sit to PSR	12/17/2019 8:59 PM
767	The elimination of it	12/17/2019 8:58 PM
768	In regards to safety. I feel shorter trains are easier to do work in route. PSR has gotten rid of a lot of people to do the maintenance on the machinery and the infrastructure. definitely not safe to be running bigger longer trains on antiquated unmaintained equipment	12/17/2019 8:58 PM
769	They only care about one thing. The stockholders. Safety is a charade.	12/17/2019 8:52 PM
770	Many trains combined, job cuts, more stressful	12/17/2019 8:48 PM
771	Better quality of life and heightened awareness and focus on safety	12/17/2019 8:48 PM
772	It's number 4 on the list according to management in Atlanta	12/17/2019 8:47 PM
773	Made it more dangerous always rushed equipment in I'll repair. No way to time rest	12/17/2019 8:46 PM
774	longer hours less rest building trains three times longer with no assistance on poorly maintained tracks.	12/17/2019 8:46 PM
775	There is no safety anymore. Get it done fast and now or ignore it. Can no longer mark off weather if roads are bad. Get to work now matter what or how.	12/17/2019 8:45 PM
776	Made it harder we are rushed to do things in an unsafe manner. We are not to be believed when we have problems the company sends managers to "help" and verify we really have issues. Mechanical issues and air issues incidents have risen	12/17/2019 8:45 PM
777	Worrying about if you will have a job tomorrow just because you have greedy management looking to abolish your job while talking about record profits. I would like to discuss this with anyone that has been put in the same situation as we have been as employees of the Union Pacific Railroad. Think about it, it would continually affect your thoughts, being able to concentrate on your job and ultimately effect safety.	12/17/2019 8:45 PM
778	Much less safe.	12/17/2019 8:43 PM
779	Pressure to do job quicker, not necessarily safely.	12/17/2019 8:42 PM
780	The company regularly ask crews to break rules to meet measurements.	12/17/2019 8:41 PM
781	Safety is an afterthought. They act Like that's not the case but push comes to shove we have seen the bottom dollar is all that matters	12/17/2019 8:39 PM
782	Equipment and track wore out and company always has us in a hurry	12/17/2019 8:39 PM
783	Disregard safety to hurry and get the job done.	12/17/2019 8:38 PM
784	Not letting anyone have time to work on the track in a safely manner	12/17/2019 8:37 PM
785	Longer trains. Less workers. Doing more with less.	12/17/2019 8:30 PM
786	Seems that moving trains is a bigger concern than if it's safe to move that train. It's getting harder to say I don't think this is safe to do without getting blow back. Then they give us initials and think that will solve the problem. I don't mind fixing what is wrong with the trains like under power or placement issues, but they hardly ever want to take the time to fix them. Putting a bandaid on the problem is not fixing it. If anything causes more worry and doubt about the safety of operations	12/17/2019 8:29 PM
787	Not a change	12/17/2019 8:27 PM
788	Not enough time to do your job safely when you are always being rushed to hurry up	12/17/2019 8:24 PM
789	They don't care for rest periods if called out at night.. questions everything you do and when you ask for help they ask why do you need help when they preach if you need help you'll get it	12/17/2019 8:18 PM
790	Longer trains are a hazard to the public. Road crossings are blocked longer. Mechanical failures are more common.	12/17/2019 8:16 PM
791	Safety is no longer viewed as a way of life. Forced to run trains long hood due to engines being mothballed and fuel conservation.	12/17/2019 8:16 PM
792	They don't care about safety.	12/17/2019 8:12 PM
793	Due to PSR, safety is commonly overlooked due to the need to service a customer or something as simple as updating our rit device.	12/17/2019 8:10 PM
794	You are spread thin a lot of times and pulled from your bid in job to do another which can put you at risk where you are use to doing your job but put in one that you haven't done in a while.	12/17/2019 8:07 PM
795	It's made everybody doing everybody else's job because there is not enough people to do their jobs	12/17/2019 8:04 PM
796	More things to learn and take care of	12/17/2019 8:04 PM
797	Negatively	12/17/2019 8:03 PM
798	Move faster less time for safety inspections and due diligence.	12/17/2019 8:00 PM
799	PSR is not safety conscious. Intimidation is used to rush us into getting things done quicker. Some things cannot be done quicker on the railroad, no matter how much they want it to be. And then we are bullied and asked if we are working slow on purpose and trying to push back, when all we are trying to do is want we were initially taught. The safe way we were trained. The way that keeps us alive and gets us home to our families every day.	12/17/2019 7:59 PM
800	Yes, they don't have enough people cause they furloughed everyone to make it look like our expenses are low and everyone left is doing theirs and everyone else's work. They're forcing overtime on you.	12/17/2019 7:58 PM
801	Overwhelmed it's very hard to work with two yards calling at the same time on the radio and the phone ringing off the hook. Trying to keep up with where everyone is located and the moves needed to be made safely.	12/17/2019 7:55 PM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?—Continued

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
802	Rushed for time to complete projects because of time restraint. Doing more with less people causes unnecessary stress both mentally and physically to all employees.	12/17/2019 7:52 PM
803	Less workers rushed to do more with little regard to safety.	12/17/2019 7:51 PM
804	Everyone pushes for take your time and be safe but when trains are being slowed down, that all goes out the window. They want to know why things took so long and how we could have done it better, faster or prevented it.	12/17/2019 7:50 PM
805	I personally do the job of 3 different foreman and sometimes machine operators	12/17/2019 7:49 PM
806	None	12/17/2019 7:44 PM
807	Less workers where it is more important of the field is a battle that we cannot win our help in numbers will always prevail and make better future for us all it's next to impossible to get the things done that we do when we have less help we ignore the most important task looking out for each other when we get overworked by deadlines and safety is what always gets affected first	12/17/2019 7:41 PM
808	We don't have personal to keep equipment working right with all the layoffs	12/17/2019 7:37 PM
809	Measures used to gauge performance have been introduced which essentially force individuals to take shortcuts or face repercussions from leadership, largely sacrificing safety as a whole.	12/17/2019 7:36 PM
810	There is no precision scheduled railroad. it's impossible to achieve scheduling that can be counted on to be properly rested for a call. All PSR is is a way to make the shareholders appear to make money.	12/17/2019 7:35 PM
811	For years the carriers have preached safety now with PSR, the carrier has loosened the restrictions on safety in some aspects in hopes of being more productive. Safety will always be a railroaders top priority.	12/17/2019 7:33 PM
812	We have no safety meetings any more. we don't hear about injuries on the system which in turn could prevent a accident somewhere else just by bringing to light what might have happened. And this is due to lack of personnel which they have sent home for no other reason than to pad their pockets.	12/17/2019 7:29 PM
813	Larger trains without capacity, often leading to the loss of communication with the EOT or dp and being instructed to continue.	12/17/2019 7:26 PM
814	It has helped. Because there's less time for work	12/17/2019 7:22 PM
815	We are not allowed to do our jobs the right way. We just have to do our jobs the quickest way possible	12/17/2019 7:21 PM
816	Just feel like my on track safety is jeopardized with untested crews	12/17/2019 7:15 PM
817	Less concerned and no access to safety supplies. Reduced supplies and cut supplies in some cases.	12/17/2019 7:15 PM
818	Every safety rule implemented in the past 10 to 12 years has been removed or modified to move cars.	12/17/2019 7:14 PM
819	It is less safe. Nothing gets fixed. Rushed to get job done.	12/17/2019 7:10 PM
820	Massive maintenance of way, carman, track inspectors has made this industry more dangerous than it was 100 years ago	12/17/2019 7:10 PM
821	More problems. More issues. More finger pointing. Lost of jobs.	12/17/2019 7:09 PM
822	I'm loosing seniority everyday. When I hired Put the carrier advised me when I have 5 years of seniority I would Be comfortable and not worry about being laid off. Now I'm very close to being laid off	12/17/2019 7:01 PM
823	Rules don't matter, train size is ridiculous and control of train and work events dangerous.	12/17/2019 7:00 PM
824	They're speeding up trains giving us less time to do our jobs.	12/17/2019 6:59 PM
825	We are taking short cuts and not following FRA rules. We are forced to. Either do it or get fired. And the FRA is behind the company	12/17/2019 6:54 PM
826	Safety is only brought up when investigations are scheduled after Carrier caused derailments, or incidents .. Other than that it is non existent	12/17/2019 6:52 PM
827	I no longer feel safe at work	12/17/2019 6:52 PM
828	Made it worse. Do more with less is the common takeaway. Less to do the same job so people are rushed or threatened to be furloughed.	12/17/2019 6:50 PM
829	Worse less employees to maintain equipment and tracks to work safely	12/17/2019 6:50 PM
830	Railroading is an inherently dangerous occupation. The added pressure, due to time constraints and increased workload, can only have a negative impact in various ways.	12/17/2019 6:49 PM
831	Our new safety policy is essentially as long as you don't get hurt and get the job done we don't care. If you get hurt expect to be out of work for years.	12/17/2019 6:49 PM
832	Trying to rush everyone on moving cars. Trains to long, which is a safety concern also due to might cause a derailment because trains are 15,000 ft.	12/17/2019 6:48 PM
833	The use of contractors is a safety concern, Union pacific is using a lot of them that are not familiar with what we are doing	12/17/2019 6:46 PM
834	Absolutes. Reducing the people but increasing the workload of remaining employees, manufactures additional and unrealized stressors	12/17/2019 6:46 PM
835	It's obvious that safety is no longer a primary concern, but secondary to moving trains on schedule. Plus there have been reactionary rule implementations that do nothing for our safety but can be used as a tool for discipline	12/17/2019 6:41 PM
836	Break test are getting thrown out the window to save time.	12/17/2019 6:40 PM
837	It has made my job much more unsafe.	12/17/2019 6:38 PM
838	I don't have a job.	12/17/2019 6:38 PM
839	Less men, more hours working. 12 hours plus every time you go to work	12/17/2019 6:36 PM
840	The safety of walking longer trains over hazardous walking conditions affects my job everyday especially when our railroad is not designed for 10,000 plus feet trains	12/17/2019 6:34 PM
841	I feel that safety is overlooked just to keep on schedule cars don't get maintained as needed in far they might sit too long in one yard	12/17/2019 6:32 PM
842	It has forced me to be in several jobs that I have to drive over two hours and live in my car!!	12/17/2019 6:29 PM
843	Hasn't affected one way or the other	12/17/2019 6:26 PM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?—Continued

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
844	Its pretty bad. We are rushed out the door after coming on duty. Trainmasters wear stopwatches and time crews. If they think you're going too slow you will be reprimanded.	12/17/2019 6:23 PM
845	Far less safe than before. Less man power. But they expect the work to be done in less time. Forcing crews to get in a rush in fear of retaliation from the company	12/17/2019 6:20 PM
846	It has made it worse!! PSR has done nothing but made employees worry about there jobs every minute of every day. There's constant worry about loosing your job making it very unsafe to do your job because of the worry!	12/17/2019 6:18 PM
847	It's made it way more dangerous	12/17/2019 6:17 PM
848	Safety at CSX is non existent	12/17/2019 6:14 PM
849	Made it a lot tougher by trying to run 10–15000 ft trains. The stress level of trying to keep it together while traversing the territory! The jobs that have been cut and eliminated and the safety that each cut craft has placed on train crews and the public	12/17/2019 6:13 PM
850	It has took many safety aspects out of the job. Getting the job done fast is more important than safety.	12/17/2019 6:12 PM
851	Safety is of no concern	12/17/2019 6:12 PM
852	We are pressured to ramp up fast and work in all conditions.	12/17/2019 6:11 PM
853	More stress, not only in the headaches of running these outrageously long trains but also it's putting stress on us while we are home.	12/17/2019 6:10 PM
854	Longer trains has caused us to walk further on ballast no roads to walk on or even the fact that we block a lot of crossings causing emergency crew delays	12/17/2019 6:08 PM
855	Seems like safety has been thrown out the window	12/17/2019 6:03 PM
856	No carmen to inspect anything, switches aren't being oiled, pin couplers won't fall, lighting is burned out everywhere in dupo ill. Can't hardly see to switch cars at night, nobody to replace bulbs	12/17/2019 6:03 PM
857	Amped up the danger lack of reporting FRA reportable incidents, and cars of hazmat with known defects are getting moved with holds on them.	12/17/2019 6:02 PM
858	Safety is about the same	12/17/2019 6:00 PM
859	I'm more nervous at work than I am relaxed. Its cause anxiety and depression among me and my co workers.	12/17/2019 5:59 PM
860	Crews are never rested.	12/17/2019 5:56 PM
861	The scheduling has made me manage my time differently creating a fast pace work environment along with the rarity of getting a lunch break or a break at all during a 12 hr shift in the yard.	12/17/2019 5:55 PM
862	It's a hard transition to go from days to nights and back to days the next week you never know.	12/17/2019 5:53 PM
863	The success of PSR implementation, even if manipulated, takes precedence over safety, despite any safety-first lip service. Even the company-sponsored PSR propaganda lists safety 4th	12/17/2019 5:53 PM
864	More tired hard to take vacations they always say we need you here	12/17/2019 5:51 PM
865	Changes in work schedule, five times this year. Not very much track time. Pressure to get projects done with substandard timing.	12/17/2019 5:49 PM
866	Safety has gone out the window and disregarded in the name of productivity and greed	12/17/2019 5:49 PM
867	Less is more is never good. From the equipment, to the rails everything is starting to show the signs of stress from neglected maintenance. Which in turn, causes way more probability for safety incidents.	12/17/2019 5:48 PM
868	Negatively in nearly every aspect. We have been forced to work with less staff than is necessary to do our jobs when it gets a little bit busy. Quantity is chosen over quality by management every time. This is putting employees safety at risk. It doesn't matter what problems you found. What matters is trains leaving on schedule. Railroading is dangerous enough when you are give an ample amount of time to do your work. It is extremely dangerous when rushed.	12/17/2019 5:48 PM
869	Hurry hurry hurry. No time for safety or maintenance just go.	12/17/2019 5:48 PM
870	I feel less safe when near passing trains	12/17/2019 5:46 PM
871	Furlough	12/17/2019 5:45 PM
872	Safety is speech only. Job briefings 'take too long'. Get on and go. Inspections have gone by the wayside.	12/17/2019 5:43 PM
873	It has made my job much more dangerous. Union Pacific doesn't maintain equipment, and they don't care about how the work is done as long as they don't lose money.	12/17/2019 5:43 PM
874	Management is increasingly asking the crews to do things that are against company rules and FRA rules all in the name of getting trains departed on time or getting a train moving again.	12/17/2019 5:42 PM
875	Overall made it worse, cutting jobs to satisfy shareholders bottom line.	12/17/2019 5:42 PM
876	This is easy as well as frightening, countless safety rules are implemented and enforced strictly. But when it's crunch time we are almost shamed if we don't do what we have to to get the job done. I have been with managers on trouble several times when we just foul the track to get something done real fast not to mention the fact that due to lack of bodies hours of service law is continually violated. You feel like a snake if you drop your tools at 12 hours. There needs to be more employees to allow us to uphold all the rules as well as the law	12/17/2019 5:42 PM
877	Other than else people on the job to get hurt I have no idea Most people don't report if fear of being charged with rule violations	12/17/2019 5:37 PM
878	Because of PSR, mechanical employees have been cut off and there is equipment running around that is unsafe. Operating one of these monster trains with unsafe equipment puts us all in jeopardy.	12/17/2019 5:32 PM
879	Long stretches of the hotel with less time at home. Before we work nights now we work 12 hours on duty with 24 in the hotel then back on for 12 . Its hard to get good rest during that 24 . The only way I found to make it work is to take a short nap then try to get a good sleep before the next shift	12/17/2019 5:30 PM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?—Continued

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
880	Safety is still a priority. At the end of the day the railroad still wants to run trains.	12/17/2019 5:30 PM
881	It's all about how fast they can get the work done, safety is out the window, and if you take your time and try to be safe they are trying to write you up	12/17/2019 5:29 PM
882	Less pay because of all the cuts no way to plan rest because no idea when your going to work	12/17/2019 5:27 PM
883	PSR takes the proactive affect out of safety. Example walking a train that's 10,000+ feet long multiple times. Doing work with just a conductor and engineer after 10+ hours of getting to the location on a short call because boards are so cut back.	12/17/2019 5:26 PM
884	Pretty much answered that in question 1. Your just consistently being pushed and rushed by your supervisor to finish and get to the next job.	12/17/2019 5:25 PM
885	Everything is about making trains quality is a thing of the past and your constantly as if your done yet or that your taking to long	12/17/2019 5:21 PM
886	As aforementioned the work load as a result of a reduced workforce has placed the burden of working more days consecutively raising the issue of fatigue in the workplace. The increased size of the trains handled is also a potential for an accident. Even with the implementation of technology in our industry the chance for a derailment goes up with a system that is expected to run trains instead of an engineer.	12/17/2019 5:21 PM
887	There is a greater push for moving trains at any cost if a train is delayed employees are threatened with being taken out of service	12/17/2019 5:16 PM
888	They care nothing about safety	12/17/2019 5:14 PM
889	More rushed, and scared for your job	12/17/2019 5:14 PM
890	It has no effect on me	12/17/2019 5:13 PM
891	Longer trains have longer walks to the rear. We recently had a conductor stabbed checking out his train. We now park hazmat placard cars outside of the yard to keep the yard "static" we are now timed on everything we do so we feel forced to rush around. Since PSR I have seen more details and bumper post accidents then ever before, I have personally been involved in 2 this year. My first derailments.	12/17/2019 5:11 PM
892	Long time on duty waiting to get off at terminals.	12/17/2019 5:10 PM
893	Before PSR, a bad ordered rail car was not questioned. It was removed from the train, and sent to a repair facility FOR REPAIR. Now, cards are being removed for not being bad "enough" because of time restraints.	12/17/2019 5:07 PM
894	Workload increases while headcount decreases. Leads to shortcuts and safety issues when 1 person is doing the work 2 or even 3 people used to do	12/17/2019 5:06 PM
895	Most things that weren't safe before are safe now because it speeds things up. To make it work. On and off moving equipment for example	12/17/2019 5:04 PM
896	Safety is important but whenever there is a problem it mainly goes out the window because it takes longer to do a job safely	12/17/2019 5:02 PM
897	Less people still the same amount of work.	12/17/2019 5:01 PM
898	Less Carmen inspecting trains more trains running with out inspections very unsafe	12/17/2019 4:59 PM
899	Fatigue from longer runs at slower than transcon speeds. Multiple crew exposure to safety risks due to inability to get crews to terminal within hours of service.	12/17/2019 4:59 PM
900	More with less and it will continue to kill people	12/17/2019 4:58 PM
901	Affected each and every job on railroad, unnecessary harassment on name of safety by managers just to grab their bonus	12/17/2019 4:56 PM
902	Safety is only a concern when it benefits the railroad	12/17/2019 4:55 PM
903	unsafe	12/17/2019 4:54 PM
904	Company doesn't care about safety anymore	12/17/2019 4:54 PM
905	The only safety is protection of their bottom line, period!	12/17/2019 4:53 PM
906	Having to work 3 or 4 people jobs at once because of layoffs and not filling the positions	12/17/2019 4:53 PM
907	They've eliminated several safety rules and now hurry everyone to do their job faster.	12/17/2019 4:52 PM
908	It has dumbed the employee down. All the responsibility is given to the software. As matriculation occurs, Sound train handling experience, practices and options diminish. It's about saving fuel not moving freight or customer satisfaction	12/17/2019 4:49 PM
909	Management almost forces you to do something unsafe to get the job done.	12/17/2019 4:48 PM
910	It's difficult at times to think and work safely due to concerns about losing your job. Your mind continues to veer off on the thought of not being able to provide for your family.	12/17/2019 4:47 PM
911	Everything is rushed and I am constantly looking over my shoulder thinking that someone is watching me.	12/17/2019 4:46 PM
912	We're running on skeleton crews and they hardly ever have people anymore. Clearly not safe at all. I hardly see M&W inspecting rail anymore. It's a disaster waiting to happen.	12/17/2019 4:43 PM
913	Saftey has went down hill in a lot of ways because of the PSR because we don't get as long of a work window needed for the day but yet they still want record numbers! More work is not possible with less time!	12/17/2019 4:43 PM
914	They are pushing bigger trains through in weather that is unsafe. 13–15 thousand foot trains that have multiple breakdowns and air problems in areas that are accessed only by foot due to deep snow and terrain in below zero weather. Maintenance is at an all time low. Have personally found multiple defects and safety issues in cars that were reportedly just inspected. I have never worried about my safety at work till the last 3–4 years on the job. Now I am worried every day that I will be injured or killed.	12/17/2019 4:43 PM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?—Continued

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
915	As far as safety goes. Nothing is in the budget when simple stuff that needs repair or replaced. Switches are not being maintained and hard to throw. Aerial lighting in terminals is not being repaired and we work in the pitch black at night. Track maintenance jobs are pushed back 3 years on some tracks because they don't have the manpower. Locomotive maintenance is pathetic because all the engine shop employees are being furloughed and simple repairs such as burnt out light bulbs, overflowing toilets aren't being dumped and the sanders on the locomotives are not being filled and repaired. Locomotive maintenance is a thing of the past because the shop doesn't have enough people to do their job properly and efficiently.	12/17/2019 4:39 PM
916	What safety	12/17/2019 4:39 PM
917	Other than less manpower to help with the workload the biggest safety concern for me is the threat of having to stay late or work my rest days to get a job done that would easily be done if more help were there. The threats could cause you to hurry or lose focus that could lead to mistakes.	12/17/2019 4:39 PM
918	Rule changes have created a more unsafe work environment such as being forced to max speed shoves, getting on and off moving equipment and air brake inspections have suffered due to decreased workforce	12/17/2019 4:36 PM
919	Rules like getting on and off moving equipment were strictly a no go and now, for the sake of faster movement t, they are now allowed I am almost certain that the UPRR has also changed the programming of how flow in a train is measured because it seems all at once the flow in very long trains mysteriously became much, much better!!	12/17/2019 4:36 PM
920	Laid off, they don't need safety.	12/17/2019 4:36 PM
921	We used to have 3 assistant foreman per gang to cover form B clearance. Now there is only one to Cover the entire gang. That is spread out over 2 miles.. Way to much to cover for 1 guy.. It's just a ticking time bomb before someone gets run over.	12/17/2019 4:35 PM
922	Safety is just an option all that matters is getting tracks inspected	12/17/2019 4:35 PM
923	I feel it is less safe due to the fact that things that need to be fixed are being put off due to cost, and fewer crews are doing more work so there is a fatigue factor.	12/17/2019 4:34 PM
924	It has cut jobs left and right. PSR railroading is a joke and it's just another name for corporate greed. If it wasn't for us moving freight then those big wigs wouldn't get paid.	12/17/2019 4:33 PM
925	PSR made many many cuts, seems to affect attitudes and morale of the employees that are left to pick up the pieces	12/17/2019 4:30 PM
926	Less time to accomplish tasks	12/17/2019 4:29 PM
927	No change	12/17/2019 4:29 PM
928	T & E are not needed to be qualified per say. The company just signs off and you go to work. The supervisor that tests you can't pass the test and cannot answer questions and test are rarely updated.	12/17/2019 4:26 PM
929	I can no longer hold my home terminal with almost 6 years of service. Very close to being cut off, and even a year ago I was holding my home terminal very comfortably. I now work 300 miles from my Place of residence and am home for about 40 hours a week. Driving 650 miles each week just to go see my family. How's that safe? I travel, sometimes very under rested. Just to get a few hours at home.	12/17/2019 4:24 PM
930	Not enough time to perform proper FRA inspections	12/17/2019 4:24 PM
931	It's get the job done and get it out no matter what until something happens	12/17/2019 4:24 PM
932	I can no longer hold a road job I work in the yard. I would have never worked in the yard because I was not familiar with the yard practices or the paperwork. 2 months ago I was on a board and I told them I was not qualified and they said it would be okay because the engineer was familiar with the territory.	12/17/2019 4:23 PM
933	Precision railroading has cut many jobs and people forcing everyone else to try to pick up the slack leaving more work for less people and more pressure to get it all done, again leading to more accidents and injuries. As a conductor in a terminal that focuses mainly on switching out customers industries this has especially affected the way we work we are constantly exhausted often times skipping lunch or being forced to not even take one just to try to get all of the industries serviced in our 12 hour time limit. Most of the jobs that used to get a brakeman no longer have one due to the slashing of jobs which means what used to be the work of two people now falls on one person's shoulders.	12/17/2019 4:22 PM
934	It has put vastly underqualified people on the ground making my duties as an engineer much more difficult as it takes my focus away from operating to babysit these people	12/17/2019 4:22 PM
935	Computers have failed to recognize switches and signals. For instance, a train ran a red and a PTC light power test train opposing was never put into suppression. PTC will however throw the train into suppression for every other switch or signal it doesn't recognize while doing track speed.	12/17/2019 4:22 PM
936	PSR is actually a practice that promotes chaos. The management for Union Pacific cannot make any plans for future scheduling, so you are asked to do work in places you typically wouldn't and don't have time to plan out what action you are going to take.	12/17/2019 4:20 PM
937	It affected it a lot and it affected our safety.	12/17/2019 4:19 PM
938	It is unsafe. Longer trains to walk in an emergency with terrible handheld radios. Reduction in maintenance of way people makes bad walking conditions even worse. Then the company can't understand why injuries are increasing when all this is going on.	12/17/2019 4:19 PM
939	Safety seems to be a secondhand concern.	12/17/2019 4:19 PM
940	Working with equipment with bad ordered dynamic brakes, RCL comm losses and longer trains to walk.	12/17/2019 4:18 PM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?—Continued

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
941	I am young on the rosters and the more jobs being "cut" the tighter I am from being bumped or furloughed from a senior man.	12/17/2019 4:17 PM
942	Management preaches safety yet always adding more work to be done in less time. Disregarding safety!	12/17/2019 4:14 PM
943	The boards are always exhausted, so we work way more hours. We wait hours on rides, after we have reached our hours. We are forced to run trains that are beyond our train length permitted by rule in our SSI, even when we protest. We have had zero training on 15000 ft trains, and very little on PTC or trip optimizer, both we are required to use. In general, no regard for our mental well being, due to the erratic board adds and cuts we are all worried about our jobs, we have no work line up that is any where near accurate. As a matter of fact the line ups have gotten so bad that a man can just ignore them and plan on going to work exhausted, and driving home in the brink of passing out.	12/17/2019 4:09 PM
944	95 percent of the defects get let go! Roseville yard had an average of 200 Bad Orders in the yard everyday. Now they agárrate 10 Bad Orders in the yard.	12/17/2019 4:08 PM
945	Too many people doing things the fast way instead of the right way.	12/17/2019 4:08 PM
946	Overall good but with less brothers on job and trying keep track time to a level of doing a job and keeping trains moving puts more strain on our brothers of same work but with fewer brothers	12/17/2019 4:06 PM
947	It has cut manpower to the point that people are being over worked. More accidents come from exhaustion than anything else and then the railroad blames us for the mistake	12/17/2019 4:05 PM
948	Safety is all out the window. Only managers number matter now	12/17/2019 4:04 PM
949	They preach Safety but they Don't practice it one bit at all	12/17/2019 4:03 PM
950	They'll fire/charge you for not following rules or charge you for not getting the job done. Follow the rules when it fits their needs	12/17/2019 4:03 PM
951	There are fewer trains running therefore we work less. The longer trains require more power and time to charge the air lines. Management is harassing us into taking short cuts when it comes to the inspection process. We are losing pay, stress levels are high. Moral is down.	12/17/2019 4:02 PM
952	Call windows have shifted, rest rules are often violated because of the 'schedule'. The constant desire to do more with less is injuring or killing more workers than ever.	12/17/2019 4:02 PM
953	I choose to work at a safe pace, but many let the bosses rush them through their daily tasks	12/17/2019 3:56 PM
954	See question one.	12/17/2019 3:54 PM
955	Seams with all the furloughs it's gotten worse derailments everywhere, safety isn't there anymore it's we need this done wether you need a break, haven't slept etc.. They don't appreciate the workers anymore. Only care about money for the higher ups	12/17/2019 3:54 PM
956	With longer trains it's putting more train men on the ground & effecting the public by blocking crossing for longer delays.	12/17/2019 3:53 PM
957	It's made my job more dangerous they don't care about safety just moving cars from point a to point b and if you point out that something is unsafe they ask of you are refusing to do your job and they force you to do it or face being pulled out of service	12/17/2019 3:53 PM
958	Safety is an after thought.	12/17/2019 3:53 PM
959	It's much more dangerous working in the yards now, since PSR they have done away with thousands of jobs like yard masters, and shop guys.	12/17/2019 3:52 PM
960	Safety is of no concern when compared to profits .	12/17/2019 3:51 PM
961	Safety takes a back seat to getting a train moving. It seems the only thing that matters now are the shareholders	12/17/2019 3:50 PM
962	Very much so	12/17/2019 3:49 PM
963	They pound it in to your head that safety is our #1 job but when it isn't safe we are forced to do or get an ass chewing from the MTO	12/17/2019 3:48 PM
964	I feel that trip optimizer and energy management are good tools but demanding their use 80 percent of the time can become a safety concern. There are times the system runs too aggressive and I am forced to take over control of the train or I would be enforced by PTC. However, I face discipline if I don't use the two systems 80 percent of the time. This causes excessive stress and train scheduling is less predictable as well.	12/17/2019 3:48 PM
965	A little worse. They still push, push, push to make out times. Regardless of safety but if something goes wrong, it's all you.	12/17/2019 3:46 PM
966	Concern, because the railroad is more worried about production over safety.	12/17/2019 3:45 PM
967	It is not safe everything is hurry up	12/17/2019 3:45 PM
968	Safety s now only lip service. Upper management doesn't care about safety anymore	12/17/2019 3:42 PM
969	Looking for a job now	12/17/2019 3:39 PM
970	Inspections and repairs are expected to take less time.	12/17/2019 3:39 PM
971	Basically the same as my answer to question one. Safety is virtually non existent on the company part. All they care about is hurry up and go, no inspection, no detectors matter anymore.	12/17/2019 3:36 PM
972	It's get it done or else	12/17/2019 3:35 PM
973	Our work environment is less safe because we are always being rushed. Trains are being built to long and makes it dangerous in some of the territories we have to travel.	12/17/2019 3:35 PM
974	Trying to get more done with less people leads to more fatigue	12/17/2019 3:35 PM
975	It hasn't managers and more safety rules affects it more	12/17/2019 3:34 PM
976	Much like in the past, the only time they worry about safety is when managers need e-test failures they will write you up on Tuesday for the exact thing they instructed you to do on Monday.	12/17/2019 3:32 PM
977	Longer, heavier, underpowered trains create unsafe conditions especially on heavy grades and colder weather. More derailments equals less safe.	12/17/2019 3:32 PM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?—Continued

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
978	Safety used to be a primary concern, now the primary concern is production, safety has taken a back seat of late.	12/17/2019 3:31 PM
979	Safety is just used as a scare tactic now.	12/17/2019 3:31 PM
980	It's harder because there is less workers more work and less time to get it done	12/17/2019 3:29 PM
981	Mechanical forces have been cut 3/4's since 18 yrs. Ago! Very few in the car dept. Now! which leads to not able to catch all or much of France defects, dept. Employees are told they can't bad order air defects only FRA!? So much for preventive maintenance. And now there is no one to repair them on main lines. Trains are being air tested at originating points and at industries, by the crew who are not mechanically trained for FRA defects, which means the RR is running a lot more FRA defects! Believe me!	12/17/2019 3:28 PM
982	What job? Thanks to precision railroading we can barely feed our family and my wife who is 9 months pregnant is trying to work full time to support us until I can find something. But apparently I don't qualify for unemployment so there's that.	12/17/2019 3:27 PM
983	Safety has taken a back seat to profits. Incidents numbers up	12/17/2019 3:26 PM
984	In the maintenance of way department I think safety is the same	12/17/2019 3:25 PM
985	As stated in question one, safety is no longer at the top of the list. Trains are dangerously long and heavy but any mention of it being a public safety issue falls on deaf ears	12/17/2019 3:25 PM
986	Safety is less of a concern. Timing and productivity is top priority now. I constantly feel rushed to complete my job.	12/17/2019 3:23 PM
987	Same work load, less people. Same expectations	12/17/2019 3:22 PM
988	Less yard crews leads to me having to build trains and do my own utility work. Being unfamiliar with yards and time it takes becomes a safety hazard as well as delays for train departures.	12/17/2019 3:22 PM
989	Just don't get hurt, the concept that our safety is a an actual concern to the company is just a mirage.	12/17/2019 3:21 PM
990	Managers rush is to get things done and threaten us if we don't do these things in the time frame they want. Safety has been thrown out the window	12/17/2019 3:21 PM
991	It is giving the RR a excuse to eliminate it.	12/17/2019 3:21 PM
992	More work less manpower	12/17/2019 3:21 PM
993	Fatigue is an everyday occurrence, safety is not a number 1 priority anymore. Train length and average train speed is priority. With added train length public crossings are block with no regards to emergency egress routes for safety of the public	12/17/2019 3:20 PM
994	Yes it has in a negative way, constantly being gouged by road foreman's, TrainMasters, and dispatchers . Motors are being sent through terminals in disrepair, with worn brake shoes and poor functioning heat	12/17/2019 3:19 PM
995	With Precision Scheduled Railroading, there is no safety	12/17/2019 3:18 PM
996	Safety, there is definitely less safe actions being followed. Seems mgmt wants more shortcuts taken, especially on road trains. This has caused more trains stopped due to wayside detectors catching issues. The length of trains are extremely out of hand. The company wants to use just enough power to move the trains instead of properly handling the trains. So reduced man power due length of trains, causing fatigue. Due to unpredictable train schedules. As compared to prior of 10 yrs ago.	12/17/2019 3:18 PM
997	They still preach safety but will rush you and will surreptitiously imply to take short cuts in the name of production.	12/17/2019 3:18 PM
998	Furlough	12/17/2019 3:17 PM
999	3 mile long trains. People constantly coming to the lead engine to ask if we can get off their crossing. The answer is always sorry, we can't move!	12/17/2019 3:17 PM
1000	As the previous asked same answer. Average length we run is around 14000 feet and up to 30000 tons. Longer trains I make less trips and money.	12/17/2019 3:17 PM
1001	Now made to the work in shorter periods of time with less people impacting safety.	12/17/2019 3:16 PM
1002	The long, brutal hours, and being left on a train to hog, and not being removed from the train feels like punishment. The lineups are completely bogus, and almost useless, as to there is no rhyme or reason as to what will be called and how, as it seems all pools will work any and everything, even though it is not advertised that way. Tired, wore down, and harassed is how the implementation of Precision Scheduled Railroading has affected ALL JOBS!!	12/17/2019 3:16 PM
1003	A lot. more than normal	12/17/2019 3:11 PM
1004	We are constantly pressured to bend or flat out break the rules. New systems like DP and PTC are being implemented with little to no training. I remember the first time we were told to set up DP down. No one knew how to do it, not even our supervisor. We were only told it had to be done and to 'figure it out'. How did we learn to set up this complex system that was in control of hazardous materials and thousands of pounds of deadly steel? A Outnumber video.	12/17/2019 3:11 PM
1005	It has reduced safety by increasing emphasis on moving equipment and lowering inspection frequency and quality.	12/17/2019 3:10 PM
1006	We always feel rushed whenever we do have track time. You can't make an inspection without being pushed.	12/17/2019 3:10 PM
1007	We are told not to order items the budget is cut.	12/17/2019 3:09 PM
1008	Less crews, less rest, more time dealing with crew Mgmt and than at home	12/17/2019 3:08 PM
1009	Overworked, understaffed	12/17/2019 3:06 PM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?—Continued

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
1010	Air tests not being properly performed in order to make the next outbound train. Block illegal block swapping being handed air slips from the inbound train after it was split up and ordering you to go with that information. Being told to bottle the air on tracks instead of dumping it so they can save time by not pumping the track up. In one instance the Trainmaster was under so much strain to get the train out he told me he was going to "attend my equipment" in Buffalo NY So it would alleviate me putting handbrakes on my train to secure it. After I cut away and he was "attending my equipment". He further tried to speed up my move by putting a air ground line on the train to pump it up so he could get me out of the yard faster. Before the track had time to get pumped up and start rolling away with no brakes on it. I yelled at him before it pumped up and released the brakes. He then realized what he did and pulled the ground line back off the train and let it dump back into emergency.	12/17/2019 3:05 PM
1011	Negative	12/17/2019 3:03 PM
1012	It caused my position to be cut due to less need for work force.	12/17/2019 3:02 PM
1013	Well we have to work more days travel more days means more risk off getting into accidents	12/17/2019 3:02 PM
1014	Moving a lot more. Getting bumped a lot more. Wanting parts for machines and being told to wait.	12/17/2019 3:02 PM
1015	Safety is fourth according to the railroad. Rules are thrown out the window when it comes to precision railroading. Rules are only enforced when it is convenient for officials to pad their monthly packets for rules checks.	12/17/2019 3:02 PM
1016	Just get train out.	12/17/2019 3:01 PM
1017	Everyone is exhausted and stressed and that's when accidents happen.	12/17/2019 3:01 PM
1018	PSR is making maintenance second priority to train traffic increasing the danger to the public and railroad workers.	12/17/2019 2:59 PM
1019	Always in a hurry to get job done!	12/17/2019 2:58 PM
1020	The stress of the carrier wanting more production in less time and trying to force the employees to spent more time away from home for the same pay!	12/17/2019 2:57 PM
1021	Safety rules are and have been reduced, removed or are over looked in the pursuit of moving trains with less manpower Until something goes wrong and someone is injured or worse then it becomes fault of the injured person	12/17/2019 2:56 PM
1022	Almost no track maintenance, car and engine inspections are non-existing. Managers are forcing hard to throw switches and doing minor repairs like break shoes and lubricants.	12/17/2019 2:53 PM
1023	Drastically. Working off rest constantly. Intentionally resetting starts so we have to work every day because they have furloughed so many employees. Taking out vacation days. Sending us back to hotel after performing work coming out of the hotel with no notice.	12/17/2019 2:52 PM
1024	It has made it less safe. Employees are being forced by the fear of possible repercussions. PSR ideologies have removed previously implemented policies that aided to safety and cared for individuals work life and home life.	12/17/2019 2:52 PM
1025	Gone from every day to not plus laying off people due to cutting jobs to make the higher ups richer	12/17/2019 2:51 PM
1026	Bad order cars on every train with multiple hot boxes every trip. Locomotives are worse than they've ever been.	12/17/2019 2:50 PM
1027	They don't care about safety until you get hurt. If you get hurt they fire you!!	12/17/2019 2:48 PM
1028	I've been furloughed	12/17/2019 2:48 PM
1029	Longer trains, more dispatching mileage given to dispatchers. Forget about good dispatching it's just not there without it fitting your train places you have in the past becomes highly stressful dodging speed sensitive detectors and busy road crossings leaves the crew more vulnerable to explaining themselves. Removal of the wayside signals compounds this.	12/17/2019 2:48 PM
1030	Yes. Being rushed to meet departure schedules, disciplined if schedules not met	12/17/2019 2:47 PM
1031	To many job cuts leading to over worked employees	12/17/2019 2:46 PM
1032	They no longer care about Saftey all the sudden	12/17/2019 2:45 PM
1033	Because of train frequency we rarely have enough time to repair tracks properly.	12/17/2019 2:43 PM
1034	Feels like the company just wants the work done at the cost of our safety. Sometimes feels like we're denied the tools we need to do the job safely which also puts more strain on our body's.	12/17/2019 2:43 PM
1035	Safety pretty close to the same probably a little worse	12/17/2019 2:43 PM
1036	None	12/17/2019 2:42 PM
1037	The prioritization of maintenance getting done more rapidly or neglected depending on what is most convenient at the time. Quality and safety seem to have taken a back seat.	12/17/2019 2:42 PM
1038	Unpredictable work schedule and over consumed with technology	12/17/2019 2:41 PM
1039	It's more unsafe. we're constantly rushed and that is a recipe for disaster.	12/17/2019 2:36 PM
1040	Making it harder but the human element is still there	12/17/2019 2:34 PM
1041	ive worked a considerable about more since it has been implemented, quite a few times I've went over two months on call 24–7 with zero off days. currently, I'm working every day I'm available and on the verge of furlough.	12/17/2019 2:33 PM
1042	Safety is out the window	12/17/2019 2:31 PM
1043	Less safe	12/17/2019 2:31 PM
1044	We don't get as much work done even though we're out in the field more	12/17/2019 2:31 PM
1045	They have gotten rid of rules that made the job safe in order to make it more efficient.	12/17/2019 2:29 PM
1046	The bosses do not care about safety and only care about the money they can make!! Safety use to be first but now it's 4th on the list while profit is 1st on the list posted in our on duty locations.	12/17/2019 2:29 PM
1047	Never know when to be rested	12/17/2019 2:29 PM
1048	They push us harder, the line ups are worse, they put us in bad situations and unsafe conditions.	12/17/2019 2:29 PM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?—Continued

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
1049	Higher exposure to injuries. Attitude is a huge factor. Track time is horrible, deferred maintenance leads to future incident exposing the railroad and the FRA as irresponsible in their duties, FRA must tighten up their inspections, their review should not lay blame on engineering employees as they can only maintain track with the materials and workforce that's made available.	12/17/2019 2:27 PM
1050	Too much rushing and pushing things forgetting safety when it's convenient	12/17/2019 2:26 PM
1051	No improvement on call times	12/17/2019 2:25 PM
1052	Safety is no longer first getting trains out of the yard is first. The company has the attitude that if someone gets hurt the lawyers will handle it	12/17/2019 2:25 PM
1053	We are in a less safe environment due to lack of employees, air testing cars, train inspections non of this happens anymore	12/17/2019 2:25 PM
1054	We have to do unsafe practices with the little track and time that we have	12/17/2019 2:24 PM
1055	Less rest, under staffed which in turn means we work more, at home less and unable to get needed rest	12/17/2019 2:23 PM
1056	Personally I don't think I have been affected by this program on the BNSF	12/17/2019 2:22 PM
1057	safety last period. total disregard for rules.	12/17/2019 2:21 PM
1058	Being rushed to read our bulletins and forced to stand while we do this. Because no chairs allowed in our breakroom. While yard master is constantly telling you to get on your train is a safety risk. We can't study our bulletins and it could cause over speeds and work zone violations.	12/17/2019 2:21 PM
1059	Gravely worse the job is so much worse	12/17/2019 2:19 PM
1060	Patched up rebuild equipment is the new standard. Work trains are constantly having issues making a schedule seems the locos are turned out broken from their shops. If it didn't get written up for an issue that is discovered don't fix anything more than what was originally found.	12/17/2019 2:13 PM
1061	Safety went from a priority to a secondary discussion if that. Quick response and maintain train speed and maximize planned outages are all listed before safety in there "four key disciplines."	12/17/2019 2:13 PM
1062	Safety left 1st thing when trains weren't moving	12/17/2019 2:13 PM
1063	Harder and more dangerous	12/17/2019 2:11 PM
1064	Everything is rush rush hurry up. Less employees doing more work and being rushed to get it done. Yard jobs being rushed to finish all work without over time. Crews, yardmasters and trainmaster face punishment up to dismissal if crews make even 1 minute of overtime unless approved by upper management *i.e.,* an Network opps manager or higher.	12/17/2019 2:11 PM
1065	The railroad I work for hasn't cared about safety since the Harriman award was retired. Safety is now a tool to fire you. That's it.	12/17/2019 2:11 PM
1066	Rushed to do work with less people making it unsafe to work in certain situations.	12/17/2019 2:10 PM
1067	Makes us have to rush or work longer with junk because them trying to save money	12/17/2019 2:08 PM
1068	Less men. Same work.	12/17/2019 2:06 PM
1069	I honestly feel like safety is a thing of the past with the railroad. When I first hired versus right after PSR was implemented safety has dropped and the company is pushing the rules to further their personal views while risking not only employees but everyday civilians	12/17/2019 2:05 PM
1070	Longer and heavier trains. Have to retrain myself how to run.	12/17/2019 2:04 PM
1071	It affected my job by doing away with it. PSR only helps shareholders. The principle behind PSR is a good idea, but the actions of the companies isn't.	12/17/2019 2:02 PM
1072	It has thrown safety out the window and focused its energy on fooling the shareholders they are actually making money.	12/17/2019 2:01 PM
1073	You only take the safe course of action if it's not going to effect productivity.	12/17/2019 2:01 PM
1074	Negative. I'm tired all the time. Running massive 28k ton trains. Trying to help younger people that have had poor training. All the time fighting with management over rule violations.	12/17/2019 2:00 PM
1075	Has made it more unsafe management constantly pushing employees to rush, rush, rush got to get cars switched out, make origination time. Sometimes told leave yard with no paper work that a TM will bring it out to you. Consist discrepancies because cars missing, have extras, out of order. Had tool to tie handbrakes from the ground and in a effort to cut cost eliminated the brake stick	12/17/2019 1:59 PM
1076	Crews are being rushed out the door without being able to properly go over their paperwork.	12/17/2019 1:57 PM
1077	Constant temptation for shortcuts	12/17/2019 1:57 PM
1078	Many rules have changed as well as on the train department side. No one is focused out here because we are all afraid of losing our jobs and starting over somewhere else. We do not know what to expect now.	12/17/2019 1:54 PM
1079	Safety is no longer an issue when the finally give track time. It's go go at all costs.	12/17/2019 1:54 PM
1080	Worse. Unfortunate incident cutting a fellow employees leg off. Operations over safety.	12/17/2019 1:53 PM
1081	With having to do more with less workers, it is stressful. The extra day away from my family is stressful. Makes me wonder why I even applied at this job, if they are just going to take take take.	12/17/2019 1:53 PM
1082	It has made safety secondary in the name of profit and efficiency	12/17/2019 1:49 PM
1083	stress	12/17/2019 1:48 PM
1084	3 mile trains cutting crews more fatigued no proper airtest	12/17/2019 1:45 PM
1085	Out of work due to less man power for profits	12/17/2019 1:45 PM
1086	The focus has went from safety to production with the cuts in other crafts we are being forced to perform work previously preformed by other more specialized and qualified people.	12/17/2019 1:45 PM
1087	Safety has been precisely placed behind numbers and work quotas.	12/17/2019 1:44 PM
1088	Negatively	12/17/2019 1:44 PM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?—Continued

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
1089	Poorly	12/17/2019 1:44 PM
1090	Most managers don't want to here that what they are asking us to do is unsafe. They want the job done	12/17/2019 1:43 PM
1091	Made it more stressful	12/17/2019 1:43 PM
1092	Get it done!	12/17/2019 1:43 PM
1093	It adds pressure to get the job completed in a small window, which in return diminishes safety	12/17/2019 1:41 PM
1094	Extremely long trains. Railroad seems to be trying to do more with less and while there has to be a balance for this to be sustainable, I worry that something catastrophic is just around the corner.	12/17/2019 1:40 PM
1095	Very high	12/17/2019 1:39 PM
1096	I don't have a job anymore because of this horrible practice	12/17/2019 1:39 PM
1097	Up hill slow. Down hill fast. Tonnage first and safety last	12/17/2019 1:39 PM
1098	Safety went out window	12/17/2019 1:36 PM
1099	Hasn't affected me personally	12/17/2019 1:34 PM
1100	It hasn't effected me just yet, but I hear it is not helping and only going to hurt us moving forward	12/17/2019 1:33 PM
1101	It's not safer, it's just about her way to get fired and to micro manage	12/17/2019 1:32 PM
1102	No need for 10,000 foot trains	12/17/2019 1:29 PM
1103	They don't even care about use or won't use any more	12/17/2019 1:28 PM
1104	The focus has been taken off of safety altogether. From how cars are inspected to how many cars can be pulled out of the bowl. Power isn't inspected properly and if something is found we have been told it's a failure in route and take it anyway	12/17/2019 1:27 PM
1105	Less people working leads to exhausted crews which are less safe. Again quality of life doesn't matter and the Union allows this to continue Being represented by a paper tiger with no teeth	12/17/2019 1:27 PM
1106	Negatively, company tries to hold us accountable when PTC or TO fails	12/17/2019 1:27 PM
1107	Nil	12/17/2019 1:27 PM
1108	Very little rest, being rushed, problems and rules being overlooked to benefit RR. I see a decline in the concern of safety for workers and public.	12/17/2019 1:26 PM
1109	It has become worse	12/17/2019 1:26 PM
1110	I am more stressed and always expecting the worst. It would seem that Norfolk Southern is more interested in turning a dollar than my safety and well-being. I have an inescapable feeling of guilt while I'm at work or not. Guilty of not spending more time with my family and not moving fast enough while at work, and guilty at home that I'm letting the company down. It causes me to lose focus of what's important during the task at hand and my situational awareness.	12/17/2019 1:26 PM
1111	Safety is on the back burner. Everything revolves around company profits. Most rule violations and discipline is because of PTC.	12/17/2019 1:26 PM
1112	They are setting us up to be unsafe	12/17/2019 1:25 PM
1113	Hurry up get this done same work half men hurry hurry hurry	12/17/2019 1:23 PM
1114	With the inception of do more with less people it is causing what employees that are left to work more with less rest and LESS time for their families. . . .	12/17/2019 1:23 PM
1115	With no hump yards, flat switching is the norm. Officials look away to be sure cars are switched to meet the new requirements.	12/17/2019 1:22 PM
1116	Before I could tell within a few hours when I was going to work. Now who knows. 1 train runs 8 hours ahead. 1 train gets laid down for 12 to 18 hours for "congestion" and other trains working ahead	12/17/2019 1:22 PM
1117	Longer on duty times and less home time. Inability for trains to make it from point A to point B	12/17/2019 1:22 PM
1118	Furloughed so many employees the ones that are still working are working nonstop	12/17/2019 1:20 PM
1119	Everything seems to be more time based and less about the safety procedures in place. Just want the job done In a faster manner.	12/17/2019 1:19 PM
1120	They cut so many people that things are being looked over and trains are being sent out unsafe for the crew and the public	12/17/2019 1:16 PM
1121	No regard for customers needs or employees	12/17/2019 1:16 PM
1122	Working shorthanded isn't safe!	12/17/2019 1:14 PM
1123	We are always rushed And safety is no longer the focus of up	12/17/2019 1:13 PM
1124	They preach safety but have no regard for it. Move the freight with no delay at all costs.	12/17/2019 1:12 PM
1125	I've been an engineer since 2016 and since PSR I've been a conductor since June	12/17/2019 1:10 PM
1126	Yes	12/17/2019 1:09 PM
1127	Precision Schedule Railroads leaves no room for safety. Nor time to thinking about and discussing your next move with the crew.	12/17/2019 1:07 PM
1128	No	12/17/2019 1:01 PM
1129	More dangerous	12/17/2019 1:00 PM
1130	Engines & cars are not properly taken care of. Haven't sat out a bad order in over a year except on main line cause there are no round house or car men to work on them.	12/17/2019 1:00 PM
1131	Younger guys aren't as focused on their jobs because they're too worried about getting bumped or being furloughed.	12/17/2019 1:00 PM
1132	Safety had gone out the window . . . poor maintenance and power is always breaking down.	12/17/2019 12:57 PM
1133	Not really much on the maintenance side	12/17/2019 12:53 PM
1134	I believe that it's made it worse you're trying to do more with less people	12/17/2019 12:52 PM
1135	I don't know	12/17/2019 12:52 PM
1136	PSR itself hasn't necessarily affected the safety aspect of my job. If anything I would say it has improved safety as far as an OTS stand point	12/17/2019 12:50 PM
1137	The Trainman should be worried. They are the ones riding on the tracks	12/17/2019 12:49 PM
1138	Cutting jobs has affected my ability to sleep well before work.	12/17/2019 12:48 PM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?—Continued

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
1139	Negatively. We are rushed to finish our work and safety is not a priority.	12/17/2019 12:46 PM
1140	Safety is out the window it is all about making the money, keeping the trains moving and the shareholders happy.	12/17/2019 12:46 PM
1141	Yes more work less people	12/17/2019 12:42 PM
1142	In regards to safety, it really hasn't	12/17/2019 12:41 PM
1143	Seems like track time is compressed	12/17/2019 12:37 PM
1144	Safety is only important on paper. When it comes down to it, safety only seems to be mentioned by the company because they thing it will protect them from lawsuits.	12/17/2019 12:36 PM
1145	They just cut rules. I was always told the reason for the rule was someone got hurt doing it, or something broke. It is like we are surprised when we cut rules that were for our safety we have more accident.	12/17/2019 12:27 PM
1146	BNSF is in the early stages. I do not believe there is much change yet.	12/17/2019 12:26 PM
1147	Less money allocated for the right safety resources. Little to no mention of safety, like there was 5–10 years ago.	12/17/2019 12:23 PM
1148	Worse	12/17/2019 12:23 PM
1149	Worsened it. The feeling of safety has gone out the window.	12/17/2019 12:21 PM
1150	Fears of losing my job	12/17/2019 12:20 PM
1151	Safety is out the window. Safety meetings are rushed to get workers on the floor quicker, Repairs are being ignored on locomotives. Fewer people to do the work. Making employees perform other craft tasks for which they have no training to do said tasks.	12/17/2019 12:19 PM
1152	My territory has gotten more signal equipment including CTC and PTC as well as all new Xing upgrades and not enough help to cover all the work required.	12/17/2019 12:18 PM
1153	It's a lot more dangerous with more switching	12/17/2019 12:16 PM
1154	Lone worker/reduced workforce now common. Less ability to respond to track safety issues due to reduced staffing.	12/17/2019 12:16 PM
1155	Lost seniority. Lost wages. Walk longer trains	12/17/2019 12:14 PM
1156	My schedule has become 100 percent unpredictable, and I'm constantly worried about if I have a job.	12/17/2019 12:13 PM
1157	Didn't know we had it	12/17/2019 12:13 PM
1158	More time on the ground repairing these 12,000–16000 ft trains but conductors in the danger zone for longer periods of time and more often. Having to walk a train that's 12,000–16,000 ft is beyond unsafe, it's insane	12/17/2019 12:06 PM
1159	Safety on my job, a conductor, has become nonexistent. 2 and 3 mile long trains, many with HAZMAT, cars that should be bad ordered leaving the terminals, the list goes on and on. PSR has without a doubt eliminated safety.	12/17/2019 12:01 PM
1160	I feel that the railroads are more concerned with PSR then safety issues that need to be addressed	12/17/2019 12:01 PM
1161	more rushed	12/17/2019 12:00 PM
1162	With less people working we put ourselves in more danger now.	12/17/2019 11:54 AM
1163	Made OT. much less safe	12/17/2019 11:45 AM
1164	Less safe.	12/17/2019 11:43 AM
1165	Some for the better and some for the worse	12/17/2019 11:42 AM
1166	Took me from riding and looking at my track 7 days a week to maybe 2 it makes it harder to do our jobs and protect the railroad	12/17/2019 11:36 AM
1167	The safety is the same	12/17/2019 11:36 AM
1168	PSR has cut jobs and boards across the region, so it put a lot of people out of work and I am close to having to find another job again.	12/17/2019 11:31 AM
1169	As a logistical engineer I am now expected to operate 10k feet trains with no additional training. I'm expected to run PTC and Fuel Management systems with only online training.	12/17/2019 11:22 AM
1170	It sucks	12/17/2019 11:16 AM
1171	Longer hours and pressured to more than just your job	12/17/2019 11:09 AM
1172	Safety isn't a high priority anymore	12/17/2019 11:04 AM
1173	Reduced focus on safety	12/17/2019 11:01 AM
1174	Nothing precision about only greed	12/17/2019 10:58 AM
1175	There is no safety program. Its just smoke and mirrors. We are pushed to exhaustion then threatened if we take time off or denied layoff. If anything happens there carrier finds a way to blame employees so they are held responsible for lack of maintenance.	12/17/2019 10:55 AM
1176	As of this moment, I, personally, have not been put at risk due to PSR.	12/17/2019 10:53 AM
1177	Locomotive, track and general maintenance are at an all time low.	12/17/2019 10:51 AM
1178	Safety has become the bottom the bottom priority. With less workers and more pressure on management, the environment has become more hostile.	12/17/2019 10:51 AM
1179	We don't get enough time to do our job safely and effectively, we have had more injuries due to running around not taking the time to watch where our feet are	12/17/2019 10:48 AM
1180	More safety oversight. The carriers want to reduce human involvement, safety inspections, increase train lengths, force reduced workforce to keep up with volume. Unsafe!	12/17/2019 10:43 AM
1181	Safety is secondary to production.	12/17/2019 10:28 AM
1182	PSR requires smaller work windows that create an unnecessary sense of urgency when performing a task.	12/17/2019 10:10 AM
1183	I don't use the train	12/17/2019 10:06 AM
1184	They seem to care less about safety and more about production.	12/17/2019 10:01 AM
1185	From my perspective as a ground employee, I first hand see that the implementation of PSR has effected safety in the most negative aspect possible. If something is not done, corporate greed will continue to drive safety to record lows and fatal incidents including innocent bystanders to an all time high.	12/17/2019 9:50 AM
1186	safety is number one at my job	12/17/2019 9:36 AM
1187	Made it worse!! Longer trains longer trips terrible lineups!	12/17/2019 9:35 AM
1188	It's a morale killer, and when the morale is down everything else good goes down with it	12/17/2019 9:03 AM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?—Continued

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
1189	Furloughed	12/17/2019 9:02 AM
1190	They no longer even pretend to care about safety, they used to provide incentives and seemed like they cared. Now it's nothing more than lip service.	12/17/2019 8:53 AM
1191	Get the job done at whatever cost. FRA defects in yard are classified as in route failures.	12/17/2019 8:52 AM
1192	It is not a top priority, unless something happens then it seems to be important again.	12/17/2019 8:52 AM
1193	Threatening	12/17/2019 8:41 AM
1194	It is a much more dangerous place to work now the emphasis on hurry hurry hurry has everyone cutting corners and violating safety rules just to get the work done and trains out in time because of the overwhelming pressure from management. The constant worry and stress about being fired for anything and everything has some trainmen so flustered that they forget what they are doing they go into wrong tracks they run switches because they are trying to look 4 and 5 moves ahead instead of focusing on the task at hand	12/17/2019 8:39 AM
1195	Less sleep at home and harder to judge call times	12/17/2019 8:31 AM
1196	Yes. made it easier. a lot more down time now.	12/17/2019 8:29 AM
1197	Safety is a joke when you try to do more with less. Pretty simple	12/17/2019 8:27 AM
1198	Less about safety and more about production. let job security	12/17/2019 8:26 AM
1199	We are expected to be able to comply with these schedules working 12 hour on a daily basis due to the company reducing manpower! We are threatened and intimidated by management to make sure that they are on time without delays regardless of the situation.	12/17/2019 8:17 AM
1200	Safety is secondary.	12/17/2019 7:59 AM
1201	No one is worried about safety anymore. The company just wants all the work down with as few people to do it.	12/17/2019 7:58 AM
1202	The company continues to dump the workload of multiple people/crews into one person/crew. Regardless of the impact that has on safety.	12/17/2019 7:56 AM
1203	It has affected my job as a conductor/locomotive engineer trainee in a very negative way. Everything is now rush, rush, rush. It doesn't matter how inaccurate the paperwork is as long as we are out the door in 30 minutes. The training period for both ACTs and LETs is woefully too short. Nobody has time to learn the hows or the whys of the job and it has become monkey see/monkey do. Safety, as a priority to NS, dropped from number 1 down to number 4. Service metrics and shareholder value rule the day. And the FRA is letting them do whatever the hell they want to, however the hell they want to do it.	12/17/2019 7:55 AM
1204	As the company tells us Safety is our responsibility. But get the job done no matter if you are short on personal.	12/17/2019 7:52 AM
1205	Safety has become low priority and the bottom line is all that matters. It's a haphazard environment that has me constantly anticipating an accident	12/17/2019 7:47 AM
1206	Safety has fallen second to "average train speed". Track procedures that have been in place for decades are being changed and/or overlooked (slow orders), as well as safety and operating rules being changed to accommodate higher train performance. (i.e. operating angle cock while reaching across train draw head is now permissible)	12/17/2019 7:47 AM
1207	Not good. Too much pressure creating stress and unsafe conditions	12/17/2019 7:30 AM
1208	Carriers are so worried it has made safety and rules go right out the window. These massive 15,000ft trains are unsafe. Had one the other day without DPUS and the air on the rear of the train never got above 80psi. They are falsifying air slips and making their workers perform illegal brake test so their freight can make it on time with their ridiculous schedule.	12/17/2019 7:27 AM
1209	Less safe. Fewer employees so we are working unfamiliar territories more often and not getting the rest we need. More train breakdowns because of size which means the conductor is on the ground more often walking two mile trains, getting out of radio comms. Unsafe	12/17/2019 7:19 AM
1210	Seems one of the main safety focuses has been slips, trips and falls. However with increased train lengths it seems to be putting conductors more at risk with 5 to 6 mile walking round trips in the wonderfully sloped ballast. Public crossings at grade could be blocked for hours before a conductor is able to get back to the crossing.	12/17/2019 7:13 AM
1211	Not at all	12/17/2019 7:10 AM
1212	We are expected to make safety shortcuts in order to make up for time lost caused by excessive switching. Trains now have to stop and make multiple set outs/pickups because they are cutting the amount of trains being run. More time on the ground allows for more incidents to occur.	12/17/2019 7:10 AM
1213	None that I know of	12/17/2019 7:07 AM
1214	Lot better	12/17/2019 7:05 AM
1215	Everything is a rush, just to move train bending rules wherever they can	12/17/2019 7:05 AM
1216	Working longer trains with less help. Is our trains or tracks really safe with less people inspecting or fixing them? Not to mention with 9 yrs of seniority my job is still unsure if I will be able to hold a job	12/17/2019 6:54 AM
1217	There is no safety. Just move it	12/17/2019 6:53 AM
1218	This crap doesn't work. I've watched United rail services work on the UPRR right here next to my house. It took them 8 hours to respond to a broken rail. Not to mention the welders failed to use a jumper wire while shooting their Welds. I watched traffic go around the gates on Collins Ave. For 3 hours unprotected. Precision railroading is a joke. You need strategically placed maintenance crews. Especially in areas where the temperature fluctuates over 100° during the course of a calendar year.	12/17/2019 6:53 AM
1219	Longer hours, less communication, poorly maintained power and cars	12/17/2019 6:47 AM
1220	Lol, they passed each other when PSR came thru the door	12/17/2019 6:43 AM
1221	Unpredictable work schedule prevents a healthy sleep schedule. New technologies required without proper training.	12/17/2019 6:41 AM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?—Continued

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
1222	Made work more stressful not knowing if I'll have a job come next week.	12/17/2019 6:40 AM
1223	Longer trains. More stress. Greater chance for derailment. Unorthodox handling of equipment. Forced on unfamiliar territory due to cutbacks.	12/17/2019 6:36 AM
1224	Less preventative maintenance, working crews fatigued, and no sign of improvement.	12/17/2019 6:35 AM
1225	Walking conditions worse. Appropriate lighting at night is non existent	12/17/2019 6:24 AM
1226	When issues come up with the train such as power or placement issues management either doesn't care or becomes hostile to the point of threatening loss of employment.	12/17/2019 6:15 AM
1227	Rushed to get the job done so trains are not stopped. Even if it means the job was not done to standard.	12/17/2019 6:10 AM
1228	They preach safety, but not when cars have to make connection.	12/17/2019 6:09 AM
1229	FRA boots on the ground greatly concerned. Have been told there upper management doesn't care anymore. Zero concern for safety, 15000 foot 20000 ton trains half of them have hot wheels on the 1st detector. PTC works on 1 third of UP engines.	12/17/2019 6:09 AM
1230	It has fallen.	12/17/2019 6:05 AM
1231	Less people working causing a hardship on the few remaining. They bring in contract that are not rules or safety qualified they do not wear proper safety gear or know any of the dangers around them.	12/17/2019 6:04 AM
1232	Risk exposure has increased exponentially	12/17/2019 6:01 AM
1233	Furloughed	12/17/2019 6:00 AM
1234	It has caused safety to take a backseat to profits. Union Pacific doesn't care about employees	12/17/2019 5:58 AM
1235	Placing productivity over safety is a dangerous thing. It will be bad in the long run. Not just to employees but the communities we service.	12/17/2019 5:54 AM
1236	my job is the same at this time	12/17/2019 5:52 AM
1237	You're kidding, right? The railroad has taken away 1 out of 7 rest days for the benefit of the railroads profit margin. When you travel on your time you lose an entire day. When you travel hundreds or even 1,000 or miles one way the railroad in effect is giving the employees that keep the tracks safe a big middle finger. Try to explain to your child why you can only stay home for one or two days and then leave for ten. It's not right and again I guarantee no employee would tolerate that little detail for a second. Why must we be treated so badly. I recall at some point the railroad said they were a family oriented company. REALLY? We have less rest time, more on the road time for what? So the railroad can make more profit. Unbelievable! FYI—IT is literally just a matter of time before the speed rest reductions pile up to a point of no return and then we're in real trouble; derailments, property and product loss and loss of life/lives. Hey, what the hell as long as the railroad is making profit.	12/17/2019 5:47 AM
1238	With less people I'm working longer hours and the work of three people	12/17/2019 5:40 AM
1239	Exhaustion at home terminals and extreme layovers at away from home effect alertness and response time	12/17/2019 5:39 AM
1240	Safety is preached, but in the bigger picture, expecting more work with less manpower is more dangerous.	12/17/2019 5:32 AM
1241	It makes us worried about losing our jobs. We can not function when worried. PSR is a threat to losing your job and that is not a good feeling when you are trying to work for a company who is trying to get rid of you.	12/17/2019 5:31 AM
1242	We were told rules were written in blood, yet now we don't have to do this or that any longer, example getting on/off moving equipment.	12/17/2019 5:29 AM
1243	Furloughed.	12/17/2019 5:26 AM
1244	Doubling our work loads, cutting crews, forcing us to work jobs we weren't called for, pressuring us to complete bigger jobs quicker with half the manpower. Turning and looking the other way to encourage shortcuts to speed up production. Fear of losing a job because our performance isn't making the "PSR" grade. We feel used for their corporate greed	12/17/2019 5:23 AM
1245	Bad. Looking over my shoulder everyday and worrying about if I will have a job the next day	12/17/2019 5:21 AM
1246	Takes jobs away less time at home	12/17/2019 5:21 AM
1247	I asked my train master if the issues of safety have been brought up in regards to the growing amounts of accidents happening all over. I was told no. That we should be able to handle the changes and still be safe. That's very hard to do. We are worked as hard as possible for 12 hours and not allowed sufficient breaks. We are threatened with punishment if we aren't able to get the work done in the time that they deem appropriate.	12/17/2019 5:20 AM
1248	Low man count means safety is compromised. Also safety is not No.1 anymore. Tools and trucks are not reliable and not getting repaired as they should which is a safety hazard to employees. Most every job is rushed due to no track time	12/17/2019 5:18 AM
1249	Less safe. Rules that would have got you fired before PSR, are now gone and emphasis is on production above all else.	12/17/2019 5:18 AM
1250	It is not as fail proof as they would like everyone to believe that it is.	12/17/2019 5:18 AM
1251	It hasn't made it any safer or more predictable as for scheduling	12/17/2019 5:15 AM
1252	Made it more rushed.	12/17/2019 5:11 AM
1253	More fatigue poor training and preparation	12/17/2019 5:08 AM
1254	It is much safer but more work to do	12/17/2019 5:07 AM
1255	It's not as safe as it was. Trying to do more with less people. With all the cuts to personnel more climbing up and down a lot of retracing foot steps in the yard because when they had a utility to help they could stay at the front and you could switch out the cars when picking up or setting out.	12/17/2019 5:03 AM
1256	I feel less safe I felt safer in a war zone when I was deployed then I do daily out here	12/17/2019 5:03 AM
1257	Being told to continue working on loco when other engines are being moved on the same track. Because they have a schedule to keep	12/17/2019 5:02 AM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?—Continued

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
1258	Doubled our work while cutting other jobs	12/17/2019 5:00 AM
1259	It is always a rush to get to tie counts	12/17/2019 4:58 AM
1260	Safety has gone out the window	12/17/2019 4:54 AM
1261	The equipment and infrastructure are not maintained to the standards Norfolk Southern had even just five years ago let alone 17 years ago when I hired out. The railroad is more concerned with trains departing on time and fuel savings than maintenance and rule compliance. As a result in the past two years I have had to stop more trains on the line of road because of detector alarms than ever before in my career.	12/17/2019 4:54 AM
1262	Decreased safety	12/17/2019 4:53 AM
1263	They are dismissing most safety issues to get production up.	12/17/2019 4:50 AM
1264	More focus on trying to find you doing something not necessarily wrong but doesn't suit upper supervision	12/17/2019 4:48 AM
1265	I've been asked to ignore FRA defects to run trains	12/17/2019 4:43 AM
1266	Not at all	12/17/2019 4:40 AM
1267	It is becoming the last item on the list, it's becoming overlooked.	12/17/2019 4:26 AM
1268	Only have 6 days off. They still want same production in 10 hr day. With 5 to 6 hrs on track	12/17/2019 4:26 AM
1269	Safety is the lowest priority	12/17/2019 4:23 AM
1270	We have seen more concern over production than safety	12/17/2019 4:20 AM
1271	The only good thing about PSR is you know what siding your gonna sit in, the computers constantly go down, the conductor can't use the screen so the engineer has to scroll through the slow orders while doing everything else with his job. It is just very unreliable!!	12/17/2019 4:16 AM
1272	HA! Safety only matters when something goes wrong	12/17/2019 4:16 AM
1273	Hurry up to do things	12/17/2019 4:13 AM
1274	Unpredictable line ups	12/17/2019 4:10 AM
1275	With all the cuts across the board, including regular maintenance, it's made the job much more dangerous. Highballing rail cars that need repair and as mentioned above, basic maintenance, ultimately leads to unsafe working conditions in rail yards across the Nation. These cars go to different carriers and interchanges, trainmen and conductors need to have our heads on a swivel even more so because of the lack of basic maintenance. Combined with working long hours, fatigue sets in sooner than years ago. Especially when your call mark moves up with a simple click of the refresh button.	12/17/2019 4:08 AM
1276	There is no safety and there hasn't been any for some time now	12/17/2019 4:06 AM
1277	company more concerned about moving freight and not about safety and rest cycles.	12/17/2019 4:05 AM
1278	I believe PSR has put safety as a secondary concern. Profit is put before safety of not only employees, but the general public as well.	12/17/2019 4:01 AM
1279	Safety is an afterthought. Speed and efficiency are king. Safety supplies are even hard to obtain. Vests, gloves, etc. These things were once readily available and now, a company official may even chuckle and tell you good luck.	12/17/2019 4:01 AM
1280	I'm running trains so long, I couldn't communicate with my conductor if he had to go to the rest of the train.	12/17/2019 3:56 AM
1281	PSR has increased the number of rule and safety violations on Amarillo terminal. Engineers running past red blocks and conductors derailing and side swiping cars is at an all time high.	12/17/2019 3:54 AM
1282	Not at all	12/17/2019 3:52 AM
1283	Crew fatigue is very high because of all the job cuts causing us to work more with little to no home time	12/17/2019 3:51 AM
1284	less work, more layoffs and upset employees	12/17/2019 3:51 AM
1285	It has not affected my safety at all	12/17/2019 3:50 AM
1286	Less time to do job safely	12/17/2019 3:50 AM
1287	I feel that PSR is affecting the safety in a negative way, the computers are taking away the work that an engineer used to perform which allows them to become distracted easier. Instead of watching the route ahead we are instead focusing on several screens and the possibility of missing something important ahead of the train increases.	12/17/2019 3:48 AM
1288	Going from midnights to day shift then back to night shift then to evening shift then back to a midnight shift that starts a 3 in the morning is terrible for the safety of works and the health of workers	12/17/2019 3:47 AM
1289	Safety is gone. Management isn't checked out and only go through the motions. Any concerns are shrugged off.	12/17/2019 3:46 AM
1290	Longer hours	12/17/2019 3:46 AM
1291	Less M of W employees and the same amount of work leads to more stress and lower morale.	12/17/2019 3:46 AM
1292	Negatively it cost money to supply PPE. CSX is constantly not providing basic PPE, respirators. What are respirators?	12/17/2019 3:45 AM
1293	Just get the job done	12/17/2019 3:43 AM
1294	No face to face rules classes any more, even as rules change with no explanation. Dangerous	12/17/2019 3:41 AM
1295	More dangerous	12/17/2019 3:41 AM
1296	Rush rush, fudge numbers, no regard to safety.	12/17/2019 3:41 AM
1297	N/A	12/17/2019 3:38 AM
1298	Employees forced to work alone in dangerous tasks, at times without being trained for task.	12/17/2019 3:36 AM
1299	Safety went out the window. Managers threaten and intimidate employees to do more and more because of there Jon's being on the line while big wigs act they are safety oriented	12/17/2019 3:36 AM
1300	Less Carmen and bigger trains to inspect equals a non safe railroad	12/17/2019 3:35 AM
1301	Negative	12/17/2019 3:35 AM
1302	No overtime and less schedule work orders	12/17/2019 3:34 AM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?—Continued

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
1303	Cuts cuts and more cuts! Everyone is scared for their job	12/17/2019 3:34 AM
1304	We still had bad ties, poor management, low productivity, and ridiculous requirements from the safety stand point that cause tasks to be unsafe.	12/17/2019 3:32 AM
1305	They restructured our TSC process which eliminated around 50 jobs in engineering. The union never really acknowledged these jobs and still don't but when they did this it sent a message to the guys on the ground that the carrier wasn't as focused on safety as they say they are. The guys we have left are doing their best but they are only 24 facilitators in all of engineering so some of those aren't even in our union but the majority are. Management talks safety but when it comes down to it they push production every time.	12/17/2019 3:30 AM
1306	I believe we are starting to see an uptick in incidents and close calls. When managers can't find enough guys to complete a project and the managers are jumping on machines and striking an employee (fact), your asking for trouble.	12/17/2019 3:30 AM
1307	It has devastated the blue collard working class.	12/17/2019 3:29 AM
1308	More and more useless paperwork. The local customers is being overlooked for through trains.	12/17/2019 3:27 AM
1309	Safety is a thing of the past. Since implementing PSR safety isn't cared about. NS now cares more about there customers and equipment than there employees and there safety. They have laid off employees and cut off jobs which ends up putting more work on the employees left while having less rest.	12/17/2019 3:27 AM
1310	Has not affected My position	12/17/2019 3:26 AM
1311	None. Precision railroading does not seem to affect safety conditions at work. Safety is a condition in which each employee must strive to perfect daily.	12/17/2019 3:24 AM
1312	Safety is only important when it's convenient to the railroad	12/17/2019 3:23 AM
1313	Less safe	12/17/2019 3:17 AM
1314	There is a sense of the work has to be done regardless of safety issues. If you don't feel comfortable with performing a task, it feels intimidating to state your concerns for fear of being targeted by management.	12/17/2019 3:17 AM
1315	Reduced safety. Brought rules back and tell us we can do it daily Just a few short months ago, if we did these practices would've gotten us fired	12/17/2019 3:16 AM
1316	The company cares nothing about safety. They want brake test done in vans at 20 mph and are discipline employees for taking too long on safety inspection	12/17/2019 3:14 AM
1317	Time is limited on the track to fix any problem. If you run over time then you have to give an explanation as to why.	12/17/2019 3:14 AM
1318	Profits over safety, we are told to sidestep rules I'm the sake of moving trains.	12/17/2019 3:12 AM
1319	Most things are not being maintained and workers are getting away with more because they want more with less	12/17/2019 3:10 AM
1320	Here again less people more working long hrs and getting exhausted	12/17/2019 3:08 AM
1321	It seems they "talk safety" but when it's time to get the job done it is all thrown out the window. Anything to get it done faster before we delay a train.	12/17/2019 3:04 AM
1322	Job cuts It's much harder for less men to do the same job	12/17/2019 3:03 AM
1323	Same amount of work less people, less jobs, and less safety	12/17/2019 3:01 AM
1324	About to loose my job. The union Pacific cut so many people it is unsafe. I had a class 1 air test on an 11,000 ft train by rule should have done it and the dispatcher ordered us not to do it and gave us the corridors initials to take the train. Imagine if something would have happened. That's my life on the line to not including 100 of thousands of people in cities	12/17/2019 2:58 AM
1325	I feel like it is less safe.	12/17/2019 2:56 AM
1326	I believe it has led to the cutting of jobs.	12/17/2019 2:56 AM
1327	3	12/17/2019 2:56 AM
1328	One man trains are going to get someone killed just because the company is trying to save money.	12/17/2019 2:55 AM
1329	It has put added stress on being on spare board and train lineup are not what is stated and not being rested for trains	12/17/2019 2:53 AM
1330	Sucks.	12/17/2019 2:52 AM
1331	Safety is only when they see fit and does not apply to the cowboy contractors they hire, especially during derailments.	12/17/2019 2:50 AM
1332	My railroad hasn't implemented PSR by name but is implementing practices in that are like PSR. Two and three mile trains are a big issue. Rules that were for safety before have been removed to make these trains work. These trains make it more dangerous because the infrastructure is not designed for their length, so now you have to do air tests and other work on a regular basis in areas not designed for it.	12/17/2019 2:50 AM
1333	If you even mention safety in the CSX terminal that I work you better have another job waiting somewhere else cause you will be gone.	12/17/2019 2:50 AM
1334	The company is putting profits over safety with cutting jobs, crews, carman, and people who ensure trains are properly built and tested. The company pushes unsafe train lengths, and unsafe airbrake tests.	12/17/2019 2:49 AM
1335	Always being rushed to get to work. We used to get around 30 minutes job briefing and prep time before starting our shift. Now they want you out the door in less than 20 minutes.	12/17/2019 2:48 AM
1336	fewer carrier employees with extensive knowledge of safe operations as opposed to outside construction companies obtaining short, 1 day classes to perform the repairs that all of North America relies on	12/17/2019 2:47 AM
1337	Worse	12/17/2019 2:47 AM
1338	Safety is not a priority. Railroad implements safety program for show	12/17/2019 2:43 AM
1339	I have 12 years of seniority and have been displaced from the normal direction I have usually worked the last 3 years.	12/17/2019 2:43 AM
1340	I see workers empowering themselves to work safely. I see exempt officers pushing us to do questionable things, bending rules or being out right asked to break them to suit company needs. Workers only course of action is to respond in a manner that forces us to empower ourselves.	12/17/2019 2:43 AM
1341	As most know safety is now our #4 on core principles. I think that says it all.	12/17/2019 2:42 AM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?—Continued

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
1342	Conditions are less safe, more rushed do more with less	12/17/2019 2:41 AM
1343	Erratic schedules, insufficient help or tools for tasks, managers leading jobs they don't understand.	12/17/2019 2:39 AM
1344	It seems far more accidents are occurring and I believe everything from reductions in track maintenance to length of on job training play a role	12/17/2019 2:39 AM
1345	Less man power and less sufficient equipment. People don't concentrate on there job and quality work anymore the focus is always how to not get fired and how to not hold up fluidity of train operations	12/17/2019 2:38 AM
1346	A lot now I have to be the truck driver, welder foreman and be more productive	12/17/2019 2:38 AM
1347	A lot no safety out here	12/17/2019 2:36 AM
1348	To be honest in my opinion you can address a safety concern and nothing will be done about it. So horrible.	12/17/2019 2:36 AM
1349	Push us to get 3 hours of work done in 1 hour of time has put us all at a lot of risk	12/17/2019 2:35 AM
1350	Doing more with less, you constantly feel rushed to complete tasks. Just get it done, don't care how	12/17/2019 2:33 AM
1351	The theory of working smarter, not harder and doing things correctly and safely means absolutely nothing if we are going to "hold up" a train. Every worker out of every craft whether it be Transportation, Engineering, or Mechanical will all agree that management has taken a dark turn only caring about making money and not the safety or working conditions of the labor force. In addition, the few good managers that actually treat their employees with respect end up losing their jobs. Coincidence?	12/17/2019 2:32 AM
1352	Work a lot of night shift work which is inherently dangerous and the inability of many workers not being able to get proper sleep during daylight hours	12/17/2019 2:29 AM
1353	We are doing more work with less man power	12/17/2019 2:29 AM
1354	I'm not sure just yet. I believe that it will be a safety hazard for sure. Soon enough	12/17/2019 2:28 AM
1355	Very unsafe	12/17/2019 2:28 AM
1356	They have cut crews and now a area that had five jobs two years ago is trying to do it with two jobs. Move, move, move is what they want. No time to think about what your doing. Just get it done now!!!	12/17/2019 2:27 AM
1357	A lot less men so it take a physical and mental toll on us more now.	12/17/2019 2:27 AM
1358	Way less focused on safety and more on moving more fright with less employees to save money	12/17/2019 2:22 AM
1359	Safety has taken a backseat to the all might dollar. Get it done and out of the way no matter what. How many deaths this year as opposed to other years? I know of at least 4.	12/17/2019 2:21 AM
1360	Corners are being cut now	12/17/2019 2:19 AM
1361	We are rushed more to switch out trains more now than I have ever seen it.	12/17/2019 2:19 AM
1362	Expected to rush in fear of loosing my job	12/17/2019 2:19 AM
1363	More focused on production over safety forced to work I adverse conditions at night in the dark without any artificial like except the beam of my hard hat light	12/17/2019 2:17 AM
1364	We still do what we have to do safely. They do get mad if it's not done when they want it done.	12/17/2019 2:17 AM
1365	Less time to do quality control so the schedule can be met. I know we are told quality is numbers one but the next statement is usually hurry up	12/17/2019 2:16 AM
1366	There are times that we are rushed and it's just a matter of time that someone takes a short cut or halfway does something that causes a disaster.	12/17/2019 2:14 AM
1367	Safety is not a concern anymore with workers forced to do the work of two jobs	12/17/2019 2:13 AM
1368	As stated in my first answer. We feel rushed. If and when we do get track time we are under the gun and hurried. Corners are cut not only in safety but in the actual repairs also.	12/17/2019 2:12 AM
1369	More work & less time at home	12/17/2019 2:12 AM
1370	Harder cause do to jobs cut off it's less men working on the jobs	12/17/2019 2:12 AM
1371	Safety has been compromised for production	12/17/2019 2:11 AM
1372	Union Pacific doesn't care about safety any longer	12/17/2019 2:11 AM
1373	Makes it very un safe. They push to get more and are not worried about safety	12/17/2019 2:11 AM
1374	maintenance of the cars and engines over all seem to be less important than moving more freight.	12/17/2019 2:09 AM
1375	Made it worse	12/17/2019 2:08 AM
1376	Rushed or no train inspections at all. Managers forging double coal bucket air tests for the second half of the train which was split and given a new train symbol. Half the rail workers in every Department means half the maintenance is being done thus much higher derailment and accidents vs previous years.	12/17/2019 2:08 AM
1377	Safety is almost nonexistent due to the fact that they DO NOT want to fix anything because it might slow down production. I say production because they are running it like a factory. We are only aloud a 20 min. lunch break in 8 to 12 hr work day and if we stop just for 5 min, we are being yelled at to get back to work, which is causing GREAT fatigue.	12/17/2019 2:08 AM
1378	Move rail cars without fail	12/17/2019 2:08 AM
1379	My employer doesn't practice PSR on the same level as other carriers but I'm sure it's coming soon enough. I hope at my age I will be able to retire with a full retirement as I'm too old to start a new career.	12/17/2019 2:07 AM
1380	Less time to be prepared for my job, I don't feel safe.	12/17/2019 2:06 AM
1381	Trains are operated at lengths that exceed the abilities of the railroad provided equipment. Hand-held radios do not have the capability of working for the length of the entire train. Communication between managers/dispatchers and crews, regarding unscheduled work is nonexistent. This prevents crews from planning their trips to accommodate for the needs of their assignment.	12/17/2019 2:05 AM
1382	What safety? Get hurt and you're gone	12/17/2019 2:04 AM
1383	We have less time to rest and obviously harder to focus at work	12/17/2019 2:02 AM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?—Continued

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
1384	Stretched everyone to thin. Doing more with less keeps everyone over worked.	12/17/2019 2:01 AM
1385	Less time off with strict availability and implementation of a "low man hours" intimidation and discipline dismissal program that varies from employee to employee with no published rules or data. Just a "DON'T be the one with the least hours" approach to employees.	12/17/2019 2:00 AM
1386	Completely negatively. No emphasis on safety, just move the freight. Job cuts has caused people to be burned completely out.	12/17/2019 1:59 AM
1387	Injuries and even deaths have risen	12/17/2019 1:58 AM
1388	It seems access to quality tools and safety equipment has stopped.	12/17/2019 1:57 AM
1389	It has not	12/17/2019 1:57 AM
1390	It's not safe at all. I had a friend I grew up with get kill this year while on the job.	12/17/2019 1:56 AM
1391	So much that my job is gone.	12/17/2019 1:55 AM
1392	Safety is second, production is pushed at all times	12/17/2019 1:53 AM
1393	Hasn't	12/17/2019 1:51 AM
1394	Because of PSR I don't have a job!	12/17/2019 1:51 AM
1395	Safety has completely been thrown out the window it is no brainer	12/17/2019 1:50 AM
1396	They calculated how many hours it takes to do a job there way now there's always problems with the job that's when precision railroad doesn't work we're not Perfect railroading out here	12/17/2019 1:50 AM
1397	Safety is no longer a concern. We used to have a designated safety man and meetings to address any safety issues but all that went out the door when Hunter Harrison took over.	12/17/2019 1:49 AM
1398	Less safety rules, pushed to do unsafe action more and more injuries.	12/17/2019 1:48 AM
1399	Less safe, more with fewer people.	12/17/2019 1:48 AM
1400	Getting the trains moving by any means necessary is the goal of the railroad now, no matter what shortcuts are needed to do so.	12/17/2019 1:47 AM
1401	Production is more important	12/17/2019 1:47 AM
1402	As far as safety goes PSR has affected my job by being rushed	12/17/2019 1:46 AM
1403	As an inspector, wit an ever-growing work load, the work hours put in are intensive. The contract I am currently under does not satisfy a schedule. The company changes inspectors hours at will, meaning, compensation for Intensive hours is minimal. The expanded territories due to less manpower is overwhelming and the inspector may not be able to inspect as thoroughly as possible to ensure safe operation. Failure to promote inspectors due to the reductions means there is no vacation relief and basically doubles an inspectors workload to cover, inspections, and response to service interruptions and weather related events.	12/17/2019 1:46 AM
1404	Made it more dangerous. Heavier and longer trains. More work with less people and not enough rest in between shifts now.	12/17/2019 1:46 AM
1405	ust ass safety last	12/17/2019 1:45 AM
1406	Made it more dangerous because we have less time to get jobs completed	12/17/2019 1:40 AM
1407	More work less days off! Longer trains	12/17/2019 1:40 AM
1408	More dangerous. So many rule changes to get production over safety	12/17/2019 1:39 AM
1409	Precision railroading has made my job much worse. Out mechanical personnel and locomotive shops have been reduced to skeleton crews. Inspections are being overlooked and we are operating with dangerous equipment. They have cut many trainmen jobs as well and the pressure is on. We are disciplined for taking time off and getting run into the ground. The railroad has turned its back on safety in my opinion.	12/17/2019 1:39 AM
1410	They claim safety is most important, but I believe that money is more important to them. They have cut the workforce and still expect the same amount of work to be done.	12/17/2019 1:39 AM
1411	It has made it more stressful and dangerous and I'm worried that it's only going to get worse. The change in the schedule has affected my home life and my wife is ready for me to find something closer to home. Traveling long distances for work cuts the amount of time at home down also.	12/17/2019 1:39 AM
1412	It basically cut 5 years of my seniority off and now I work in unfamiliar territories with little to no familiarization training	12/17/2019 1:39 AM
1413	Less safe. Management no longer conducts face to face safety meeting relating to new rules or on the job accidents.	12/17/2019 1:38 AM
1414	There is no such thing as safety all the company cares about is production	12/17/2019 1:38 AM
1415	Too much travel. Being away from home so much makes employees distracted and unsafe	12/17/2019 1:37 AM
1416	We as track inspector are not given enough time to do a quality inspection on mainline and heavily used yard leads there rushing through an inspection then having to sign off on conditions	12/17/2019 1:36 AM
1417	More time away from the family can't plan anything don't know if you will be working nights days 4–10s 5–8s 8–6s	12/17/2019 1:36 AM
1418	As far as my safety I see more cuts in jobs so therefore I go to work wondering when my job will be next.	12/17/2019 1:35 AM
1419	These people leading the money grab do not care about employees one bit. 15 years ago when I hired safety trumped profits. Not anymore	12/17/2019 1:34 AM
1420	If properly educated and trained on it's implementation and use, it will help very minimally in normal operation, but would be beneficial in bad situations.	12/17/2019 1:32 AM
1421	I'm a nervous wreck they got rid of the carman and the round house personnel. So the locomotives are getting no maintenance we keep complaining that the brakes are bad locomotives do t stop we're told to keep using them or were fired.	12/17/2019 1:32 AM
1422	Safety has been affected by trying to get as many task completed as possible because of the lack of man power and extra travel times to get to job site	12/17/2019 1:32 AM
1423	Over worked and under rested. Nothing maintained makes everything unsafe to be around.	12/17/2019 1:32 AM
1424	Some safety measures have been thrown out the window to get things done	12/17/2019 1:31 AM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?—Continued

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
1425	Don't know that it's any safer when the shit hits the fan all the safety goes out the window just like it has for 20 years	12/17/2019 1:30 AM
1426	I'm now forced to do several jobs every single day to try and keep up with expectations. If we can't do the work then we are threatened with being abolished. With how many jobs have already been cut I have no doubt my job could be next just so upper management and investors get bigger bonuses	12/17/2019 1:29 AM
1427	It spreads our employees thinner and makes it dangerous overall.	12/17/2019 1:29 AM
1428	Less people less engines and pushing for us to do more	12/17/2019 1:28 AM
1429	25 years on job, 22 as engineer and 2019 has been the absolute worst by far as total time on duty and workforce morale.	12/17/2019 1:28 AM
1430	We are rushed to complete test in minimal time. rather than completing a thorough test of safety sensitive equipment, we must rush through tests in order to complete them before their due date. Maintenance often takes a back seat, something to try and complete later, if it's completed at all before things completely break.	12/17/2019 1:26 AM
1431	We are required to complete jobs in a shorter timeframe. Windows are smaller and require extra stress to complete tasks. I think a higher stress faster pace has lowered repair integrity.	12/17/2019 1:26 AM
1432	I think that it's made it harder to get work done accordingly because of the scheduling . . . no consistency of schedule . . . nights to days to nights to days.	12/17/2019 1:26 AM
1433	A lot more hazardous!! Union Pacific had increased the risk of injury by cutting the manpower down to almost nothing. All our managers have taken on more work. In turn we hardly see them anymore.	12/17/2019 1:24 AM
1434	Certain aspects of the job due to PSR is unsafe	12/17/2019 1:24 AM
1435	Feel like you have to walk on eggshells around management	12/17/2019 1:24 AM
1436	I retired in 2016, prior to this new application	12/17/2019 1:23 AM
1437	It makes it so much more safer. Gives that layer of safety you wouldn't have other wise. Can't wait to see what the future has in store for PSR	12/17/2019 1:22 AM
1438	They only care about moving more cars faster and faster so they can close down other facilities. It is much more dangerous.	12/17/2019 1:21 AM
1439	Longer trains are too dangerous. If one derails now it's almost always a major derailment.	12/17/2019 1:21 AM
1440	It is huge, with the pressure to get the job done at whatever cost and less people it affects mow employees as well as engineers and conductors, I have seen roadmasters tell track supervisors not to place slow orders to keep traffic moving	12/17/2019 1:21 AM
1441	They've cut out all of our safety awards	12/17/2019 1:20 AM
1442	There are less eyes to watch out for one another.	12/17/2019 1:19 AM
1443	I've lost money, mental health and it's taken a toll on my family. I come to work bitter and leave even worse. They have cut jobs which is what's put more work load and stress on me and it's expected to get done no matter what. They don't even care if it's done right. Just sign your name to it.	12/17/2019 1:16 AM
1444	They preach safety, safety, safety, but I feel they do not care about us they just care that something don't happen to us, because they might lose a dollar! We are treated as if we are robots that do as they are told and can't say anything back. I feel there is no pride left In our job! Just make the owners as much money as you possibly can. Morale is down, so of coarse safety is too! It's a disaster waiting to happen!	12/17/2019 1:16 AM
1445	What job. At this point we will be lucky to have a job in three years	12/17/2019 1:16 AM
1446	less people to do the jobs but expect the job to be done in same amount of time when we had double the people.	12/17/2019 1:16 AM
1447	Rushed at doing everything, results in dangerous practices	12/17/2019 1:16 AM
1448	Track condition are declining making switching operation unsafe because of settling ballast making tripping hazards, also when they do fix track they do not replace the ballast.	12/17/2019 1:15 AM
1449	None	12/17/2019 1:15 AM
1450	Pretty much non existent. Injuries speak for themselves	12/17/2019 1:14 AM
1451	Not enough time allowed for what needs to be done. Always rushed.	12/17/2019 1:14 AM
1452	It's definitely made my job much less safe.	12/17/2019 1:12 AM
1453	Furloughed because of it.	12/17/2019 1:11 AM
1454	The railroad want more work in less time at no cost to the workers safety.	12/17/2019 1:10 AM
1455	Too many layoffs but they talk about record profits safety has went out the window	12/17/2019 1:09 AM
1456	Less safety, more production. Safety had taken a back seat the last few years. Maintenance is lacking and we are being pushed to Alfas air tests and other safety related items	12/17/2019 1:09 AM
1457	No change at all in regard to safety.	12/17/2019 1:08 AM
1458	Worse. Safety doesn't matter. Not that it ever has. It's always been do as we say regardless of the rules only difference now much of it has been removed from the rule book.	12/17/2019 1:07 AM
1459	Forces people to break the law to move trains out of fear, when they should not move. Forces ee's to not report injuries due to threat of being fired. This is a fact.	12/17/2019 1:07 AM
1460	Hasn't changed much. Safety always goes out the window when production slows	12/17/2019 1:07 AM
1461	Safety isn't a priority at all. The company only cares about cutting costs and making their stock prices go up. Cutting jobs and horribly neglecting their tracks, bridges and structures are just a couple of ways they are doing this.	12/17/2019 1:05 AM
1462	Obtaining required parts and PPE for safe operating conditions is starting to become difficult without an extensive explanation of why they are needed.	12/17/2019 1:05 AM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?—Continued

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
1463	Example: we had half the tie gang in the hole to tie down for the night when a call came in from management to back out and keep traveling in the dark and in the rain in an unfamiliar area so we could get some ties put on the next day. Rather than calling it a day when we should have, we had to travel through a very large city at night in the rain (a lot of busy crossings) in equipment that's not easy to see out of in those conditions, but we had to get production the next day.	12/17/2019 1:04 AM
1464	I am currently laid off because of it.	12/17/2019 1:04 AM
1465	Messed up our work schedule and time home with family	12/17/2019 1:04 AM
1466	Safety has clearly taken a huge step backwards. the focus has shifted to profit at all cost. to hell with the employees and the small customers. only thing that seems to matter is shareholders and Wall Street.	12/17/2019 1:03 AM
1467	You look over your shoulder more looking for a manager that is going to write you up for a minimal violation.	12/17/2019 1:02 AM
1468	None so far	12/17/2019 1:02 AM
1469	Safety dropped off the list. Employees are pushed into jobs without training on dangerous machinery	12/17/2019 1:02 AM
1470	More work not enough time. More safety items noticed wrong.	12/17/2019 1:02 AM
1471	Safety has went out of the window with PSR, the rules and safety are the last of their wants.	12/17/2019 1:01 AM
1472	Safety is the expectation, but if it gets in the way of profit, find another way. Safety programs are obsolete because it cost money to run programs and give incentives to employees. For instance, tools meant to help reduce injury climbing on and off rail cars to tie hand brakes and no longer allowed to be used. Bottom line they cost money. Less manpower is another issue, who doesn't want more with less but your pushing the people you have to the brink of exhaustion to pick up the slack, this causes accidents and is not safe at all.	12/17/2019 1:01 AM
1473	Safety is virtually back to how it was 15–20 years ago	12/17/2019 1:01 AM
1474	With all the cuts to manpower and access to proper equipment it's created a rush rush, unsafe environment.	12/17/2019 1:00 AM
1475	None	12/17/2019 1:00 AM
1476	A lot the rules only apply when they want too	12/17/2019 12:59 AM
1477	Safety has become an afterthought. The reintroduction of mounting/dismounting moving equipment and doing away with brake sticks are the two biggest things that come to mind.	12/17/2019 12:59 AM
1478	More rushing	12/17/2019 12:59 AM
1479	They expect you to do more, get the same production with fewer men!!!!!	12/17/2019 12:59 AM
1480	Force to do far more with much less. Stretched far too thin.	12/17/2019 12:58 AM
1481	It has put a price on my safety.	12/17/2019 12:58 AM
1482	In regards to safety, PSR has had a hugely NEGATIVE impact. How? Train schedules have become so tight that work on the core route needs to be done in blocks or windows. Any little problem or difficulty (which happens often on this line of work, by nature) and you will exceed your window. Some dispatchers get downright rude and disrespectful demanding their track back when this happens. Try to do the right thing and do quality work, but shouldn't have to be under the gun all of the time. Precision railroading has everyone strung tighter than a fiddle string.	12/17/2019 12:58 AM
1483	Very little	12/17/2019 12:57 AM
1484	Please refer to the previous response. It sums up the things that have changed in just the last two years. All of the years before PSR we're not nearly as bad as they are now.	12/17/2019 12:57 AM
1485	Management is more demanding regarding production at the expense of safety	12/17/2019 12:57 AM
1486	I believe that due to consistently changing schedules, i.e. vast swings in start times and short notices of changes in start times and overall schedule, there is a drop in employees being at optimum rest and focus. I feel this can be directly seen in the amount of machine collision that have been happening on SPG	12/17/2019 12:55 AM
1487	Very little maintenance was done	12/17/2019 12:55 AM
1488	Cut my job.	12/17/2019 12:55 AM
1489	I feel far less safe at work due to labor and materials being in short supply.	12/17/2019 12:54 AM
1490	It has management focus on cars, instead of safety	12/17/2019 12:53 AM
1491	Have to do more tasks over more miles. Elevated risk to injury.	12/17/2019 12:52 AM
1492	All tracks generally speaking have been neglected due to lack of manpower. The company only has their stockholders interests in mind	12/17/2019 12:51 AM
1493	The concern and distraction of losing my job on a daily basis. Profits over people.	12/17/2019 12:50 AM
1494	The reduction of the car men, diesel shop employees and MOW make it less safe for me as a TEY employee. The remaining employees can't keep up with the amount of work that more employees used to do. With less track maintenance and car maintenance, I have more delays and more issues than when than normal.	12/17/2019 12:50 AM
1495	Safety has gone away. They want to get everything done as fast as possible and say do it safely. But they've gotten rid of most of the rules that keep us safe. If we don't do something quick enough we are in trouble.	12/17/2019 12:50 AM
1496	Tremendously, track time is hard, dispatchers are pressuring you to get track back sooner than they gave it to you for	12/17/2019 12:49 AM
1497	my job is a bus driver so it doesn't affect me personally but I believe the morale the guys is down and this is a huge safety issue	12/17/2019 12:48 AM
1498	More dangerous for the employees and the communities in which they service.	12/17/2019 12:48 AM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?—Continued

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
1499	I've been in a train wreck due to poorly inspected cars, if that is what you mean. I've spoken to other employees, on my district and another, who have told me about very near misses after the Sherman Hill incident. I was also ordered to take a train out of Green River with no air test done at origination. I've been told (and overheard the conversation with) management still threatens jobs if you try to refuse to move a train because of air problems.	12/17/2019 12:48 AM
1500	It's safer than it was because we get less track time to fix things	12/17/2019 12:47 AM
1501	Laid off.	12/17/2019 12:46 AM
1502	Seem to be more of a rush to get work completed even when short staffed. Bouncing employees from job to job an machine to machine.	12/17/2019 12:46 AM
1503	We don't get the track so it's very good	12/17/2019 12:46 AM
1504	More risked less men no time to do the work properly telling us to cut corners	12/17/2019 12:45 AM
1505	Safety has taken a back seat to shareholder profits. Engines, equipment, rails, etc are not being maintained. We are now constantly been forced to work after were dead. The latest farse is the carrier refusing to order rides unless absolutely necessary which means we are being forced to deadhead on our own trains even after we're dead.	12/17/2019 12:43 AM
1506	Bout the same	12/17/2019 12:43 AM
1507	Everything is a rush job safety is out the door when it comes to PSR.	12/17/2019 12:42 AM
1508	It has become second or maybe third. With the more with less mentality, middle management is under pressure to keep the numbers up and that pressure is exerted down the ladder.	12/17/2019 12:38 AM
1509	Hasn't	12/17/2019 12:38 AM
1510	A lot of pressure to get the job done with less men	12/17/2019 12:38 AM
1511	The numbers speak for themselves. Look at any safety record before PSR and look after, I'm sure it has back to question 1 .	12/17/2019 12:38 AM
1512	I feel my brothers and sisters as well as my life have been taken for granted in that we are no longer humans but risks and money makers to the carriers. The carriers should focus more on their workforce rather than their profit centers and shareholders.	12/17/2019 12:37 AM
1513	I do not have a job any longer. I do not insurance anymore either. I am worried how I'm going to afford prescriptions for my wife.	12/17/2019 12:36 AM
1514	We are never told by management to go fast. But the implementation of cameras everywhere, and the threat of our yards being closed down because of low production forces many of us to skip on safety. For example, in order to get out the door in 20 minutes and begin work, RCL crews are completing just the light running brake test. Nothing else.	12/17/2019 12:36 AM
1515	Safety has been put on the back burner, no safety meetings and management doors not stress it.	12/17/2019 12:36 AM
1516	Doesn't seem to really be number one any more. Sure we talk about it but in practice management doesn't care just want the job done quickly.	12/17/2019 12:36 AM
1517	Gone from holding an engineer's spots back to a conductor with a few away being furloughed.	12/17/2019 12:36 AM
1518	Constant injuries being reported	12/17/2019 12:34 AM
1519	Made it more stressful and very unsafe.	12/17/2019 12:34 AM
1520	They will over look safety violations as long as it's making work go faster. Even Federal violations are not taken seriously when reported to management or yardmasters.	12/17/2019 12:33 AM
1521	The company won't allow time to make needed repairs. When they do, it isn't enough and we are expected to get it done quickly not safely.	12/17/2019 12:32 AM
1522	Worse	12/17/2019 12:31 AM
1523	It makes employees afraid to do their jobs. It has also resulted in short staffing and deferred maintenance.	12/17/2019 12:31 AM
1524	Much more unsafe	12/17/2019 12:31 AM
1525	Want more done in less time. To please stockholders	12/17/2019 12:30 AM
1526	We all have to do more with less. More hours at work less rest less safe. Bosses are cut throat trying to hang anyone for anything	12/17/2019 12:30 AM
1527	I've been furloughed	12/17/2019 12:30 AM
1528	Faster pace. Better have your head on a swivel	12/17/2019 12:30 AM
1529	I don't have a job at the moment	12/17/2019 12:28 AM
1530	A lot less workforce, and same amount of work or more expected, much more worried about production than safety.	12/17/2019 12:27 AM
1531	We are going by the same rules as before	12/17/2019 12:27 AM
1532	There are not as many people to do the work. A 4 man team now is expected to do the work of what use to be a 7 man team. In my opinion it has negatively affected safety.	12/17/2019 12:27 AM
1533	I get little to zero time to make sure that we have a proper job briefing on the railroad after PSR. We also are being pressed to do our tasks faster and less thoroughly.	12/17/2019 12:27 AM
1534	What safety??? With PSR "safety" is just another way to say "slow" or "lazy." Trains were not meant to be built like they have been since PSR and it just puts the public and employees in danger.	12/17/2019 12:27 AM
1535	We feel like Safety is second maybe third to the running of trains and production. Quality of life is out the window and stress is high and morale is the lowest I have ever seen in my 10 plus years here with U.P.	12/17/2019 12:26 AM
1536	It just hit us recently I am currently furloughed over it in regards to safety it cut welding jobs and added more territory for the welders to cover so if 2 frogs need welded at the same time 1 is getting done and it puts workers in unfamiliar territory	12/17/2019 12:26 AM
1537	More stress myself on others in my craft afraid that the end is near.	12/17/2019 12:25 AM
1538	We are now expected to do more work in a smaller time frame. That leads to rushing, which is unsafe.	12/17/2019 12:25 AM
1539	Once again expecting more and more out of everyone forcing shortcuts	12/17/2019 12:25 AM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?—Continued

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
1540	Safety seems to take a back seat compared to getting trains moving. They are more concerned on moving these 10000' long trains weather it is rolling them over defected rails or even broken rails it seems that it is more important to keep them rolling than actually getting the work that needs to be done, done!	12/17/2019 12:24 AM
1541	Safety is worse. Pushing people to work harder with less people. They tell you in the morning meeting to take your time warm up in the truck but really they get mad because you not working to take a break.	12/17/2019 12:24 AM
1542	Takes more time away from the rails. When PSR errors, it n becomes a distraction.	12/17/2019 12:23 AM
1543	We still work far too many hours without rest many times.	12/17/2019 12:22 AM
1544	Less time to do a job safely and correct	12/17/2019 12:22 AM
1545	It has created yet another layer of distraction and further movement away from the core of safe, efficient railroading. this is coupled with a sense of NO job security.	12/17/2019 12:19 AM
1546	It has lowered the safety standards because the company has cut jobs so we don't have enough people to do the job safe and efficient	12/17/2019 12:18 AM
1547	Made it not as safe due to working bye yourself and not an extra set of eyes to look out for you.	12/17/2019 12:16 AM
1548	has not	12/17/2019 12:15 AM
1549	Safety seems to be of little concern to management	12/17/2019 12:14 AM
1550	Hasn't	12/17/2019 12:14 AM
1551	6	12/17/2019 12:13 AM
1552	Real. Bad	12/17/2019 12:12 AM
1553	Directly, it hasn't. Indirectly the confusion and uncertainty has made people feel like they're walking on eggshells.	12/17/2019 12:12 AM
1554	Safety is preached. As soon as it's not convenient to have safety over production it's overlooked.	12/17/2019 12:10 AM
1555	Much more pressure from management and train masters because they get calls for any hold ups. Leads you to doing "favors" just to get it out! We have had lots of safety go away for efficiency	12/17/2019 12:10 AM
1556	We as train men are constantly told we need to be moving more freight faster to get more done in a shorter time period. I have over heard carmen say they are worried that if they bad order cars for legitimate reasons that they will lose there jobs.	12/17/2019 12:10 AM
1557	They putting more stress on the employees	12/17/2019 12:09 AM
1558	Hurry and get the job done. Safety is no longer foremost. Management doesn't want to hear that work isn't capable of being done because it's unsafe for a single person to do.	12/17/2019 12:05 AM
1559	Yes. Furloughed with 6 years experience	12/17/2019 12:05 AM
1560	Safety is preached a lot, but the bottom line is it's all about the money. And if MOW is not receiving enough track time then it's not as safe.	12/17/2019 12:04 AM
1561	Not very comfortable with always changing safety programs	12/17/2019 12:04 AM
1562	Laid off	12/17/2019 12:04 AM
1563	Seems like everything gets hurried up when time starts getting close to going in the clear to the whole. And then there is the night time work again. It's hard to see from one end of a stick of rail that is 1440 feet long in the dark to the other end of it.	12/17/2019 12:04 AM
1564	Turned it upside down	12/17/2019 12:04 AM
1565	We get told to do more with less. Less time, material and man power	12/17/2019 12:04 AM
1566	I seem to have trains pop up or fall off the train lineup without notice. Planning rest accordingly has become increasingly difficult	12/17/2019 12:03 AM
1567	Overloading us, fewer resources, more anxiety, stress, anger, retaliation	12/17/2019 12:03 AM
1568	Same	12/17/2019 12:02 AM
1569	So sad	12/17/2019 12:02 AM
1570	Turned this job into one of the most un safe jobs I've ever had	12/17/2019 12:01 AM
1571	I have had to go back to extra board and furlough at times with 10 years seniority. I'm currently seeking other employment opportunities because a person should not have to worry about furlough with a decade of service.	12/17/2019 12:00 AM
1572	I'd say adversely, I don't feel very secure in my job after 24 and a half years of service	12/17/2019 12:00 AM
1573	No change just less time off	12/17/2019 12:00 AM
1574	Working more hours with less people	12/16/2019 11:59 PM
1575	More unsafe account not as many employees doing there job, to many shortcuts *i.e.,* Track worse shape etc.	12/16/2019 11:59 PM
1576	Not ample time to do job correct and lack of workforce to do job correctly and effective	12/16/2019 11:59 PM
1577	Too much pressure	12/16/2019 11:58 PM
1578	Running longer trains and fewer trains has furloughed me so I wouldn't know.	12/16/2019 11:58 PM
1579	Working on an SPT has been challenging. Once again you never know where you'll be, days or nights, it's not a healthy life style.	12/16/2019 11:57 PM
1580	I was a facilitator for TSC, when safety was seen as a expendable line item my job was abolished. What's even more troubling is we were under the impression that we would be a part of the management cuts of 30 percent across the board but in reality the cuts to safety were closer to 75 percent.	12/16/2019 11:55 PM
1581	Track inspectors on 7 day coverage is stressful	12/16/2019 11:55 PM
1582	A less safe work environment. Less people to do more work. Corners are being cut.	12/16/2019 11:54 PM
1583	Lack of maintenance (rail, Locomotives, cars, etc.)	12/16/2019 11:54 PM
1584	Shorter maintenance windows causing employees to do twice the work in shorter amount of time.	12/16/2019 11:53 PM
1585	PSR basically made safety take a back seat . . . crew cuts . . . longer trains . . . with end of train set outs . . . pretty much a thumb pressing down on you constantly	12/16/2019 11:53 PM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?—Continued

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
1586	There has always been a lack of training for my entire career. The focus is more on punishment than training.	12/16/2019 11:51 PM
1587	Negatively with hours of waiting on trains, followed by a all out frantic rush to complete work before the end of a curfew.	12/16/2019 11:51 PM
1588	None	12/16/2019 11:51 PM
1589	I've gone to a split shift working midnights and afternoons after being able to work the day shift for more than 10 years. I now don't see my family most of the week. I get forced on a lot of double shifts. My sleep pattern is messed up and I often can't sleep when I need to making it very hard to concentrate properly at work.	12/16/2019 11:50 PM
1590	I've seen more brothers laid off and we're having to work every 10 hours on longer pools when we used to get 2–3 days off in between	12/16/2019 11:50 PM
1591	Safety is not a priority, keeping cars moving is	12/16/2019 11:50 PM
1592	It's to much to have to do, as a Engineer I am being overloaded. I am only one person. We need the conductor to help	12/16/2019 11:49 PM
1593	Safety only matters when it's their time but as soon as a project starts safety does not matter until something bad happens or the projects are done.	12/16/2019 11:49 PM
1594	It's not about getting our work done, it's not about being safe, it's all about and only about moving trains. Track inspectors have to defend every single slow order like it's the end of the railroad to have one out there. A 10 mph is blasphemy and has to be taken off, but sections are out of hours of service and can't come in, they except you to simply hightail the whole way, as if drivers who are legally too tired to drive are suddenly less tired on the rails, risking their lives and jobs at every crossing, not to mention the public. When a person retires, many positions are being done away with rather than put back up for bid, leaving territories to slowly be peeled away to nothing with no one to help out. A safety assist in program was pared down 34 percent strictly due to cost savings when the year before was praised as one of the main contributing causes to the unprecedented safety record. People feel as though the companies don't care about our safety because they continue, again and again, prove the train traffic flow is their 1st, 2nd, and 3rd priority. 1st—track windows are rarely given for greater than 2 hours, even when far advanced notice is given and the needs for them expressed over and over again. 2nd—dispatchers/chief dispatchers only want you out there to fix what is absolutely necessary to keep trains going; maintenance of way doesn't perform maintenance, we simply bandaid the issues to get off their tracks. 3rd—if you DO get time to do work, you are pressured on all levels to get it done and get off the track as quickly as possible; perceived pressure is real pressure.	12/16/2019 11:48 PM
1595	CSX has taken out siding so we ha e to travel love g distance on the rail to get to safety.	12/16/2019 11:47 PM
1596	Constantly distracted by not knowing if you'll have a job the next day.	12/16/2019 11:47 PM
1597	I comment	12/16/2019 11:46 PM
1598	More added stress	12/16/2019 11:46 PM
1599	No answer	12/16/2019 11:45 PM
1600	It's hurry and go Shitty hrs And 8–6's suck 15–16 hrs from the house starting 8pm working all night Not much of a life when you have a family	12/16/2019 11:44 PM
1601	Seems all that matters is moving cars	12/16/2019 11:43 PM
1602	Due to layoffs, combining jobs, and job cuts in general I now have more responsibilities, less time off, work longer hours everyday and that is affecting me being able to work safely.	12/16/2019 11:42 PM
1603	Less man power is always a struggle. Safety in numbers has always been a good thing. People there to help share the work load. A lot of the stuff we work with needs to be team lifted.	12/16/2019 11:42 PM
1604	Laid off	12/16/2019 11:39 PM
1605	Mentally exhausting and frustrating. Again the company is destroying the morale and the home life of its employees.	12/16/2019 11:38 PM
1606	Come and spend a day on the ballast line and tell me LoL	12/16/2019 11:37 PM
1607	Trains are way to long to communicate with headend of train with the radios that we have. They are ok for 1 mile trains, but 3 mile long trains the conductor cannot communicate with head in. Also three mile long trains are to long for public safety it takes conductor to long to get crossing unblocked.	12/16/2019 11:37 PM
1608	Definitely taken the emphasis off of safety and on to train times being the most important.	12/16/2019 11:37 PM
1609	safety is not a priority anymore, cut corners, less money spent on upkeep of equipment	12/16/2019 11:37 PM
1610	Work is now very unsafe and rushed quality and safety have gone down dramatically	12/16/2019 11:36 PM
1611	Negatively	12/16/2019 11:36 PM
1612	More stress to produce	12/16/2019 11:36 PM
1613	My job is considerably less safe due to PSR. Less rules, less employees, less maintenance, and longer trains have all contributed to this.	12/16/2019 11:35 PM
1614	Precision railroading has caused us to have to do our job in half the time we normally have to do it so causing us to rush and sacrifice safety was less man count to but this is just my opinion of what I've seen of precision railroading	12/16/2019 11:34 PM
1615	I feel it has made it much more unsafe. It's rush, rush rush. Let's work days, let's work nights Flip everyone's schedule upside down, leaving people short on sleep. Which is dangerous to everyone involved. Passing trains at faster speeds puts people at risk as well.	12/16/2019 11:34 PM
1616	Not really. Harder to get sufficient track time (both controlled & non-controlled track).	12/16/2019 11:33 PM
1617	I feel like safety has been put second behind production	12/16/2019 11:33 PM
1618	Less safety/maintenance more production	12/16/2019 11:33 PM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?—Continued

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
1619	Budget priority is for track materials, NOT PPE. workforce reduction has never been higher. Vacations and other vacancies are routinely left unfilled w no relief provided. This is a planned strategy used by all managers to boost their budget. Production expectations and track times to perform work is unchanged despite significant vacancies/lack of manpower putting MORE pressure on the employees to get the job done. Safety is truly a dog and pony show for my railroad. It is ALL smoke and mirrors with no sincere concern by management for employees safety.	12/16/2019 11:32 PM
1620	Longer trains with more mixed freight have left the trains with uneven weight. At 1 time most loads were towards the front, now with PSR, the weight is mostly towards the rear were the setout or pickup is. Trains more than 5500 feet are unsafe, period	12/16/2019 11:32 PM
1621	Constantly picking up derailment because instead of humping they are trimming on switches that aren't large enough for their bog trains. way over loaded	12/16/2019 11:32 PM
1622	Bunch, no help, 2 guys doing rail changes, if trains are projected to leave or come into terminal they won't allow work in front of them causing to hurry when time allowed	12/16/2019 11:32 PM
1623	Well, people are now allowed to do pretty much anything they want and they barely get a slap on the wrist. I am not saying it needs to be super strict, but many safety rules are being completely ignored. The newer railroaders have no idea what old heads are referring to when we explain why they should be careful when doing certain activities. They just say "well, we can't get in trouble for it, so we aren't worried." I see newer engineers who have no idea how to run a train, and conductors not taking the extra second to check their surroundings. Safety has all but disappeared. This is mostly due to what I explained in question 1.	12/16/2019 11:31 PM
1624	The railroad doesn't care about safety anymore	12/16/2019 11:31 PM
1625	Doing the same thing.	12/16/2019 11:30 PM
1626	Puts us in risk of our safety and the public safety	12/16/2019 11:30 PM
1627	When I'm severely fatigued I would call in sick for my safety the publics the company's and my coworkers now you are not allowed to mark off as much without fear of being punished.	12/16/2019 11:30 PM
1628	have to walk longer trains on worse track. and there are few if any sidings big enough to fit. we have also moved more and more away from serving local customers. also track maintenance has become an after thought at best. we are dealing with tacks that have been wide gage for 6 months. but the supervisor continues to walk us over it instead of fixing it	12/16/2019 11:29 PM
1629	It seems like safety is more of a CYA for the company. They tend to put unrealistic expectations on projects but only talk about safety when it's an issue. Not a problem, until it's a problem.	12/16/2019 11:29 PM
1630	Its has got worse. We are always in a rush to get a job done to pass trains. Normally it takes a 6 hrs to put a switch in and there pushing us to do it in less the 2 hrs	12/16/2019 11:28 PM
1631	I don't feel like my safety is the number one priority of my employer due to PSR:	12/16/2019 11:27 PM
1632	Have not really heard much about it on the railroad I work for.	12/16/2019 11:27 PM
1633	Crews are exhausted. Trains are sitting at the original terminal waiting long periods of time to depart and trains are waiting long periods of time to get into other terminals to do work.	12/16/2019 11:27 PM
1634	Doing more work with fewer eyes and expecting "better" (by better I mean fewer defects) results	12/16/2019 11:26 PM
1635	Do more with less people equals a lot more rushing and working unsafe to meet the demands	12/16/2019 11:25 PM
1636	Trains are longer and heavier than ever. The company will violate any rule to keep trains moving. There is no concern for my safety.	12/16/2019 11:25 PM
1637	None	12/16/2019 11:24 PM
1638	The "it will be there tomorrow" mentality has become the norm. Leading to almost emergency mind sets. Hurry up and get this done because it's over due/need a slow order off. With limited track time.	12/16/2019 11:24 PM
1639	We run longer, heavier trains today, so when they do have a problem, finding and fixing it takes longer and is more hazardous to those searching for the problems, i.e., Conductors walking trains.	12/16/2019 11:22 PM
1640	The carrier expects the same amount of production with less personnel and resources	12/16/2019 11:21 PM
1641	I'm currently having to relocate jobs! Forced reduction	12/16/2019 11:21 PM
1642	We must do more work, faster, with less training and less manpower. If we fail to do so our jobs are threatened. This makes the work place more dangerous and puts unnecessary stress on the employees.	12/16/2019 11:20 PM
1643	Any time you have time restraints you are rushed to finish your work. This leads to shortcuts and carelessness. PSR has only hindered an already outdated railroad. (Average yard material 80 years)	12/16/2019 11:20 PM
1644	Running on tired. Will be rested 1st our at 6am and get called at 9 pm when I'm ready to go to bed. Fatigued majorly.	12/16/2019 11:19 PM
1645	Production first, safety a distant 2nd	12/16/2019 11:19 PM
1646	Way less safety they used to be all about in till this PSR was implemented now all about cutting employees and saving money.	12/16/2019 11:19 PM
1647	Less manpower with higher production expectations. Safety expectations doesn't change	12/16/2019 11:19 PM
1648	always looking over your back to see who is watching so much that you can't concentrate on doing your job	12/16/2019 11:19 PM
1649	I am home fewer hours due to fewer engineers. I have lost more seniority than gained in my 16 years experience due to cuts.	12/16/2019 11:18 PM
1650	1. no weekly re-focus call 2. more work with less employees 3.	12/16/2019 11:18 PM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?—Continued

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
1651	There is no safety all that is cared about is moving cars	12/16/2019 11:18 PM
1652	Its made it much less safe. They are lifting a lot of safety rules in order to make numbers.	12/16/2019 11:17 PM
1653	As stated above workers are pushed around to get more work done in less time. When people are rushing injuries are far more likely as it is more likely to take shortcuts	12/16/2019 11:17 PM
1654	Rushing to complete inspections. 10 years ago we actually had the experience and did the job right now it's a quick fix that will not last	12/16/2019 11:16 PM
1655	Management seems to have stepped back on the rule checking and just want the work done	12/16/2019 11:16 PM
1656	Ha ha. Production over safety. They preach safety at job briefings, but then as soon as that's over it's production, production, production. They change hours that you're used to working and take away a day off, in order for it to work for them and their precision railroading. It has physical as long as mental health problems. You and your family suffer because you're home less, and your body suffers because of more work. When they change hours it's even worse on you physically. Every employee out here that I know that's not in management would agree that PSR has only hurt all of us employees. Shows the company is only about profit and could care less about it's hard working employees	12/16/2019 11:16 PM
1657	Safety? what safety it's about getting your job done fast before that train gets here!	12/16/2019 11:16 PM
1658	We don't even have a foreman now	12/16/2019 11:16 PM
1659	Less time to do inspections rushed through them threaten 1.13 failure to comply critical rule violation if not rushing through cars	12/16/2019 11:16 PM
1660	Line ups have never been worse it's pathetic	12/16/2019 11:15 PM
1661	Safety is not a priority anymore.	12/16/2019 11:14 PM
1662	As far as rules PSR hasn't changed any rules in my opinion but it has hurt employees morale which causes a huge safety concern. Employees feel like they are just a number now and not a person and they feel like the only thing the company cares about are the stockholders. Yes I understand a company's goal is to make money and grow and employees get a nice paycheck but sometimes a paycheck isn't enough. A thanks award or a bonus day off for safety or attendance or a turkey or Christmas ham goes a long way. We used to get those things before PSR	12/16/2019 11:14 PM
1663	They don't schedule enough time to do the job traffic is down and they dictate what should be done, bad planning on there part does not make it an emergency.	12/16/2019 11:14 PM
1664	Don't get hurt, you'll be fired. The carrier's don't care, you're just a man number. You're only as good as your last 15 minutes.	12/16/2019 11:14 PM
1665	I don't think it's affected at all	12/16/2019 11:14 PM
1666	It isn't near as safe due to the fact if we don't meet productivity goals more PE ok people are going home therefore shortcuts are being taken.	12/16/2019 11:13 PM
1667	Safety is no longer the main focus	12/16/2019 11:13 PM
1668	Even though I am currently only working part time on what is called the AW board. I see the others that have more seniority than I do. They all seem tired and exhausted because of the boards cut as short as they can and working right of their rest, in places they are not familiar with due to the fact people laying off because they are tired.	12/16/2019 11:13 PM
1669	I lost my job . . . did away with safety stops . . . train crews inspected their own freightcars and not trained . . . unsafe for public . . . and America	12/16/2019 11:12 PM
1670	No pilots. Not familiar? Tough. You're "qualified" figure it out.	12/16/2019 11:12 PM
1671	Terrible manager	12/16/2019 11:12 PM
1672	Yes. Productivity is now being pushed more than safety.	12/16/2019 11:11 PM
1673	Majority of my department laid off.	12/16/2019 11:11 PM
1674	Made it more dangerous.	12/16/2019 11:10 PM
1675	Safety seems to have taken a backseat to speed and production. They more-or-less did away with the safety committee at our shop. All safety prizes and safety meals have been terminated as well.	12/16/2019 11:10 PM
1676	The locomotives are not getting serviced which puts us at risk for sickness and derailments and other accidents, cars are not maintained, air tests are not done properly, track conditions are not being addressed, the safety of myself, crew and general public are I. The back burner. Safety rules have been changed to speed up production and some of those put employees at risk of injury	12/16/2019 11:09 PM
1677	With the shortened windows, everything seems to be much more rushed. We are told to take our time and not take shortcuts, but when it comes down to the wire on the main line, attitudes and tunes from management change real fast.	12/16/2019 11:08 PM
1678	Due to the constant schedule change and work hours fatigue is a problem and can affect our personal safety	12/16/2019 11:08 PM
1679	Far less safety meetings, safety concerns, safety chats, safety conferences, and safety gear.	12/16/2019 11:08 PM
1680	It has made track time more difficult which in turn has managers pushing harder for production when time is given. Safety no longer seems to be a concern other than on calls but definitely not in the field.	12/16/2019 11:08 PM
1681	Same work load forced to do it faster	12/16/2019 11:06 PM
1682	There are less ppl to do inspection so they don't get done as they should	12/16/2019 11:06 PM
1683	There are less jobs with tracks being sold off.	12/16/2019 11:05 PM
1684	It is so much more unsafe now.	12/16/2019 11:04 PM
1685	More pressure on doing things faster and skip safety	12/16/2019 11:04 PM
1686	Work longer hours with less people. Track and car maintenance have been jeopardized for cad dwell and velocity.	12/16/2019 11:04 PM
1687	They don't give the material to do the job right we still don't have the horse in front of the cart just playing catch up	12/16/2019 11:04 PM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?—Continued

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
1688	Safety is the lowest priority at this point. Good to preach it but production is all that matters.	12/16/2019 11:04 PM
1689	Less people, less safety, yet somehow they want more work.	12/16/2019 11:03 PM
1690	Safety not spoke of until someone gets hurt	12/16/2019 11:02 PM
1691	Same all they want is the job done. they say don't break the rules, but when you follow them they scream at you for taking to long	12/16/2019 11:02 PM
1692	You get rushed	12/16/2019 11:00 PM
1693	Safety is talked about but not practiced, just a word to throw out there every once and a while. We have cut into our man power so much that trains are delayed. I have never seen this many in route failures before. Our car department is a shell of itself, our maintenance away department is non existent seems like, but we are asked to move freight on tracks that are falling apart.	12/16/2019 11:00 PM
1694	Less jobs means more overtime which means fatigue!	12/16/2019 11:00 PM
1695	Can't see a difference in my every day tasks	12/16/2019 10:59 PM
1696	Depreciated	12/16/2019 10:59 PM
1697	Unsafe not rested more work	12/16/2019 10:59 PM
1698	The cutting of the carmen scares me seeing all the flat wheels etc going by on the track beside us that's what scares me	12/16/2019 10:58 PM
1699	Refer to one, can't hold a job. PSR is a joke and the need to work on local business	12/16/2019 10:57 PM
1700	Safety is no longer a concern. Trains are instructed to move freight without proper paperwork or brake test. Crews are sent into territory they are not qualified on.	12/16/2019 10:57 PM
1701	Not knowing when your going to work. Due to crews being cut off and furloughed	12/16/2019 10:57 PM
1702	Less overtime	12/16/2019 10:57 PM
1703	It's made my job very tough.	12/16/2019 10:56 PM
1704	I've been with the railroad for over Seventeen years and I have never felt more pressure to get a job done then I do now and I have never felt more like the enemy then I do now	12/16/2019 10:56 PM
1705	PSR is a failure due to reducing the manpower which in turn increases the risk. PSR is no friend of SAFETY, it is a friend of PRODUCTION and lining the pockets of stockholders.	12/16/2019 10:56 PM
1706	Not good. Less workers. Cutting off Carmen and all our mechanical forces means if we have a problem now that cannot be fixed over the radio we are on our own. No road truck to assist with broken down trains. Having to do our own class 1 air tests with no van or Carmen at the originating terminal.	12/16/2019 10:56 PM
1707	Being on the outside precision railroad has not improved the safety of railroading. More derailments have occurred and blocking of intersections through towns	12/16/2019 10:55 PM
1708	Lots of rolling and cut offs. Workers who haven't done a certain job in quite a while need re training and just training on a machine to do a job	12/16/2019 10:55 PM
1709	With running longer trains now when you have a break in two, it is difficult to carry knuckle or if your blocking a town and nobody can get around then it becomes a danger to the public. They should only run trains long enough for what the infrastructure can hold.	12/16/2019 10:55 PM
1710	Makes you wonder if you will have a job next year while the rich and comfortable Management sit in their offices	12/16/2019 10:55 PM
1711	I work more fatigue with more responsibilities. Naps are against the rules even when your stopped, so you have no relief if you're tired.	12/16/2019 10:55 PM
1712	Safety is only important when it's convenient for managers. Other than that they create "gotcha" tools/programs	12/16/2019 10:55 PM
1713	They constantly preach safety, but when asked about break sticks to prevent us from climbing up and down cars at frequent tie down locations cost becomes more of an issue than the slip trip fall human factor incidents. (Our highest employee injury rate)	12/16/2019 10:55 PM
1714	I don't really know how to answer this. Track time is at an all-time premium. The workforce is at an all-time low. Moral is down the tubes. I feel over-worked and under-paid. My wife is tired of me getting called out all the time.	12/16/2019 10:54 PM
1715	Taken away any perk that may have existed.	12/16/2019 10:54 PM
1716	I've changed locations to have a better work life balance. In Galesburg, IL, there is no work life balance.	12/16/2019 10:54 PM
1717	Do more with less people and equipment	12/16/2019 10:54 PM
1718	The BNSF hasn't went all in because they know the business model is corrupt and they are picking up more traffic from the other RR's	12/16/2019 10:52 PM
1719	Lowering man count puts more strain on the remaining workers, more exposure	12/16/2019 10:51 PM
1720	Has made my job harder because we get less time, because moving trains takes priority over safety.	12/16/2019 10:51 PM
1721	It scares me. You can't rely on PTC to work as a safety backup because half the trains can't get the system to initialize.	12/16/2019 10:51 PM
1722	Never heard of it	12/16/2019 10:51 PM
1723	The push to have times meet or forcing us to lie is putting all in danger to make a quick buck and act like we are always doing something	12/16/2019 10:51 PM
1724	I believe safety has always been of importance to the railroad. I believe 10 years ago is was more closely monitored and preached. After PSR only time safety seems important is after an injury	12/16/2019 10:51 PM
1725	Everything is a rush	12/16/2019 10:51 PM
1726	Made it more difficult to accomplish our jobs and to do them safely	12/16/2019 10:51 PM
1727	Less rest time, more dropped turns, added fatigue to lack of predictable train schedules	12/16/2019 10:50 PM
1728	So far it is still on the horizon, but definitely a looming threat	12/16/2019 10:50 PM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?—Continued

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
1729	It is absolutely less safe. Remember the old adage that there are "safety in numbers". That is exactly how it should be when working on the railroads. More eyes, more hands, more safety conscious minds to help each of our brothers and sisters out. Not to mention the physical exertion of a 3 man crew trying to complete in a few hours what historically 6–7 guys did in the same time. Some days I feel like I'm literally killing myself out here.	12/16/2019 10:50 PM
1730	Cars in the yard are not being properly inspected because all car inspectors have been cut. Now a single road switcher conductor is expected to do this on top of all his other duties. Things are being overlooked because if he finds something wrong w a car he then has to dig it out and set it over to a RIP track.	12/16/2019 10:50 PM
1731	It's declined in safety. They are running trains so long that failures are guaranteed. One conductor was just hurt having to tie down a 3 mile coal train in fort Worth	12/16/2019 10:49 PM
1732	Working long hours	12/16/2019 10:48 PM
1733	MORE PRESSURE FOR PRODUCTION	12/16/2019 10:48 PM
1734	A lot. Safety is not a priority to the railroad	12/16/2019 10:47 PM
1735	Safety is not at the forefront of what is driving the upper management in my opinion.	12/16/2019 10:47 PM
1736	Work schedules are more erratic than ever before. No assigned jobs just general pools and extra list. We are running trains sleep deprived and they are longer and heavier.	12/16/2019 10:47 PM
1737	Harder to predict when you'll get called. Interfere with getting proper rest	12/16/2019 10:47 PM
1738	Track is in horrible condition and follow employees are worried about their job and not concentrating on the task at hand. Less time at home. Less time at home to recover. It's just travel work travel work travel work.	12/16/2019 10:47 PM
1739	There is none, get the work done how and what it takes. Depart trains without proper air test, showing work done when it's not so the can still charge the customer etc!	12/16/2019 10:47 PM
1740	Seem more worried about trains moving on time than anything	12/16/2019 10:47 PM
1741	Cannot get track time in areas of the yards because of nonstop switching operations.	12/16/2019 10:46 PM
1742	Night shifts are dangerous—try sleeping in a cheap motel room during the day you are always fatigued	12/16/2019 10:46 PM
1743	After 5 years of dedication service I am furloughed.	12/16/2019 10:46 PM
1744	It seems we're always in a hurry we've got to get as much done as we can in very short work outages	12/16/2019 10:45 PM
1745	Luckily BNSF hasn't gone to precision railroad but the people I know that work for UP don't like it	12/16/2019 10:45 PM
1746	Cuts critical jobs and safety standards we used to have derailments are higher then I have ever seen since I hired out	12/16/2019 10:45 PM
1747	Given us maintenance workers less time on the tracks.	12/16/2019 10:44 PM
1748	Building on my last response there is always a heightened sense of urgency, because we are unable to keep up with the work load.	12/16/2019 10:44 PM
1749	Not enough men	12/16/2019 10:43 PM
1750	Equipment is not being maintained as well as it should be for safety	12/16/2019 10:43 PM
1751	Safety only matters once someone is hurt or when they are trying to find a reason to fire someone.	12/16/2019 10:42 PM
1752	Less safe because we are expected to produce the same quota and goals as before but with less time.	12/16/2019 10:42 PM
1753	It has driven a profit margin over safety attitude from the management	12/16/2019 10:41 PM
1754	Has driven the risk of injury higher due to less manpower	12/16/2019 10:41 PM
1755	I am a safety assistant, so our positions have also been cut back forcing the few of us that remain to travel further distances with more people. Leaving less and less time for us to meet with our coworkers who we are suppose to be helping.	12/16/2019 10:41 PM
1756	Again. A lot worse. More with less forcing poorly performed inspections and forces train crews to violate crossing rules which greatly affects cities and towns safety.	12/16/2019 10:41 PM
1757	Precision railroading has affected my job by jacking my start time around from day to day and week to week. Start Monday at 630 then by Thursday you are starting at 1030. A worker's sleep schedule and rest time are not important.	12/16/2019 10:40 PM
1758	yes	12/16/2019 10:40 PM
1759	Less equipment inspections, and when they are done they are not as thorough.	12/16/2019 10:40 PM
1760	It feels like safety is still important if it doesn't get in the way of production.	12/16/2019 10:40 PM
1761	Less men means more work for one individual. They don't put up extra track men for summer spike	12/16/2019 10:40 PM
1762	Production is first budget is second and safety is last	12/16/2019 10:39 PM
1763	Officials will tell you to violate rules if the train is close to missing an origination. CSX	12/16/2019 10:39 PM
1764	We are forced to work in unsafe conditions	12/16/2019 10:39 PM
1765	More Max speed trains being sent by working gangs	12/16/2019 10:39 PM
1766	The large cutting of jobs and lack of personnel to do proper jobs like good thorough air tests.	12/16/2019 10:39 PM
1767	Safety is still the number one priority!	12/16/2019 10:39 PM
1768	It has made it less safe in every way you can think of. We don't get the track when we need it instead we get it when they let us have it and for the length of time they want us to have it leading to us getting in a hurry to get the work done or doing sub par work.	12/16/2019 10:38 PM
1769	It's affected my job in every way possible. All the company cares about is that my butt is in that seat and the train's moving. I've read rules straight out of the rule book or from the FRA to them and they told me brake them and move the train or do whatever it is that they wanted or I was up for termination for insubordination. They have no regard for safety at all.	12/16/2019 10:38 PM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?—Continued

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
1770	By doing more unneeded and unnecessary setouts and pickups the crews are more at risk for possible injury or death. This is not only due to exposure to more work on trains but also due to the fatigue that the long delays cause.	12/16/2019 10:38 PM
1771	my current work group is approaching 1000 days and we are proud of this. We look after each other. With the abolishment of safety captains there does seem to be less participation in safety observations and total safety culture as a whole. PSR has never been shown to be great for safety numbers from what I've seen.	12/16/2019 10:37 PM
1772	Job cuts	12/16/2019 10:35 PM
1773	I'm not sure.	12/16/2019 10:35 PM
1774	It hasn't affected my safety	12/16/2019 10:35 PM
1775	More time away from home working nights less sleep	12/16/2019 10:34 PM
1776	Cheaper PPE, less tools, and harder to get safety equipment.	12/16/2019 10:33 PM
1777	Defects are being covered up. It isn't until a FRA inspector finds the problem that it is addressed	12/16/2019 10:33 PM
1778	Bad lineups. Rejected vacation requests due to short staffing. Longer hours because they don't care if your tied up at your tie up location within your hours of service. Throttle restrictions and isolation requirements slow down freight drastically, up to three hours longer than needed at times.	12/16/2019 10:33 PM
1779	No future at getting a job at home	12/16/2019 10:32 PM
1780	Yes it has made it harder and more dangerous.	12/16/2019 10:32 PM
1781	Less safe	12/16/2019 10:31 PM
1782	It has decimated employee morale and caused a deep cut in local and yard jobs which others must work harder to make up for	12/16/2019 10:31 PM
1783	Track time is more scarce. Everyone is in a hurry now more than ever. Managers are beat with numbers everyday and that trickles down to the craft employees. Understandably, working safe is for our own good, the good of our families too but a lot of managers want to scrutinize procedures now to cover up for their lack of planning	12/16/2019 10:31 PM
1784	Supervisors will blatantly ask workers to break rules for various reasons. More often than not it's due to short work force.	12/16/2019 10:30 PM
1785	More risk,	12/16/2019 10:30 PM
1786	Since PSR rail road safety seems to be less important. With reduction in labor boards are now always shot you've furloughed I've half the workforce to save a couple of pennies to over work everyone	12/16/2019 10:29 PM
1787	Greatly, I have almost seen some close friends almost killed over productivity	12/16/2019 10:29 PM
1788	Safety is less of a priority.	12/16/2019 10:29 PM
1789	Employees are expected to show up to work on the 10th hour of rest nullifies the FRA undisturbed rest policy. Employees do not get 10 hours when this is required.	12/16/2019 10:29 PM
1790	Work harder and more to make up for the lost jobs and people, leading to fatigue and injuries	12/16/2019 10:28 PM
1791	My job is the same. We don't train for OTS or MOW rules. It's all CBT.	12/16/2019 10:28 PM
1792	Made it worse if you bring up any type of safety concern you are a trouble maker. There's been lots of new technology implemented and if the carriers shows you 1 video they document that you are trained or qualified. They have no time for proper training anymore	12/16/2019 10:28 PM
1793	Safety has been thrown out the window for profits plain and simple	12/16/2019 10:28 PM
1794	It affects me in the aspect that I don't have any say on how my defects or concern areas get repaired. It use to be the track supervisors would plan and have a hand in how things were done on their territory.	12/16/2019 10:28 PM
1795	Everything is rushed or half finished to get trains running. We are not supposed to cut corners but their expectations make it necessary to complete the task in the small amount of time given. Sometimes in the same sentence they will tell you that you will be held to the rules and then tell you to break one to get the job done.	12/16/2019 10:28 PM
1796	It has taken me away from my home and family more and more. More time from family is more time that I'm not thinking about my job, I'm wondering if everything is ok at home	12/16/2019 10:27 PM
1797	Cut overtime, still working same amount of hours but not allowed to get paid for the overtime. PSR has taken away company vehicles and equipment	12/16/2019 10:27 PM
1798	Less track time, so you have to work faster to try and get job done	12/16/2019 10:26 PM
1799	Cars are no longer safely inspected and there is constant pressure to hurry up which is anything but safe.	12/16/2019 10:26 PM
1800	There is no more safety first. Safety last will fix it if we derail.	12/16/2019 10:26 PM
1801	I am finding more defects in route due to laxer/faster inspections by carmen and trains handle worse because of how they are being built	12/16/2019 10:26 PM
1802	PSR has affected track outages to accommodate train/crew schedules and the work we do is dependent on available track time. A lot of times darkness comes into play which increases the exposure to hazards.	12/16/2019 10:25 PM
1803	I now enjoy the same seniority I had five years ago. People are second to profit. Our water supply lays on pallets out on the street in the sun because the company no longer wants to pay someone to stock our fridges. We are constantly asked to do more with less. Even when that makes it harder to do my job safely.	12/16/2019 10:25 PM
1804	We are doing more with less. Running longer trains that are prone to more problems. This is not safe.	12/16/2019 10:25 PM
1805	More production less safety	12/16/2019 10:25 PM
1806	More jobs have been cut to improve profits	12/16/2019 10:24 PM
1807	Not enough people to do the jobs it's hard on everyone	12/16/2019 10:24 PM
1808	Seniority going backwards	12/16/2019 10:23 PM
1809	Hurried constantly. Safety rule changes. Working over a week straight on odd shift while staying in hotels creates lack of sleep situations due to loud disturbances in hotels on weekends	12/16/2019 10:23 PM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?—Continued

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
1810	Negatively, longer trains mean being held up in a sighting for multiple hours waiting on one long train that can't fit anywhere. Then required to stay awake after sitting on your butt	12/16/2019 10:22 PM
1811	Slower trains and longer trains, longer hours, more hours for guys that are still working, more fatigued, less safe, more willful violations by carrier, more hostile, morale has gone down hill.	12/16/2019 10:21 PM
1812	Nothing has changed other than more rules they can charge you with. Also pressuring management to wright more people up.	12/16/2019 10:20 PM
1813	people are afraid to mention anything in fear of jobs being replaced with contractors	12/16/2019 10:20 PM
1814	They have let safety fall in a level I've never seen before. Myself alone was trained so rapidly to get on and off moving equipment that I was trained wrong, by the "DRO" of Englewood yard. They continually want longer; and heavier trains on the rail, at what point does that become a noticeable enough risk? Trains breaking in half seems to be a much more frequent thing due to this. It's only a matter of time before one of these breakaparts becomes a full on chemical incident killing someone.	12/16/2019 10:20 PM
1815	It has gotten much worse. Employee head count had gone down do fewer people are taking on more and more jobs. It is extremely unsafe.	12/16/2019 10:20 PM
1816	BNSF hasn't implemented this yet in my area but technology is taking away our abilities to run the trains until it messes up and then we are supposed to take over and do something. The technology they have implemented a not safe and I s making it more dangerous for our safety as well as the publics safety	12/16/2019 10:19 PM
1817	Short cuts are taken. I've been told to skip an air test cause I didn't have any haz-mat on our train. I have been hi-balled by a manager on a roll by when I know he didn't observe all cars.	12/16/2019 10:18 PM
1818	Less safer now than ever	12/16/2019 10:18 PM
1819	Safety is the last thing on the company's mind.	12/16/2019 10:18 PM
1820	Safety is overpreached and under implemented	12/16/2019 10:18 PM
1821	We push to do your inspection, and push to stay ahead of traffic. Dispatchers cut back so much you have a hard time getting authorities or questions answered.	12/16/2019 10:18 PM
1822	working with equipment that is comprised..past due inspections not properly inspected..	12/16/2019 10:17 PM
1823	Less track time means we are rushed when we get track.	12/16/2019 10:17 PM
1824	No where close to spending the time needed to maintain tracks the right way again taking shortcuts	12/16/2019 10:17 PM
1825	More pressed for track time to make repairs, more hurry up	12/16/2019 10:16 PM
1826	Seems like they took the safety aspect out completely.	12/16/2019 10:16 PM
1827	Bullshit scheduling. They aren't worried about safety	12/16/2019 10:16 PM
1828	Stress is higher because of not having the track as long.	12/16/2019 10:15 PM
1829	Constantly worried about layoffs. Takes people's minds away from the task on hand.	12/16/2019 10:15 PM
1830	Tremendously, after 5 and 1/2 I no longer have one.	12/16/2019 10:15 PM
1831	Safety has gotten worse because they have cut every paid safety coordinator position off that used to come around and update us on things now they don't have them. Also our safety meetings are complete gone away with, and our town halls went from two days to one on rules training tell me how we are going to do the same amount of federally mandated rules from two days to one?	12/16/2019 10:14 PM
1832	Employees voices are silenced. No more safety meetings or safety men. Rushed to complete work. Never have right materials or equipment to safely do jobs. Easier for them to call in contractors to do are large scale work	12/16/2019 10:14 PM
1833	Everything is based on doing more with less. Jobs have been cut and expected production goals have increased.	12/16/2019 10:14 PM
1834	The motto of "Do more, With less" rings truer everyday	12/16/2019 10:13 PM
1835	The cutbacks some of the managers don't have safety equipment and tools and a lot of us are not working	12/16/2019 10:12 PM
1836	Feel like you have to hurry doing the job as to not delay trains.	12/16/2019 10:12 PM
1837	I don't even know what it is	12/16/2019 10:11 PM
1838	It makes the work more rush and harder to accomplish.	12/16/2019 10:11 PM
1839	It's definitely had a negative affect! I see myself and my co workers more tired and More agitated! It has definitely put a strain on work and more importantly family life!!!	12/16/2019 10:11 PM
1840	Safety went out the window when PSR rolled in.	12/16/2019 10:10 PM
1841	The only time they care about safety is if they have a injury turned in!	12/16/2019 10:10 PM
1842	Negatively! Workers are constantly rushed and threatened if timelines aren't met. Supervisors have been on the radio telling us when we will clear the track and pushing us to work faster and thus unsafe to make sure the track is clear.	12/16/2019 10:09 PM
1843	Haven't felt the effects yet but I'm sure we will	12/16/2019 10:09 PM
1844	It has affected my safety by everyone being pushed to move faster and unsafe to get jobs done.	12/16/2019 10:09 PM
1845	Safety only matters after something happens	12/16/2019 10:09 PM
1846	The lack of manpower in all areas has made for poorly maintained equipment, less predictable work schedules because of vacancies, and an omission of safety rules that used to be in place have now been discarded for more production.	12/16/2019 10:08 PM
1847	No one around to handle any problems. Burned out headlamps, overflowing toilets, engines days past due on inspection.	12/16/2019 10:08 PM
1848	Greatly! Took away yard vehicles and cut vans. Much more walking involved even in inclement weather.	12/16/2019 10:07 PM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?—Continued

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
1849	Safety is now cared for less. We are not getting the proper safety gear like gloves, prescription safety glasses, or adequate hand warmers to complete our tasks. The carrier now punishes workers for stopping unsafe work. They believe we stop unsafe work to disrupt their operations which is not true. Safety has went down and production up because we are constantly harassed to work faster.	12/16/2019 10:07 PM
1850	A lot less resources & not enough man power.	12/16/2019 10:06 PM
1851	Didn't know BNSF was using precision railroading	12/16/2019 10:06 PM
1852	I feel safety is an extremely important job, not just for me, for my coworkers as well. I also feel it shouldn't be something the railroad's hold over your head while your job is at stake.	12/16/2019 10:05 PM
1853	They hurt my feelings	12/16/2019 10:05 PM
1854	Before PSR the employees were cared for and extra steps were taken to ensure the arrive home safe after a days work. Now employees are seen as expendable and if a life is lost in the name of the dollar, then so be it.	12/16/2019 10:05 PM
1855	I work more often, farther from home. I have personally been placed for a derailment that was broken rail. They also have less carman causing the Carmen to drive like mad men in the yard to keep up with demand. I've walked more trains with more air problems this year. I've had cars humped into tracks I was allegedly blocked in. I've rode older locomotives that have caught fire. I've had to pick ticks off from my body due to the lack of maintenance in the foliage along the tracks which was never a problem before. The consideration for my life and my fellow railroaders lives is non existent now. It's all about more with less, and the words non compliance have become all encompassing in regards to claiming unsafe work practices. So if you don't work unsafely then your not complying and if you're not willing to comply then they want to fire you.	12/16/2019 10:04 PM
1856	Lay off of carman has created a problem of equipment not being inspected. Train length has put my life in jeopardy.	12/16/2019 10:04 PM
1857	Negatively	12/16/2019 10:03 PM
1858	Well it messed with my schedule not as home much it gave a lot of people a bad attitude And they use a lot more contractors.	12/16/2019 10:03 PM
1859	It makes us feel rushed and like the only thing that matters is production first safety seems like just words from most of upper management	12/16/2019 10:03 PM
1860	Yes, see #1	12/16/2019 10:03 PM
1861	Safety has always been to look out for yourself.	12/16/2019 10:01 PM
1862	Crews are being rushed to get the job done with disregard to safety	12/16/2019 10:01 PM
1863	I'm fortunate to have some seniority but our gangs have been cut down	12/16/2019 10:01 PM
1864	Safety has remained the same in my opinion. But know it feels like someone is always watching trying to find a reason too fire you	12/16/2019 10:01 PM
1865	My safety is at risk and I have been cut, sent 4 hours away from home, then back because they cut to deep. The carrier is squeezing every cent out of the company by denying claims and putting my fellow brothers and sisters at risk. It is disgusting when hard workers are cut back to line shareholders pockets.	12/16/2019 10:01 PM
1866	This has taken a devastating toll on the morale and the overall workplace mentality. Everything has become us against them and will continue to be a distraction until the carriers stop worrying about shareholders and worry about treat the safety and care of its employees first.	12/16/2019 10:01 PM
1867	Not enough of men on job	12/16/2019 10:01 PM
1868	Current conditions are laughable. Everything is neglected and money diverted to drive stock prices up.	12/16/2019 10:00 PM
1869	Hurry hurry, go go get it done	12/16/2019 9:59 PM
1870	Building and handling trains that are extremely unsafe. Trying to make a joint in a yard track while holding onto 8+K feet is extremely problematic.	12/16/2019 9:59 PM
1871	It had affected it tremendously. 15,000 foot train are not safe for anyone. Employees and the public are put at a major risk and if you don't work as a conductor or engineer yes you can say that it's safe but it's not. Walking on ballast when there is a problem with the train for that long is most definitely a huge safety concern. Trains have to stop for meets or for various reasons and it's impossible to stay off crossing when your train is 3 miles long. Many people are considering leaving working at the railroad just because of the safety concerns with PSR. Another factor is they keep the boards so low that dropped turns are inevitable and they force you to live either on a train and at your hotel being home minimal amounts of time with no time of denying or refusing layoffs and threatening you if you try to make any time at home to see your family	12/16/2019 9:58 PM
1872	Seems to just care about getting the trains built at any means necessary. Safety rules have definitely decreased.	12/16/2019 9:58 PM
1873	The cuts that coincided with it have made job much more unsafe.	12/16/2019 9:58 PM
1874	Longer trains hurt public safety since we are having to learn where 10,000 ft trains will fit off crossing with no heads up they we are stopping from dispatch	12/16/2019 9:58 PM
1875	I'm constantly worrying when's the next cut off due to PSR. My mind is on that rather than focused on my job and safety. The jobs cut are now being performed by someone different almost to a day to day bases. So now whoever takes on the job that's been cut now has to worry about his own job and the one he's filling in for.	12/16/2019 9:57 PM
1876	Some has made it easier, but removing the human factor of actually putting eyes on the effected area is the only way in my opinion of determining what is accurately going on at a particular area	12/16/2019 9:56 PM
1877	Safety is a facade. It is nothing more than a cover story to point blame at an employee when something happens. Simply say they broke a rule that had they been complying with and no harm would have come. In the end the company couldn't care less about their employees as long as they show up and don't tear anything up.	12/16/2019 9:55 PM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?—Continued

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
1878	I believe that working this way we are forced to rush to get our work done, and this is where safety can be overlooked, or injuries can arise due to trying to get work completed.	12/16/2019 9:55 PM
1879	Terribly, the company has been "trying to do more, with less" longer trains, less crews and less critical information about what is on our train.	12/16/2019 9:54 PM
1880	Made it a lot worse. Running trains over 3 miles 40 thousand pounds. No way to know what your train is doing. No way to control it. Added stress. Still never know when you're going to work. Line ups are all over the place	12/16/2019 9:54 PM
1881	Management has been cut, and you can't get them I tested in any safety issues	12/16/2019 9:53 PM
1882	In the matter of safety it has gotten so bad. The engines are not getting repaired, cars are not being repaired	12/16/2019 9:53 PM
1883	They don't care about you all they worry about is there production and how much more they can get out of you tomorrow.	12/16/2019 9:53 PM
1884	Have to do the job much quicker and try to still get done safely. Making a accident to eventually happen.	12/16/2019 9:53 PM
1885	Yes fewer workers longer trains more break downs both locomotive and cars unable to communicate with employees walking or working on trains	12/16/2019 9:53 PM
1886	Safety is out the window. The carrier doesn't care about safety. That's the biggest lie they tell.	12/16/2019 9:53 PM
1887	Jobs must he completed faster with less man power. Work conditions are more dangerous than before.	12/16/2019 9:52 PM
1888	Safety is completely gone out of the window. All CSX cares about is saving money and getting what they need done, and get it done fast. Every aspect of the operation, from conductors being rushed to build the trains in the yards, to car inspectors not having enough time to properly do Class 1 brake tests. Even the Yardmasters are being constantly pressured to keep us moving as fast as possible. Something simple as the tone of their voices, you can tell they are stressed by train masters steadily keeping the pressure on everyone to go fast, go fast!! Forcing us to change crafts from foreman to switchman, or assisting road trains when that has nothing to do with our job (violating our contracts).Crews feel constantly threatened of losing their jobs if they're not getting what the management wants, and it's never enough.	12/16/2019 9:52 PM
1889	Safety? There's no such thing as safety	12/16/2019 9:52 PM
1890	It has made it harder to work safely. Morale affects focus. More work with less people creates more fatigue.	12/16/2019 9:52 PM
1891	1. Safety is all talk, in the field it is always about production and what benefits the company.	12/16/2019 9:51 PM
1892	Employees are expected to hurry and finish job task in less time than required to complete it safely.	12/16/2019 9:51 PM
1893	I think the safety in my home area hasn't changed much but it does feel like safety is no longer as important as keeping up production	12/16/2019 9:51 PM
1894	I haven't "seen" or "felt" any safer then I was before PSR was implemented.	12/16/2019 9:51 PM
1895	Company needs to just learn how to use its employees where they are the strongest and not just cut everyone has a skill	12/16/2019 9:51 PM
1896	Hasn't affected anything. Don't really know what precision railroading is.	12/16/2019 9:50 PM
1897	Trains are to long and are at risk for big problems	12/16/2019 9:50 PM
1898	Precision railroading has threatened my safety and the safety of all those near our operations	12/16/2019 9:50 PM
1899	I can never complete a job to the highest standard that ensures safety.	12/16/2019 9:50 PM
1900	Less people doing more work is not my idea of safety	12/16/2019 9:49 PM
1901	Overwhelmed by work load by being undermanned.	12/16/2019 9:47 PM
1902	It doesn't really change our safety that's up to us as workers to work safely	12/16/2019 9:47 PM
1903	Production has taken place of work place safety threats of cutoffs or discipline for not meeting quotas	12/16/2019 9:46 PM
1904	It has made these mega trains that when I have to set a car out it is very difficult to control that much tonnage. It's also extremely hard and long to walk a train. Very easy to break them in two and derail. Made the job really hard.	12/16/2019 9:44 PM
1905	No	12/16/2019 9:44 PM
1906	More danger, all PSR cars about is getting the cars off dwell time, rules and safety don't matter, fatigue doesn't matter, quality of life doesn't matter!	12/16/2019 9:44 PM
1907	Management doesn't care if a train is properly tested, all they care about is the OS, and if the train is on time! I could bet an FRA official inspecting ANY of these MONSTER 2—3 mile trains would find all sorts of bad order cars, and missing placards! Conductors are being yelled at to HURRY UP, and IT DOESN'T TAKE ANYONE ELSE THIS LONG, because management has their favorite crews working that completely disregard proper procedures, so when the newer guy, or someone who's been working in a different area gets on the job, he's bird dogged by managers, and threatened for delaying a train!	12/16/2019 9:43 PM
1908	3	12/16/2019 9:43 PM
1909	Railroads don't care about safety, all they care about is moving trains	12/16/2019 9:42 PM
1910	It makes it harder to put slow orders in and do daily work because we as field personnel have not had the training to know exactly where control points are.	12/16/2019 9:42 PM
1911	Less manpower expectations of the same production not safe	12/16/2019 9:41 PM
1912	Less safe	12/16/2019 9:41 PM
1913	Man power cut in half. Do whatever necessary to keep trains running!!!!	12/16/2019 9:40 PM
1914	We keep getting tasked to do more with less. Less employees to share the work load on the section is taking it's toll.	12/16/2019 9:40 PM
1915	Less Carmen to safety inspect, less mow to maintain rails and now no vans, that means almost 12–15 miles everyday just to switch and spot cars.	12/16/2019 9:39 PM
1916	Rushed now more than pre-recession even thou car loadings are low	12/16/2019 9:37 PM
1917	Seems like safety is only an issue at the top level. The want to implement and focus on safety but when it comes down to the work it's more like get the job done and don't get hurt. More about production than safety.	12/16/2019 9:36 PM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?—Continued

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
1918	Poorly	12/16/2019 9:36 PM
1919	There is no safety anymore. Do what you gotta do to get done. Even if it's doing it without any track safety	12/16/2019 9:36 PM
1920	Less time off. Less sleep. Less time at home more drive time	12/16/2019 9:36 PM
1921	I feel the carriers are increasingly reliant on computer overlay in place of experienced individuals.	12/16/2019 9:36 PM
1922	Every move is a rush. Take less and do more with it in every aspect imaginable.	12/16/2019 9:36 PM
1923	I can get hurt much more easier. Incomplete and not fully applied safety checks have been seen by myself	12/16/2019 9:35 PM
1924	Doing more with less men is compromising our inspection of cars and trains, moving cars with less men means taking shortcuts that the new rules allow, hauling longer trains up to 20 thousand feet make it difficult to monitor and control	12/16/2019 9:35 PM
1925	Its affected me to the point where five been cut off for the time being.	12/16/2019 9:35 PM
1926	Safety has certainly taken a backseat. Night work is the biggest indicator of this shift as studies have proven that night work is detrimental to employee health.	12/16/2019 9:34 PM
1927	It hasn't really other than we are a little more pressured because of the smaller Windows	12/16/2019 9:33 PM
1928	Made it 10 times worse. And no family life	12/16/2019 9:33 PM
1929	Immensely. Before we could follow rules and take the correct time to build trains or do work, now it's all about getting things moving without regard to safety. Things don't get worked by proper mechanical forces	12/16/2019 9:33 PM
1930	Everything is a rush	12/16/2019 9:33 PM
1931	The Railroads don't even talk Safety anymore, all about keeping the cars moving!!	12/16/2019 9:32 PM
1932	Safety seems to no longer be a factor now that PSR has been implemented. All that matters is how fast you can get it done	12/16/2019 9:32 PM
1933	Job cuts	12/16/2019 9:30 PM
1934	It's always about the operating Dept Hrs and Maintenance schedules don't matter to them	12/16/2019 9:29 PM
1935	No security in my job if I walked in tomorrow and they closed the doors I wouldn't be surprised!	12/16/2019 9:27 PM
1936	Made it much worse. Safety is just a word they use-they only worry about it when officials are around or there is an accident	12/16/2019 9:27 PM
1937	PSR-run less trains longer with less power and less employees to fill the invested pockets with gold. Turn away business now, then we beg for it later except we furloughed all the manpower. Get rich quick scheme only works for so long.	12/16/2019 9:27 PM
1938	Fair	12/16/2019 9:27 PM
1939	A lot more people get hurt. A lot goes unreported because they do not want to be targeted.	12/16/2019 9:27 PM
1940	Implemented business decisions vs the way we use to do it	12/16/2019 9:27 PM
1941	It has caused undue stress working unfamiliar territories and the uncertainty of my job. I am told to do certain tasks even though I feel that some are unsafe just to get the train out of the yard and meet departure times. Slips trips and falls are a major concern for injury, and now we have to walk longer trains and more walking in the yard putting the train together due to getting rid of vans to assist in making your train	12/16/2019 9:25 PM
1942	Safety has definitely taken a back seat after PSR was implemented. There seems to be no time for safety issues because getting the train out on time is much more important.	12/16/2019 9:25 PM
1943	Not helped. Longer days with more FRA violation due in large part of the company forcing the worker to go against the rule book to better their profits	12/16/2019 9:25 PM
1944	Working very short handed	12/16/2019 9:25 PM
1945	Made it worse	12/16/2019 9:24 PM
1946	I'm not working now been furloughed again for about 3 months now. They have cut several utility jobs across the division that greatly helped crews with train work.	12/16/2019 9:24 PM
1947	Safety Rules have went out the window	12/16/2019 9:24 PM
1948	It's put more stress and work on fewer employees. It's getting to the point each employee is having to do different tasks they don't normally do.	12/16/2019 9:24 PM
1949	To an extent, we had to do a little more night work because of daytime traffic levels. Although we were a little more tired and a little less rested for work, we never saw a large influx of injuries on the job at night.	12/16/2019 9:24 PM
1950	This is the first time I've heard the term precision scheduled railroad. So I'd have to say it has zero affect so far.	12/16/2019 9:23 PM
1951	Not as safe	12/16/2019 9:23 PM
1952	More stressful. Forced to rush	12/16/2019 9:23 PM
1953	Crews are having their numbers slashed, leaving us more tired and less concentrated on the task/safety	12/16/2019 9:23 PM
1954	Everything is a rush. Safety is just a number.	12/16/2019 9:23 PM
1955	Safety? Move trains #1 safety #2	12/16/2019 9:23 PM
1956	Unsafe, rushed, only want us to rush around and hurry hurry hurry	12/16/2019 9:21 PM
1957	Less track and time, more parked trains	12/16/2019 9:20 PM
1958	Supervisors will do what ever it takes to get job done and run trains	12/16/2019 9:20 PM
1959	The job I worked was cutoff because they felt like they didn't need replace switch ties.	12/16/2019 9:20 PM
1960	Handling bigger and longer trains. Safety is an afterthought behind production/train departures/etc..	12/16/2019 9:19 PM
1961	Safety hasn't gotten any better they have us doing a lot of different tasks that are not our craft and working us longer hours and that's when accidents happen is doing things that people are not familiar with when they are 10 hours on duty or more	12/16/2019 9:19 PM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?—Continued

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
1962	CSX claims safety is the number one concern but it has went out the window with PSR. numbers and production is at top of list now due to the way they treat employees. They want more production but keep cutting manpower	12/16/2019 9:19 PM
1963	We sometimes have trains come into the yard that are so long that they block many crossings. Vans sometimes cannot get around because of said blocked crossings.	12/16/2019 9:19 PM
1964	When company backhauls most freight instead of switching at an initial terminal and putting on trains northward or southward to its destination. Wasting resources to backhaul freight. All because the company doesn't want a switching crew at an initial terminal	12/16/2019 9:18 PM
1965	Not much	12/16/2019 9:18 PM
1966	Read answer from question 1. Much much longer hours because everything breaks now. Much longer trains which in turn break more often which then adds to the physical stress on your body and exposes you to lots of unsafe conditions more frequently.	12/16/2019 9:17 PM
1967	Yes, it's definitely a work environment just waiting for a accident. When management times different jobs and gets the fastest times for certain jobs and expects everyone to go by that, it's a unsafe and stressful work environment because they are constantly standing close by and writing down times and comparing us to the fastest times to see how we compare or are doing. It's all about how fast can we get 15 different things done with less people.	12/16/2019 9:17 PM
1968	Made it more difficult with new PTC equipment in our crossing cabins, control points, and switches, lost a position as well	12/16/2019 9:17 PM
1969	In addition to always being exhausted, the Carrier has backed off on general maintenance in all aspects. Employees are constantly rushed and threatened if they don't work fast enough. There has been more injuries and fatalities since PSR has taken over than the entire rest of my career.	12/16/2019 9:17 PM
1970	has caused job layoffs, less men, more of a chance of getting injured on the job	12/16/2019 9:16 PM
1971	What safety!	12/16/2019 9:15 PM
1972	Union Pacific are rushing crews out the door without proper job briefings. You can not be safe if you don't start safe. Also, they've cut boards and jobs so deep that men and women are getting called off their assigned boards to protect other boards. This is not allowing employees to get properly rested. Train lineups have always been an issue, due to PSR that issue has been exasperated.	12/16/2019 9:15 PM
1973	Safety does not seem to fit the PSR model. Trains have grown to three miles in length.	12/16/2019 9:14 PM
1974	It hasn't.	12/16/2019 9:13 PM
1975	Longer trains more setting out and picking up on line.	12/16/2019 9:13 PM
1976	We are being forced to overlook safety rules to speed up train building and departures of trains not having proper air test performed.	12/16/2019 9:13 PM
1977	Fewer people equals more workload on remaining crews. More responsibility, more stress, more mistakes.	12/16/2019 9:13 PM
1978	Hasn't hit me yet	12/16/2019 9:12 PM
1979	Hurried and rushed with no support from management	12/16/2019 9:12 PM
1980	Less people working creates the hazard of fatigue. Also we are losing a person because he must provide our protection by flagging, whereas before we had a dedicated flag man.	12/16/2019 9:12 PM
1981	Safety has taken a back seat to profit!	12/16/2019 9:11 PM
1982	Short staffed and exhausting	12/16/2019 9:11 PM
1983	Safety is no longer a concern only how quickly you can get the job done and they encourage corners to be cut to get that job done	12/16/2019 9:10 PM
1984	it hasn't	12/16/2019 9:09 PM
1985	It hasn't affected my job	12/16/2019 9:09 PM
1986	Fewer employees less rest	12/16/2019 9:09 PM
1987	Force us to do things like move cars to be placed in trains and I never think they receive brake test	12/16/2019 9:07 PM
1988	Safety is only an issue until a job needs to be done. Then safety is an afterthought	12/16/2019 9:06 PM
1989	They preach safety and have many safety related meetings but still expect us to go out and do more with less under pressure.	12/16/2019 9:06 PM
1990	We are having more break downs. Having longer trains with less power is making trains have more air problems in route. They make the car department do faster car inspection in yard so having more problems in route.	12/16/2019 9:06 PM
1991	Longer trains, more switching, cut off yard vans, having to wait for a ride up to an hour or walk to the yard office to tie up.	12/16/2019 9:06 PM
1992	We work more because of so many furloughed we have to work almost every day	12/16/2019 9:04 PM
1993	About the same	12/16/2019 9:03 PM
1994	Production is put ahead of safety.	12/16/2019 9:03 PM
1995	Well I got laid off so I'm assuming the safety has gone down trying to keep production with half the workers	12/16/2019 9:03 PM
1996	It has created chaos to be honest. The windows of track time keep getting smaller and more strict, which is leading to rushed solutions when issues arise. A lot of workers will "rig" up equipment to just get the job done because we can't afford to fix an issue on track. Working in low light situations has become a normal fixture of the job. This year alone I have spent multiple hours working by headlamp and headlights at 4am and after dark. It all comes down to scheduled outages that benefit train crews and dispatchers and put our men at risk. Honestly it seems like a lazy and unimaginative way to just give us track time to satisfy the department heads without having to actually work out a proper solution.	12/16/2019 9:03 PM
1997	They cut my adjoining inspector/signal tech off. Now I have double the job I had before and I cannot keep up with my safety related engineering safety bulletins. No one seems to care.	12/16/2019 9:02 PM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?—Continued

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
1998	Safety is out the window as long as the carrier gets their freight moved.	12/16/2019 9:02 PM
1999	Awake all day work all night	12/16/2019 9:01 PM
2000	Longer trains means more derailments and train causes problems	12/16/2019 9:01 PM
2001	Rush rush hurry hurry like I said safety is not important anymore they could care less about you and your family	12/16/2019 9:00 PM
2002	Safety is out the window. Managers just want to the trains out the yard so they don't have to answer why the train didn't make it origination.	12/16/2019 9:00 PM
2003	I feel safety isn't as much of a concern as it was before PSR. It's almost as if the railroads will put you in harm's way to run trains	12/16/2019 9:00 PM
2004	There is no safety unless something happens and it's a chargeable offense	12/16/2019 9:00 PM
2005	Safety has taken a backseat to profits.	12/16/2019 8:59 PM
2006	It has not	12/16/2019 8:59 PM
2007	Go go go How many ties did you get in today? We need more.	12/16/2019 8:59 PM
2008	The company is more worried about volume and car counts then moving freight that we as engineers can actually handle safely with the abilities that we are accustomed to.	12/16/2019 8:59 PM
2009	No	12/16/2019 8:57 PM
2010	None	12/16/2019 8:57 PM
2011	RR is so concerned with departure times they have trains pull out of yards to appear to depart before addressing problems	12/16/2019 8:56 PM
2012	Making gangs work Sunday-Wednesday Work on days close to holidays when we're supposed to be off	12/16/2019 8:55 PM
2013	Safety only matters as long as production doesn't decrease. Then safety is out the window.	12/16/2019 8:54 PM
2014	No different	12/16/2019 8:53 PM
2015	Doing more with less, I understand the business side, however in some instances safety is being compromised for the betterment of the company. Not only in man power but also track maintenance and repairs. Time constraints are the nature of the business, but not when it comes to production.	12/16/2019 8:53 PM
2016	Yes manpower and material cuts to meet unrealistic operating ratios has us working more hours every year and with less of what's needed to safely perform our jobs.	12/16/2019 8:51 PM
2017	Has downsized our workforce to where it is unsafe. It is unsafe to have 2 men go work on bridge in fall protection. If one falls there is now way one guy can retrieve another guy in a good amount of time especially if he is hurt.	12/16/2019 8:51 PM
2018	Expecting more production with less man power causing more fatigue	12/16/2019 8:50 PM
2019	I haven't really seen a change in our operations in maintenance except shorter work windows.	12/16/2019 8:50 PM
2020	Less time to do more work. We work shorter days with less rest days and no overtime. = rushed	12/16/2019 8:50 PM
2021	Significantly more dangerous	12/16/2019 8:50 PM
2022	Trying work safe under more pressure causes mistakes in judgement and opens the door to accidents. Which now the company just don't care about that just to point out the person or decision that cause it and remove it. They talk risk assessment but don't listen	12/16/2019 8:50 PM
2023	The company is worried more about band aiding the tracks and not actually fixing them correctly.	12/16/2019 8:49 PM
2024	Production first.	12/16/2019 8:49 PM
2025	No visible affect.	12/16/2019 8:49 PM
2026	Fewer employees means fewer eyes and more responsibility per employee. PSR is about maximizing profit. Safety is not prioritized in any way. Everyone is terrified to speak up because of retaliation. Managers know their jobs depend on being able to squeeze one more drop of blood out of the railroad rock. Dissent (even safety related) will not be tolerated.	12/16/2019 8:49 PM
2027	Its reduced the amount of time in a given day to accomplish tasks given. When you don't get your work done it's hard on all, not just because you didn't accomplish what was given to you but the fact that you're being seen as unneeded. Or, being setup for failure	12/16/2019 8:49 PM
2028	PSR seems to throw up unknown work events. A crew goes to work, gets train information and makes decisions on who what where when and how. With PSR it is all out the window as you never know what might happen with any given train.	12/16/2019 8:48 PM
2029	Safety is still a priority but is going away due to not enough men to do some jobs safely	12/16/2019 8:47 PM
2030	Not truly aware of it as of yet. But the direction it is going is tough.	12/16/2019 8:47 PM
2031	Things seemed to be rushed today. Steps have been removed to get repairs done faster which equals less quality	12/16/2019 8:47 PM
2032	Working more and longer hours	12/16/2019 8:47 PM
2033	They speak on safety, but us working out there can tell you otherwise. They care about production first. Hurry hurry all the time. That right there throws safety out	12/16/2019 8:46 PM
2034	Safety has taken the back set to the bottom dollar.	12/16/2019 8:45 PM
2035	Few employees have been kept on for inspections and repairs. We now haul longer trains on rail that is not inspected or repaired as well.	12/16/2019 8:45 PM
2036	Longer hours, more stressful	12/16/2019 8:44 PM
2037	Consider 1st answer	12/16/2019 8:43 PM
2038	Wondering when will I get sent home	12/16/2019 8:43 PM
2039	They're making us double empty coal trains at least two or three times a day. They expose crews unnecessarily every day to build three mile long trains. They block crossings folding them over, then when the trains don't link up correctly, they act like it's a malicious attempt to try and prove a point.	12/16/2019 8:43 PM
2040	Job cuts	12/16/2019 8:43 PM
2041	I have not noticed any difference	12/16/2019 8:43 PM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?—Continued

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
2042	Nothing	12/16/2019 8:42 PM
2043	Not sure what it is	12/16/2019 8:42 PM
2044	The railroads don't and never will care about safety.	12/16/2019 8:42 PM
2045	A good example is we have to work in between trains as to when we would get curfews to do our work safely. Working in between trains is more pressure and accidents waiting to happen.	12/16/2019 8:41 PM
2046	It seems like all they want is to run trains so when we do get track and time we only get small shots so it's like were in a hurry to get the work done	12/16/2019 8:40 PM
2047	We are in a hurry to complete task as time is hard to get with the rush of trains.	12/16/2019 8:40 PM
2048	There is no regards to safety anymore. Too many hours a. No help.	12/16/2019 8:40 PM
2049	The safety standards as applies to me have remained consistent	12/16/2019 8:40 PM
2050	It has turned safety instilled practices into an after thought. A get the job done at all cost attitude	12/16/2019 8:39 PM
2051	lots of winks and nudges when safety procedure is brought up	12/16/2019 8:39 PM
2052	Trains are longer and we have had a lot more issues. I have been stopped for hours trying to find a Solution only to be told to take faulty equipment to town.	12/16/2019 8:39 PM
2053	Less people on the job to do the job	12/16/2019 8:38 PM
2054	I've seen safety take a back seat to production. All they want is for us to get more work done with fewer people and resources.	12/16/2019 8:38 PM
2055	Absolutely everything is govern by budgetary expectations. Staffing, relief, even ordering vital PPE by mgmt dictates at times that they cannot order safety required PPE this month (as common example) w no replacements available because of budget shortfalls. Positions are often eliminated w budget as reason putting more work on less people, also forcing people unfamiliar w territory to bump into new, unfamiliar workgroups. Elimination of division mobile jobs that provide hotel & expenses puts employees far from home w no hotel or expenses. Expenses are disputed and slow to pay by mgmt to employees using expense sheets all due to budgetary demands.	12/16/2019 8:38 PM
2056	Greatly	12/16/2019 8:37 PM
2057	I'm not really aware of what "precision railroading" is.	12/16/2019 8:36 PM
2058	Made it more stressful and unsafe due to the lack of manpower	12/16/2019 8:36 PM
2059	Moving more work to be done at odd hours of the day and night with a lot of hurry up and poor planning	12/16/2019 8:35 PM
2060	We are short handed and they are afraid to spend any money to fix the railroad	12/16/2019 8:35 PM
2061	Safety is absolutely on the bottom of the list now, heck just look at the trigger sheet and see for yourself it's literally at the bottom.	12/16/2019 8:35 PM
2062	Limited work windows create high stress among gangs to get work done without the thought of safety	12/16/2019 8:35 PM
2063	Plainly put: negatively. Expected to work more productive than ever and curtail every minute of overtime possible.	12/16/2019 8:34 PM
2064	Safety is usually brought up and then out the door when the work begins.	12/16/2019 8:34 PM
2065	Less man power to do more work, more work piled on top of already busy employees.	12/16/2019 8:34 PM
2066	Do more with less	12/16/2019 8:33 PM
2067	personally safety is on me, they do not care, it's all lip service when the right person is listening. overnight change the rules and testing. WOW	12/16/2019 8:32 PM
2068	There's no precision to it, it's just cuts to make the operating to cost ratio get to their 58 percent	12/16/2019 8:32 PM
2069	I'm Not Sure, First I've Heard Of It!	12/16/2019 8:32 PM
2070	A lot of pressure. Senior employees showing me short cuts that the rules do not allow for in order to meet numbers such as dwell time.	12/16/2019 8:32 PM
2071	we've learned to work safe before PSR I feel it's not as important	12/16/2019 8:31 PM
2072	It's very stressful witch effects safety	12/16/2019 8:31 PM
2073	Push push push! With less Manpower.	12/16/2019 8:31 PM
2074	When they keep cutting people off and expecting the same or more work with less people the safety goes down hill. You are rushed all the time to do stuff and always under stress and it allows more of a chance for someone to get hurt	12/16/2019 8:31 PM
2075	I think it hinders a job. Larger work load for fewer people. To hurry and get job done to proceed to next with little to no time at home	12/16/2019 8:30 PM
2076	Always tired and sleepy. Never know when going to work. No home life.	12/16/2019 8:30 PM
2077	I was told to hurry up today while going restricted speed	12/16/2019 8:30 PM
2078	Lost it	12/16/2019 8:29 PM
2079	Well I started with 9 people on the gang. Now we are 5 so heck yes it was safer with more people.	12/16/2019 8:29 PM
2080	Trains are extremely less safe. Cars are not being identified for repair. Trains are too long and reaching the breaking point. EOTs do not work half the time at extreme distances. Engineers are stressed and tired. If a problem occurs the conductor's exposure is elevated by the extreme length of these trains. You walk 2 miles billy goat style thru ballast and then 2 miles return trip.	12/16/2019 8:28 PM
2081	We move locations from job to job way to often. Then we return to the same spot a few weeks later.	12/16/2019 8:28 PM
2082	More fatigue, less downtime to recharge	12/16/2019 8:28 PM
2083	Yes. More stress. Low overall morale.	12/16/2019 8:27 PM
2084	More defects are getting repaired with less quality and production seems much more important than safety	12/16/2019 8:27 PM
2085	Not me but a lot of guys got their job on their mind don't know if they will have one..	12/16/2019 8:27 PM
2086	Worse, less people means we work harder to try and produce same amount of work, increasing risk of injury	12/16/2019 8:26 PM
2087	Field forces are the ones making things safe or bringing up safety, management doesn't care about safety until they look bad	12/16/2019 8:26 PM
2088	Things are worse lighting. etc	12/16/2019 8:26 PM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?—Continued

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
2089	We are doing more work with half the of the workforce. Working more hours, fatigue, little to no time off.	12/16/2019 8:26 PM
2090	Less time to perform work, less people. Machine operators are providing protection and communicating with dispatchers, management, and other work group while also being expected to operate a machine safely.	12/16/2019 8:25 PM
2091	It's effectively made it impossible to do any work, particularly in the winter. The carrier expects grand things for "Winter Action Plans," but due to the furlough and cuts of our brothers and sisters, there's little we can do to meet those goals.	12/16/2019 8:23 PM
2092	They cut off 3 of are gangs now have more area to cover and can not keep up	12/16/2019 8:23 PM
2093	Seems to be less important now we are rushed with these short work windows trying to do 8 hrs work in 4 or less people are so rushed mistakes are bound to happen.	12/16/2019 8:23 PM
2094	It's horrible now with less people they expect you to all jobs and not just the job you was awarded on bid even if your not qualified to do so, and will not spend any money on items as tools or people to make the job safer with longer hours and less people	12/16/2019 8:23 PM
2095	I have almost no care for my job anymore	12/16/2019 8:23 PM
2096	Forced me out of a job.	12/16/2019 8:23 PM
2097	Many jobs we have to skip our lunch, and we are forced to work almost right up to the last minute regardless of us outlawing on the line of road.	12/16/2019 8:22 PM
2098	Safety is out the window and it is all about Production	12/16/2019 8:22 PM
2099	Safety should always first	12/16/2019 8:21 PM
2100	an only work on track in the window	12/16/2019 8:20 PM
2101	Very unsafe practices have been introduced in order to save time and money. The latest one being, not having hazmat info in our paperwork in order to save on (ink and paper). We are told to use our emergency response book in case of an emergency which still makes me scratch my head, we can put ourselves in great danger trying to find the chemical that's possibly being leaked.	12/16/2019 8:20 PM
2102	Wait for hours to get the work only to be told to rush through it. No time for quality work when they will fire anyone bold enough to delay a train.	12/16/2019 8:20 PM
2103	less maintenance leading to a more hazardous environment	12/16/2019 8:18 PM
2104	Don't work because of PSR	12/16/2019 8:17 PM
2105	There has been a lot more derailments in our hump yard since PSR, working a lot of late nights repairing track on top of maintaining the defects in the yard with fewer people has been very stressful. Its only a matter of time before someone is injured.	12/16/2019 8:17 PM
2106	Lee's track and time means narrow work windows. Company is in a rush rush rush to get production and safety lags.	12/16/2019 8:17 PM
2107	I feel like I am a walking zombie because it is work. Minimum rest work minimum rest until I decide to mark off to keep my family and sanity	12/16/2019 8:16 PM
2108	Don't see no difference	12/16/2019 8:16 PM
2109	Well currently I am furloughed right now, but since this implementation if you have an issue on a monster train, radio communication only goes to about 7,500 ft. If you have an issue passed that certain length radio communication with the head end engineer is very difficult. Plus now that they're trying to do more with less you really have to look at fatigue with train crews. There is a lot of safety hazards involved.	12/16/2019 8:15 PM
2110	Safety is just a word thrown around when it benefits the carrier. When it costs, wether that be time or money, all avenues are taken to shame, berate, or dismiss what's needed.	12/16/2019 8:15 PM
2111	They want to preach safety but when it comes down to it it's not on the top of the list, longer trains mean longer walks on uneven terrain with the possibility of injuring yourself, longer trains having to "stage" and block crossings, which in turn prevents first responders from doing their jobs, the safety of our communities are of no concern.	12/16/2019 8:15 PM
2112	PSR has made my job on the maintenance department a lot more difficult do to the fact that the transportation department crews are on all different hrs and schedule. So there is no one to communicate when and where we are out working at.	12/16/2019 8:15 PM
2113	My direct assignment has not been affected. I do see that other positions and work groups we assist suffer from being undermanned. Also, concerning moving forward as experienced managers and senior craft workers have been driven from the industry by the changes implemented.	12/16/2019 8:15 PM
2114	It has definitely been pushed towards the bottom of the priority list. Lack of people and maintenance greatly effects our safety.	12/16/2019 8:14 PM
2115	Saftey is on the back burner	12/16/2019 8:14 PM
2116	Seeing more coworkers injured	12/16/2019 8:14 PM
2117	Don't understand	12/16/2019 8:14 PM
2118	Cut jobs lots of people furloughed or working very far from home living out of their car.	12/16/2019 8:14 PM
2119	Yea when our boss tells us to work under a watchman look out and there clearly not enough clear time to watch under watchman look out! And he has a shirt attitude about saying I'll have to enforce it.	12/16/2019 8:13 PM
2120	Safety went from first priority to fourth. Literally.	12/16/2019 8:13 PM
2121	Want more with less people, jobs being cut off	12/16/2019 8:12 PM
2122	We have less people to help making it more taxing physically l.	12/16/2019 8:12 PM
2123	Fatigue, more stressful less home time. Causing a more dangerous work environment	12/16/2019 8:11 PM
2124	Way more unsafe. Working under fear takes away from safety	12/16/2019 8:11 PM
2125	We are often forced to rely on equipment that does not function as intended and are forced to go to our own means to complete the trip OR report issues to U.P. instead of during FRA tie up to prevent FRA from seeing issue with in route issues	12/16/2019 8:11 PM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?—Continued

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
2126	We are required to do more with less, man power is down, not aloud a minute of overtime with out repercussions.	12/16/2019 8:10 PM
2127	I am currently furloughed for the 9th time in less than a year along with fellow brothers and sisters that have been working for over 5 years. So it has affected jobs severely	12/16/2019 8:10 PM
2128	I have way more job responsibility, including jobs that were other crafts.	12/16/2019 8:10 PM
2129	Safety has taken a back seat to production and profit. Neglected yards, lack of maintenance, and the overhaul lack of caring for safety have turned going to work on a daily basis into a game of chance. Not knowing if today will be the day that you're hurt due to the railroad neglect makes it challenging to continue working in these conditions.	12/16/2019 8:09 PM
2130	Safety has gone from being the most important to 4th behind maintaining train speed, responding quickly and maximizing planned outages.	12/16/2019 8:09 PM
2131	It's gone down seems more like less maintenance on the tracks which in turn leads to danger of trainmen tracking on unsafe track. More trains, more weight, should equal more maintenance to maintain safe railroad. Ultimately it's gonna be more dangerous after time.	12/16/2019 8:09 PM
2132	Moving around a lot more. Seems to. Each aimlessly at times. More miles on the road than staying somewhere and working.	12/16/2019 8:09 PM
2133	With PSR in affect things have become production, quality, and safety coming in last	12/16/2019 8:09 PM
2134	Less safe	12/16/2019 8:09 PM
2135	Worse	12/16/2019 8:08 PM
2136	Stressful	12/16/2019 8:08 PM
2137	It has hindered safety because the company expects us to do the same work with less people. That puts a strain on every working person out here.	12/16/2019 8:08 PM
2138	Now it's run and gun mentality. As fast as you can no matter the cost. And now if you turn in an injury you get punished by working 5x8s or nights.	12/16/2019 8:08 PM
2139	It's a lot worse. They won't acknowledge safety concerns I bring up.	12/16/2019 8:08 PM
2140	Hours wise my days have become way longer. Money wise I make less and it's become harder and harder for the employees they've hired to keep working because of PSR.	12/16/2019 8:08 PM
2141	They don't care about the workers	12/16/2019 8:08 PM
2142	Safety is talked about and the focus until the work needs to be done. Mangers are out trying to coach every one for everything	12/16/2019 8:08 PM
2143	It has killed the morale of employees in which they no longer care about their job as much. This attitude has made employees work unsafe. Also with all the cuts of employees management is wanting more production with less people causing employees to be physically and mentally drained.	12/16/2019 8:08 PM
2144	No time on the tracks. They don't consider trains break down or rails break and that screws up their schedule.	12/16/2019 8:08 PM
2145	Job has become unstable	12/16/2019 8:07 PM
2146	It's terrible. Half the time it doesn't even work then you're evaluated off of it when it doesn't work.	12/16/2019 8:07 PM
2147	Made it worse.	12/16/2019 8:07 PM
2148	It's still a safe place excluding the night work but the pressure from management to get more with less time is a challenge.	12/16/2019 8:07 PM
2149	We still do the safe thing.	12/16/2019 8:06 PM
2150	A lot more stressful, with the constant fear of being reprimanded for minor infractions	12/16/2019 8:06 PM
2151	Safety is worse	12/16/2019 8:06 PM
2152	Safety is bring overlooked to make more money for the investors. But we are only one bad derailment away from bringing down UP. Longer Unsafe trains and tracks. And if it's not that then it's longer hours and bad morale that will play a key affect in making that happen.	12/16/2019 8:05 PM
2153	Safety has been thrown out! The company would rather force us to do jobs with less people as opposed to before	12/16/2019 8:05 PM
2154	I feel less safe and am generally worried that I will make it home uninjured every day I work.	12/16/2019 8:05 PM
2155	See previous statement	12/16/2019 8:05 PM
2156	I haven't noticed anything different as far as safety is concerned.	12/16/2019 8:05 PM
2157	I believe quality railroads are a thing of the past now. In turn I think that affects the overall safety of anyone traveling on the railroad and also anyone working near one. Things that would have been deemed immediate repairs are now been seen as allowable deferred repairs	12/16/2019 8:04 PM
2158	Production over safety. I got told we move cars so people tend to turn a blind eye if your friends with them	12/16/2019 8:04 PM
2159	Tremendously! We no longer have safety captains or facilitators and it gets harder and harder to even get basic safety equipment due to "budget cuts".	12/16/2019 8:03 PM
2160	Myself nor my coworkers feel secure if we may have a lasting job on the railroad. Turning into a prison, can not even have our cell phones in our lunch boxes.	12/16/2019 8:03 PM
2161	Yes get it especially on derailments safety doesn't matter	12/16/2019 8:02 PM
2162	Safety has taken a back seat to getting the work done as fast as possible.	12/16/2019 8:02 PM
2163	It has not affected the job I perform as much as others, but the scheduling of the work to specific areas of "importance" has left other areas that we used to work on regularly without the attention it needs.	12/16/2019 8:02 PM
2164	Since PSR I seldom do my job. We are short handed so everyone had to switch jobs as needed.	12/16/2019 8:02 PM
2165	It has caused the workforce numbers to dwindle so now the workers that remain have to pick up the slack causing injury and stress. Plus that tracks are not being repaired the way they should be because we have limited resources due to low budgets.	12/16/2019 8:01 PM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?—Continued

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
2166	It's worse now there are trains that handle horrible the actual railroading has gone out the window with it train handling is horrible and before long their will be more accidents and derailments because of it	12/16/2019 8:01 PM
2167	Switching blocks of cars with several other crews doing same. Increased radio traffic. Bigger trains engineers are struggling to be able to hear his/her conductor.	12/16/2019 8:01 PM
2168	Do more with less	12/16/2019 8:01 PM
2169	Derailments are up, injures are up, people are getting killed.	12/16/2019 8:00 PM
2170	I love that they got rid of a bunch of stupid rules bud	12/16/2019 8:00 PM
2171	In regards to safety, PSR has placed too much pressure and workload on the front line employees. Management expects frontline employees to do far more with far less while hamstringing employees with fuel and speed restrictions that make accomplishing their goals nearly impossible.	12/16/2019 8:00 PM
2172	Trains are now longer and heavier, and they often are ran with distributed power (DP). This causes a lot more distractions for the engineer.	12/16/2019 8:00 PM
2173	To much pushing to get done.	12/16/2019 7:59 PM
2174	Time limits on everything you do or you will get reprimanded. Have so much time to switch a car, air test a car, and be ready to go. I was told by management several time I don't have time to do an air test and it's not 'that important'. The company only wants results they don't care how safe it is for employees. I was told by a company official "if you don't follow the program then there isn't room for you here"	12/16/2019 7:58 PM
2175	Less track time	12/16/2019 7:57 PM
2176	Scheduales have gotten worse and equipment is not maintained	12/16/2019 7:57 PM
2177	What safety??	12/16/2019 7:57 PM
2178	Its caused workers to double work there is no consistency on when you will get called	12/16/2019 7:56 PM
2179	Seems as safety has taken a second to moving cars. We have 20000 ton trains with set outs that are two thirds to the rear or at the rear and shoving on grades.	12/16/2019 7:56 PM
2180	Longer trains no regards to the safety of public or staff. Unstable train line-ups,	12/16/2019 7:56 PM
2181	It has made it horrible. They want as much or more accomplished with half the help. Them laying all these people off is putting a stress on everyone not only physical but emotional as well. Hard to stay focused and do your job with all this on our minds. Track maintenance is not the spot to make cuts and cut safety.	12/16/2019 7:56 PM
2182	It doesn't seem to work	12/16/2019 7:56 PM
2183	Unsure as of now	12/16/2019 7:56 PM
2184	Saftey and time issues have suffered	12/16/2019 7:56 PM
2185	I inspect track and there are a lot of trains that are having issues w/stuck brakes and other car dept issues and we are having to help out trains all the time taking focus off of my job!	12/16/2019 7:55 PM
2186	I lost my job. They shut down my yard. I had to place myself into a lower paying position. I've lost around $35,000 dollars annually.	12/16/2019 7:54 PM
2187	Our safety has dropped tremendously since the company has cut off yardmaster jobs and implemented PSR by creating a lot of flat switching in the railyard with nobody to oversee all the jobs working inside the terminal. There's been many occasions of trains meeting head on in tracks while traveling through the yard, I know of one incident recently where a train was shoving into a track and couldn't see a set of engines sitting in the middle of the track and they almost had a collision.	12/16/2019 7:54 PM
2188	More dangerous, requiring more done with less people leads to long days and weeks	12/16/2019 7:54 PM
2189	I don't understand the scheduling part. Nothing works on a schedule other than harassment from management. If crews were left to do their jobs and not be constantly surveilled, stress level would decrease and production would increase. Morale is at an unprecedented low industry wide.	12/16/2019 7:54 PM
2190	Hard to keep up with production with less people on the fang and less machines to do the job. More tiring and harder on the body	12/16/2019 7:54 PM
2191	None	12/16/2019 7:54 PM
2192	Well more trains with less people to maintain the maintenance and less track and time to work with but they want that PSR to work	12/16/2019 7:54 PM
2193	Less safe with unproven DP power	12/16/2019 7:53 PM
2194	I am now retired, but a life member of the BMWED–T. I hear some good feedback at the Lodge mtgs.	12/16/2019 7:53 PM
2195	Our safety has decreased in the sense that we are expected to do the same work in less time. So that trains can run as planned for PSR. The infrastructure is and will continue to suffer due to this as well as trying to do more with less employees/material to aid in padding pockets of high officials throughout the railroad.	12/16/2019 7:53 PM
2196	It hasn't been implemented on the BNSF yet!	12/16/2019 7:52 PM
2197	With the implementation of PSR the duties of my job hasn't changed. What has changed is the mentality that we need to get this work done or else we are going to get written up. Despite having less people to assist with railroad work the workload is still expected to be complete on time. This in turn Causes our mentality to work faster making it stressful.	12/16/2019 7:52 PM
2198	The railroads put profits before safety	12/16/2019 7:52 PM
2199	I am asked to expedite inspections to no more than 40 seconds per car (s) or I will be reprimanded. Work stress to meet carriers demand while working exhausted.	12/16/2019 7:52 PM
2200	Went south, having to work more hours having to do twice as much work at terminals where they cut off yard jobs.	12/16/2019 7:52 PM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?—Continued

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
2201	With the implementation of PSR safety has gone by the wayside. It is clear in our everyday work that it is to do as we are told and not to question anything that may be a safety issue. If not done as told the members of the organization will be held accountable and at times removed from service at the carriers request.	12/16/2019 7:52 PM
2202	UPRR stopped testing and letting us do whatever we want. They just care about numbers.	12/16/2019 7:51 PM
2203	Stressing	12/16/2019 7:51 PM
2204	According to BNSF management we aren't PSR	12/16/2019 7:51 PM
2205	Big time affected, safety only is spoken, management don't give ah damn about safety, once job briefing ends, safety is out the door, fuck safety production first, you speak out, you're trouble maker instigator	12/16/2019 7:51 PM
2206	Not better not worse	12/16/2019 7:51 PM
2207	Again with less people and less time and material it becomes a matter of time for injuries and catastrophic events to occur.	12/16/2019 7:50 PM
2208	The way it is now as far as engineer I can't tell when I'm gonna get called for work. We use to could see what we would catch or who we will work with. Not now	12/16/2019 7:50 PM
2209	Everything now is about how fast and cheap can the railroads do it and with the least amount of manpower.	12/16/2019 7:50 PM
2210	N/A	12/16/2019 7:50 PM
2211	It's less safe as whole because our track infrastructure is deteriorating, continuing of just "bandaid' problems to save a quick buck puts everyone at risk, including the public	12/16/2019 7:49 PM
2212	Affected it greatly. Not a fan of the different times we are required to do now. Hard to have a family and a life.	12/16/2019 7:48 PM
2213	It has cut our jobs and getting cut off earlier and earlier. Railroad don't care about Maintenance side of things	12/16/2019 7:48 PM
2214	More push to get the same amount of work done with fewer people than needed	12/16/2019 7:48 PM
2215	More dangerous! Bigger longer trains more difficult to stop less power available to run	12/16/2019 7:48 PM
2216	Safety is secondary to velocity.	12/16/2019 7:48 PM
2217	Everyone comes to work tired. Management is always rushing us to do more with less.	12/16/2019 7:48 PM
2218	Safety is of less importance it seems. Since PSR was implemented every one seems to rush you to get all you can without taking pride in your work	12/16/2019 7:47 PM
2219	Safety is no longer an issue. it's all about running longer trains with less crews. carman craft and electric craft are getting cut off to safe money and trains are running without proper inspections and proper air test because management just wants to move trains.	12/16/2019 7:47 PM
2220	Safety is not even an option anymore.	12/16/2019 7:47 PM
2221	Safety is only talked about and applied correctly in classroom. Everything changes once your out on the field	12/16/2019 7:46 PM
2222	No difference	12/16/2019 7:46 PM
2223	it is all about getting the job done and expecting us to do the SAME OR MORE WITH LESS PEOPLE	12/16/2019 7:46 PM
2224	It has gone as far as taking away 2 of my off days. UP essentially said we won't be giving these guys all the time we use to give them to fix the track in one day. Since they're receiving the track for less time, let's just bring them in for more days but less time on the track. This just puts me more at risk since I am on the road more exposing myself to the road travel hazards.	12/16/2019 7:45 PM
2225	BNSF hasn't gone into it like other railroads have. From what I've seen and heard the railroads that are doing it are having huge issues. So much so that they are loosing customers and money. Not to mention closing yards and laying off maintenance personnel. Seems that these companies have had issues with derailments and whatnot.	12/16/2019 7:45 PM
2226	Its not as safe every job task is done alone.	12/16/2019 7:45 PM
2227	Just reduction of workforce. Over worked. Welders running backhoes, putting in rail and wielding it. Having to do section work and weld.	12/16/2019 7:45 PM
2228	There's no regard for my safety Union Pacific is doing everything they can to make sure I come home in a Body bag after each shift	12/16/2019 7:44 PM
2229	Yes men are getting run into the ground causing short cuts with fatigued employees which in turn is going to lead to injuries and possibly deaths. Equipment is getting run down without proper or timely repairs. All of which is can and is putting the public at risk of a catastrophic accident.	12/16/2019 7:44 PM
2230	Personal safety is not a concern of railroads unless it affects their "numbers" as in their beloved ratios	12/16/2019 7:44 PM
2231	As spoken on the last question, Management puts all of the responsibility on the workers, the gets upset when someone brings up equipment safety or workplace hazards.	12/16/2019 7:44 PM
2232	Most times when we climb onto a locomotive there is usually a mechanic/electrician still on board. When you ask what if anything needed fixed the answer is always the same. I fixed a couple things but was told by management to not do most of the stuff that needed checked/fixed. So you really don't know what hazards to expect every single trip. It's the game of will this locomotive blow up/catch on fire this trip or not	12/16/2019 7:44 PM
2233	Not near as safe. Always a push to get more done with less and less. Fatigue is getting to be a bigger and bigger factor.	12/16/2019 7:44 PM
2234	Projects are scheduled in shorter windows of time, resulting in a more rushed and hectic work atmosphere	12/16/2019 7:43 PM
2235	The perceived sense of urgency makes it difficult to remember to take the time to work safely	12/16/2019 7:43 PM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?—Continued

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
2236	It has hurt the crews. Machines and computers can't do what humans can; analyze and evaluate a situation	12/16/2019 7:43 PM
2237	Precision Railroading has inhibited us from doing our job effectively and safely. Track conditions which need immediate attention are not fixed due to keeping trains moving thus putting our jobs at risk by not fixing defects when they are found.	12/16/2019 7:43 PM
2238	Longer trains, less maintenance	12/16/2019 7:43 PM
2239	Cutting man power has affected us. The company wants more with less.	12/16/2019 7:43 PM
2240	Made me feel very uneasy when requesting time to perform maintenance, almost to the point of feeling threatened	12/16/2019 7:42 PM
2241	Pushed to get more work done in less time and less safely.	12/16/2019 7:42 PM
2242	They will preach safety to you but they will be the ones to break the rule or change it to fit the company	12/16/2019 7:42 PM
2243	It's made time way less efficient but overall more safe I suppose.	12/16/2019 7:42 PM
2244	A lot. Less maintenance on equipment, less people to perform tasks in a timely manner. Very poor upkeep and maintenance on locomotives. Terrible working conditions in locomotive cabs. Leaking toilets, bad seats	12/16/2019 7:42 PM
2245	Less man power due to corporate greed. There is no since of accomplishment due to lack of jobs. Over all morale is at an all time low.	12/16/2019 7:41 PM
2246	Every thing is a rush if u do not rush you could loose your job	12/16/2019 7:41 PM
2247	It's definitely made it more stressful!	12/16/2019 7:41 PM
2248	They put the product movement of pick ups and set outs over safety. To push harder to get freight across the road and lowering manpower in the yards.	12/16/2019 7:41 PM
2249	Made safety a back burner issue.	12/16/2019 7:41 PM
2250	Fewer workers more work on my shoulders less time to do it.	12/16/2019 7:40 PM
2251	My home time has become next to none and now if we take off holidays which are not paid we are facing termination	12/16/2019 7:40 PM
2252	There again, the new emphasis of the company is profit and production with the fewest number of employees involved. Everywhere I've worked the last few years has been short handed. We are to we need to do more with less.	12/16/2019 7:40 PM
2253	Dangerous train lengths more fatigue and increased danger to the public and blocking road crossings	12/16/2019 7:40 PM
2254	Transportation is solely running the work schedule of MOW. Hedge Fund controlled all aspects. Corners cut to insure Hedge got its money when time came. Employee work schedule and safety was disregarded	12/16/2019 7:40 PM
2255	I feel rushed, that sometimes safety guidelines are overlooked so my work can be done sooner. I feel less safe and more stressed.	12/16/2019 7:39 PM
2256	Coworkers are having to take shortcuts to get the same amount of work done because we don't have the tools for the job.	12/16/2019 7:39 PM
2257	Have been ordered out of the yard before with no one to watch the train leaving, having brakes put on cars in random places where utility brakemen were able to handle that.	12/16/2019 7:39 PM
2258	More dangerous	12/16/2019 7:39 PM
2259	Every "accident" that occurs brings out a new set of rules or PPE that makes job more difficult	12/16/2019 7:39 PM
2260	There is no regard whatsoever is all a theater just to have the FRA at arm length they don't give two hells what could happen to us is always our fault.	12/16/2019 7:39 PM
2261	Yes. Safety is a afterthought. It's all about production.	12/16/2019 7:39 PM
2262	Safety seems to be a distant second to production.	12/16/2019 7:39 PM
2263	Having more contractors on site, and job turmoil causing experienced employees to seek greener pastures has reduced safety.	12/16/2019 7:39 PM
2264	Everything is rushed, gotta hurry everyday, as trains are on a very tight schedule. carrier does care about safety they care about making a lot of money	12/16/2019 7:39 PM
2265	Safety does not seem to be the priority over get off the track and out of the way for a train	12/16/2019 7:38 PM
2266	It has had no influence on safety at all in matter of fact it has got worse	12/16/2019 7:38 PM
2267	A lot more. They focus less on safety and workplace hazards and try to rush you for everything.	12/16/2019 7:38 PM
2268	It's made it worst with the shortage on man power. Less people doing the same jobs they required before all lay offs. Makes for everyone else work harder and faster to do the job that requires more men	12/16/2019 7:38 PM
2269	Safety has gotten worse in my opinion due to the longer hours and lack of material and tools trying to do a lot with a little and our direct supervisor just told us this morning that "sleep is over rated wash your face and get back to work"	12/16/2019 7:37 PM
2270	Production production production and less safety	12/16/2019 7:37 PM
2271	A 12 hour day without any consideration to fatigue, is hard. When working fatigue and maintaining safety causes slower work, first line management adopts a mindset that the fatigued worker is slowing down in protest to the work. That is not true with all workers.	12/16/2019 7:37 PM
2272	Precision railroading is the number one distraction among the groups. The employees know the company "truly" does not care for quality of home life. The men (and women) were painted a very clear picture. Either work what we want or find another place to work. So with that president set, knowing how little the company actually cares for the well being of it's people, that is the single largest safety issue presented to us today.	12/16/2019 7:37 PM
2273	They cut jobs off and now people have to so several jobs that are not theirs.	12/16/2019 7:37 PM
2274	Harder working conditions. If something happens on a 2 plus mile long train I as a conductor have to walk the train to figure out the problem regardless of the conditions outside. Be it weather, nighttime, or terrain.	12/16/2019 7:36 PM
2275	We can now get on and off moving equipment. Which was taken away due to safety. Now told to run as fast as possible. 10–15k foot trains that have to be walked. Creating more dangerous conditions for conductors and the public alike	12/16/2019 7:36 PM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?—Continued

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
2276	The lack of man power is a safety issue. Workers are pushing there bodies to the max . This creates unsafe conditions.	12/16/2019 7:36 PM
2277	Always asking how much longer or expect you to get a job done faster than normal so people end up cutting corners	12/16/2019 7:35 PM
2278	Profits first safety second	12/16/2019 7:35 PM
2279	It has taken my job	12/16/2019 7:35 PM
2280	Greatly, the get it done with less is jeopardizing safety every day since PSR began	12/16/2019 7:35 PM
2281	Safety is Disregarded and less people to do more work. We are threatened with contractors if we don't work overtime calls after working a full week and need the two days off to rest.	12/16/2019 7:35 PM
2282	When working it has given us an extra tool for safe operation of trains have had several issues with system not working and failure en route	12/16/2019 7:34 PM
2283	Less track time. Long trains blocking roads and sitting in working limits. Causing people to feel more pressure and make mistakes	12/16/2019 7:34 PM
2284	Less knowledge of when you are working so harder to get rested for.	12/16/2019 7:34 PM
2285	None	12/16/2019 7:34 PM
2286	Speeds everything up "have to rush to get it done"	12/16/2019 7:34 PM
2287	A lot! They cut jobs and Force guys to do extra work with less guys.. It's no longer a Safe Atmosphere	12/16/2019 7:33 PM
2288	It has taken away from hands on inspections to rail defect cars	12/16/2019 7:33 PM
2289	More work less employees	12/16/2019 7:33 PM
2290	Unsafe	12/16/2019 7:33 PM
2291	New rules are put in place to go around the safe thing to do. Psr efficiencies quarterly shareholder profits. Has nothing to do with safety	12/16/2019 7:32 PM
2292	Feel rushed and the focus level has diminished.	12/16/2019 7:32 PM
2293	Every day is a rush now railroad wants more done faster with less time	12/16/2019 7:32 PM
2294	I see talk the talk without anyone doing the walk. There is a big silence on safety where it benefits the railroad especially money wise.	12/16/2019 7:32 PM
2295	Everything is a big rush, defects are stacking up workforce cut to nothing, the stress on our minds and body are taking a toll on the actual hands on workers	12/16/2019 7:31 PM
2296	Highest concern is running trains and meeting deadlines, safety is secondary	12/16/2019 7:31 PM
2297	Lack of safety and safety awareness	12/16/2019 7:31 PM
2298	Less work	12/16/2019 7:31 PM
2299	Less time to complete the job and working a lot more overnight shifts.	12/16/2019 7:31 PM
2300	Working with old worn out tools. Upper management is not buying new tools due to loss of funding in their budget.	12/16/2019 7:30 PM
2301	What safety? Union Pacific looks past safety on a constant basis. Profits and work scheduling come 1st. If there's an injury it's blamed immediately on the employee.	12/16/2019 7:30 PM
2302	Been tired a few times since working nights one week and back to day shift the next week. Can't get in a routine because you're work hours change constantly	12/16/2019 7:29 PM
2303	Managers push to get more done with less people. They turn a blind eye to safety as long as the job is getting done. Safety rules are only used against poor performing employees.	12/16/2019 7:29 PM
2304	It's rushed. There is no 'safety' concerns anymore. It's all about numbers and how many trains can be pushed out in a day	12/16/2019 7:29 PM
2305	Because of the above we are exhausted which has proven to be the same as operating drunk. We are hauling dangerous communities while too tired to function properly	12/16/2019 7:28 PM
2306	My job is much more rushed due to smaller windows and understaffing	12/16/2019 7:28 PM
2307	They constantly preach safety. But I don't think it's because they care about their employees well being. They are more worried about how much is going to cost them if you get injured on the job. With less and less people to do the same amount of work it is just a matter of time before they start getting more injuries. If you do get injured you have to be fearful for your job. They will try and find a way to blame the incident on you saying you did something wrong and then reprimand you.	12/16/2019 7:28 PM
2308	I don't feel I work any less safe	12/16/2019 7:27 PM
2309	Absolutely, more stress on employees to do more, with less. Work faster, continuous relaxation of safety rules on the job, locomotives leaving the shop with repairs not done, cars not being repaired as the should be because Of the lack of Car men	12/16/2019 7:27 PM
2310	Well they laid off all the extra employee's and expect two guys one on day shift one on second shift to work overtime everyday to get it done I work till 4am every day and I am tired every time I go to work	12/16/2019 7:27 PM
2311	Refer to the first answer. We are doing more work more responsibilities with less people. It affects safety in a negative way. I'm a bid in welder, who also operates and runs a dump truck when the boss needs it. I don't operate equipment everyday so I'm not as good as others. That's unsafe.	12/16/2019 7:27 PM
2312	Less people. Less concern about safety	12/16/2019 7:27 PM
2313	It's created scheduling chaos. On the other hand I get overtime now waiting on trains	12/16/2019 7:27 PM
2314	Safety is no longer the priority	12/16/2019 7:26 PM
2315	It has made safety secondary to numbers and production	12/16/2019 7:26 PM
2316	It has put more of a rush on jobs when we do them. If it would be more preventative maintenance it wouldn't be this bad instead of run till it breaks.	12/16/2019 7:26 PM
2317	Reduced the number of people working and the number of jobs available	12/16/2019 7:25 PM
2318	BNSF hasn't gone to the same lengths as other railroads, but with all the new, young management they put production in front of safety.	12/16/2019 7:25 PM
2319	Defects are being purposefully overlooked because they don't have enough people to make the repairs. They refuse to put out slow orders.	12/16/2019 7:24 PM
2320	Get it done or be laid off	12/16/2019 7:24 PM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?—Continued

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
2321	As a track inspector I was instructed to call off heat runs even when rail temps were well in excess of the required limits for track buckling prevention. It was stated that the reason was that no one was to work overtime on numerous occasions. This is a continued issue as we can not get over all of our territory within a normal work day at times due to the reduced forces causing us to fill other positions such as taking the sperry car or getting track time for any other reason that comes up. It is being refused by our Director of Track Rex Carter here at CSX to order fire snake because of the price and instead we are being forced to use cellulose mixture with diesel fuel which puts off a heavy black smoke that's not only harmful to the environment but also the workers health as we are forced to breathe it and the cancer causing agents it produces in without any form of respiratory protection. Fire snake is a much safer alternative for both the user and the environment since it does not produce smoke the way cellulose mixture does.	12/16/2019 7:24 PM
2322	Production over safety	12/16/2019 7:24 PM
2323	It has made me more fatigued with getting less sleep and poor eating habits.	12/16/2019 7:24 PM
2324	The railroad will ask employees to, and do some themselves, cut corners and speed through training in order to make profit	12/16/2019 7:23 PM
2325	It has made the job more frustrating. More derailments, more problems with trains breaking down. Budgets are tighter, so tools are cheaper and break, you are expected to do more with less time. Breaking tools can cause injuries	12/16/2019 7:23 PM
2326	I work in a yard and track speeds have increased since PSR, given less time for track maintenance	12/16/2019 7:23 PM
2327	More work and less time to fix's the tracks. The dispatchers are not giving much time front of these trains.	12/16/2019 7:23 PM
2328	Work more home less. UPRR doesn't care about balance of life.	12/16/2019 7:23 PM
2329	Increased workload with less man power and always being rushed	12/16/2019 7:23 PM
2330	I feel less safe due to the dispatchers being rushed to move trains, I feel the likelihood of mistakes being made greatly increases	12/16/2019 7:23 PM
2331	Screw our payroll sometimes we travel three times on one paycheck it bad. I good	12/16/2019 7:22 PM
2332	The company is trying to the best of their ability to throw safety out the window for higher profits for shareholders.	12/16/2019 7:22 PM
2333	So far I'm not sure that there has been a direct impact locally. With workforce reductions that it seems to lead to, our railway is going to have to choose between honoring the union contract or reneging and creating an unsafe environment.	12/16/2019 7:22 PM
2334	Less people working, more emphasis on efficiency and profit	12/16/2019 7:22 PM
2335	Less men more work. They rush us to get it laid rush us to the hole.	12/16/2019 7:22 PM
2336	We don't get to maintain the tracks as well as we used too. Dispatch and yard masters won't give us the time.	12/16/2019 7:21 PM
2337	Me personally I don't believe it's affected me	12/16/2019 7:21 PM
2338	Safety was no longer a top priority for Union Pacific after PSR was implemented. I am currently furloughed. Only Railroaders hired in 2013 or prior are able to hold a position. Not by personal skill level or even near perfect attendance.	12/16/2019 7:21 PM
2339	Less men more work	12/16/2019 7:21 PM
2340	It puts the gangs in a rush. They have cut jobs and expect the same work. Dispatchers also won't give you enough time	12/16/2019 7:21 PM
2341	Less home time	12/16/2019 7:21 PM
2342	I haven't really but more delays for train	12/16/2019 7:21 PM
2343	Not as many trained people	12/16/2019 7:21 PM
2344	Getting less done and getting blamed for getting less done	12/16/2019 7:20 PM
2345	It's actually made me more money but I'm never home.	12/16/2019 7:20 PM
2346	Something to watch break or miss a critical point	12/16/2019 7:20 PM
2347	People are doing unsafe work just to keep a job so they won't cut jobs	12/16/2019 7:20 PM
2348	We are now expected to do the same tasks but with less manpower and time, making working faster and under stressful circumstances a necessity if we want to retain our jobs.	12/16/2019 7:20 PM
2349	It feels about the same in terms of safety. The only thing I've noticed is a significant delay in train traffic and a decrease in track time availability.	12/16/2019 7:20 PM
2350	Again, lack of manpower tends to ask more of each man to complete a task, exhaustion leads to injury. Men are asked to do jobs they're unfamiliar with because of the lack or manpower	12/16/2019 7:19 PM
2351	We are expected to do more work with less workers in a smaller time frame. It is not safe it is not precision. It is dangerous and detrimental to mental and physical health.	12/16/2019 7:19 PM
2352	It's made it more dangerous, always trying to find ways to speed up the process and get track work done so they can run trains.	12/16/2019 7:19 PM
2353	Again, you are constantly rushed, so safety is not a priority and almost always force to cut corners.	12/16/2019 7:19 PM
2354	Budget cuts have not only reduced the manpower that used to share the work load on large jobs, but also eliminated extra vehicles and equipment forcing people to do almost everything the hard way for example boom trucks with inoperable cranes lead to changing rail with backhoes when operators may not be skilled at that	12/16/2019 7:19 PM
2355	Push push push take shortcuts when their backs are turned for productivity but don't let them catch you.	12/16/2019 7:19 PM
2356	Train might not stop when working on track	12/16/2019 7:18 PM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?—Continued

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
2357	Having less people to perform a task leads to several things. First, in order to get the job done corners are cut that can result in injuries. In addition to corners being cut, the stress placed on the employee to get the job done despite being down one or two people can be substantial. Three, the physical toll of doing the work of three or four people with only two employees leads to exhaustion.	12/16/2019 7:18 PM
2358	Longer hours. Less understanding of new regulations, less training. Less in general for the men and women on the ground making it work.	12/16/2019 7:18 PM
2359	It's gotten worse since they got rid of the TSC facilitators and put all of they're work onto the safety captains	12/16/2019 7:18 PM
2360	The railroad promotes safety in every aspect until safety interferes with production.	12/16/2019 7:18 PM
2361	Seems like there are a lot more "knee jerk" rules in response to situations	12/16/2019 7:18 PM
2362	I haven't noticed an affect for BNSF side of things.	12/16/2019 7:18 PM
2363	Night shift on spg. It is ridiculous It's not safe you are tired it's dark you can't see anything. Try and sleep at a hotel where they are cleaning rooms and remodeling. It's bull!	12/16/2019 7:17 PM
2364	Yes, it means less time on the track for our large production gangs. The job is the same but there is a push to do the same or more with less time. This leads to rushing or taking short cuts.	12/16/2019 7:17 PM
2365	Safety is now fourth on the list of objectives, behind moving trains.	12/16/2019 7:17 PM
2366	No manpower	12/16/2019 7:16 PM
2367	Yard carman working by their self, pressured to hurry up and get trains out,	12/16/2019 7:16 PM
2368	The way it's going you don't know if you will have a job you hear every day more and more cuts coming.	12/16/2019 7:15 PM
2369	PSR has been a major distraction due to uncertainty of employment. Understaffing has resulted in work groups and individuals being stretched too thin leaving gang operations without the needed support to work efficiently and safely.	12/16/2019 7:15 PM
2370	Saftey is absolutely not a concern. There isn't time for it.	12/16/2019 7:15 PM
2371	Safety went out the window and the programs	12/16/2019 7:15 PM
2372	yes, the constant fear of not having a job, has made this a mad house. Not only that, but the employees run around like a chicken with head cut off trying to keep up. Track authority violations have nearly doubled	12/16/2019 7:15 PM
2373	Safety? It is all in the name of the shareholders, not safety.	12/16/2019 7:15 PM
2374	Causes concerns about safety.	12/16/2019 7:15 PM
2375	Safety is less important than speed and productivity.	12/16/2019 7:15 PM
2376	None	12/16/2019 7:15 PM
2377	It has put in a sense that the "human" factor is not needed as much	12/16/2019 7:15 PM
2378	sometimes It works, sometimes it does not, a lot of things come Into a daily work schedule, although It is a good thing to have work and projects scheduled sometimes emergencies do come up and depending on the crews available to do these things out there, there needs to be flexibility from everyone to accomplish as much as possible and still have safety as priority one out there at all times.	12/16/2019 7:15 PM
2379	More work and more hours with less employees makes it more likely to get injured on the job, therefore making the job more unsafe.	12/16/2019 7:15 PM
2380	They rush us a lot of the time to get off the track and in the clear, even though we have not passed the time limit we asked for	12/16/2019 7:14 PM
2381	Lower level management is doing all they can with what little they have to keep their territories operating. Our safety has taken a step backwards since the implementation of precision railroading. Upper management in completely to blame. All they care about is saving the company money.	12/16/2019 7:14 PM
2382	Safety is only a concern in non emergency situations	12/16/2019 7:14 PM
2383	Safety seems to have been put on the back burner	12/16/2019 7:14 PM
2384	they are pushing to get work done at a very unsafe pace. if a job could take overtime they would rather not do it to save money.	12/16/2019 7:14 PM
2385	Speed in rail yards increased making working in yards dangerous everything rushed	12/16/2019 7:13 PM
2386	Horrible	12/16/2019 7:13 PM
2387	It's taking away workers who are putting more work and stress on the ones still working.	12/16/2019 7:13 PM
2388	Safety is done	12/16/2019 7:13 PM
2389	Idk yet.	12/16/2019 7:13 PM
2390	More derailments, much longer trains.	12/16/2019 7:13 PM
2391	PSR has put production over safety and has raised goals to unachievable levels. It has made the railroad belligerent in its decision making.	12/16/2019 7:12 PM
2392	They're too slow to implement on stuff I feel the company is putting money over the safety of their employees like spending money on equipment people given overtime to get the work done properly and safely	12/16/2019 7:12 PM
2393	Smaller work windows.	12/16/2019 7:12 PM
2394	They preach safety, but don't want us to worry about it if it slows production.	12/16/2019 7:12 PM
2395	The railroad is skimping necessary repairs every chance they get. This not only affects workers but the general public also	12/16/2019 7:12 PM
2396	Safety has gone out the window and they have put production first.	12/16/2019 7:12 PM
2397	Made it worse everything is much more of a rush now getting any type of time on the main line to fix defects is like an act of God when you do get time it's half the time you should get and it's rush rush rush	12/16/2019 7:12 PM
2398	Longer days further travel because less jobs around home	12/16/2019 7:11 PM
2399	Safety isn't a priority, unless they can charge you for a violation, they preach it in their recorded calls, but then your local manager will push u to do anything it takes to make a job get finished faster	12/16/2019 7:11 PM
2400	It helps out a lot	12/16/2019 7:11 PM
2401	Haven't noticed a change as far as my safety.	12/16/2019 7:11 PM

Q2 In regard to safety, how has the implementation of Precision Scheduled Railroading affected your job?—Continued

Answered: 2,439 Skipped: 27

#	RESPONSES	DATE
2402	It hasn't	12/16/2019 7:10 PM
2403	N/A	12/16/2019 7:10 PM
2404	They have cut safety facilitators and increased territory for the ones that are left.	12/16/2019 7:10 PM
2405	Safety is a joke now	12/16/2019 7:10 PM
2406	Limited time to make quality repairs. It's a hurry up and get the trains moving	12/16/2019 7:10 PM
2407	If it has I haven't noticed because I won't do the work unless it's safe to do so	12/16/2019 7:10 PM
2408	Safety has taken a back seat to completion of work and is really just used as synonym for liability. Real safety is not carried out or treated with importance, instead the company has deferred all liability to its employees and they call it safety.	12/16/2019 7:10 PM
2409	Again increased pressure for speed of work	12/16/2019 7:10 PM
2410	More stress as to not knowing if your job is "secure" as it once was. And also having to do more with less due to budget restrictions. Mental and physical safety has worsened.	12/16/2019 7:09 PM
2411	It has made us all scared for our jobs. Cut throat now. If you get hurt or in a wreck you will be fired. That is what is relayed to us.	12/16/2019 7:09 PM
2412	Safety ? It's all about numbers	12/16/2019 7:09 PM
2413	People worried about losing job	12/16/2019 7:09 PM
2414	It's a lot more dangerous have been a lot more accidents	12/16/2019 7:09 PM
2415	More of a pain	12/16/2019 7:08 PM
2416	Not one bit	12/16/2019 7:08 PM
2417	Never heard of it	12/16/2019 7:07 PM
2418	It has created a lot more chance of injury with the work crews going down to 3 or even 2 man crews. Always being rushed to get stuff done so we don't get paid overtime always leads to more injuries also or even mistakes within your repair that could lead to train crew mishaps	12/16/2019 7:06 PM
2419	Schedules are unorganized, hours are more sporadic, the amount of furloughed employees in relation to work that needs done is staggering I'm expected to stop my locomotive go inside eat my lunch and be back out to locomotives within 20 minutes, not taking into account time to travel to the shack to clean up and eat.	12/16/2019 7:06 PM
2420	Safety has taken a huge step backwards. It seems as if we are just concerned about numbers and profit.	12/16/2019 7:04 PM
2421	It has affected my job negatively. They change our work time and schedule all the time to accommodate.	12/16/2019 7:04 PM
2422	Safety is just something that must be said and preached but they don't really mean it	12/16/2019 7:04 PM
2423	Safety isn't the highest priority anymore	12/16/2019 7:04 PM
2424	You don't hear about safety anymore unless something happens. We get rushed now more than ever to get the signal system back up if we get called out for trouble.	12/16/2019 7:03 PM
2425	A lot! I want my old schedule back they took 24 days per year away from me being with my family	12/16/2019 7:03 PM
2426	You don't know if you have a job everyday you come in, so hard to focus on job when you don't know if they are cutting to make shareholders more money	12/16/2019 7:03 PM
2427	safety has gone down. We are working exhausted. The tracks aren't getting the repairs they need and more likely to derail	12/16/2019 7:02 PM
2428	You're forced not to do only your job but to do the work of the people who they have cut off which can cause some very un safe conditions.	12/16/2019 7:02 PM
2429	Equipment and material budgets are nearly non-existent until a major issue arises such as a derailment or a possibility of the track being taken out of service on account of defects.	12/16/2019 7:01 PM
2430	There are so few of us left to work, everyone is tired and overworked. The main focus has shifted from performing quality work to working slow enough to ensure you make it through the day without injury.	12/16/2019 7:01 PM
2431	The railroad is much more unsafe! Rules are bent and broken anywhere they see fit, safety programs gutted, track inspections deprioritized, with ever moving goal posts to accomplish a lower head count	12/16/2019 6:59 PM
2432	It is less safe..pushing more production with less time and cutting corners to get it done	12/16/2019 6:58 PM
2433	Less certainty of employment definitely!	12/16/2019 6:57 PM
2434	Again, safety is on the back burner, it's only a what can you do for me today attitude.	12/16/2019 6:56 PM
2435	I feel safety has taken a back seat	12/16/2019 6:56 PM
2436	Less work groups, more for the foreman and track inspectors to think about because they're are so many tasks to be taken care of at one time	12/16/2019 6:56 PM
2437	More work load on fewer workers at headquartered workers. Call outs all the time less home time.	12/16/2019 6:55 PM
2438	More bumping from untrained employees	12/16/2019 6:55 PM
2439	Short work windows make it a struggle to meet goals	12/16/2019 6:52 PM

Q3 Are there benefits to working on a PSR railroad? If so, what are they?

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
1	NA	1/6/2020 3:33 AM
2	I have yet to see any benefits of working for a PSR railroad. What I do see is the effects of the railroad trying to save money by cutting on safety in several forms from cars to personal protective equipment for employees. Expectations are high to move freight at all cost even if it means sacrificing safety.	1/6/2020 1:15 AM

Q3 Are there benefits to working on a PSR railroad? If so, what are they?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
3	The only people it benefits are shareholders and executives running the company. No one else will.	1/5/2020 4:42 PM
4	None that I have heard of.	1/5/2020 2:43 AM
5	None whatsoever	1/4/2020 12:18 PM
6	N/A	1/4/2020 1:15 AM
7	None	1/4/2020 1:10 AM
8	I can see where it could work with less engines sitting idle and less yards but we don't have open areas for trains breaking down and we don't have the manpower to fix these cars to get the trains on the go again and then how many crossings we block because of the size of the trains?	1/3/2020 11:56 PM
9	I've yet to see any.	1/2/2020 9:42 AM
10	None	1/2/2020 6:18 AM
11	Only if you are a majority shareholder. You can watch your profits increase exponentially until no more can be squeezed out. You can then dump your shares for a huge profit and wipe your hands and conscious clean of the lives you ruined in the process.	1/1/2020 10:38 PM
12	None that I can see	1/1/2020 10:17 PM
13	None	1/1/2020 7:43 PM
14	The only benefits I've seen thus far are for the stockholders. The crews literally being worked to death to build longer unsafe trains, that are being manned by crews that are exhausted.	1/1/2020 5:01 AM
15	not any that I noticed	12/31/2019 7:33 PM
16	More profits for the carrier though the profits are shared with shareholders. While threatening to cut employees wages.	12/31/2019 7:33 AM
17	Track hrs decreased	12/30/2019 8:19 PM
18	The work schedule they have use on makes time at home less and that puts a strain on employees there for less productive people/work for the company. We have families with other issues besides railroad and if we neglect home and families then maybe something better is out there for employment. Iv seen some fellow employees leave after a few years to do better.	12/30/2019 6:36 PM
19	Unsafe track conditions because we can't get out on the tracks for proper maintenance	12/29/2019 1:04 PM
20	No because their planned schedule doesn't account for issues and delays. They want us to make up for other departments delays	12/29/2019 5:37 AM
21	None	12/29/2019 4:42 AM
22	none for labor, all for shareholders	12/29/2019 2:42 AM
23	None. It is just a sham to get rid of workers to maximize profits after the huge tax cuts the Trump administration gave to corporate America. Lance Fritz and every other railroad executive should be ashamed of themselves for putting profits over safety and peoples' livelihoods!	12/29/2019 1:34 AM
24	There are no benefits to workers. PSR is a short term corporate raid of assets. It is a monetary windfall for majority shareholders at the expense of long term safety and economic sustainability. Also, PSR railroads have mercilessly driven off or laid off the trained and experienced workforce. The few remaining employees are the most senior. What will happen in the next few years when they die or retire?	12/28/2019 11:40 PM
25	no	12/28/2019 11:31 PM
26	I am not aware of any.	12/28/2019 5:49 PM
27	Nope (only if you are a shareholder, then it's only monetary)	12/28/2019 4:41 AM
28	If you're a stockholder, ABSOLUTELY. If not, no	12/28/2019 1:54 AM
29	Not that I have seen	12/27/2019 4:29 PM
30	None that I can see. We have less time at home, working with less employees on the gangs means more work for everyone else.	12/27/2019 3:36 PM
31	An early death, so my torture is over, 30 year sentence with no parole	12/27/2019 2:56 PM
32	not that I see	12/27/2019 1:27 PM
33	N/A	12/26/2019 5:55 PM
34	None that I've seen	12/26/2019 8:53 AM
35	no benefits, I spend less time at home with my family. also we spend less time on track. we work 5 hours on track a day. the other schedule we worked, we worked 6 to 8 hours a day on trek	12/26/2019 2:39 AM
36	No	12/26/2019 12:32 AM
37	None I can see.	12/25/2019 5:11 PM
38	At this time my railroad does not implement it but they seem to be under the pressure to do something similar to be "efficient" by cutting costs. However, I have heard from workers from other railroads that implement it that it has drastically brought down morale and job security.	12/25/2019 4:49 PM
39	Not really. Other than the threat of being fired for safety violations is far less.	12/25/2019 2:14 PM
40	I don't know yet.	12/25/2019 12:17 PM
41	I don't know.	12/25/2019 7:44 AM
42	You never get anything done in the time allotted No over time. Price gouging has reduced traffic. Stocks are going up.	12/25/2019 7:14 AM
43	No benefits for the front line worker	12/25/2019 5:52 AM
44	No, the increased work is not producing any additional pay or benefits for workers, detracts from safety. And currently companies are entering bargaining with the stance that workers need less pay and benefits despite record profits and record numbers of layoffs	12/25/2019 5:12 AM
45	None for the RR worker unless you like stress and unsafe working conditions.	12/25/2019 5:09 AM
46	None whatsoever.	12/25/2019 4:17 AM
47	None that I'm aware of, so far.	12/25/2019 2:50 AM
48	There are none that I have seen.	12/24/2019 10:45 PM
49	No	12/24/2019 6:33 PM
50	None	12/24/2019 6:00 PM
51	Benefits are for the stockholders. Do more with less doesn't help the crews out.	12/24/2019 5:04 PM
52	If a truck sets on the wrong track PSR can save someone life	12/24/2019 4:00 PM

Q3 Are there benefits to working on a PSR railroad? If so, what are they?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
53	No none at all just take a look at the number of derailments that have happen since PSR has taken place! Get out here to the field and walk around and talk to our employees I'm sure they would be more than happy to tell you how Psr is failing we are losing business Period!	12/24/2019 3:57 PM
54	No. We've been doing this PSR for over a year, I haven't seen a benefit yet. I've seen the opposite.	12/24/2019 3:11 AM
55	Yea, we sit around more, doing less work, because we have to wait for the "sacred" intermodal trains to go through our work areas (Form B's, Track and Time) before we can get to work!	12/24/2019 3:00 AM
56	None	12/24/2019 1:44 AM
57	The only benefit I can honestly tell is in my 401K.	12/24/2019 12:06 AM
58	No	12/23/2019 10:54 PM
59	Nothing that I have seen. Seems entirely the opposite.	12/23/2019 8:48 PM
60	None to the union worker Managers getting 30–40 percent bonuses	12/23/2019 8:43 PM
61	If you own stock in the railroads.	12/23/2019 7:49 PM
62	Not one benefit I have seen yet. Unless a hostile work environment is one.	12/23/2019 7:27 PM
63	I have seen no benefit to PSR.	12/23/2019 7:23 PM
64	Have not seen any yet. It is only designed to increase bottom line for the stockholders.	12/23/2019 5:57 PM
65	None. I'm watching guys I've worked with for years getting cut and going jobless while the company makes record profits EVERY. YEAR. It only weighs on the workers having to be scared if they'll have a job the next day. They also are firing ppl for anything!	12/23/2019 5:51 PM
66	I haven't seen any. But I'm sure the shareholders love it. That's all it's about is money to the shareholders.	12/23/2019 4:21 PM
67	No.	12/23/2019 4:00 PM
68	No	12/23/2019 3:23 PM
69	Investors make more money	12/23/2019 2:58 PM
70	Same answer as question 2	12/23/2019 2:33 PM
71	Better track time during day hours but pushing employees beyond a safe boundary.	12/23/2019 2:25 PM
72	None that I came see	12/23/2019 2:15 PM
73	Not sure they are any for the union man.	12/23/2019 2:05 PM
74	None	12/23/2019 1:59 PM
75	None from my experience.	12/23/2019 1:31 PM
76	I don't think there are any benefits to it.	12/23/2019 1:20 PM
77	None	12/23/2019 1:04 PM
78	None	12/23/2019 1:02 PM
79	Only for management, bigger bonuses for not spending money, low over time, keep the guys from reporting issues an injuries.	12/23/2019 12:33 PM
80	I don't see any.	12/23/2019 12:20 PM
81	No, except maybe to make these shareholders richer.	12/23/2019 10:58 AM
82	No	12/23/2019 10:51 AM
83	No benefits	12/23/2019 10:50 AM
84	I don't see any benefits to the working man on the ground with PSR in effect. It seems to help the management though because trains on time equals bigger bonuses.	12/23/2019 8:57 AM
85	None I have seen. If it lowers the operating ratio enough that layoffs in our department won't be so bad and I keep my job then PSR all the way	12/23/2019 6:22 AM
86	I can't see the advantages other then pay less and squeeze more profits	12/23/2019 6:05 AM
87	Not for the people actually doing the work.	12/23/2019 5:30 AM
88	I haven't seen any benefits to it yet	12/23/2019 3:55 AM
89	Stock price. Less red tape because of less employees. No long term plan of capital expenditures or safety committees. There is no long term or anything, other than pump up the stock price. Our local cars used to be switched once and delivered locally for customer. Now goes 100 miles out of way and switched 3 times to save a train crew.	12/23/2019 3:40 AM
90	No	12/23/2019 3:39 AM
91	N/A	12/23/2019 3:20 AM
92	No. Realistically no.	12/23/2019 3:16 AM
93	Nope	12/23/2019 2:53 AM
94	None for the worker. We are told to follow the rules at all times and will be punished for not doing so unless breaking the rules in a certain situation benefits the company and then we are urged to do so.	12/23/2019 2:53 AM
95	The benefits occur if you own the company stock and can take advantage of the stock gains due to the lower operating ratio.	12/23/2019 2:36 AM
96	Nope.	12/23/2019 2:35 AM
97	NO	12/23/2019 2:22 AM
98	No. nothing is perfect	12/23/2019 2:18 AM
99	None	12/23/2019 2:12 AM
100	None that I know of.	12/23/2019 2:05 AM
101	None that I have noticed.	12/23/2019 2:04 AM
102	I hope so. It should mean a safer place to work if done correctly.	12/23/2019 2:01 AM
103	NO!	12/23/2019 1:50 AM
104	None	12/23/2019 1:46 AM
105	None that I know of..except the money the stockholders get doe the lack of maintenance and man power to make them look good.	12/23/2019 1:43 AM
106	None that I have seen as of yet	12/23/2019 1:40 AM
107	In haven't seen any.	12/23/2019 1:39 AM
108	None I'm aware of	12/23/2019 1:36 AM
109	Probably but too soon to tell	12/23/2019 1:32 AM
110	No.	12/23/2019 1:20 AM
111	None that I can see. They discipline for the smallest and most ridiculous things	12/23/2019 1:19 AM
112	Benefits to shareholders. That's about it. The "head hunting" and constantly worrying about having a job is very stressful and counterproductive. If your mind is focused on that, mistakes are inevitable.	12/23/2019 1:10 AM

Q3 Are there benefits to working on a PSR railroad? If so, what are they?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
113	I don't know if any	12/23/2019 12:58 AM
114	I see no benefit to working on a PSR railroad. Not only are the conditions much more unsafe, but now we have less employees to do the work. Ground level employees do not benefit at all from PSR. The only people who benefit are the stockholders, plain and simple.	12/23/2019 12:54 AM
115	None for the workers because it's doing away with a lot of jobs.	12/23/2019 12:49 AM
116	No, haven't seen any benefits for employees	12/23/2019 12:47 AM
117	It makes you really like your time away from work.	12/23/2019 12:46 AM
118	I will say, getting track authority does seem easier. However, that could be attributed to the loss in business from demurrage and other charges to past customers.	12/23/2019 12:34 AM
119	Unknown yet	12/23/2019 12:24 AM
120	Yes, if you are a Stockholder.	12/23/2019 12:15 AM
121	None that I can determine compared to pre PSR work conditions	12/23/2019 12:13 AM
122	None that I can think of	12/23/2019 12:08 AM
123	None at all.	12/22/2019 11:57 PM
124	No benefits	12/22/2019 11:45 PM
125	None . . . line ups are no better and there are fewer crew to run trains	12/22/2019 11:21 PM
126	not sure on the benefits of it as it may not be fully implemented on my railroad.	12/22/2019 11:05 PM
127	Not for the employees, just major stockholders	12/22/2019 10:53 PM
128	Absolutely none	12/22/2019 10:49 PM
129	Only thing it has helped is scheduled outages we seem to get the track time we need.	12/22/2019 10:07 PM
130	There isn't any	12/22/2019 9:09 PM
131	Modern technology will make certain tasks fail safe but not when we a given tools (tablets, laptops, GPS etc) of the lowest quality to use.	12/22/2019 7:21 PM
132	Not at Norfolk southern at least. My shop location has lost 250 craft employees this year alone	12/22/2019 6:37 PM
133	Trains run shipments on time	12/22/2019 6:24 PM
134	None that I'm aware of as of yet	12/22/2019 6:23 PM
135	No we don't get the track time we use to. So it's hard to perform our duties because they put trains first	12/22/2019 6:21 PM
136	No	12/22/2019 6:18 PM
137	□□ (male sign)	12/22/2019 6:16 PM
138	No benefits at all	12/22/2019 5:40 PM
139	Not trying to be negative but I can't think of 1 single benefit.	12/22/2019 5:35 PM
140	Can't get time to do as much work as we need to.	12/22/2019 5:22 PM
141	No	12/22/2019 5:21 PM
142	No benefits as to the employees and their safety and safe working environment.	12/22/2019 5:13 PM
143	None	12/22/2019 5:12 PM
144	No	12/22/2019 5:02 PM
145	Increased profits if you are one of the carriers or stockholders!	12/22/2019 4:54 PM
146	None	12/22/2019 4:43 PM
147	The only benefit it to the shareholders. They make more money.	12/22/2019 3:41 PM
148	No	12/22/2019 2:49 PM
149	None, longer trains is having a negative effect in cities	12/22/2019 2:31 PM
150	None if you think less people more work is good something is wrong	12/22/2019 2:29 PM
151	Not that I can see other than the money savings that goes straight to investors. At what cost though? Other people's livelihoods and lives?	12/22/2019 2:06 PM
152	Benefits? Seriously? Our workforce has been cut in half. Our fleet has been cut. We don't have enough power to pull trains and everyone is full of anxiety waiting to see if we're going to lose our jobs. We are working in a fear based company now	12/22/2019 1:57 PM
153	Two hurt or killed	12/22/2019 1:50 PM
154	The benefits go directly to the majority shareholders.	12/22/2019 1:23 PM
155	I haven't seen any benefits.	12/22/2019 12:59 PM
156	None	12/22/2019 10:54 AM
157	All we work on is evolution units now.	12/22/2019 10:49 AM
158	No benefits from mechanical side. Less people and given less time to do the job.	12/22/2019 10:38 AM
159	Less stopping during trips, hardly any trains to meet	12/22/2019 7:53 AM
160	Why would there be? Laying off man power. Forcing people to quit. Cause that's awesome	12/22/2019 7:36 AM
161	There are none.	12/22/2019 7:22 AM
162	NO	12/22/2019 7:10 AM
163	I have worked for the railroad for 14 years and this is the most stressful and the worst functioning I have ever seen it on the mechanical side of things. To much firing of employees. Not a safe work environment physically or mentally. I don't know PSR meant lay off half the workforce and expect 3 times more work in half the time. Don't make sense.	12/22/2019 7:02 AM
164	None	12/22/2019 5:41 AM
165	I agree with being more efficient and if things need to be reworked to make that happen then so be it, but I don't think that the safety of ourselves should be jeopardized just so that happens.	12/22/2019 4:57 AM
166	Only the company and major stockholders are happy.	12/22/2019 4:54 AM
167	I haven't found any yet. Don't get me wrong. Everything is better at its most efficient state but when safety of employees and public are being sacrificed for that efficiency it's not worth it.	12/22/2019 4:47 AM
168	None	12/22/2019 4:46 AM
169	No the theory of 1 man train crews is a serious safety hazard	12/22/2019 4:44 AM
170	No schedules have been met, no freight has left on time, and no goals have been met but if they had been, they would just lower the goals. The whole system is setup for failure.	12/22/2019 4:44 AM
171	None	12/22/2019 4:37 AM
172	None, if there are any benefits, I have not seen or been witness to any. Loss of business.	12/22/2019 4:22 AM

Q3 Are there benefits to working on a PSR railroad? If so, what are they?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
173	No	12/22/2019 2:49 AM
174	None	12/22/2019 2:48 AM
175	I do not see any.	12/22/2019 2:38 AM
176	There aren't any.	12/22/2019 2:37 AM
177	I think knowing how to utilize your assets is a good thing. That being said PSR focuses too much on making shareholders money at any cost at any cost to your most important assets, your employees	12/22/2019 2:22 AM
178	There are none	12/22/2019 2:18 AM
179	In my opinion, no	12/22/2019 2:14 AM
180	None that I have seen as a railroad worker	12/22/2019 2:14 AM
181	I have seen no benefit to anyone but the stockholder	12/22/2019 2:10 AM
182	Fewer people to work with, injury on the job, less hourly rate and paying more for insurance.	12/22/2019 2:07 AM
183	Rotating dead wait supervisors that's it.	12/22/2019 2:05 AM
184	Stockholders get rich	12/22/2019 1:53 AM
185	So far the only benefit is almost a guarantee that you will Be furloughed in the name of shareholder profit.	12/22/2019 1:43 AM
186	Move trains quicker but at what cost.	12/22/2019 1:40 AM
187	None that I'm aware of. Only benefits seem to be for the hedge funds, shareholders and the upper management that get paid in stocks as part of their pay.	12/22/2019 1:39 AM
188	More down time I guess if that's a benefit. If they don't want you to write it up and fix defects then you get to loaf off.	12/22/2019 1:35 AM
189	None that I have seen. Only if you want to work in an environment that's uncertain if you'll have a job in a week.	12/22/2019 1:34 AM
190	None.	12/22/2019 1:31 AM
191	No	12/22/2019 1:17 AM
192	None	12/22/2019 1:07 AM
193	Yes. Better customer service, more profitable, more overtime.	12/22/2019 1:05 AM
194	None whatsoever	12/22/2019 1:03 AM
195	We have zero benefits of PSR it's all about the money	12/22/2019 12:55 AM
196	We have only lost benefits and work.	12/22/2019 12:52 AM
197	Not sure I think it could if I still had my job.	12/22/2019 12:41 AM
198	None that I have seen as of yet.	12/22/2019 12:26 AM
199	Poor morale, poor safety, unhappy employees, zero incentives, a lot of petty rules. Those are not benefits.	12/21/2019 11:05 PM
200	None that I've seen yet	12/21/2019 10:53 PM
201	You still get a good paycheck for those that are still around. A lot of good workers and people in general lost their jobs because of greed. It was uncalled for	12/21/2019 10:52 PM
202	None that I have personally noticed.	12/21/2019 10:37 PM
203	Nope	12/21/2019 9:18 PM
204	No	12/21/2019 7:33 PM
205	No	12/21/2019 6:56 PM
206	I haven't seen one worth noting. All the made up statistics. We fun bigger trains but takes 2 crews to get across the road because we can't move. Where is the improvement? I guess stockholders are happy.	12/21/2019 3:21 PM
207	Zero benefits	12/21/2019 3:00 PM
208	I have not seen the benefits yet.	12/21/2019 2:01 PM
209	Not unless you are a shareholder!!!	12/21/2019 9:24 AM
210	I sure don't know of any benefits	12/21/2019 8:56 AM
211	None	12/21/2019 4:26 AM
212	We will still have a job during the next recession, while every one will be getting laid off	12/21/2019 3:21 AM
213	It helps my stock go up. If I had any. Ha ha.	12/21/2019 2:24 AM
214	Since I have seen no evidence of performance based values, I can only say what I've seen is more machine failures and trackman having to work much harder then they should have to for the quotas being placed on us.	12/21/2019 1:14 AM
215	there is no trains so they try to work employees all day long.	12/20/2019 11:28 PM
216	None.	12/20/2019 11:11 PM
217	No	12/20/2019 11:06 PM
218	No absolutely none!!!	12/20/2019 10:27 PM
219	More reliable scheduled curfews for MOW.	12/20/2019 10:26 PM
220	Not that I have seen.. it creates higher unemployment rates	12/20/2019 9:50 PM
221	No answer	12/20/2019 5:16 PM
222	No	12/20/2019 5:07 PM
223	Job security!	12/20/2019 4:57 PM
224	I don't think there is. The only people that it benefits is the stockholders. Customers and workers are left behind.	12/20/2019 4:10 PM
225	Perhaps increased switch and backtrack inspection time on foot.	12/20/2019 4:09 PM
226	I haven't seen any benefits. Less people, harder to get time to do maintenance.	12/20/2019 4:01 PM
227	For the shareholders I suppose	12/20/2019 3:39 PM
228	No	12/20/2019 3:32 PM
229	I see no benefits to the workers at all. The UPRR is making money hand over fist. While the new Psr is sucking the workers pride from them. We use to be a proud work force, I was excited to say I work for UPRR, no longer the case it's just a job now.	12/20/2019 3:14 PM
230	The only benefits I see for working for a PSR railroad (at this time) is being a stockholder. This of course could easily change if the Railroads continue to cut spending on its infrastructure.	12/20/2019 2:53 PM
231	Not currently. Sacrifice maintenance to run trains.	12/20/2019 2:26 PM
232	None that I know of	12/20/2019 12:49 PM
233	No!! It cost me my job, Furloughed!!	12/20/2019 12:32 PM
234	None that I have seen so far.	12/20/2019 12:29 PM
235	No	12/20/2019 11:47 AM
236	None for us	12/20/2019 11:19 AM

Q3 Are there benefits to working on a PSR railroad? If so, what are they?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
237	If you're at the top getting multi million dollar bonuses and have no conscious or concern for the employees on the front lines then yes PSR is great!!	12/20/2019 10:59 AM
238	No there aren't.	12/20/2019 10:56 AM
239	Yes more wait time with my feet kicked up sleeping because things can't move from point A to point B because train don't fit into sidings anymore.	12/20/2019 10:36 AM
240	As of now I'd say not everyone's career is disappearing as they cut jobs and lose business to pad the pockets of the ones who sit back and watch us the ones who do the work suffer	12/20/2019 9:48 AM
241	None that I can see	12/20/2019 6:07 AM
242	None	12/20/2019 5:34 AM
243	have no clue. What is PSR?	12/20/2019 3:57 AM
244	Share price increase	12/20/2019 3:47 AM
245	No benefits at all	12/20/2019 3:39 AM
246	None unless unemployment is a benefit	12/20/2019 3:37 AM
247	Maybe for the stockholders but not for the company's future or its employees.	12/20/2019 3:08 AM
248	No. Before PSR, dispatchers could actually do their job. They didn't have 3 supervisors telling them how to do it. They knew the territory, knew the guys working on the tracks, knew the bottleneck areas and knew how to keep the flow of trains going without totally shutting off the maintenance and production.	12/20/2019 2:37 AM
249	I have not seen any, less time on track means more days added. less time with families	12/20/2019 2:31 AM
250	In time it will save the carrier money and would be more likely that they would turn around and put more money in the capital budget	12/20/2019 2:19 AM
251	Not sure	12/20/2019 2:01 AM
252	There is no benefit to the employees that I saw. The only ones that benefit with the PSR is the people who own stock in the railroad.	12/20/2019 1:33 AM
253	none I know of	12/20/2019 12:42 AM
254	Initial terminal delay is mostly down.	12/20/2019 12:37 AM
255	It has increased our track time. However not enough people.	12/19/2019 11:44 PM
256	None! Tonnage over safety	12/19/2019 11:40 PM
257	I haven't seen any current benefits as of yet	12/19/2019 11:19 PM
258	Just more work less people. More derailments because just can't keep up with the demands	12/19/2019 11:11 PM
259	none	12/19/2019 10:53 PM
260	No the benefits are not working. The only people benefiting from PSR is Executives and shareholders.	12/19/2019 10:30 PM
261	I don't think so, I haven't seen it	12/19/2019 10:15 PM
262	No. Unless you like giving 100 percent and they want 150 percent	12/19/2019 10:07 PM
263	Only for the shareholders. The stakeholders are taking losses.	12/19/2019 10:00 PM
264	No no no no no no no no no no no!!!	12/19/2019 9:53 PM
265	NO IT'S NOT	12/19/2019 9:52 PM
266	More OT money	12/19/2019 9:40 PM
267	I see no benefits.	12/19/2019 9:09 PM
268	Only for the shareholders and CEOs	12/19/2019 8:15 PM
269	There are none	12/19/2019 8:11 PM
270	No	12/19/2019 8:04 PM
271	N/A	12/19/2019 7:43 PM
272	Not sure	12/19/2019 7:40 PM
273	Sorry in my eyes I don't see it.	12/19/2019 7:30 PM
274	No	12/19/2019 7:16 PM
275	None	12/19/2019 7:16 PM
276	None that I see. We are having a lot more broke down trains. Causing delay.	12/19/2019 6:59 PM
277	Yes more pressure to get the job done faster, so you'll more than likely chain smoke or get high blood pressure from stress. So you won't live as long. If you consider that living less is a benefit	12/19/2019 6:40 PM
278	From the standpoint of getting track time to do maintenance and/or repair in a terminal setting there does NOT seem to be any benefit to PSR. Because cars are scheduled to arrive or depart at a certain time, and the overall reduction of active tracks in our multiple yard location, the concentration of train traffic on the remaining in-service tracks and the unwillingness of any Transportation official or Yardmaster (union job) to be charged with train delay has made it nearly impossible to work on more than 1 or 2 segments of track for any extended periods of time. I would guess we are adjusting to doing as much as we can in the short bursts of time we are given, and nothing more.	12/19/2019 6:32 PM
279	No, not unless you are a major stockholder.	12/19/2019 6:12 PM
280	There isn't	12/19/2019 6:06 PM
281	It seems to make no difference to me at my level of responsibilities. I am only impacted by train length and quantity of them.	12/19/2019 5:57 PM
282	Have not seen them yet	12/19/2019 5:37 PM
283	No	12/19/2019 5:00 PM
284	Haven't seen any	12/19/2019 4:59 PM
285	For shareholders and corporate superiors yes. For the men and women on the ground doing the jobs to keep trains moving. No benefit whatsoever.	12/19/2019 4:56 PM
286	N/A	12/19/2019 4:47 PM
287	Yes. The shareholders profit, the CEOs profit, the RR Co. makes more money due to lack of maintenance. There is more money in the pot for Company bonuses. Smaller workforce gets to pick up the slack. Workforce gets a warm feeling when we see the "huge profits" the "Company" makes. Told no OT in order to increase profits but again there is always money for management bonuses.	12/19/2019 4:37 PM

Q3 Are there benefits to working on a PSR railroad? If so, what are they?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
288	I haven't noticed any yet. We, track workers, were told we would start to see a schedule that each train would run daily. This would allow us to know the best times for us to get track time and some work done. There is no set work windows no different than twelve years ago. The scheduled work windows is what I thought the biggest advantage would be but haven't seen it yet. So no, I do not see any advantages for PSR. It's just a term used so stockholders can make big money	12/19/2019 4:34 PM
289	If there are any benefits from PSR it's strictly for the railroad and its shareholders.	12/19/2019 4:21 PM
290	IDK	12/19/2019 4:16 PM
291	None to use.	12/19/2019 4:10 PM
292	No none	12/19/2019 4:08 PM
293	Nope	12/19/2019 4:01 PM
294	None	12/19/2019 3:57 PM
295	Dealing with less train traffic can certainly improve safety.	12/19/2019 3:26 PM
296	No, less people to help and to much pressure on workers	12/19/2019 3:23 PM
297	Nothing is beneficial about PSR	12/19/2019 3:22 PM
298	The only thing I like is having a weekend off	12/19/2019 3:03 PM
299	Unsure	12/19/2019 3:00 PM
300	I see none now or in the past. It's a mess, to be honest.	12/19/2019 2:56 PM
301	No	12/19/2019 2:55 PM
302	I have no idea	12/19/2019 2:53 PM
303	We have an idea of what trains to expect and when to expect them during our shifts	12/19/2019 2:50 PM
304	I don't know but there is a lot of contractors out here	12/19/2019 2:37 PM
305	No	12/19/2019 2:27 PM
306	None.	12/19/2019 2:27 PM
307	Only if you're a greedy shareholder that cares nothing about the company and its workforce but simply your profits	12/19/2019 2:16 PM
308	none that I can think of	12/19/2019 1:50 PM
309	Good question	12/19/2019 1:44 PM
310	Sorry not a shareholder	12/19/2019 1:34 PM
311	No.	12/19/2019 1:10 PM
312	Really never noticed any difference	12/19/2019 12:53 PM
313	On my end, no it has made it almost impossible to get track time to get anything done and when you do get the track, you feel rushed to do your work.	12/19/2019 12:46 PM
314	Hasn't effected my job thus far.	12/19/2019 12:33 PM
315	I see no benefits to the employees precision railroading only exists to make money for the investors	12/19/2019 12:31 PM
316	Rich get richer I suppose	12/19/2019 11:50 AM
317	Nope.	12/19/2019 11:37 AM
318	None that I see	12/19/2019 11:27 AM
319	None PSR made our jobs way worse	12/19/2019 11:12 AM
320	None	12/19/2019 7:31 AM
321	Only if you're a stockholder and work there	12/19/2019 6:36 AM
322	If the stockholders and the company prospers the rules are obvious as long as the mission objectives remain the same. Move freight with the utmost efficiency and safety and provide a quality platform in regard to the track to ensure the success of our company's goals.	12/19/2019 5:09 AM
323	None that I know of	12/19/2019 4:34 AM
324	Nope	12/19/2019 4:32 AM
325	I don't have the full picture to answer this question	12/19/2019 4:18 AM
326	I haven't seen one, unless you're a shareholder and are reaping the benefits of stock prices	12/19/2019 4:15 AM
327	I still don't understand it	12/19/2019 4:12 AM
328	No scheduled time off multiple work days with no time off	12/19/2019 4:08 AM
329	There may be positive benefits but I don't really see or feel the effects on my piece of the railroad.	12/19/2019 3:49 AM
330	Don't know	12/19/2019 3:46 AM
331	No not on the MOW side maybe for the company	12/19/2019 3:42 AM
332	I would imagine there is but I'm not sure what. One huge disadvantage is less people to do more work which equals greater burnout and an increased risk of incidents and injuries.	12/19/2019 3:21 AM
333	Short term benefits for stock prices with long term consequences such as losing customers.	12/19/2019 3:18 AM
334	No	12/19/2019 3:18 AM
335	I haven't seen any benefits yet	12/19/2019 3:17 AM
336	I do not see the benefit of putting the company's agenda ahead of the customers needs	12/19/2019 3:13 AM
337	No the trains are longer and they do more damage to the track	12/19/2019 3:13 AM
338	What is considered precision RR or high tech??	12/19/2019 3:11 AM
339	No	12/19/2019 3:10 AM
340	Don't know enough of it to say. Just all hearsay	12/19/2019 3:03 AM
341	Absolutely no benefits to this management style	12/19/2019 3:02 AM
342	None at all	12/19/2019 3:00 AM
343	None	12/19/2019 2:49 AM
344	More money to be made due to smaller workforce.	12/19/2019 2:45 AM
345	no	12/19/2019 2:36 AM
346	Not unless you are a shareholder.	12/19/2019 2:36 AM
347	No different	12/19/2019 2:36 AM
348	No	12/19/2019 2:35 AM
349	I doubt it	12/19/2019 2:34 AM
350	None	12/19/2019 2:20 AM
351	If you are a major stockholder you can fudge numbers or buy back shares to goose the stock price. Other than that no.	12/19/2019 2:14 AM

Q3 Are there benefits to working on a PSR railroad? If so, what are they?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
352	No idea	12/19/2019 2:05 AM
353	The benefits are for the companies to make more money with less people. They have also changed some of our rules that are safety sensitive to run trains faster after work has been done.	12/19/2019 1:59 AM
354	Not for the rank and file employees that I have seen.	12/19/2019 1:57 AM
355	I don't feel like there are any more benefits than before we were a "PSR".	12/19/2019 1:56 AM
356	none!!!	12/19/2019 1:49 AM
357	No,	12/19/2019 1:46 AM
358	Nope.	12/19/2019 1:36 AM
359	No	12/19/2019 1:34 AM
360	The only benefit is to the major stockholders!	12/19/2019 1:34 AM
361	None as I know of	12/19/2019 1:25 AM
362	Unsure	12/19/2019 1:23 AM
363	No.	12/19/2019 1:22 AM
364	No.	12/19/2019 1:21 AM
365	Not that I know of	12/19/2019 1:17 AM
366	Micromanagement	12/19/2019 1:16 AM
367	Yes, it all depends on what territory you're working on, some territories has more time to work on track than other busy territories.	12/19/2019 1:10 AM
368	I don't believe there are any benefits to working for a railroad pushing PSR.	12/19/2019 1:05 AM
369	I have yet to find anything good. I still think of the crew that lost their lives on Sherman hill 3 or 4 years ago. That was the beginning	12/19/2019 12:56 AM
370	No	12/19/2019 12:50 AM
371	I haven't seen a successful model of PSR that is truly customer and employee centric. All PSR does is cut everything down to the Bone and run on fumes until it quits. Make money from capital gains and call it a success, sure. But PSR is a long way from succeeding if vulture capitalism is involved.	12/19/2019 12:49 AM
372	No	12/19/2019 12:47 AM
373	I'd like know as well.	12/19/2019 12:45 AM
374	None	12/19/2019 12:44 AM
375	Not really any benefits to the worker.	12/19/2019 12:38 AM
376	About the same	12/19/2019 12:26 AM
377	Not sure.	12/19/2019 12:26 AM
378	??	12/19/2019 12:25 AM
379	None	12/19/2019 12:25 AM
380	Yes if I am a major share hold but not for the employees on the ground	12/19/2019 12:23 AM
381	No	12/19/2019 12:21 AM
382	It's business as usual, I don't see any difference at all	12/19/2019 12:20 AM
383	N/A	12/19/2019 12:19 AM
384	No	12/19/2019 12:14 AM
385	No	12/19/2019 12:13 AM
386	No	12/19/2019 12:12 AM
387	Absolutely not	12/19/2019 12:11 AM
388	No	12/19/2019 12:11 AM
389	I have not seen evidence of increased efficiency. I have seen poor morale and working conditions.	12/19/2019 12:10 AM
390	Some what safe	12/19/2019 12:06 AM
391	I get a lot of time to sleep in the truck	12/19/2019 12:05 AM
392	More many for the company I guess. Doesn't help the maintenance side. Makes it harder.	12/19/2019 12:05 AM
393	None that I can think of. Matter of fact morale and man power are at an all time low!!	12/19/2019 12:02 AM
394	No	12/18/2019 11:59 PM
395	Maintenance can take advantage of bigger track time windows so less rush to complete jobs	12/18/2019 11:59 PM
396	Being an investor in stocks it should help the company in regards better service to customers and in turn better stock increases. But in my opinion we are not getting the increases in stock either.	12/18/2019 11:56 PM
397	None that I'm aware of	12/18/2019 11:51 PM
398	1	12/18/2019 11:49 PM
399	There are no benefits. I work harder and as a machine operator have been burdened with tasks at the foreman level.	12/18/2019 11:47 PM
400	No benefits to my job	12/18/2019 11:47 PM
401	Nope!	12/18/2019 11:43 PM
402	No	12/18/2019 11:41 PM
403	Less jobs worker have to do more with less, worry about if they are working or sitting at home	12/18/2019 11:39 PM
404	I think so if you're a shareholder	12/18/2019 11:35 PM
405	No	12/18/2019 11:35 PM
406	For any maintenance of way worrier, there is no benefit to PSR	12/18/2019 11:34 PM
407	I don't see any	12/18/2019 11:34 PM
408	Not that I can discern.	12/18/2019 11:34 PM
409	Job security because rarely are problem areas fixed permanently	12/18/2019 11:33 PM
410	Don't notice any difference	12/18/2019 11:33 PM
411	If you're thinking having your job cut is a benefit then maybe	12/18/2019 11:30 PM
412	NO	12/18/2019 11:30 PM
413	Not that I have seen	12/18/2019 11:29 PM
414	Not from a MOW position	12/18/2019 11:29 PM
415	I can't think of any.	12/18/2019 11:29 PM
416	Not sure. Maybe production is up. But safety and morale are down	12/18/2019 11:27 PM
417	None	12/18/2019 11:27 PM
418	I believe yes, getting the product or commodity to the consumer or business on time is Key to healthy business! But there are rules and regulations on train sizes, speeds, and track requirements for a reason and when you start to overlook that just to save a few dollars, you are going to fail, hard!	12/18/2019 11:25 PM

Q3 Are there benefits to working on a PSR railroad? If so, what are they?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
419	Don't think so	12/18/2019 11:24 PM
420	None that I can honestly say	12/18/2019 11:22 PM
421	Don't do much work so you're safe	12/18/2019 11:21 PM
422	Nothing consistent with trains that I have seen. I would love to know what the benefits of PSR are.	12/18/2019 11:19 PM
423	FUCK NO!! It's costing people their livelihood.	12/18/2019 11:19 PM
424	Not from a craftsman perspective.	12/18/2019 11:19 PM
425	No	12/18/2019 11:18 PM
426	Higher standard makes a better and safer railroad	12/18/2019 11:18 PM
427	Yes. Cost efficient, and better opportunities for planning work.	12/18/2019 11:17 PM
428	Yes there are benefits to PSR railroad it's more money for the carrier and shareholders, and the same short end of the stick with the employees	12/18/2019 11:16 PM
429	None	12/18/2019 11:14 PM
430	None whatsoever	12/18/2019 11:13 PM
431	None, it just guts the railroads for profit	12/18/2019 11:11 PM
432	No	12/18/2019 11:11 PM
433	None	12/18/2019 11:11 PM
434	I suppose our corporate leaders and shareholders are enjoying their new found income	12/18/2019 11:11 PM
435	None	12/18/2019 11:10 PM
436	There are no benefits	12/18/2019 11:09 PM
437	If there is we don't see them. We feel that we still cannot get enough time to do our jobs	12/18/2019 11:09 PM
438	They haven't fired me yet	12/18/2019 11:09 PM
439	Unsure	12/18/2019 11:09 PM
440	None that I can see	12/18/2019 11:08 PM
441	Nothing	12/18/2019 11:08 PM
442	None that I have seen no benefit to the worker only longer harder hrs because when we do get time to work it's faster less quality repairs.	12/18/2019 11:08 PM
443	Not that I know of	12/18/2019 11:08 PM
444	haven't seen any yet	12/18/2019 11:07 PM
445	I haven't seen it. No	12/18/2019 11:07 PM
446	None	12/18/2019 11:06 PM
447	Benefit would be is in my area it seems to have better track time windows	12/18/2019 11:06 PM
448	At this time BNSF has not adopted PSR	12/18/2019 11:06 PM
449	None from a trackworker prospective no money less people company has no problem using contractors to do our work	12/18/2019 11:04 PM
450	No there's not	12/18/2019 11:04 PM
451	The only ones that seem to be benefiting are the shareholders. We do more with less at the same rate of pay with less overtime unless it's emergencies which is commonly referred to as blood money.	12/18/2019 11:02 PM
452	None that I can think of	12/18/2019 11:02 PM
453	No, the company has decided that making employees work so many different schedules, *i.e.,* one week days, then the next nights, then change work times by several hrs, and causing people not to be able to rest properly. In my 12 years out here, these last 4 years have started wearing employees down like I have never seen.	12/18/2019 11:01 PM
454	Not that I can see. To the BMWED it means job cuts and do more with less men and equipment	12/18/2019 11:01 PM
455	No	12/18/2019 11:00 PM
456	None	12/18/2019 11:00 PM
457	I make more money	12/18/2019 10:59 PM
458	Nope	12/18/2019 10:58 PM
459	Not sure	12/18/2019 10:58 PM
460	No	12/18/2019 10:57 PM
461	None that I have seen, other than the adverse schedule that we receive because of it	12/18/2019 10:56 PM
462	No	12/18/2019 10:55 PM
463	No benefits.	12/18/2019 10:54 PM
464	None	12/18/2019 10:54 PM
465	Can't think of any. More money on the pockets of the stockholders	12/18/2019 10:54 PM
466	I see the benefits of less waste for train movements, no benefits for maintenance workers thus far	12/18/2019 10:53 PM
467	No	12/18/2019 10:52 PM
468	Supposedly freight on time to business. Which means less maintenance time for us cause they won't let us work.	12/18/2019 10:52 PM
469	It would not be bad if they would not expect 12 hours work in 4	12/18/2019 10:49 PM
470	No. If there are we ain't seen nothing	12/18/2019 10:47 PM
471	Train crew getting to the depot faster, track side none.	12/18/2019 10:47 PM
472	More traffic could be run but still need to improve on process	12/18/2019 10:47 PM
473	Higher profits which hopefully reflect in our raises.	12/18/2019 10:46 PM
474	None that I can see.	12/18/2019 10:45 PM
475	I'm not sure	12/18/2019 10:45 PM
476	No	12/18/2019 10:45 PM
477	Only if you are in 401 programs or a stockholder.	12/18/2019 10:45 PM
478	No.	12/18/2019 10:45 PM
479	No	12/18/2019 10:45 PM
480	None	12/18/2019 10:44 PM
481	Having a better idea of when certain trains will be called. But only a few, and there are no benefits otherwise.	12/18/2019 10:44 PM
482	None that I have seen from the engineering dept	12/18/2019 10:44 PM
483	Haven't seen any	12/18/2019 10:43 PM
484	Unsure	12/18/2019 10:43 PM
485	No	12/18/2019 10:43 PM

Q3 Are there benefits to working on a PSR railroad? If so, what are they?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
486	No. It's frustrating	12/18/2019 10:42 PM
487	No	12/18/2019 10:42 PM
488	Bigger checks due to derailments	12/18/2019 10:41 PM
489	An abundance of overtime	12/18/2019 10:40 PM
490	No it's the reason I'm home I was suspended for making a video about the scheduling and how PSR and the schedule to supplement that type of Railroading has affected time from our families and we didn't have a say in it	12/18/2019 10:40 PM
491	None	12/18/2019 10:40 PM
492	Only if you're a shareholder	12/18/2019 10:39 PM
493	Just need more communication and planning.	12/18/2019 10:34 PM
494	Nothing I can see.	12/18/2019 10:26 PM
495	None.	12/18/2019 10:15 PM
496	No	12/18/2019 10:02 PM
497	If there are. I've yet to see them	12/18/2019 9:41 PM
498	Short term money. But tomorrow they try to take it away	12/18/2019 9:34 PM
499	I have seen NONE!!!	12/18/2019 9:19 PM
500	Not a lot has changed from my standpoint.	12/18/2019 8:45 PM
501	Not really. You have to live in constant fear of getting furloughed on top of the lack of rest. It's become much more stressful as well as more dangerous than before.	12/18/2019 8:35 PM
502	None	12/18/2019 8:23 PM
503	No	12/18/2019 8:20 PM
504	Absolutely not, unhappy management, unhappy workforce, unhappy customers. It's a joke.	12/18/2019 8:03 PM
505	I can't see any	12/18/2019 7:50 PM
506	There are none.	12/18/2019 7:48 PM
507	No. They're running off the few customers we have left.	12/18/2019 7:47 PM
508	No comments	12/18/2019 7:27 PM
509	None that I've seen in 23 years	12/18/2019 7:18 PM
510	None that I can tell	12/18/2019 7:11 PM
511	Maybe	12/18/2019 7:10 PM
512	There are none that I have witnessed this far.	12/18/2019 6:49 PM
513	No more stress on families with the uncertainty of job status, more stress on families requiring employees to travel further to perform their work and make up for the shortcomings as a result of continual staff reductions	12/18/2019 6:31 PM
514	None	12/18/2019 6:23 PM
515	No.	12/18/2019 6:21 PM
516	Plenty of Benefits for the corporate men. Nome for the working man. Railroads don't care about us.	12/18/2019 6:19 PM
517	None	12/18/2019 6:12 PM
518	Shareholder and Company Officers make more money.	12/18/2019 6:08 PM
519	None that I have seen. Feel like I'm being watched more and pressured to complete tasks unsafely.	12/18/2019 6:08 PM
520	NO! None whatsoever	12/18/2019 5:48 PM
521	No. The only benefit is profit for the company because PSR isn't common sense railroading, it's a profit driven model to maximize productivity with the minimum cost possible.	12/18/2019 5:16 PM
522	No benefits	12/18/2019 5:09 PM
523	Absolutely NOT	12/18/2019 4:47 PM
524	I don't see any	12/18/2019 4:44 PM
525	don't see any	12/18/2019 3:55 PM
526	Have not seen any benefits as of yet	12/18/2019 3:46 PM
527	Trains are longer	12/18/2019 3:22 PM
528	None that I can see.	12/18/2019 3:17 PM
529	I guess it's better for shareholders	12/18/2019 3:17 PM
530	No	12/18/2019 3:12 PM
531	Yes plenty of benefits if you're a major stockholder. This whole system is designed to mothball motive power, furlough in every department and discontinue customer service. The only people who are benefiting are the stockholders and the trucking industry.	12/18/2019 2:49 PM
532	I have not noticed any benefits except cut expenses for the carrier.	12/18/2019 2:43 PM
533	N/A	12/18/2019 2:28 PM
534	You get to work alongside scabs everyday.	12/18/2019 2:25 PM
535	Yes there are benefits Longer blocks of time If you can get the supervision to schedule work	12/18/2019 2:13 PM
536	Not from my experience	12/18/2019 2:13 PM
537	I see no benefit for either party, both sides will eventually pay a steep price from all the cost cutting	12/18/2019 2:05 PM
538	The only benefit is for the stockholders and company.	12/18/2019 2:04 PM
539	No benefit I see	12/18/2019 1:49 PM
540	No.	12/18/2019 1:46 PM
541	No I can think of none	12/18/2019 1:44 PM
542	None	12/18/2019 1:44 PM
543	If there are benefits only shareholders see them and they are smoke and mirror numbers. Customers and employees do not see any benefits.	12/18/2019 1:38 PM
544	No benefits for the worker that I'm aware of	12/18/2019 1:09 PM
545	None, it's all at the expense of the customers and the employees. Only the board of directors reap the benefits	12/18/2019 1:07 PM
546	The shift to PSR may mean some customers who operated unit trains will now shift to manifest service. But that shift yields an important advantage:	12/18/2019 12:13 PM
547	Yes Bigger bonuses for remaining management Higher profit margins for stockholders	12/18/2019 11:51 AM
548	I think yes there is. I think in certain areas we are a safer railroad, we just haven't got it all fine tuned yet.	12/18/2019 11:50 AM

Q3 Are there benefits to working on a PSR railroad? If so, what are they?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
549	No	12/18/2019 11:45 AM
550	The stockholders make more money. The executives get to run a railroad into the dirt so the government can bail them out (too big to fail) and our CEO gets a golden parachute when he is fired. Other than that, the results of PSR have already been shown at another railroad more derailments, more injuries and less happy customers.	12/18/2019 11:39 AM
551	I certainly don't see any because I'm not a shareholder.	12/18/2019 11:13 AM
552	No	12/18/2019 11:12 AM
553	No workers are working harder, faster. Taken shortcuts in efforts to get work completed	12/18/2019 10:50 AM
554	Not sure	12/18/2019 10:42 AM
555	No unless you are in management	12/18/2019 10:30 AM
556	No, zip, zero!	12/18/2019 10:17 AM
557	I don't know	12/18/2019 10:07 AM
558	There could be if they established regular assigned jobs, but at this time no.	12/18/2019 9:37 AM
559	I see none for the employees.	12/18/2019 9:34 AM
560	Not really	12/18/2019 9:24 AM
561	No, morale is low, there are a lot of employees either laid off from the company, or had to choose new careers, losing all their invested work hours	12/18/2019 9:10 AM
562	I get tow-in, lots of tow-in	12/18/2019 9:09 AM
563	No	12/18/2019 8:46 AM
564	None	12/18/2019 8:45 AM
565	No, none. It's killing the customer service. You can't run trains when there are no customers.	12/18/2019 8:36 AM
566	I do not know.	12/18/2019 8:36 AM
567	Some trains run at around the same time everyday. So you know they are going to try to run them.	12/18/2019 8:31 AM
568	Technology is inevitable and a good thing, PSR as run by CSX is smoke and mirrors to increase stock price short term. Customers are getting worse service than ever, rail cars go by industries multiple times before spotted all just to keep cars moving so they look productive. I want my company to be profitable and grow, not sold off to pump up stock prices then cash out and run when nothing left to sell and stocks tank	12/18/2019 7:49 AM
569	No	12/18/2019 7:33 AM
570	No change	12/18/2019 7:28 AM
571	Absolutely not.	12/18/2019 7:21 AM
572	Sitting at home for 50 hours	12/18/2019 7:18 AM
573	Stock increases for shareholders, but only for a short term period. This business plan cannot sustain. Have watched the entire fleet degrade in reliability as well as maintenance and safe operation in a very short time.	12/18/2019 7:06 AM
574	No, shutting down American production	12/18/2019 6:31 AM
575	Stretching the gangs to thin, don't know where you're going to be working from week to week, buying plane tickets is impossible. Stock price up, morale is low. No benefits to a PSR RR	12/18/2019 6:30 AM
576	Sure! If you're a shareholder or have a significant amount of stock invested and want to cash out on a high note, then surely that's a benefit!	12/18/2019 6:26 AM
577	There are but the cons far outweigh the pros	12/18/2019 6:08 AM
578	The extra computer screen helps to identify crossing locations and speed restrictions in advance. This particularly helpful in dense fog. Otherwise another computer screen is very distracting.	12/18/2019 6:02 AM
579	No	12/18/2019 5:58 AM
580	None	12/18/2019 5:50 AM
581	Nothing that I have seen or witnessed	12/18/2019 5:48 AM
582	NO	12/18/2019 5:45 AM
583	None	12/18/2019 5:40 AM
584	I'm sure there are monetary benefits for stockholders and upper management, but I have not seen anything positive about it.	12/18/2019 5:38 AM
585	None	12/18/2019 5:22 AM
586	No, too dangerous, no one to watch over safety programs as before.	12/18/2019 5:13 AM
587	Even the company doesn't benefit. It's being raped and pilfered for all its assets. Senior staff is getting huge bonuses for killing the company	12/18/2019 4:54 AM
588	None, unless you're a shareholder. All it takes is one derailment to cause catastrophic events for reversal of PSR. HIRE BACK MECHANICAL EMPLOYEES	12/18/2019 4:52 AM
589	No	12/18/2019 4:52 AM
590	0 benefits	12/18/2019 4:42 AM
591	Not that I can see other than the profits for shareholders.	12/18/2019 4:32 AM
592	Haven't seen anything other than the shareholders making more money.	12/18/2019 4:28 AM
593	None	12/18/2019 4:16 AM
594	I haven't found any	12/18/2019 4:15 AM
595	A regular schedule would be the only solution	12/18/2019 4:06 AM
596	Never have worked one.	12/18/2019 4:03 AM
597	The only advantage I can see to PSR, is that the company (Union Pacific) has relaxed on the rules.	12/18/2019 4:01 AM
598	None	12/18/2019 4:01 AM
599	I have not benefited whatsoever from PSR, I can't even get a time claim the union has placed restrictions against paying out a time claim	12/18/2019 3:54 AM
600	None I can think of unless you are a shareholder then there is tons of money.	12/18/2019 3:52 AM
601	No benefits	12/18/2019 3:51 AM
602	No	12/18/2019 3:50 AM
603	None.	12/18/2019 3:48 AM
604	Only people benefiting from PSR are the CEO and stockholders that are padding their pockets with all the money from cutting the workforce down so much	12/18/2019 3:47 AM
605	I don't see how there could be any. No.	12/18/2019 3:46 AM
606	None	12/18/2019 3:43 AM

Q3 Are there benefits to working on a PSR railroad? If so, what are they?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
607	Benefits are only for the short-term stockholders	12/18/2019 3:40 AM
608	Yes	12/18/2019 3:39 AM
609	None, unless you're a board member or CEO of the company.	12/18/2019 3:23 AM
610	I don't see any, the car department has taken huge layoffs due to the carrier wanting and building trains longer	12/18/2019 3:22 AM
611	None	12/18/2019 3:19 AM
612	There are no benefits for the workers.	12/18/2019 3:14 AM
613	NO! PSR has absolutely no benefits in my opinion. Crossings are blocked longer due to shortage in train crews which could prevent emergency services routes in the event of an emergency.	12/18/2019 3:05 AM
614	No	12/18/2019 3:01 AM
615	None I've seen	12/18/2019 2:57 AM
616	Not that I know of	12/18/2019 2:55 AM
617	More of a point a to b travel.	12/18/2019 2:55 AM
618	I don't think so, less manpower means more risk of incidents because of fatigue.	12/18/2019 2:49 AM
619	Only to the fund managers	12/18/2019 2:42 AM
620	No benefits have been noticed on my end.	12/18/2019 2:41 AM
621	Money if you consider it worth the price of being away from home and constantly working long hours	12/18/2019 2:31 AM
622	The railroad is profitable which keeps me employed.	12/18/2019 2:20 AM
623	None	12/18/2019 2:18 AM
624	None	12/18/2019 2:18 AM
625	Only benefit would be if the Railroad can make a new start after profits from PSR and build a newer nicer Railroad empire. We need state of the art shops that are clean and safe. The Railroad now is a nasty dirty environmental disaster.	12/18/2019 2:14 AM
626	Heck no	12/18/2019 2:11 AM
627	No the company has made it very clear they don't want to employ us they want to make as much they can and cut out the middle man	12/18/2019 2:11 AM
628	The benefits of PSR seem to benefit the stockholders. Even customer satisfaction is subsidiary.	12/18/2019 2:09 AM
629	I don't work on one.	12/18/2019 2:08 AM
630	Only if you are a high ranking official at CSX or a shareholder.	12/18/2019 2:07 AM
631	Trains operating on a schedule is great. But the carrier never sticks to their own schedule anyway.	12/18/2019 2:05 AM
632	None	12/18/2019 2:05 AM
633	No, might as well leave, and enjoy life, before you're killed for the sake of some suits bonus, and to make a buck for some paper trader	12/18/2019 2:05 AM
634	No benefits I see	12/18/2019 2:03 AM
635	I don't see any. Lists more pissed off civilians at road crossings.	12/18/2019 2:03 AM
636	No benefits	12/18/2019 2:02 AM
637	The most obvious benefit, is to management and stockholders. However, with working boards cut to minimums, to company is more reluctant to pull crews from service for perceived violations.	12/18/2019 2:00 AM
638	No it doesn't benefit us just makes the stockholders and them more money	12/18/2019 1:57 AM
639	None	12/18/2019 1:55 AM
640	I don't see any benefits	12/18/2019 1:53 AM
641	None that I've seen whatsoever	12/18/2019 1:52 AM
642	None	12/18/2019 1:52 AM
643	No	12/18/2019 1:51 AM
644	If there are benefits, they must be apparent to middle management only. After recent changes I've basically had to tell the industries we service "Tough luck, my boss says I need to do this until told otherwise."	12/18/2019 1:50 AM
645	My job is less safe so no benefits	12/18/2019 1:49 AM
646	If you have a whole bunch of stock, you will benefit from PSR.	12/18/2019 1:47 AM
647	At this point I do not see any	12/18/2019 1:40 AM
648	None ruined my work	12/18/2019 1:39 AM
649	None	12/18/2019 1:37 AM
650	None	12/18/2019 1:35 AM
651	None	12/18/2019 1:33 AM
652	Every since "PSR" came in effect, there has been a decline in customers, amount of trains across the rail. It's all an illusion of numbers for the stockholders. Our country's unemployment rate is at an all time low. PSR railroad unemployment is at an all time high.	12/18/2019 1:33 AM
653	N/A	12/18/2019 1:29 AM
654	Other than lining the shareholders pockets I would say no	12/18/2019 1:23 AM
655	No. I feel precision is also scheduling but there are hrs of time between trains.	12/18/2019 1:16 AM
656	None	12/18/2019 1:14 AM
657	Not seeing any at the moment	12/18/2019 1:10 AM
658	most managers hate their jobs too so everyone is in the same boat?	12/18/2019 1:07 AM
659	The only benefit I have seen is in the value of stock I own. I would be willing to let it grow over the next 15 years to have the employees I've worked with for the last 23 years be able to perform their tasks safely and correctly.	12/18/2019 1:04 AM
660	None	12/18/2019 1:03 AM
661	Only cutting everything to make the stockholders more money	12/18/2019 12:59 AM
662	Very few	12/18/2019 12:57 AM
663	No	12/18/2019 12:54 AM
664	None	12/18/2019 12:53 AM
665	I don't know the higher ups make their money while the ones that give up their lives and time suffer and there is no money to be made	12/18/2019 12:50 AM
666	I work less hard because inspection isn't really key any longer. FRA doesn't hold the railroad as accountable as prior years.	12/18/2019 12:44 AM
667	0 for the worker millions for big stockholders	12/18/2019 12:44 AM
668	financially stable company, my paycheque never bounces	12/18/2019 12:41 AM

Q3 Are there benefits to working on a PSR railroad? If so, what are they?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
669	If you can hold, money because these fools don't know what they're doing and I work more often now.	12/18/2019 12:36 AM
670	The only benefit to PSR is to the shareholder. Nothing beneficial to the worker unless they are paid with shares!	12/18/2019 12:27 AM
671	None	12/18/2019 12:20 AM
672	shareholders get paid, workers get played	12/18/2019 12:14 AM
673	Only monetary benefits for the major stockholders.	12/18/2019 12:13 AM
674	None	12/18/2019 12:13 AM
675	No	12/18/2019 12:13 AM
676	None that I can see. Everything has a work event tied to it; *e.g.,* setting out smaller blocks versus larger ones from the past or no work events at all.	12/18/2019 12:11 AM
677	Supposed to have fewer trains, but I have not seen a drop in traffic.	12/18/2019 12:10 AM
678	None	12/18/2019 12:07 AM
679	It is harder for us to get more track time so I guess they're running more trains and making more money	12/18/2019 12:03 AM
680	More overtime more money	12/18/2019 12:03 AM
681	No	12/18/2019 12:00 AM
682	None that are seen by the people who are doing the work and constantly scared if they will still have a job tomorrow	12/17/2019 11:57 PM
683	No benefits at all for the employees, PSR only benefits the stockholders and higher ups	12/17/2019 11:55 PM
684	Higher stock prices	12/17/2019 11:53 PM
685	no	12/17/2019 11:50 PM
686	None. Get treated worse.	12/17/2019 11:50 PM
687	No	12/17/2019 11:50 PM
688	None that I see	12/17/2019 11:47 PM
689	I haven't seen any, and I'm trying hard to not be biased. We've lost many customers I knew for years, and we have lost many good workers that we need right now.	12/17/2019 11:46 PM
690	None. If I were younger I would do something else	12/17/2019 11:44 PM
691	No, PSR has only cut jobs to the bare bones creating unsafe working conditions due to the lack of rest and overwork required to backfill spots that they can't man.	12/17/2019 11:43 PM
692	There has been less fear of losing my job due to interpretation of a rule.	12/17/2019 11:43 PM
693	None	12/17/2019 11:42 PM
694	No	12/17/2019 11:40 PM
695	No job security	12/17/2019 11:36 PM
696	Not a damn thing!!!	12/17/2019 11:29 PM
697	None you would think that since it's precision now you would be able to have a regular call time but no it's all about corporate greed	12/17/2019 11:29 PM
698	I can't think of a benefit, unless you're a stockholder.	12/17/2019 11:26 PM
699	None that I can think of. It's asinine.	12/17/2019 11:21 PM
700	The only benefit is the shareholder gains, there is nothing, and I repeat nothing positive to PSR for an employee, nothing, we are stripped of every asset we had and forced to do more with an extreme less of resources, employees being the biggest	12/17/2019 11:21 PM
701	No	12/17/2019 11:16 PM
702	The top brass get richer.	12/17/2019 11:14 PM
703	None that I can see!!	12/17/2019 11:12 PM
704	No, too many job cuts. Leaving crews short-handed.	12/17/2019 11:11 PM
705	Not that I can see. None.	12/17/2019 11:08 PM
706	No. Cars are just scheduled to go further with less mechanical inspections	12/17/2019 11:07 PM
707	I don't see any benefits for myself. I don't mind working longer hours so I can have more personal time.	12/17/2019 11:03 PM
708	I feel like there isn't	12/17/2019 11:00 PM
709	No rules to follow. Managers leave you alone.	12/17/2019 10:59 PM
710	None.	12/17/2019 10:59 PM
711	I haven't yet seen a benefit for anyone other than a stockholder. Neither agreement employees nor customers seem to be liking the change.	12/17/2019 10:58 PM
712	There are no benefits	12/17/2019 10:58 PM
713	No	12/17/2019 10:58 PM
714	No not at all	12/17/2019 10:57 PM
715	Scheduled maintenance	12/17/2019 10:56 PM
716	I believe we have been losing business	12/17/2019 10:54 PM
717	no	12/17/2019 10:52 PM
718	If I owned a large share of stock the company would actually care about me and I would be happy because obviously I would be making hand over fist. Other than that absolutely not.	12/17/2019 10:52 PM
719	No.	12/17/2019 10:52 PM
720	None	12/17/2019 10:51 PM
721	No	12/17/2019 10:48 PM
722	No benefits to the workers just the shareholders	12/17/2019 10:46 PM
723	I have not seen a positive note as an employee.	12/17/2019 10:43 PM
724	None	12/17/2019 10:42 PM
725	Not to me	12/17/2019 10:36 PM
726	Benefits of PSR in my opinion is the definition of an oxymoron.	12/17/2019 10:30 PM
727	No	12/17/2019 10:30 PM
728	The only benefits are for shareholders.	12/17/2019 10:28 PM
729	I don't see a benefit. Carrier is maximizing profit but not giving any concessions to agreement employees.	12/17/2019 10:24 PM
730	none that I know of	12/17/2019 10:22 PM
731	If I was a stockholder, yes there are benefits. Stockholders don't have a clue as to what goes on out here from day to day. All they see is $$$ signs.	12/17/2019 10:21 PM
732	No	12/17/2019 10:18 PM

Q3 Are there benefits to working on a PSR railroad? If so, what are they?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
733	No	12/17/2019 10:17 PM
734	If the railroads are making money the employees are making money. If the industry has to adjust so that they can stay current I am willing and able to work for the company.	12/17/2019 10:17 PM
735	No	12/17/2019 10:16 PM
736	Knowing signals 6 miles ahead.	12/17/2019 10:14 PM
737	Ummm. nope can't think of one	12/17/2019 10:12 PM
738	Only benefit we've seen is company probably.	12/17/2019 10:05 PM
739	Yes, for the stockholders.	12/17/2019 9:58 PM
740	Only if you're a stockholder or someone who stands to gain by cutting overhead	12/17/2019 9:54 PM
741	None unless you are a shareholder.	12/17/2019 9:54 PM
742	Railroad Stock is great.	12/17/2019 9:51 PM
743	No, none	12/17/2019 9:46 PM
744	You tell me	12/17/2019 9:45 PM
745	Absolutely none	12/17/2019 9:43 PM
746	I wouldn't know it's the reason I got furloughed right before Christmas with three kids to take care of	12/17/2019 9:42 PM
747	I guess so if you like, extra stress, pressure and threats.	12/17/2019 9:40 PM
748	Less people working is less risk and more money for the shareholders.	12/17/2019 9:40 PM
749	Not sure	12/17/2019 9:38 PM
750	None	12/17/2019 9:38 PM
751	More track time for repairs and maintenance lower operating ratios	12/17/2019 9:33 PM
752	If you like being away from home for long periods of the day and if you like overtime.	12/17/2019 9:28 PM
753	None.	12/17/2019 9:26 PM
754	No	12/17/2019 9:24 PM
755	No. Infrastructure suffers and so does the morale of employees trying to make it better!	12/17/2019 9:17 PM
756	No benefits. Everything with PSR is a Temporary solution that won't last long term	12/17/2019 9:15 PM
757	None that I can see	12/17/2019 9:14 PM
758	None that I can see	12/17/2019 9:10 PM
759	None	12/17/2019 9:08 PM
760	Like the old way better so I'm gonna say no there isn't a benefit	12/17/2019 9:08 PM
761	Not that I have seen	12/17/2019 9:04 PM
762	No	12/17/2019 9:03 PM
763	PSR is eliminating jobs and requiring you to do more work.	12/17/2019 9:01 PM
764	No benefit. Well maybe one the company doesn't have to contribute to pay wages or insurance on a dead employee	12/17/2019 8:59 PM
765	None unless you're a major stockholder	12/17/2019 8:59 PM
766	Management has the same fear of being fired we had for the last 10 years	12/17/2019 8:58 PM
767	The only benefit I would think has happened is there is less congestion. But when something happens things back up pretty quickly.	12/17/2019 8:58 PM
768	Not a single one comes to mind.	12/17/2019 8:52 PM
769	none, schedule trains hardly leave when they are supposed to.	12/17/2019 8:48 PM
770	Yes better quality of life	12/17/2019 8:48 PM
771	No it's all about stockholders not the employees or the conditions they put us in	12/17/2019 8:47 PM
772	Make more money	12/17/2019 8:46 PM
773	None	12/17/2019 8:46 PM
774	You're still paid well if you're not furloughed. You have no job security anymore.	12/17/2019 8:45 PM
775	None it's a shareholder scam. Trains are made to move slower *i.e.,* intermodals pick up manifest cars and are limited to 50 mph vs 70 mph how is that precision. The shell game extends to dwel times at yards instead of showing an 18 hour dwel time at one yard they show 3 separate dwel times of 6 hours and claim better service	12/17/2019 8:45 PM
776	There are not any benefits of working for a PSR railroad. If you like coming to work and wondering when your job will be abolished, can you actually consider this a benefit?	12/17/2019 8:45 PM
777	NO. NONE.	12/17/2019 8:43 PM
778	Not from an employee standpoint.	12/17/2019 8:42 PM
779	None that I can find.	12/17/2019 8:41 PM
780	None.	12/17/2019 8:39 PM
781	No benefits whatsoever it's a get rich quick for hedge fund managers and upper management at railroad	12/17/2019 8:39 PM
782	If there is I haven't seen it	12/17/2019 8:38 PM
783	Wish someone could tell me that, the big dog are making money hand of fist full.	12/17/2019 8:37 PM
784	None. It's killing the industry.	12/17/2019 8:30 PM
785	As a employee I haven't seen any benefit to it. When I hired out, I knew this was what I wanted to do for my career. Now I'm worried that I might not have a job tomorrow. I have worked for five years now, and have had no opportunity to move up (engineer) since PSR. I have to go 150 (300 round trip) miles away from home, where I hired out just so I can work. They have cut the workforce so much that even the new guys they hired 2 years ago can't work. The trains are twice as long with less guys. We end up tying down train due to no crews to take them on.	12/17/2019 8:29 PM
786	None	12/17/2019 8:27 PM
787	There are none when working for a railway that does PSR all they care about is shares not the employee	12/17/2019 8:18 PM
788	Shareholder value has risen	12/17/2019 8:16 PM
789	I personally have not seen any benefits to PSR as a T&E employee.	12/17/2019 8:16 PM
790	No	12/17/2019 8:12 PM
791	?	12/17/2019 8:12 PM
792	I haven't found any yet.	12/17/2019 8:10 PM

Q3 Are there benefits to working on a PSR railroad? If so, what are they?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
793	The only benefit I have noticed is bigger blocks of track time to get work done. A lot of machines have lost operators in return dropped off at sections for them to use when needed. Not a benefit to the person who had them bid in or to the person made to operate it because they have ran one in the past.	12/17/2019 8:07 PM
794	None	12/17/2019 8:04 PM
795	None that I can see it this time.	12/17/2019 8:04 PM
796	No; PSR has been brought in the field to break the morale and backs of field employees while driving stock prices up fattening the pockets of corporate	12/17/2019 8:03 PM
797	Yes, less congestion and more planned moves.	12/17/2019 8:00 PM
798	I see none. All I've seen are job cuts and stricter work, attendance and discipline policies. Most of which are completely unfair.	12/17/2019 7:59 PM
799	None, I've been on railroad 25 years. Only benefit is for the shareholder.	12/17/2019 7:58 PM
800	Shareholders make lots of money while the working men and women are pushed to do more with less.	12/17/2019 7:55 PM
801	No	12/17/2019 7:52 PM
802	None	12/17/2019 7:51 PM
803	If there are any benefits, I don't see them.	12/17/2019 7:50 PM
804	Dumb question!	12/17/2019 7:49 PM
805	Nope	12/17/2019 7:44 PM
806	There are none the only thing it does is boost the corporate nature of the railroad itself and breaks the main principal that built the railroad, stick together watch out for each other work hard and smart but number one have each other's back from the top to the bottom.	12/17/2019 7:41 PM
807	None	12/17/2019 7:37 PM
808	Only if you are a shareholder, otherwise the benefits belong to the executive team at the railroad in question.	12/17/2019 7:36 PM
809	No because PSR doesn't exist. The same trains never run at the same time day after day.	12/17/2019 7:35 PM
810	The only benefits I see go straight to the carrier and so forth.	12/17/2019 7:33 PM
811	I personally cannot believe that there are any benefits to this PSR unless you are a shareholder. For the actual railroad employees PSR IS NOTHING SHORT OF DEVASTATION!	12/17/2019 7:29 PM
812	None that I can think of.	12/17/2019 7:26 PM
813	No	12/17/2019 7:22 PM
814	None	12/17/2019 7:21 PM
815	None, scared that job may be cut any day	12/17/2019 7:15 PM
816	No.	12/17/2019 7:15 PM
817	There are benefits. The only people who benefit are top executives and shareholders.	12/17/2019 7:14 PM
818	No	12/17/2019 7:10 PM
819	Absolutely not!	12/17/2019 7:10 PM
820	Profits for upper management	12/17/2019 7:09 PM
821	No benefits. The only one the benefits is top executives and shareholders	12/17/2019 7:01 PM
822	Nothing except poor morale and working conditions.	12/17/2019 7:00 PM
823	N/A	12/17/2019 6:59 PM
824	Nope. It's all about the shareholders. They running 12k to 13k foot trains. That's combining 2 to 3 trains in 1. Then telling the carman they only have 30 secs a car to inspect it. They have to follow or get fired. It's been reported to the FRA several times and nothing happens. So the real question is who does the FRA really care about the companies or the public safety. It's clear they don't care about public safety.	12/17/2019 6:54 PM
825	If there is, I have not seen any by the actions of the Carrier	12/17/2019 6:52 PM
826	None	12/17/2019 6:52 PM
827	None.	12/17/2019 6:50 PM
828	None at all	12/17/2019 6:50 PM
829	I believe the benefits to this occupation were better prior to PSR.	12/17/2019 6:49 PM
830	I guess with PSR there are less employees to worry about. Depending on how you want to look at it that is a benefit. I don't see how this program benefits anyone other than shareholders.	12/17/2019 6:49 PM
831	NONE	12/17/2019 6:48 PM
832	Absolutely none	12/17/2019 6:46 PM
833	To date, do not see any. It has become purely math, not safety	12/17/2019 6:46 PM
834	Not really for the workers. Stockholders are happy. Railroad retirement is going to take a major hit with a lot less people paying into it.	12/17/2019 6:41 PM
835	No	12/17/2019 6:40 PM
836	No	12/17/2019 6:38 PM
837	None to me.	12/17/2019 6:38 PM
838	None	12/17/2019 6:36 PM
839	Stock has went up is the only benefit that I'm aware of.	12/17/2019 6:34 PM
840	None	12/17/2019 6:32 PM
841	None	12/17/2019 6:29 PM
842	No	12/17/2019 6:26 PM
843	No, it's all about profits to the shareholders there are no benefits to the employees	12/17/2019 6:23 PM
844	None at all. The customers are suffering and the workers are suffering. IT'S all a numbers game.	12/17/2019 6:20 PM
845	Sure if you're the ones getting the big bonuses. There is NO benefit for the craftsman at this job! Worse job ever!! Horrible company to work for!	12/17/2019 6:18 PM
846	Absolutely None	12/17/2019 6:17 PM
847	Well at beginning believed that there was due to fact we knew what time we had to be somewhere and we would be but if we was 5 hours early then we just sit and rot waiting for our turn. Which in itself hurts employees	12/17/2019 6:14 PM
848	None that I see except to pad the pockets of a few upper management and the shareholders	12/17/2019 6:13 PM

Q3 Are there benefits to working on a PSR railroad? If so, what are they?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
849	No.	12/17/2019 6:12 PM
850	None	12/17/2019 6:12 PM
851	No benefits. Just more work less pay.	12/17/2019 6:11 PM
852	Absolutely not!!!	12/17/2019 6:10 PM
853	I haven't seen any positive results when it comes to the conductor, engineer side of the company and customers are upset also	12/17/2019 6:08 PM
854	Don't see any benefit at all	12/17/2019 6:03 PM
855	None! Thousands out of jobs, short handed on everything.	12/17/2019 6:03 PM
856	None it's all a plot to cut jobs and edge out safety for profit.	12/17/2019 6:02 PM
857	I don't know of any	12/17/2019 6:00 PM
858	I have seen no upside to it. It cause longer wait times for crews and customers. If something goes wrong it's going to slow the flow even more	12/17/2019 5:59 PM
859	There is nothing better about PSR. They company could care less about the customer	12/17/2019 5:56 PM
860	I understand the benefits for the Railroad. I thought PSR would make our regularly scheduled trains in and out near the same time daily. They still show up and are sent out at different times day to day. PSR has had a benefit of nothing to me as a new hire Conductor.	12/17/2019 5:55 PM
861	Not that I can tell	12/17/2019 5:53 PM
862	I have yet to notice any benefits	12/17/2019 5:53 PM
863	None	12/17/2019 5:51 PM
864	Absolutely none.	12/17/2019 5:49 PM
865	None whatsoever	12/17/2019 5:49 PM
866	Not that I have seen	12/17/2019 5:48 PM
867	esignating certain tracks for certain trains is a good idea. Having trains due to be serviced arriving on schedule is a great concept. If the trains truly arrived at the same time everyday and if needed manpower was available. It could be a benefit to all. Unfortunately I see varying arrival times and insufficient or no staff to work the trains at all.	12/17/2019 5:48 PM
868	None that I can see	12/17/2019 5:48 PM
869	Stockholders are making more money	12/17/2019 5:46 PM
870	None that a I have seen killing jobs and wasn't to safe	12/17/2019 5:45 PM
871	Overtime if you want it due to the lack of employees working, otherwise none yet. Exhausted by the end of the day.	12/17/2019 5:43 PM
872	Management has been more laid back and they treat you a little more fairly, otherwise it's a joke. The cons out weigh the pros all day. I'd actually consider going back to railroading if it wasn't such a joke now.	12/17/2019 5:43 PM
873	I'm not sure if anyone that is on the ground in a conductor/engineer position benefits from PSR it seems like we are getting less time at home with a more unpredictable schedule.	12/17/2019 5:42 PM
874	No there's not. Lack of sleep more work has to be done with less people	12/17/2019 5:42 PM
875	Sure if your higher up the food chain. Every year we hear about record profits yet in the field we are replacing junk with junk a lot of the time. Need something to do our job? Well the answer is more than likely we don't have any money to spend. If we are making record profits why are we so poor where the money is needed the most	12/17/2019 5:42 PM
876	If you're a contractor yes	12/17/2019 5:37 PM
877	If you are a shareholder in the company, the stock is doing very well. Other than that there's no benefit to this operating method.	12/17/2019 5:32 PM
878	I make more money due to the foldaway for being in the hotel for 24 hours	12/17/2019 5:30 PM
879	Just blessed to have a job. That's the advantage.	12/17/2019 5:30 PM
880	No	12/17/2019 5:29 PM
881	None that I have seen	12/17/2019 5:27 PM
882	Absolutely not	12/17/2019 5:26 PM
883	Huh! Noooooo! Only benefit is to the shareholder	12/17/2019 5:25 PM
884	None	12/17/2019 5:21 PM
885	No. The plan is not a successful business model that could grow business. Everything about it is designed to extract as much capital by whatever means available to insure an increased stock price. Some of the companies previous leaders knew that to run a business it needed to grow and expand. The PSR plan does none of this. Along with driving down the morale of the employees it also alienates the customer. I see no benefit to this plan and with having said that, if the plan was so successful every railroad in the country would be or would continue to be running it today. From all accounts,the Class 1's who formerly tried the plan have had to spend years and countless numbers of dollars to return to a more effective business model.	12/17/2019 5:21 PM
886	There are "natural windows" that mow can get track time	12/17/2019 5:16 PM
887	None we have been lost jobs pay and constantly threatened and rushed	12/17/2019 5:14 PM
888	None, less workers more work on what's left	12/17/2019 5:14 PM
889	I don't know	12/17/2019 5:13 PM
890	Railroad unemployment.	12/17/2019 5:11 PM
891	Stock price	12/17/2019 5:10 PM
892	I am thankful to have enough seniority to still have a job. Though I do not agree with PSR, I am thankful to be working.	12/17/2019 5:07 PM
893	None	12/17/2019 5:06 PM
894	None	12/17/2019 5:04 PM
895	In our area not really. We service the coal mines which can only load so fast and can't really be set to a schedule	12/17/2019 5:02 PM
896	None	12/17/2019 5:01 PM
897	There is none safety goes out the window they don't inspect trains anymore the crews are doing it and they ain't qualified	12/17/2019 4:59 PM
898	I do not feel anyone benefits from PSR. The carriers can not get freight moved. The customers can not get their product on time.	12/17/2019 4:59 PM
899	Not at all. Compromises safety	12/17/2019 4:58 PM

Q3 Are there benefits to working on a PSR railroad? If so, what are they?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
900	None	12/17/2019 4:56 PM
901	None	12/17/2019 4:55 PM
902	none	12/17/2019 4:54 PM
903	No	12/17/2019 4:54 PM
904	No benefits, for employees. The only benefits is equity extraction for the company.	12/17/2019 4:53 PM
905	There is none	12/17/2019 4:53 PM
906	You don't have to pay to see a circus, when they pay you to show up and work for one.	12/17/2019 4:52 PM
907	Depends on the perspective. From corporate—sure. Fewer employees, lower overhead. From the train crew—absolutely NOT. Rules are being rolled back/eliminated to expedite. Being rushed out of the crew rooms often without proper paperwork. Less transport/more time on the ground. Consolidated service units where senior management is in a state hundreds of miles away and uses rules designed for local situations. It's DANGEROUS and irresponsible	12/17/2019 4:49 PM
908	I don't believe so.	12/17/2019 4:48 PM
909	Not as a maintenance of way employee	12/17/2019 4:47 PM
910	No I do not believe there is the only benefit is to the stockholders. More is done with less and it's dangerous. I talked to an engineer and it's the worst he has seen the railroad in 40 years.	12/17/2019 4:46 PM
911	Supposed to get on and off trains quicker to be home w our families right? Well I've had back to back to back 17hr, 15.5hr and then 14.5 hour days with hardly any traffic on the district.	12/17/2019 4:43 PM
912	I don't see any benefits for the MOW besides less actual working hours a day on the track. Plenty of benefits apply to the transportation side because they are allowed to run more trains a day.	12/17/2019 4:43 PM
913	None. Zero. Unless you are a shareholder or executive management.	12/17/2019 4:43 PM
914	Still waiting to find one if any benefits. There are none.	12/17/2019 4:39 PM
915	Not in my book	12/17/2019 4:39 PM
916	My company stock is making money. So my 401k looks good.	12/17/2019 4:39 PM
917	Only if you are a shareholder	12/17/2019 4:36 PM
918	I cannot see any, if I were a shareholder I'm sure I would see a big benefit.	12/17/2019 4:36 PM
919	Getting laid off	12/17/2019 4:36 PM
920	I have found absolutely nothing beneficial for a rail road worker..	12/17/2019 4:35 PM
921	N/A	12/17/2019 4:35 PM
922	No.	12/17/2019 4:34 PM
923	No absolutely no benefits for the railroad worker. Only the men and woman on top are the only people benefiting from this	12/17/2019 4:33 PM
924	Short-term maybe long-term no	12/17/2019 4:30 PM
925	No, faster railroading	12/17/2019 4:29 PM
926	Don't know	12/17/2019 4:29 PM
927	None	12/17/2019 4:26 PM
928	none	12/17/2019 4:26 PM
929	If there are any, I haven't seen them. Unless you are a shareholder. Longer trains, our equipment is no longer maintained, and if it's in the shop it's "get this locomotive or car out now". The company has no regards for blocking crossings. So no, there are no benefits for the ground employees to work for a PSR Railroad.	12/17/2019 4:24 PM
930	No	12/17/2019 4:24 PM
931	NOOOOOOOOO	12/17/2019 4:24 PM
932	yes, If your seniority is high enough you will still have a job, and you don't have to work unfamiliar territory. I get to walk all over the yard because we have 1 van for 2 yard jobs and all train crews departing and incoming on trains and still expected to get my work done in 8 hours.	12/17/2019 4:23 PM
933	On road trains it is convenient to be able to see what is going on in front of you especially with the lack of communication we usually get from the dispatchers.	12/17/2019 4:22 PM
934	No. None whatsoever.	12/17/2019 4:22 PM
935	Better anticipation of signals.	12/17/2019 4:22 PM
936	No, PSR is all about artificially inflating numbers yo make shareholders happy. This is an unsustainable practice.	12/17/2019 4:20 PM
937	No it's no benefits.	12/17/2019 4:19 PM
938	No. None whatsoever. Unless you are a sadist hedge fund baby looking for a good time.	12/17/2019 4:19 PM
939	It is more predictable when being called as a train crew member. Unsure about customer satisfaction.	12/17/2019 4:19 PM
940	None at all. Unless you're a shareholder	12/17/2019 4:18 PM
941	No. All the money that is being saved we as of MW want a piece of the pie. We work with men we have left deserve to live a better life to provide for our family's.	12/17/2019 4:17 PM
942	Only if you are a shareholder!	12/17/2019 4:14 PM
943	None	12/17/2019 4:09 PM
944	Absolutely not. No benefit at all.	12/17/2019 4:08 PM
945	None	12/17/2019 4:08 PM
946	The railroad was making record profits before PSR. To abuse the workforce to the point of failure should be against the law	12/17/2019 4:05 PM
947	So far on my seniority district I can't see a benefit	12/17/2019 4:04 PM
948	Is this question a joke?	12/17/2019 4:03 PM
949	NO! Unless you are a stockholder	12/17/2019 4:03 PM
950	There are no benefits. It's a short term high profit scam. Hedge funds are pulling out all the profits and then dumping the stocks. Those of us that survive the job cuts will have to work twice as hard after the bottom falls out. Maintenance crews are being cut. Mechanical is being cut. Customers are frustrated yet corporate executives only see the dollars..	12/17/2019 4:02 PM
951	No. You can't schedule a freight railway.	12/17/2019 4:02 PM

Q3 Are there benefits to working on a PSR railroad? If so, what are they?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
952	None	12/17/2019 3:56 PM
953	None	12/17/2019 3:54 PM
954	Nope	12/17/2019 3:54 PM
955	If you're a shareholder.	12/17/2019 3:53 PM
956	None at all it's going to cripple this industry and railroad retirement and the Wall Street rats will just go ruin another company and thousands of other people's lives	12/17/2019 3:53 PM
957	None	12/17/2019 3:53 PM
958	No benefit that I can see. We are shrinking not growing.	12/17/2019 3:52 PM
959	Absolutely not	12/17/2019 3:51 PM
960	Zero! None if you are an employee. However, if you are a shareholder plenty	12/17/2019 3:50 PM
961	None at all.	12/17/2019 3:49 PM
962	Maybe moving trains faster	12/17/2019 3:48 PM
963	I know of zero benefits. I am currently seeking employment elsewhere. I will be happy to leave my employment on a PSR railroad. Too much stress and I face discipline if I don't do exactly what they want despite safety concerns.	12/17/2019 3:48 PM
964	Nor. We have made so many customers mad and they have left because we won't service them everyday. We pick when we go and by doing that we cause them to pay more for our crappy service. We know we getting more money based on how bad our service is to them	12/17/2019 3:46 PM
965	As a stockholder the there is a benefit of a stock price going up, but not at the expense of safety of the employee.	12/17/2019 3:45 PM
966	No	12/17/2019 3:45 PM
967	Honestly no.	12/17/2019 3:42 PM
968	If only I had enough seniority	12/17/2019 3:39 PM
969	None whatsoever	12/17/2019 3:39 PM
970	No!!!!	12/17/2019 3:36 PM
971	Track time seems to be available more	12/17/2019 3:35 PM
972	I don't see any benefit	12/17/2019 3:35 PM
973	You get to stay at home with no pay when you get laid off	12/17/2019 3:35 PM
974	I don't see any changes	12/17/2019 3:34 PM
975	The stock in my 401K has gone up in value, thats about it.	12/17/2019 3:32 PM
976	None I have seen.	12/17/2019 3:32 PM
977	I haven't seen any yet.	12/17/2019 3:31 PM
978	The only positive thing I see is inflating the profit margin quick and temporarily	12/17/2019 3:31 PM
979	None	12/17/2019 3:29 PM
980	I believe that all RR's should stay on schedule, for the customers and for the traffic on main lines, mechanical forces helps to ensure that tasks and hope to prevent accidents, human or mechanical.	12/17/2019 3:28 PM
981	None that I have seen or heard about.	12/17/2019 3:27 PM
982	Not unless you are a high level executive	12/17/2019 3:26 PM
983	None that I have seen	12/17/2019 3:25 PM
984	If there are benefits I have not seen them.	12/17/2019 3:25 PM
985	More profit and an increase in stock prices.	12/17/2019 3:23 PM
986	I do not see any benefits. Alienating our people and our customers at the same time driving our equipment into the ground by not maintaining it.	12/17/2019 3:22 PM
987	Haven't noticed any. Only decline in trains and being furloughed.	12/17/2019 3:22 PM
988	As of yet I haven't seen any and what I've read about it from other railroads it does not appear to be a positive way to run a railroad.	12/17/2019 3:21 PM
989	I haven't seen any yet.	12/17/2019 3:21 PM
990	Being able to "see" ahead 5 miles.	12/17/2019 3:21 PM
991	No	12/17/2019 3:21 PM
992	It doesn't benefit employees, it compounds problems with running trains in excess of 2miles and being discipline or at least questioned and interrogated as to why something is not going running in the schedule they implemented	12/17/2019 3:20 PM
993	None that I've noticed. I live in a constant fear of losing my job.	12/17/2019 3:19 PM
994	No	12/17/2019 3:18 PM
995	Higher paychecks. Due to the trains not being able to complete their run due to time and meet locations.	12/17/2019 3:18 PM
996	Thinning of the herd (sarcasm here). None I can think of but my stocks going up.	12/17/2019 3:18 PM
997	Better time frames for customers.	12/17/2019 3:17 PM
998	No	12/17/2019 3:17 PM
999	Not for the conductors and engineers.	12/17/2019 3:17 PM
1000	Haven't seen any	12/17/2019 3:16 PM
1001	The benefits could be there if the consideration for employees lives, rest, and work were cared about even a small percent. There is no so called schedule, only bigger trains, that create more issues.	12/17/2019 3:16 PM
1002	No. None	12/17/2019 3:11 PM
1003	It's nice being on a road train and not wondering if you're going to get a good run. The old saying used to be, "they only have you for 12 hours." Now that you go dead and they have you sit on your train for another 2 hours because they don't want the relief to have to untie it the saying is now, "they only have you for 13, maybe 14 hours."	12/17/2019 3:11 PM
1004	Less track time, but everything is way more rushed so safety is more difficult.	12/17/2019 3:10 PM
1005	N/A	12/17/2019 3:10 PM
1006	So far I am unsure. I am constantly worrying about being let go. Not enough jobs.	12/17/2019 3:09 PM
1007	Maps give you a heads up	12/17/2019 3:08 PM
1008	None for workers	12/17/2019 3:06 PM
1009	I have seen no evidence that their have been any Benefits. Just selling of assets and pressuring crews to do more with less. And pressuring them to violate rules . In order to make it work.	12/17/2019 3:05 PM
1010	No	12/17/2019 3:03 PM

Q3 Are there benefits to working on a PSR railroad? If so, what are they?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
1011	If the conditions stay the same no. With cuts to boards and the want of a company to cut a crew down to 1 man crew I see no relevant benefits only decline in workforce and work place mentality.	12/17/2019 3:02 PM
1012	Don't understand the question	12/17/2019 3:02 PM
1013	None. Money grab that has destroyed lives, local companies like our grain elevator in town complains about how bad the UPRR service has been.	12/17/2019 3:02 PM
1014	The one and only benefit is originating trains are called on time. All others are still (solid/empty commodity trains) are completely random and usually ghost trains.	12/17/2019 3:02 PM
1015	No	12/17/2019 3:01 PM
1016	No absolutely not trains are to long hours on duty are to long it's just a matter of time till something goes wrong and people die.	12/17/2019 3:01 PM
1017	Higher volumes of train traffic give some stability to our jobs but the profits these company's make do not trickle down to the crafts. They are making billions of dollars and are shaking OUR pockets for change to pay for Healthcare that they are putting our health at risk and asking us to pay for their wear and tear on our bodies we sacrifice for these jobs to keep our families healthy and not struggling to survive.	12/17/2019 2:59 PM
1018	No	12/17/2019 2:58 PM
1019	It pays the bills . . . And the retirement but it's isn't all it's cracked up to be. Buts it's like selling your sole to the devil!	12/17/2019 2:57 PM
1020	None that I can see What I see is an industry hell bent on cooking the books on train times and rules indorser to give the illusion of more profit. Selling off existing property and equipment is not operating profits	12/17/2019 2:56 PM
1021	It's the old Wild West on the U.P. No managers watching, crews don't follow basic safety rules. Managers are hiding injuries and decerts.	12/17/2019 2:53 PM
1022	No. None	12/17/2019 2:52 PM
1023	No. There are no benefits. The detriment of putting money above life never has good consequences. PSR is about doing more with less. It is not about doing better with what is necessary to reach the goal.	12/17/2019 2:52 PM
1024	No	12/17/2019 2:51 PM
1025	No.	12/17/2019 2:50 PM
1026	No there isn't. Take shortcuts, managers let bad orders go. Not enough people to work safely!!	12/17/2019 2:48 PM
1027	I've been furloughed	12/17/2019 2:48 PM
1028	None. It simply has everybody concerned about keeping their jobs.	12/17/2019 2:48 PM
1029	None that I can see actually negative results	12/17/2019 2:47 PM
1030	No	12/17/2019 2:46 PM
1031	No	12/17/2019 2:45 PM
1032	Decent pay, decent benefits.	12/17/2019 2:43 PM
1033	No, only benefit in my eyes is if you are a wealthy share owner.	12/17/2019 2:43 PM
1034	None	12/17/2019 2:43 PM
1035	N/A	12/17/2019 2:42 PM
1036	The PSR holds ourselves and costumers more accountable to efficient train movement and on time maintenance windows. However we have had a process in place to hold ourselves accountable on track windows for the last 10 years and things haven't changed all that much.	12/17/2019 2:42 PM
1037	None in my opinion	12/17/2019 2:41 PM
1038	You'll make more money because more people are laid off and the ones there work all the time even on holidays.	12/17/2019 2:36 PM
1039	None	12/17/2019 2:34 PM
1040	the only benefit I can see from working on a PSR RR is if you own stock or have 30 years seniority. they don't seem to want to take care of their employees thats stuck it out through 5–10 furloughs in the last 15 years.	12/17/2019 2:33 PM
1041	Not that I have seen	12/17/2019 2:31 PM
1042	No	12/17/2019 2:31 PM
1043	Unclear so far	12/17/2019 2:31 PM
1044	There are more parking spots due to the high number of people furloughed.	12/17/2019 2:29 PM
1045	NONE!!	12/17/2019 2:29 PM
1046	Nope	12/17/2019 2:29 PM
1047	Someone else is probably getting rich off it.	12/17/2019 2:29 PM
1048	Only if your goal is to rid yourself of the small customers, works ok for the transportation group if your goal is to move traffic at the cost of depleting equipment and infrastructure. Short term managing. Hedge fund lovers.	12/17/2019 2:27 PM
1049	None	12/17/2019 2:26 PM
1050	None	12/17/2019 2:25 PM
1051	The only benefit is a new depression that all the employees share	12/17/2019 2:25 PM
1052	No	12/17/2019 2:25 PM
1053	No track and time	12/17/2019 2:24 PM
1054	No there is not, unless you want to stress yourself to death with worrying if you have a job tomorrow, plus you will be overly sleep deprived	12/17/2019 2:23 PM
1055	I have friends on the Union Pacific they have lost jobs. So I see no benefit	12/17/2019 2:22 PM
1056	shareholders are happy for now. history and time are against them.	12/17/2019 2:21 PM
1057	No	12/17/2019 2:21 PM
1058	No	12/17/2019 2:19 PM
1059	Haven't seen any yet. There's no room for any set back. It's a great idea if nothing had delays, malfunctions, or failures. Otherwise it's a plan with zero adaptation to circumstances	12/17/2019 2:13 PM
1060	Only if you own stock in short term.	12/17/2019 2:13 PM
1061	High blood pressure, new cuss words learned, and the ability to loose all hope in a company	12/17/2019 2:13 PM
1062	None	12/17/2019 2:11 PM
1063	None for employees.	12/17/2019 2:11 PM
1064	None.	12/17/2019 2:11 PM

Q3 Are there benefits to working on a PSR railroad? If so, what are they?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
1065	I don't see any.	12/17/2019 2:10 PM
1066	no lose of work	12/17/2019 2:08 PM
1067	Stocks and dividends	12/17/2019 2:06 PM
1068	There is a chance for more money if your jobs haven't been cut. Although they're abusing boards and threatening jobs it allows us to keep boards short which in turn can be a danger	12/17/2019 2:05 PM
1069	Haven't seen any. Dispatchers still can't do their job effective	12/17/2019 2:04 PM
1070	Finding a different place for employment I suppose.	12/17/2019 2:02 PM
1071	NONE!	12/17/2019 2:01 PM
1072	I have not seen any benefits to working on a PSR railroad. Man power and jobs are cut being cut in needed department, safety is no longer a top priority, and management now forces crews to perform duties in a shorter time frame with less equipment and man power.	12/17/2019 2:01 PM
1073	None that I can see. The only benefit is to the co bottom line. There is going to be an accident. And it is going to be a bad one.	12/17/2019 2:00 PM
1074	None that I've seen.	12/17/2019 1:59 PM
1075	For the workers. haven't found any yet.	12/17/2019 1:57 PM
1076	Bigger bonuses of the executives.	12/17/2019 1:57 PM
1077	No benefits to the people working on the ground.	12/17/2019 1:54 PM
1078	Not that I have seen	12/17/2019 1:54 PM
1079	Screwing over the customer. Increasing profits for shareholders.	12/17/2019 1:53 PM
1080	Not in my eyes. Like a gentleman said." PSR is like cutting off your two best feet, then bragging about how much money you save from not having to buy boots."	12/17/2019 1:53 PM
1081	None, the work atmosphere is extremely adversarial and intimidating. Do this or you are fired!!!!!	12/17/2019 1:49 PM
1082	no time for details	12/17/2019 1:48 PM
1083	I don't see none only for the ones who is not operating trains	12/17/2019 1:45 PM
1084	No benefits	12/17/2019 1:45 PM
1085	No they are gutting the company to make money.	12/17/2019 1:45 PM
1086	None!!!!!!!!!!	12/17/2019 1:44 PM
1087	No	12/17/2019 1:44 PM
1088	N/A	12/17/2019 1:44 PM
1089	No benefits	12/17/2019 1:43 PM
1090	No	12/17/2019 1:43 PM
1091	None! For us! Stock holders get the benefit!	12/17/2019 1:43 PM
1092	No, they keep cutting jobs and adding stress to the employees	12/17/2019 1:41 PM
1093	I don't know that PSR has made anything better. Our managers tell us that it's for the good of the company and thus good for us however there are fewer guys working now too.	12/17/2019 1:40 PM
1094	None	12/17/2019 1:39 PM
1095	I've yet to see any they say that it's better for customer service, but customers are getting less service. We've run significantly more cars and service level was. Better.	12/17/2019 1:39 PM
1096	None.	12/17/2019 1:39 PM
1097	None	12/17/2019 1:36 PM
1098	I don't believe so. It seems to be a point A to point B railroad now that doesn't want to work with their customers	12/17/2019 1:34 PM
1099	I don't know enough about it to answer but I hear their are no benefits for us	12/17/2019 1:33 PM
1100	None	12/17/2019 1:32 PM
1101	No	12/17/2019 1:29 PM
1102	No not a all	12/17/2019 1:28 PM
1103	There are no benefits to anyone who "works" for the railroad. Just the shareholders of the railroad.	12/17/2019 1:27 PM
1104	If you have stock in the company or have an interest in the hedge fund that is running the place, yes	12/17/2019 1:27 PM
1105	None that I know of	12/17/2019 1:27 PM
1106	Don't know	12/17/2019 1:27 PM
1107	See none as far as employee benefits.	12/17/2019 1:26 PM
1108	None what so ever	12/17/2019 1:26 PM
1109	I have yet to discover any potential benefits.	12/17/2019 1:26 PM
1110	No, less money to be made. Less jobs	12/17/2019 1:26 PM
1111	No, skeleton crews, twice the work from half the work force	12/17/2019 1:25 PM
1112	None that I can tell	12/17/2019 1:23 PM
1113	None assets are moth balled and placed in stored.. longer and heavier trains with locomotives that go un serviced due to the lack of time and lack of employees	12/17/2019 1:23 PM
1114	Since PSR was implicated, my job at CSX gets worse on a daily basis. Management has also gotten much worse since PSR was implicated	12/17/2019 1:22 PM
1115	Only benefit is profit to shareholders until they run off all the customers for pricing and lack of service. then cash out and expect the government to bail them out AGAIN	12/17/2019 1:22 PM
1116	None	12/17/2019 1:22 PM
1117	No all PSR is to do more with less. Furlough employee, store equipment, make employees work places they ain't qualified at. Moving trains that are so long if you are at the rear of the train cannot communicate with engineer by handset on head end	12/17/2019 1:20 PM
1118	No	12/17/2019 1:19 PM
1119	None at all	12/17/2019 1:16 PM
1120	No	12/17/2019 1:16 PM
1121	No, less time at home!	12/17/2019 1:14 PM
1122	No not that I can see	12/17/2019 1:13 PM
1123	The only plus side I see is seeing a schedule, albeit a loose schedule, to the train traffic. Now if they'd just allow the MOW crews to fix the track.	12/17/2019 1:12 PM

Q3 Are there benefits to working on a PSR railroad? If so, what are they?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
1124	None	12/17/2019 1:10 PM
1125	No	12/17/2019 1:09 PM
1126	No.. None	12/17/2019 1:07 PM
1127	No,	12/17/2019 1:01 PM
1128	Not at all	12/17/2019 1:00 PM
1129	I haven't seen any.	12/17/2019 1:00 PM
1130	Only benefit in PSR is in upper management and investors, pure greed.	12/17/2019 1:00 PM
1131	No it's already run 2 railroads into the ground..why keep doing this?	12/17/2019 12:57 PM
1132	No	12/17/2019 12:53 PM
1133	Seems like a cash grab me	12/17/2019 12:52 PM
1134	Unsure	12/17/2019 12:52 PM
1135	OTS is improved	12/17/2019 12:50 PM
1136	No	12/17/2019 12:49 PM
1137	No	12/17/2019 12:48 PM
1138	Not that I know of.	12/17/2019 12:46 PM
1139	I can not see any advantages except it has a short term gain for the shareholders to make money. The more trains move, equals more tonnage on the tracks, the more tonnage equals more repairs/replacement of track which we cannot keep up with due to low man count and even shorter track time given to make the repairs.	12/17/2019 12:46 PM
1140	Only to the shareholders not to the working people who make the railroad run	12/17/2019 12:42 PM
1141	If there are, I haven't seen, or heard of any, as far as the employee side goes.	12/17/2019 12:41 PM
1142	Not that I can tell	12/17/2019 12:37 PM
1143	Not that I can think of. PSR seems only to benefit shareholders at great cost to customers and employees.	12/17/2019 12:36 PM
1144	Not that I have seen.	12/17/2019 12:27 PM
1145	Can't answer. Unknown	12/17/2019 12:26 PM
1146	Less competition for any over time, only because the RR is so understaffed.	12/17/2019 12:23 PM
1147	No	12/17/2019 12:23 PM
1148	Currently I don't see them. Bigger trains make longer walking if a break-in-two happens. More people cut off and much more toxic working environment	12/17/2019 12:21 PM
1149	Not that I've saw	12/17/2019 12:20 PM
1150	Only if your a major shareholder	12/17/2019 12:19 PM
1151	No	12/17/2019 12:18 PM
1152	It makes the company a lot of money while killing off customers that used to support them	12/17/2019 12:16 PM
1153	Train timing is more consistent if crews are available	12/17/2019 12:16 PM
1154	Haven't found it yet.	12/17/2019 12:14 PM
1155	There are none. Every decision the railroad makes is for the benefit of the shareholders, and usually makes things harder for the workers.	12/17/2019 12:13 PM
1156	Didn't know we had it	12/17/2019 12:13 PM
1157	If you're lance Fritz and his walk street cronies, there's a huge benefit financially. For us employees on the ground, or the ones that are left might I say, there's zero benefit to PSR. It's sent thousands of employees home without a job due to corporate greed. It's less safe and less effective	12/17/2019 12:06 PM
1158	No	12/17/2019 12:01 PM
1159	None that I can think of.	12/17/2019 12:01 PM
1160	no	12/17/2019 12:00 PM
1161	No	12/17/2019 11:54 AM
1162	None that I can tell.	12/17/2019 11:45 AM
1163	None that I can see	12/17/2019 11:43 AM
1164	No	12/17/2019 11:42 AM
1165	No not really but they seem to think it's gives us more time	12/17/2019 11:36 AM
1166	No.	12/17/2019 11:36 AM
1167	No there is no benefits for working with PSR. You have to many crews that are exhausted from walking 130 to 150 cars when there is something wrong at the rear. Not to mention the impact it has when some trains are blocking up the crossing for medical personnel.	12/17/2019 11:31 AM
1168	I have yet to see a benefit to the employee. Train lineup are no better. Work/sleep schedule are still as unpredictable as ever.	12/17/2019 11:22 AM
1169	All these fn tests they run down your throat everyone is afraid if you fail them your out of service it sucks	12/17/2019 11:16 AM
1170	None, forced to do more with less	12/17/2019 11:09 AM
1171	I do not know of any	12/17/2019 11:04 AM
1172	No there is more congestion on the road, instead of doing work in the yard, the work is done on the road, no support structure to help with everything (mechanics, Carmen, limos)	12/17/2019 11:01 AM
1173	None	12/17/2019 10:58 AM
1174	None it's killing them running them ragged and shorting customers with lack of service.	12/17/2019 10:55 AM
1175	PSR or not, the working environment on the railroad has been deteriorating for years. Management/labor relationships are divisive, to say the least. Management enjoys pitting one man against the other and with younger people on the railroad they think this is status quo. My brothers do not know how to defend one another against the anti-labor onslaught.	12/17/2019 10:53 AM
1176	No. Instead of increasing business, business continues to go down due to fuel charges and ridiculously high rates of transportation and fees.	12/17/2019 10:51 AM
1177	None, the illusion that the money they are saving is going to somehow help the people who maintain the railroad has been shattered by their actions.	12/17/2019 10:51 AM
1178	The stockholders seem to enjoy it, I have seen no evidence of benefits to working on a PSR railroad	12/17/2019 10:48 AM
1179	No not for the craftsmen or the public.	12/17/2019 10:43 AM
1180	None	12/17/2019 10:28 AM
1181	Yes. Work plans can be made at appropriate times based on train traffic.	12/17/2019 10:10 AM

Q3 Are there benefits to working on a PSR railroad? If so, what are they?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
1182	Better wages	12/17/2019 10:06 AM
1183	No	12/17/2019 10:01 AM
1184	I don't believe there is. The companies may be seeing more income in some ways but long term it will crumble and railroads will never again be what they are historically known for, A safe and awarding long term career.	12/17/2019 9:50 AM
1185	yes you go home like you came to work	12/17/2019 9:36 AM
1186	No there are not	12/17/2019 9:35 AM
1187	Not that I know of	12/17/2019 9:03 AM
1188	No	12/17/2019 9:02 AM
1189	The ONLY benefits are for the company and their CEO/upper management. Everyone and everything below that level have only ever increasing reductions of benefits/quality of life.	12/17/2019 8:53 AM
1190	No	12/17/2019 8:52 AM
1191	Company makes more money at the sacrifice of employees jobs	12/17/2019 8:52 AM
1192	None	12/17/2019 8:41 AM
1193	They only good thing is a good portion of the trains are going on duty on a scheduled time	12/17/2019 8:39 AM
1194	If they can get it right we could have a better and more consistent work rest cycle	12/17/2019 8:31 AM
1195	More money and you work less	12/17/2019 8:29 AM
1196	I've seen zero benefits on my side	12/17/2019 8:27 AM
1197	None	12/17/2019 8:26 AM
1198	I haven't seen any benefits yet!	12/17/2019 8:17 AM
1199	Not that I can tell	12/17/2019 7:59 AM
1200	I see no benefit to PSR. Tension is high between train crews trying to service customers. Customers are not getting serviced as needed. No fault of train crews. We are just stuck in the middle	12/17/2019 7:58 AM
1201	The benefits are solely for the company fat cats getting record bonuses and for the shareholders.	12/17/2019 7:56 AM
1202	None that I can see whatsoever. There maybe an extra few dollars in it for the shareholders, but as far as the employees and our customers, the benefits are nil	12/17/2019 7:55 AM
1203	I am a small person in the big picture of the railroad but have been around to see the highs and lows. I do not see it getting any better for the workers that build and maintain the railroad.	12/17/2019 7:52 AM
1204	None that I can see so far, maybe for shareholders but not for employees	12/17/2019 7:47 AM
1205	Not presently. Most, from lower to upper level management are concerned more with losing their jobs if things do not run as intended. There is an obvious tension in the work atmosphere to "keep things moving"! Whatever it takes.	12/17/2019 7:47 AM
1206	None	12/17/2019 7:30 AM
1207	There are zero benefits.	12/17/2019 7:27 AM
1208	None that I know of. The customers are less happy, employees are not happy but the shareholders are happy.	12/17/2019 7:19 AM
1209	Only for shareholders.	12/17/2019 7:13 AM
1210	I don't know	12/17/2019 7:10 AM
1211	The chances of getting an injury settlement are greatly increased, but that's about it.	12/17/2019 7:10 AM
1212	Yes especially for men and families from an underdeveloped area	12/17/2019 7:07 AM
1213	None	12/17/2019 7:05 AM
1214	No	12/17/2019 7:05 AM
1215	Only for stockholders and the ones who collect a bonus to increase the bottom line at any cost	12/17/2019 6:54 AM
1216	None	12/17/2019 6:53 AM
1217	No, other than the fact that the company gets to hire contractors that don't pay into railroad retirement. They aren't liable for injuries, workman's comp, medical benefits, or 401k match contributions This is stockholder B.S. that is going to bite them in the ass.	12/17/2019 6:53 AM
1218	Only for shareholders	12/17/2019 6:47 AM
1219	. . .	12/17/2019 6:43 AM
1220	I see none for the workers.	12/17/2019 6:41 AM
1221	Never	12/17/2019 6:40 AM
1222	Not for the employee	12/17/2019 6:36 AM
1223	No. Mass lay offs and pressured employees scared to do their job. The company pressures inspectors to report fewer defective pieces of equipment by threatening to annul jobs if issues are reported.	12/17/2019 6:35 AM
1224	None	12/17/2019 6:24 AM
1225	None that I have noticed	12/17/2019 6:15 AM
1226	Not that we've been to be beneficial at this time, track condition is deteriorating just to save money to line the shareholders pockets	12/17/2019 6:10 AM
1227	I'm not aware of any	12/17/2019 6:09 AM
1228	1 benefits the shareholders	12/17/2019 6:09 AM
1229	None within the past 8 years that I have found.	12/17/2019 6:05 AM
1230	To artificial inflate the bottom line.	12/17/2019 6:04 AM
1231	Nope, can't predict the unpredictable	12/17/2019 6:01 AM
1232	No	12/17/2019 6:00 AM
1233	No	12/17/2019 5:58 AM
1234	The stockholders make more money.	12/17/2019 5:54 AM
1235	line ups tend to be more accurate with fewer trains than they were in years past	12/17/2019 5:52 AM
1236	Profit for the railroad. I cannot think of one possible benefit to working on a PSR railroad. Not one. The tracks are not safer, employees are not safer, employees are making anymore money and track structure maintenance is declining. God save us!	12/17/2019 5:47 AM
1237	Not for the workers. Just stockholders and board members benefit	12/17/2019 5:40 AM

Q3 Are there benefits to working on a PSR railroad? If so, what are they?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
1238	None that I can think of	12/17/2019 5:39 AM
1239	I haven't seen any benefits to PSR on the line I work.	12/17/2019 5:32 AM
1240	Some benefits I did see is that our operating rules have been more "relaxed." For example, now we are able to get on/off moving equipment. This simple rule change allows for us to switch cars efficiently, instead of stopping a train every so often just to bail off to line a switch.	12/17/2019 5:31 AM
1241	Less manager oversight!	12/17/2019 5:29 AM
1242	Zero	12/17/2019 5:26 AM
1243	There are none	12/17/2019 5:23 AM
1244	Nope	12/17/2019 5:21 AM
1245	No. We are losing business. I've talked to several of our customers and they are switching to trucking as their main shipping method because of all of the unfair charges. And that they aren't able to get the cars they need when they need them. All of the cuts have made it to where we don't have the amount of people we need on call to work. Vacations days are denied. Personal leave day's are denied. And threats of punishment are laid out for you if you lay off sick when you aren't allowed to take vacation days, that you've earned, because the company has cut so deep.	12/17/2019 5:20 AM
1246	The bottom line is benefited which is profit. No benefits for the working man	12/17/2019 5:18 AM
1247	Only if you are a stockholder.	12/17/2019 5:18 AM
1248	No	12/17/2019 5:18 AM
1249	No, only benefits investors	12/17/2019 5:15 AM
1250	Other than being to work on time, I can't really see any other benefit. Customer satisfaction is not in the equation.	12/17/2019 5:11 AM
1251	No	12/17/2019 5:08 AM
1252	Don't know any	12/17/2019 5:07 AM
1253	The only benefit I can think of and it's not from working. Its if I had a lot of money in the stock market because that's the only thing it benefits.	12/17/2019 5:03 AM
1254	the benefits of PSR have been shown to help somewhat improve certain aspects of railroading but mostly in Canada and in the western USA, mostly because of the increased distance between terminals/yards where on the east coast the closer proximity of yards increase traffic jams and times in transit due to trains sitting at idle	12/17/2019 5:03 AM
1255	No	12/17/2019 5:02 AM
1256	No	12/17/2019 5:00 AM
1257	I haven't seen any yet	12/17/2019 4:58 AM
1258	you can't get fired for breaking safety rules, because there are none!	12/17/2019 4:54 AM
1259	I have not seen any benefits whatsoever. The company is making more money than ever and all I have seen is poorly maintained equipment and infrastructure, massive job loss, customers leaving, a much stricter and unrealistic attendance policy, and increasing harassment for train departing on time and fuel savings.	12/17/2019 4:54 AM
1260	No there are no benefits	12/17/2019 4:53 AM
1261	No benefits Customers unhappy, poorly maintained infrastructure, stretching employees thin.	12/17/2019 4:50 AM
1262	If there are any show them to us.	12/17/2019 4:48 AM
1263	I don't believe so. Serving the bottom line instead of safety	12/17/2019 4:43 AM
1264	Don't work on one.	12/17/2019 4:40 AM
1265	The companies make more money and the men working for them less	12/17/2019 4:26 AM
1266	No	12/17/2019 4:26 AM
1267	None	12/17/2019 4:23 AM
1268	Not really	12/17/2019 4:20 AM
1269	You know what siding your gonna sit in.	12/17/2019 4:16 AM
1270	Nope, can't think of one thing better than 15 years ago	12/17/2019 4:16 AM
1271	Working late every night. Just more overtime. Taken chance of being killed by falling asleep	12/17/2019 4:13 AM
1272	No, scheduling is no different. All that has changed is carriers want to do anything they can to run the same amount of freight with less people. Abusing RSIA and trying to make crew consist a "minor dispute" in an effort to avoid the same RSIA to run with reduced crews. The data is fatally flawed.	12/17/2019 4:10 AM
1273	I can't name one benefit, other than the company breaking record profits quarterly. Money is all that matters to the railroad, even if it's burying itself in a deeper maintenance hole with every year that goes by. It'll catch up in the end, ultimately leading to bankruptcy, forcing the feds to bail out and regulate, or worst case lead to a total economic collapse because of our own governments complacency.	12/17/2019 4:08 AM
1274	No benefits unless your upper management or a shareholder!	12/17/2019 4:06 AM
1275	None that come to mind	12/17/2019 4:05 AM
1276	There is no benefit to PSR.	12/17/2019 4:01 AM
1277	No	12/17/2019 4:01 AM
1278	No None	12/17/2019 3:56 AM
1279	There are none. It is detrimental to infrastructure, morale, and manpower base. It promotes people who are "yes men" and not those with good, long term ideas	12/17/2019 3:54 AM
1280	None	12/17/2019 3:52 AM
1281	Not that I can see	12/17/2019 3:51 AM
1282	no	12/17/2019 3:51 AM
1283	Yes the benefits as I see is that trains are more predictable, so I can plan my rest accordingly most days	12/17/2019 3:50 AM
1284	More money for companies	12/17/2019 3:50 AM
1285	None at all	12/17/2019 3:48 AM
1286	NO	12/17/2019 3:47 AM
1287	I don't get yelled at or threatened anymore.	12/17/2019 3:46 AM
1288	No	12/17/2019 3:46 AM
1289	Not that I see. We're losing our customers.	12/17/2019 3:46 AM

Q3 Are there benefits to working on a PSR railroad? If so, what are they?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
1290	Family Collecting life insurance when you die from corporate greed.	12/17/2019 3:45 AM
1291	None	12/17/2019 3:43 AM
1292	No	12/17/2019 3:41 AM
1293	None	12/17/2019 3:41 AM
1294	None	12/17/2019 3:41 AM
1295	Not sure	12/17/2019 3:38 AM
1296	No benefits for employees.	12/17/2019 3:36 AM
1297	Only for the stockholders	12/17/2019 3:36 AM
1298	No to me	12/17/2019 3:35 AM
1299	No	12/17/2019 3:35 AM
1300	None hits just corporate greed	12/17/2019 3:34 AM
1301	No	12/17/2019 3:34 AM
1302	It would be fine if the policy was followed to maintain the railway and not followed in order to be used as a tool to discipline workers.	12/17/2019 3:32 AM
1303	So far I have only seen 1. When we changed schedules we started getting more overtime, but we would rather be home	12/17/2019 3:30 AM
1304	To me PSR is just another way of seeing how far the railroad can cut their workforce and maintenance until things get ugly, then they will slowly add back. The measuring tool for that is derailments, injuries and fatalities. Apparently the railroad is fine with kicking thousands of employees to the curb and risking the rest of us. It's beyond profits, to me it's criminal.	12/17/2019 3:30 AM
1305	None whatsoever	12/17/2019 3:29 AM
1306	I don't know any.	12/17/2019 3:27 AM
1307	NONE.	12/17/2019 3:27 AM
1308	Nope	12/17/2019 3:26 AM
1309	Not real sure about this one. We have not seen any benefits thus far. Keeping our jobs is one for sure. But running longer trains seem to be a leading cause of derailments this year. If that's a portion of the precision railroad, and cutting jobs from the ground up. Does not really seem to benefit the working class in a good way.	12/17/2019 3:24 AM
1310	If you call cutting hundreds of jobs a benefit, I guess there are a lot	12/17/2019 3:23 AM
1311	The rules are more relaxed	12/17/2019 3:17 AM
1312	Having thru freights on a tighter schedule is nice for road crews but the extensive fill out and set out work on them now leads to large trains that are often difficult to move. I find there is minimal gain on the employee side of PSR. Slaving and starving the lower class to make the rich richer seems to be the idea.	12/17/2019 3:17 AM
1313	NONE AT ALL!!!!!!	12/17/2019 3:16 AM
1314	Not bad hat I can see. It has only hurt employees	12/17/2019 3:14 AM
1315	Not for the working man.	12/17/2019 3:14 AM
1316	None that I can see. Fewer people to do more jobs.	12/17/2019 3:12 AM
1317	You're still working, because most are now laid off	12/17/2019 3:10 AM
1318	Can't think of any	12/17/2019 3:08 AM
1319	I see no benefits at this point	12/17/2019 3:04 AM
1320	What kind of question is that?	12/17/2019 3:03 AM
1321	Stock goes up.	12/17/2019 3:01 AM
1322	Not that I've seen they cut the man power down so much that everyone working is going to work every ten hours. Not safe at all	12/17/2019 2:58 AM
1323	None for the employees working on the front lines.	12/17/2019 2:56 AM
1324	I don't believe there is.	12/17/2019 2:56 AM
1325	No	12/17/2019 2:56 AM
1326	No, the only benefit is to the company who saves money until something goes wrong	12/17/2019 2:55 AM
1327	No	12/17/2019 2:53 AM
1328	None	12/17/2019 2:52 AM
1329	Not aware of any	12/17/2019 2:50 AM
1330	No.	12/17/2019 2:50 AM
1331	None	12/17/2019 2:50 AM
1332	I personally don't see any benefits to the people actually moving trains.	12/17/2019 2:49 AM
1333	There aren't any due to cut backs in supporting crafts and in train crew. Frontline managers are overworked.	12/17/2019 2:48 AM
1334	If it was TRULY precision railroading, there wouldn't be the enormous turnover rate	12/17/2019 2:47 AM
1335	None	12/17/2019 2:47 AM
1336	Haven't found any yet.	12/17/2019 2:43 AM
1337	None that I know of. I don't think upper management could give me any examples either.	12/17/2019 2:43 AM
1338	No overtime, more family time, if you have enough seniority to hold a position close enough to home since there have been job cuts/abolishments.	12/17/2019 2:43 AM
1339	No, the only benefit is for the company and what looks good on paper for stockholders	12/17/2019 2:42 AM
1340	None, unless you are a stockholder	12/17/2019 2:41 AM
1341	Lots and lots of overtime if you can manage without rest. Some men making the amount of 4 employees	12/17/2019 2:39 AM
1342	Seems to benefit shareholders but I don't see benefits to workers	12/17/2019 2:39 AM
1343	Semi predictable maintenance windows are a plus.	12/17/2019 2:38 AM
1344	No	12/17/2019 2:38 AM
1345	None at all but a lot of unpaid vacations	12/17/2019 2:36 AM
1346	Not that I can think of. Get to look forward to being furloughed since the railroads screw the customer and don't want to add new ones.	12/17/2019 2:36 AM
1347	Not really other then sit around wanting on trains	12/17/2019 2:35 AM
1348	Not that I have seen, only benefits stock price	12/17/2019 2:33 AM
1349	The stockholders seem to be doing well, thats about it.	12/17/2019 2:32 AM
1350	Don't know	12/17/2019 2:29 AM
1351	Not that I'm aware of	12/17/2019 2:28 AM

Q3 Are there benefits to working on a PSR railroad? If so, what are they?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
1352	No upside, for labor	12/17/2019 2:28 AM
1353	I can't think of one from an employee perspective.	12/17/2019 2:27 AM
1354	None that I know of.	12/17/2019 2:27 AM
1355	No	12/17/2019 2:26 AM
1356	None that I have seen for workforce. Only for stockholders	12/17/2019 2:22 AM
1357	If you are a shareholder or in the upper tier of the companyyes! The rich are getting richer while the ones working and being furloughed are made to suffer because of corporate greed!	12/17/2019 2:21 AM
1358	no	12/17/2019 2:19 AM
1359	Time off (furloughs)	12/17/2019 2:19 AM
1360	I don't believe there are any I am looking for a new career.	12/17/2019 2:19 AM
1361	No forced to work longer hours to load machines after an already long work day loading after track windows just to screw us out of a move day	12/17/2019 2:17 AM
1362	I really don't know. More Monday for the upper management bonuses and shareholders I suppose.	12/17/2019 2:17 AM
1363	None not good for me or my family	12/17/2019 2:16 AM
1364	NOT UNLESS YOU ARE A SHARE HOLDER!	12/17/2019 2:14 AM
1365	No	12/17/2019 2:13 AM
1366	I see no benefits to this style of railroading. Our department has been so cut in the number of personal. To increase revenue.	12/17/2019 2:12 AM
1367	No	12/17/2019 2:12 AM
1368	No	12/17/2019 2:12 AM
1369	None	12/17/2019 2:11 AM
1370	They save money by cutting customer deliveries	12/17/2019 2:11 AM
1371	No	12/17/2019 2:11 AM
1372	None that I have seen for engineers and conductors. We work longer hours with more stress and less time off.	12/17/2019 2:09 AM
1373	None	12/17/2019 2:08 AM
1374	Absolutely no benefits unless you happen to be a shareholder before the bottom falls out.	12/17/2019 2:08 AM
1375	No. We switched just as much, if not more before this was implemented and our trains got out on time. They only thing this brought was unsafe work conditions, loss of jobs (more work with less people), and being treated like modern day slaves.	12/17/2019 2:08 AM
1376	None	12/17/2019 2:08 AM
1377	I have not heard of one good reason so far. Cut the working man and his family for the benefit of the shareholders is bs	12/17/2019 2:07 AM
1378	I can see absolutely none. The track maintenance is gone, safety is out the window, crews are working with zero rest or readiness.	12/17/2019 2:06 AM
1379	No. There is even less actually scheduled, or communication between managers/dispatchers and crews.	12/17/2019 2:05 AM
1380	Share holders will be proud of you!	12/17/2019 2:04 AM
1381	No	12/17/2019 2:02 AM
1382	I haven't seen any yet	12/17/2019 2:01 AM
1383	None. Only one benefiting is the shareholders.	12/17/2019 2:00 AM
1384	Yes, I will probably be able to sue the RR for unsafe practices if injured	12/17/2019 1:59 AM
1385	No benefits that affect me directly or indirectly	12/17/2019 1:58 AM
1386	Larger bonuses for management.	12/17/2019 1:57 AM
1387	No	12/17/2019 1:57 AM
1388	Ha. Your assuming we all still have jobs	12/17/2019 1:56 AM
1389	Not for employees or customers. I guess there is for company executives. They put more money in they pockets.	12/17/2019 1:55 AM
1390	None	12/17/2019 1:53 AM
1391	I don't work on a PSR railroad	12/17/2019 1:51 AM
1392	No! Not at all.	12/17/2019 1:51 AM
1393	Absolutely not Just made life much more miserable in today's times for chrissakes we're coming to 2020 and this is what we're dealing with every other business aspects in this Nation does not operate the way this company does	12/17/2019 1:50 AM
1394	Stocks going well	12/17/2019 1:50 AM
1395	None that I have seen.	12/17/2019 1:49 AM
1396	If there are, I have not learned of them.	12/17/2019 1:48 AM
1397	None for the employee that I'm aware of	12/17/2019 1:48 AM
1398	As an employee, we longer more with less	12/17/2019 1:47 AM
1399	Don't know	12/17/2019 1:47 AM
1400	There are none	12/17/2019 1:46 AM
1401	If the word benefit must be used it is the amount of overtime someone can make doing the task that was distributed among more manpower. This overtime is hardly worth the risk to personal safety and the impact on family life.	12/17/2019 1:46 AM
1402	NO!	12/17/2019 1:46 AM
1403	None! Lost one day at home	12/17/2019 1:45 AM
1404	None that I've seen	12/17/2019 1:40 AM
1405	It seems less cars to switch in the yards on account of customers ordering fewer car loads	12/17/2019 1:40 AM
1406	No. Still no precision on anything! Still limited track time on some subdivisions. Still no communication between crafts.	12/17/2019 1:39 AM
1407	I like that the railroad is focusing on moving cars. I think that is a great operating perspective. The rest of the cost savings seem to be at the expense of public safety	12/17/2019 1:39 AM
1408	None that I can see as of the current situation.	12/17/2019 1:39 AM
1409	Stock prices seem to be doing ok.	12/17/2019 1:39 AM
1410	The shareholders are making $. Record profits due to cuts and layoffs	12/17/2019 1:39 AM
1411	None. Everything is sacrificed for operating ratio numbers. Low level management is constantly threatened to hit goals.	12/17/2019 1:38 AM
1412	No	12/17/2019 1:38 AM

Q3 Are there benefits to working on a PSR railroad? If so, what are they?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
1413	Only for a single guy. No need to rent a house	12/17/2019 1:37 AM
1414	Not sure	12/17/2019 1:36 AM
1415	ZERO ABSOLUTELY ZERO! Other than they still send a check every 2 weeks	12/17/2019 1:36 AM
1416	I ont know of any benefits. It looks like Union Pacific is getting rid of a lot of their smaller customers so that means less work for me on industry tracks.	12/17/2019 1:35 AM
1417	If you consider a hostile work environment a benefit then maybe? Only positive is if you own stock	12/17/2019 1:34 AM
1418	The only benefit I have seen in normal operation is ability to know signals aspects before physically visible.	12/17/2019 1:32 AM
1419	None that I can see	12/17/2019 1:32 AM
1420	I have no idea unless you are a stockholder	12/17/2019 1:32 AM
1421	I haven't seen a benefit for the people making the shareholders rich.	12/17/2019 1:32 AM
1422	Some places get more track time on occasion	12/17/2019 1:31 AM
1423	Only if your a investor and don't plan on staying involved with this company	12/17/2019 1:29 AM
1424	No	12/17/2019 1:29 AM
1425	Not really	12/17/2019 1:28 AM
1426	None other than corporate profits.	12/17/2019 1:28 AM
1427	No benefit to safety of employees or the public. PSR Railroad is strictly to increase profits to the stockholders!	12/17/2019 1:26 AM
1428	From a maintenance of way employee, no benefits seen.	12/17/2019 1:26 AM
1429	No I just hear that we make more money and our stock price is higher..but all I see is more contractors, more cuts, low morale, I think it's all smoke and mirrors myself	12/17/2019 1:26 AM
1430	None that I know of.	12/17/2019 1:24 AM
1431	There are no benefits for the employee working in PSR	12/17/2019 1:24 AM
1432	Not for engineering department	12/17/2019 1:24 AM
1433	Unknown	12/17/2019 1:23 AM
1434	Getting the cars out of the yards limiting dwell time. Customers get serviced when they want and need there car	12/17/2019 1:22 AM
1435	Zero benefits, crazy unsafe	12/17/2019 1:21 AM
1436	No	12/17/2019 1:21 AM
1437	Only benefit I see is to the shareholders and will only last a year or two until we start having major derailments and injuries	12/17/2019 1:21 AM
1438	No none. It's for the stockholders	12/17/2019 1:20 AM
1439	I don't think there is.	12/17/2019 1:19 AM
1440	Looks like the shareholders are doing great while we are struggling. I'm sure their private planes are nice and shiny.	12/17/2019 1:16 AM
1441	None I've seen as a track employee. They are cutting the legs out from under the horse.	12/17/2019 1:16 AM
1442	None	12/17/2019 1:16 AM
1443	may benefit the company profits by a lower head count. other than that I see no benefits	12/17/2019 1:16 AM
1444	Only result is more money for the shareholders.	12/17/2019 1:16 AM
1445	Only thing I can think of is that they brought back getting on and off moving equipment. I feel if it's done correctly it can be beneficial to your joints.	12/17/2019 1:15 AM
1446	Unknown	12/17/2019 1:15 AM
1447	None. Even after years of it being implemented it is consistently changing. Crews don't know what trains to build when to spot them because of lack of communication from management.	12/17/2019 1:14 AM
1448	Get to watch trains.	12/17/2019 1:14 AM
1449	From a TE&Y standpoint, I don't see any benefits to working for a PSR railroad.	12/17/2019 1:12 AM
1450	Benefits people with 15+ years of seniority.	12/17/2019 1:11 AM
1451	No I have not seen any for maintenance workers.	12/17/2019 1:10 AM
1452	Absolutely not for the workers and customers it only benefits the investors	12/17/2019 1:09 AM
1453	Overtime due to layoffs	12/17/2019 1:09 AM
1454	No benefits for us working under PSR	12/17/2019 1:08 AM
1455	None from a worker perspective. From the companies it's great cut crews for your workers who've built your company. Make customers wait for the cars because it doesn't fit what the company wants.	12/17/2019 1:07 AM
1456	Fewer customers to have to service	12/17/2019 1:07 AM
1457	The benefit if for the company alone. Losing almost a month at home with my family obviously dwarfs a zero day here and there	12/17/2019 1:07 AM
1458	Not one. The stockholders may see their stocks going up now but all that will change when the railroad starts getting derailments, bridges collapse, and injuries start occurring on a daily basis which I've seen already has begun on the NS.	12/17/2019 1:05 AM
1459	None as of so far, issues are starting to arise for possible unsafe conditions in the near future.	12/17/2019 1:05 AM
1460	None that I have seen so far	12/17/2019 1:04 AM
1461	None	12/17/2019 1:04 AM
1462	None, other then the shareholders or higher ups in the company	12/17/2019 1:04 AM
1463	I see no benefits what so ever	12/17/2019 1:03 AM
1464	At times it seems people are held accountable more and also cutting of management helps get things done in a more efficient manner	12/17/2019 1:02 AM
1465	No	12/17/2019 1:02 AM
1466	None. That's why people are still quitting	12/17/2019 1:02 AM
1467	No. Unless you don't want a job.	12/17/2019 1:02 AM
1468	There are NO benefits.	12/17/2019 1:01 AM
1469	No benefit, unles your in the top brass or a big time investor. This is a get rich quick then when you can't squeeze any more profit out of the company you leave.	12/17/2019 1:01 AM
1470	There is less safety more stuff gets done but less safety and they continue to try to get rid of people to work in all crafts to cut costs essentially pulling more work of even other crafts on to people that are all ready swamped with less safety	12/17/2019 1:01 AM

Q3 Are there benefits to working on a PSR railroad? If so, what are they?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
1471	None	12/17/2019 1:00 AM
1472	Working distric has not changed much ecept the amount of t&t	12/17/2019 1:00 AM
1473	Zero benefits	12/17/2019 12:59 AM
1474	No, unless you're a shareholder. Unless more unpaid time off due to lack of business is a benefit.	12/17/2019 12:59 AM
1475	None	12/17/2019 12:59 AM
1476	None	12/17/2019 12:59 AM
1477	Absolutely none	12/17/2019 12:58 AM
1478	Well I still have a job for the time being, but I'm sure even that is in jeopardy. There is no benefit as far as I can see.	12/17/2019 12:58 AM
1479	Well, maybe the fact they are still in business and pay OK. However, just because we are paid doesn't give the carrier the right to treat us like garbage	12/17/2019 12:58 AM
1480	None that I know of	12/17/2019 12:57 AM
1481	No, there is not. It makes the job dangerous and the schedules work you to the bone. I have never been so exhausted before and will be finding other work at a company that treats their employees like humans.	12/17/2019 12:57 AM
1482	No	12/17/2019 12:57 AM
1483	For the contract employee I see no benefit, outside the gain they have seen through owning company stock or in their 401k	12/17/2019 12:55 AM
1484	None	12/17/2019 12:55 AM
1485	No. Just cutting jobs and no customer service.	12/17/2019 12:55 AM
1486	None.	12/17/2019 12:54 AM
1487	I've seen no benefits for us yet	12/17/2019 12:53 AM
1488	Only a money grab for the company and look good to shareholders. Does nothing for us.	12/17/2019 12:52 AM
1489	No	12/17/2019 12:51 AM
1490	None that I'm aware of.	12/17/2019 12:50 AM
1491	Absolutely none	12/17/2019 12:50 AM
1492	The company makes more money and we see less. So not exactly a benefit at all.	12/17/2019 12:50 AM
1493	I guess you don't have to work as much as track time is harder to get	12/17/2019 12:49 AM
1494	I don't believe there are unless your a shareholder. they changed our work schudel to 8 days on and six off. this is not a positive change	12/17/2019 12:48 AM
1495	Yes, only for the shareholders.	12/17/2019 12:48 AM
1496	No. You have not enough power, unsafe trains, bad-repair cars, and bad/NOT repaired locomotives. And traffic moves slower.	12/17/2019 12:48 AM
1497	More sitting around	12/17/2019 12:47 AM
1498	You are definitely one of the few that has a job.	12/17/2019 12:46 AM
1499	Not that I've seen at this time.	12/17/2019 12:46 AM
1500	Nope	12/17/2019 12:46 AM
1501	Not a dam thing	12/17/2019 12:45 AM
1502	Absolutely not. This is unsustainable.	12/17/2019 12:43 AM
1503	Bout the same	12/17/2019 12:43 AM
1504	There are no benefits working on a PSR.	12/17/2019 12:42 AM
1505	If there are any I haven't seen them yet.	12/17/2019 12:38 AM
1506	None	12/17/2019 12:38 AM
1507	None unless you own stock	12/17/2019 12:38 AM
1508	Maybe the window we get to work is longer, but I'd rather sit by the track and wait on a couple of trains, the watching our dwindling amount of traffic caused by losing customers due to PSR.	12/17/2019 12:38 AM
1509	HA! Good one. I guess the one benefit is getting furloughed to see what other jobs are out there since the railroad is no longer a competitive career when you can go down the street to walmart and make the same amount of money with 10x less the responsibility and stress put on the body and mind.	12/17/2019 12:37 AM
1510	I personally do not see any benefits. A few people are going to make some fast money and then get out. The railroad does not seem to care for thier employees or their family's anymore. The only thing that matter's is that the stockholders and upper management get their bonuses.	12/17/2019 12:36 AM
1511	None that I can see so far in almost a year of implementation of PSR at UPRR.	12/17/2019 12:36 AM
1512	Yes, stock is at an all time high	12/17/2019 12:36 AM
1513	None that I can see, unless your upper management and a high end shareholder	12/17/2019 12:36 AM
1514	None that are noticeable	12/17/2019 12:34 AM
1515	As a worker absolutely no benefits	12/17/2019 12:34 AM
1516	None that I've seen so far unless you're a shareholder. The carrier puts employees and the public at risk with this greedy practice of do more with less.	12/17/2019 12:33 AM
1517	None what so ever.	12/17/2019 12:32 AM
1518	There is none	12/17/2019 12:31 AM
1519	None, unless you're a Wall Street hedge fund.	12/17/2019 12:31 AM
1520	I don't see any at this time	12/17/2019 12:31 AM
1521	Making Wall Street fat cats happy	12/17/2019 12:30 AM
1522	No, company makes more money by the workers beating themselves into the ground and we don't see any benefit from it. Our bosses tell us we are lucky to have a job	12/17/2019 12:30 AM
1523	No	12/17/2019 12:30 AM
1524	In theory sure, less total hours spent in cab. In actuality more time spent in cab waiting on crews or dispatchers considering once we depart no stoping due to train lengths not being able to fit anywhere	12/17/2019 12:30 AM
1525	No	12/17/2019 12:28 AM
1526	Not that ive seen.	12/17/2019 12:27 AM
1527	None	12/17/2019 12:27 AM
1528	I don't think there are benefits for contract workers.	12/17/2019 12:27 AM
1529	Some of their traffic planning and railroad operations ideas aren't terrible. However, how they are treating the people and pushing for production over safety is placing all of us at risk.	12/17/2019 12:27 AM

Q3 Are there benefits to working on a PSR railroad? If so, what are they?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
1530	There is only one possible benefit to PSR, and that is the change in management style regarding rules and testing. The need to speed things up has forced the company to look closer at their rule book and get rid of some tedious and repetitious processes. Proper training is required to be a railroader, but once trained, an employee can work efficiently and do it safely without the constant fear of having to look over your shoulder to see if a manager is trying to write you up for doing your job.	12/17/2019 12:27 AM
1531	Benefits for the upper management and stockholders. Are far as the workers, NO. With the cut backs in man power and contractors replacing jobs it is a back killer. No one is happy and no one wins, except for the uppers and stockholders.	12/17/2019 12:26 AM
1532	NO	12/17/2019 12:26 AM
1533	No, because this kinda of railroading seems to chase customers away and find other means shipping with different companies or worst with trucks. That means less work for us the employees.	12/17/2019 12:25 AM
1534	None that I've seen	12/17/2019 12:25 AM
1535	No	12/17/2019 12:25 AM
1536	I don't believe there are a lot of benefits, management expects unrealistic expectations all of the time! They expect railroading to come first in every aspect of life period.	12/17/2019 12:24 AM
1537	No! PSR creates a TOXIC work environment for everyone involved. Why do you think Waren buffet doesn't believe in PSR TOXIC and bad business that's why!	12/17/2019 12:24 AM
1538	Yes. It does assist the crew when working properly but not a replacement for a live person.	12/17/2019 12:23 AM
1539	If so, I havnt seen them.	12/17/2019 12:22 AM
1540	No	12/17/2019 12:22 AM
1541	I personally have experienced no benefits from PSR operations-only serious negatives.	12/17/2019 12:19 AM
1542	The same	12/17/2019 12:18 AM
1543	Not that I can tell yet.	12/17/2019 12:16 AM
1544	none	12/17/2019 12:15 AM
1545	Not aware of any	12/17/2019 12:14 AM
1546	Yes to the shareholders	12/17/2019 12:14 AM
1547	0	12/17/2019 12:13 AM
1548	None	12/17/2019 12:12 AM
1549	I do not see any benefits. They're cutting way too deep, this track is going to fall apart within 5 years or so and the RR will have to hire a bunch of people and build up the gangs to actually rebuild the track.	12/17/2019 12:12 AM
1550	Personally the only difference I've seen is more with less.	12/17/2019 12:10 AM
1551	Stocks mostly.	12/17/2019 12:10 AM
1552	None, unless you are the shareholders or the top executives.	12/17/2019 12:10 AM
1553	They say there is benfits but I don't see it	12/17/2019 12:09 AM
1554	None.	12/17/2019 12:05 AM
1555	No	12/17/2019 12:05 AM
1556	Benifits are to the shareholders no one else.	12/17/2019 12:04 AM
1557	No	12/17/2019 12:04 AM
1558	Zero, our customers are extremely unhappy also!	12/17/2019 12:04 AM
1559	The company seems to like it but the ones that do the ground work don't when they start changing start times and work days week to week. We need guaranteed 10 hour work days then if we have to work a fifth day at least us the employees feel like it was worth it to us away from families	12/17/2019 12:04 AM
1560	More time off, in the form of injury, death or being furloughed longer	12/17/2019 12:04 AM
1561	Track time is easier to obtain	12/17/2019 12:04 AM
1562	To be honest, I don't see the benefits except for the cooked books	12/17/2019 12:03 AM
1563	Nothing, since the schedules never actually happen	12/17/2019 12:03 AM
1564	None	12/17/2019 12:02 AM
1565	None	12/17/2019 12:01 AM
1566	They encourage rule breaking to get done faster so we are not worried about getting in trouble for rules compliance. They also have made it commonplace for Carmen to just write out our class 1 air slips without actually performing the test. They are afraid to say the work isn't done or completed fast enough so they make it up.	12/17/2019 12:00 AM
1567	None that i'm Aware of	12/17/2019 12:00 AM
1568	I see none just the railroad benafits	12/17/2019 12:00 AM
1569	No	12/16/2019 11:59 PM
1570	Not from a working employees stand. Maybe high management and shareholders	12/16/2019 11:59 PM
1571	No	12/16/2019 11:59 PM
1572	There's not	12/16/2019 11:58 PM
1573	None that I have seen.	12/16/2019 11:58 PM
1574	You can better estimate when trains run because they're on a better schedule.	12/16/2019 11:57 PM
1575	If you are a shareholder I'm sure the benefits are astronomical, but for those of us that are providing these results the outcome is less than desirable.	12/16/2019 11:55 PM
1576	Haven't seen any benefits	12/16/2019 11:55 PM
1577	Not for employees. If you are a big stockholder or CEO then the benefits are all the money they are making.	12/16/2019 11:54 PM
1578	None	12/16/2019 11:54 PM
1579	Haven't found one yet	12/16/2019 11:53 PM
1580	None seen yet..	12/16/2019 11:53 PM
1581	None that I know	12/16/2019 11:51 PM
1582	The benefits are only monetary for the company with greater efficiency,but at s human cost.	12/16/2019 11:51 PM
1583	I don't think so	12/16/2019 11:50 PM
1584	Yes less management out testing because they are told not to to speed up freight movement	12/16/2019 11:50 PM

Q3 Are there benefits to working on a PSR railroad? If so, what are they?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
1585	Absolutely not, only the shareholders	12/16/2019 11:50 PM
1586	Only benefit I can tell is not passing a red block	12/16/2019 11:49 PM
1587	PSR allows for natural windows to work in if it falls in the place you are trying to work but ultimately transportation runs the show for when maintenance can be performed.	12/16/2019 11:49 PM
1588	Not that I have seen. One thing goes wrong and the whole deal goes to absolute pot. That leaves track as the ones unable to perform quality maintenance BEFORE a small issue became a problem. The tracks are going downhill and it will only get worse if PSR continues to be the direction companies go.	12/16/2019 11:48 PM
1589	More overtime because of derailments	12/16/2019 11:47 PM
1590	None.	12/16/2019 11:47 PM
1591	No there is absolutely no benefit of PSR .unless you are a stockholder	12/16/2019 11:46 PM
1592	?	12/16/2019 11:46 PM
1593	If you're a big time shareholder or in a hedge fund it was very beneficial.	12/16/2019 11:45 PM
1594	No	12/16/2019 11:44 PM
1595	None	12/16/2019 11:43 PM
1596	If you like overtime and not being at home then I would say that would be the benefit of working on a PSR railroad	12/16/2019 11:42 PM
1597	No benefits that I can think of.	12/16/2019 11:42 PM
1598	Don't know laid off	12/16/2019 11:39 PM
1599	Yes it does get freight over the rails faster at the cost of a lot of things	12/16/2019 11:37 PM
1600	I don't see any. You still can have low speed collision with train ahead. Also Starwood Iowa a mow person opened switch and PTC never put train into emergency. Arc would have made engineer place train into suppression. And slowed train faster.	12/16/2019 11:37 PM
1601	None, zilch, zero. Oh you mean for those that run the company? Money, more money, and then that's not enough, we need more.	12/16/2019 11:37 PM
1602	None, zero for workers or middle managers or customers.	12/16/2019 11:37 PM
1603	From what I see it's zero it doesn't make us busier it make us less profitable very unsafe and overworked	12/16/2019 11:36 PM
1604	No	12/16/2019 11:36 PM
1605	No	12/16/2019 11:36 PM
1606	We are not harassed by management quite as much as in the past.	12/16/2019 11:35 PM
1607	I don't feel there's no benefits the only benefit is the railroad benefits there's no benefit to losing a day off with your family but this is just my opinion	12/16/2019 11:34 PM
1608	Haven't seen any as an employee..	12/16/2019 11:34 PM
1609	No. Corporate greed does not benefit labor.	12/16/2019 11:33 PM
1610	No	12/16/2019 11:33 PM
1611	Not that I am aware of	12/16/2019 11:33 PM
1612	ABSOLUTELY not to the employees. There is no upside to PSR where railroad employees are concerned.	12/16/2019 11:32 PM
1613	NO. More work at different industries has more opportunity for injury. Setting a unit train in a facility is beneficial for the costomer and safer for the workers.	12/16/2019 11:32 PM
1614	Lots of over time	12/16/2019 11:32 PM
1615	Knowing train schedule	12/16/2019 11:32 PM
1616	I can't think of a single one.	12/16/2019 11:31 PM
1617	None	12/16/2019 11:31 PM
1618	Couldn't tell you	12/16/2019 11:30 PM
1619	Higher ups make more money	12/16/2019 11:30 PM
1620	I don't see it if there is one.	12/16/2019 11:30 PM
1621	stock prices are up	12/16/2019 11:29 PM
1622	The company makes more money but the workers suffer in job cuts.	12/16/2019 11:29 PM
1623	No.	12/16/2019 11:28 PM
1624	None	12/16/2019 11:27 PM
1625	Have not work under PSR.	12/16/2019 11:27 PM
1626	The shareholders are smiling all the way to the bank.	12/16/2019 11:27 PM
1627	Maybe moving freight at a faster rate, but long term safety and reliability do not seem like a priority.	12/16/2019 11:26 PM
1628	None	12/16/2019 11:25 PM
1629	None	12/16/2019 11:25 PM
1630	N/A	12/16/2019 11:24 PM
1631	No.	12/16/2019 11:24 PM
1632	Not one single benefit	12/16/2019 11:22 PM
1633	Due to the short windows hence the short days I am getting g more gym time after work	12/16/2019 11:21 PM
1634	I feel like the rich get richer	12/16/2019 11:21 PM
1635	None that the field employee benefits from. We only work in fear daily.	12/16/2019 11:20 PM
1636	Not worth mentioning, drive stocks up.	12/16/2019 11:20 PM
1637	Chance to make more money for anyone that manages to beat the furlough process. That's it.	12/16/2019 11:19 PM
1638	All day track time	12/16/2019 11:19 PM
1639	None	12/16/2019 11:19 PM
1640	No. But raising our dues just takes more money out of our pockets.	12/16/2019 11:19 PM
1641	the basic principle that trains leave on time is very good and needed some realignment but PSR is just pretty much code for cut all you can for the profit of shareholders, very litlle to do with the actual job of railroading	12/16/2019 11:19 PM
1642	None that I can think of. At CSX, boots are no longer provided to employees. Budget cuts reduce amount of safety supplies available. The hotel in Nashbille TN is a roach trap. CSX is committed to saving money while allowing dedicated employees be miserable.	12/16/2019 11:18 PM
1643	none	12/16/2019 11:18 PM
1644	No	12/16/2019 11:18 PM
1645	None unless you are a shareholder in the short term.	12/16/2019 11:17 PM
1646	The only benefit of PSR that I know of goes to the shareholders.	12/16/2019 11:17 PM

Q3 Are there benefits to working on a PSR railroad? If so, what are they?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
1647	Working no being a stockholder yes	12/16/2019 11:16 PM
1648	Crews have an idea of when certain trains will be called due to scheduling	12/16/2019 11:16 PM
1649	If you're a shareholder then yes, but us as employees, NO! I mean you want the company you work for to do good, but when they do it at the expense of there employees, after they already get a ton of profit, it's just ridiculous. They still make cuts when making more money, si working through this PSR is terrible	12/16/2019 11:16 PM
1650	I hadn't seen any benefits	12/16/2019 11:16 PM
1651	No	12/16/2019 11:16 PM
1652	No	12/16/2019 11:16 PM
1653	Not really	12/16/2019 11:15 PM
1654	You lose your job. No benefit.	12/16/2019 11:14 PM
1655	I haven't seen anything positive from from PSR on the craft side.	12/16/2019 11:14 PM
1656	Some with tie conditions,rail	12/16/2019 11:14 PM
1657	None, just be patient, you'll be replaced by a contractor.	12/16/2019 11:14 PM
1658	None	12/16/2019 11:14 PM
1659	I see no benefit except some of the harassment over safety rules has eased up to help obtain operating ratios.	12/16/2019 11:13 PM
1660	There has no benefit for me.	12/16/2019 11:13 PM
1661	I am sure there is but being a TE&Y employee. I have not seen it yet. All I have seen is the down side of it. Employees with 6 plus years or more with out a job, to provide for their families. Customers who we get to talk to complain about not getting their products in a timely manner like they use to. Customers also complaing that the products they produce are not getting picked up and delivered to the consumer in a timely manner.	12/16/2019 11:13 PM
1662	Hell no!!! Only if your a wealthy stockholder	12/16/2019 11:12 PM
1663	If you own stock and have a lot of seniority, there may be an advantage. That's assuming that you can stay put on a job you're familiar with and just lay low and hide out.	12/16/2019 11:12 PM
1664	No	12/16/2019 11:12 PM
1665	Not that I am aware of.	12/16/2019 11:11 PM
1666	No benefits what so ever.	12/16/2019 11:11 PM
1667	Not that I see.	12/16/2019 11:10 PM
1668	I don't see any. It seems like we are working for a dictatorship, where they place 100 percent of the blame of failures on the employees with no consideration to the fact that they are pushing equipment AND employees to the breaking point, both physically and mentally.	12/16/2019 11:10 PM
1669	Nine, absolutely nine	12/16/2019 11:09 PM
1670	I don't have anything to compare it to, PSR is all I have experienced.	12/16/2019 11:08 PM
1671	I truly feel it can be beneficial but it can't put money over our personal well-being	12/16/2019 11:08 PM
1672	None that I think of	12/16/2019 11:08 PM
1673	I don't see any benefits on the MOW side with PSR. As stated before, it makes track time more difficult.	12/16/2019 11:08 PM
1674	Moving trains but not doing so safe.	12/16/2019 11:06 PM
1675	Idk of any	12/16/2019 11:06 PM
1676	To make a more profitable company for shareholders.	12/16/2019 11:05 PM
1677	No benefits except maybe for the stockholders.	12/16/2019 11:04 PM
1678	None	12/16/2019 11:04 PM
1679	No, the carriers net billions in quarterly profit at the expense of their employees who are just a number.	12/16/2019 11:04 PM
1680	NO there isn't to much work for too little people in a bigger Hutton get the job done SAFETY went out the window	12/16/2019 11:04 PM
1681	No	12/16/2019 11:04 PM
1682	No, none. Thanks for trying to ruin thousands of hard working Americans careers	12/16/2019 11:03 PM
1683	No	12/16/2019 11:02 PM
1684	Nothing or if there is any we don't see them. It's all about there profits.	12/16/2019 11:02 PM
1685	No	12/16/2019 11:00 PM
1686	To be determined	12/16/2019 11:00 PM
1687	Zero	12/16/2019 11:00 PM
1688	Supposedly, the plan implemented, is prevent trains from causing incidents or accidents or maybe even save a life	12/16/2019 10:59 PM
1689	None	12/16/2019 10:59 PM
1690	None so far	12/16/2019 10:59 PM
1691	No everyone is doing more with less including the track gangs	12/16/2019 10:58 PM
1692	If you want to be employed but not work it's great	12/16/2019 10:57 PM
1693	Lol, I made about $20,000 than previous years due to overtime.	12/16/2019 10:57 PM
1694	There are no benefits. Only to the stockholders	12/16/2019 10:57 PM
1695	Raise healthcare for no reason	12/16/2019 10:57 PM
1696	No.	12/16/2019 10:56 PM
1697	The only benefit is for the shareholder and hedge funds. The lack of material and the ReUse of old material is making our jobs harder and harder. Cutting jobs and putting pressure on people to get the task at hand done with the same allowed time. Is putting everybody at risk	12/16/2019 10:56 PM
1698	I see the risk to SAFETY (absolutely minimum manpower) outweighs any possible benefit. If you can't do it SAFE it will be done in BLOOD No benefit to that.	12/16/2019 10:56 PM
1699	No none that I see at all. Only benefit is to the shareholders. Sell and shut down everything we can to grow our bottom dollar	12/16/2019 10:56 PM
1700	No benefits at all	12/16/2019 10:55 PM
1701	For the shareholders it's good. No benefits to the workers.	12/16/2019 10:55 PM
1702	Haven't seen any benefit besides angry customers.	12/16/2019 10:55 PM
1703	NONE!!!! Less employees on locomotives it in the field does not come close to making us safer or more efficient.	12/16/2019 10:55 PM

Q3 Are there benefits to working on a PSR railroad? If so, what are they?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
1704	I don't see any real benefits.	12/16/2019 10:55 PM
1705	N/A	12/16/2019 10:55 PM
1706	Longer hours. If you like overtime and wearing your body out.	12/16/2019 10:55 PM
1707	In my heart, I believe the railroad is trying to get rid of all of us so they can hire contractors. I generally see PSR as a road-block for us to do our job. I fail to identify any real benefits.	12/16/2019 10:54 PM
1708	Absolutely none whatsoever.	12/16/2019 10:54 PM
1709	No! It's like trying to have controlled chaos on an uncontrolled schedule.	12/16/2019 10:54 PM
1710	Not to the employees	12/16/2019 10:54 PM
1711	They're are none. PSR operations are a danger to the safety of the general public!	12/16/2019 10:52 PM
1712	Na	12/16/2019 10:51 PM
1713	Nothing on the engineering side of things	12/16/2019 10:51 PM
1714	Long hours, unlimited overtime, working by yourself or small crews.	12/16/2019 10:51 PM
1715	Don't know	12/16/2019 10:51 PM
1716	No there are none	12/16/2019 10:51 PM
1717	The benefits are the same as they've always been. Good paying career, health insurance and pension. I believe though after PSR was implemented many have left due to stress on job, no jobs close to home after shutting yards and shops down. So to some that goal of working a career with a pension to have after retirement was lost because of PSR	12/16/2019 10:51 PM
1718	No	12/16/2019 10:51 PM
1719	None whats so ever. More hazardous	12/16/2019 10:51 PM
1720	As an employee, not that I can see. Looking at it from a company standpoint, I see a lot of benefits to the company, but hurts the customer in the long run.	12/16/2019 10:50 PM
1721	The only benefit is to company operational costs.	12/16/2019 10:50 PM
1722	I don't know what the benefits are except to please the shareholders.	12/16/2019 10:50 PM
1723	Nope! Customers and employees both hate it. Only people it benifits are short term investors looking to make a quick buck. When they have squeezed all they can from it. The railroads in America will be left in shambles. Unable to serve the industies of this Nation.	12/16/2019 10:50 PM
1724	The only benefit is that of the shareholders. Not to the employee	12/16/2019 10:49 PM
1725	None	12/16/2019 10:48 PM
1726	DON'T KNOW	12/16/2019 10:48 PM
1727	None that I see the people are expected to do more with way less. The people on the ground, don't see there families and it's getting worse they run bare minimum crews	12/16/2019 10:47 PM
1728	It's great if you want to make money and don't have a family or a life away for work.	12/16/2019 10:47 PM
1729	None. The only people benefiting are CEOs and shareholders.	12/16/2019 10:47 PM
1730	Not for the employees	12/16/2019 10:47 PM
1731	None	12/16/2019 10:47 PM
1732	For the shareholders and hedge founders otherwise No!	12/16/2019 10:47 PM
1733	I don't know of any	12/16/2019 10:47 PM
1734	Not to the workers on the track dept	12/16/2019 10:46 PM
1735	No not for workers or our families	12/16/2019 10:46 PM
1736	I have not seen anything beneficial	12/16/2019 10:46 PM
1737	Not that I've seen so far. Unless reducing man power is a benefit	12/16/2019 10:45 PM
1738	I don't know	12/16/2019 10:45 PM
1739	I can't think of one	12/16/2019 10:45 PM
1740	Not that I can think of right off.	12/16/2019 10:44 PM
1741	Not that I am aware of.	12/16/2019 10:44 PM
1742	No	12/16/2019 10:43 PM
1743	I don't see any benefits except to those who profit from it.	12/16/2019 10:43 PM
1744	None	12/16/2019 10:42 PM
1745	Nothing different as far as benefits. Employees now have less time at home due to z5/z6 schedules but are still required to travel great distances to remain working with some groups	12/16/2019 10:42 PM
1746	Yes, being able to better meet customer demands is never a bad thing. However, cutting manpower to the bone and expecting nothing to change is unrealistic	12/16/2019 10:41 PM
1747	Haven't seen a benefit in the last 5 years. Just more budget cuts that demoralize the working person trying to do a job	12/16/2019 10:41 PM
1748	The shareholders are making money.	12/16/2019 10:41 PM
1749	Still have a job for now	12/16/2019 10:41 PM
1750	No	12/16/2019 10:40 PM
1751	no	12/16/2019 10:40 PM
1752	I make less money, so I pay less taxes. I'm less tempted to make major purchases. I'm depressed more often, so less likely to work out or play withmy kid, so i'm less likely to get injured and miss work.	12/16/2019 10:40 PM
1753	Profit margins are going up for the top end of the railroad executives and the investors/shareholders.	12/16/2019 10:40 PM
1754	No none at all	12/16/2019 10:40 PM
1755	Just a job now not a career	12/16/2019 10:39 PM
1756	No	12/16/2019 10:39 PM
1757	No benefits that I have witnessed. Engines & cars seem to be getting a lot less maintenance	12/16/2019 10:39 PM
1758	Smaller working windows	12/16/2019 10:39 PM
1759	It's good for the shareholder and that's it.	12/16/2019 10:39 PM
1760	Not that I can see. Do more with less. Everyone gets more money but the people doing the work.	12/16/2019 10:39 PM
1761	From a MOW stand point there is no real benefit to us other than when the track structure does finally deteriorate to a level that slows trains we get the track and have to do work that would have taken us a few hours in a shorter time and this leads to hurried work and dangerous working conditions	12/16/2019 10:38 PM

Q3 Are there benefits to working on a PSR railroad? If so, what are they?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
1762	More money	12/16/2019 10:38 PM
1763	Less time for management to harass the employees.	12/16/2019 10:38 PM
1764	I suppose if you own a substantial amount of company stock. Although, I think the benefits are short term and limit the railroads ability to expand its business	12/16/2019 10:37 PM
1765	Don't trust it	12/16/2019 10:35 PM
1766	No. You cannot replace people with computers and automated machines and expect a thorough and quality job	12/16/2019 10:35 PM
1767	No none union dues continue to increase along with healthcare and my paycheck continues to decrease	12/16/2019 10:35 PM
1768	None	12/16/2019 10:34 PM
1769	No	12/16/2019 10:33 PM
1770	Skeleton workforce so there's less bumping	12/16/2019 10:33 PM
1771	No. It cuts jobs and forces the rest of those left to pick up the slack, while not being compensated any better.	12/16/2019 10:33 PM
1772	Don't have none	12/16/2019 10:32 PM
1773	None	12/16/2019 10:32 PM
1774	No	12/16/2019 10:31 PM
1775	No	12/16/2019 10:31 PM
1776	Stock price is good. You can only cut so much out until ultimately you have to build back. If revenue is down, they just cut in other areas to make up for it instead of growing the business. Track structures wouldn't hold up if there was a huge increase in business.	12/16/2019 10:31 PM
1777	None whatsoever.	12/16/2019 10:30 PM
1778	Yes unemployment	12/16/2019 10:30 PM
1779	No	12/16/2019 10:29 PM
1780	I have yet to see any. Just lack of work, fatigue, and lies to appease shareholders	12/16/2019 10:29 PM
1781	I can't think of any	12/16/2019 10:29 PM
1782	None to speak of.	12/16/2019 10:29 PM
1783	None that I can see	12/16/2019 10:28 PM
1784	Zero	12/16/2019 10:28 PM
1785	Only benefits I see is the top officials are squeezing the employees and the customers do gain massive profits, then walking away prior to comple collapse	12/16/2019 10:28 PM
1786	The benefits are a home life full of confusion as to when you are going to work.	12/16/2019 10:28 PM
1787	Don't know yet. Most people are working less.	12/16/2019 10:28 PM
1788	none that I can see as of yet.	12/16/2019 10:28 PM
1789	No benefits to maintenance of way employees. PSR means getting more done with less time and less manpower	12/16/2019 10:27 PM
1790	No.	12/16/2019 10:27 PM
1791	NO. PSR has created a bad work environment with bad attitudes and fear of no job security even though employees are locked to the railroad career by the retirement	12/16/2019 10:27 PM
1792	None that I can think of	12/16/2019 10:26 PM
1793	No. You get treated terrible by a company who wants to automate everything.	12/16/2019 10:26 PM
1794	The only benefit has been we aren't as busy as we used to be.	12/16/2019 10:26 PM
1795	Quicker turn around from away from home terminals	12/16/2019 10:26 PM
1796	I have not realized any to speak of	12/16/2019 10:25 PM
1797	All the safety rules have been laced so we can do more work. Things we would have been fired for a few years ago, are magically okay now. So much for the company's assertion that the rules are written in blood.	12/16/2019 10:25 PM
1798	None. The only benefit is to the shareholders. The employees are getting crushed.	12/16/2019 10:25 PM
1799	No takes to many shortcuts for production	12/16/2019 10:25 PM
1800	Not sure time will tell	12/16/2019 10:24 PM
1801	None	12/16/2019 10:24 PM
1802	None that I have seen	12/16/2019 10:23 PM
1803	All changes have been non beneficial for me	12/16/2019 10:23 PM
1804	Nope, to many jobs cut	12/16/2019 10:22 PM
1805	I can't think of a single benefit. I'm currently in the process of leaving a PSR railroad voluntarily.	12/16/2019 10:21 PM
1806	If your in management seems they get bigger bonuses.	12/16/2019 10:20 PM
1807	I'm yet to see the so called great results	12/16/2019 10:20 PM
1808	I honestly haven't seen any except the fact that some cars move a little faster supposedly. Yet idk if I believe that, but it's what management says the numbers say.	12/16/2019 10:20 PM
1809	None that I have seen.	12/16/2019 10:20 PM
1810	None at all as far as I can see	12/16/2019 10:19 PM
1811	I'm sure there are benefits. But when you start bypassing safety or basic maintenance on equipment just to keep a train moving. Someone will eventually get seriously injured or killed.	12/16/2019 10:18 PM
1812	Not in maintenance	12/16/2019 10:18 PM
1813	No benefits that we can see. The customers are unhappy and the workforce morale is terrible.	12/16/2019 10:18 PM
1814	For the worker I don't see an upside. For company's stock I suppose there is, albeit short sided.	12/16/2019 10:18 PM
1815	No benefits, unless you hold stock, or are a Manager at bonus time.	12/16/2019 10:18 PM
1816	none at all	12/16/2019 10:17 PM
1817	My stock value has increased!	12/16/2019 10:17 PM
1818	Not that I have seen	12/16/2019 10:17 PM
1819	You know about what time to expect trains	12/16/2019 10:16 PM
1820	None that I can see.	12/16/2019 10:16 PM
1821	Can't think of any	12/16/2019 10:16 PM
1822	I can not think of any at the moment	12/16/2019 10:15 PM
1823	None that I can see. Busier then ever with less money in our pockets.	12/16/2019 10:15 PM

Q3 Are there benefits to working on a PSR railroad? If so, what are they?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
1824	None	12/16/2019 10:15 PM
1825	Mediocre benefits.	12/16/2019 10:14 PM
1826	None, ever since it's implementation employees morale is lower than I have ever seen. All numbers driven. No common sense or human element. All about greed	12/16/2019 10:14 PM
1827	For the time being our stock has seemed to rise but, how long with this unproven business model last. It is easy to cut overhead by buying less and reducing headcount but, again how long will it be profitable?	12/16/2019 10:14 PM
1828	Absolutely None! Less job security, more worry about less time off, same production with much less help, resulting in short cuts and dangerous work	12/16/2019 10:13 PM
1829	None	12/16/2019 10:12 PM
1830	No	12/16/2019 10:12 PM
1831	Not sure what it is	12/16/2019 10:11 PM
1832	From a workers point of view the only thing witnessed is loss of time with our families and a harder longer work week. It literally only benefits the stockholders, even the customers don't like it.	12/16/2019 10:11 PM
1833	None in my opinion	12/16/2019 10:11 PM
1834	None	12/16/2019 10:10 PM
1835	No.	12/16/2019 10:10 PM
1836	Track times can be more predictable.	12/16/2019 10:09 PM
1837	I don't believe so how can anyone say it would be safe I would say it's more risk and asking for trouble	12/16/2019 10:09 PM
1838	None. Less money. Unhappy workers.	12/16/2019 10:09 PM
1839	Not sure	12/16/2019 10:09 PM
1840	Not as an agreement employee. With so many budget cuts it appears the only thing that matters anymore is shareholder profits.	12/16/2019 10:08 PM
1841	None that I can see for workers. All Benefits seem to be for corporate profits	12/16/2019 10:08 PM
1842	No	12/16/2019 10:07 PM
1843	The only benefit appears to be overtime and reduced testing.	12/16/2019 10:07 PM
1844	As a M/W employee I haven't see one.	12/16/2019 10:06 PM
1845	Unknown	12/16/2019 10:06 PM
1846	N/A	12/16/2019 10:05 PM
1847	Hell no. PSR sucks	12/16/2019 10:05 PM
1848	There are no benefits. PSR is equivalent to a hailmarry in football. You just close your eyes and hope for the best.	12/16/2019 10:05 PM
1849	I honestly can't see any.	12/16/2019 10:04 PM
1850	Only if you are a shareholder	12/16/2019 10:04 PM
1851	N/A	12/16/2019 10:03 PM
1852	I don't see any all for the stockholders	12/16/2019 10:03 PM
1853	There is only negative benefits to us all from train crews to the Track men. I have not heard 1 person unless there in upper management, and not out on tracks say something positive. All the employees only complain and talk how they hate r jobs now they have changed r work schedule to 8 on 6 off and now we work an extra 24 days a year for free and it's an extra month away from home. everone is completely exhausted all week most employees work first day without any sleep. And it's effecting r home lives more stress more problems missing more of our kids games and school stuff. It's the worst it has ever been out here. everyone complains and we r constantly exhausted and just realize what we do does not matter we all want r old 8on 7 off schedule not this one they forced us to take. The UP needs to realize when all your workforce does not care and r completely exhausted injuries go up and r quality of life suffers for corporate greed of a few that r never out working with us they avoid all the big start up meetings because they know we r all sick of the constant lies and the run around. And the leaders they have up there no absolutely nothing and get all worked up when a few ask well thought out questionPSR has ruined the railroad and r quality of life it's progressively getting worse we need to go back to how it was .. get rid of all the bosses that cost us to much	12/16/2019 10:03 PM
1854	Yes if you are a shareholder. The customer, the public and employees will see no benefit. This is a play for Wall Street	12/16/2019 10:03 PM
1855	If everything works right it should mean more money to employe more people.	12/16/2019 10:01 PM
1856	None	12/16/2019 10:01 PM
1857	I have seen none thus far more and more safety is pushed onto the foreman's with there new term front line leader this has become fall guy when something has gone wrong	12/16/2019 10:01 PM
1858	The only benefit is too the upper management. Less workers means more money for them	12/16/2019 10:01 PM
1859	No	12/16/2019 10:01 PM
1860	Haven't seen any trickle down to the workers.	12/16/2019 10:01 PM
1861	No benefit	12/16/2019 10:01 PM
1862	None	12/16/2019 10:00 PM
1863	None	12/16/2019 9:59 PM
1864	The fewer groups of managers watching you for hrs on end trying to find any type of failure is nice.	12/16/2019 9:59 PM
1865	Absolutely none, zero, negative	12/16/2019 9:58 PM
1866	If there are I haven't seen any yet. Especially for the employees.	12/16/2019 9:58 PM
1867	Just knowing what signal is in front of you before you see it.	12/16/2019 9:58 PM
1868	Yes we are not getting bird dog by management, but we as Union need to start policing our self's and have a say in new hires	12/16/2019 9:58 PM
1869	No. Not to the employees atleast.	12/16/2019 9:57 PM
1870	It makes it a little easier to make a work plan	12/16/2019 9:56 PM
1871	Sure as long as you're a shareholder. Otherwise not one damn thing.	12/16/2019 9:55 PM
1872	None at this point in time.	12/16/2019 9:55 PM
1873	There are absolutely none, they say they focus is on safety and customer service, yet I've seen many times when customers won't get served by our locals, due to hours of service, and they won't pay another crew to go and finish up.	12/16/2019 9:54 PM

Q3 Are there benefits to working on a PSR railroad? If so, what are they?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
1874	So far there hasn't been any	12/16/2019 9:54 PM
1875	I haven't seen any	12/16/2019 9:53 PM
1876	No no benefits	12/16/2019 9:53 PM
1877	Nothing but more whip marks on your back.	12/16/2019 9:53 PM
1878	To put more money in the shareholders pockets. Money over safety even though preached. Do the job safely no matter what.	12/16/2019 9:53 PM
1879	None	12/16/2019 9:53 PM
1880	Absolutely not. Well, yes, if you're a big time investor. Terrible for the ones on the ground level	12/16/2019 9:53 PM
1881	No benefits	12/16/2019 9:52 PM
1882	I am not aware of any benefits of PSR to hard working employees of any railroad. I'm sure there are plenty of benefits to the company however.	12/16/2019 9:52 PM
1883	None	12/16/2019 9:52 PM
1884	None that I can see	12/16/2019 9:52 PM
1885	None to my knowledge	12/16/2019 9:51 PM
1886	Not for me, I guess someone gets paid a lot to to claim a business plan to be in a mad rush.	12/16/2019 9:51 PM
1887	No, I have not seen any I know the PSR has made the local in the yard I work in less productive.	12/16/2019 9:51 PM
1888	no	12/16/2019 9:51 PM
1889	No	12/16/2019 9:51 PM
1890	No idea	12/16/2019 9:50 PM
1891	No, we cannot be to reliant on the computerization of how we move trains. Computers fail to.	12/16/2019 9:50 PM
1892	No, it is all a lie made to look good on paper.	12/16/2019 9:50 PM
1893	No benefites	12/16/2019 9:50 PM
1894	I haven't seen any benefits yet	12/16/2019 9:49 PM
1895	Not that I have seen.	12/16/2019 9:47 PM
1896	No	12/16/2019 9:47 PM
1897	None	12/16/2019 9:46 PM
1898	NONE!!!	12/16/2019 9:44 PM
1899	N/A	12/16/2019 9:44 PM
1900	None!!!! Overworked, short handed, policing employees like we are stealing. Threatening you with your job if you can't speed up the process	12/16/2019 9:44 PM
1901	Absolutely not! Depriving good people of their livelihoods so a handful of investors and capitalize on a bigger profit? we've already got technology that will change things, now we can't even work due to forced furloughs, and we're not even in the middle of a recession! It creates bad moral, and punishes good men, and women, who've left good careers for absolutely NO REASON!	12/16/2019 9:43 PM
1902	Yes	12/16/2019 9:43 PM
1903	Nope only stockholders see benefits	12/16/2019 9:42 PM
1904	No	12/16/2019 9:42 PM
1905	Don't see any	12/16/2019 9:41 PM
1906	None	12/16/2019 9:41 PM
1907	Shareholders get rich while infrastructure is falling apart. As our Division Engineer stated in a meeting we are going from a preventative maintenance railroad to a railroad that fixes only things that are absolutely necessary to keep trains running in order to cut cost.	12/16/2019 9:40 PM
1908	Someone at the top is making more money thats a benefit but everything at my level suffers because of it	12/16/2019 9:40 PM
1909	None	12/16/2019 9:39 PM
1910	If doing more with less are Benefits then answer is NO	12/16/2019 9:37 PM
1911	The only thing I've seen in stock prices but they can only run on the edge for so long before something breaks.	12/16/2019 9:36 PM
1912	Not for the workers	12/16/2019 9:36 PM
1913	None	12/16/2019 9:36 PM
1914	None	12/16/2019 9:36 PM
1915	None I've noticed.	12/16/2019 9:36 PM
1916	The only ones benefiting are the board members and elite shareholders.	12/16/2019 9:36 PM
1917	I will die sooner I guess?	12/16/2019 9:35 PM
1918	Shareholders are more apt to invest in our company	12/16/2019 9:35 PM
1919	I don't see any, no	12/16/2019 9:35 PM
1920	I have not seen any difference in benefits from before the implementation of PSR and after implementation, save for a marked decrease in overtime. Less money.	12/16/2019 9:34 PM
1921	The only benefit is for the CEO's and the shareholders	12/16/2019 9:33 PM
1922	None	12/16/2019 9:33 PM
1923	I don't see any.	12/16/2019 9:33 PM
1924	No	12/16/2019 9:33 PM
1925	No	12/16/2019 9:32 PM
1926	There are no benifits for workers. More work with less people. Only people that benifit from PSR is the carrier and shareholders.	12/16/2019 9:32 PM
1927	None	12/16/2019 9:30 PM
1928	For management being able to adjust work rules and scheduling	12/16/2019 9:29 PM
1929	Money for the shareholders is all they care about!	12/16/2019 9:27 PM
1930	Shareholders are the only ones who benefit	12/16/2019 9:27 PM
1931	No benefits and anybody that says otherwise doesn't understand the get rich quick scheme.	12/16/2019 9:27 PM
1932	No	12/16/2019 9:27 PM
1933	For what I was told was going to happen, the opposite has happen. Way more less accurate train line ups leading to inadequate rest periods.	12/16/2019 9:27 PM
1934	I feel it will allow Railroads to remain competitive and stay in business.	12/16/2019 9:27 PM
1935	I do not see any benefits to work8ng on a PSR railroad. The only people that benefit from PSR, are the stockholders.	12/16/2019 9:25 PM

Q3 Are there benefits to working on a PSR railroad? If so, what are they?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
1936	I honestly can't think of any.	12/16/2019 9:25 PM
1937	NOTHING	12/16/2019 9:25 PM
1938	For the railroad shareholders not the workers	12/16/2019 9:25 PM
1939	None I know of	12/16/2019 9:24 PM
1940	For the worker no, the company yes it boosts their profits. I know people who work on other railroads and it's destroyed jobs and in turn those employees life in some cases.	12/16/2019 9:24 PM
1941	Have not seen any benefits as operations employee	12/16/2019 9:24 PM
1942	I don't say that I can see any benifits	12/16/2019 9:24 PM
1943	As best I can tell, the changes that came with PSR that negatively affected our work life weren't directly attributed to PSR, but rather the ruthless "want more for less, pinch the pennies" attitude that was behind it.	12/16/2019 9:24 PM
1944	None that I'm aware of.	12/16/2019 9:23 PM
1945	Not in my opinion	12/16/2019 9:23 PM
1946	I don't know of any	12/16/2019 9:23 PM
1947	Bigger profits for the board members, in turn they can receive bigger end of the year bonuses	12/16/2019 9:23 PM
1948	Being a stockholder. And that's even questionable based on prices recently.	12/16/2019 9:23 PM
1949	No, they cut jobs, lots of jobs	12/16/2019 9:23 PM
1950	None that I can see	12/16/2019 9:21 PM
1951	No	12/16/2019 9:20 PM
1952	Don't know	12/16/2019 9:20 PM
1953	There nothing good out of this that I can see. Unless your a stockholder	12/16/2019 9:20 PM
1954	No.	12/16/2019 9:19 PM
1955	I haven't seen any of them yet they still have terrible train lineups and a lot of power issues	12/16/2019 9:19 PM
1956	Have NOT seen any advantage.	12/16/2019 9:19 PM
1957	No	12/16/2019 9:19 PM
1958	No, smaller terminals are being ran through or picking up blocks of cars that need to be switched at the initial terminal instead of being back hauled.	12/16/2019 9:18 PM
1959	Not sure	12/16/2019 9:18 PM
1960	None.	12/16/2019 9:17 PM
1961	None that I can see because we can schedule a job and according to per we start at 6 am and have to finish by 2 for a train, leaving, instead of starting on our agreed on Time tho we often get started an hour or 2 late and are still expected to be done at the same time not 2 hours later so you start knowing your going to be pushed to get done on the original time	12/16/2019 9:17 PM
1962	Zero, railroads are cutting jobs and getting more contractors	12/16/2019 9:17 PM
1963	No. Not unless you're a shareholder	12/16/2019 9:17 PM
1964	No benefits, the railroads furlough their employees in favor of making more profits	12/16/2019 9:16 PM
1965	No, Way more daangerous	12/16/2019 9:15 PM
1966	Is this question a joke?	12/16/2019 9:15 PM
1967	No	12/16/2019 9:14 PM
1968	More emphasis on being efficient and doing the job right.	12/16/2019 9:13 PM
1969	Benefits for the company in cost savings.	12/16/2019 9:13 PM
1970	The only benefit is to the shareholders. There are NONE for the employees or the American citizens due to the increased safety issues.	12/16/2019 9:13 PM
1971	Falsifying more numbers to keep PSR numbers up for media and shareholder value. Our retirement funds are doing well.	12/16/2019 9:13 PM
1972	N/A	12/16/2019 9:12 PM
1973	Not seen any on our end	12/16/2019 9:12 PM
1974	I personally have not seen them.	12/16/2019 9:12 PM
1975	There are no long term benefits, just short term profits!! PSR is a pyramid scheme disguised as a viable product!!	12/16/2019 9:11 PM
1976	Havn't seen any yet except for adminstration pockets getting fat	12/16/2019 9:11 PM
1977	There are definitely no benefits to working with a PSR railroad when the person hired to implement this program is known as the axman we as employees spend more time worried about our jobs being cut just to save the company a few dollars no matter how proficient we are at doing it.	12/16/2019 9:10 PM
1978	you kind of know when trains are going to run, so you kind of know when you are going to get track time	12/16/2019 9:09 PM
1979	Im sure there are but im not sure what they are	12/16/2019 9:09 PM
1980	Haven't seen any	12/16/2019 9:09 PM
1981	None. I think it's more about creating hype and forcing the same work to be moved elsewhere	12/16/2019 9:07 PM
1982	No	12/16/2019 9:06 PM
1983	They only benefit is the stock options because it's making the shareholders wealthier for now until things go awry.	12/16/2019 9:06 PM
1984	No there is no benefit. Cutting job's lead to more safety concerns. More being done with less people.	12/16/2019 9:06 PM
1985	No	12/16/2019 9:06 PM
1986	None	12/16/2019 9:04 PM
1987	None	12/16/2019 9:03 PM
1988	Only if you're a shareholder there are benefits	12/16/2019 9:03 PM
1989	No. None at all except to line the pockets of the higher ups and furlough the people who work hard to keep the railroad going	12/16/2019 9:03 PM
1990	I guess if you don't want to work and are hoping to draw unemploymentthat's about the only benefit. My 401k has grown fairly wellbut I'm not sure it matches the expense we pay to constantly have our jobs in jeopardy of cuts to push investor payouts.	12/16/2019 9:03 PM
1991	I have not noticed any yet except my Union Pacific stock in my 401k is doing pretty well.	12/16/2019 9:02 PM
1992	No, none at all	12/16/2019 9:02 PM

Q3 Are there benefits to working on a PSR railroad? If so, what are they?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
1993	Absolutely none	12/16/2019 9:01 PM
1994	No	12/16/2019 9:01 PM
1995	Absolutely zero to the employees that make the company money	12/16/2019 9:00 PM
1996	Scheduling trains seems to be better or more repetition	12/16/2019 9:00 PM
1997	Just to the shareholders, it is hazardous to the employees safety, and bad for customer relations.	12/16/2019 9:00 PM
1998	If it's precision scheduled, why isn't there a schedule for trains?	12/16/2019 9:00 PM
1999	None	12/16/2019 8:59 PM
2000	Shorter trains.	12/16/2019 8:59 PM
2001	None that I'm aware of. All the talk of record profits hasn't made it to the thousands of employees making trains go down the tracks.	12/16/2019 8:59 PM
2002	There are none in my opinion.	12/16/2019 8:59 PM
2003	No	12/16/2019 8:57 PM
2004	Hasn't really affected my position.	12/16/2019 8:57 PM
2005	Some what dependable train times	12/16/2019 8:56 PM
2006	Only if the correct details about a job is posted when it comes up for bid	12/16/2019 8:55 PM
2007	No. They work skeleton crews and expect the same amount of work to be done if you still had full crews.	12/16/2019 8:54 PM
2008	None, never know if you're gonna get cut off	12/16/2019 8:53 PM
2009	I personally have not seen any positives to PSR, the only benefit is shareholders.	12/16/2019 8:53 PM
2010	I see none.	12/16/2019 8:51 PM
2011	I have not found any.	12/16/2019 8:51 PM
2012	I have not seen any. From history of working on cp and cn before joining bnsf I haven't heard anything good. Less men, more hours, more fatigue and more injuries and near misses	12/16/2019 8:50 PM
2013	The only benefits are for stockholders sand executives.	12/16/2019 8:50 PM
2014	Haven't found any yet	12/16/2019 8:50 PM
2015	No benefits but myriad serious deficits and liabilities	12/16/2019 8:50 PM
2016	None	12/16/2019 8:50 PM
2017	NONE	12/16/2019 8:49 PM
2018	No I feel my employment is unstable	12/16/2019 8:49 PM
2019	None that I have noticed.	12/16/2019 8:49 PM
2020	The only benefit I've seen is a bounce in stock and dividends. I have my entire 401k in NS stock. We'll see how long that lasts.	12/16/2019 8:49 PM
2021	I haven't seen any but it's still fairly new to some. So, I really couldn't give an answer	12/16/2019 8:49 PM
2022	As of yet I have seen no benefits for workers. Just making an already dangerous job a lot more taxing.	12/16/2019 8:48 PM
2023	I don't know any other than company makes more money	12/16/2019 8:47 PM
2024	Haven't seen them.	12/16/2019 8:47 PM
2025	The guaranteed windows seem to be a great idea. when you get them	12/16/2019 8:47 PM
2026	None	12/16/2019 8:47 PM
2027	I haven't seen any benefits from it. We use to get 7 days off now 6. Even more time away from family	12/16/2019 8:46 PM
2028	No	12/16/2019 8:45 PM
2029	So far I haven't seen any	12/16/2019 8:45 PM
2030	Only benefit is if you have stock in company	12/16/2019 8:44 PM
2031	Haven't seen any yet	12/16/2019 8:43 PM
2032	N/A	12/16/2019 8:43 PM
2033	I'm sure for the investors it's a great idea. I can't think of anything positive to say about it. It's trying to do more with less, making it dangerous.	12/16/2019 8:43 PM
2034	No	12/16/2019 8:43 PM
2035	None that I have noticed	12/16/2019 8:43 PM
2036	No	12/16/2019 8:42 PM
2037	N/A	12/16/2019 8:42 PM
2038	More overtime.	12/16/2019 8:42 PM
2039	I don't really see any at the time.	12/16/2019 8:41 PM
2040	Not that I can see the company makes out like bandits and the employees are shafted when is the company going to start caring about its employees	12/16/2019 8:40 PM
2041	None	12/16/2019 8:40 PM
2042	I have not seen a benefit in the workforce as of yet	12/16/2019 8:40 PM
2043	Again I'm system bridge and we work when permitted	12/16/2019 8:40 PM
2044	None,	12/16/2019 8:39 PM
2045	NO!	12/16/2019 8:39 PM
2046	None	12/16/2019 8:39 PM
2047	No not for the working guy maybe for the people at the round table	12/16/2019 8:38 PM
2048	Not that I can see.	12/16/2019 8:38 PM
2049	Abolutely none for employees. Only negative consequences in safety, in workload, in diminished workforce w no adjustment for track window or project planning,.	12/16/2019 8:38 PM
2050	Not that I'm aware of for younger guys	12/16/2019 8:37 PM
2051	No idea.	12/16/2019 8:36 PM
2052	None	12/16/2019 8:36 PM
2053	No I see none. We did more and got more work completed safely before PSR	12/16/2019 8:35 PM
2054	No	12/16/2019 8:35 PM
2055	Not that I have seen, unless you are a stockholder and work here as well	12/16/2019 8:35 PM
2056	None. They only benefit shareholders	12/16/2019 8:35 PM
2057	Zero benefit unless you are an executive or management on a PSR RR.	12/16/2019 8:34 PM
2058	I'm sure there are but the benefits don't make it to our level. Can't get it past the shareholders.	12/16/2019 8:34 PM
2059	None, no!!! PDR has created a toxic work environment and the use of contractor's due to workforce reduction is out of hand.	12/16/2019 8:34 PM
2060	Good question	12/16/2019 8:33 PM

Q3 Are there benefits to working on a PSR railroad? If so, what are they?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
2061	the pay is it. I don't know if I will have a job tomorrow	12/16/2019 8:32 PM
2062	The only benefit is you get to see your company crash and burn	12/16/2019 8:32 PM
2063	Don't Know That At All	12/16/2019 8:32 PM
2064	Not at this time.	12/16/2019 8:32 PM
2065	i haven't seen any. schedules are horrible now.	12/16/2019 8:31 PM
2066	Can't think of any	12/16/2019 8:31 PM
2067	None that I know. I can't see.	12/16/2019 8:31 PM
2068	So far all I can see is PSR means cut everybody off let the track go to hell and make it "look" like the railroad is making more money.	12/16/2019 8:31 PM
2069	Makes the company money	12/16/2019 8:30 PM
2070	None. Work longer and harder with less manpower.	12/16/2019 8:30 PM
2071	None	12/16/2019 8:29 PM
2072	I'm still looking for one. The one benefit is big bosses are happy?	12/16/2019 8:29 PM
2073	A shrinking paycheck, along with more expensive healthcare . at least we are still getting paid.	12/16/2019 8:28 PM
2074	There is no benefit other than for the company to cut jobs.	12/16/2019 8:28 PM
2075	None	12/16/2019 8:28 PM
2076	No. No benefit to it at all.	12/16/2019 8:27 PM
2077	The railroad has better customer service and is more efficient but do not make employees feel like they are rewarded for all their effort for making it that way.	12/16/2019 8:27 PM
2078	Yes for the company and stockholders	12/16/2019 8:27 PM
2079	No!	12/16/2019 8:26 PM
2080	N/A	12/16/2019 8:26 PM
2081	No	12/16/2019 8:26 PM
2082	No. I don't see any long term stability. There is not as much maintenance on the equipment.	12/16/2019 8:26 PM
2083	I'm not sure, I only think it helps the stockholders!	12/16/2019 8:25 PM
2084	None. Whatsoever.	12/16/2019 8:23 PM
2085	Not from my point of view	12/16/2019 8:23 PM
2086	Makes company more profits so job security I suppose even though it has done away with alot of jobs	12/16/2019 8:23 PM
2087	None what so ever!! Horrible working conditions with nothing but short cuts on safety to gain money for shareholders	12/16/2019 8:23 PM
2088	When it fails all the management will be fired	12/16/2019 8:23 PM
2089	There are no benefits.	12/16/2019 8:23 PM
2090	Not for us but maybe for the hedge fund investors/Wall Street vultures. We already were making record breaking profits year after year before PSR. They are doing nothing but slashing Crews and customer service. PSR is not good for workers, customers or safety.	12/16/2019 8:22 PM
2091	NO	12/16/2019 8:22 PM
2092	N/A	12/16/2019 8:21 PM
2093	They will save on labor costs they will eliminate most overtime and eliminate any further maintenance that could of been done by the section	12/16/2019 8:20 PM
2094	None, the only benefits I see is for the corporate employees and stock brokers that are gaining funds on our account.	12/16/2019 8:20 PM
2095	Not from my perspective. I see local customers being exploited for all sorts of unnecessary charges like demurrage for shipments they're operations can't handle. Losing customers, loosing freight, and selling assets to cover up the losses	12/16/2019 8:20 PM
2096	No benefits, unless you consider stress of ever looming job cuts is considered a benefit	12/16/2019 8:18 PM
2097	No	12/16/2019 8:17 PM
2098	To the stockholders? Maybe. As for myself and everyone else I work with, we haven't seen any benefits.	12/16/2019 8:17 PM
2099	No	12/16/2019 8:17 PM
2100	Overtime every train is nice because they are too long and too heavy to make it there in the time-frame they used to	12/16/2019 8:16 PM
2101	Track time	12/16/2019 8:16 PM
2102	There are no benefits whatsoever working on a PSR railroad.	12/16/2019 8:15 PM
2103	Im sure there are to some level and extent, but on the ballast line it's surely not seen or conveyed. Certainly not reciprocated on a appreciation level, wether monetarily or with sincerity.	12/16/2019 8:15 PM
2104	I can honestly think of none, unless you're a shareholder.	12/16/2019 8:15 PM
2105	No	12/16/2019 8:15 PM
2106	Only as a shareholder, through falsely inflated stock prices derived from stock buybacks, selling previously paid for properties (often at great loss), reduction of manpower, parking of equipment, refusal ro replenish needed supplies.	12/16/2019 8:15 PM
2107	If there are, I have not seen them.	12/16/2019 8:14 PM
2108	There is if implemented correct but they want to do a lot more with a limited amount of track time.	12/16/2019 8:14 PM
2109	None for the employees	12/16/2019 8:14 PM
2110	Better attitudes	12/16/2019 8:14 PM
2111	Profit for the shareholder	12/16/2019 8:14 PM
2112	There's no price for safety. But there's a price for late freight. Better on time freight other than that nothing. PSR is only for shareholder value! Not employee value! We're on the front lines every day out here and they forget that.	12/16/2019 8:13 PM
2113	No, not really. So far it has seemed to cause more disruption	12/16/2019 8:13 PM
2114	No	12/16/2019 8:12 PM
2115	No benefits unless you're a shareholder.	12/16/2019 8:12 PM
2116	No . . . just a more dangerous work place to keep things on such a tight schedule.	12/16/2019 8:11 PM
2117	No	12/16/2019 8:11 PM
2118	None . . . Trains are often so long any kind of mechanical failure now requires all of 6 hours to find and correct if possible.	12/16/2019 8:11 PM
2119	None	12/16/2019 8:10 PM

Q3 Are there benefits to working on a PSR railroad? If so, what are they?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
2120	I'll tell you when I find a benefit	12/16/2019 8:10 PM
2121	I don't see any benefits.	12/16/2019 8:10 PM
2122	The only seen benefit for PSR is profit, and it's only beneficial to the company. PSR should not be beneficial solely to the companies implementing it, but should also be beneficial to their customer base and their employees. I have yet to see any personal benefits from PSR.	12/16/2019 8:09 PM
2123	The benefits would be for the stockholders and anyone with an investment. From an employment perspective, very little to speak of.	12/16/2019 8:09 PM
2124	Not to maintenance employees, apparently PSR means less maintenance which is nonsense. More, longer trains; means more maintenance! There is only benefits for the railroad to line their pockets until their less maintenance lays more trains over.	12/16/2019 8:09 PM
2125	Not for me	12/16/2019 8:09 PM
2126	No	12/16/2019 8:09 PM
2127	We worked all	12/16/2019 8:09 PM
2128	Not as much work because chasing customers away	12/16/2019 8:08 PM
2129	Unfortunately I haven't seen any benefits	12/16/2019 8:08 PM
2130	I have seen no benefits of PSR.	12/16/2019 8:08 PM
2131	No benefits it's chaos constantly	12/16/2019 8:08 PM
2132	No, we go through our day wondering who's going to get hurt or lose their job next.	12/16/2019 8:08 PM
2133	I can't think of a single benefit! I've seen the company I work for hire thousands only to place them on furlough right out of training and leave them there.	12/16/2019 8:08 PM
2134	Not that I can see	12/16/2019 8:08 PM
2135	Not from what I can see, bigger bonuses for the upper mangment	12/16/2019 8:08 PM
2136	No, unless you have lots of shares in stocks.	12/16/2019 8:08 PM
2137	Ya trains are longer and slower so it sometimes gives more time to be on the tracks	12/16/2019 8:08 PM
2138	No	12/16/2019 8:07 PM
2139	None whatsoever	12/16/2019 8:07 PM
2140	No.	12/16/2019 8:07 PM
2141	From an employee side there are no benefits from PSR as far as I can tell. It is obviously beneficial for the shareholders and board members. Maybe include us in some of the profits. *i.e.,* stock buying program, profit sharing, even a hat or tee shirts.	12/16/2019 8:07 PM
2142	No	12/16/2019 8:06 PM
2143	Fewer trains, but the amount of working time is probably less because the dispatchers are not as likely to let you have the track in fear of delays	12/16/2019 8:06 PM
2144	None	12/16/2019 8:06 PM
2145	Overtime. Everyone is lining there pockets if you can keep your job. Even me. But that don't make it right.	12/16/2019 8:05 PM
2146	None, the mentality is down. People are constantly worried about having a job.	12/16/2019 8:05 PM
2147	I don't any benefits other than lining shareholders pockets.	12/16/2019 8:05 PM
2148	I have yet to see any.	12/16/2019 8:05 PM
2149	Well if BNSF goes the way CSX did it won't be good. The things I've read about how they cut so many jobs it's not good.	12/16/2019 8:05 PM
2150	I guess the only thing I could see is if you hold stock and it's benefiting your overall profile.	12/16/2019 8:04 PM
2151	Still to new at the current orientation	12/16/2019 8:04 PM
2152	No	12/16/2019 8:03 PM
2153	No only if you are a stockholder	12/16/2019 8:03 PM
2154	Nothing for employees just shareholders	12/16/2019 8:02 PM
2155	No	12/16/2019 8:02 PM
2156	There is not a benefit to it at all. Things happen all over the railroad and there is no way to predict what area needs work tomorrow because it is always changing. PSR is a animal that looks pretty on paper but it will bite you in the butt the first chance it gets.	12/16/2019 8:02 PM
2157	Since PSR we have been able to get larger blocks of track time.	12/16/2019 8:02 PM
2158	I honestly can't relate any health and safety benefits to PSR.	12/16/2019 8:01 PM
2159	None for the employees and the customer everything benefits the company and their pursuit of the all mighty dollar	12/16/2019 8:01 PM
2160	Not that I've seen.	12/16/2019 8:01 PM
2161	No	12/16/2019 8:01 PM
2162	None	12/16/2019 8:00 PM
2163	Can't think of any bud	12/16/2019 8:00 PM
2164	There are no benefits whatsoever. The only ones who benefit are the stockholders who are making short term gains with long term sacrifices that will cause the Nation's railroads to be crippled in the long term.	12/16/2019 8:00 PM
2165	The idea of PSR seems good on the surface. Moving trains faster, maximizing train lengths. However, in practice, there aren't any benefits to working for a RR that is implementing PSR.	12/16/2019 8:00 PM
2166	For the company	12/16/2019 7:59 PM
2167	I think that running trains on a schedule makes it nicer for crews to know when you're rested and what train you stand for but that is the only benefit I have personally noticed.	12/16/2019 7:58 PM
2168	None	12/16/2019 7:57 PM
2169	No	12/16/2019 7:57 PM
2170	Work with less people. nope	12/16/2019 7:57 PM
2171	No too inconsistent	12/16/2019 7:56 PM
2172	None that have been seen in my territory	12/16/2019 7:56 PM
2173	NONE!	12/16/2019 7:56 PM
2174	No benefits what so ever. These conditions are horrible to work in and very unsafe. There was some areas where cuts could be made and maybe even needed but maintenance is definitely not one.	12/16/2019 7:56 PM

Q3 Are there benefits to working on a PSR railroad? If so, what are they?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
2175	None	12/16/2019 7:56 PM
2176	Don't know yet	12/16/2019 7:56 PM
2177	N/A	12/16/2019 7:56 PM
2178	Only for the railroad! Not for the employees we are just a number if u don't have enough seniority you are going home with all the CT's!	12/16/2019 7:55 PM
2179	Benefits only for C-Suite and shareholders. No benefits for workers.	12/16/2019 7:54 PM
2180	I'm sure the shareholders see plenty of benefits, I believe that the ground employees and public are going to start suffering from the lack of resources that the companies are providing in the form of carmen and mechanical employees that ensure the trains are safe to move. I was told by my former terminal superintendent that me being a conductor was not qualified to bad order railcars or take tracks out of service for defects, and was threatened to be taken out of service if I continued to concern myself with safety	12/16/2019 7:54 PM
2181	No	12/16/2019 7:54 PM
2182	None that I know of.	12/16/2019 7:54 PM
2183	No not at all. More stressful than ever before.	12/16/2019 7:54 PM
2184	None in my opinion.	12/16/2019 7:54 PM
2185	Benefits for the rail companies I don't see any for us as maintenance of way	12/16/2019 7:54 PM
2186	No, less jobs, more lay offs	12/16/2019 7:53 PM
2187	Working safe day by day. It has to be two way street however. Both sides must adhere to the program willingly.	12/16/2019 7:53 PM
2188	No not really in any department. The issues railroads have are still there whether it's a PSR or not. If the officials looked at the true issues being top heavy in management departments, not facing real issues always wanting to pass the buck. Having jobs such as a transformation VP for this PSR. Way to many senseless management jobs the real issues are basically as the ole saying says too many chiefs and not enough indians.	12/16/2019 7:53 PM
2189	Unknown to me yet!	12/16/2019 7:52 PM
2190	I don't find there to be benefits. At the time before PSR we had extra materials. I understand there is a fine line between extra materials and to much. We had extra materials and now in order to get the materials or equipment to do what should be a small job turns into a job that takes several days.	12/16/2019 7:52 PM
2191	None	12/16/2019 7:52 PM
2192	No!	12/16/2019 7:52 PM
2193	More money because of the overtime.	12/16/2019 7:52 PM
2194	No benefits.	12/16/2019 7:52 PM
2195	Not that I have seen	12/16/2019 7:51 PM
2196	No	12/16/2019 7:51 PM
2197	No sure	12/16/2019 7:51 PM
2198	Only for up pockets, FRA, and whoever up pays money to, go be corrupt	12/16/2019 7:51 PM
2199	None	12/16/2019 7:51 PM
2200	For upper management perhaps none for the people who perform the maintenance.	12/16/2019 7:50 PM
2201	They only benefit I can see is scheduled time off. With that being said you hardly ever get the exact days off you're supposed to due to being outta place or called just before your off days start	12/16/2019 7:50 PM
2202	NONE!!!!	12/16/2019 7:50 PM
2203	None	12/16/2019 7:50 PM
2204	Yes if your an investor, if your a front line employee you can't even enjoy coming to work anymore. The morale is nonexistent and railroaded as a whole are disenfranchised	12/16/2019 7:49 PM
2205	Not that I see.	12/16/2019 7:48 PM
2206	None	12/16/2019 7:48 PM
2207	Removing the extra cars on the rail decongested the yards	12/16/2019 7:48 PM
2208	No.	12/16/2019 7:48 PM
2209	I have not seen any other than cutting jobs off.	12/16/2019 7:48 PM
2210	No	12/16/2019 7:47 PM
2211	None at all	12/16/2019 7:47 PM
2212	No benefits whatsoever. Morale is at all time low, talks of wildcat strikes in every terminal.	12/16/2019 7:47 PM
2213	N/a	12/16/2019 7:46 PM
2214	Not really	12/16/2019 7:46 PM
2215	IF THERE IS, I don't know what it could be.	12/16/2019 7:46 PM
2216	No	12/16/2019 7:45 PM
2217	Stockholders make money as the employees suffer	12/16/2019 7:45 PM
2218	I have no idea.	12/16/2019 7:45 PM
2219	Unemployment	12/16/2019 7:44 PM
2220	Nothing that I've seen is beneficial to anyone but the shareholders.	12/16/2019 7:44 PM
2221	No	12/16/2019 7:44 PM
2222	None that I can see as a worker worrying about my job getting cut	12/16/2019 7:44 PM
2223	The only benefit of PSR would be the fewer middle management around. You have 1 person that tells you what to go do and you are expected to go do it without 6 other managers on your back over testing you.	12/16/2019 7:44 PM
2224	I can't think of any.	12/16/2019 7:44 PM
2225	Have seen no benefit	12/16/2019 7:43 PM
2226	Not that I'm aware of	12/16/2019 7:43 PM
2227	There aren't any	12/16/2019 7:43 PM
2228	NONE	12/16/2019 7:43 PM
2229	No	12/16/2019 7:43 PM
2230	No	12/16/2019 7:43 PM
2231	Yes, seems a bit less wasteful.	12/16/2019 7:42 PM
2232	No.	12/16/2019 7:42 PM
2233	No, they want more with less people.	12/16/2019 7:42 PM
2234	Many too many to list	12/16/2019 7:42 PM

Q3 Are there benefits to working on a PSR railroad? If so, what are they?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
2235	Haven't seen any	12/16/2019 7:42 PM
2236	I do not see any benefits from my perspective. If I were an investor maybe, but with man power so low it only a matter of time before we have issues.	12/16/2019 7:41 PM
2237	Better stock prices at the cost of employees	12/16/2019 7:41 PM
2238	Yes I use to feel bad about not answering the phone. Now I could care less.	12/16/2019 7:41 PM
2239	No absolutely not.	12/16/2019 7:41 PM
2240	More overtime in certain areas	12/16/2019 7:41 PM
2241	Haven't seen any yet.	12/16/2019 7:40 PM
2242	Working no owning stocks yes	12/16/2019 7:40 PM
2243	I can't see any obvious benefits. The employees are being mistreated and sometime have to do work in a more dangerous situation because of reduced man power or lack of supplies. I've also heard about how customer service on the transportation side has drastically diminished and customers are being charged large fees because of PSR. There are other customers that were refused service because they didn't fit what the railroad was interested in. (Large coal mine that had to build a conveyor system over a mountain to get access to Norfolk southern.)	12/16/2019 7:40 PM
2244	None	12/16/2019 7:40 PM
2245	Yes. Getting the customers product to them in a timely manner. But at what cost do you let that happen	12/16/2019 7:40 PM
2246	If my safety is jeopardized, then there are no benefits working on a PSR railroad.	12/16/2019 7:39 PM
2247	Haven't seen any, even the management is scatter brained haven't to go through constant changes.	12/16/2019 7:39 PM
2248	If it were properly done, yes. With emphasis on working with contracted workers as a team instead of being "the enemy" I honestly believe we could make it better together. But in the end, the carriers only care about money and job eliminations. No care about safety or helping those who earn the profit for them	12/16/2019 7:39 PM
2249	seeing different places in the country.	12/16/2019 7:39 PM
2250	Track time seemed to improve	12/16/2019 7:39 PM
2251	None whatever. You look at the trains and most cars are empty is all an illusion. I haven't heard of any new businesses in a long time.	12/16/2019 7:39 PM
2252	None!	12/16/2019 7:39 PM
2253	I'm not sure I can think of any advantages.	12/16/2019 7:39 PM
2254	The shareholders make more money.	12/16/2019 7:39 PM
2255	None that I can see	12/16/2019 7:39 PM
2256	None to my knowledge at this point	12/16/2019 7:38 PM
2257	None what so ever	12/16/2019 7:38 PM
2258	No, it's designed to destroy the railroad so it can be broken up and sold off.	12/16/2019 7:38 PM
2259	Only benefits there are is for the rich to get richer over us the ones who keep the trains moving	12/16/2019 7:38 PM
2260	Not sure how to answer I guess it's good if they company makes more money would like to see the increase in wages come back to the unionized employees if this is true	12/16/2019 7:37 PM
2261	No well unless you're wallstreet or upper management!	12/16/2019 7:37 PM
2262	There are benefits, to the customer, with schedule deliveries and service. A better customer relationship with the railroad is good all round. Canadian National has one of the best, if not the best customer commitment, that reflects on CN's ability to stay profitable.	12/16/2019 7:37 PM
2263	If there had to be any benefit-the little added overtime from shorter days and occasionally extra mileage. But it's still not worth that lost time at home.	12/16/2019 7:37 PM
2264	Money if you are a shareholder	12/16/2019 7:37 PM
2265	Absolutely none.	12/16/2019 7:36 PM
2266	None	12/16/2019 7:36 PM
2267	NONE	12/16/2019 7:35 PM
2268	No	12/16/2019 7:35 PM
2269	The only people that benefit form PSR is the carriers, while all other crafts suffer	12/16/2019 7:35 PM
2270	No benefits for the average boots on the ground Railroader.	12/16/2019 7:35 PM
2271	None that I can seethe power has gone downhillthe maintenance has spiraled downward	12/16/2019 7:34 PM
2272	Railroad is a good job but will always have issues whether PSR or not.	12/16/2019 7:34 PM
2273	No, always scared for your job. Plus hundreds of people are furloughed.	12/16/2019 7:34 PM
2274	Better scheduled track time.	12/16/2019 7:34 PM
2275	No just for company to make money	12/16/2019 7:34 PM
2276	No	12/16/2019 7:33 PM
2277	Yes and it's helping to stop derailments on busy lines	12/16/2019 7:33 PM
2278	None noted	12/16/2019 7:33 PM
2279	None	12/16/2019 7:33 PM
2280	Not that I can see. I was hired and told you will never be furloughed we have so much business. 9 months after the start of PSR I don't have a job with the railroad.	12/16/2019 7:32 PM
2281	No	12/16/2019 7:32 PM
2282	Not that I have seen	12/16/2019 7:32 PM
2283	I see no difference other than maintenance neglect.	12/16/2019 7:32 PM
2284	No idea I guess company makes more money with the workforce cut back to nothing	12/16/2019 7:31 PM
2285	Record keeping is better to determine problem areas	12/16/2019 7:31 PM
2286	None that I've seen	12/16/2019 7:31 PM
2287	None	12/16/2019 7:31 PM
2288	No	12/16/2019 7:31 PM
2289	Noif their were stock options for agreement employees then maybe . . . but no benifits	12/16/2019 7:30 PM
2290	There is no benefit for the working class. It makes everything we do more dangerous to an already dangerous job.	12/16/2019 7:30 PM

Q3 Are there benefits to working on a PSR railroad? If so, what are they?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
2291	I don't see any.	12/16/2019 7:29 PM
2292	I haven't seen any since the implementation.	12/16/2019 7:29 PM
2293	None, whatsoever	12/16/2019 7:29 PM
2294	NO	12/16/2019 7:28 PM
2295	It only benefits the shareholders, not the safety of the public or the railroad workers	12/16/2019 7:28 PM
2296	I can't think of any.	12/16/2019 7:28 PM
2297	Not sure yet	12/16/2019 7:27 PM
2298	None for the employees	12/16/2019 7:27 PM
2299	No there isnt	12/16/2019 7:27 PM
2300	I haven't seen them yet. Couldn't tell ya what they would be.	12/16/2019 7:27 PM
2301	No	12/16/2019 7:27 PM
2302	My spouse will collect the death benefit much sooner	12/16/2019 7:27 PM
2303	Only if your a stockholder	12/16/2019 7:26 PM
2304	Not as I see it on the craft side; maybe if you're high enough up in the company you could benefit from it. We constantly wondering if our jobs are secure.	12/16/2019 7:26 PM
2305	Not that I can tell off hand besides we sit around a lot.	12/16/2019 7:26 PM
2306	More money for the company and less for the workers	12/16/2019 7:25 PM
2307	No	12/16/2019 7:25 PM
2308	No	12/16/2019 7:24 PM
2309	No,gone from family. Open jobs are too far in between and scarce so leaves no choice but to bump and be bumped	12/16/2019 7:24 PM
2310	None that I have seen other than reducing unnecessary managers. But then again our forces of actual workers have been reduced also.	12/16/2019 7:24 PM
2311	NO BENEFITS except for the shareholders	12/16/2019 7:24 PM
2312	Absolutely not. Corporate greed	12/16/2019 7:24 PM
2313	I have not seen any yet except the company profits more.	12/16/2019 7:23 PM
2314	Regular people can't see any benefit to PSR. You would have to be an investor to see any benefit if there are any.	12/16/2019 7:23 PM
2315	I would say no for MOW	12/16/2019 7:23 PM
2316	People are getting more overtime.	12/16/2019 7:23 PM
2317	None	12/16/2019 7:23 PM
2318	No	12/16/2019 7:23 PM
2319	Benefits to a PSR railroad are better operating expenses which in turn could mean more job security and less layoffs	12/16/2019 7:23 PM
2320	Better work schedule	12/16/2019 7:22 PM
2321	No, maybe if you don't want a job.	12/16/2019 7:22 PM
2322	From the man on the tracks, it is not a positive move in any way. From an executive perspective it probably makes sense and puts them in an even higher tax bracket.	12/16/2019 7:22 PM
2323	None, other than bigger profits for the corporate pirates better known as the hedge fund group thats running CSX	12/16/2019 7:22 PM
2324	I haven't noticed any benefits. When we had curfews seemed we got more done.	12/16/2019 7:22 PM
2325	As a maintenance of way employee I have noticed our yard actually flows well.	12/16/2019 7:21 PM
2326	I don't know	12/16/2019 7:21 PM
2327	Not that I have seen so far and deaths are becoming frequent.	12/16/2019 7:21 PM
2328	None	12/16/2019 7:21 PM
2329	Not at the workers level. Exec's and shareholders make more money.	12/16/2019 7:21 PM
2330	No	12/16/2019 7:21 PM
2331	have not seen any	12/16/2019 7:21 PM
2332	Yes not as many accidental	12/16/2019 7:20 PM
2333	That's funny	12/16/2019 7:20 PM
2334	Money for the stockholders	12/16/2019 7:20 PM
2335	No	12/16/2019 7:20 PM
2336	None!	12/16/2019 7:20 PM
2337	N/A	12/16/2019 7:20 PM
2338	Yes if you enjoy spending unpaid time with your family	12/16/2019 7:19 PM
2339	No.	12/16/2019 7:19 PM
2340	I don't see a benefit with it.	12/16/2019 7:19 PM
2341	None	12/16/2019 7:19 PM
2342	The benefit of PSR is to keep the company strong and allow me to provide for my family for many years BUT a precision SCEDULED railroad shouldnt hinge on reducing operational maintenence costs!	12/16/2019 7:19 PM
2343	I don't know	12/16/2019 7:19 PM
2344	No	12/16/2019 7:18 PM
2345	Only if you are a stockholder	12/16/2019 7:18 PM
2346	I have seen no legitimate benefit to PSR over just simply having enough employees to actually complete all the tasks at hand	12/16/2019 7:18 PM
2347	If you don't like being at home with your family it works good for you	12/16/2019 7:18 PM
2348	No. There are none.	12/16/2019 7:18 PM
2349	No none at all	12/16/2019 7:18 PM
2350	Haven't had experience with that.	12/16/2019 7:18 PM
2351	Yup for the shareholders	12/16/2019 7:17 PM
2352	The only benefit I see is the executives keep their jobs and get bigger bonuses. None of the benefits have been passed along to the employees.	12/16/2019 7:17 PM
2353	I am still employed as of today, who knows when my job will become obsolete for the sake of the big wigs profits. To be determined	12/16/2019 7:17 PM
2354	Consistency of traffic	12/16/2019 7:16 PM
2355	No, everyone is worried about losing their job	12/16/2019 7:16 PM
2356	I don't no of any Benifets out in the field	12/16/2019 7:15 PM
2357	No	12/16/2019 7:15 PM
2358	None. We are losing business. Less carloads	12/16/2019 7:15 PM
2359	NONE	12/16/2019 7:15 PM
2360	As a union employee, we see no benefits go PSR.	12/16/2019 7:15 PM

Q3 Are there benefits to working on a PSR railroad? If so, what are they?—Continued

Answered: 2,425 Skipped: 41

#	RESPONSES	DATE
2361	None that I can see.	12/16/2019 7:15 PM
2362	The benefits are minimal for anyone outside of management and executive levels.	12/16/2019 7:15 PM
2363	Knowing the future work and work schedual information	12/16/2019 7:15 PM
2364	None that I'm aware of	12/16/2019 7:15 PM
2365	not necessarily, depends on each days projects, the train traffic on this area, and crews available to perform each job safely in pertaining to this area!	12/16/2019 7:15 PM
2366	No, I don't see any other than the carrier making a higher profit.	12/16/2019 7:15 PM
2367	N/A	12/16/2019 7:14 PM
2368	The train traffic is running more efficient.	12/16/2019 7:14 PM
2369	None that I can think of	12/16/2019 7:14 PM
2370	Not that I've seen. Only thing it does is make profits look larger while not much maintenance is done leading to more derailments	12/16/2019 7:14 PM
2371	I can't see any benefits as of right now with all the lack of maintenance being done all I see in the future is big cost to bring the rails back to a safe standard in a few years after being neglected.	12/16/2019 7:14 PM
2372	None	12/16/2019 7:13 PM
2373	Yes as far as getting track work done. It's easier to plan jobs.	12/16/2019 7:13 PM
2374	None	12/16/2019 7:13 PM
2375	I don't know yet	12/16/2019 7:13 PM
2376	There are no benefits to PSR.	12/16/2019 7:13 PM
2377	No. The railroad sacrifices total business for efficient business.	12/16/2019 7:12 PM
2378	At least I have every other Saturday off on the schedule I guess other than that no	12/16/2019 7:12 PM
2379	Have not seen anything yet	12/16/2019 7:12 PM
2380	On engineering side, I don't believe so.	12/16/2019 7:12 PM
2381	No. We have lost business and skimped on every aspect of running a railroad to show some sort of profit	12/16/2019 7:12 PM
2382	None that I'm aware of other than a bigger stress load on the employees. Also a bigger push to get the job done with less manpower and less time.	12/16/2019 7:12 PM
2383	Make certain people look good but don't see any benefit to M&W workers	12/16/2019 7:12 PM
2384	Nope	12/16/2019 7:11 PM
2385	Going home each day safe	12/16/2019 7:11 PM
2386	None	12/16/2019 7:11 PM
2387	There is none, cutting jobs and trying to get rid of people is all they do now. Track conditions looking like crap due to no track time to fix things.	12/16/2019 7:10 PM
2388	N/A	12/16/2019 7:10 PM
2389	None	12/16/2019 7:10 PM
2390	ZERO	12/16/2019 7:10 PM
2391	Zero!	12/16/2019 7:10 PM
2392	No not really now your expected to kill yourself doing the same amount of work as before but with less people and less machinery	12/16/2019 7:10 PM
2393	None, PSR has removed any remaining integrity the railroad had.	12/16/2019 7:10 PM
2394	it keeps the railroad my money	12/16/2019 7:10 PM
2395	For the workforce I don't see a benefit only lining corporate pockets	12/16/2019 7:10 PM
2396	More track time because the carrier doesn't move as many cars *i.e.,* Less cars, customers, less profits.	12/16/2019 7:09 PM
2397	None that I know of. Clearly the company is about pleasing stockholders, not us employees. They used to care about us.	12/16/2019 7:09 PM
2398	No	12/16/2019 7:09 PM
2399	There is none	12/16/2019 7:09 PM
2400	None	12/16/2019 7:09 PM
2401	I don't think	12/16/2019 7:08 PM
2402	Retirement	12/16/2019 7:08 PM
2403	Once again, never heard of it	12/16/2019 7:07 PM
2404	I find zero benefits for me to work on a PSR railroad. The only thing that benefits is the pockets of the rich guys calling the shots	12/16/2019 7:06 PM
2405	I have yet to find a positive for employees	12/16/2019 7:06 PM
2406	There is no benefit what so ever for us.	12/16/2019 7:04 PM
2407	Keep investors happy so they won't furlough us.	12/16/2019 7:04 PM
2408	Absolutely not. Period. It ruins hard working people's life's and families	12/16/2019 7:04 PM
2409	No. Only benefit is more money to the shareholders.	12/16/2019 7:04 PM
2410	The only benefit would be if you were a big shareholder because they're pushing everything back to make more profit	12/16/2019 7:03 PM
2411	No	12/16/2019 7:03 PM
2412	No there is not, only benifit is for the shareholders	12/16/2019 7:03 PM
2413	No, only for the shareholders	12/16/2019 7:02 PM
2414	Very few if I was just starting a career I would find something else.	12/16/2019 7:02 PM
2415	Not that I have seen.	12/16/2019 7:01 PM
2416	Trains are running on time. We see the same cars go back and forth from carrier to carrier without ever reaching a destination but they leave the yard on time.	12/16/2019 7:01 PM
2417	Only to shareholders	12/16/2019 6:59 PM
2418	None I can tell	12/16/2019 6:58 PM
2419	None that I've seen for workers. Shareholders reap every reward!	12/16/2019 6:57 PM
2420	More time off, as in furloughed.	12/16/2019 6:56 PM
2421	None that I've seen so far	12/16/2019 6:56 PM
2422	No	12/16/2019 6:56 PM
2423	Ni	12/16/2019 6:55 PM
2424	None	12/16/2019 6:55 PM
2425	None from what I can see looks like a divorce	12/16/2019 6:52 PM

Q4 How has PSR affected your relationship with your supervisor/manager?

Answered: 2,435 Skipped: 31

#	RESPONSES	DATE
1	No affect	1/6/2020 3:33 AM
2	Before PSR was implemented I saw my assigned manager twice a year for a one on one safety talk along with seeing a onsite manager almost daily. Since the introduction of PSR I have seen fewer and fewer managers on site, hardly any interaction and I no longer get a one on one safety talk. If it wasn't for my log in I wouldn't even know who my manager was. I never see any managers out testing like they use to and maybe see a manager twice a month.	1/6/2020 1:15 AM
3	No trust. Lies to the men. Very shady. There's no direction because PSR shakes everyone	1/5/2020 4:42 PM
4	It has not.	1/5/2020 2:43 AM
5	It absolutely horrible now.	1/4/2020 12:18 PM
6	Unknown	1/4/2020 1:15 AM
7	They are scared of there jobs not worried about safety	1/4/2020 1:10 AM
8	Afraid of talking too much yet I've known them most my career! If I talk to them my fellow Railroaders think I'm might snitching on them yet We're talking family, kids and such no trust in the departments or with management AT ALL ANYMORE	1/3/2020 11:56 PM
9	It seems they are being held accountable by their bosses and having to justify their job through disciplinary actions over minor things that used to be dealt with through verbal counsel.	1/2/2020 9:42 AM
10	Very bad if you write up FRA defects they write you up	1/2/2020 6:18 AM
11	It has done nothing but create a hostile and rushed working environment where management has physically threatened employees jobs. It creates unnecessary stress and a feeling of dread everyday.	1/1/2020 10:38 PM
12	Audits after audit are getting annoying. Especially when we're are at a derailment and all they worry about is audits and not feeding us when it's due	1/1/2020 10:17 PM
13	Cut off 4 times this year, sent home for Christmas.	1/1/2020 7:43 PM
14	So far I haven't let my manager know how I feel because if I do, I will be singled out and "punished" for voicing my opinion against these practices.	1/1/2020 5:01 AM
15	overall getting up at wee hours of the morning makes everyone cranky the team as a whole are affected managers included	12/31/2019 7:33 PM
16	Relationships with managers are better because they have to rely on us. So they no longer act like they want to fire you all the time, they just want you to do your job.	12/31/2019 7:33 AM
17	Same as usual	12/30/2019 8:19 PM
18	Its strenuous relationship. We love our families and want to be with families the way we had it before and not here with supervisors	12/30/2019 6:36 PM
19	Negatively, they keep pushing us with less people and wanting us to take short cuts even though they preach don't take shortcut	12/29/2019 1:04 PM
20	My supervisor just says to me. "It is what it is". And I am suppose to just do the job	12/29/2019 5:37 AM
21	No change	12/29/2019 4:42 AM
22	now only inform them if specifically asked	12/29/2019 2:42 AM
23	What relationships? They think they are prison guards and treat workers as if they are inmates.	12/29/2019 1:34 AM
24	I am President of Carmen Lodge 6510 covering CA, NV and OR. I am under constant attack by management who intentionally disregard Federal laws, state laws and company policies for the sake of expediency and their demands to do the impossible without the required resources. There are over 30 Carmen in my district medically disabled for stress!! If PSR is better why did we go from zero to over 30 just in the past 18 months?!	12/28/2019 11:40 PM
25	the same	12/28/2019 11:31 PM
26	We are trying to work through the changes together but it is difficult.	12/28/2019 5:49 PM
27	Negatively, managers do not care about employees. Only do what they are told to do to save their own jobs.	12/28/2019 4:41 AM
28	I personally have a good relationship with my Supervisor/Manager.	12/27/2019 4:29 PM
29	It has made them worse. They are always trying to get in audits and they have a quota that has to be met and a certain percentage of the audits have to have a negative effect. It makes you feel like they are building a case to get you fired. Also it makes you feel like you are doing a terrible job.	12/27/2019 3:36 PM
30	I hate all of them,no help no clue	12/27/2019 2:56 PM
31	they want more work with less resources	12/27/2019 1:27 PM
32	The environment in the workplace in general has deteriorated since I was hired. I know we all have a job to do, but the extra stressful environment doesn't help with relations between managers and craft employees.	12/26/2019 5:55 PM
33	Basically the same	12/26/2019 8:53 AM
34	has not changed he's been affected by the decision upper management has made enforcing this new program. PSR	12/26/2019 2:39 AM
35	Management is asked by corporate to harass, be unfair, and treat workers subhuman	12/26/2019 12:32 AM
36	Stressed.	12/25/2019 5:11 PM
37	It has not yet being that our railroad has not implement it.	12/25/2019 4:49 PM
38	I see him almost never now	12/25/2019 2:14 PM
39	No affect. They are in charge! Don't listen to input anyhow..One big issue the bean counter running the work never had hands dirty	12/25/2019 12:17 PM
40	None	12/25/2019 7:44 AM
41	Their only concern is cutting cost, workforce elimination, making ridiculous rules, running longer trains with fewer and fewer contract employees remaining on the property. The disruption is complete. Moral, pay, working conditions has hit botton. Lack of care, training, opportunity, help and use benefits has eliminated any cohesion. There is no care or value to working with managers. We are besieged, we keep our heads down and let it fall apart around us because they are afraid, we are all afraid.	12/25/2019 7:14 AM
42	It has made our more tense	12/25/2019 5:52 AM

Q4 How has PSR affected your relationship with your supervisor/manager?—Continued

Answered: 2,435 Skipped: 31

#	RESPONSES	DATE
43	Distrustful at best. They look for any and all ways to cut corners, push safety of workers, and ignore bargaining agreements by claiming company policy change trumps bargaining agreements	12/25/2019 5:12 AM
44	They all seem to put profits before people. Don't like working for people like that.	12/25/2019 5:09 AM
45	It's worse. I avoid them at all costs. The work environment is toxic.	12/25/2019 4:17 AM
46	Since trainmasters are targeted for reduction of numbers, they've become more pushy and demanding. They seem to have to justify their jobs by harassing crews. Some try to be friendly, while others are tyrannical. We know from experience that none of them are on our side.	12/25/2019 2:50 AM
47	Relationship with trainmasters are fine. It's their boss that is pushy and others above them.	12/24/2019 10:45 PM
48	No	12/24/2019 7:32 PM
49	No more safety briefings no more face to face always rushed in a hurry no time to job brief about constant rule changes	12/24/2019 6:33 PM
50	Everyone one at shop level is is more stressed out	12/24/2019 6:00 PM
51	Don't see my manager anymore. Constantly changing who it is.	12/24/2019 5:04 PM
52	It honestly hasn't.	12/24/2019 4:00 PM
53	Get more done with less	12/24/2019 3:57 PM
54	It has been negative. Management is always being pressured from above to keep numbers high. Management comes down on us for things that are out of our control.	12/24/2019 3:11 AM
55	Hasn't really affected my relationship with any of my (too many) managers.	12/24/2019 3:00 AM
56	As they say crap rolls down hill and you are at the bottom	12/24/2019 1:44 AM
57	Very high tension. Tiptoeing on egg shells for fear of any little thing not done their way. Again, there is little to no respect.	12/24/2019 12:06 AM
58	Yes	12/23/2019 10:54 PM
59	Directly, not much to mention. But he is on his way out thru retirement. But he seems more pressured than ever, I will say.	12/23/2019 8:48 PM
60	I think a lot less of him He doesn't even want to order parts we need	12/23/2019 8:43 PM
61	It's much worse than years ago. All the supervisors care about now is cutting costs.	12/23/2019 7:49 PM
62	I used to have close relationships with all of my supervisors. Since PSR they have stated they've stated uppers have told them to distance them self's with workers.	12/23/2019 7:27 PM
63	Instead of safety first and everyone working together, it's get the job done at the cost of risking injury.	12/23/2019 7:23 PM
64	Yes	12/23/2019 5:57 PM
65	Relationship? There is none. At one time you used to enjoy working on the railroad and work hard for the company and your supervisor. Now you're scared to do anything because you'll be wrote up or fired. I actually had a supervisor tell me that supervision is being told they're not writing us workers up enough. Well, isn't that a good thing? We're doing our jobs and safely!! So they write you up for the dumbest things just to look like they're doing their job and to scare us workers into submission. This job has become stressful and a VERY hostile work environment!!!!	12/23/2019 5:51 PM
66	They drink the kool aid because they get bonuses. Handed down from the top. Do more with less. Rush through to get stuff done	12/23/2019 4:21 PM
67	I wouldn't know, it was implemented prior to my current manager arriving.	12/23/2019 4:00 PM
68	Unchanged so far	12/23/2019 3:23 PM
69	Definitely strained	12/23/2019 2:58 PM
70	Same as question 2	12/23/2019 2:33 PM
71	not good!!	12/23/2019 2:25 PM
72	There is no trust the local supervisors are under as much pressure as us they have been forced to write people up for violations for rules they make up on the fly	12/23/2019 2:15 PM
73	For my situation it's hard to have a relationship with a boss that changes month to month. You don't even get a change to figure out if they are black and white or more of a grey supervisor as far as how they manage. Most are also out of college or from another field and don't really understand the job.	12/23/2019 2:05 PM
74	Hard to gave a working relationship with management when they change from month to month.	12/23/2019 1:59 PM
75	We have supervisors/managers that are being exploited in positions that they are unfamiliar with leaving the men to fend for themselves for logical answers to problems.	12/23/2019 1:31 PM
76	It hasn't changed my relationship with my supervisor.	12/23/2019 1:20 PM
77	Norfolk Southern doesn't want you or your supervisor to have a relationship	12/23/2019 1:04 PM
78	Not too bad, we are lucky to have an old school manager you treats us decent.	12/23/2019 1:02 PM
79	We laugh about it. But he has more territory an more responsibility so we rarely see them.	12/23/2019 12:33 PM
80	Everyone is testy.	12/23/2019 12:20 PM
81	No different, most are still morons.	12/23/2019 10:58 AM
82	More tense	12/23/2019 10:51 AM
83	They push us to do more with less	12/23/2019 10:50 AM
84	It's only affected the relationship with my manager because the ability to accomplish a task is extremely more difficult.	12/23/2019 8:57 AM
85	I believe having 5 different supervisors in the matter of a 15/18 months makes it hard to even have a relationship with managment	12/23/2019 6:22 AM
86	Management at my level do not manage they nit pick stupid little things because the have to justify their own jobs	12/23/2019 6:05 AM
87	Furloughs, yards being shut down, and traveling other places to work. Who is my manager??	12/23/2019 5:30 AM
88	When you can't get the time to do you job safely and properly in a timely manner in strains all relationships with supervisors because they still expect you to do what you did before PSR	12/23/2019 3:55 AM

Q4 How has PSR affected your relationship with your supervisor/manager?—Continued

Answered: 2,435 Skipped: 31

#	RESPONSES	DATE
89	My previous managers were very power hungry, because of bonuses promised to them for disciplinary actions to get rid of employees. Stock was hard to get ordered, even though they said they ordered it. It would never come in. Massive employee morale problems, and when management informed, just said there wasn't an employee morale problem.	12/23/2019 3:40 AM
90	Very strained due to recent job cuts he is now pushed from upper management to try and force the remaining people to pick up the slack left from guys being cut.	12/23/2019 3:39 AM
91	It's all about dollars with every manager	12/23/2019 3:20 AM
92	I believe that our managers attempt to still be in the trenches with us, that is some of our direct supervisors, but above them it feels with good evidence that they are simply headhunters to drop the bottom line. It has made the work environment extraordinarily toxic. Even jobs done right and by the book have caused people to lose their jobs. The concept of lead by example has died and been replaced by lead through fear with an iron fist. We have begun to second guess all of our moves.	12/23/2019 3:16 AM
93	It has affected it greatly. Instead of working together it has pitted employee against management	12/23/2019 2:53 AM
94	It is more strained between the Supervision and the workers as there is more pressure on management to fire/discipline the men to get rid of as many employees as possible. So this makes the even the good workers distrust management	12/23/2019 2:53 AM
95	My relationship with my current supervisor is no different than before. With that said, it has been very difficult to get the needed materials needed to repair some of our aging and decaying infrastructure that has not been upgraded during the PTC construction phase.	12/23/2019 2:36 AM
96	I ended up leaving for a different railroad because of them.	12/23/2019 2:35 AM
97	Has got rid of good employees too quick	12/23/2019 2:22 AM
98	Nothing has changed	12/23/2019 2:18 AM
99	You definitely have trust issues on both sides	12/23/2019 2:12 AM
100	rhey have so much on there plate that we do not see them much	12/23/2019 2:05 AM
101	No longer have a good relationship. Don't really trust my supervisor.	12/23/2019 2:04 AM
102	I'm lucky to have a supervisor with 30+ years of railroad experience who is very knowledgable in the field. In my experience, it has been an added stress to an already demanding job which in turn creates more problems.	12/23/2019 2:01 AM
103	They fired one and the new one is clueless.	12/23/2019 1:50 AM
104	Has made it harder to work for them	12/23/2019 1:46 AM
105	It's made me not want to go out of my way for them..do little as possible . . . you treat me right I will go out of my way to do all I can to help you . . . hasn't been this way since they went PSR . . . it's nothing but bullying . . .	12/23/2019 1:43 AM
106	Widening the trust issues that we have with management	12/23/2019 1:40 AM
107	Direct supervision is ok. Middle to upper are a little sketchy.	12/23/2019 1:39 AM
108	Our supervisors now have become more strict as their bonuses ride on this PSR system	12/23/2019 1:36 AM
109	No difference, supervisors don't seem to both me	12/23/2019 1:32 AM
110	Everyone is stressed more and working relationships are negatively affected.	12/23/2019 1:20 AM
111	It has had a strenuous change. Most supervisors where ok. But now they are told to discipline on a quota basis.	12/23/2019 1:19 AM
112	You cannot trust anyone. I'm fortunate enough to have a good supervisor however he is under immense pressure from above to "find" offenses and violations and take action.	12/23/2019 1:10 AM
113	Tremendous pressure has been put on immediate supervisors to wrap up projects. So stress on them makes it harder on the rest. Also they are told to meet the quota for write ups.	12/23/2019 12:58 AM
114	Before the implementation of PSR I saw my supervisor as an asset. I was able to approach my supervisor with questions regarding troubleshooting without fear of reprimand. Now I feel as though company officers are out to find anything they can to discipline and ultimately cut work force. Management is working with a lesser budget and the easiest way to save money is to cut work force.	12/23/2019 12:54 AM
115	Most have went back to their tools because of foresaid layoffs and firing.	12/23/2019 12:49 AM
116	Negatively, they are under much greater pressure and their job is at stake. Less capability to handle things on a lower level than before.	12/23/2019 12:47 AM
117	More disconnected	12/23/2019 12:46 AM
118	Other than the managers constantly writing people up under threat of losing their bonus, none whatsoever.	12/23/2019 12:34 AM
119	They keep changing supervisors	12/23/2019 12:24 AM
120	Strictly a platonic relationship. Go, Go Go!	12/23/2019 12:15 AM
121	The management craft employee relationship is much more adversarial now, much more of an is versus them atmosphere.	12/23/2019 12:13 AM
122	Hasn't yet	12/23/2019 12:08 AM
123	It has affected our relationship tremendously. He continues writing people up for petty offenses causing tension between us all.	12/22/2019 11:57 PM
124	Stressful	12/22/2019 11:45 PM
125	They don't seem to care about anything but the numbers they make up to appease the shareholders	12/22/2019 11:21 PM
126	they are still overly demanding of work with reduced manpower. definitely need to address the man per mile equation. some work needs more men than others and it needs to be done with safety at the forefront.	12/22/2019 11:05 PM
127	Only gotten worse	12/22/2019 10:53 PM
128	Different manager every week	12/22/2019 10:49 PM
129	That hasn't changed much they seem more stressed but so far not taking it out on us.	12/22/2019 10:07 PM
130	Makes them push harder with half the help	12/22/2019 9:09 PM
131	not much different now than before	12/22/2019 7:37 PM
132	I am fortunate enough to have excellent supervision that actually take pride in our section of railroad and workmanship so no not affected.	12/22/2019 7:21 PM

Q4 How has PSR affected your relationship with your supervisor/manager?—Continued

Answered: 2,435 Skipped: 31

#	RESPONSES	DATE
133	My supervisor fears for his job like all of us do. But theyve gotten rid of a lot smaller percentage of management	12/22/2019 6:37 PM
134	All they care about is running train	12/22/2019 6:24 PM
135	Things are tense I feel that they are not happy with the new system but there hands seemed to be tied	12/22/2019 6:23 PM
136	They are on our side about it most of the time	12/22/2019 6:21 PM
137	Supervisors are gloomy and doom and feel like they need to right people up to justify their jobs	12/22/2019 6:18 PM
138	□□ (male sign)	12/22/2019 6:16 PM
139	Seems like they always expect more from us which means we get very irritated with supervision so not good	12/22/2019 5:40 PM
140	We are no longer a team that works together.	12/22/2019 5:35 PM
141	Been more aggressive . . .	12/22/2019 5:22 PM
142	They are puppets. They could care less about us. With PSR they work from home. I may see them once a month. If I need something I just improvise. Needed a new radio the other day no answer from any manager.	12/22/2019 5:21 PM
143	Destroyed all relationships by Norfolk Southern demanding the supervisors use unreasonable discipline on employees to force unsafe practices.	12/22/2019 5:13 PM
144	It has went down hill because everyone is worried about getting their job cut off.	12/22/2019 5:12 PM
145	It creates a more stressful environment.	12/22/2019 5:02 PM
146	PSR has multiplied the stress & tension between workers & their boss!	12/22/2019 4:54 PM
147	alot more pressure put on manger, it rolls down to us.	12/22/2019 4:03 PM
148	The management doesn't seem to like PSR either.	12/22/2019 3:41 PM
149	Supervisors try to micro manage every aspect of daily work, but have trouble managing when they spend 3 hours a day on conference calls and have to worry about getting furloughed every day.	12/22/2019 2:49 PM
150	Managers are threatened also, they are told to run units at all cost. Which means they are released even if the unit is unsafe	12/22/2019 2:31 PM
151	Makes people get upset easy more work less people 300 miles of track with 7-people working headquarters	12/22/2019 2:29 PM
152	There are only bad relationships between craft and supervisors. But really nobody trusts anybody. Supervisors don't even trust each other. It's become a very toxic company.	12/22/2019 2:06 PM
153	I don't even know who my shop manager is now	12/22/2019 1:57 PM
154	stressed	12/22/2019 1:50 PM
155	It has made our shop a very gloomy, unstable place to work because now, more than ever, we come in every day wondering if we will no longer have a job. While the company seeks only to increase profits for the already wealthy investors.	12/22/2019 1:23 PM
156	Supervision used to be a good working relationship. Since PSR it seems to be more stressful and more animosity between us.	12/22/2019 12:59 PM
157	Worse	12/22/2019 10:54 AM
158	Yes. I used to enjoy coming into work. Like I said before they don't care to have a relationship with the employees now. All they care about is getting units released. Whether that means lying to you or stabbing you in the back. They took away our first break to get more work done. 1st shift used to be a goal at the shop. Now here I am top of the chain working 3rds because I don't want to be around all these supervisors anymore.	12/22/2019 10:49 AM
159	Again those that are still working say relationship is strained because of unreasonable expectations with less people.	12/22/2019 10:38 AM
160	They try to sell us what the company tells them, I'm not buying!!	12/22/2019 7:53 AM
161	Hated them before. Because of being rats. Stand point hasn't changed	12/22/2019 7:36 AM
162	Managers work in fear daily of losing their jobs, so therefore they keep constant pressure on anyone working under them	12/22/2019 7:22 AM
163	my manager is a good guy hes doing what hes told from higher. basically a don't kill the messenger situation. but the guys pullin the strings making the decisions for him they are terrible people.	12/22/2019 7:10 AM
164	It has out people in positions that are yes men and have no common knowledge over what they are managing. I don't feel safe with my current management.	12/22/2019 7:02 AM
165	They only care about the schedule not a employee	12/22/2019 5:41 AM
166	Everything is about pinching pennies.	12/22/2019 4:57 AM
167	They make you feel as if you have no self worth.	12/22/2019 4:54 AM
168	It's pretty much drawn a dividing line between the craft employees and the supervisors over them. There's no trust from either side at all	12/22/2019 4:47 AM
169	Terrible. No longer and friendly place to work. Constantly looking over your shoulder in fear of doing something wrong	12/22/2019 4:46 AM
170	I loved my job, actually looked forward to going to work for the first time ever. Now because of greed I am furloughed and I despise the railroad	12/22/2019 4:44 AM
171	My supervisors have stopped trying and eased up on the stinkeye a little since they can see that the ultimate goal is failure and resistance is futile.	12/22/2019 4:44 AM
172	Yes, Supervisor is threatening employees jobs.	12/22/2019 4:37 AM
173	Have lost a lot of our local leadership. Both managers and foreman have had their jobs cut.	12/22/2019 4:22 AM
174	It's putting stress on everyone	12/22/2019 2:49 AM
175	Has a negative effect	12/22/2019 2:48 AM
176	Always looking behind you. Afraid of having something made up to get rid of you.	12/22/2019 2:38 AM
177	Your always worried about doing your job correctly. Even if you do everything right they will still write you up if it fails for something else you should have seen.	12/22/2019 2:37 AM
178	Things are a lot more tense between employee and manager due to the fact that everyone is expected to do the job of at least 2 employees at this point	12/22/2019 2:22 AM
179	My supervisor is just as scared for his job as I am. We are being told not to turn in injuries to him because he doesn't want the negative feed back on his name	12/22/2019 2:18 AM

Q4 How has PSR affected your relationship with your supervisor/manager?—Continued

Answered: 2,435 Skipped: 31

#	RESPONSES	DATE
180	Everyone is on edge. They tell you to work safe and follow the rules but that just a cover up for them when things go south.	12/22/2019 2:14 AM
181	It's turned the place I work Into a them against us	12/22/2019 2:14 AM
182	I'm not convinced PSR is embraced	12/22/2019 2:10 AM
183	Very parted, desire two separate goals and outcomes.	12/22/2019 2:07 AM
184	Only have one left and he's on borrowed time.	12/22/2019 2:05 AM
185	I feel bad for them for the position that their in having their job always in the line but I have to watch out for my safety first. I won't let them dictate what safety protocols are important.	12/22/2019 1:53 AM
186	They have almost stopped all communication with us on what the state of the railroad is. They seem to be very scared of having any relationship with us and that if they do upper management will remove them from the shop and force them to a new location.	12/22/2019 1:43 AM
187	Disconnected	12/22/2019 1:40 AM
188	The supervisor and managers are told to run trains by their supervisors. They are not given much choice, comply or else! So they understand when we write up defects however only defects that seem to matter are the ones the FRA inspectors write up on what seems like a semi monthly basis. No where near often enough!	12/22/2019 1:39 AM
189	It's increasingly an us vs. then environment. I've heard multiple times that everything we do could be contracted out. I feel like if you are an agreement employee they don't consider you an employee of the company. The only reason you have a man number is so the can discipline you when the need arises. There are multiple situations where we feel something needs addressed or repairs made and that it would be in the best interest of our company to protect their investment, management will say they need to make a judgment call and signs off the concerns.	12/22/2019 1:35 AM
190	Strained as the manager and supervisors are pressured to decrease costs and cut so deep that we on the floor can not sustain a level of quality that is needed to provide a safe product to our customers or the public.	12/22/2019 1:34 AM
191	Managers are fired if they don't play along and the ones that are left are out for blood.	12/22/2019 1:31 AM
192	All trust is gone with management. They are the ones pushing this down our throats and walking people out the door just for profits and to inflate the stock price with fabricated numbers.	12/22/2019 1:17 AM
193	Supervisors hide more	12/22/2019 1:07 AM
194	It hasn't.	12/22/2019 1:05 AM
195	Local managers are even more stressed but the idiots up top are a joke	12/22/2019 1:03 AM
196	We're just a number. They are constantly looking for ways to either reprimand us or fire us	12/22/2019 12:55 AM
197	It hasn't.	12/22/2019 12:52 AM
198	Do not trust them It's all about the shareholders.	12/22/2019 12:41 AM
199	Mistrust, anxiousness, and loss of respect.	12/22/2019 12:26 AM
200	Enough that I made the decision to pursue a career elsewhere where the company values its employees.	12/21/2019 11:05 PM
201	Always on edge now. Always going crazy if work isn't being done in a manner that management who doesn't know the work thinks.	12/21/2019 10:53 PM
202	Management seems more worried at times about the fix or the power getting out on time than getting quality out. Creates some tense moments at times. For the most part has not been terrible on that front though	12/21/2019 10:52 PM
203	Negatively. It seems it's all a headhunter mentality and any mistakes are 100 percent unacceptable.	12/21/2019 10:37 PM
204	No change.	12/21/2019 9:18 PM
205	Terrible management	12/21/2019 7:33 PM
206	Do not see them as I am furloughed	12/21/2019 6:56 PM
207	Better and worse they slack off now because production is most important but we don't get along because my safety and crew members are more important.	12/21/2019 3:21 PM
208	It's not his fault.	12/21/2019 3:00 PM
209	Great. There are less of them to deal with.	12/21/2019 2:01 PM
210	What relationship? We never see him! He gets mad when we talk to his superior about issues we have. Says we are throwing him under the bus.	12/21/2019 9:24 AM
211	Now they are all about the business and are all job scared corporate puppets whose main concern is trying to write people up. Lot of the time for a rule that the chief Dispatcher just told you to bend or break	12/21/2019 8:56 AM
212	It's created a bad vibe throughout the company	12/21/2019 4:26 AM
213	Improved it. They are under the gun and can cheat less.	12/21/2019 3:21 AM
214	If the manager stays long enough he or she looks drained and stressed out.	12/21/2019 2:24 AM
215	No change, they are just trying to implement a process handed down to them from corporate (in other words, just doing their jobs like we are)	12/21/2019 1:14 AM
216	they put more on us	12/20/2019 11:28 PM
217	Tremendously. Officials are more arrogant than ever and expect us to violate agreements	12/20/2019 11:11 PM
218	Stressful	12/20/2019 11:06 PM
219	I hate them all	12/20/2019 10:27 PM
220	It hasn't	12/20/2019 10:26 PM
221	They have fired 70 percent of the which makes it hard to get answers to questions an employee might have.	12/20/2019 9:50 PM
222	No coment	12/20/2019 5:16 PM
223	None	12/20/2019 5:07 PM
224	It hasn't changed much! They for the most part are still Big Jerks!	12/20/2019 4:57 PM
225	There is definitely tension there. We are under pressure and so are they. So when something go wrong or there's a problem it's bigger than it has to be.	12/20/2019 4:10 PM
226	It hasnt	12/20/2019 4:09 PM
227	Haven't seen where it has.	12/20/2019 4:01 PM

Q4 How has PSR affected your relationship with your supervisor/manager?—Continued

Answered: 2,435 Skipped: 31

#	RESPONSES	DATE
228	Has made it pretty rocky.	12/20/2019 3:39 PM
229	Worse can't stand to be around them at even talk to them anymore	12/20/2019 3:32 PM
230	I understand the management part, they are under pressure to produce with less. My relationship with my manager has not changed.	12/20/2019 3:14 PM
231	My belief is that PSR has affected relationships between supervision and employees in a drastic way. Supervision is expected to get as much work done today with sometimes half the workforce as they once had and the employees are expected to complete the work as if they had twice the amount of help. This causes friction in the work place due to so much being expected from both the Supervisor and Employees in a timely manner.	12/20/2019 2:53 PM
232	Lower level management is overly stressed, because of need of man power to preform work and upper level is cutting jobs.	12/20/2019 2:26 PM
233	I don't have a supervisor anymore	12/20/2019 12:49 PM
234	Furloughed	12/20/2019 12:32 PM
235	Relationship has gone down hill. They are trying anything they can to get people in trouble.	12/20/2019 12:29 PM
236	Tensions are high and morale is low.	12/20/2019 11:47 AM
237	None. He hates it too	12/20/2019 11:19 AM
238	It's pretty bad when the relationship between crews and managers seems better because there are fewer managers and the ones left think PSR is as big a crock of shit as we do!	12/20/2019 10:59 AM
239	It has made it a more hostile work environment.	12/20/2019 10:56 AM
240	It's nonexistent.	12/20/2019 10:36 AM
241	Higher stress and expectations that can't always be met . . . alot more disgruntled employees	12/20/2019 9:48 AM
242	More tension	12/20/2019 6:07 AM
243	They are under the gun so far more aggressive and vindictive	12/20/2019 5:34 AM
244	Hate his guts	12/20/2019 3:47 AM
245	Overloaded with work constantly chasing falling behind with work	12/20/2019 3:39 AM
246	None we both agree on the same issues	12/20/2019 3:37 AM
247	Our manager will never tell the truth about company business and tries to undermine FRA rules. He cannot be trusted.	12/20/2019 3:08 AM
248	It's hindered it to say the least. It's the plumbers theory. Shit rolls downhill. Unrealistic goals usually followed by a lack of manpower and materials. Any shortfalls will not be tolerated and any suggestions will not be entertained. There is no more constructive conversations in working for a common goal.	12/20/2019 2:37 AM
249	Limited time has the Managers pushing harder for production some times side stepping safety. This makes for a tense work environment	12/20/2019 2:31 AM
250	It really hasn't	12/20/2019 2:19 AM
251	Friction	12/20/2019 2:01 AM
252	They push us to meet unrealistic goals and give us tools to use that are in disrepair. Every manager is trying to implement new SOP to cut down on time that end up taking longer. They are stressed out because of the unrealistic goals they are having to push onto us causing them to be temperamental and aggressive.	12/20/2019 1:33 AM
253	they no longer know us as people only numbers	12/20/2019 12:42 AM
254	Most of them hate it too. The "do more with less" mentality has fallen back mostly on them. In large terminals field managers are nothing but glorified clerks.	12/20/2019 12:37 AM
255	They are under a lot of stress due to upper management.	12/19/2019 11:44 PM
256	Constantly on us about why cars are sitting or making them move earlier then scheduled because it's tonnage over safety and cars can't be setting because we are paid to move freight. Even if we have a heavy work load and they aren't scheduled they have us do it anyway because we might be going by the facility.	12/19/2019 11:40 PM
257	Managers are under more pressure than ever to have single cars moved from one point to another. Requiring many more crews to pick up & or set out cars enrouteMoves that could be done in a block are now done by several crews involving several moves..Its very inefficient.	12/19/2019 11:19 PM
258	It hasn't affected my relationship with my manager. Because even I know he's just a number to.	12/19/2019 11:11 PM
259	none	12/19/2019 10:53 PM
260	They are worried about their jobs (because of their bosses) so they are pushing/rushing us to try and get trains out faster. Not giving us the enough time to do our proper job briefing.	12/19/2019 10:30 PM
261	Not good, safety kind of move aside	12/19/2019 10:15 PM
262	All of our managers hate it, they always say they are tired of it. Making our relationship stressful	12/19/2019 10:07 PM
263	It has not.	12/19/2019 10:00 PM
264	They hare or as much as we do, but are too spineless to say anything, they just follow along and lie about it just like the rest of them.	12/19/2019 9:53 PM
265	MY RELATIONSHIP IS THE SAME WITH MY MANAGER.	12/19/2019 9:52 PM
266	Working lots of overtime. Sometimes they have to make people work overtime and that doesn't go well	12/19/2019 9:40 PM
267	I never saw my manager to begin with, PSR hasn't changed that.	12/19/2019 9:09 PM
268	I never see them anyway. They are always to busy sleeping in their offices	12/19/2019 8:15 PM
269	Shared dislike for the fewer off days	12/19/2019 8:11 PM
270	They demand to much with so little employees	12/19/2019 8:04 PM
271	N/A	12/19/2019 7:43 PM
272	It's hard to believe anything they say	12/19/2019 7:40 PM
273	Supervisor . . . they try they best to understand us but they bosses want them to fail us . . . on any infraction . . . we as grown men & women can't walk on eggshells . . . for job or living	12/19/2019 7:30 PM
274	None	12/19/2019 7:16 PM
275	None	12/19/2019 7:16 PM

Q4 How has PSR affected your relationship with your supervisor/manager?—Continued

Answered: 2,435 Skipped: 31

#	RESPONSES	DATE
276	Manager only cares about his numbers and paper work. We have just become a number to them. But they expect you to answer your phone 24/7 no matter what. Always getting threatened with my job when I miss a call. Even though I rarely miss calls.	12/19/2019 6:59 PM
277	More stress. They are pressured, and it snowballs into unrealistic expectations. And again safety and rules are pushed aside.	12/19/2019 6:40 PM
278	While our direct supervisor is very reasonable with our daily job briefings and setting out goals for the day, our overall productivity is down simply because it is so nearly impossible to get track time. His level of frustration can be very evident as our projects seem to continue to drag out for so much longer than they have in the past years.	12/19/2019 6:32 PM
279	We are both more stressed.	12/19/2019 6:12 PM
280	Made it worse because their hands are tied by upper management to cut jobs an force employees to do more with less	12/19/2019 6:06 PM
281	Not at all.	12/19/2019 5:57 PM
282	Can't say that it has changed	12/19/2019 5:37 PM
283	No change.	12/19/2019 5:00 PM
284	Never saw them to begin with.	12/19/2019 4:59 PM
285	It's actually made a great relationship. Everyone is stretched thin and they understand that and have been willing to work with us in more ways.	12/19/2019 4:56 PM
286	N/A	12/19/2019 4:47 PM
287	Depends on the supervisor. Some let it go to their heads and some know the difference between good sense and BS	12/19/2019 4:37 PM
288	It's not good. I don't trust my managers to follow through with what they say they are going to follow through with. Managers now are viewed as company employees who have to get someone fired in order to keep their management job. Most of our managers do not know track work, don't know how to plan track work and does not know what kind of man power, equipment ect, that certain jobs need to have to complete the work safely. A majority of our managers don't know how to look for and find defects. The one thing the carriers make sure they are good at is watching men, writing them up, and getting them fired.	12/19/2019 4:34 PM
289	There are more arguments now to the tool shops everywhere from what I can see, everyone can see the state of the tracks declining and supervision only cares about moving freight through their territory.	12/19/2019 4:21 PM
290	New to Me.	12/19/2019 4:16 PM
291	Less confident in them. They want us to do nothing about issues. Major repairs are needed and disregarded because they cost money	12/19/2019 4:10 PM
292	It has made the relationship my re volitile.	12/19/2019 4:08 PM
293	They are scared out of there boots they look tired so they really don't talk much to you anymore they just want to try an get threw the day it seams	12/19/2019 4:01 PM
294	N/A	12/19/2019 3:57 PM
295	No change	12/19/2019 3:26 PM
296	Made it worse rush rush rush. Do as I say	12/19/2019 3:23 PM
297	We're pushed harder to do more unsafe work practices	12/19/2019 3:22 PM
298	None	12/19/2019 3:03 PM
299	No improvements to my knowledge	12/19/2019 3:00 PM
300	I personally have no faith or trust in any of em. They do not do what they tell you. Most senior managers will shake your hand while pissing on your leg.	12/19/2019 2:56 PM
301	They are getting pushed more and more for us to get more done with less people so it creates a lot of high tension between management and union employees	12/19/2019 2:55 PM
302	Manager treated employees like shit befote the current issues. Just getting worse	12/19/2019 2:53 PM
303	Has allowed me to speak frankly with supervisor regarding scheduling work and somewhat allowed me to build my own work schedule	12/19/2019 2:50 PM
304	he trying to micro manage and contracting more.they want more out of you with less time to work and money	12/19/2019 2:37 PM
305	Didn't really have one	12/19/2019 2:27 PM
306	Tensions are much higher. Elevated stress to move trains.	12/19/2019 2:27 PM
307	I have been fortunate to maintain good relationships with my managers. For the most part I thing many people out here do only because it has been made clear that the calls are not their doing but calls from way above their pay grade to help this sorry company's wall street profits go up. We all understand we are just trying to keep a job and waiting for PSR to hit the company so hard they don't have a choice but to go back to "railroading" before too many more people have to be injured or die	12/19/2019 2:16 PM
308	more stress	12/19/2019 1:50 PM
309	Don't want them around	12/19/2019 1:44 PM
310	Good boss	12/19/2019 1:34 PM
311	No.	12/19/2019 1:10 PM
312	No difference to me	12/19/2019 12:53 PM
313	For the most part, I feel bad for my immediate supervisorhe is being told by higher ups that he has to write up his guys	12/19/2019 12:46 PM
314	None	12/19/2019 12:33 PM
315	Supervision has resorted to threatening our jobs and treating us as if we aren't important assets to the company.	12/19/2019 12:31 PM
316	Deteriorated	12/19/2019 11:50 AM
317	Downhill. They don't provide any ideas. Just make that move happen.	12/19/2019 11:37 AM
318	I don't feel local supervision is all that bad in most cases mostly I feel it's on the mid tier level as those supervisors must try and make a name for themselves	12/19/2019 11:27 AM
319	Our supervisor is a down to earth guy he hasn't changed	12/19/2019 11:12 AM
320	Made it worse	12/19/2019 7:31 AM
321	Manager is now 4 hrs away	12/19/2019 6:36 AM
322	As with I would suspect most departments PSR has implemented its own unique set of challenges that make the relationships more important than ever.	12/19/2019 5:09 AM

Q4 How has PSR affected your relationship with your supervisor/manager?—Continued

Answered: 2,435 Skipped: 31

#	RESPONSES	DATE
323	All of the exempt officers from Roadmasters to all the way to top of the company. Act like they don't care just worried about their safety record and their bonuses for their safety record. 100,000 dollars plus in bonuses to upper of 1 millions just in safety bonuses	12/19/2019 4:34 AM
324	Hasn't	12/19/2019 4:32 AM
325	I have a good working relationship with my manager but I can see the strain on him witch brings up concerns of job cuts	12/19/2019 4:18 AM
326	Untrustworthy, they usually tell you anything to make you do whatever they asked wether it's against contract or unsafe	12/19/2019 4:15 AM
327	Supervisor/manager relations amongst engineering employees seems very segregated	12/19/2019 4:12 AM
328	Under qualified supervision managers with 1–2 years railroad experience use to have minimum 10 years to be management	12/19/2019 4:08 AM
329	I've had multiple supervisors. The best ones really just leave their employees alone. Many supervisors know our working conditions aren't very good but let me put it this way. I wouldn't climb into a foxhole with most of them.	12/19/2019 3:49 AM
330	Change some	12/19/2019 3:46 AM
331	So far it has not affected me personally	12/19/2019 3:42 AM
332	It hasn't yet.	12/19/2019 3:21 AM
333	Never saw much of them before or after the implementation of PSR.	12/19/2019 3:18 AM
334	More pressure to get work done. Managers don't let experienced workers do the job we know	12/19/2019 3:18 AM
335	We're pushed to have work done in unrealistic goals	12/19/2019 3:17 AM
336	Compounded stress rolls down hill	12/19/2019 3:13 AM
337	They are all about production now not safety	12/19/2019 3:13 AM
338	It probably has taken away the personal relationship!	12/19/2019 3:11 AM
339	It makes people hate the company because of this 2020 stuff. All the cutting off and bumping a specially during the holiday seasons when things are supposed to be good with families.	12/19/2019 3:10 AM
340	Yes he is more pressured that means we get more pressure	12/19/2019 3:03 AM
341	I am fortunate to have a great manager as my direct supervisor. The management above his level cares about cost above all else including safety	12/19/2019 3:02 AM
342	No one is happy on the property	12/19/2019 3:00 AM
343	Okay I guess can't the welds he wants do to time	12/19/2019 2:49 AM
344	It hasn't.	12/19/2019 2:45 AM
345	Hasn't really changed as they are in the same boat. The blame lays squarely on the board of directors and others who will get more wealthy while destroying countless lives and the railroad.	12/19/2019 2:36 AM
346	In light of the recent downsizing management the remaining managers are constantly in fear of more cuts in staff and budget as well as their own ass. The extra strain on them has them looking to cut cost anywhere they can to show that they like the koolaid, Severing ties with trusted employees resembling that of a human sacrifice! All in order to ensure they have a job and a place at the masters side!	12/19/2019 2:36 AM
347	Same	12/19/2019 2:36 AM
348	He knows I'm not a fan	12/19/2019 2:35 AM
349	Not sure	12/19/2019 2:34 AM
350	Stressed	12/19/2019 2:20 AM
351	We are just numbers in a ledger to be removed by any means necessary.	12/19/2019 2:14 AM
352	It hasn't changed	12/19/2019 2:05 AM
353	We seem to have become more distant and less connected as a team. They have us do more training on a computer by ourselves than in our work groups. We used to get together a lot more in our work groups to take training together and address our safety concerns.	12/19/2019 1:59 AM
354	Simply it has eliminated and sort of relationship. Local management is spread so thin that you never see them.	12/19/2019 1:57 AM
355	I feel like the manages are under undo stress now more than ever, which in turn they take out on us.	12/19/2019 1:56 AM
356	we see him less because he has multiple gangs and spends less time with us	12/19/2019 1:49 AM
357	They expect double the work since they furloughed everyone with under 15 yrs	12/19/2019 1:46 AM
358	The managers are so afraid for their that they either quit or they'll do anything without regard to anything but preserving their job. Again, morale as low as ever seen.	12/19/2019 1:36 AM
359	Nothing has changed mostly distance from each other more	12/19/2019 1:34 AM
360	Managers are quick to write workers up for anything!	12/19/2019 1:34 AM
361	We hardly even talk	12/19/2019 1:25 AM
362	If you have a good morale manager with integrity, if your manager treats everyone with respect the relationship will be a lot better than before, it comes from upper level management how the employees are treated it seems.	12/19/2019 1:23 AM
363	Extremely adversarial. Always trying to get their numbers at every opportunity. Then the ones that do the discipline/dismissal move on, typically quoting their jobs. After that no experienced railroaders from the craft will take the jobs and lower themselves to the despicable heartless bastards the railroad wants in these positions. The railroad's only recourse is to hire the dumbest, most inexperienced idiots off the street who further do no understand railroading to carry out their discipline/dismissal agenda.	12/19/2019 1:22 AM
364	My Supervisor is no longer in a supervisor position.where is the	12/19/2019 1:21 AM
365	Manager is in fear of losing their job if employees are not followed and pressured to perform unsafe work.	12/19/2019 1:21 AM
366	Push push thats what they want us to do the gangs, not a very good relationship	12/19/2019 1:17 AM
367	Production	12/19/2019 1:16 AM
368	PSR has affected me because some supervisors/managers still show favoritism towards some people and they show with no remorse about it.	12/19/2019 1:10 AM

Q4 How has PSR affected your relationship with your supervisor/manager?—Continued

Answered: 2,435 Skipped: 31

#	RESPONSES	DATE
369	I have always had a decent working relationship with my immediate managers, the ones working on the ground with us and they too see how bad it's all becoming.	12/19/2019 1:05 AM
370	No respect, he has NEVER ran a large train and yet he is telling me I am doing it wrong. As I AM a locomotive engineer, and was proud to call myself one.	12/19/2019 12:56 AM
371	No change	12/19/2019 12:50 AM
372	The good ones are still trying to make everything work but it's like watching a dumpster fire. Upper management and c level managers don't spend enough time in the field to know up from down.	12/19/2019 12:49 AM
373	Made it worse.	12/19/2019 12:47 AM
374	Idk	12/19/2019 12:45 AM
375	It's worse than ever	12/19/2019 12:44 AM
376	Managers just want cars moved now and care less about safety.	12/19/2019 12:38 AM
377	If a supervisor is friendly with the employees they typically get transferred the company wants supervisors to be distant from employees	12/19/2019 12:33 AM
378	It hasn't	12/19/2019 12:26 AM
379	It hasn't changed	12/19/2019 12:26 AM
380	?	12/19/2019 12:25 AM
381	Not good relationship at all	12/19/2019 12:25 AM
382	I've had 3 different roadmaster in 2 years. I've had a good working relationship with all of them	12/19/2019 12:23 AM
383	Much more tense in all areas. They are being pushed and so are we to the point of an untrusting tense relationship	12/19/2019 12:23 AM
384	Has not. No one knows if they will be let go and when	12/19/2019 12:21 AM
385	Never had one	12/19/2019 12:20 AM
386	N/a	12/19/2019 12:19 AM
387	Strained to trust and confidence	12/19/2019 12:14 AM
388	There is a complete disconnect in planning and most times the correct quality repair for a problem is pushed to the side and a shortcut is taken to return tracks to service or max operating speed	12/19/2019 12:13 AM
389	More work load with no help. We never do enough	12/19/2019 12:12 AM
390	No one cares about us except for us brothers and sisters who work side by side. More more more, with less guys. Fatalities and injuries will pile up.	12/19/2019 12:11 AM
391	Puts a strain on the relationship because they expect you to do more with less.	12/19/2019 12:11 AM
392	I never see managers anymore.	12/19/2019 12:10 AM
393	Not at all	12/19/2019 12:06 AM
394	It has made everyone's life a lot more stressful	12/19/2019 12:05 AM
395	More stress	12/19/2019 12:05 AM
396	Cut throat environment. My immediate supervisor was a listening ear, now they are under so much pressure they don't have time for anyone. That is if they don't get fired first. High turn over rate.	12/19/2019 12:02 AM
397	My relationship with my manager that o report to hasn't changed cause he understand	12/18/2019 11:59 PM
398	No affect. We do our jobs. Just scared if we will have jobs tomorrow	12/18/2019 11:59 PM
399	It has stressed the relationship because of more stress from upper management being thrown on him and return being thrown on workers who already has a full load on them	12/18/2019 11:56 PM
400	It hasn't	12/18/2019 11:51 PM
401	1	12/18/2019 11:49 PM
402	More disconnect. We have the supervisor delegating operators and laborers to pull responsiblities of foreman and assistant foreman. With this in fighting and a rush to "production" we have already experienced a degradation in safety and have already had an accident.	12/18/2019 11:47 PM
403	No change	12/18/2019 11:47 PM
404	Still want the work done with no overtime. Then bitch when it doesn't happen.	12/18/2019 11:43 PM
405	More stressful. Expecting to get more work done with less ppl	12/18/2019 11:41 PM
406	Na	12/18/2019 11:39 PM
407	I don't know he was eliminated as part of PSR.	12/18/2019 11:35 PM
408	Horribly. They push too hard and expect too much. And they cater to transportation before they cater to the men.	12/18/2019 11:35 PM
409	Puts a lot of pressure between company and union employees	12/18/2019 11:34 PM
410	We don't get enough done anymore and they all changed their attitude	12/18/2019 11:34 PM
411	Less friendly, they seem more stressed.	12/18/2019 11:34 PM
412	None what so ever	12/18/2019 11:33 PM
413	No	12/18/2019 11:33 PM
414	More stress and responsibilities added	12/18/2019 11:30 PM
415	More pressure on them and shit rolls down hill	12/18/2019 11:30 PM
416	I try not to talk to them	12/18/2019 11:29 PM
417	More tensions because as they say sh*t rolls down hill. He gets pressure from about to get more done with less money. So we get pressured to do more than our passion and do other positions to make up for lack of manpower.	12/18/2019 11:29 PM
418	It has declined and their morale has very noticeably shifted downward.	12/18/2019 11:29 PM
419	I see a lot more of him now, than I do my family.	12/18/2019 11:27 PM
420	In most cases when you have the window to work I feel like it's always a rush	12/18/2019 11:27 PM
421	Everything from day to day is very unsteady and "grey". Our supervisor is stressed from being called and hassled all day long about track time and slow orders etc. etc. that his stress is then involuntarily passed along to us. Which at the time makes tensions and attitudes rise!	12/18/2019 11:25 PM
422	They've become more of a company man then looking out for us (employees).	12/18/2019 11:24 PM
423	Has definitely put added pressure. Do more with less is the current climate	12/18/2019 11:22 PM
424	Don't really notice	12/18/2019 11:21 PM
425	Not in a good way!	12/18/2019 11:19 PM
426	Not yet!	12/18/2019 11:19 PM
427	That has remained unchanged. I never have anything other than a professional relationship with any manager	12/18/2019 11:19 PM

Q4 How has PSR affected your relationship with your supervisor/manager?—Continued

Answered: 2,435 Skipped: 31

#	RESPONSES	DATE
428	Not good. Nothing but push. Nothing good enough	12/18/2019 11:18 PM
429	There is more accountability on both sides	12/18/2019 11:18 PM
430	No change	12/18/2019 11:17 PM
431	There more of a jackass now days because the pressure the upper bosses put on them	12/18/2019 11:16 PM
432	Same	12/18/2019 11:14 PM
433	Strained	12/18/2019 11:13 PM
434	They expect you to do alot more with alot less, that builds frustration between us because they want things done no matter how it gets done	12/18/2019 11:11 PM
435	None	12/18/2019 11:11 PM
436	N/A	12/18/2019 11:11 PM
437	It has worsened due to pressure from the top	12/18/2019 11:11 PM
438	Diminishing	12/18/2019 11:10 PM
439	Due to PSR the company has cut several managers and supervisors had had some type of knowledge and or experience and replaced them with people of little to no knowledge	12/18/2019 11:09 PM
440	We feel tension. The dispatcher won't give up time except on Mondays. Which is the one day we don't have a mail train so they are always planning for big jobs on Monday only and we should with out a doubt be able to accomplish at least four a week if not five	12/18/2019 11:09 PM
441	Not much but no trust in the company just fear all around	12/18/2019 11:09 PM
442	Expected to do more	12/18/2019 11:09 PM
443	With the cutbacks in personal to include lower management it isn't very often we have contact with managers	12/18/2019 11:08 PM
444	We don't have managers we have people who think they own plantations	12/18/2019 11:08 PM
445	Not good expects too much in too little time.	12/18/2019 11:08 PM
446	N/A	12/18/2019 11:08 PM
447	worse than the last 26 years	12/18/2019 11:07 PM
448	He's just a company man, towing the line I know they don't care for it.	12/18/2019 11:07 PM
449	I think there's a big divide between worker and manager	12/18/2019 11:06 PM
450	It's the same for now	12/18/2019 11:06 PM
451	BNSF has a program Maintenance Excellence. As far as I can tell from this program is it's allowed Transportation to call the shots on when and where we go to work.	12/18/2019 11:06 PM
452	Turned them on us	12/18/2019 11:04 PM
453	It has made it worse. Every day you wonder whose job is being cut. Supervisors are constantly asking more from you with less time and equipment to get it done	12/18/2019 11:04 PM
454	Supervisors are under the gun and more stressed than ever before in my 11 years on the railroad which of course trickles down to us the workers.	12/18/2019 11:02 PM
455	It actually makes it harder on everyone not having enough manpower	12/18/2019 11:02 PM
456	There is no relationship between contact employees and managers anymore, the company is pressuring them to write employees up, for anything or try to find a reason, that y oi u are always on guard with them, which makes for an unsafe work environment.	12/18/2019 11:01 PM
457	My manager is good at keeping his job pressures his problem for the most part	12/18/2019 11:01 PM
458	A lot more tension	12/18/2019 11:00 PM
459	It all about the company	12/18/2019 11:00 PM
460	Yes, Write ups are ridiculous	12/18/2019 10:59 PM
461	There worried about there job at all times	12/18/2019 10:58 PM
462	No adverse affects	12/18/2019 10:58 PM
463	Destroyed any chance of working relationship due to ignorance and continued harassment	12/18/2019 10:57 PM
464	Works work and I don't take it personally but I can see the stress that's been added to the managers.	12/18/2019 10:56 PM
465	All about moving trains, and not are safety	12/18/2019 10:55 PM
466	My dislike for my manager has increased.	12/18/2019 10:54 PM
467	More strained and adversarial	12/18/2019 10:54 PM
468	Me stress on both. Over wages an trying get stuff done with less people	12/18/2019 10:54 PM
469	It seems that management has been under the gun. They seem more stressed and have to figure out how to adapt to the change from executive decisions. A lot of those changes so far haven't added any value to our jobs. And us as workers haven't seen much positives out of the changes our managers are tasking us with. We're not communicating as well as we could.	12/18/2019 10:53 PM
470	Relationships nonexistent it's not a career just a paycheck.	12/18/2019 10:52 PM
471	Not at all we are all disgruntled together	12/18/2019 10:52 PM
472	The supervisor I had last year seemed to do his best to split the difference but I hear others have not done so well, production numbers are by far the most important thing	12/18/2019 10:49 PM
473	Direct supervisor/manager understand. It's idiots above them.	12/18/2019 10:47 PM
474	Strained	12/18/2019 10:47 PM
475	He has more pressure put on him so he has to push everything	12/18/2019 10:47 PM
476	He gets frustrated more because we can't get alot of work done.	12/18/2019 10:46 PM
477	Worst it's ever been.	12/18/2019 10:45 PM
478	Same	12/18/2019 10:45 PM
479	Bad	12/18/2019 10:45 PM
480	Had had 5 new bosses in 4 years locally.	12/18/2019 10:45 PM
481	More expected from less people with less tools/equipment means more hostility between workforce and management.	12/18/2019 10:45 PM
482	Have not	12/18/2019 10:45 PM
483	They constantly are giving you jobs to do that they don't know how to do and with a lot less man power	12/18/2019 10:44 PM
484	We all despise each other. No matter what, nothing is done fast enough now	12/18/2019 10:44 PM
485	Seems the people under management does not matter any more. Us people are just numbers to management. Just run the trains and cut our jobs off	12/18/2019 10:44 PM

Q4 How has PSR affected your relationship with your supervisor/manager?—Continued

Answered: 2,435 Skipped: 31

#	RESPONSES	DATE
486	Always asking questions with no answers	12/18/2019 10:43 PM
487	Negatively, he's stressed out more often	12/18/2019 10:43 PM
488	It has strained relationships amongst Engineering and Transportation crafts	12/18/2019 10:43 PM
489	They tend to worrying more about the time it takes to complete a job compared to the job being done safely or good quality workmanship.	12/18/2019 10:42 PM
490	Hasn't	12/18/2019 10:42 PM
491	There has been a push or a rush on getting projects done	12/18/2019 10:41 PM
492	Strenuous	12/18/2019 10:40 PM
493	No it's the reason I'm home I was suspended for making a video about the scheduling and how PSR and the schedule to supplement that type of Railroading has affected time from our families and we didnt have a say in it	12/18/2019 10:40 PM
494	It hasn't	12/18/2019 10:40 PM
495	It made it worse	12/18/2019 10:39 PM
496	There has been really no changes that I have noticed. Just do your job safely and go home.	12/18/2019 10:34 PM
497	The roadmasters just want more and more. Agreement violations are common. Discipline is over the top anymore.	12/18/2019 10:26 PM
498	Every body is overly stressed and on their tip toes.	12/18/2019 10:15 PM
499	□□ (male sign)	12/18/2019 10:02 PM
500	It's declined.	12/18/2019 9:41 PM
501	Na	12/18/2019 9:34 PM
502	They are all scared for their jobs right now, so either 1. They are trying to take everyone to the grinding stone and make themselves look important, OR 2. They are distracted by the chaos PSR implementation has brought about and are just as much a safety liability as any one else is at the moment.	12/18/2019 9:19 PM
503	I have a good working relationship with my direct supervisors.	12/18/2019 8:45 PM
504	Horribly. The rift between management and employees has never been so bad. The yard and train masters are being stressed by the chain of command and in turn they're taking it out on us. Too many cuts, too little rest. There's not enough sensibility and rationale to function properly at work to have a positive relationship with management.	12/18/2019 8:35 PM
505	Better because they are on the chopping block also	12/18/2019 8:23 PM
506	Very disgruntled employees	12/18/2019 8:20 PM
507	It has created way to much resentment. Once good relationships, have turned into managers that have to choose work obligations, over keeping their guys happy.	12/18/2019 8:03 PM
508	I once respected them, now I feel that they have every single one sold their souls to the devil	12/18/2019 7:50 PM
509	No one trust anyone these days. More tension and stress	12/18/2019 7:48 PM
510	Managers don't care about anything except making departure time. Even if that means leaving without bulletins and messages.	12/18/2019 7:47 PM
511	OK	12/18/2019 7:27 PM
512	He stressed, takes it out on employees. I wouldn't consider it a relationship.	12/18/2019 7:18 PM
513	It hasn't	12/18/2019 7:11 PM
514	In Boston our management takes hand out from contractors Way too many managers. Morale is very a low. Many workers make more money on there second job. Just show up at railroad for insurance and pension very inexperienced. The railroad passes everyone on track test just to have people. Could be bad	12/18/2019 7:10 PM
515	I'm furloughed now due to PSR.	12/18/2019 6:49 PM
516	I currently do not have a supervisor (FT Labor Rep), but feedback from membership is that there are certainly strained relationships between members and supervision given the pressure to the supervisor from senior management to perform more efficiently and do more with less as well as continually test employes to find mandated safety failure quotas internally from the Company.	12/18/2019 6:31 PM
517	Yes Discipline & Claims Grievance Blatant disregard for Agreement	12/18/2019 6:23 PM
518	Some supervisors are breathing down our necks demanding that we move freight without any consideration to safety at all. Some are demanding that we overlook safety issues just to move freight. Others have simply given up and do not care if freight is moved at all. PSR is back firing on the carriers and the front line employees and customers are the ones suffering.	12/18/2019 6:21 PM
519	Feel like there is a lot of friction between our managers, and employees	12/18/2019 6:19 PM
520	N/A	12/18/2019 6:12 PM
521	He has a boss, we all have bosses. He is told to get it done, we try to do it as quickly as possible and all hope and pray no one is killed, hurt or losses their job.	12/18/2019 6:08 PM
522	My supervisor understands PSR is not good for us but he doesn't want to lose his job either.	12/18/2019 6:08 PM
523	Managers seemed more stressed out and on edge with in turn makes for a poor environment.	12/18/2019 5:48 PM
524	They expect more numbers then before. And less concern for safety. Safety is taking a back seat to car counts in their eyes	12/18/2019 5:16 PM
525	The relationship with supervisors is more adversarial they are in discipline mode to justify their jobs, use against them attitude.	12/18/2019 5:09 PM
526	Hate to say it but I have had to go on medicine due to the stess of it all and me getting into arguments almost dailey with one of them	12/18/2019 4:47 PM
527	A lot of resentment even though it's not their fault	12/18/2019 4:44 PM
528	hasn't	12/18/2019 3:55 PM
529	Not much change	12/18/2019 3:46 PM
530	No he is as afraid of layoffs as I am. He has a family also	12/18/2019 3:22 PM
531	It has always been poor, but now they are scared for their jobs due to unnecessary budget cuts and are trying to watch us for rule violations to justify their existence making my job even more stressful.	12/18/2019 3:17 PM
532	The company doesn't want its employees to have relationships with its managers.	12/18/2019 3:17 PM

Q4 How has PSR affected your relationship with your supervisor/manager?—Continued

Answered: 2,435 Skipped: 31

#	RESPONSES	DATE
533	Badly	12/18/2019 3:12 PM
534	Fortunately our managers are just as scared as we are. Every day coming to work not knowing who's next on the chopping block. If anything the management is kept in the dark besides mandatory directives that they just pass along to us. They have little to no idea what's going on.	12/18/2019 2:49 PM
535	Managers have informed me multiple times that if our yard doesn't find a way to produce with less manpower then they will shut part or all of our yard down. This is after they have abolished hundreds of jobs in our yard throughout the past year.	12/18/2019 2:43 PM
536	Na	12/18/2019 2:28 PM
537	You can't take them seriously they are a joke.	12/18/2019 2:25 PM
538	More tension to work with	12/18/2019 2:13 PM
539	It has only affected it negatively. He is very negative and seems wore out by the company	12/18/2019 2:13 PM
540	Used to work as a team, management have now become hostile and almost impossible to work with.	12/18/2019 2:05 PM
541	Yes, they have no idea of the company Plans just as the employee don't either.	12/18/2019 2:04 PM
542	Yes	12/18/2019 1:49 PM
543	None.	12/18/2019 1:46 PM
544	He is right and everyone is wrong even if you prove that he is breaking rules. If you tell him that it's Against the safety rules he then threatens to send you home for refusing to do your job.	12/18/2019 1:44 PM
545	More harassment	12/18/2019 1:44 PM
546	Managers are put under an incredible amount of pressure to make the numbers work regardless of whatever circumstances that may arrive. No matter what the issue the train or car must move so say the numbers.	12/18/2019 1:38 PM
547	I don't like the lies the supervisors feel the need to tell to keep morale up. It's extremely sad work environment	12/18/2019 1:09 PM
548	We use to have a working relationship with our managers. Where they actually cared about us, now we are expendable assets with a number nothing more.	12/18/2019 1:07 PM
549	It doesn't affect	12/18/2019 12:13 PM
550	15 years service with plans to retire and I quit	12/18/2019 11:51 AM
551	the supervisors now days are doing just what they are told to do. they are not the mans man of yester year. I think relationships with bosses are struggling.	12/18/2019 11:50 AM
552	No they're still malicious, mean, and rude	12/18/2019 11:45 AM
553	We are fortunate to have a good management team however, it is beyond clear that they know they can be fired at the drop of a hat. They are under tremendous pressure to comply and get more done with less resources. This pressure tends to be placed on us and it causes conflict.	12/18/2019 11:39 AM
554	It's about the same.	12/18/2019 11:13 AM
555	No. I rarely see or hear from a manager	12/18/2019 11:12 AM
556	The best supervisor I have ever worked under was fired	12/18/2019 10:50 AM
557	The manager I have been associated with it hasn't changed. There is more pressure on everyone to make sure to clear the track on time	12/18/2019 10:42 AM
558	Bad they trying to fire us more with less people	12/18/2019 10:30 AM
559	Don't hardly see any and the ones we have are being run ragged.	12/18/2019 10:17 AM
560	N/A	12/18/2019 10:07 AM
561	More animosity in workplace.	12/18/2019 9:37 AM
562	It has made our relationship better. My manager is just as angry as I am about the decisions being made, which gives us a bit of common ground we didn't used to have.	12/18/2019 9:34 AM
563	Not much other than they are being run to death and look like hell all the time.	12/18/2019 9:24 AM
564	Collapsed the bridge of relationship, cause supervisors and managers are so stressed out because of company expectations they seem they are always to busy	12/18/2019 9:10 AM
565	Who? Never see them.	12/18/2019 9:09 AM
566	It hasn't. I rarely see him. Probably because he now has more work to do also	12/18/2019 8:46 AM
567	Poorly	12/18/2019 8:45 AM
568	Crap, it crap but that's what the company wants. They don't want you to work together to solve problems.	12/18/2019 8:36 AM
569	I do not know.	12/18/2019 8:36 AM
570	Stressed it major. Now we have to be on duty for 8 hrs for some trains and all locals for strange reason. You would think they would want you to get back on the board and rested quicker. And we have to put off our ticket before 12 hrs. Which is a bad idea, it just makes me feel rushed. Not good for a dangerous environment.	12/18/2019 8:31 AM
571	Supervisors are highly stressed to make impossible happen and can't say anything but yes sir to their bosses. They pressure us to break rules and compromise safety to cover their jobs. It's a failing business plan.	12/18/2019 7:49 AM
572	No major change	12/18/2019 7:28 AM
573	Safety which was once a priority is now secondary to moving freight as fast as possible. With that in mind the relationship is strained. The human element of being an employee is gone.	12/18/2019 7:21 AM
574	Always hurrying us	12/18/2019 7:18 AM
575	Managers or so scared for the future of their jobs, that they no longer put safety first and are forced to require employees to work in unsafe conditions as well as improperly inspect set up and maintain equipment to a safe level.	12/18/2019 7:06 AM
576	There is no management	12/18/2019 6:31 AM
577	QSP desk never available, no time on the track, so the foreman take the blame, managers are yes men, very strained relationship with my director	12/18/2019 6:30 AM
578	My supervisor initially was decent to work for. He would help you when you needed and he would look out for everyone. After PSR came into the picture, he became less personal and more critical of how we did things. He began to micromanage every little thing instead of feeling like he could trust his team to take care of tasks.	12/18/2019 6:26 AM

Q4 How has PSR affected your relationship with your supervisor/manager?—Continued

Answered: 2,435 Skipped: 31

#	RESPONSES	DATE
579	It has added a lot more strain to our relationship	12/18/2019 6:08 AM
580	Worse. Managed never cared about the operations staff to begin with. Why would anything get better because of it.	12/18/2019 6:02 AM
581	All we get is it's out of our control	12/18/2019 5:58 AM
582	Managers are no longer trusted	12/18/2019 5:50 AM
583	They have a job to do as we as well, they seem tired a lot	12/18/2019 5:48 AM
584	It's very hard to respect someone who has never done what you do.	12/18/2019 5:45 AM
585	N/A	12/18/2019 5:40 AM
586	My managers and supervisors change so often I never even get a chance to meet then before it's someone new. No consistency.	12/18/2019 5:38 AM
587	Can't stand them	12/18/2019 5:22 AM
588	Most supervisors have been furloughed on my area	12/18/2019 5:13 AM
589	There is no respect for managers or supervisors. They try to micromanage aspects of the company that they know nothing about.	12/18/2019 4:54 AM
590	No reasoning with our management when we try to do our job. We find defects. They let them go. Why even inspect trains for FRA defects?	12/18/2019 4:52 AM
591	Hasn't	12/18/2019 4:52 AM
592	Our management pushes us to constantly do more with less putting safety in jeopardy.	12/18/2019 4:42 AM
593	Yes. Made it more stressful and even hostile at times.	12/18/2019 4:32 AM
594	What manager??? I rarely see any management. All instructions are relayed via a white board in the crew room or no instructions are relayed at all. Our managers are too busy worrying about weather they will have a job the next day. There is no relationship	12/18/2019 4:28 AM
595	They are constantly changing because they are furloughing nonstop	12/18/2019 4:16 AM
596	I try to avoid them.	12/18/2019 4:15 AM
597	I've always got along with supervision but it does seem like that it's us against them and I wish we were a team	12/18/2019 4:06 AM
598	N/A	12/18/2019 4:03 AM
599	It has been more stressful. They are under more pressure, and that pressure gets passed down to the crews. Managers are also using this time to harass crews and use politics for their own benefit.	12/18/2019 4:01 AM
600	It has destroyed the relationship because it's all about the company goals and profits instead of being about the finished product and safety of your fellow brother	12/18/2019 4:01 AM
601	Relationships are good with supervisors haven't had any issues	12/18/2019 3:54 AM
602	What managers they fired 80 percent of them. The ones that are still there work a area so huge you never see them.	12/18/2019 3:52 AM
603	Hasn't	12/18/2019 3:51 AM
604	They seem to bring a trickle-down effect of the higher ups pushing crews to act unsafely to put times in front of safety as a priority	12/18/2019 3:50 AM
605	Both the employees an supervision stay stressed trying to do same work load with minimum support, supply, man power.	12/18/2019 3:48 AM
606	Hasn't changed my relationship with my supervisor or manager. It's not their fault that PSR was implemented. Most of them feel the same as the workers because they are getting laid off too or getting their jobs moved around	12/18/2019 3:47 AM
607	I have no contact nor do I know who he is.	12/18/2019 3:46 AM
608	Only money matters now	12/18/2019 3:43 AM
609	More confrontational. They can't give direction or answer questions because they don't know.	12/18/2019 3:40 AM
610	Good/bad	12/18/2019 3:39 AM
611	Anxiety, fearful. They are hunting crews to justify their jobs and justify the lack of control over the PSR. No accountability from up top as to why trains are delayed. They just blame the crews. Even though every train I get on is typically 114+ hours late.	12/18/2019 3:23 AM
612	More times than not we have had more disagreements on the size of jobs and the lack of man power.	12/18/2019 3:22 AM
613	They treat you like you are nothing. No appreciation for your efforts	12/18/2019 3:19 AM
614	There are no relationships with management. It is strongly discouraged by the company for them to fraternize with unionized employees	12/18/2019 3:14 AM
615	PSR brought a Proficiency Testing program to my railroad that requires managers and supervisor to test us on safety rules and practices in the field. This would be a great program if it had anything to do with safety but it is, unfortunately, about policy. We are told routinely by management that they have a quota to get a testing fail. So instead of providing coaching, training or leadership, they stand back and evaluate or scrutinize our work habits after the task is completed. There have been times we have asked for direction on a task and we get either a vague response or no response. I used to have respect for management when I started in 2005 because they were visible and present on the jobsite to guide us in safe work practices as well as hitting production goals. This is something we do not have anymore due to their quotas to get proficiency fails.	12/18/2019 3:05 AM
616	PSR? Management should always assume the role of teacher, coach, mentor. Not a tester. Managers should protect the company from the FRA, not by degrading the employees, but by insuring rule compliance through proper training!!!!	12/18/2019 3:01 AM
617	It seems more hostile as they've cut multiple management jobs so they're overzealous to take coaching and exceptions to your work to justify their job	12/18/2019 2:57 AM
618	He's about to be laid off so negatively	12/18/2019 2:55 AM
619	Railroads are and have been a hostile work environment.	12/18/2019 2:55 AM
620	Not really affected it	12/18/2019 2:49 AM
621	It has strained all professional relationships	12/18/2019 2:42 AM
622	It has increased stress and anxiety in everyday activities.	12/18/2019 2:41 AM
623	There is no relationship management is a revolving door. New ones every 1 to 2 years	12/18/2019 2:31 AM

Q4 How has PSR affected your relationship with your supervisor/manager?—Continued

Answered: 2,435 Skipped: 31

#	RESPONSES	DATE
624	Hasn't made a difference one way or the other.	12/18/2019 2:20 AM
625	It's strained	12/18/2019 2:18 AM
626	Not yet	12/18/2019 2:18 AM
627	Bumping heads with Management and Supervisors. They are never happy, they want more and more. We are not appropriated for all the hard work we give our all to help make it work for them but they don't care. They are being pushed we are being pushed.	12/18/2019 2:14 AM
628	Worse now	12/18/2019 2:11 AM
629	Psr has moved all the mangers around now they only bother you when your train is late in a way it's nice they don't hide and watch	12/18/2019 2:11 AM
630	Not me personally, many are much younger & don't say much, but I think they are put under a lot of pressure.	12/18/2019 2:09 AM
631	Don't know	12/18/2019 2:08 AM
632	No. It's still a them against us work environment. I have never worked for a company that I feel hates me as much as CSX does.	12/18/2019 2:07 AM
633	They treat us like a piece of garbage. As if they actually hate us.	12/18/2019 2:05 AM
634	Managers under so much pressure even the good ones turn bad. It definitely been a negative impact!	12/18/2019 2:05 AM
635	They are in the same boat, they get shit on by the ones above them. Just like us. They screw them also	12/18/2019 2:05 AM
636	They come around to make us work faster because of short time!	12/18/2019 2:03 AM
637	Haven't really talked to him about it.	12/18/2019 2:03 AM
638	The only words my supervisor had ever said to me was that I'm furloughed	12/18/2019 2:02 AM
639	No specific changes noted.	12/18/2019 2:00 AM
640	The pushing from above him to do more than we are capable of	12/18/2019 1:57 AM
641	Splendid	12/18/2019 1:55 AM
642	Made worse	12/18/2019 1:53 AM
643	It has made the local manager is run scared for the managers that they have to deal with. They call it the trickle down effect	12/18/2019 1:52 AM
644	Better unless not meeting the extreme goals they expect	12/18/2019 1:52 AM
645	Always concerned if my job will get cut off	12/18/2019 1:51 AM
646	We have received numerous e-mails about dwell time, which affects my job requirements none whatsoever, and being told to force customers to order in cars from our yard, which is not my responsibility at all.	12/18/2019 1:50 AM
647	Our managers are pushing us to do more work with less people very on safe	12/18/2019 1:49 AM
648	My relationship with my supervisor has stayed the same. We are both Good Men.	12/18/2019 1:47 AM
649	Its more of a hostile work environment. We as workers have always had our jobs dangled in front of us like carrots on a string. We for years have heard your job depends on safety if you don't don't safe the works going to leave. Now management is honestly adraid for their job no body is safe and it has ruined everyone's attitude	12/18/2019 1:40 AM
650	Furloughed	12/18/2019 1:39 AM
651	It has drove a wedge between us	12/18/2019 1:37 AM
652	Tensions	12/18/2019 1:35 AM
653	You're fine if you hit their unreasonable numbers but when you don't you constantly look over your shoulder	12/18/2019 1:33 AM
654	No different. They find a way to manipulate the critical rules to still get that discipline on you. Their favorite is 1.13 failure to comply with instructions. They will put any minimum infraction under that rule. We are constantly watched by drones, cameras, etc. just waiting on the smallest slip up.	12/18/2019 1:33 AM
655	Not much if at all	12/18/2019 1:29 AM
656	Things are more tense	12/18/2019 1:23 AM
657	They seem more stressed, which in turn makes everyone stressed	12/18/2019 1:16 AM
658	He understands what we have to deal with most of the time. But we also need to get jobs completed so it adds more time to our day or more days for a project	12/18/2019 1:14 AM
659	Not really	12/18/2019 1:10 AM
660	At first they were hunting people trying to force as many workers out as they could. Now, nobody cares.	12/18/2019 1:07 AM
661	The managers are so scared for their jobs with the constant cuts, they have stopped listening to the experts performing the work and are constantly making decisions that lead to shoddy or incorrectly performed work.	12/18/2019 1:04 AM
662	Managers have no ethics or care about their employees. Shareholders make the calls on everything and have no idea what's going on	12/18/2019 1:03 AM
663	Luckily our local managers are very good even to the point of getting themselves in trouble to keep it off of us when possible	12/18/2019 12:59 AM
664	Not good	12/18/2019 12:57 AM
665	Less transparency	12/18/2019 12:54 AM
666	They're in the same boat. I'm fortunate to have a good supervisor, but they have to do what they're told.	12/18/2019 12:50 AM
667	Higher stress environment. Many have left because of stress and are out on disability.	12/18/2019 12:44 AM
668	Depends on the supervisor/manager	12/18/2019 12:44 AM
669	toxic relations between, workers and management.	12/18/2019 12:41 AM
670	Who?	12/18/2019 12:36 AM
671	PSR has brought more managers closer to the employees because now neither party knows if they will have a job in a month or a week not just the employees anymore.	12/18/2019 12:27 AM
672	They are just doing what they're told to do.	12/18/2019 12:20 AM
673	hasn't	12/18/2019 12:14 AM
674	I try to avoid all supervision as much as possible.	12/18/2019 12:13 AM
675	We are viewed as cattle.	12/18/2019 12:13 AM
676	Made it more stressful	12/18/2019 12:13 AM
677	It hasn't. Their buffoonery and incompetence is only magnified by PSR.	12/18/2019 12:11 AM

Q4 How has PSR affected your relationship with your supervisor/manager?—Continued

Answered: 2,435 Skipped: 31

#	RESPONSES	DATE
678	None	12/18/2019 12:10 AM
679	All managers are gone since implementing	12/18/2019 12:07 AM
680	If you hold up a train or stop a train you have a lot of explaining to do and you need to have a meeting with your manager	12/18/2019 12:03 AM
681	Managers rush you out the door. That just slows us down.	12/18/2019 12:03 AM
682	Never see them	12/18/2019 12:00 AM
683	It has caused a barrier between us because when they talk to us it is just about keeping cost down and taking care of stockholders	12/17/2019 11:57 PM
684	They are totally different people	12/17/2019 11:55 PM
685	Stronger than ever	12/17/2019 11:53 PM
686	no different they see it also	12/17/2019 11:50 PM
687	Of course. Everyone under tremendous pressure to make the impossible happen	12/17/2019 11:50 PM
688	Don't talk to management unless I need to	12/17/2019 11:50 PM
689	Depends on who he or she sides with	12/17/2019 11:47 PM
690	Added strain that already existed. I try and give the benefit of the doubt as the likelihood they could be laid off as well as me are very real possibilities.	12/17/2019 11:46 PM
691	Adversely affected the relationship.	12/17/2019 11:44 PM
692	It has implemented a climate of hostility for managers towards craft workers.	12/17/2019 11:43 PM
693	I feel pressure that to continue to work safely I might be penalized for not producing more.	12/17/2019 11:43 PM
694	They have to listen to the top board members and can not listen to what we have to say about our work.	12/17/2019 11:42 PM
695	Tensions are brewing	12/17/2019 11:40 PM
696	Can't trust none of them.	12/17/2019 11:36 PM
697	Still the same	12/17/2019 11:29 PM
698	Local mgmt hates it too but they are at the mercy of upper mgmt	12/17/2019 11:29 PM
699	It's more tense. Everything you say gets scrutinized. There are 20 questions for the simplest task. Management doesn't manage. All they do all day is call one another asking if so and so is done yet.	12/17/2019 11:26 PM
700	Lol. Yes that's a joke too. Management is always on their ass cursing at them and supervisors (train masters and road foremen) of engineers are on ours. Causing anxiety and poor morale.	12/17/2019 11:21 PM
701	There is no relationship with managers and trade employees, just the rule by intimidation thumb, nothing more, nothing less and that starts at the top with their daily conference calls which orders witch hunts on a daily basis, or managers will be held accountable themselves, who operates like that The Nazis, that's who	12/17/2019 11:21 PM
702	Supervisor seem more pressured	12/17/2019 11:16 PM
703	They are just doing what they're told. Some of them are buying everything the railroad tells them.	12/17/2019 11:14 PM
704	It makes you feel that they are out to get you fired now	12/17/2019 11:12 PM
705	It hasn't affected me, but it has greatly stressed him to get the work completed with less time.	12/17/2019 11:11 PM
706	Boss/employee relationships are the worst I've ever seen them by far.	12/17/2019 11:08 PM
707	Worsened. Managers are using bullying/intimidation/threats of losing jobs. Threats of insubordination.	12/17/2019 11:07 PM
708	More demand to hit numbers with less time, man count, and equipment.	12/17/2019 11:03 PM
709	Destroyed it. They want us to hurry up and disregard safety until something terrible happens	12/17/2019 11:00 PM
710	Hardly see them. When I do they are not there to fire you.	12/17/2019 10:59 PM
711	Unchanged	12/17/2019 10:59 PM
712	Management, even the ones who treated people decent are scared for their jobs as much as agreement personnel.	12/17/2019 10:58 PM
713	I don't see them very much anymore.	12/17/2019 10:58 PM
714	We have no foreman, only manager.	12/17/2019 10:58 PM
715	No trust or respect	12/17/2019 10:57 PM
716	Feel rushed all the time	12/17/2019 10:56 PM
717	Mangers are ok	12/17/2019 10:54 PM
718	he is always trying to fire me so it's tense	12/17/2019 10:52 PM
719	My supervisor and I used to have a pretty good relationship. Now he is more against us than for us. Reprimands us for everything. Constantly telling us to work faster and faster. Has us doing tasks out of out craft. Plays favorites for those who will bow down to his every demand. It's way out of hand.	12/17/2019 10:52 PM
720	Worsened	12/17/2019 10:52 PM
721	Gotten worse they are under stress and are placing us under more pressure and stress which leads to a frayed relationship	12/17/2019 10:51 PM
722	Made it worse. Don't talk anymore.	12/17/2019 10:48 PM
723	Same relationship	12/17/2019 10:46 PM
724	One silver lining is this. Some, but not nearly enough have realized they're just as expendable as us. They've seen the monster for what it is. Others just buy into it, and try to crack the whip to handle anyone who isn't running through their ass.	12/17/2019 10:43 PM
725	None local management are just small fish they have nothing to do just follow their orders	12/17/2019 10:42 PM
726	Negative	12/17/2019 10:36 PM
727	PSR has consistently declined, constant pressure to make origination times by disregarding rules, safety, common sense, etc., has become the standard operating procedure. If not complied with the threat of a fabricated write up ie. delay of train, will be assessed. Waycross, GA. is a prime example.	12/17/2019 10:30 PM
728	No	12/17/2019 10:30 PM
729	No relationship to be had with management!	12/17/2019 10:28 PM
730	No change.	12/17/2019 10:24 PM

Q4 How has PSR affected your relationship with your supervisor/manager?—Continued

Answered: 2,435 Skipped: 31

#	RESPONSES	DATE
731	It's good until something goes wrong to where the train will be delayed, after 24 years I kind of know what to do to get engines running again, so I do my best but then the TM yells why aren't you moving, I tell time engine issue, well why didn't you call me I have number to call. I tell them I have it under control. TM yells I'm getting my ass chewed because you aren't moving. So when things are fine the TM is calm but once something goes wrong there is a complete different attitude.	12/17/2019 10:22 PM
732	PSR is meant for UNP to provide better returns for investors money, while running the company into the ground. They know they have dedicated employees that will work to get the job done.	12/17/2019 10:21 PM
733	No one wants to see a supervisor anymore because when they do it's usually to deal out discipline.	12/17/2019 10:18 PM
734	There is a huge disconnect. No trust in those relationships	12/17/2019 10:17 PM
735	More strain is out on the relationship because of all the statistical data that is fed into the company. Everything seems to be run by the numbers not what is needed to run a well maintained and safe railroad.	12/17/2019 10:17 PM
736	It has caused heated discussions due to the silly things they are wanting done, like shoving a train over 12,000 ft long and 13,000 tons uphill with 3 units to set out just a few cars then picking up more with a conductor having to ride a shove in certain situations.	12/17/2019 10:16 PM
737	Hasn't changed.	12/17/2019 10:14 PM
738	I rarely seen one, most of them have been terminated. When you do see one, they get our concerns however are speak up for us in fear of losing their own jobs. They just instruct us to make silly moves and if you have a better/different idea they threaten you with a failure to comply which is terms for dismissal	12/17/2019 10:12 PM
739	They want to know every of your day. Micro management like never before	12/17/2019 10:05 PM
740	Less time at home	12/17/2019 9:58 PM
741	You don't see them, too busy I guess covering other jobs. We didn't have any foreman when I got cut off which was about a week ago, something about getting the burn rate up or something like that.	12/17/2019 9:54 PM
742	Most managers that are left are never seen, just instructions on the dry erase board.	12/17/2019 9:54 PM
743	Hasn't affected	12/17/2019 9:51 PM
744	Extreme animosity even by railroading standards	12/17/2019 9:46 PM
745	No	12/17/2019 9:45 PM
746	More tense and more animosity	12/17/2019 9:43 PM
747	I don't see them anymore because I'm out of a job	12/17/2019 9:42 PM
748	It really hasn't they are all still two-faced.	12/17/2019 9:40 PM
749	More hostile, less or no cooperation.	12/17/2019 9:40 PM
750	It hasn't	12/17/2019 9:38 PM
751	Not good	12/17/2019 9:38 PM
752	No	12/17/2019 9:33 PM
753	It really hasn't. It has effected the home life more than anything cause we are always working or getting called in because the man power is down	12/17/2019 9:28 PM
754	I don't trust any management at this point. They say one thing and the next day it is completely different.	12/17/2019 9:26 PM
755	I never see or speak to any management, they're never around.	12/17/2019 9:24 PM
756	Widely depends but at times unrealistic expectations are set and often unachievable	12/17/2019 9:17 PM
757	I don't ever see my manager or supervisor. Psr makes employees feel like they don't matter because everything is about profit	12/17/2019 9:15 PM
758	I don't ever see them to answer that	12/17/2019 9:14 PM
759	Worst then every all they worry about now is getting trains out with the total number of cars on time the hack with safety or anything else	12/17/2019 9:10 PM
760	What supervisor? they've got them so thinned out we hardly ever see them	12/17/2019 9:08 PM
761	Well seems as though we can't do our job anymore without them right there waiting on us to not remember a rule and then it's like a game of tattle tale need to back off and the production will follow	12/17/2019 9:08 PM
762	Seems managers are more stressed trying to meet deadlines	12/17/2019 9:04 PM
763	Morale is way down. Threats from upper management affect day to day focus	12/17/2019 9:03 PM
764	Talking to a supervisor about PSR is useless. The conversation usually ends with, "Just get it done."	12/17/2019 9:01 PM
765	Terribly. Mini dictators	12/17/2019 8:59 PM
766	A neg.	12/17/2019 8:59 PM
767	$5 is $5 dollar	12/17/2019 8:58 PM
768	I do not have a relationship with the manager as there is none to be found. The ones we do have left have to manage more people and more projects. It appears management morale is low.	12/17/2019 8:58 PM
769	Managers/supervisors feel like the enemy. I'm constantly watching over my back to see who's watching me. They encourage you to break rules when it benefits them and charge you when you get used to breaking rules they encourage you to break.	12/17/2019 8:52 PM
770	more stressful, more of a dictatorship than a leader.	12/17/2019 8:48 PM
771	Improved,	12/17/2019 8:48 PM
772	More tense they're all the time on us about overtime and spending money on things we need to do our job.	12/17/2019 8:47 PM
773	Work in fear of constant discipline. Or loss of income	12/17/2019 8:46 PM
774	Management is willing to bend the rules to meet new demands.	12/17/2019 8:46 PM
775	What relationship? They're so scared of getting fired, they're putting pressure on you to cut corners, and get it done no matter what. Then they look for reasons to blame you if things don't work out. They are afraid to tell their bosses that their new goals are not possible or plausible because of safety for fear of being fired.	12/17/2019 8:45 PM
776	Fortunately our managers at the local level see through this and placate both the company and the workers and we are just going through the motions	12/17/2019 8:45 PM

Q4 How has PSR affected your relationship with your supervisor/manager?—Continued

Answered: 2,435 Skipped: 31

#	RESPONSES	DATE
777	PSR has affected so many of our attitudes and regard for the company. We all have worked for a company that actually valued us as employees in the past, now this is no longer the case. Person to person I can get along with most anyone, the people who have decided to implement this PSR on us I can't agree with them at all.	12/17/2019 8:45 PM
778	Negatively.	12/17/2019 8:43 PM
779	There is none. The supervision is getting younger and less experienced with what goes on daily.	12/17/2019 8:42 PM
780	I can't trust them anymore. They know less about the rules as they get changed a couple of times a week usually.	12/17/2019 8:41 PM
781	About the same. Manager knows PSR is a joke as we do. He just can't question it like we can openly	12/17/2019 8:39 PM
782	Never see him but all the managers are told to fire as many people as possible	12/17/2019 8:39 PM
783	It's worse. You are no longer a human you're a number.	12/17/2019 8:38 PM
784	Do really think it had too much yet?	12/17/2019 8:37 PM
785	Nothing gets bad order. Not able to do your job probably. Putting the public in danger.	12/17/2019 8:30 PM
786	What management? They have cut that workforce as well, since PSR I've had 3 managers. I have met him once, and only talk to him on the phone. But again management seems concerned/distracted about there jobs as well. A lot less interaction with them than before.	12/17/2019 8:29 PM
787	Not at all	12/17/2019 8:27 PM
788	There is no relationship for discussion on how something should be done it's their way and hurry up and do it even if it is wrong and you know it. Because you have been doing it for 30 years. And they have 2 years of working on the railroad	12/17/2019 8:24 PM
789	Don't have one anymore cause they micromanage so much you don't want to work for them anymore	12/17/2019 8:18 PM
790	Supervisors are under a lot of pressure and are much more likely to dismiss you.	12/17/2019 8:16 PM
791	Supervisors/managers are a revolving door since PSR was implemented. They manage with a iron fist. Only concerned about the numbers.	12/17/2019 8:16 PM
792	Stressful	12/17/2019 8:12 PM
793	Supervisor, no change. Manager, it's horrible.	12/17/2019 8:12 PM
794	Negatively. Too much stress is upon the supervisor.	12/17/2019 8:10 PM
795	It goes above my direct supervisor I don't blame any of the lower level management in my case they do what they can but they have to protect their job like myself. I was proud at one time to be employed by the railroad but now it is just a job, the pride is gone and uncertainty has taken its place.	12/17/2019 8:07 PM
796	They can see it's a joke just like we can	12/17/2019 8:04 PM
797	Hasn't really changed.	12/17/2019 8:04 PM
798	Hasn't	12/17/2019 8:03 PM
799	It has strained my relationship and made working safely harder.	12/17/2019 8:00 PM
800	It makes things difficult, especially when your manager is pressuring you to do something in accordance with PSR and it conflicts with safety, union duties and other things	12/17/2019 7:59 PM
801	They're cramming the work down your throat meanwhile they're busy chasing my conductors with drones trying to catch them breaking rules that they change with updates every couple of days	12/17/2019 7:58 PM
802	Everyone is afraid to lose their job. Nothing is able to stop them really feel helpless. So the management is just trying to not get fired even if it means you getting fired.	12/17/2019 7:55 PM
803	Went from bad to worse.	12/17/2019 7:52 PM
804	Yes	12/17/2019 7:51 PM
805	Makes me hate coming to work. Every little thing that happens, people are gripping and asking questions and wanting to know why it happened and why we didn't find the problem before it happened. It makes coming to work dreadful.	12/17/2019 7:50 PM
806	My relationship has stayed the same. We continue to communicate effectively with each other	12/17/2019 7:49 PM
807	Same	12/17/2019 7:44 PM
808	I always try to make good with my supervisor I try to appease his deadline and be safe and look out for each other in the process but I see the most important thing how it breaks us all down how it effects my supervisors and my fellow coworkers including myself how upper management or corporate management seem to not care anymore about the people below them like upper management is more worried about they're pockets and the pressure from maybe the top leaders that's a forget about who truly keeps them running keeps things going and how shorthanded we are how underpaid we are and that's more along the lines of the amount of abuse stress and time we take away from our bodies friends and families PSR is an acronym that really stands for "Problems Suffocating Railroads "	12/17/2019 7:41 PM
809	They don't keep us informed as to how to keep our jobs until it's to late to try and make a difference.	12/17/2019 7:37 PM
810	Tense, stressful, strained and generally degraded. The sole focus is on work performance and nothing more is important, safety is a buzzword and tossed around but shop performance is paramount.	12/17/2019 7:36 PM
811	PSR doesn't affect anything my relationship with supervisors is fine till they start trying to get rid of everyone with stupid rule changes every day so it's hard to keep up with. And the inward facing cameras recording every move you make does not create a good work environment.	12/17/2019 7:35 PM
812	Management has been cut as well, less contact and even harder to contact when questions/concerns arise.	12/17/2019 7:33 PM
813	THERE IS NO RELATIONSHIP!!	12/17/2019 7:29 PM
814	It has strained previously amicable relationships.	12/17/2019 7:26 PM

Q4 How has PSR affected your relationship with your supervisor/manager?—Continued

Answered: 2,435 Skipped: 31

#	RESPONSES	DATE
815	It hasn't	12/17/2019 7:22 PM
816	Yes if you try to do your job correct the managers start harassing you	12/17/2019 7:21 PM
817	Not really	12/17/2019 7:15 PM
818	If one can be found, he is more concerned with PSR than your safety. Forced by upper management to get rule failures on employees. Reduced workforce and company tries to run those employees off.	12/17/2019 7:15 PM
819	Local lower level management relationships have remained the same. While upper management runs and hides from looking personnel in the face. Lower management feels like we do. They are just waiting for their jobs to be cut.	12/17/2019 7:14 PM
820	It hasn't. They are told what to enforce on us. It's not their fault	12/17/2019 7:10 PM
821	Hasn't changed	12/17/2019 7:10 PM
822	Stressed	12/17/2019 7:09 PM
823	I rarely see a manager on duty.	12/17/2019 7:01 PM
824	What management? Cut the managers and no testing or contact.	12/17/2019 7:00 PM
825	No change	12/17/2019 6:59 PM
826	There is no relationship. It's get the work done in 7 hours. I don't care how it had to get done but get it done in 7 hours or we will fire you. The managers aren't the ones at fault. It's all the Managers at the top making this happening. The local managers are just following orders. It's the CEO and CFO and all the other big wigs. We have to ask ourselves when is money more important than human life. According to the class 1 railroads it's all the time.	12/17/2019 6:54 PM
827	The working relationships with Supervision and Carrier Management are so far deteriorated, I do not believe they are salvageable due to the Carrier dividing the workforce on a daily basis for Corporate Greed, to include the Management scared to speak against the PSR initiative due to fear of being fired	12/17/2019 6:52 PM
828	Badly	12/17/2019 6:52 PM
829	Made it much more standoffish and confrontational.	12/17/2019 6:50 PM
830	Less managers now they're too busy to even get in contact with	12/17/2019 6:50 PM
831	I maintain an excellent relationship with management. However, the workload/time constraints place on contract employees are multiplied many times for management. Naturally, this results in less quality/face time spent with supervision and the end result has a negative impact, in general, for all involved.	12/17/2019 6:49 PM
832	I'm nothing but a number to management. Most times it feels like they would rather be rid of the employees.	12/17/2019 6:49 PM
833	Bad seems like them don't care anymore just doing what paper pushers say to do.	12/17/2019 6:48 PM
834	I can definitely tell the stress that is on my supervisor and manager now! We do not see the supervisor on jobs like we used to or a manager because they are stretched	12/17/2019 6:46 PM
835	No longer trust the process. It changes too often and without collaboration.	12/17/2019 6:46 PM
836	Not really any	12/17/2019 6:41 PM
837	They're scared for their jobs so they will do whatever they can to keep their jobs. It has goten worse. They don't care about morale and just worry about getting their trains out on time with less crews.	12/17/2019 6:40 PM
838	PSR has made everything to do with the railroad worse.	12/17/2019 6:38 PM
839	I was a supervisor. You can never please the management.	12/17/2019 6:38 PM
840	Worse	12/17/2019 6:36 PM
841	I have less supervisors so I now have more responsibilities, train settings my own trains, calling around to get instructions on work for my pick up and set outs ect.	12/17/2019 6:34 PM
842	None	12/17/2019 6:32 PM
843	It has created tension, where there was absolutely none before this started	12/17/2019 6:29 PM
844	Just another thing that can be used to write me up	12/17/2019 6:26 PM
845	It has turned our work environment into a very hostile workplace. Management rules us with threats and intimidation.	12/17/2019 6:23 PM
846	Caused lots of tension	12/17/2019 6:20 PM
847	The managers in my area don't like the PSR at all! Forcing them to do things like laying off employees which in turn effects their families!	12/17/2019 6:18 PM
848	Managers are more stressed and are more likely to charge an employee	12/17/2019 6:17 PM
849	Well once you find a manager that sticks around longer than 6 months then said boss seems to want to help but eventually his boss find out and make us work even harder	12/17/2019 6:14 PM
850	It has gotten away from the time you could manage to give you some heads up and now it's just get the trains out at any cost!	12/17/2019 6:13 PM
851	You can't ever talk to one cause they have fired them all.	12/17/2019 6:12 PM
852	What managers??? Very seldom visible.	12/17/2019 6:12 PM
853	N/A	12/17/2019 6:11 PM
854	Union Pacific has horrendous Manager/workforce relations. They have never had good relations, in my 8 years here.	12/17/2019 6:10 PM
855	Well I'm furloughed so I don't even talk to managers anymore most of them don't answer their phone for us furloughed men/woman	12/17/2019 6:08 PM
856	Well since safety isn't a top priority any more relationships have been better with management	12/17/2019 6:03 PM
857	Constantly on us to take up the extra work, doing work of carmen etc.	12/17/2019 6:03 PM
858	My manager and I get along great, PSR puts us in enormous stress to keep illegal actions from happening on the daily basis.	12/17/2019 6:02 PM
859	They hate us and try to always make sure to tell you what you did wrong down to the smallest thing they can find.	12/17/2019 6:00 PM
860	My manager is like an absent parent. You never see him but he always has e-mails giving vague information.	12/17/2019 5:59 PM
861	All they care about is getting the trains out of the yard.	12/17/2019 5:56 PM
862	Being new I cannot compare what it was like prior to PSR. Although I do see constant pressure on the supervisors that makes for an unsafe and unnecessary pressure on crew members below them.	12/17/2019 5:55 PM

Q4 How has PSR affected your relationship with your supervisor/manager?—Continued

Answered: 2,435 Skipped: 31

#	RESPONSES	DATE
863	It's fine	12/17/2019 5:53 PM
864	Supervisors seem to be much more punitive since PSR. The company is manipulating and creating a potential manpower "shortage" to force Federal Government to allow crew reduction	12/17/2019 5:53 PM
865	Hardly ever see always text	12/17/2019 5:51 PM
866	Very complicated. Hard to communicate.	12/17/2019 5:49 PM
867	Very negatively	12/17/2019 5:49 PM
868	Management has been cut to the bare bones, so management interaction has been scarce.	12/17/2019 5:48 PM
869	Very negatively! We receive constant grief over time spent per car or finding too many FRA defects. Even if you have many repairs to make, this is no excuse for taking more time. Doing your job well will surely get you in trouble with. Management. Quality is frowned upon because it slows the movement of freight.	12/17/2019 5:48 PM
870	The one bright spot they've fired most of them.	12/17/2019 5:48 PM
871	Strained it	12/17/2019 5:46 PM
872	N/A	12/17/2019 5:45 PM
873	Worsened it. No trust in management. They will fire anyone for minor infractions, even if employee has no record. Direct supervision can't handle anyrhing and won't back the employees.	12/17/2019 5:43 PM
874	I think it made the managers leave us alone and let us do our job without someone always over our shoulders, but it has effected it. Managers lie. Managers are graded based on how many failures they get. It's not how a company should operate.	12/17/2019 5:43 PM
875	Negatively more so because they too are stressed and have more work and responsibilities than ever before	12/17/2019 5:42 PM
876	Made it worse, can't trust management. It's a war "us vs them" mentality that affects morale and relationships.	12/17/2019 5:42 PM
877	I don't feel it has made a difference. I feel they are in the same boat as us everyone not sitting in a high rise office in Omaha is affected by this in a negative way	12/17/2019 5:42 PM
878	Don't see them much they're spread thinner than ever	12/17/2019 5:37 PM
879	Our management team has become extremely hostile. They refuse to answer their phones or hold meaningful conversation with safety issues. They refuse to take our grievances seriously and their only concern is moving freight as fast as they can, damn the consequences.	12/17/2019 5:32 PM
880	It has change that relationship	12/17/2019 5:30 PM
881	PSR has not had any affect on my relationship with my Supervisor.	12/17/2019 5:30 PM
882	It's not a good relationship, they are laying everybody off and want everything done faster so it takes less crews and no relief	12/17/2019 5:29 PM
883	They hate transportation crews more now than ever	12/17/2019 5:27 PM
884	There's no leadership to begin with. If there was a relationship before I would say now it's even worse.	12/17/2019 5:26 PM
885	The worker is scum! Just a number. You can't tell him nothing in fear of retaliation or being fired. He's just a machine there to push you to your breaking point. Constantly holding a rule book over your head trying to fire you to lower the workforce numbers. To make the shareholders happy.	12/17/2019 5:25 PM
886	They overlook rules and procedures to make locomotives to keep their bosses happy.	12/17/2019 5:21 PM
887	Management under this plan are merely puppets who are expected to expedite the desires of their superiors. Many of the middle and upper managers seem to have little to no experience and are placed in their jobs to be "yes men". Relationships with managers on a local level has changed little to the point that the employees know that they are trying to hang on to a job like the rest and hoping that somehow this experiment will end and that railroading will become a customer service based industry and not a stock shares game.	12/17/2019 5:21 PM
888	More stress, less communication, just get it done	12/17/2019 5:16 PM
889	I am a 24 yr employee and have never seen such anger and aggression between the employees and company	12/17/2019 5:14 PM
890	Stressful there's too much on management	12/17/2019 5:14 PM
891	No effect	12/17/2019 5:13 PM
892	Animosity. They are robots. No more hiding in the weeds and busting us for safety glasses, just where they can make cuts to keep their jobs. We now have 7 yard jobs and 8 trainmasters.	12/17/2019 5:11 PM
893	Never see manager	12/17/2019 5:10 PM
894	Poorly. Though it is their job to make sure the work is done, and it wasn't personally their decision to work short handed, it still causes friction when forced to do the work of two men.	12/17/2019 5:07 PM
895	They expect the same numbers with less	12/17/2019 5:06 PM
896	What manager we never see anyone. They all hide so they don't have to listen to us.	12/17/2019 5:04 PM
897	Keeping trains running without delays is the most important priority for them.	12/17/2019 5:02 PM
898	None	12/17/2019 5:01 PM
899	Our boss is a idiot no railroad experience just let cars go	12/17/2019 4:59 PM
900	First line supervisors are pretty much on the same page as crew base for the most part. It's upper management that has never worked in the craft that has higher expectations than reality.	12/17/2019 4:59 PM
901	They aren't around	12/17/2019 4:58 PM
902	It's like a war you just don't want to see them	12/17/2019 4:56 PM
903	There is none	12/17/2019 4:55 PM
904	what relationship?	12/17/2019 4:54 PM
905	Much anxiety and stress	12/17/2019 4:54 PM
906	They charge everyone to edge of termination so you can't report any violations or safety concerns.	12/17/2019 4:53 PM
907	badly because they have hired managers that don't have a clue what craft people do or their jobs	12/17/2019 4:53 PM

Q4 How has PSR affected your relationship with your supervisor/manager?—Continued

Answered: 2,435 Skipped: 31

#	RESPONSES	DATE
908	They micromanage every single thing and stick their noses into every single thing. What used to run like a well oiled machine, is now 24 hour a day chaos. Partly due to them, but mostly due to idiotic operational changes.	12/17/2019 4:52 PM
909	Almost never see them unless there's trouble	12/17/2019 4:49 PM
910	It has damaged my relationship with my managers.	12/17/2019 4:48 PM
911	Worsened	12/17/2019 4:47 PM
912	I do not trust they have my safety in their best interest.	12/17/2019 4:46 PM
913	It's miserable. Denies the most rightful claims and just says "they" when he feels bad. Man up if you can't handle the job. two-faced and it's embarrassing. We can't trust any of them.	12/17/2019 4:43 PM
914	Not really affected that aspect.	12/17/2019 4:43 PM
915	It has actually improved my relationship with my manager. It used to be that management was "against us" so to speak. Now they have been affected by PSR as well and they are just as affected as transportation employees. They understand our concerns and worries and are on our side. My local manager has gone as far as to keep backups of all reports and issues he sends to his superiors because the reports keep coming up missing for some reason when there are safety issues or operating issues.	12/17/2019 4:43 PM
916	I never see my supervisors now. They are never around.	12/17/2019 4:39 PM
917	Work faster with less people	12/17/2019 4:39 PM
918	They have made it clear that we are on one side and they are on the other. Not that I'm looking for friends but a nice civil workplace would be nice. We also are forced to start jobs and not finish because they have a schedule that they feel must be followed to a T. There are also far less railroaders as supervisors. What they bring in to manage are people with engineering degrees that know nothing about what it takes to maintain track or manage a workforce. They also are more like puppets being controlled from the office and encouraged to find the employees doing wrong and disciplining them.	12/17/2019 4:39 PM
919	Never met him	12/17/2019 4:36 PM
920	Who is my manager????? The amount of changes has left us not knowing who we belong to	12/17/2019 4:36 PM
921	Terminated, when they laid me off	12/17/2019 4:36 PM
922	Very high pressured environment to meet quotas for management and employees . . . Do whatever at whatever cost to meet quotas with lees time, less personnel, less supervision	12/17/2019 4:35 PM
923	Yes more stress and tension between the workers and management	12/17/2019 4:35 PM
924	Negatively. Tensions are higher, every interaction with a supervisor while on duty just means we're getting more work rolled onto us that a few years ago another crew would be called to do.	12/17/2019 4:34 PM
925	We still get the work done	12/17/2019 4:33 PM
926	It has distanced the relationship between managers and craft	12/17/2019 4:30 PM
927	Tasks not getting done on time	12/17/2019 4:29 PM
928	No	12/17/2019 4:29 PM
929	We are rushed to make quotas and take shortcuts	12/17/2019 4:26 PM
930	NS doesn't have relationships with the T&E employees. Not much. 98 percent cannot use my first name or my last name.	12/17/2019 4:26 PM
931	Managers are more "what can we do to get these trains out of the terminal faster?" We are being held to cut corners of safety to save a few minutes. We are not allowed to spend any time looking over our locomotives in the particular yard I work in before our shift. We are required to sign the daily cards and be moving in 20 minutes. I understand we have to move freight to make money, but we need to get back to the basics of doing it safely. Shorter trains would help SO much by keeping things moving throughout the line and if something does happen crossings aren't being blocked, and things can get moving faster by not having a 15,000 foot train to walk and inspect. Management is much more breathing down your back, cut corners, do anything possible to get trains out as soon as possible. Contract and agreement violations with no compensation. So the answer in short is the the relationships with management and supervisors is worse than it used to be. Much worse.	12/17/2019 4:24 PM
932	Strained to say the least. Everyone scared for their job	12/17/2019 4:24 PM
933	What supervisors they all got furloughed	12/17/2019 4:24 PM
934	I think it has gotten worse, because they are testing every day, and slowing down the process by telling us what we did wrong or right. In a month we will have went from like 7 managers to 3 and a lot of critical rules will be unnoticed because of lack of supervision.	12/17/2019 4:23 PM
935	The train masters seem very stressed and worried about getting in trouble with their superiors when things don't go right. (Its a new system there are going to be kinks to work out) That stress and worry is projected toward us leading to a stressful work environment. However that being said the company seems to be more concerned with the cost cutting side of PSR than the safety. The newest rule being if crews aren't off duty in under 11 hours it will result in an automatic pulling of the engine tapes for scrutiny. Any nonmovement for a period of 20 minutes or more must have an explanation. This type of micromanaging to try to cut corners is definitely leading to a hostile work environment.	12/17/2019 4:22 PM
936	They are nothing more than puppets trying to protect their bonuses at all cost. Lie, cheat, steal, commit fraud. just try to blame someone else for their lack of knowledge and ability	12/17/2019 4:22 PM
937	Morale is low. Managers are less worried about our safety and more worried about moving freight. This means putting train marshalling and safety aside	12/17/2019 4:22 PM
938	It has completely destroyed it, men that were honest have become liars.	12/17/2019 4:20 PM
939	It affected it by manager and supervisor rushing you out, making our job briefing not the same, and sometimes messing out focus up.	12/17/2019 4:19 PM

Q4 How has PSR affected your relationship with your supervisor/manager?—Continued

Answered: 2,435 Skipped: 31

#	RESPONSES	DATE
940	All but destroyed it. I give all to my work and family. The RR lifestyle is not conducive to a good family life, but that was understood, because we knew we'd be taken care of and appreciated for doing it. Now, the carriers show their true colors. We're literally nothing more than an expense to them. They hire then furlough without regard to collect tax incentives and the management does everything they can to sabotage the crews and trains to meet their made up phony metrics.	12/17/2019 4:19 PM
941	Stressed	12/17/2019 4:19 PM
942	Pass	12/17/2019 4:18 PM
943	PSR hasn't really affected our supervisor yet but in time I'm sure it will.	12/17/2019 4:17 PM
944	Not much affected there	12/17/2019 4:14 PM
945	Their need for numbers has far outweighed our need for safety. If we go by the rules, they try and make up rule violations. If we don't go by the rules in order to please them, and something happens, it's all in use. Darned either way. Really puts a big rift between agreement and non-agreement.	12/17/2019 4:09 PM
946	Management/supervisors wanted every car to leave the yard, no matter what the defect was.	12/17/2019 4:08 PM
947	The workplace seems more stressful. Not knowing if you stand up for your rights and own safety if you will have a job the next day.	12/17/2019 4:08 PM
948	Well where I work they think that they are above the rules and can do whatever they want. They force crew to violate rules and consist at will	12/17/2019 4:05 PM
949	What relationship. It's a one way street they don't listen to suggestions	12/17/2019 4:04 PM
950	It's the poorest it has been in my 24 yrs, it's their way or no way, they don't even know how to railroad anymore	12/17/2019 4:03 PM
951	Badly	12/17/2019 4:03 PM
952	There is no relationship . . . what they say goes. Common sense is out the window.	12/17/2019 4:02 PM
953	Management is predatory in nature, managers are vultures.	12/17/2019 4:02 PM
954	Our relationship is in a neutral spot. Neither positive or negative.	12/17/2019 3:56 PM
955	Everyone is at everyone's throat from the top down. Someone is always to blame and it usually lands squarely on the shoulders of train and engine employees. I cannot even get a vacation or personal day which I earned and am due because they have laid so many off we have no one to cover layoffs.	12/17/2019 3:54 PM
956	Basically said do your job and don't worry about what tomorrow brings.	12/17/2019 3:54 PM
957	No effect	12/17/2019 3:53 PM
958	it has made the managers use our jobs against us like do as I say or there are hundreds of people furloughed who will break these rules because they are happy to have a job again	12/17/2019 3:53 PM
959	Yes	12/17/2019 3:53 PM
960	They are terrible now. They are under so much pressure from their bosses that they are writing us up for things that we can't control, and things that weren't discipline offenses before.	12/17/2019 3:52 PM
961	That's one thing that has not changed, poorly trained managers result in poor relationships between supervisors and employees.	12/17/2019 3:51 PM
962	A complete adversarial relationship	12/17/2019 3:50 PM
963	They treat us like shit	12/17/2019 3:49 PM
964	Harmed it badly it is the highway no matter what if you miss one thing	12/17/2019 3:48 PM
965	I avoid my supervisors like a plague. They are being pressured from upper management and when you do approach them they are rude and will not listen to my concerns.	12/17/2019 3:48 PM
966	Locally most are still good. Higher up, we are only a number and don't care. Just as long as the paperwork looks good.	12/17/2019 3:46 PM
967	He can get any information from the management on the schedule. Some time we don't no where we are going to work the next day till the day before	12/17/2019 3:45 PM
968	Worst because workers do not communicate with managers	12/17/2019 3:45 PM
969	There are no good working relationships anymore. it's an us against them attitude	12/17/2019 3:42 PM
970	Freed me from them. At home now	12/17/2019 3:39 PM
971	Adversarial conditions	12/17/2019 3:39 PM
972	The management is also stressed from the pressure from their supervision and the corporation.	12/17/2019 3:36 PM
973	They stay in a threatening manner	12/17/2019 3:35 PM
974	You can never have a relationship with management because they are changing so often.	12/17/2019 3:35 PM
975	Added more stress	12/17/2019 3:35 PM
976	PSR hasn't rules have	12/17/2019 3:34 PM
977	Actually have improved a little, low level managers (Trainmasters) are getting their brains beat in by their managers as much as we are now, so we do have some common ground now.	12/17/2019 3:32 PM
978	No change.	12/17/2019 3:32 PM
979	It has created a stressful work environment to where we dread seeing supervisors on the work site	12/17/2019 3:31 PM
980	Absolutely no trust now	12/17/2019 3:31 PM
981	It makes it harder to meet production which results in more upset feelings when demands not met and the supervisor can't even complete his tasks	12/17/2019 3:29 PM
982	Personally I get along great with my bosses, but I do see everybody getting short-tempered with each other.	12/17/2019 3:28 PM
983	My manager LIED straight to my face. Told me furloughs were not going to hit our department. I went ahead and moved into a bigger house and guess what? Less than 24 hours in they furloughed me.	12/17/2019 3:27 PM
984	Managers are all new less than 3 years at my location besides a few who have been around a long time. Hard to even know who they are anymore	12/17/2019 3:26 PM
985	No difference	12/17/2019 3:25 PM

Q4 How has PSR affected your relationship with your supervisor/manager?—Continued

Answered: 2,435 Skipped: 31

#	RESPONSES	DATE
986	Locally we have amazing supervision. It seems that the tone from the train master down is just try and survive this because it will pass. The local supervisors have pretty much zero say in how things are done anymore	12/17/2019 3:25 PM
987	They are less concerned about the employees and more concerned about timing and productivity. They are scared of getting punished by their upper managers.	12/17/2019 3:23 PM
988	It has suffered	12/17/2019 3:22 PM
989	Don't see any of them.	12/17/2019 3:22 PM
990	So far it has been fine.	12/17/2019 3:21 PM
991	Well, my company keeps changing managers frequently, so it seems as though there isn't room for a relationship.	12/17/2019 3:21 PM
992	Managers are extremely more stressed about their positions are being required to micromanage every trains' work events.	12/17/2019 3:21 PM
993	Has not	12/17/2019 3:21 PM
994	A lot worse, we as train crews are guilty til proven innocent. Technology seems to be the decisionmaking process now. Engineers are not allowed to make decisions based on experience, common sense, and route district specific geographical train handling	12/17/2019 3:20 PM
995	It has affected because they are feeling the effects of PSR as transportation employees are.	12/17/2019 3:19 PM
996	Ruined it	12/17/2019 3:18 PM
997	It has put more of a strain on our abilities to communicate about crew rest, train delays, crew changes. The mgmnt mostly comes out to blame the crews for not getting the train to next location in a timely manner. The dispatchers are constantly short-tempered with sharp snippy answer, if one is given.	12/17/2019 3:18 PM
998	Personal level stuff is gone, pride in working for the company now that really treats you like a number now is gone, strictly business now and just the facts. Morale is down and affecting people's work attitudes.	12/17/2019 3:18 PM
999	N/A	12/17/2019 3:17 PM
1000	Have no relationship with management if I can help it.	12/17/2019 3:17 PM
1001	If and when I see them which is not often they appear to not care but will go out their way to try and catch you breaking the rules.	12/17/2019 3:17 PM
1002	More pressure to do more with less in shorter time frames. Managers don't care, just get it done any way possible.	12/17/2019 3:16 PM
1003	It has seemingly created a hostile environment, that seems to be full of harassment, and lots of intimidation. The intimidation seems to have increased to a disgusting level.	12/17/2019 3:16 PM
1004	They are more strict and treat us more like an animal	12/17/2019 3:11 PM
1005	Before they just treated you like your input isn't important. Now that the company also isn't interested in the knowledge the supervisors learned over years of working, either. So now we have something in common.	12/17/2019 3:11 PM
1006	We both hate it. It has made both our jobs harder and given us less time to do more work.	12/17/2019 3:10 PM
1007	It has not affected any relationship yet	12/17/2019 3:09 PM
1008	No contact with Mgmt whatsoever	12/17/2019 3:08 PM
1009	Don't like them	12/17/2019 3:06 PM
1010	They are so busy running crews around because they cut all the cabs, that you don't see them anymore.	12/17/2019 3:05 PM
1011	Negativity	12/17/2019 3:03 PM
1012	It has made my relationship with the manager/supervisor almost obsolete due to months of unemployment.	12/17/2019 3:02 PM
1013	Well they want the same production or more with less time	12/17/2019 3:02 PM
1014	Not much, work for several managers during the year, they stopped caring, we never see them, and safety meetings are all but gone.	12/17/2019 3:02 PM
1015	Constant harassment and being followed. There is absolutely no respect for a single supervisor in my area. Being a ground employee, we are treated terribly and quality of life has plummeted.	12/17/2019 3:02 PM
1016	A lot more stress.	12/17/2019 3:01 PM
1017	Supervisors are stressed more than ever so I avoid them all together. I don't want to be targeted because they're having a bad day.	12/17/2019 3:01 PM
1018	PSR puts additional pressure on us and puts us in positions/assignments where some of us are not comfortable/safe in doing so.	12/17/2019 2:59 PM
1019	Hasn't	12/17/2019 2:58 PM
1020	The working supervisors are as disgruntled as the employees!	12/17/2019 2:57 PM
1021	Rarely see a supervisor/trainmaster unless it's to rush you through your work , , , ask for a favor (noncompensated work to be performed or after something has went bad and he/she's there to compile the evidence to prove it's not the company's fault.	12/17/2019 2:56 PM
1022	You rarely see one.	12/17/2019 2:53 PM
1023	My direct manager, none. I hate everyone above him now because they enforce this shrewd work ethic that only benefits the shareholders.	12/17/2019 2:52 PM
1024	It has debased morale and put distance between supervisors and employees. The supervisors are also governed by fear of repercussions and follow or made to follow implemented ideas even if the effects make the work environment different. Instead of leading employees, they become puppets expecting employees to be their puppets. Removing free thinking that helps promote efficiency and productivity.	12/17/2019 2:52 PM
1025	Worse because they all are rushing us a lot more than before PSR was put into place	12/17/2019 2:51 PM
1026	Caused tension	12/17/2019 2:50 PM
1027	Timed breaks, can't use restroom if not on break, constantly watching you work.	12/17/2019 2:48 PM
1028	I've been furloughed	12/17/2019 2:48 PM
1029	Nonexistent	12/17/2019 2:48 PM
1030	I avoid him as much as possible. He is also under the max stress level	12/17/2019 2:47 PM
1031	Yes they are more impatient which leads to more stress that can cause mental slip ups.	12/17/2019 2:46 PM

Q4 How has PSR affected your relationship with your supervisor/manager?—Continued

Answered: 2,435 Skipped: 31

#	RESPONSES	DATE
1032	I don't even know who my manager is have never met or spoke to him	12/17/2019 2:45 PM
1033	Stressed on occasion because the workforce is too small for the work load.	12/17/2019 2:43 PM
1034	Seams like a lot more tension with everyone and seams like everything is a secret	12/17/2019 2:43 PM
1035	They just want you to work for free now so hard to talk to some of them	12/17/2019 2:43 PM
1036	No difference	12/17/2019 2:42 PM
1037	We have a manager who is good at making business decisions but a lack of knowledge in maintenance processes have forced me to work in more unsafe conditions.	12/17/2019 2:42 PM
1038	Strained. Everyone is stretched to the breaking point and tempers flare	12/17/2019 2:41 PM
1039	I don't have one. I go to work and go home. I try not to talk to any managers they're always stressed out and on edge due to car scheduling.	12/17/2019 2:36 PM
1040	Unchanged	12/17/2019 2:34 PM
1041	made it a nonexistent one. there's no use in asking for time off to rest or relax. they won't let you miss work for anything.	12/17/2019 2:33 PM
1042	They are only concerned about the stockholders, not rational about anything anymore	12/17/2019 2:31 PM
1043	Worse	12/17/2019 2:31 PM
1044	No change really	12/17/2019 2:31 PM
1045	They are more lax now then they have been in years past and are willing to look the other way as long as it brings them more efficient.	12/17/2019 2:29 PM
1046	It has made it worse due to the bosses being more stressed out with the PSR bullcrap!!	12/17/2019 2:29 PM
1047	Nope	12/17/2019 2:29 PM
1048	Most of them got let go, so I don't know.	12/17/2019 2:29 PM
1049	Tension from both sides.	12/17/2019 2:27 PM
1050	Makes everyones job impossible	12/17/2019 2:26 PM
1051	Push you to go to train before you are ready	12/17/2019 2:25 PM
1052	On day to day not bad they are under as much stress as we are. But when it comes to investigations they find anything we did guilty there is no wiggle room	12/17/2019 2:25 PM
1053	I think my manager hates PSR as much as employees do	12/17/2019 2:25 PM
1054	It went from a pretty good working relationship to a bad working relationship	12/17/2019 2:24 PM
1055	They are just as worried about their jobs now, so they aren't too concerned about your issues. Just move the trains and don't talk back and all will be fine	12/17/2019 2:23 PM
1056	This is nonapplicable to me	12/17/2019 2:22 PM
1057	destroyed!!!!!!	12/17/2019 2:21 PM
1058	Very strained and they just don't care about anything but that train departing before the time it's supposed to. Even if it is just to knock down the signal in the yard. It makes it look like we are delaying the trains when we leave 5 hours after we knock down the signal because there is a problem with our train or the dispatcher doesn't have a clear route for us.	12/17/2019 2:21 PM
1059	They always sucked now more so	12/17/2019 2:19 PM
1060	My manager seems overly stressed, and has become less focused on doing the complete job and more focused on simply doing the logged task as quickly as possible	12/17/2019 2:13 PM
1061	No change.	12/17/2019 2:13 PM
1062	They got rid of them all. One man covering a whole state	12/17/2019 2:13 PM
1063	More stress	12/17/2019 2:11 PM
1064	Not applicable	12/17/2019 2:11 PM
1065	I do not have a relationship with my supervisors because there is no trust on my end. I do my job to the best of my ability and only have contact with supervision only when necessary. I have become much more withdrawn.	12/17/2019 2:11 PM
1066	Afraid of getting written up. I use to get along with most supervisors, but I am sure they are under more pressure with this PSR being forced on us.	12/17/2019 2:10 PM
1067	makes us hate them	12/17/2019 2:08 PM
1068	None. They're under pressure too	12/17/2019 2:06 PM
1069	Never had a good relationship with management before but now we are more on the same page because at the same time management agrees this is bad and a dangerous railroad to work for now	12/17/2019 2:05 PM
1070	They're more stressed and it trickles down.	12/17/2019 2:04 PM
1071	Made me an obsolete part of the relationship.	12/17/2019 2:02 PM
1072	Made things worse!	12/17/2019 2:01 PM
1073	PSR puts a strain on having a good working relationship with management.	12/17/2019 2:01 PM
1074	Management looks at us like we are parasites. I can't get time off approved. They talk to me like I'm a moron. All I am is a number that gets in their way.	12/17/2019 2:00 PM
1075	Yes they will throw your ass under the bus to save their own sorry ass. The Canadian bunch that has come to town thinks the rules don't apply (FRA or company) to them yet hang you on the smallest thing.	12/17/2019 1:59 PM
1076	They are constantly looking over my shoulder or from above with drones. They are pressured to fire us as much as they are to keep things moving. That makes it unsafe for us.	12/17/2019 1:57 PM
1077	Always a push to get as much done as possible with less resources. Constantly pushing the safety boundary.	12/17/2019 1:57 PM
1078	Still a good relationship, but a lot more stressed out	12/17/2019 1:54 PM
1079	There is no longer a relationship between managers & workers. Managers are almost made to be hostile towards us.	12/17/2019 1:54 PM
1080	Worse. Constant intimidation. Poor communication. Operations over safety.	12/17/2019 1:53 PM
1081	He is scared of his own shadow.	12/17/2019 1:53 PM
1082	Completely negative. Experience is overlooked in order to meet the unrealistic goals for production and on-time performance. There is no set process, only, run by the seat of your pants and current daily demand.	12/17/2019 1:49 PM
1083	more with less	12/17/2019 1:48 PM
1084	Truly now it's get out and go PSR doesn't care about safety	12/17/2019 1:45 PM
1085	Hasn't it eliminated managers	12/17/2019 1:45 PM

Q4 How has PSR affected your relationship with your supervisor/manager?—Continued

Answered: 2,435 Skipped: 31

#	RESPONSES	DATE
1086	The management is under increasing pressure to make performance improvements whether they are realistic or not.	12/17/2019 1:45 PM
1087	Just don't see them as much as they are spread so thin!	12/17/2019 1:44 PM
1088	I was laid off	12/17/2019 1:44 PM
1089	N/A	12/17/2019 1:44 PM
1090	I don't like working for the railroad anymore	12/17/2019 1:43 PM
1091	N/A	12/17/2019 1:43 PM
1092	Just have to read between the lines! Have to do what it takes to make departure! I'm positive lower management hates PSR more than us!	12/17/2019 1:43 PM
1093	It has put a bad taste in all of our mouths due to the workload and added stress of not knowing if we have a job tomorrow, due to greed	12/17/2019 1:41 PM
1094	Basically it's do as you're told or you're out. This isn't an improvement.	12/17/2019 1:40 PM
1095	What supervisor/mnager	12/17/2019 1:39 PM
1096	I'm furloughed so pretty negatively	12/17/2019 1:39 PM
1097	Made it worse	12/17/2019 1:39 PM
1098	All new	12/17/2019 1:36 PM
1099	My current position it hasn't affected much	12/17/2019 1:34 PM
1100	Hasn't affected my relationship with my supervisor	12/17/2019 1:33 PM
1101	They are wolves. They prey on the weak, they make our jobs hellish. They are bullies	12/17/2019 1:32 PM
1102	Move move move	12/17/2019 1:29 PM
1103	All managers are terrible	12/17/2019 1:28 PM
1104	Some managers haven't changed in our area. But others are scared for their jobs so they are pressured to be real assholes. More than before. Push for production over safety	12/17/2019 1:27 PM
1105	The managers are all afraid of being fired. They do as they are told no matter how stupid the demand is. They have no choice	12/17/2019 1:27 PM
1106	Negatively	12/17/2019 1:27 PM
1107	Has not	12/17/2019 1:27 PM
1108	Well, being more strict, being told this will work or we don't need you, or none of us will have a job.	12/17/2019 1:26 PM
1109	I've always had a good relationship with my manager.	12/17/2019 1:26 PM
1110	My supervisors tell me that they too are scrutinized to the same level, pertaining to train schedules. It would seem they have become more relatable. However, I remain on guard while dealing with supervisors and lack confidence in their decisions.	12/17/2019 1:26 PM
1111	I hate them all. For the most part, they slave drive and have to violate agreements to get anything done	12/17/2019 1:26 PM
1112	Yes, they expect way too much from way too little	12/17/2019 1:25 PM
1113	None	12/17/2019 1:23 PM
1114	The job is stressful and expectations are too high	12/17/2019 1:23 PM
1115	Management will lie, cheat, steal as long as the work gets done and they get credit. No human compassion. Horrible	12/17/2019 1:22 PM
1116	Hostility has severely increased for managers as they are now required to answer to the failures which determines their bonus	12/17/2019 1:22 PM
1117	Strained	12/17/2019 1:22 PM
1118	Terrible they don't worry about the employees no more	12/17/2019 1:20 PM
1119	More of a push to get things done as opposed to doing them correctly.	12/17/2019 1:19 PM
1120	Rarely see them as they cut a lot of them off	12/17/2019 1:16 PM
1121	What relationship	12/17/2019 1:16 PM
1122	Same, but they ride them and shit runs down hill!	12/17/2019 1:14 PM
1123	They are more afraid of getting fired than we are So again rush rush rush	12/17/2019 1:13 PM
1124	We're pretty lucky to have management that have come from the field and know what it's like but they have a job to do as well and it shows.	12/17/2019 1:12 PM
1125	Stress and the customers do not get serviced regularly now	12/17/2019 1:10 PM
1126	They don't care about us	12/17/2019 1:09 PM
1127	Since PSR I have avoid making contact with my supervisors. They are under more stress and always on edge during a normal conversation.	12/17/2019 1:07 PM
1128	Hasn't	12/17/2019 1:01 PM
1129	They rush you and treat you like garbage	12/17/2019 1:00 PM
1130	Haven't seen my manager in at least 6 months.	12/17/2019 1:00 PM
1131	I've definitely got to know more of them, either I have to change gangs or they do.	12/17/2019 1:00 PM
1132	It's creating animosity among everyone but that's what the RR wants divide and conquer	12/17/2019 12:57 PM
1133	Hasn't	12/17/2019 12:53 PM
1134	It seems as it is stressed we have less people and more work	12/17/2019 12:52 PM
1135	Has not	12/17/2019 12:52 PM
1136	Hasn't affected it	12/17/2019 12:50 PM
1137	It hasn't	12/17/2019 12:49 PM
1138	We have always been treated as disposable at NS	12/17/2019 12:48 PM
1139	Luckily my supervisor is a very understanding guy.	12/17/2019 12:46 PM
1140	Managers always preach to us about safety but when it comes down to safety vs production, production always Trump's safety.	12/17/2019 12:46 PM
1141	Bitter	12/17/2019 12:42 PM
1142	It hasn't. Never really talked to him before, don't really talk to him now, not unless I need to.	12/17/2019 12:41 PM
1143	He are under pressure to get things done as well	12/17/2019 12:37 PM
1144	I don't trust my managers and only interact with them if it's absolutely necessary. I feel that management's only goal is to find ways to thin the workforce.	12/17/2019 12:36 PM
1145	I never see him.	12/17/2019 12:27 PM
1146	None	12/17/2019 12:26 PM
1147	Poorly.	12/17/2019 12:23 PM
1148	Worse	12/17/2019 12:23 PM

Q4 How has PSR affected your relationship with your supervisor/manager?—Continued

Answered: 2,435 Skipped: 31

#	RESPONSES	DATE
1149	Worsened it. They seem more stressed and micro-manage even more now. Push employees out the door without giving proper job briefings. Ask us to violate our rules as well as the Federal Regulations.	12/17/2019 12:21 PM
1150	No trust bad attitude	12/17/2019 12:20 PM
1151	It's the worst I've seen in my eleven years. Management treats workers like trash looking for a way to fire you. They ignore an experienced workers' opinion just to make their engine quota	12/17/2019 12:19 PM
1152	Very strained. He want everything done and I can't give him blood from a stone.	12/17/2019 12:18 PM
1153	I avoid them because they are too scared to listen to reason and talk about PSR because if they talk against it they will be fired	12/17/2019 12:16 PM
1154	Created a combative environment where you have to fight to do your job safely	12/17/2019 12:16 PM
1155	What manager. I never see them. They fired them all.	12/17/2019 12:14 PM
1156	There no longer is any. My supervisor is stuck making demands of us that were given to him by his boss who doesn't understand what we can and cannot do. Also it's not unusual to have a new supervisor every 6–12 months.	12/17/2019 12:13 PM
1157	Butt heads	12/17/2019 12:13 PM
1158	It hasn't. But my manager is one of the few left that understands real railroading and not this new age BS	12/17/2019 12:06 PM
1159	It hasn't. They don't like it either.	12/17/2019 12:01 PM
1160	Terrible. They want stuff done quickly with no concerns of safety. They want to fill their pockets with money and push us to the limits	12/17/2019 12:01 PM
1161	no	12/17/2019 12:00 PM
1162	Terrible	12/17/2019 11:54 AM
1163	We're much closer. He dislikes it as much as I do.	12/17/2019 11:45 AM
1164	Not much has changed	12/17/2019 11:43 AM
1165	Has not	12/17/2019 11:42 AM
1166	Stressed	12/17/2019 11:36 AM
1167	Has not	12/17/2019 11:36 AM
1168	There is none.	12/17/2019 11:31 AM
1169	Lots of pressure on management to just get the train over the road. As they've seen many of their co-workers lose their jobs, they are pressured to bend the rules or else they may lose their job. No excuses for not moving the train, period.	12/17/2019 11:22 AM
1170	They're very strict just let us do our fn job	12/17/2019 11:16 AM
1171	Relationships with management is not allowed	12/17/2019 11:09 AM
1172	A lot of tension due to pressure from upper management to him	12/17/2019 11:04 AM
1173	Management is less safety-oriented and put under cosiderable pressure for time delays, also have no support structure to support them (hostlers, limos, Carmen, mechanics)	12/17/2019 11:01 AM
1174	Never had a relationship	12/17/2019 10:58 AM
1175	There is no relationship left with mangement. They are seen as the enemy, with nothing but hate and discontent towards them.	12/17/2019 10:55 AM
1176	I'm 62 years of age and management doesn't really bother me. With 45 years on the railroad there isn't anything they can tell me with regard to maintaining the track.	12/17/2019 10:53 AM
1177	In my area positively because they don't agree with the methods either.	12/17/2019 10:51 AM
1178	Equally nihilistic, a joint feeling of hopelessness. Feel more pressure from above, because they fear for their jobs.	12/17/2019 10:51 AM
1179	PSR has applied a lot of unnecessary stress on the management team of CSX, and that has transferred down to everyone else, which creates an uncomfortable working environment	12/17/2019 10:48 AM
1180	We're lied to continually, threatened of our positions, forced to work against current and previous agreements and contracts that were implemented to enhance safety and productivity.	12/17/2019 10:43 AM
1181	More managers from the working crafts now but they're under so much pressure they forget where they came from	12/17/2019 10:28 AM
1182	Managers are required to meet a quota of O-test failures that in essence reduce the workforce therefore cutting cost. That has created a hostile environment for me as an employee.	12/17/2019 10:10 AM
1183	It doesn't	12/17/2019 10:06 AM
1184	They used to be on our side now not so much	12/17/2019 10:01 AM
1185	I feel like they are more on edge because with less of us means less of them and they are very much aware of what exactly is going on.	12/17/2019 9:50 AM
1186	the same	12/17/2019 9:36 AM
1187	None that I can see.	12/17/2019 9:35 AM
1188	No affect in that area thus far	12/17/2019 9:03 AM
1189	It got me furloughed.	12/17/2019 9:02 AM
1190	It has added more stress and strain in our relationship as his bosses keep putting it on him, it just rolls downhill.	12/17/2019 8:53 AM
1191	Never see my manager, they have cut most of them off.	12/17/2019 8:52 AM
1192	Always stressed thinking he will be in the next group to get cut off. It definitely shows on how he treats us.	12/17/2019 8:52 AM
1193	Yes, our managers are under duress to make more with less	12/17/2019 8:41 AM
1194	It has made it very strained they are always worried about being fired or reprimanded for not getting work done or trains out on their scheduled time that their stress and anxiety directly affects the way they treat us	12/17/2019 8:39 AM
1195	Haven't see them or talked to them	12/17/2019 8:31 AM
1196	Hasn't	12/17/2019 8:29 AM
1197	Everyone is on edge all the time	12/17/2019 8:27 AM
1198	Have to bounce around too much to build a relationship	12/17/2019 8:26 AM
1199	It's a combat zone now. If a train has a delay regardless of the situation we are accused of deliberate and malicious intent (Fireable offenses) that we the employees caused it.	12/17/2019 8:17 AM
1200	He is usually panicked, try to figure out how to skirt safety and FRA rules due to a lack of manpower	12/17/2019 7:59 AM

Q4 How has PSR affected your relationship with your supervisor/manager?—Continued

Answered: 2,435 Skipped: 31

#	RESPONSES	DATE
1201	Always being rushed. No time for job briefings. Always rushed to get train moving	12/17/2019 7:58 AM
1202	Those relationships are and have been nonexistent so nothing has changed.	12/17/2019 7:56 AM
1203	I have a cordial working relationship with all of my ground level supervisors in my terminal. However, the unnecessary stress put on us all by PSR and its unrealistic timetables have caused short tempers on both sides of the fence. Fortunately for me, both of us know why we are irritable with each other and are able to let it go from there. The managers know PSR does not work on a network such as ours, but they are forced to go through with it under the threat of termination. All of our supervisors have aged years above their actual age due to the stress of implementing a system that does not work.	12/17/2019 7:55 AM
1204	The managers that I have been around are new and cover a large area that I guess requires a lot of phone calls and meetings to keep an eye on the few people that are working.	12/17/2019 7:52 AM
1205	It has made all relationships strained between agreement and nonaggrement.	12/17/2019 7:47 AM
1206	Not negative as far as attitude but there is a definite push to keep things moving, slow orders off (when sometimes the criteria for removal has NOT been met)	12/17/2019 7:47 AM
1207	Not well. Everyone is so stressed arguments and tempers are extremely high	12/17/2019 7:30 AM
1208	I have no relationship with management anymore. We are just pawns that do their bidding. I could care less about them.	12/17/2019 7:27 AM
1209	I don't talk to managers much, they have eliminated so many of them	12/17/2019 7:19 AM
1210	Rarely see them. The company has precisely eliminated all but the bare minimum. Makes it difficult to get a hold of or in touch with in times of need.	12/17/2019 7:13 AM
1211	It hasn't	12/17/2019 7:10 AM
1212	If we cut corners and work faster, they tend to leave us alone. If we work at our "normal pace" (prior to PSR) we are hounded and threatened with insubordination/termination. Most of us have to because we are scared for our families.	12/17/2019 7:10 AM
1213	None that I'm aware of	12/17/2019 7:07 AM
1214	None	12/17/2019 7:05 AM
1215	It has caused a lot of unnecessary friction	12/17/2019 7:05 AM
1216	I rarely see them and they are worried if they will still be here next month	12/17/2019 6:54 AM
1217	Puts a strain on the good relationship we had	12/17/2019 6:53 AM
1218	Any time I am forced to watch contractors come into the property I cringe. They typically do more damage than good. If this is a mobile crew, then their risk factor is multiplied several times over. Being on a new territory every day with different obstacles, types of operation, geographical challenges etc. . . . How can they be truly prepared to put out fires if they spend all their time trying to figure out protection? My manager actually finds this frustrating as well because every time they come into town he has to loan out one of the locals to babysit them. We don't have anyone to spare most days, so there goes another project rescheduled til next Tuesday	12/17/2019 6:53 AM
1219	We have very few and most of them are the shuttle drivers now.	12/17/2019 6:47 AM
1220	They want to rush everything. it's not about safety but about numbers	12/17/2019 6:43 AM
1221	Supervisors are scared they will be fired. They are difficult to talk with because they are preoccupied with saving their jobs.	12/17/2019 6:41 AM
1222	Hasn't. I can honestly say I have a good Supervisor right now.	12/17/2019 6:40 AM
1223	Negatively	12/17/2019 6:36 AM
1224	Negative.	12/17/2019 6:35 AM
1225	They change so often, it's hard to answer	12/17/2019 6:24 AM
1226	The lack of understanding or compassion when employees try to work through issues. Countless times I have seen a manager attack a person's character to make it seem they were creating this problem	12/17/2019 6:15 AM
1227	Nothing has changed in this aspect, they see some of the same issues.	12/17/2019 6:10 AM
1228	Not good	12/17/2019 6:09 AM
1229	Hasn't affected it.	12/17/2019 6:09 AM
1230	Manager is under more stress which puts us under the same.	12/17/2019 6:05 AM
1231	Everyone is unsure where they stand. Most are afraid to take action.	12/17/2019 6:04 AM
1232	well Nonprogressive is a better term to use than what I had in mind	12/17/2019 6:01 AM
1233	Furloughed	12/17/2019 6:00 AM
1234	It hasn't	12/17/2019 5:58 AM
1235	None. My immediate supervisor is a good man but he is trying to push the corporate agenda. If and when he fails they will replace him with someone else.	12/17/2019 5:54 AM
1236	no	12/17/2019 5:52 AM
1237	Seriously? Relationship? They come out to podium in the morning, thanks us for a safe day (as to preserve their bonus) and are then MIA for the rest of the day while we work in the rain, snow, wind, blistering heat etc. When a co-worker retires it is pathetic and sad. A freakin crappy cake, a ball cap and a hand shake after 30 plus years of your life devoted to a company that couldn't give a crap less about you. Why the hell do we stay? Pride. We used to have pride, now we are embarrassed and stuck.	12/17/2019 5:47 AM
1238	Not much change in our relationship. But he's disgruntled about PSR as well	12/17/2019 5:40 AM
1239	Less management, and overworked management, makes them irritable as they are tired and overworked	12/17/2019 5:39 AM
1240	As a track inspector, it's more stressful. I used to enjoy coming to work. Now it's a battle, my job is to find the defects, but with less manpower, less work gets done.	12/17/2019 5:32 AM
1241	My relationship between my manager and I has not changed. It's still basically the same; however, they are not hard on us anymore on rule violations because they want us to switch efficiently and service our customers. The disciplining has gone down significantly.	12/17/2019 5:31 AM
1242	They're covering up accidents and injuries, but too many people are willing to go go go, cut corners for the company and to date it's all worked out, like a coworker said today, "it's a house built from a deck of cards"	12/17/2019 5:29 AM

Q4 How has PSR affected your relationship with your supervisor/manager?—Continued

Answered: 2,435 Skipped: 31

#	RESPONSES	DATE
1243	Two out of the three that I had quit.	12/17/2019 5:26 AM
1244	What relationship? We have never had good working relationships with those guys. They bully us, threaten us behind closed doors, they create a hostile work environment, and then KEEP it hostile.	12/17/2019 5:23 AM
1245	Not well I'm not trusting anyone. When I have opened up to them about what's going on in my life they use that information against me or others.	12/17/2019 5:21 AM
1246	What relationship	12/17/2019 5:21 AM
1247	We aren't able to speak freely with him at all. There's no trust there.	12/17/2019 5:20 AM
1248	Morale is way down. Employees get told just what they want to hear but nothing is ever done. Attitudes all around are extremely poor	12/17/2019 5:18 AM
1249	They openly look the other way with regards to rule violations as long as the work gets done.	12/17/2019 5:18 AM
1250	Don't see them anymore or interact with them one bit.	12/17/2019 5:18 AM
1251	There is none, increases bully mentality disregard for safety and protocols	12/17/2019 5:15 AM
1252	It has made the junior officials much more stressed than normal. I try not to call them if not necessary, and I just do my assigned work and go home.	12/17/2019 5:11 AM
1253	Hostile toxic work environment	12/17/2019 5:08 AM
1254	It's a great relationship	12/17/2019 5:07 AM
1255	Makes you feel more like a number and not part of a team.	12/17/2019 5:03 AM
1256	my supervisor took the CSX buy out since he has left we have not had a direct supervisor since 2017	12/17/2019 5:03 AM
1257	No trust at all or respect	12/17/2019 5:02 AM
1258	It hasn't	12/17/2019 5:00 AM
1259	When he is getting pressured to get more ties it is passed down to the workers	12/17/2019 4:58 AM
1260	made it worse!	12/17/2019 4:54 AM
1261	The managers only care about fuel savings and departure times now. The company has dramatically increased their pressure on managers to eliminate costs even if it hurts the customer or eliminates jobs. No one is looking to increase business. They just want to make money through cutting budgets. So lower management and employees are all kinda in the same situation of being at the mercy of policymakers.	12/17/2019 4:54 AM
1262	Decreased employee relations with management	12/17/2019 4:53 AM
1263	I always am professional with supervisor/manager. But have thought about resigning over PSR	12/17/2019 4:50 AM
1264	I think made closer because he doesn't know if he or us will lose our job.	12/17/2019 4:48 AM
1265	Bad	12/17/2019 4:43 AM
1266	N/A	12/17/2019 4:40 AM
1267	It's a constant stress, I feel as if their problems are now mine and that my job is constantly at stake. If they don't have enough budget they will push me out	12/17/2019 4:26 AM
1268	They are under pressure too to produce numbers. I see the stress on them	12/17/2019 4:26 AM
1269	They're no longer testing us or coaching us to be better employees	12/17/2019 4:23 AM
1270	Actually better for me because we have less to answer to	12/17/2019 4:20 AM
1271	Managers are getting thinned out also for the mighty dollar so I don't see a manager too often.	12/17/2019 4:16 AM
1272	Couldn't tell you, got new managers same time as I got the new "unified plan" trained both of them as new hires in the last 4 years too	12/17/2019 4:16 AM
1273	Nothing changed there yet	12/17/2019 4:13 AM
1274	They ask us to help them keep their jobs	12/17/2019 4:10 AM
1275	All my managers have never been very personable. It's all about the bottom dollar, because with success, comes a that a boy from the glass palace. Recognition from corporate is their only goal. They'll say they care to your face, but their actions speak louder.	12/17/2019 4:08 AM
1276	No change	12/17/2019 4:06 AM
1277	Has become more confrontational, less ability to input ideas or opinions on doing my job in the safe and right way. Train lengths dangerously too long.	12/17/2019 4:05 AM
1278	PSR has strengthened my relationships with managers because we are both worried about losing our job by closing entire yards.	12/17/2019 4:01 AM
1279	No	12/17/2019 4:01 AM
1280	The manager put in place by PSR has completely ruined morale and I'm considering quitting even though the company has six years invested in me as a member of management	12/17/2019 3:54 AM
1281	Not at all	12/17/2019 3:52 AM
1282	Most of them have been let go. I've personally seen my road foreman of engines once this year.	12/17/2019 3:51 AM
1283	it's not what it used to be there's no employee appreciation or "atta boys" given	12/17/2019 3:51 AM
1284	I feel I have better relationships with management, we no longer waiver from day to day on what our expectations and goals are	12/17/2019 3:50 AM
1285	More threats	12/17/2019 3:50 AM
1286	I hardly see a supervisor, I don't even know my own supervisor's name or phone number	12/17/2019 3:48 AM
1287	Everyone is pissed because we are told one thing and it changes ever 30 seconds so it's terrible because we stay mad at each other	12/17/2019 3:47 AM
1288	There is no relationship. No idea what expectations are anymore.	12/17/2019 3:46 AM
1289	He's a lot more stressed because so many defects and not enough hours in a day to get them all fixed with the manpower we have	12/17/2019 3:46 AM
1290	Negatively.	12/17/2019 3:46 AM
1291	Worse relationship. They expect you to perform miracles without the proper materials, lacking manpower, and missing, broke or damaged equipment.	12/17/2019 3:45 AM
1292	It's OK	12/17/2019 3:43 AM
1293	Managers are overworked and appear tired and angry. The positive for laborers is that managers don't have time to follow and harass them.	12/17/2019 3:41 AM
1294	Worse	12/17/2019 3:41 AM
1295	He is under a lot of stress and takes it out on us.	12/17/2019 3:41 AM
1296	N/A	12/17/2019 3:38 AM

Q4 How has PSR affected your relationship with your supervisor/manager?—Continued

Answered: 2,435 Skipped: 31

#	RESPONSES	DATE
1297	Lies and threats from management to perform tasks faster or face discipline.	12/17/2019 3:36 AM
1298	I no longer have a regular manager. The trainmaster from another terminal 80 miles away handles everything. Before that we had a manager specific for our route and we saw him a lot and he was helpful.	12/17/2019 3:36 AM
1299	There is no relationship, it's just numbers now. Car counts to be exact	12/17/2019 3:35 AM
1300	Negative	12/17/2019 3:35 AM
1301	It's the same	12/17/2019 3:34 AM
1302	Never had a relationship with them other than testing	12/17/2019 3:34 AM
1303	I have been removed from service. One of the safest, most productive gangs in the southern region. One gang cannot do every assignment. We need more gangs to maintain the railway properly.	12/17/2019 3:32 AM
1304	Our supervisors and managers are in a tough spot because most of them are one of us but they have to support the company. I would say the changes made thus far have strained many people's relationships with their manager	12/17/2019 3:30 AM
1305	I am fortunate that my current MTM handles things pretty well. It mostly gets stressful when managers are making you be 5 different people because we are short handed. Managers get even angrier when you bid off or take vacation cause he's already robbing Peter to pay Paul with his labor force.	12/17/2019 3:30 AM
1306	There has never been a relationship with the sorry ass managers.	12/17/2019 3:29 AM
1307	Made them harder to talk to. They are getting threatened if they don't write us up. So naturally there is a line or a wall if you will between them and us.	12/17/2019 3:27 AM
1308	Bosses have become PSR puppets. They have tunnel vision trying to make it work and now they can't focus on supervisor responsibilities like taking care of employees, making sure we have the supplies and support to get the work done etc.. instead they're giving out start letters for not getting the work done or out on time when the timeline is impossible.	12/17/2019 3:27 AM
1309	It hasn't	12/17/2019 3:26 AM
1310	Does not change the relationship of the people. May make managers a little more nervous or walk on egg shells if you will. But if you attend work with a positive working attitude then it does not matter if it's a PSR railroad or not.	12/17/2019 3:24 AM
1311	It has created an us against them mentality. Decisive and hostile work environment at times. It's hard to focus on your job when you always fear your job being cut	12/17/2019 3:23 AM
1312	No comment	12/17/2019 3:17 AM
1313	I used to desire locals but I find myself passing on most of them now due to possible conflicts with management over getting the work finished in the given time. It seems that the immediate supervisors are under so much pressure from above that someone has to be handled for the simplest mistakes. It is 100 percent employer vs employee now more than ever.	12/17/2019 3:17 AM
1314	I don't feel they approve of PSR anymore than anyone else close to ground level!	12/17/2019 3:16 AM
1315	It makes things worse them trying to hurry you up	12/17/2019 3:14 AM
1316	No change with supervisor. They understand time is very limited.	12/17/2019 3:14 AM
1317	Management is tasked with getting trains moved at any cost, and they will do whatever they can to move them, including intimidation and threatening of disciplinary action for not doing as they say even though it is against GCOR rules	12/17/2019 3:12 AM
1318	Better because they are in the same boat as we are, afraid to screw up and get fired or be let go	12/17/2019 3:10 AM
1319	None	12/17/2019 3:08 AM
1320	Negativity is coming from both ends mgmt gets uptight when you are not allowed enough time to get done what needs to be done. If they do not allow me the time that I think we need to safely do the job I don't act and wait until a window where I can get the time asked for. Boss doesn't like that because it interrupts his schedule!	12/17/2019 3:04 AM
1321	No change. I work section as track inspector . . . PSR is no different, 56.5′ keeps trains on the track	12/17/2019 3:03 AM
1322	Manager also have more territory so you don't encounter them as often as before	12/17/2019 3:01 AM
1323	Never see them	12/17/2019 2:58 AM
1324	It hasn't	12/17/2019 2:56 AM
1325	I believe we are now both in the same place, looking for the day they cut us off.	12/17/2019 2:56 AM
1326	No	12/17/2019 2:56 AM
1327	It has made things stressful for everyone. More work on one person. Cut backs which have created stress, etc.	12/17/2019 2:55 AM
1328	Added stress to work in an environment where there is not enough employees or equipment to do a job	12/17/2019 2:53 AM
1329	No comment.	12/17/2019 2:52 AM
1330	It doesn't affect my craft other than the deferred maintenance that they claim they are just being selective on maintenance which equates to the same result, little to none	12/17/2019 2:50 AM
1331	Cutting jobs and being asked to do more with less stresses an already tenuous relationship.	12/17/2019 2:50 AM
1332	Management at CSX has taken unethical behavior to a new level.	12/17/2019 2:50 AM
1333	My manager doesn't agree with what's happening with PSR, but they can't do anything about it except get on board or get shipped out.	12/17/2019 2:49 AM
1334	I've always had a good working relationship with management.	12/17/2019 2:48 AM
1335	It has clearly pitted manager against employee	12/17/2019 2:47 AM
1336	Strained	12/17/2019 2:47 AM
1337	Yes. There is more pressure to get the job done and some managers use their position to push employees to get the job done without concerns for safety.	12/17/2019 2:43 AM
1338	Same. I don't see him all that often.	12/17/2019 2:43 AM

Q4 How has PSR affected your relationship with your supervisor/manager?—Continued

Answered: 2,435 Skipped: 31

#	RESPONSES	DATE
1339	Used to be able to speak with and get to know them on a more personal level. Now it seems that is no longer acceptable. Supervisor/manager used to have authority to simply take a small work group breakfast as a moral/team building/ safety meal at their discretion. This is no longer allowed to my knowledge. These "little" things were great for morale and relationship building and safety. I really think it made workers "believe" in the safety culture, and one another. Seems now carrier wants a separation of exempt officers and scheduled workers.	12/17/2019 2:43 AM
1340	We no longer have a relationship. As I said, morale is at an all time low.	12/17/2019 2:42 AM
1341	The whole work atmosphere is more stressful, everyone fearful of losing their job	12/17/2019 2:41 AM
1342	Lots of turnover. New management every few quarters.	12/17/2019 2:39 AM
1343	Depends on the manager, but generally speaking before PSR the managers worked with employees to get work done and everyone was happy. Those personal relationships are gone and it's all about finding the smallest things to fail proficiency tests on.	12/17/2019 2:39 AM
1344	It has taken everything personal out of the equation. Instead of a team it's dog eat dog to keep your job and take care of your family	12/17/2019 2:38 AM
1345	Tense at work	12/17/2019 2:38 AM
1346	N/A new job headquartered	12/17/2019 2:36 AM
1347	Don't see the manager hardly.	12/17/2019 2:36 AM
1348	Not	12/17/2019 2:35 AM
1349	Always pushing for faster, not necessarily better. Just sign it off and get it out of here.	12/17/2019 2:33 AM
1350	I have always gotten along with my manager, he respects and appreciates me. He will listen to my ideas and take them into consideration. Our relationship has not gone bad in any way, however I can tell he is stressed from the PSR management. He is forced to get more done with less people and minimal equipment. We continue to have a good relationship but there is no doubt he is being forced by his bosses to come down on us and "lay down the law."	12/17/2019 2:32 AM
1351	The managers as a whole from what I have seen are always super stressed out with tie counts amount of footage on rail side and lack of track time and late clears	12/17/2019 2:29 AM
1352	Poorly there is no morale working here no more	12/17/2019 2:29 AM
1353	They are pushing for speed over safety for sure.	12/17/2019 2:28 AM
1354	Yes	12/17/2019 2:28 AM
1355	Everyone is in fear of their jobs being cut. Managers are on edge just as much as everyone else.	12/17/2019 2:27 AM
1356	It has scared him just as much as us. So we're constantly going back and forth.	12/17/2019 2:27 AM
1357	Keeps everything mixed up	12/17/2019 2:26 AM
1358	They only seem to care about driving stock price up and by whatever means it takes	12/17/2019 2:22 AM
1359	I am furloughed. need I say more?	12/17/2019 2:21 AM
1360	Fewer managers so don't get to see mine very often	12/17/2019 2:19 AM
1361	It has raised the stress level on supervisors. In return the supervisor tries to rush the crews. Resulting in more unnecessary risks	12/17/2019 2:19 AM
1362	Morale less, I don't trust these managers as they dangle your Job over your head. you work in fear.	12/17/2019 2:19 AM
1363	Not his fault	12/17/2019 2:17 AM
1364	It hasn't with my current supervisor. All others on the bigger system hangs want numbers.	12/17/2019 2:17 AM
1365	Feel distrustful of a company I really like and want them to do well	12/17/2019 2:16 AM
1366	My managers/supervisors hate it just as much as everyone else!	12/17/2019 2:14 AM
1367	Supervisor Revolving door when it comes to supervision	12/17/2019 2:13 AM
1368	We have had at least 3 different managers in the last 3 years. It's hard to form a working relationship of trust and understanding. They are under such pressure just as we are. The problem isn't with the front line managers it's those who are 2 steps or more above them.	12/17/2019 2:12 AM
1369	Sometimes unable to provide proper materials & tools.	12/17/2019 2:12 AM
1370	It's fine because they don't make the decision	12/17/2019 2:12 AM
1371	Made it real tense their production versus our safety	12/17/2019 2:11 AM
1372	Never had one before	12/17/2019 2:11 AM
1373	You have to cover yourself. . .!!	12/17/2019 2:11 AM
1374	Since managers have been reduced as well I see them a lot less.	12/17/2019 2:09 AM
1375	Made it worse	12/17/2019 2:08 AM
1376	I don't have a relationship with any of them I'm furloughed.	12/17/2019 2:08 AM
1377	Simply put, it's us against them!	12/17/2019 2:08 AM
1378	N/A	12/17/2019 2:08 AM
1379	N/A	12/17/2019 2:07 AM
1380	It has driven a wedge between crews and company officers.	12/17/2019 2:06 AM
1381	Many lower level managers seem discouraged, just as crews are. It seems to every operations employee that everyone is expendable, regardless of business demands and employee productivity. This lack of morale among ALL employees has put a strain on everyone.	12/17/2019 2:05 AM
1382	Hate each others guts	12/17/2019 2:04 AM
1383	When not reaching production goal, the pressure of the why not is awful	12/17/2019 2:02 AM
1384	Put a major strain on it	12/17/2019 2:01 AM
1385	"You will comply, or accept the alternative" the practice of intimidation is used regularly.	12/17/2019 2:00 AM
1386	Completely nonexistant. I am a rules guy, so they don't talk to me anymore.	12/17/2019 1:59 AM
1387	Managers are like robots repeating what's been pounded into their heads or else	12/17/2019 1:58 AM
1388	They treat you like shit	12/17/2019 1:57 AM
1389	Negative	12/17/2019 1:57 AM
1390	They are slave drivers. But if it's not us it's them.	12/17/2019 1:56 AM
1391	A lot. I have no idea who my manager even is. Haven't been able to work in months.	12/17/2019 1:55 AM

Q4 How has PSR affected your relationship with your supervisor/manager?—Continued

Answered: 2,435 Skipped: 31

#	RESPONSES	DATE
1392	It's all about production, not safety or quality	12/17/2019 1:53 AM
1393	They still don't care	12/17/2019 1:51 AM
1394	PSR didn't apply to my last manager. He was a do as I say not as I do kind of a guy.	12/17/2019 1:51 AM
1395	Same	12/17/2019 1:50 AM
1396	Pushing more work not enough men	12/17/2019 1:50 AM
1397	I have a good relationship with my current supervisor but when this so called precision railroading started I spent a couple of years working around supervisors who were looking for any reason to write a person up or take you out of service.	12/17/2019 1:49 AM
1398	Made it less friendly more like a number doing a job	12/17/2019 1:48 AM
1399	Strained it	12/17/2019 1:48 AM
1400	Employees and lower management are all feeling the strains of PSR, so it's stressful for them as well.	12/17/2019 1:47 AM
1401	Strictly buisness	12/17/2019 1:47 AM
1402	PSR hasn't affected my relationship with my manager at all	12/17/2019 1:46 AM
1403	I am lucky to have a reasonable FLS and, as an outcome of the hours spent communicating with them, I have developed a descent working relationship with them. The FLS as well as inspectors are severely overwhelmed with the amount of workload and trying to juggle the work to be done among such few personnel and attempting to meet FRA and company deadlines is a daunting task. FLS and I are in agreement that we have become responders to defects rather than a preventative maintenance. The quality of repairs has become minimal to get the defect satisfied rather than a proper rehabilitation to satisfy class of track or better for a longer term.	12/17/2019 1:46 AM
1404	Made it worse!	12/17/2019 1:46 AM
1405	N/A	12/17/2019 1:45 AM
1406	Only change is we don't get as much done or get it done in a timely manner. So maybe a little strain	12/17/2019 1:40 AM
1407	It's more like a prison atmosphere now around management!	12/17/2019 1:40 AM
1408	Supervision/managers seem to all be looking for a way out/quit	12/17/2019 1:39 AM
1409	PSR has made it easier to interact with my managers. We seem to all agree that it's a ridiculous endeavor. They are as frustrated with the budget cuts as we are.	12/17/2019 1:39 AM
1410	I don't trust them anymore, they claim they had no knowledge of the changes that were coming but that is hard to believe.	12/17/2019 1:39 AM
1411	I see my supervisor and manager much less. They seem to be overextended. They do seem to be pushing the limits of safety in favor of production and it is showing in near misses and track authority violations.	12/17/2019 1:39 AM
1412	They have no answers. It's one big rumor mill	12/17/2019 1:39 AM
1413	They're under tremendous pressure. They no longer have time to deal with day to day personnel problems due to on time targets.	12/17/2019 1:38 AM
1414	They all lie	12/17/2019 1:38 AM
1415	None. Some supervisors are good some are terrible.	12/17/2019 1:37 AM
1416	No	12/17/2019 1:36 AM
1417	I don't have a relationship with management they are just looking for a reason to send you home I think they get a patch for every person they send home or something	12/17/2019 1:36 AM
1418	It has not affected the relationship between me and my manager yet.	12/17/2019 1:35 AM
1419	They are as fearful of losing their jobs as us and it shows	12/17/2019 1:34 AM
1420	I only see my manager once or twice a year, unless they need something from me.	12/17/2019 1:32 AM
1421	They have fired so many of them that I don't know who my direct manager even is	12/17/2019 1:32 AM
1422	I try to avoid those people	12/17/2019 1:32 AM
1423	The tension is so thick you could cut it with a knife. We are all wondering if today is our last working day.	12/17/2019 1:32 AM
1424	Really no change at the moment	12/17/2019 1:31 AM
1425	Managers and supervisors of today are just yes men they have no planning skills don't get you what you need to work and they don't stand up for their men anymore	12/17/2019 1:30 AM
1426	He has explained it as what it is. It's just business and the company will do whatever they want to do	12/17/2019 1:29 AM
1427	Definitely more strained and worse.	12/17/2019 1:29 AM
1428	No it is not that level that is applying pressure	12/17/2019 1:28 AM
1429	Employees can have a 99 percent success rate AND still be on some sort of discipline level.	12/17/2019 1:28 AM
1430	Supervisor Managers still understand our safety sensitive job assignments but are limited when it comes to being able to schedule maintenance projects that allow adequate time for the safe completion of maintenance projects. Example: a ten hour work window was requested to clean out foul ballast, create better drainage, and replace an Interlocker diamond. Only a six hour window was allowed and minimal work was completed leaving the area with minimal drainage and potential for future problems in the area.	12/17/2019 1:26 AM
1431	Have had more conversations. Probably due to the complexity of getting the same amount of work done in shorter time frames. Supervisors have shown increased stress levels resulting in sometimes abrasive conversations with employees. The stress rolls down hill.	12/17/2019 1:26 AM
1432	I feel like we are more divided as a company more than ever they get just as much pressure on them as we do.	12/17/2019 1:26 AM
1433	Never see them anymore. When you do they are really busy and stressed out	12/17/2019 1:24 AM
1434	The same	12/17/2019 1:24 AM
1435	Seems like a lot of managers are on edge and several are headhunting	12/17/2019 1:24 AM
1436	N/A	12/17/2019 1:23 AM

Q4 How has PSR affected your relationship with your supervisor/manager?—Continued

Answered: 2,435 Skipped: 31

#	RESPONSES	DATE
1437	So far not much has changed it's business as usual	12/17/2019 1:22 AM
1438	Lowest morale and trust in my 15 years on the railroad, very dishonest people in management	12/17/2019 1:21 AM
1439	Not at all	12/17/2019 1:21 AM
1440	Well in my area we have gone through 2 supervisors in less than 2 years and have been working with no management at all for the last 2 months	12/17/2019 1:21 AM
1441	It has put more of a workload on the employees	12/17/2019 1:20 AM
1442	N/A	12/17/2019 1:19 AM
1443	We have no relationship. We lost a good manager during this because he refused to conform to the new standards now we have a man that refuses to be part of a team. He has a him versus us mentality.	12/17/2019 1:16 AM
1444	Just another guy like us that can't make any decisions! Our manager is an auditor, ticket writer!	12/17/2019 1:16 AM
1445	Supervisors must agree with the plan or they are eliminated. We have lost a lot of knowledgeable supervisors in exchange for harassment gurus. Supervisors who use to lead by example are forced into intimidation and harassment of their employees to reach metrics. If the jobs or routes run efficiently they are forced to make cuts. They cannot sustain success under the plan	12/17/2019 1:16 AM
1446	seems they don't care enough and are easier to work with	12/17/2019 1:16 AM
1447	Very much so as everyone is stressed.	12/17/2019 1:16 AM
1448	Unchanged.	12/17/2019 1:15 AM
1449	None	12/17/2019 1:15 AM
1450	Terrible. I have been threatened by trainmasters more now than ever. The amount of harassment has tripled. I had one ask why I couldn't go to the bathroom during my 20 minute lunch break	12/17/2019 1:14 AM
1451	No effect	12/17/2019 1:14 AM
1452	In some cases, it has improved. In most cases it has gotten worse	12/17/2019 1:12 AM
1453	Not applicable.	12/17/2019 1:11 AM
1454	Yes. They never appreciate the hard work in less hrs worked.	12/17/2019 1:10 AM
1455	I'm furloughed	12/17/2019 1:09 AM
1456	They are bullies who push you to take shortcuts.	12/17/2019 1:09 AM
1457	No change at all.	12/17/2019 1:08 AM
1458	Manager don't even care about anything any more. It's all a joke to them too.	12/17/2019 1:07 AM
1459	He hates me. I hate him. He is a young ignorant punk who does not know how to talk to people. Zero leadership skills. All of the decent leaders with experience have been fired and been replaced with "yes men"	12/17/2019 1:07 AM
1460	Since it started I haven't been on a gang long enough to notice. So many cutoffs and bumps you can't stay still	12/17/2019 1:07 AM
1461	The supervisors are worried about their jobs being cut so they are nightmares to work for. They'll throw their own mother under the NS bus to save their job.	12/17/2019 1:05 AM
1462	Supervisors have become increasingly stringent on required items to perform required repairs/work.	12/17/2019 1:05 AM
1463	Everyone is a little more on edge, honestly I don't think our managers like it any more than we do it's not good for the employees anyway that I've seen besides, stock prices	12/17/2019 1:04 AM
1464	Has made it worse	12/17/2019 1:04 AM
1465	Went from foremen to supervisors basically with same pay and more bs on us	12/17/2019 1:04 AM
1466	Our manager now helps us work whenever he can due to necessity and he feels sorry for us trying to work without sufficient manpower.	12/17/2019 1:03 AM
1467	Right now the railroad I work for is trying to do PSR unfortunately they are not doing well at it management seems more downtrodden because they are cutting purse strings as of right know PSR hasn't affected our relationship	12/17/2019 1:02 AM
1468	None, relationships are usually distant at best.	12/17/2019 1:02 AM
1469	Most of our management quit or got fired and replaced by off the street hires with zero clue	12/17/2019 1:02 AM
1470	Made us closer to be honest my managers don't respect PSR.	12/17/2019 1:02 AM
1471	I feel as if PSR has directly affected my working relationship with my manager, because safety has went out of the window. The rules they do NOT care about as long as they are getting things done so they can report positive reviews to upper management. My manager and I do not see eye for eye over this PSR.	12/17/2019 1:01 AM
1472	They feel more pressure and in return are more stressed and overworked. Their jobs are threatened everyday if measurements aren't reached. I know this because I was a Trainmaster when PSR first came to CSX. I quit shortly after and went back on my tools.	12/17/2019 1:01 AM
1473	It has gotten better they don't care about safety and they have eliminated most managers so there are less to come around and try to harass us	12/17/2019 1:01 AM
1474	It has been a negative affect. They have expectations that cannot be met with the lack of manpower	12/17/2019 1:00 AM
1475	None	12/17/2019 1:00 AM
1476	A lot all they care about is saving money from their budgets so they get a bonus	12/17/2019 12:59 AM
1477	They change so often I don't bother getting to know them.	12/17/2019 12:59 AM
1478	Stronger	12/17/2019 12:59 AM
1479	Fewer people means getting less work done, which he has to answer for and that gets passed on down the line to us	12/17/2019 12:59 AM
1480	Awful	12/17/2019 12:58 AM
1481	It has put a clear strain on it. I feel like my managers and supervisors are far less approachable than before.	12/17/2019 12:58 AM
1482	I feel that they push too hard. In management there has a tendency to oversimplify some of the tasks and the time it takes to safely complete those tasks on a quality manner.	12/17/2019 12:58 AM
1483	Very little	12/17/2019 12:57 AM
1484	I don't consider them managers anymore. They're more worried about protecting their jobs than they are managing the employees or yard. If they're not trying to fire someone they're justifying their jobs by micromanaging and creating new ideas that aren't helpful or safe in the workplace.	12/17/2019 12:57 AM

Q4 How has PSR affected your relationship with your supervisor/manager?—Continued

Answered: 2,435 Skipped: 31

#	RESPONSES	DATE
1485	Relationship with managers are the worst I have ever experienced.	12/17/2019 12:57 AM
1486	I try to understand that the new pressures we face are not implemented by my direct supervisor. His position is on the lower level of management, and I cannot fault him for what is forced upon both he and I.	12/17/2019 12:55 AM
1487	Makes it seem like a more hostile work place. Supervisors believe you should live out here and have no home life	12/17/2019 12:55 AM
1488	New management everywhere	12/17/2019 12:55 AM
1489	Divided the workforce even more. Very much an "us vs them" atmosphere.	12/17/2019 12:54 AM
1490	Management doesn't care about the MOW workers	12/17/2019 12:53 AM
1491	Nothing has changed	12/17/2019 12:52 AM
1492	Negative relationship due to added stress on everyone	12/17/2019 12:51 AM
1493	They'll do anything to protect THEIR job even though they don't believe in PSR.	12/17/2019 12:50 AM
1494	They are more geared towards productivity and car dwell than the safety of their crews or the working conditions.	12/17/2019 12:50 AM
1495	Considering we went from having lots of managers to way too many it sucks. They all interpret the rules different. You are screwed. Not to mention so many of these managers are straight out of college and don't understand how the job actually works. They play with a train set at home and think it's the same thing. Then they fire yardmasters so they can hire more managers. We don't need more managers we need all the yardmasters and workers as possible.	12/17/2019 12:50 AM
1496	What relationship? He is constantly getting pressured to find reason to write us up for something	12/17/2019 12:49 AM
1497	I don't hold my manager responsible for stupid discussions made above him.	12/17/2019 12:48 AM
1498	No change	12/17/2019 12:48 AM
1499	My manager is in another STATE. We have no relationship. They UP and ran off the one good manager we had in Green River. Another has taken his place, and is good to work with. I'm assuming they will try to get rid of HIM, too.	12/17/2019 12:48 AM
1500	No	12/17/2019 12:47 AM
1501	A common distaste against corporate greed.	12/17/2019 12:46 AM
1502	Less communication. More Schedule bouncing. More unpredictability.	12/17/2019 12:46 AM
1503	I'm just a number and told I should be glad I still have a job	12/17/2019 12:46 AM
1504	A lot of testosterone, morale is at rock bottom management always threatening if we don't get things done they'll write us up or cut gang off	12/17/2019 12:45 AM
1505	It hasn't.	12/17/2019 12:43 AM
1506	Managers/supervisors expect more work with smaller workforce	12/17/2019 12:43 AM
1507	It affected our relationship because they are putting pressure on us to get the job done quickly and unsafe.	12/17/2019 12:42 AM
1508	It has made it more tumultuous, like walking through a mine field. He/she is getting reprimanded from above for one man not being able to complete three people's jobs. And then he gets it from the workers whose morale is shot and they don't care anymore.	12/17/2019 12:38 AM
1509	Made it worse	12/17/2019 12:38 AM
1510	9 out of 10 managers don't care about you just getting the job done	12/17/2019 12:38 AM
1511	There are a few managers that are gung ho about it, but most still seem normal	12/17/2019 12:38 AM
1512	My manager is in love with getting people either in trouble with the carrier, fired, or worse, hurt on the job because they are being told to ignore rules regarding safety in order to abide to PSR's no dwell policy.	12/17/2019 12:37 AM
1513	I have none. I am looking for another job.	12/17/2019 12:36 AM
1514	It has changed from watching and writing me up for not closing a locomotive door properly, to reprimands for lunches being over 20 minutes.	12/17/2019 12:36 AM
1515	Not applicable because I have never really dealt with them.	12/17/2019 12:36 AM
1516	Don't see them too much as they are stretched thin also.	12/17/2019 12:36 AM
1517	That hasnt changed. Don't trust any management.	12/17/2019 12:36 AM
1518	No relationship!	12/17/2019 12:34 AM
1519	Stressful,	12/17/2019 12:34 AM
1520	Since now that the carrier runs PSR the managment leaves you alone to not make sure you're working safe	12/17/2019 12:33 AM
1521	We have to constantly fight, argue, and take claim just to get paid what we are owed. It has had a very negative aeffect.	12/17/2019 12:32 AM
1522	Enemies now	12/17/2019 12:31 AM
1523	I am cautious, not from a safety standpoint, but to avoid discipline.	12/17/2019 12:31 AM
1524	It has created an environment where managers feel like their jobs are threatened if they are unable to get done what is expected, oftentimes making them put more pressure on the people doing the job on the ground. This creates an unsafe environment for not only workers but for the public as well.	12/17/2019 12:31 AM
1525	Most now are afraid to make a decision on fear of losing job. Which makes our jobs harder and more stressful than they have to be.	12/17/2019 12:30 AM
1526	I don't have one. I do what I'm told get my job done and go home	12/17/2019 12:30 AM
1527	No input on safety was forced to do 5 double shifts in a row	12/17/2019 12:30 AM
1528	Has effected me tremendously due to the fact I've had about 12 different ones in the last few months from being displaced to different areas	12/17/2019 12:30 AM
1529	Wouldn't know PSR put me out of a job	12/17/2019 12:28 AM
1530	Definitely strained it.	12/17/2019 12:27 AM
1531	Stressful	12/17/2019 12:27 AM
1532	It has put a strain on it. I think mainly because the managers are so stressed.	12/17/2019 12:27 AM
1533	I used to be able to have a conversation about any and everything railroad. Management seemed to WANT relationship before PSR. Now? Adversarial doesn't cover how the relationship between labor and management is. It's much worse.	12/17/2019 12:27 AM

Q4 How has PSR affected your relationship with your supervisor/manager?—Continued

Answered: 2,435 Skipped: 31

#	RESPONSES	DATE
1534	This is difficult to answer, the low level management that deals with crews day to day, it has made the relationship better in my opinion. Although this is probably only because the lower managers are just as close to the chopping block as the crews and under just as much stress, if not more. The high up management has only distanced the relationship more. There is no concern for the employee that bust their butt to get the job done or the train crew that gets the train from A to B with no problems. It has become an atmosphere where the manager is on one level and the employee is just a number that should be grateful to even be allowed to work.	12/17/2019 12:27 AM
1535	There is no trust. We all can tell he is very stressed out to the point that he is spinning too much. He don't know whether he is coming or going. And it reflects on the work group.	12/17/2019 12:26 AM
1536	It just shows more and more the company officials do not care about the employees well being	12/17/2019 12:26 AM
1537	Seems more aggressive and has lots of stress.	12/17/2019 12:25 AM
1538	It hasn't, yet	12/17/2019 12:25 AM
1539	Managers are scared to make a wrong decision so they are making promises to upper mgmt about getting slow orders off etc., and constantly lying to employees forcing a separation between manager/employees	12/17/2019 12:25 AM
1540	Our management doesn't appreciate us period!! They don't trust our judgement! It's a dictatorship what our management wants whether it's breaking the rules or breaking the team is what they expect	12/17/2019 12:24 AM
1541	Toxic and hostile work place. I would fire him for the way he treats his guys.	12/17/2019 12:24 AM
1542	Not	12/17/2019 12:23 AM
1543	Very little	12/17/2019 12:22 AM
1544	Less communication	12/17/2019 12:22 AM
1545	I have no "relationship" with my leadership especially as PSR implementation expands. They are scrambling to keep their jobs as well in a very hostile environment.	12/17/2019 12:19 AM
1546	It's good but my supervisor is more stressed	12/17/2019 12:18 AM
1547	They don't want you to bad order any cars, because they don't want the swell on cars. So they try to rush you and not give the cars a proper inspection.	12/17/2019 12:16 AM
1548	Some	12/17/2019 12:15 AM
1549	It has gone downhill	12/17/2019 12:14 AM
1550	They are more stressed, trying to work with no supplies.	12/17/2019 12:14 AM
1551	0	12/17/2019 12:13 AM
1552	It has strongly divided us	12/17/2019 12:12 AM
1553	It feels like there is a target on my back. They have laid off so many people, it's like they don't care about us anymore at all. They are looking for any reason to fire us.	12/17/2019 12:12 AM
1554	No comment	12/17/2019 12:10 AM
1555	We are both sitting on the edge along with everyone else, trying to do our best.	12/17/2019 12:10 AM
1556	Local managers are just around to tell us to work faster.	12/17/2019 12:10 AM
1557	That hasn't affected us	12/17/2019 12:09 AM
1558	It has negatively affected the relationship.	12/17/2019 12:05 AM
1559	Made me trust them less	12/17/2019 12:05 AM
1560	Stricter budget, constantly dealing with broken tools, relationships ok but seam like they're under more scrutiny to keep a tighter budget. Which they're moody sometimes	12/17/2019 12:04 AM
1561	Added more tension	12/17/2019 12:04 AM
1562	Not one left to speak of.	12/17/2019 12:04 AM
1563	I have had several new managers this year. But I have stayed on the same SPG team all year.	12/17/2019 12:04 AM
1564	It took an already toxic relationship between management and TYE, and made it downright dangerous	12/17/2019 12:04 AM
1565	Depends on the manager	12/17/2019 12:04 AM
1566	Managers seemed focused on only one thing. Departing trains on time regardless of the conditions and safety concerns	12/17/2019 12:03 AM
1567	More fractured, hitting heads of safety vs what the upper management wants, attitude is to keep head down and avoid notice	12/17/2019 12:03 AM
1568	When I started my career, we were on the same Team. 1. SAFETY. 2. CUSTOMERS 3. FELLOW BROTHERS, NOW, there is no TEAM, No communication, no motivation at all. As for Management acts like we are machinery, there is no ability to go to Doctors, Dentist appointments. It's TOXIC and very depressing	12/17/2019 12:02 AM
1569	Terrible	12/17/2019 12:02 AM
1570	I don't trust him. And will not believe what he says	12/17/2019 12:01 AM
1571	They fired the ones we used to have relationships with!! So we have no relationships with supervision. They quit or are fired or we never see them because they have been cut to the bone as well.	12/17/2019 12:00 AM
1572	Don't really know, there has been too many changes in managers I can't Really tell	12/17/2019 12:00 AM
1573	I seldom see supervisor	12/17/2019 12:00 AM
1574	Strained	12/16/2019 11:59 PM
1575	Same as before, maybe better because they are facing job losses as well, something in common	12/16/2019 11:59 PM
1576	Threatened with my job daily for taking too long to do a task I was trained to do and bad ordering equipment	12/16/2019 11:59 PM
1577	He agrees with me	12/16/2019 11:58 PM
1578	I get along well with my supervisor and manager. It's not their fault PSR was implemented.	12/16/2019 11:58 PM
1579	Front line supervisors are running scared for their job which makes them difficult to work with sometimes. It's about production. No matter how much you do it's never enough.	12/16/2019 11:57 PM

Q4 How has PSR affected your relationship with your supervisor/manager?—Continued

Answered: 2,435 Skipped: 31

#	RESPONSES	DATE
1580	Obviously the relationship is no longer as strong as before because I no longer work hand in hand with them concerning the safety of their group.	12/16/2019 11:55 PM
1581	Not at all	12/16/2019 11:55 PM
1582	I don't know most of the managers anymore. Lots of new faces coming and going. So there is no relationship with them.	12/16/2019 11:54 PM
1583	They are more scared of getting cut off than we are	12/16/2019 11:54 PM
1584	Commutation have worsen since managers are also afraid of being fired they have micromanaged us to the point the people don't care anymore. When we don't care we lose focus on safety	12/16/2019 11:53 PM
1585	It has basically severed friendships . . . Now it's do what they ask and no more.	12/16/2019 11:53 PM
1586	Has killed relationships	12/16/2019 11:51 PM
1587	None.	12/16/2019 11:51 PM
1588	All of our managers have quit. The new ones don't have any people skills and don't seem at all concerned with the major stress of the entire staff. They think we are whiny babies that are just full of complaints. Our safety issues are not addressed quickly or professionally. They honestly don't listen to the workers. Even when they specifically ask a question they are rarely quiet long enough to listen to the answer without interrupting. They are full of assumptions about our craft and they treat us with zero respect for what we do with all the obstructions and obstacles they've put in our place.	12/16/2019 11:50 PM
1589	I hardly see mine and when I do he has the mentality that he's a god	12/16/2019 11:50 PM
1590	Not any safety briefings just get the work done	12/16/2019 11:50 PM
1591	N/A	12/16/2019 11:49 PM
1592	My supervisor is a salaried employee of the railroad and I am a union employee so there has always been a line between us.	12/16/2019 11:49 PM
1593	The trust isn't there. The trust to make a call about slowing or stopping a train until work is done. The ability to get the work done without being interrupted to give constant updates isn't there. The help getting work windows isn't there. The higher ups are always talking about numbers in terms of traffic, new sources of revenue, helping to be a part of the cost saving measures, but they cancel jobs and keep cutting back on positions we need to keep the rails safe. It's their job and bonuses or our jobs, and they always pick theirs.	12/16/2019 11:48 PM
1594	More pressure on the supervisor to move trains make unsafe work environment, shortcuts!	12/16/2019 11:47 PM
1595	the company is putting them in a position where they will lose all credibility. They know that these short-term gains go against the reality of maintaining our infrastructure	12/16/2019 11:47 PM
1596	There hasn't really been a change	12/16/2019 11:46 PM
1597	Strictly business	12/16/2019 11:46 PM
1598	Relationships became tighter. Even though we're different crafts we are on the same page when it comes to lack of materials due to "not really in the budget." PSR eliminated jobs and with Hunter and his hedge fund crew to lower the operating ratio which in turn cut maintenance budget. It's very hard to get jobs done correctly the first time without materials.	12/16/2019 11:45 PM
1599	It's all about the profit	12/16/2019 11:44 PM
1600	That has gotten better because we never know what we are doing so we talk more	12/16/2019 11:43 PM
1601	The managers that are left are under the gun just like everyone else. I have seen more write ups and people being fired since PSR has came along.	12/16/2019 11:42 PM
1602	He is not around as much due to being on too many projects just like us. Working in different states sometimes.	12/16/2019 11:42 PM
1603	Don't know laid off	12/16/2019 11:39 PM
1604	Negatively, the relationships between employees and officials has greatly gone south	12/16/2019 11:38 PM
1605	Not really cause he is a great guy	12/16/2019 11:37 PM
1606	Hardy ever see manager they have laid off or fired due to operating ratio. Which is a direct result of PSR	12/16/2019 11:37 PM
1607	Never ever hear from him and certainly never see him. He has admitted he's much too busy now with numbers and schedules and missed OS's.	12/16/2019 11:37 PM
1608	They have too much pressure on them, upper management are bullies and the constant threats of losing their job stressing them out.	12/16/2019 11:37 PM
1609	Mangers are angry and in a hurry they don't care about safety and what's right they cut corners unsafe corners to make company quotas	12/16/2019 11:36 PM
1610	It hasn't	12/16/2019 11:36 PM
1611	Added stress	12/16/2019 11:36 PM
1612	I never see my supervisor.	12/16/2019 11:35 PM
1613	Precision railroad has not affected my position with the manager or supervisor we've worked hard to cover for them and back them through this precision railroading for my supervisors understanding he understands the difficulty for us and him to work through this Precision railroading to get our projects done in a timely manner so he has worked with us like we weren't with them	12/16/2019 11:34 PM
1614	I feel it puts my supervisor under more pressure to get things done quicker. Which puts stress on everyone.	12/16/2019 11:34 PM
1615	They are more reactive than well laid out planning. Minimize manpower to our detriment.	12/16/2019 11:33 PM
1616	Most, not all are pressured more, and more to push production to the max	12/16/2019 11:33 PM
1617	"Relationships" never existed	12/16/2019 11:33 PM
1618	Never has there been higher distrust of managers. they are likely to tell you anything you want to hear until it's time to deliver, then they dry up and disappear. liars. liars who are resentful of advice. they pretend to care until someone actually needs something then they say no or even accuse assertive employees of breaking conduct rules, disrespecting them for just asking. (no kidding!). Managers now are people who have zero leaderships skills, zero genuine concern for their workgroup, zero knowledge to lead or teach ANYTHING. it is truly PATHETIC.	12/16/2019 11:32 PM

Q4 How has PSR affected your relationship with your supervisor/manager?—Continued

Answered: 2,435 Skipped: 31

#	RESPONSES	DATE
1619	UPRR has cut a lot of managers out so they are now doing 2–3 times the work as before. A lot more stress to get the job done, quicker is unsafe for everyone.	12/16/2019 11:32 PM
1620	What relationship. they are working managers 80 hours week making them resent us for anything we may or may not do that causes them any more stress	12/16/2019 11:32 PM
1621	Same, just make sure trains can run	12/16/2019 11:32 PM
1622	You mean the only one I have left? It is strained beyond belief. He still tries and puts on a good face, but he has too much work and unrealistic expectations. He is doing the job of 3 people and it shows.	12/16/2019 11:31 PM
1623	Never see him because they're stretched beyond thin too so don't have an answer	12/16/2019 11:31 PM
1624	No different. Supervisor/managers are concerned with production and numbers	12/16/2019 11:30 PM
1625	None	12/16/2019 11:30 PM
1626	I have no idea who it is anymore.	12/16/2019 11:30 PM
1627	worse. expected to do more with less. and safety is slowly going out the window.	12/16/2019 11:29 PM
1628	It has put a strain. Managers are spread thin and expected to move mountains, thus that workload it passed off to the field staff.	12/16/2019 11:29 PM
1629	It's worse they're pushing us to the point that someone is going to get hurt	12/16/2019 11:28 PM
1630	Continuous schedule changes	12/16/2019 11:27 PM
1631	We try to work as efficient as we can. It is never enough for them.	12/16/2019 11:27 PM
1632	We don't have relationships with managers.	12/16/2019 11:27 PM
1633	We are both just a replaceable liability in the carriers eyes. more defects make him look bad and no defects makes me look unnecessary.	12/16/2019 11:26 PM
1634	Things have become stressful, overworking us to a point of exhaustion	12/16/2019 11:25 PM
1635	There is no relationship	12/16/2019 11:25 PM
1636	Same	12/16/2019 11:24 PM
1637	We no longer worry about things that will be a problem in the future. We focus on issues that have been there as a train has gone over them. This causes a risk that would have been mitigated by workers before a test car was needed.	12/16/2019 11:24 PM
1638	Less communication	12/16/2019 11:22 PM
1639	No. I didn't like him before PSR and I sure as fuck don't like him now	12/16/2019 11:21 PM
1640	My manager has turned into a jerk unfortunately. Safety is now being placed by the wayside	12/16/2019 11:21 PM
1641	It has caused a great deal of mistrust and resentment.	12/16/2019 11:20 PM
1642	Has made it hard to believe in anything they say.	12/16/2019 11:20 PM
1643	Managers are quick to pull out of service. A shoot first ask questions later mentality.	12/16/2019 11:19 PM
1644	It has strained it due to the fact he is pressured to get more done with less	12/16/2019 11:19 PM
1645	Everyone is just disgruntled managers are worried about their jobs too they try and cut whatever they can to save their own job and make themselves look good, I would not recommend this job to anyone, quality of life is nonexistent no way to spend a career as just a number for greed.	12/16/2019 11:19 PM
1646	They are scared too	12/16/2019 11:19 PM
1647	they are not going to stand behind you or question anything out of fear of losing their job so it is somewhat strained	12/16/2019 11:19 PM
1648	Frustration and a all new low morale come to mind. CSX is no longer committed to the employees that make money for the company. I feel as a T&E employee that I am no longer an asset to this company. PSR has stripped any amount of pride I had in my job and career completely out.	12/16/2019 11:18 PM
1649	none really, just seems like EVERYONE is "under the gun" all the time	12/16/2019 11:18 PM
1650	How can you have a good relationship with someone who has no regard for you	12/16/2019 11:18 PM
1651	Most of them have left to go back to their seniority back to craft because they are overworked and underpaid. Doing the job of several managers.	12/16/2019 11:17 PM
1652	I think the worker relationship with managers has become broken. You are told to reach unreasonable expectations or risk being written up and or fired.	12/16/2019 11:17 PM
1653	They get mad when we find defects, because they're just as afraid to lose their job too call their bosses	12/16/2019 11:16 PM
1654	Supervisors seem overly stressed about work getting done "on-time" due to insistent pressure for higher ups with little time off for rest	12/16/2019 11:16 PM
1655	They are pressured to get as much production out of you as possible. I understand we are here for a paycheck and that's what we do, but even when you are doing your job productively, they still pressure you to hurry up and get more production. Production over safety is what seems to come to play, they won't admit to it, but that's what is reality. So I'd say I have disliked my supervisor/managers a whole lot more since PSR. A lot more disgruntled employees.	12/16/2019 11:16 PM
1656	We are told we got X amount of hrs to get our work done don't go over!	12/16/2019 11:16 PM
1657	Don't have a foreman anymore and our managers, well, we hardly see them	12/16/2019 11:16 PM
1658	They make it clear that we will work their way or be fired. Threats to furlough more or close shop.	12/16/2019 11:16 PM
1659	We have 3500 members and close to 7000 active grievances it's self explanatory management will trash a crew to save his stats for bonuses.	12/16/2019 11:15 PM
1660	Never had one, don't want one.	12/16/2019 11:14 PM
1661	It depends on the manager. If you have a good manager the relationship hasn't been affected. They are in the same boat as us. If you have a bad manager who "drank the conpany kool aid" it's almost impossible to have a good relationship	12/16/2019 11:14 PM
1662	Some of young supervisors don't have a clue and all they do is follow a book, they don't understand things change out there in the real railroad.	12/16/2019 11:14 PM
1663	My old manager and I started the same day. My new manger, still feeling him out. Too many "no unnecessary expenses" decisions. Makes my job more difficult.	12/16/2019 11:14 PM
1664	Still the same	12/16/2019 11:14 PM
1665	There is no trust. Everyone has to look over their back, including managers, many managers have quit because of the stress and toll PSR has taken on their families due to the extra workloads placed on them.	12/16/2019 11:13 PM
1666	Very surface. Aggressive	12/16/2019 11:13 PM

Q4 How has PSR affected your relationship with your supervisor/manager?—Continued

Answered: 2,435 Skipped: 31

#	RESPONSES	DATE
1667	To be honest. No more than they were before. Most don't care who you are, where you are, and what you are doing till testing time and they (the manager) needs his or her numbers for testing times and purpose.	12/16/2019 11:13 PM
1668	We both are unemployed now thanks to the PSR	12/16/2019 11:12 PM
1669	Negative impact. The managers in my location have no seniority rights and it's blatantly obvious that they're worried about losing their jobs. The conversations of 5 years ago went along the lines of asking an employee what can we do to get this customer serviced. Along came PSR and now they tell you that you will service them regardless of anything. Including moving hazmat without paperwork. Including bad order rail cars. Including close clearances, open doors, defective wheels. Just do it. Throw all the rules out the window and just do it.	12/16/2019 11:12 PM
1670	Never had a good relationship with him	12/16/2019 11:12 PM
1671	Negatively.	12/16/2019 11:11 PM
1672	Don't know they laid us off.	12/16/2019 11:11 PM
1673	Totally different	12/16/2019 11:10 PM
1674	I'd say it has our supervision stressed and mentally scared, they are just as worried about their jobs being terminated as the craft workers are. I feel as though, from what I can gather, our managers have been pushed to try and "find" things that we can be punished for, and to look for any avenue they can take to discipline and make examples out of craft employees.	12/16/2019 11:10 PM
1675	They are hateful and company driven trying to save their own jobs.	12/16/2019 11:09 PM
1676	My current manager is a pretty level headed individual for the most part. Same goes for the foreman of the gang, but attitudes and tone change real quick when our window is running out.	12/16/2019 11:08 PM
1677	What relationship	12/16/2019 11:08 PM
1678	My direct supervisor is excellent, it's the echelons above them that I never see anymore. They used to visit often and frequent and now it's never.	12/16/2019 11:08 PM
1679	Immediate line supervisor hasn't changed but higher level supervisors demand production more with less manpower	12/16/2019 11:08 PM
1680	What supervisor they got fired	12/16/2019 11:06 PM
1681	My manager are not sure they will have a job. So are they doing there job to the best of there ability?	12/16/2019 11:06 PM
1682	I think they have become weed weasels.	12/16/2019 11:05 PM
1683	Never see him anymore	12/16/2019 11:04 PM
1684	I see the pressure that is put on them	12/16/2019 11:04 PM
1685	I absolutely dread coming to work. We never meant anything to anyone before and now those of us who are left hate that we have put so much into this sinking ship	12/16/2019 11:04 PM
1686	No different we're still being put down	12/16/2019 11:04 PM
1687	It has weakened them.	12/16/2019 11:04 PM
1688	Yes, they want more but give less. They treat us like tools instead of people	12/16/2019 11:03 PM
1689	Not good, he's butt hurt that his buddy didn't make manager cut so now he just has his buddy ride around with him, just tip of the iceberg. But we can pay agreement employees to do managers job and draw pay every day of the month but at straight time wage to stay off the OT radar to the tune of 4000 hrs straight time in 1 year, so you tell me	12/16/2019 11:02 PM
1690	Stressed and untrusting.	12/16/2019 11:02 PM
1691	Not much change, still want more with less resources	12/16/2019 11:00 PM
1692	The push to run longer trains has put a strain on most employee manager relationships. What little trust we had before is almost gone now.	12/16/2019 11:00 PM
1693	Created more tension due to unnecessary pressure	12/16/2019 11:00 PM
1694	It's one of those you can't stop it so might as well get used to it thing	12/16/2019 10:59 PM
1695	Never see him	12/16/2019 10:59 PM
1696	Made it worse since he's on a time frame and scared for his job	12/16/2019 10:59 PM
1697	Nobody likes it but it's the hand we were dealt and we shall overcome this	12/16/2019 10:58 PM
1698	Nonexistent	12/16/2019 10:57 PM
1699	Managers regularly instruct us to operate in an unsafe manner. You cannot respect that	12/16/2019 10:57 PM
1700	High tensions	12/16/2019 10:57 PM
1701	Management is horrible	12/16/2019 10:57 PM
1702	I never see a manager now.	12/16/2019 10:56 PM
1703	I try not to even have a relationship with the supervisor or manager. When before it was somebody that you looked up to and may have considered to be a friend	12/16/2019 10:56 PM
1704	There is tension in the air at the mention of PSR and what it will do long term to the employees and rail industry.	12/16/2019 10:56 PM
1705	Managers are running scared. So they take the stress out on us. Blaming us for taking too long when getting work done or departing town when in fact train is not ready or something is wrong	12/16/2019 10:56 PM
1706	Stressful due to work not being available	12/16/2019 10:55 PM
1707	They are stressed because the same level of work but much less workers.	12/16/2019 10:55 PM
1708	Trying to get more and more out of you.	12/16/2019 10:55 PM
1709	No communication	12/16/2019 10:55 PM
1710	I've been asked to break rules and violate HOS	12/16/2019 10:55 PM
1711	Same as usual	12/16/2019 10:55 PM
1712	Management is nearly impossible to get ahold of. As trainmaster and road foreman, front line supervisors should be not only readily available for quick job safety briefings, but also asking what we as employees need to get the job done. This used to be the case. Now they are incredibly hard to find and they act like they don't have time for your questions. Also they ask a favor for an agreement penalty and when you say okay, they decline the penalty.	12/16/2019 10:55 PM
1713	We see very little of our manager. Ever since they eliminated our local MTM and redefined our territory, we have been on a downhill spiral.	12/16/2019 10:54 PM
1714	Can't stand any of them.	12/16/2019 10:54 PM

Q4 How has PSR affected your relationship with your supervisor/manager?—Continued

Answered: 2,435 Skipped: 31

#	RESPONSES	DATE
1715	Who?	12/16/2019 10:54 PM
1716	Same	12/16/2019 10:54 PM
1717	Hostile	12/16/2019 10:52 PM
1718	Has made tensions high, because we get less time to do our job, and we are forced to work later and harder than we've did before.	12/16/2019 10:51 PM
1719	My supervisor is great but hard to talk to. They are overworked and always busy. Hard to talk to them with issues when their phone rings 100 times a day.	12/16/2019 10:51 PM
1720	?	12/16/2019 10:51 PM
1721	It has gone from worse to terrible because crap rolls downhill, even when the proper procedure for doing air brake test have been dismissed to ensure departure times	12/16/2019 10:51 PM
1722	Managers seem to be more distant now, hurry you up to leave office with questions left unanswered. They also try like heck to find mistakes to write you up on	12/16/2019 10:51 PM
1723	Horrible	12/16/2019 10:51 PM
1724	All supervisor cares about is numbers not safety	12/16/2019 10:51 PM
1725	If anything, we have less interaction with management on thru-Freight trains. The company is attempting to cut those jobs and create a command center at headquarters to oversee operations remotely. I recently had a recertification for my engineer license. The recert was performed via simulator and overseen by the command center in Omaha. Local management attempted to get me in for a field recertification and was unable to make it happen.	12/16/2019 10:50 PM
1726	Currently being "promised" that we will not implement PSR and have mass layoffs like other companies already have.	12/16/2019 10:50 PM
1727	Supervisors and managers are more and more focused on budget and less on production. We get a laundry list of things that need to be completed in a short time but are constantly told that there will be no overtime. Either we get it done or they'll bring in a contractor who will.	12/16/2019 10:50 PM
1728	Horribly. We no longer have rules classes or safety meetings. Do more with less and if you can't get all your work done you are accused of laying down on the job, rule checked and wrote up or worse	12/16/2019 10:50 PM
1729	Yes. They agree with what employees are saying but they are in a position they can't state their opinion in fear of dismissal	12/16/2019 10:49 PM
1730	It hasn't effected it	12/16/2019 10:48 PM
1731	THE SAME	12/16/2019 10:48 PM
1732	I'd say worse they are for the company cause they are just as scared for their job as us.	12/16/2019 10:47 PM
1733	My direct supervisor. It has not affected our relationship. He is good at not taking it as a personal attack when the company takes its liberties with us and we have an opinion.	12/16/2019 10:47 PM
1734	Very hostile. They don't want any input. Their jobs are in jeopardy.	12/16/2019 10:47 PM
1735	Very rearly see them	12/16/2019 10:47 PM
1736	More restrictions on overtime. Less money on paychecks and he's home every weekend. Negatively	12/16/2019 10:47 PM
1737	More tension then ever before!	12/16/2019 10:47 PM
1738	Has not	12/16/2019 10:47 PM
1739	Everything is a scare tactic out of fear of slowing traffic down.	12/16/2019 10:46 PM
1740	Nights always lead to missed communication	12/16/2019 10:46 PM
1741	It's about doing more with less. They don't care about safety or anything else.	12/16/2019 10:46 PM
1742	Really my supervisor is a good guy but both he and the gang have to be on constant ready because of short work outages	12/16/2019 10:45 PM
1743	I can't answer this cause I don't work for a precision railroad. Sorry	12/16/2019 10:45 PM
1744	I don't see either but once a week	12/16/2019 10:45 PM
1745	Put a lot more stress on the supervision. Which some do not handle well and take it out on the workers.	12/16/2019 10:44 PM
1746	He feels as us workers do, that it doesn't work. Just ask CSX, they have first hand knowledge.	12/16/2019 10:44 PM
1747	Hasn't changed	12/16/2019 10:43 PM
1748	Managers seem to be nicer	12/16/2019 10:43 PM
1749	No opinion	12/16/2019 10:42 PM
1750	Supervisors/managers seem more stressed and under pressure to make sure groups perform efficiently with smaller windows	12/16/2019 10:42 PM
1751	I do not have a good working relationship with any of my supervisors. I am constantly being hounded to get work done on their schedule, which is usually unrealistic and unsafe	12/16/2019 10:41 PM
1752	Very much more strained due to increased stress to write assessments and find workplace failures to satisfy upper management.	12/16/2019 10:41 PM
1753	They seem to be more intimidating, because the employees are worried their positions will be cut if the supervisors don't like them.	12/16/2019 10:41 PM
1754	Big joke. Non railroad kids making poor decisions.	12/16/2019 10:41 PM
1755	He just wants to get footage and ties in. He's still a Dick	12/16/2019 10:40 PM
1756	yes	12/16/2019 10:40 PM
1757	Negatively, I used to see him all the time, he was always smiling called me by my first name always stopped and made small talk. Now everytime I see him it's at a distance and he's rushing away to avoid employees.	12/16/2019 10:40 PM
1758	Made it more stressful. More pressure to get more things done with less manpower.	12/16/2019 10:40 PM
1759	I don't get to work with the supervisors I use to. I can't hold on their gangs anymore	12/16/2019 10:40 PM
1760	Communication is almost zero	12/16/2019 10:39 PM
1761	Most of us don't want to talk to him!	12/16/2019 10:39 PM
1762	My supervisor seems to be under a lot more stress now than before PSR. As a matter of fact, he has almost 20 years being a supervisor & considering coming back to his tools.	12/16/2019 10:39 PM

Q4 How has PSR affected your relationship with your supervisor/manager?—Continued

Answered: 2,435 Skipped: 31

#	RESPONSES	DATE
1763	No effect	12/16/2019 10:39 PM
1764	Less communicative and more focused on cutting claims and pulling people out of service for rule related nonsense.	12/16/2019 10:39 PM
1765	Not sure if you're going to get fired everyday you come to work.	12/16/2019 10:39 PM
1766	They have made folks that have no time on the railroad supervisors in which a lot of ways doesn't help anybody. Other supervisors just see it as a quick way to the top. It has also made a lot of supervisors more edgy and a lot less personable and not very good to work with.	12/16/2019 10:38 PM
1767	There is no relationship. It's a constant battle between them and us. We rely on ourselves for everything. We are a brotherhood/sisterhood, it's all we have.	12/16/2019 10:38 PM
1768	I think that they are just as disenchanted as the rest of the employees.	12/16/2019 10:38 PM
1769	It has not.	12/16/2019 10:37 PM
1770	Management basically tries to threaten us with this	12/16/2019 10:35 PM
1771	It hasn't yet.	12/16/2019 10:35 PM
1772	It hasn't affected my relationship at all	12/16/2019 10:35 PM
1773	Don't have relationship with them	12/16/2019 10:34 PM
1774	When your supervisor is stressed about keeping their job it has a trickle affect.	12/16/2019 10:33 PM
1775	They have no integrity. Every word out of their mouth is a lie	12/16/2019 10:33 PM
1776	The PSR plans have been shoved down frontline supervisors throats so bad that they have become unapproachable when it comes to safety measures or a more efficient or more safe way of doing a job. They see the job needing to be done one way and that is the only way they see the job being done. They truly believe we are only here to scare them over when in actuality we actually just want to come make our money and go home safely.	12/16/2019 10:33 PM
1777	Hasn't	12/16/2019 10:32 PM
1778	It's worse they make me break rules and cut corners. They threaten me with discipline if I don't do it.	12/16/2019 10:32 PM
1779	Same	12/16/2019 10:31 PM
1780	Supervisors have gained unrealistic standards in what can be achieved in a given amount of time	12/16/2019 10:31 PM
1781	I've had a couple of managers since PSR was implemented. Some are good and some are not so good. It's a numbers game only now. A lot of managers are constantly berated about bad numbers in all areas.	12/16/2019 10:31 PM
1782	Supervisors will lie and use scare tactics to get work done. Everyone except for the oldest of workers are worried daily about losing their jobs if production drops or for various other reasons.	12/16/2019 10:30 PM
1783	What supervisor? So many cameras my supervisor has become an obsolete person in Ft. Worth that is so disconnected from people they supervise that there isn't even anyone to answer a phone for a family emergency.	12/16/2019 10:30 PM
1784	Same	12/16/2019 10:29 PM
1785	I do not trust or wish to speak to any member of management on my service unit	12/16/2019 10:29 PM
1786	It has uncovered what I feared was true. A lack of regard for any employees	12/16/2019 10:29 PM
1787	It has made it more hostile as work/rest to where we are implemented.	12/16/2019 10:29 PM
1788	There is no relationship, more of a dictatorship.	12/16/2019 10:28 PM
1789	It has put a bigger wall blocking reality to upper management	12/16/2019 10:28 PM
1790	I don't ever see them. We went from having 4 down to having 1. He feels like all employees are screwing him and the higher ups are always ready to fire him.	12/16/2019 10:28 PM
1791	Ha ha don't even know who that is anymore. Management has been cut to a bare minimum which isn't a bad thing.	12/16/2019 10:28 PM
1792	I use to help my supervisor out with a lot of things. I rarely talk to my supervisor now.	12/16/2019 10:28 PM
1793	My supervisor is all doom and gloom now. Constantly threatening our jobs. He constantly makes it a hostile work environment, all the while keeping us in the dark as to where we will be working the next week. I am on a 10 hr/4 day work team. We will not be told where we are working the next week until FRIDAY on our rest day. No planning ability at all. Last week I was working in NOLA and when I was 2 hours from home I got an e-mail telling me I was working back near Pensacola. Took my 3 rest days into 32 hours of driving. I would have stayed down there if I had known before I left Thur. THIS IS A NORMAL OCCURRENCE.	12/16/2019 10:28 PM
1794	It hasn't	12/16/2019 10:27 PM
1795	Hasn't effected our relationship but arguments over some things that changed with PSR.	12/16/2019 10:27 PM
1796	Distance. Management is forced to ram PSR down employees' throats at any cost including replacement by contractors	12/16/2019 10:27 PM
1797	Don't get any OT anymore	12/16/2019 10:26 PM
1798	They preach safety but force you to work faster in an unsafe manner all the while trying to fire you to justify their jobs	12/16/2019 10:26 PM
1799	What manager? Are they still here?	12/16/2019 10:26 PM
1800	Managers look the other way so you can break all sorts of rules to "get it done". So on a personal level I don't mind because now I can get away with the small things.	12/16/2019 10:26 PM
1801	The supervision has a go, go, go mentality which increases the opportunity for mistakes/rules violations/safety concerns. This is a recipe for disaster.	12/16/2019 10:25 PM
1802	We are more on the same level because of how horribly the company treats him. We relate more than ever.	12/16/2019 10:25 PM
1803	Management is spread too thin. The only interaction we have with management is when something goes wrong.	12/16/2019 10:25 PM
1804	Safety only matters during job briefing after that it's all about production	12/16/2019 10:25 PM
1805	Everyone is on edge waiting for more job cuts	12/16/2019 10:24 PM
1806	Negatively safety concerns are not addressed at all. Do more with less. Safety and maintenance are nonexistent	12/16/2019 10:24 PM
1807	Hardly see them	12/16/2019 10:24 PM

Q4 How has PSR affected your relationship with your supervisor/manager?—Continued

Answered: 2,435 Skipped: 31

#	RESPONSES	DATE
1808	Made it worse	12/16/2019 10:23 PM
1809	Depends on the supervisor. Some get intimidated by their bosses and want to force us to try do crazy and nearly impossible tasks in limited time frames	12/16/2019 10:23 PM
1810	Lol	12/16/2019 10:22 PM
1811	Relationship? There are no relationships. It has become very hostile. The only communication there is for me personally is when I need initials for a willful violation.	12/16/2019 10:21 PM
1812	Hasn't really affected it. He has his job and I got mine.	12/16/2019 10:20 PM
1813	I haven't seen my supervisor or manager in a long time. they only show up if problems exist	12/16/2019 10:20 PM
1814	They have become even more rushed and if you've never heard a Union Pacific conference call then you can't really imagine how bad they have gotten in just the two years I've been with the company, and all I've ever heard is just small parts from when a manager or two had it on speaker.	12/16/2019 10:20 PM
1815	My supervisor and manager are both against PSR, but the upper management is squeezing them to produce and it shows in their overall attitude and job performance. They are stressed.	12/16/2019 10:20 PM
1816	Seems like with everything they have nowadays that we have to talk to the managers more cause there is always something wrong whether it be the computers or something	12/16/2019 10:19 PM
1817	About the same. Some managers (exp. Chad Doval) are fantastic and they care about you and your well being. There are others who only care about numbers and metrics and their jobs.	12/16/2019 10:18 PM
1818	Our supervisors are idiots	12/16/2019 10:18 PM
1819	Expected to follow the company's guidelines or else you will be dealt with accordingly.	12/16/2019 10:18 PM
1820	Supervisors have fled in droves. The ones that stick around for any length of time are very underqualified.	12/16/2019 10:18 PM
1821	Most new Roadmasters are ladder climbers. Every 5 to 6 years a new one. They say yes to management or they're gone.	12/16/2019 10:18 PM
1822	it's all about production and never about safety there are no relationships it's control and conquer environment	12/16/2019 10:17 PM
1823	There is more animosity.	12/16/2019 10:17 PM
1824	Stretched it thin due to his bosses cutting other supervisors out so now you just have one person responsible for everything with the gang	12/16/2019 10:17 PM
1825	Not better	12/16/2019 10:16 PM
1826	I don't see them ever	12/16/2019 10:16 PM
1827	Treat him the same	12/16/2019 10:16 PM
1828	Not sure at the moment. I would imagine it will have a negative effect due to things not getting done as fast as before because of the lack of track authority.	12/16/2019 10:15 PM
1829	N/A	12/16/2019 10:15 PM
1830	No	12/16/2019 10:15 PM
1831	More pressure on us no matter the cost is how it is put to us to get the job done, which makes it more stressful to work.	12/16/2019 10:14 PM
1832	Strained. Locally the mangers *i.e.:* the Roadmaster tries to do his best and does a good job. Our division engineer on Great Lakes is a bully and doesn't listen to his fellow managers or employees. Only cares about the bottom line. No personal skills. Asst engineer and managers of track do nothing except harass local Roadmaster and workers.	12/16/2019 10:14 PM
1833	It really has not. I think everyone is more stressed out with a larger workload though.	12/16/2019 10:14 PM
1834	Creates more stress, trying to do more with less. Feeling used and abused with no additional compensation. All while seeing record profits and stock valuations increasing daily! Very hostile environment	12/16/2019 10:13 PM
1835	You're begging for stuff	12/16/2019 10:12 PM
1836	None	12/16/2019 10:12 PM
1837	?	12/16/2019 10:11 PM
1838	I think it has actually made this aspect a little bit better because they hate it too.	12/16/2019 10:11 PM
1839	A negative relationship. More pressure on management = wore out employees and stress	12/16/2019 10:11 PM
1840	Nonexistent	12/16/2019 10:10 PM
1841	I hate my managers and hate coming to work everyday. I've worked for UP for 17 years and I'm looking for other employment. I like my job but everyday there's some kind of BS, it's so stressful. I'd rather make half of what I'm making now to have an employer that cared about their employees.	12/16/2019 10:10 PM
1842	Worsening as it goes on.	12/16/2019 10:09 PM
1843	When asked they say they don't know a lot about it	12/16/2019 10:09 PM
1844	It has gotten worse because all they care about is moving trains and not about the safety of the crew and if they are having problems.	12/16/2019 10:09 PM
1845	Lots of tensions	12/16/2019 10:09 PM
1846	I don't see enough of them anymore to be able to answer that question	12/16/2019 10:08 PM
1847	Local managers are like a revolving door. Currently no idea who is my immediate supervisor	12/16/2019 10:08 PM
1848	Complete disdain for management and all loss of morale	12/16/2019 10:07 PM
1849	Since the implementation of PSR they have hardly any managers. This is a good and inherently bad thing. Without managers nobody is there to help solve problems. The managers we do have now have no railroad experience and do not understand why some actions or requested work is unsafe. This causes a negative relationship between labor and management.	12/16/2019 10:07 PM
1850	Poor, their standards are at epic low.	12/16/2019 10:06 PM
1851	Unknown	12/16/2019 10:06 PM
1852	They practice it at their convenience.	12/16/2019 10:05 PM
1853	Everyone hates everyone	12/16/2019 10:05 PM

Q4 How has PSR affected your relationship with your supervisor/manager?—Continued

Answered: 2,435 Skipped: 31

#	RESPONSES	DATE
1854	PSR has eliminated manager to employee communication by means of dividing the employees in a dog eat dog environment to keep ones job.	12/16/2019 10:05 PM
1855	They are frequently attempting to fire us if we don't do whatever they want. It has made talking about the lack of safety a mute point. They don't care anymore.	12/16/2019 10:04 PM
1856	Don't know. Never had a relationship with him.	12/16/2019 10:04 PM
1857	They just say we have to move cars not service customers correctly	12/16/2019 10:03 PM
1858	It hasn't	12/16/2019 10:03 PM
1859	The gang I'm on now is great when you are on the big gangs 9002, 9002, 8501 they are horrible the constant pushing and doing 4 different jobs to try to break records for nothing and all this with being exhausted and still furious how you are home less days then to be right back and have them talk about doing more everyday we all just laugh and the superviser just don't know what to do they all know it sucks out here now	12/16/2019 10:03 PM
1860	Since they began laying managers off you seldom see a manager. I've yet to meet my manager of 9 months	12/16/2019 10:03 PM
1861	The higher up the chain management is the less they care about people below them.	12/16/2019 10:01 PM
1862	All managers are worried about losing their job if we don't perform to PSR expectations	12/16/2019 10:01 PM
1863	I hardly see either everything now is communicated through e-mail or phone call	12/16/2019 10:01 PM
1864	There is less trust.	12/16/2019 10:01 PM
1865	They don't care about me because they might lose their job as well.	12/16/2019 10:01 PM
1866	PSR has deepend the divide and put everyone on edge. Fearful for future of our jobs, fearful for unjust job reductions, overall morale drop all around.	12/16/2019 10:01 PM
1867	Want same work done like it's a full gang	12/16/2019 10:01 PM
1868	They are nonexistent. They do not manage personnel. The current managers are responsible for numbers looking good to show lower operating ratio to drive stock price up. This part is simply to drive stock price up!!	12/16/2019 10:00 PM
1869	Do more with less, it's all about the money to the shareholders,	12/16/2019 9:59 PM
1870	Definitely making more strained. They are being ordered to make us do things that are fundamentally unsafe.	12/16/2019 9:59 PM
1871	There is constant harassment and there's nothing we can do about it	12/16/2019 9:58 PM
1872	Made it worse cause of all the cuts everyone is too busy worrying to build a relationship to work with each other.	12/16/2019 9:58 PM
1873	Most of my managers have been fired and the rest are scared of getting fired.	12/16/2019 9:58 PM
1874	Better they are out of the bushes	12/16/2019 9:58 PM
1875	Since PSR I have had several supervisor/managers. It's like we are all just waiting to get bumped (due to cuts from PSR) so I really haven't got to even build any type of relationship with them.	12/16/2019 9:57 PM
1876	In some cases it has been hard to articulate what the problem is	12/16/2019 9:56 PM
1877	N/A	12/16/2019 9:55 PM
1878	I think it makes situations more tense, and puts more stress on everyone as a team. I also believe this plays a major role in morale, and work productivity.	12/16/2019 9:55 PM
1879	It hasn't really	12/16/2019 9:54 PM
1880	Managers don't seem to care if you're a good employee or not. They don't care about safety running you out the door with no time to look over your paperwork or job brief.	12/16/2019 9:54 PM
1881	I never see them anymore	12/16/2019 9:53 PM
1882	Yes they're trying to do more with less.	12/16/2019 9:53 PM
1883	Nothing	12/16/2019 9:53 PM
1884	More perceived pressure on everyone even if not talked about.	12/16/2019 9:53 PM
1885	Stressed relations between managers and unions. Lower level managers are forced to do things they know are wrong.	12/16/2019 9:53 PM
1886	There are no more relationships with management. We are only IDs and bodies to run trains. It's as if the carrier is the good guy, and the craft employee is the bad guy and local level managers are trained little robots to never take the side of us peasants	12/16/2019 9:53 PM
1887	Hostile	12/16/2019 9:52 PM
1888	The only relationship crews have with management is one of mostly animosity. Yes we do what they ask us to do or else we're out of a job. We don't have many options. The way this company has treated its employees over the past 3 years with this PSR, and cutting everything is absolutely horrific. Nobody is ever in a good mood at work anymore, and rightfully so. We're all working as hard as we can for a company that is doing nothing but trying to continue to take from us as much as they can. (CSX)	12/16/2019 9:52 PM
1889	It is what it is	12/16/2019 9:52 PM
1890	Stresses it considerably. They are forced to do more with less and that is taken out on the working man. Morale is at an all time low making it hard to keep employees focused.	12/16/2019 9:52 PM
1891	We interact with them less	12/16/2019 9:51 PM
1892	I got blamed for not finishing the job task when it was no fault of mine.	12/16/2019 9:51 PM
1893	I think the PSR has made the managers less accessible to employees and care less for their workers.	12/16/2019 9:51 PM
1894	No change.	12/16/2019 9:51 PM
1895	It seems like it's management against employees now	12/16/2019 9:51 PM
1896	No PSR yet	12/16/2019 9:50 PM
1897	Worsened, they expect one to be at point A and B without delays. Causing friction.	12/16/2019 9:50 PM
1898	It varies.	12/16/2019 9:50 PM
1899	Stress filled work environment	12/16/2019 9:50 PM
1900	Micromanaging has gone through the roof. Budget and money gets brought up almost daily. Less people trying to do same amount of work and do it in less hours because no overtime.	12/16/2019 9:49 PM

Q4 How has PSR affected your relationship with your supervisor/manager?—Continued

Answered: 2,435 Skipped: 31

#	RESPONSES	DATE
1901	Management has distanced themselves from responsibilities	12/16/2019 9:47 PM
1902	Depending on the supervisor/manager sometimes it can be worse	12/16/2019 9:47 PM
1903	Management only concerned with us doing as much as possible with fewer men and spending less on equipment tools and PPE	12/16/2019 9:46 PM
1904	It has put stress on everyone and everything!! Higher expectations with junk equipment!! Trying to do tons more with less doesn't work!! They are pressured and in return so are we. Not good at all!!	12/16/2019 9:44 PM
1905	N/A	12/16/2019 9:44 PM
1906	There is no relationship. He lies to us, steals from us, and threatens us with our jobs	12/16/2019 9:44 PM
1907	Lackluster!	12/16/2019 9:43 PM
1908	My manager is very intelligent; however he has much to learn	12/16/2019 9:43 PM
1909	It's miserable they drink the kool-aid and we have to listen to their hypnotic message	12/16/2019 9:42 PM
1910	It hasn't	12/16/2019 9:42 PM
1911	More pressure from supervisor	12/16/2019 9:41 PM
1912	Not much difference	12/16/2019 9:41 PM
1913	Our supervisors feel the same effects we do. They are out there hours on end with us helping because manpower has been cut so short we simply can't get all the necessary things done in a timely manner. When there are only 3 men on a section gang it makes it hard to change rail or anything. 1 man goes on the high rail each day so it leaves a Laborer and Foreman in a section truck to go do hard tasks that 4 men use to do before.	12/16/2019 9:40 PM
1914	I feel as if my manager is struggling as well but trying to put up the good face knowing it isn't right. It's not at a local level	12/16/2019 9:40 PM
1915	Managers are only worried about reducing staff and profiting for shareholders.	12/16/2019 9:39 PM
1916	SAME. NONEXISITENT WHICH IS FINE.	12/16/2019 9:37 PM
1917	Some managers are easier to get along with than others. As far as management at the top it seems a lot better more local management sometimes have a bad attitude probably due to stressful working environments . . . no manpower to get things done and maintained.	12/16/2019 9:36 PM
1918	Strained	12/16/2019 9:36 PM
1919	Norfolk has changed them so much we don't know them.	12/16/2019 9:36 PM
1920	Very strained now	12/16/2019 9:36 PM
1921	It seems that the managers are as nervous as the crafts.	12/16/2019 9:36 PM
1922	The company policies have molded each one into unpleasant human beings. No heart or pride in your people.	12/16/2019 9:36 PM
1923	My supervisor got demoted	12/16/2019 9:35 PM
1924	Stressed out by both managers and employees! managers know what they are asking us to do is pushing us close to danger but if they don't then they are fired and the employee because one slip and we could derail, cause injury or even kill the population in our city!!	12/16/2019 9:35 PM
1925	N/A	12/16/2019 9:35 PM
1926	It hasn't affected my relationship with my immediate superiors. I can see that they have noticeable increase in stress after PSR began.	12/16/2019 9:34 PM
1927	It hasn't I don't trust anything about this company	12/16/2019 9:33 PM
1928	Proved they have no respect for our lives	12/16/2019 9:33 PM
1929	I do not want to be approached by any of them. I absolutely despise talking to them l. No one is approachable . . . no open door policy	12/16/2019 9:33 PM
1930	Is has not	12/16/2019 9:33 PM
1931	Gotten worse	12/16/2019 9:32 PM
1932	Has put every worker at risk. Managment is more concerend with "First OS" then anything else	12/16/2019 9:32 PM
1933	More stressful	12/16/2019 9:30 PM
1934	Lower management is under more pressure to do more with less by upper management. It all slides downhill	12/16/2019 9:29 PM
1935	We have no relationship. He's more worried about his job than I am.	12/16/2019 9:27 PM
1936	Seems like the good managers are leaving, bad ones being promoted. None of them want to call attention to the problems for fear they will be targeted for termination	12/16/2019 9:27 PM
1937	We used to work together. Now give me the opportunity to take their job and I will in a heartbeat, as the feeling is mutual.	12/16/2019 9:27 PM
1938	Fair	12/16/2019 9:27 PM
1939	Never had one to begin with	12/16/2019 9:27 PM
1940	Same	12/16/2019 9:27 PM
1941	It causes much undue stress. I have also seen managrs start to care less about the company and safety also.	12/16/2019 9:25 PM
1942	It has become a very toxic working environment since every supervisor/manager fears for his/her job constantly. It most certainly has become us against them mentality.	12/16/2019 9:25 PM
1943	managers are under so much pressure that it's trickled along to the employee to hurry up by force. Bad relationship	12/16/2019 9:25 PM
1944	Lots of pressure on supervisors	12/16/2019 9:25 PM
1945	Hasn't	12/16/2019 9:24 PM
1946	I haven't seen much change with this personally just they are being more concerned with times and less safety	12/16/2019 9:24 PM
1947	It has not	12/16/2019 9:24 PM
1948	The relationship has definitely changed as they keep wanting more and they themselves are afraid of not meeting certain goals because they are job scared.	12/16/2019 9:24 PM
1949	PSR never really affected that. Other management practices sure did, but PSR never really played a part. If I had to say one effect, it was the trickle down of stress on us as maintenance of way employees, union and management alike, to get the work done on tight deadlines and clear for the trains to run, and the ever-present fear of God's wrath should we dare hold them up to get the job done.	12/16/2019 9:24 PM

Q4 How has PSR affected your relationship with your supervisor/manager?—Continued

Answered: 2,435 Skipped: 31

#	RESPONSES	DATE
1950	None	12/16/2019 9:23 PM
1951	Feel like you're scrutinized more now	12/16/2019 9:23 PM
1952	More tense.	12/16/2019 9:23 PM
1953	Planning has went out the window, we are just "putting out fires", so he is more stressed and often that frustration is taken out on the workers	12/16/2019 9:23 PM
1954	He has always been an incompetent, heartless, emotional cripple. PSR has no effect on him.	12/16/2019 9:23 PM
1955	More stressful	12/16/2019 9:23 PM
1956	Feel like I can't talk to them about problems going on without feeling like being the bad guy or afraid of being charged	12/16/2019 9:21 PM
1957	Less senior managers, more uneducated EA managers.	12/16/2019 9:20 PM
1958	Only change is they want things done quickly to run trains	12/16/2019 9:20 PM
1959	They just want you to do more with less	12/16/2019 9:20 PM
1960	Neutral. It's above their head they say. Corporate and stockholders. All for them and none for the workers	12/16/2019 9:19 PM
1961	Not a lot but they're having us switch out cars a lot more in route and pick up cars in route that are not blocked right	12/16/2019 9:19 PM
1962	Managers don't seem to care for their workers as much a past years (5) prior, their boss is only worried about telling them to get more production.	12/16/2019 9:19 PM
1963	I sometimes feel indirectly "rushed" at work by my supervisor and it causes tension.	12/16/2019 9:19 PM
1964	Managers tend to blame more on crews. As well as put more on crews. Do more with less manpower.	12/16/2019 9:18 PM
1965	Negative	12/16/2019 9:18 PM
1966	There is a new manager every month so not sure.	12/16/2019 9:17 PM
1967	I just tell him I don't think it's good for employees and a recipe for failure and it doesn't affect my relationship with him he just does what his bosses tell him and is just a pawn in the game, so I have no reason to be mad or feel he is the problem it comes from the top not the bottom of the company.	12/16/2019 9:17 PM
1968	Our manager was one of the worst managers I've ever worked for	12/16/2019 9:17 PM
1969	Supervisors are stressed to the max and are brow beaten into submission HQ to make everyone else perform to their desired standards. They accomplish this by assessing erratic discipline and self interpretation of carrier and FRA rules	12/16/2019 9:17 PM
1970	Relationship with immediate supervisor is still good. Upper management is not good. Upper management is only interested in the operating ratio.	12/16/2019 9:16 PM
1971	Down	12/16/2019 9:15 PM
1972	Before, the management would involve the local chairman (me) in promoting safety, coming up with new better ways to work safely and sometimes even the transportation plan. Now if you see that supervisor twice a month, you're lucky.	12/16/2019 9:15 PM
1973	Made it worse. All they care about are the numbers.	12/16/2019 9:14 PM
1974	It hasn't. My supervisor is a worthless piece of shit.	12/16/2019 9:13 PM
1975	Hardly ever see him.	12/16/2019 9:13 PM
1976	Made it more volatile due to the stress of having to work unsafe to meet their goals and they are afraid of being fired if we do not meet the goals so their stress is higher and is in turn taken out on us.	12/16/2019 9:13 PM
1977	They're given absurd goals that have to be met by creating a web of false reports.	12/16/2019 9:13 PM
1978	N/A	12/16/2019 9:12 PM
1979	Strained	12/16/2019 9:12 PM
1980	There is only 8 hours in a day to be worked so as an inspector I don't have time to go in and talk with him.	12/16/2019 9:12 PM
1981	Most supervisors have to go along with this farse, because if they don't do as they are told they'll be replaced by someone who will.	12/16/2019 9:11 PM
1982	Got laid off	12/16/2019 9:11 PM
1983	I no longer have contact with my manager let alone know who it is from any given day because it changes so often in fact I'm on my third manager in the past three months and only have met one of them that introduced himself and actually told me he was my manager. It seems like the managers we consider to be good and actually know the safety rules and show that they care about the employees and not the production do not last very long and the company will bring in someone who is simply a yes-man.	12/16/2019 9:10 PM
1984	it hasn't	12/16/2019 9:09 PM
1985	It hasn't	12/16/2019 9:09 PM
1986	Tension	12/16/2019 9:09 PM
1987	They still lie to us	12/16/2019 9:07 PM
1988	A bean counter only looks at the dollar amount and not what it might actually take to complete a job	12/16/2019 9:06 PM
1989	The relationship with first-line supervisors have decreased dramatically and the manager has basically stayed the same.	12/16/2019 9:06 PM
1990	It hasn't only see them when it's PDR time.	12/16/2019 9:06 PM
1991	They're afraid of losing their jobs, so they are being more hard-nosed or ruthless	12/16/2019 9:06 PM
1992	Shitty as always	12/16/2019 9:04 PM
1993	They appear to be under much more duress	12/16/2019 9:03 PM
1994	Stretched it thin. My manager is also pressured to get more work done with a limited budget that he's given and in turn, he pressures us to do the same.	12/16/2019 9:03 PM
1995	Well furlough greatly affects relationship when you don't have a supervisor sitting at home	12/16/2019 9:03 PM
1996	Neither helped or hurt. The dynamic has changed from struggles between labor and management to office versus field. Our supervisors are under such pressure to perform tasks at break neck speeds in finger tight quarters that we're all feeling the heat of PSR. I guess in a way it has pushed management to understand our issues pre-PSR . . . so maybe there is a hint of apathy from them to us now. But not enough to rest your hat on.	12/16/2019 9:03 PM
1997	We still have a good relationship. I can say the morale of field managers is in the dumps. Their hands are tied.	12/16/2019 9:02 PM

Q4 How has PSR affected your relationship with your supervisor/manager?—Continued

Answered: 2,435 Skipped: 31

#	RESPONSES	DATE
1998	Never see them unless somebody screwed up	12/16/2019 9:01 PM
1999	N/A	12/16/2019 9:01 PM
2000	They're always in a hurry now you get hurt turn it in they put you out of service even if it was not your fault or they put you in an unsafe situation	12/16/2019 9:00 PM
2001	Worse. Managers don't care about you or what you have going on. They just want you out the door.	12/16/2019 9:00 PM
2002	It hasn't affected relationship with roadmaster but upper management relations is at all time low and a lot of very disgruntled employees	12/16/2019 9:00 PM
2003	N/A	12/16/2019 9:00 PM
2004	Luckily, locally remained the same	12/16/2019 8:59 PM
2005	It has not	12/16/2019 8:59 PM
2006	More us against them than in the past.	12/16/2019 8:59 PM
2007	I can't really say it has, but I know if we don't use trip optimizer we get harsh feedback and threatened with retaliation.	12/16/2019 8:59 PM
2008	Good communication	12/16/2019 8:57 PM
2009	None	12/16/2019 8:57 PM
2010	Unchanged	12/16/2019 8:56 PM
2011	Really no change If they are honest and tell the truth on the job site then no problems But if they lie everyone's pissed and being focused on the job and safety is tremendously diminished	12/16/2019 8:55 PM
2012	Not me personally. Besides workload increase.	12/16/2019 8:54 PM
2013	Worse, they're always looking for something wrong	12/16/2019 8:53 PM
2014	Relationship is still the same. Just here do more with less a lot more frequently	12/16/2019 8:53 PM
2015	Strained. I have a wife and family of 3 young children who I have seen less this year than any other and I'm expected to answer the phone all weekend long to benefit the company as well. Everyone where I work is burnt out and that especially includes the supervisor because the unrealistic goals are set on him as well.	12/16/2019 8:51 PM
2016	It's all go go go.	12/16/2019 8:51 PM
2017	I don't really talk to them anymore. I used to have a very open line but now I just do my job. Lots of upset workers around me as well upset about the same things	12/16/2019 8:50 PM
2018	I don't think it has as much effect on our department as it does transportation. I do know a lot of people are sitting at home with hungry families because of it.	12/16/2019 8:50 PM
2019	I'm bidding out	12/16/2019 8:50 PM
2020	More detached and alienated	12/16/2019 8:50 PM
2021	No relationships the company piles on more responsibilities. So they are so busy trying to meet expectations that they just do what they are told to do or fire them.	12/16/2019 8:50 PM
2022	Hasn't affected it however we don't see him because he's overloaded with more than he should have on his plate as far as the amount of gangs he's in charge of.	12/16/2019 8:49 PM
2023	N/A	12/16/2019 8:49 PM
2024	Supervision/management expects us to do more work with less people resulting in longer work days. Management expects us to live out here and put our personal lives second.	12/16/2019 8:49 PM
2025	It has poisoned those relationships. My immediate supervisors are under the axe just like the rest of us. It feels as though we're in a Soviet munitions plant, and any quota missed means the deaths of several people. The environment is toxic.	12/16/2019 8:49 PM
2026	Made or more stressful and difficult to talk to. The ones that will discuss it openly are just as worried about their future as anyone else. They just won't say it in fear of being fired	12/16/2019 8:49 PM
2027	Personally my managers that I deal with feel the same as I do. Though I bet there is no way they would admit that to the bosses.	12/16/2019 8:48 PM
2028	He is under the same and more pressure and stress as I am	12/16/2019 8:47 PM
2029	Really unaware of it as of yet.	12/16/2019 8:47 PM
2030	No change	12/16/2019 8:47 PM
2031	Made it more tense	12/16/2019 8:47 PM
2032	Well, it has gotten worse between all of the employees and managers at some point. We are getting pushed to do our job, then have to do other jobs because we don't have the manpower, and it's all because of PSR.	12/16/2019 8:46 PM
2033	Neutral	12/16/2019 8:45 PM
2034	The managers I've spoken with have voiced concern about safety.	12/16/2019 8:45 PM
2035	Can't trust them	12/16/2019 8:44 PM
2036	It hasn't	12/16/2019 8:43 PM
2037	N/A	12/16/2019 8:43 PM
2038	Morale is at an all time low. They want us to be "safe" yet they push everyday for longer trains and more exposure for injury.	12/16/2019 8:43 PM
2039	Supervisors under way more stress	12/16/2019 8:43 PM
2040	The relationship with supervision is fine it's the inexperienced management I have problems with.	12/16/2019 8:43 PM
2041	...	12/16/2019 8:42 PM
2042	Not sure—My relationship with my FLS is one of understanding; he does what he has to in order to help BNSF realize its goals Just seems like BNSF goals don't include the workers livelihood (cost of living in Seattle) We should be equally compensated across the system (fair there is no fair here kinda thing).	12/16/2019 8:42 PM
2043	It hasn't I do what I'm told and that's it.	12/16/2019 8:42 PM
2044	Luckily, my relationship between my manager and supervisor has not affected me. But I know for sure that anything above them are company people and do not even interact with workers like my self.	12/16/2019 8:41 PM
2045	It just seems like our boss is under a lot more pressure	12/16/2019 8:40 PM
2046	They have tried to get us to bend rules to complete task with the decrease in time allowed to occupy the tracks	12/16/2019 8:40 PM
2047	There is no relationship, here is what you're doing get it done with what you have	12/16/2019 8:40 PM

Q4 How has PSR affected your relationship with your supervisor/manager?—Continued

Answered: 2,435 Skipped: 31

#	RESPONSES	DATE
2048	Remains unchanged	12/16/2019 8:40 PM
2049	Harder to contact my manager and I'm sure he has many more now to oversee	12/16/2019 8:39 PM
2050	He's okay but his boss is pushing him to work us harder than they already are	12/16/2019 8:39 PM
2051	I never met my supervisor. They're pressed with the extra workload up on them.	12/16/2019 8:39 PM
2052	Not really I just know they have money for contractors not us	12/16/2019 8:38 PM
2053	Manager seems disconnected just seems to be towing the company line.	12/16/2019 8:38 PM
2054	It's getting harder to trust that they'll do what they say. Every problem is money or budget caused and all decisions are likewise made with money and budget as primary concern	12/16/2019 8:38 PM
2055	Hasn't gotten any better	12/16/2019 8:37 PM
2056	Supervisors are more and more pressured and less experienced from my experience.	12/16/2019 8:36 PM
2057	Made it worst their supervisors are pushing the PSR hard	12/16/2019 8:36 PM
2058	Yes. Before all this we had managers that cared about more than just the bottom line. Now all management cares for is stockholders and their own pockets	12/16/2019 8:35 PM
2059	They have the attitude anymore that they have to watch every little penny spent and are told they can't purchase anything	12/16/2019 8:35 PM
2060	Supervisors are continually pushing you to get done quicker, and even then add more work knowing you don't have the time.	12/16/2019 8:35 PM
2061	Makes things tense	12/16/2019 8:35 PM
2062	More so than ever we are seen as liabilities to management and nothing more.	12/16/2019 8:34 PM
2063	None.	12/16/2019 8:34 PM
2064	With the Manager, no. With the Director, yes.	12/16/2019 8:34 PM
2065	It hasn't, but it has caused employee morale to tank.	12/16/2019 8:33 PM
2066	I never see them, they are there for awhile during the daylight hours	12/16/2019 8:32 PM
2067	Managers hate their job worse than anyone I've ever seen,they're so scared to lose their job	12/16/2019 8:32 PM
2068	Don't Know That Either	12/16/2019 8:32 PM
2069	Strained more now than just 8 months ago. Hiding the shortcuts hoping they don't find out. Saying things over the radio just so they can hear it whether it's done that way or not.	12/16/2019 8:32 PM
2070	managers are who they are	12/16/2019 8:31 PM
2071	Not too bad so far	12/16/2019 8:31 PM
2072	Tension/between Co. & workers	12/16/2019 8:31 PM
2073	It has went downhill	12/16/2019 8:31 PM
2074	Depends on the supervisor. And to what degree they like you	12/16/2019 8:30 PM
2075	Working under fear tactics. Looking over our shoulder and in the air trying not to get run off.	12/16/2019 8:30 PM
2076	Managers seem to be stressed out and take it out on the employees	12/16/2019 8:30 PM
2077	They never tell you anything about it	12/16/2019 8:29 PM
2078	Well they make work very uncomfortable. Push push push. Not what I imagine it. Also they yell profanity at you. So unprofessional. The system is wrong on putting people on those positions.	12/16/2019 8:29 PM
2079	Trainmasters are so stressed out and cannot control it. Much less time is spent with the trainmasters.	12/16/2019 8:28 PM
2080	They seem to not care as much about the workers anymore. They care more about production numbers.	12/16/2019 8:28 PM
2081	More contentious,	12/16/2019 8:28 PM
2082	More stressful relationships for sure.	12/16/2019 8:27 PM
2083	It has not, everyone at my level feels like PSR is an unsustainable temporary way to ruin the company by making some short-term profits	12/16/2019 8:27 PM
2084	It's ok when we are caught up, but could be better when trying to catch up to work	12/16/2019 8:26 PM
2085	Manager has never cared about field forces and never will, never had a good relationship with him to begin with. Supervisor is a puppet for managers.	12/16/2019 8:26 PM
2086	Never see them	12/16/2019 8:26 PM
2087	It has worsened any relationship between Management and the workforce. Management is under constant pressure to do whatever it takes even breaking rules to keep trains moving	12/16/2019 8:26 PM
2088	More pressure to get the work done, which causes an unhealthy relationship from both sides at times.	12/16/2019 8:25 PM
2089	They've replaced experienced management with college kids who are not willing to listen to experienced employee's input.	12/16/2019 8:23 PM
2090	Poorly	12/16/2019 8:23 PM
2091	Keeps them on you about slow orders and they expect more and more. They seem pissed when you don't complete a slow order even if you work 14+ trying to do so but there is just more work needed to complete it. Making them happy now seem unattainable	12/16/2019 8:23 PM
2092	The morale is horrible the supervisors are afraid they're going to lose their jobs too so they overlook safety and do whatever the company says, so you have horrible issues with management and workers. The bottom line is everybody is afraid of losing their job so safety is overlooked.	12/16/2019 8:23 PM
2093	They probably fear for their lives now.	12/16/2019 8:23 PM
2094	Negatively	12/16/2019 8:23 PM
2095	Supp/Mang. have been looking for ways to justify their jobs as why do we need a ratio of supervisors per employees that's more than what students have per teachers in school. We have a bunch of paparazzi's following us around just so they can get a story to turn in in order to get a feather in their hat. It's ok for them to talk down to us but look to if we voice our opinion	12/16/2019 8:22 PM
2096	Don't have no relationship	12/16/2019 8:22 PM
2097	N/A	12/16/2019 8:21 PM
2098	Has not most of the supervisors that are working now have had very little time on the track have only worked on system gangs you can tell when you go work on a different area and start working for that Roadmaster that treat you like you're a system gang	12/16/2019 8:20 PM

Q4 How has PSR affected your relationship with your supervisor/manager?—Continued

Answered: 2,435 Skipped: 31

#	RESPONSES	DATE
2099	Greatly, this whole push you out the door and get on that train tactic only amplifies the anxiety.	12/16/2019 8:20 PM
2100	Many managers have quit because they don't get time off due to so many being cut or quitting. That makes frontline managers more relatable to employees. Middle and upper management's relationship with craft has worsened	12/16/2019 8:20 PM
2101	makes us more combative	12/16/2019 8:18 PM
2102	Don't have a job.	12/16/2019 8:17 PM
2103	I feel we are no longer cared about. All that matters is if we get the job done.	12/16/2019 8:17 PM
2104	Stressed. Want miracle amount of production with no track and time. Also, they move us after we have paid for the week at motel	12/16/2019 8:17 PM
2105	Luckily our supervisors jobs are also on the fence so there is a common ground of do what we are told to do even if we know it's going to fail	12/16/2019 8:16 PM
2106	Still the same	12/16/2019 8:16 PM
2107	I don't interact much with my supervisor/manager. I am currently furloughed.	12/16/2019 8:15 PM
2108	My direct supervisor has had their territory doubled if not tripled. These gents are under the same pressures as us. Makes for a very hostile work environment. Wether it's to report a meal worked through or overtime needed. Or, a tool being asked for to perform a task in a safer manner. Cutting costs is at an all time high, yet the railroad wastes soooooo much in areas that makes you shake your head when drawn in comparisons.	12/16/2019 8:15 PM
2109	They seem to feel the same way as the rest of us.	12/16/2019 8:15 PM
2110	My direct supervisor has remained the same. We have worked together, as always, to get through the best we can and keep everyone out of trouble.	12/16/2019 8:15 PM
2111	Honestly it hasn't really changed with the frontline managers. They seem as frustrated as we are. I can't speak for anyone above them because I do not deal with them on a daily basis.	12/16/2019 8:14 PM
2112	It has become strained because the ones above them are putting pressure on them to get more done so therefore they put more pressure on the men that actually do the work	12/16/2019 8:14 PM
2113	No relationship at all since managers change every year	12/16/2019 8:14 PM
2114	Much better	12/16/2019 8:14 PM
2115	Really pushing numbers	12/16/2019 8:14 PM
2116	PSR has affected all supervisors in a bad way starting from the top down. And unfortunately it affects all other employees. It's sad to say when I come into work when my boss is at the office . , . I feel like going back home then have to deal with him in the mornings. The companies that do PSR quite frankly don't care.	12/16/2019 8:13 PM
2117	Causing them to be more stressed which rolls downhill to us	12/16/2019 8:13 PM
2118	Low morale, supervisiors doing our jobs	12/16/2019 8:12 PM
2119	Nonexistent, it's a revolving door where supervisors are concerned.	12/16/2019 8:12 PM
2120	Less communication . . . managers are so focused and programmed on PSR. And less with us	12/16/2019 8:11 PM
2121	There are no relationships anymore	12/16/2019 8:11 PM
2122	Management is seldom ever seen . . . Although the work environment is not as hostile anymore	12/16/2019 8:11 PM
2123	More stressful	12/16/2019 8:10 PM
2124	I don't know, I hardly see them.	12/16/2019 8:10 PM
2125	I hardly see them.	12/16/2019 8:10 PM
2126	There is no longer a management/employee relationship. Managers are instructed to test less and push for production more. Attitudes towards managers have gone in the dumps due to the way the company pushes them to ignore safety issues. Employees are tired of it.	12/16/2019 8:09 PM
2127	It has strained the relationship. Again, from the uncertainty of our future and employment standpoint. Of course, he is just a messenger and is only passing information along from upper management.	12/16/2019 8:09 PM
2128	Well two of our supervisors quit from the pressure of higher management and tough struggles with budget and keeping people happy.	12/16/2019 8:09 PM
2129	No difference they just expect more out of you in a shorter time frame. I am sure that all comes from the top.	12/16/2019 8:09 PM
2130	Depends on the day	12/16/2019 8:09 PM
2131	None	12/16/2019 8:09 PM
2132	Better, they overlook infractions	12/16/2019 8:08 PM
2133	Stressful	12/16/2019 8:08 PM
2134	It has degraded most relationships with managers. They all seem way more stressed out and seem focused on being out to get you more than being a leader.	12/16/2019 8:08 PM
2135	Now it's an us vs them mentality.	12/16/2019 8:08 PM
2136	They keep swapping managers	12/16/2019 8:08 PM
2137	It has created a hostile work environment! Management in every terminal is forced to cut workforce as much as seemingly possible. Then they won't approve personal leave or vacation because they say they don't have the manpower. All while 100+ employees in every terminal have been on the unemployment line for over a year.	12/16/2019 8:08 PM
2138	It sucks, go, go, go, safety out the window	12/16/2019 8:08 PM
2139	A lot more stressful, less money for tools and more production with less people	12/16/2019 8:08 PM
2140	When I was a manager if we went through a realignment and after receiving a bonus in February of 2019 my last manager had HR reverse the funds and took the money from my account.	12/16/2019 8:08 PM
2141	My manager is awesome. Wish I could say the same for the Union	12/16/2019 8:08 PM
2142	None	12/16/2019 8:07 PM
2143	Deteriorating daily	12/16/2019 8:07 PM
2144	Made it worse.	12/16/2019 8:07 PM
2145	My relationship with the management I've been in contact with has been good with everyone but the pressure that's on them is passed to us	12/16/2019 8:07 PM
2146	None	12/16/2019 8:06 PM

Q4 How has PSR affected your relationship with your supervisor/manager?—Continued

Answered: 2,435 Skipped: 31

#	RESPONSES	DATE
2147	Added unnecessary friction with the implementation of more O-tests	12/16/2019 8:06 PM
2148	It's terrible	12/16/2019 8:06 PM
2149	Less of them. They have been replaced with educated puppets that don't know right from wrong. My new manager is a 23 year old kid out of college who will willingly go down with the ship.	12/16/2019 8:05 PM
2150	Nothing changed besides the doom and gloom stories about the future	12/16/2019 8:05 PM
2151	Adversely, they seem even more like they are out to get us.	12/16/2019 8:05 PM
2152	As a union rep I am forced to talk to management about safety concerns and reports to FRA	12/16/2019 8:05 PM
2153	I've been on a RSG gang the past year. Other then them hiring 22 year old kids straight out of school that have never had a job to speak of their entire life things seem to be good.	12/16/2019 8:05 PM
2154	Everyone is expected to fall in line and do what been told effectively and there really isn't any feedback that's taken. Concerns are heard but are told that it's the new way of railroading so get use to it cause that's the way it is. Useless putting out safety concerns.	12/16/2019 8:04 PM
2155	I would say so they expect everything to be done at lightning speed and threaten you if you don't get it done	12/16/2019 8:04 PM
2156	Yes. There is no longer a friendly relationship with our superiors instead they feel more like slave drivers cracking a whip in order to reach their quotas.	12/16/2019 8:03 PM
2157	Neutral	12/16/2019 8:03 PM
2158	Never see them . . . they seem stressed out	12/16/2019 8:02 PM
2159	I try to avoid him at all cost.	12/16/2019 8:02 PM
2160	It has changed the way work is handled by the work group. We used to be able to put a job off till another day and do a more pressing job today. Upper management has put deadlines on jobs that are in most cases are not realistic and this in turn puts pressure on the Roadmasters to get the job done at all costs. But if you tell them that the pressure being put on you is overbearing the response, once again BNSF because that's all I have knowledge of, back to you is you're putting the pressure on yourself because it's only perceived pressure because BNSF never puts pressure or deadlines on anything or anybody.	12/16/2019 8:02 PM
2161	I'm not sure how PSR has affected supervision, but our company seems to be placing college educated "kids" into management jobs rather than promoting from the ranks. This has led to our supervisors pushing to get more production because they don't know what it takes to do a job.	12/16/2019 8:02 PM
2162	It has ruined many relationships and future relationships with current and future supervisors. They don't worry about fixing the track they worry about their budgets so they can receive a bonus at the end of the year. They don't care about safety to the workers and most importantly the public. The workers want to get the job done right but the managers rush us out off the job site so then we get mad at them because we want to fix it the right way but they only allow bandaid solutions.	12/16/2019 8:01 PM
2163	If I had a relationship with one I would tell you	12/16/2019 8:01 PM
2164	Stressed is due to the requirements of needing to be out of yard by a certain time. Sometimes things happen and it's not possible without taking shortcuts or breaking rules.	12/16/2019 8:01 PM
2165	No any he got cut off	12/16/2019 8:01 PM
2166	Our management are all running scared. They are constantly wondering if their job is the next one that's getting cut. They are all feeling the pressure of PSR. They have to get the crews to do more with less. The relationships are strained because of it.	12/16/2019 8:00 PM
2167	In Spokane we had a very shitty manager named Mike Alt. PSR got rid of him. That's one thing I love about PSR	12/16/2019 8:00 PM
2168	PSR has created an adversarial relationship between frontline employees and management. Frontline employees now see management as a threat and as someone that is only trying to get them fired. I know for a fact that on my railroad the frontline managers have been instructed to keep TY&E employees purposely unhappy.	12/16/2019 8:00 PM
2169	I live in a constant state of fear and misery.	12/16/2019 8:00 PM
2170	It's worse	12/16/2019 7:59 PM
2171	Management is afraid they will get cut if things don't run smoothly, they have cut my local management in half and it is more difficult to find a supervisor to get safety equipment or to ask questions. My personal supervisors don't agree with what the company is doing but they try to make the best out of it and actually help us more now. Everyone feels under the gun I feel like.	12/16/2019 7:58 PM
2172	Don't see them	12/16/2019 7:57 PM
2173	They don't even know what PSR stands for probably.	12/16/2019 7:57 PM
2174	There is no relationship	12/16/2019 7:56 PM
2175	We are being asked to perform work that a year ago would not have been considered for safety reasons which is causing friction between employees and manager.	12/16/2019 7:56 PM
2176	Who is that! Lack of communication is number 1 priority.	12/16/2019 7:56 PM
2177	My relationship hasn't really been affected, one I know it's not their fault and the ones I've worked for don't like it either.	12/16/2019 7:56 PM
2178	No difference	12/16/2019 7:56 PM
2179	No changes yet	12/16/2019 7:56 PM
2180	A definitive change for the worse	12/16/2019 7:56 PM
2181	Capitol projects have been canceled due to budget restraints and I have had to apply multiple slow orders on my territory causing hostilities between us	12/16/2019 7:55 PM
2182	Frontline managers dislike PSR as well.	12/16/2019 7:54 PM
2183	Our relationships are the same as always, as long as I'm doing what it takes to make the company money and conform to the policies then it is fine	12/16/2019 7:54 PM
2184	It has become more hostile due to him being under more pressure.	12/16/2019 7:54 PM
2185	Heightened adversarial feelings. Us vs. them. No willingness to work towards a common goal.	12/16/2019 7:54 PM

Q4 How has PSR affected your relationship with your supervisor/manager?—Continued

Answered: 2,435 Skipped: 31

#	RESPONSES	DATE
2186	Not a good relationship anymore. They have pressure on them to push us harder so we get an attitude and our morale is down	12/16/2019 7:54 PM
2187	He is basically an idiot. Doesn't know anything about Railroading	12/16/2019 7:54 PM
2188	Rd master has more pressure for us to get that work done in a certain amount of time and higher up don't want to hear the excuses that we have why we can't get out there and do the job so there are times safety goes out of the picture	12/16/2019 7:54 PM
2189	The same	12/16/2019 7:53 PM
2190	No longer meet with management as I am retired.	12/16/2019 7:53 PM
2191	Honestly and simply they are just more full of shit than they were prior to PSR.	12/16/2019 7:53 PM
2192	N/A	12/16/2019 7:52 PM
2193	There is no relationship with the manager anymore. Their workload has increased just as much as ours. On a territory that is a few hundred miles long and used to have two managers covering the area now there is no manager. So we have hardly any guidance some days we don't hear from a manager and we are lucky if we see a manager once a month.	12/16/2019 7:52 PM
2194	What relationship	12/16/2019 7:52 PM
2195	My relationship remains the same because we have good management in our division but it does get upsetting when pressured to complete a task that both them and I know can't be met yet they pressured us on so if it doesn't get completed it's easy to say the train men dropped the ball	12/16/2019 7:52 PM
2196	Made it worse they have to answer for why it is not working and they retaliate on to the employees for them getting yelled at	12/16/2019 7:52 PM
2197	I have been employed for 19 years in transportation. What started out as a good work environment and an open door policy with management has turned into a chaotic and do as you're told and do not question management. Very hostile and one sided work environment.	12/16/2019 7:52 PM
2198	Don't talk to them	12/16/2019 7:51 PM
2199	Nothing have really changed	12/16/2019 7:51 PM
2200	Our manager calling us intoxicated and planning our work week intoxicated affects the relationship daily	12/16/2019 7:51 PM
2201	I'll do my job, he does his, nobody cares about relationships here it's all about the money up makes	12/16/2019 7:51 PM
2202	Lack of personnel. Less people and more work. Managers have to cut corners to keep defects out of the red	12/16/2019 7:51 PM
2203	In my opinion it makes their job much more difficult and I think we will lose quality supervisors over PSR.	12/16/2019 7:50 PM
2204	Hasn't affected mine at all in my opinion. I just come to work, do my job as safely as possible and go home.	12/16/2019 7:50 PM
2205	So far it is great but he is about to retire and we will get stuck with someone that may not be as great to work for.	12/16/2019 7:50 PM
2206	None	12/16/2019 7:50 PM
2207	Every manager is under high pressure leading to mood swings and a combative work environment with little production	12/16/2019 7:49 PM
2208	It hasn't affected it.	12/16/2019 7:48 PM
2209	The managers still try to blame us when it's the dispatcher not giving us the time we need to get the work done	12/16/2019 7:48 PM
2210	They don't care about the amount of work they are putting on fewer men and it creates friction	12/16/2019 7:48 PM
2211	I do not communicate	12/16/2019 7:48 PM
2212	Though it was strained at first, most field managers now see how terrible the business model is. We generally get along well, and still try to service customers and keep safety at a forefront though senior level leadership pushes other agendas.	12/16/2019 7:48 PM
2213	PSR makes the managers push us more and more, wanting us to do everyones job with one position.	12/16/2019 7:48 PM
2214	It's put unneeded stress on both the supervisor and myself	12/16/2019 7:47 PM
2215	There's no more morale. The managers are all worried about getting in trouble by upper management sup their attitude had changed toward crews.	12/16/2019 7:47 PM
2216	They are forced to be the bad guy by the cowards above them. Forced to charge us for circumstances beyond our control.	12/16/2019 7:47 PM
2217	Don't believe it has affected my relationship with my current supervisor	12/16/2019 7:46 PM
2218	No difference	12/16/2019 7:46 PM
2219	N/A as our yard has had managers come and go frequently	12/16/2019 7:46 PM
2220	More pressure on the supervisors to get work done in less time which rolls down to everyone	12/16/2019 7:45 PM
2221	I have many supervisors being on mobile crews, but for the most part I haven't noticed anything different	12/16/2019 7:45 PM
2222	Can't talk to them. No trust there anymore	12/16/2019 7:45 PM
2223	More stress on getting things done. Again not enough help. Unrealistic goals. Unfinished projects. Row looks like crap. He/she says tasks need to be done with not really knowing what it takes.	12/16/2019 7:45 PM
2224	Actually better he doesn't give a shit because he knows he's going to be fired	12/16/2019 7:44 PM
2225	I've gone through 4 different supervisors in the last year and the manager is unknown to us at this time. So there is not much of a relationship and the supervisor don't really seem to care about the employees anymore and seem to be stressed about how to get the job done with the resources available to them.	12/16/2019 7:44 PM
2226	I don't trust most supervisors. A select few are still standup people but most aren't	12/16/2019 7:44 PM
2227	It has put a burden on me, I am more fearful everyday to voice my concerns.	12/16/2019 7:44 PM
2228	Actually the relationship with my immediate manager is better, simply because the company has done away with so many jobs, have chased away so much business, have upset so many customers that there are so fewer employees now. The manager no longer has 200 employees to check in with, he has 50.	12/16/2019 7:44 PM

Q4 How has PSR affected your relationship with your supervisor/manager?—Continued

Answered: 2,435 Skipped: 31

#	RESPONSES	DATE
2229	It has gotten much worse. Seems that when you turn down power they try to fire you for delaying trains and being undermined every time you turn in defects.	12/16/2019 7:44 PM
2230	More stressed relationship, we are being pushed to get work done faster. Management has the added pressure of their jobs being in jeapardy	12/16/2019 7:43 PM
2231	Not sure how to answer	12/16/2019 7:43 PM
2232	It has hurt it. There is an "us against them" mentality	12/16/2019 7:43 PM
2233	Men are working tired and management keeps adding to the workload without having additional forces to help.	12/16/2019 7:43 PM
2234	I never see them	12/16/2019 7:43 PM
2235	Nothing has changed	12/16/2019 7:43 PM
2236	Always feel pressured to avoid getting in the way of doing the required work.	12/16/2019 7:42 PM
2237	There is even more animosity between craft workers and management now.	12/16/2019 7:42 PM
2238	You can never do enough for them or if you come up with a better safer way they still have to do it their way. So yes it affects the relationship	12/16/2019 7:42 PM
2239	Great I suppose just because of our personal relationships and or dealings though I would venture to say. So overall good.	12/16/2019 7:42 PM
2240	Never see manager	12/16/2019 7:42 PM
2241	Managers are in fear of their jobs due to cut backs. The loss of manpower has managers desperate to get things done.	12/16/2019 7:41 PM
2242	You have to watch your every move because jobs are being cut everyday	12/16/2019 7:41 PM
2243	It has made it tougher because we don't know from one day to the next who the supervisor may be.	12/16/2019 7:41 PM
2244	There is no relationship. Because most are just out of college and don't understand what is happening.	12/16/2019 7:41 PM
2245	There is no relationship with them	12/16/2019 7:41 PM
2246	Worse they have have to much pushed on them also. More work fewer employees. Safety, is what goes first easiest to over look!	12/16/2019 7:40 PM
2247	Morale is at an all time low with all workers including some in management	12/16/2019 7:40 PM
2248	Managers in the line of work I do are somewhat removed from most direct influence from their superiors. Other areas, I choose not to work in, I've seen "hit squads" roaming around writing people up and the managers have to tow the line with the company and do their bidding or they will be removed from that position.	12/16/2019 7:40 PM
2249	Poor relations between management and employees. There is more concern to keep your job than do a good job	12/16/2019 7:40 PM
2250	No personal interference	12/16/2019 7:40 PM
2251	I feel my supervisor is stressed and it appears he is more concerned about his job and not me or my working conditions.	12/16/2019 7:39 PM
2252	He expects more because he thinks there are less trains, but it has been harder to get on the track which causes me to underperform for the normal.	12/16/2019 7:39 PM
2253	Horribly. Already a lack of trust, PSR puts emphasis on getting trains out on time, whether or not they have been properly inspected (air, mechanical) and it is further strained by this. Literally have had management make subtle threats over trains being late departing. even when we are ready to go and dispatchers are the ones holding us. There's no cohesiveness. Their bonuses come from productivity and how many employees they have "handled" for discipline	12/16/2019 7:39 PM
2254	Less trust and more anxiety.	12/16/2019 7:39 PM
2255	Less organization	12/16/2019 7:39 PM
2256	Gotten a lot worse they got them scared of losing their jobs.	12/16/2019 7:39 PM
2257	It's more of a tolerance issue! They only care about the numbers	12/16/2019 7:39 PM
2258	The management seems to constantly be on edge. extremely concerned about losing their jobs which in turn makes the pressure they put on us that much more intense.	12/16/2019 7:39 PM
2259	Little change, although they are less prone to sourcing the material and equipment needed to do the job, unless it's a contractor.	12/16/2019 7:39 PM
2260	There is no supervision, as the PSR has fired or let go of most of the managers/supervisors and the ones left are stretched so thin	12/16/2019 7:39 PM
2261	Luckily my manager has stayed a level course but I have seen a lot of managers being moved to new locations constantly	12/16/2019 7:38 PM
2262	Managers and supervisors have no clue what's happening	12/16/2019 7:38 PM
2263	It has made things more tense and they lie a hell of a lot more now.	12/16/2019 7:38 PM
2264	Makes it hard to want to give it my all day in and day out knowing they just care about money and more money	12/16/2019 7:38 PM
2265	Really depends on how good of a person they are some understand that we are tired and overworked others do not care the least bit just see the work getting done and could care less about how or who is completing the jobs	12/16/2019 7:37 PM
2266	It hasn't really because I don't think he cares for it either but his hands are tied!	12/16/2019 7:37 PM
2267	It has become a constant issue of explaining the work I have been assigned and the work in progress. My managers (Trainmasters) appear to not hold job briefings when relieving each other at shift change. Failure to do so, causes the working crews to have to explain the work to be done, and lately causes a lot of work changes, not good ones. It's a lot to regroup when planned work changes in mid process.	12/16/2019 7:37 PM
2268	My immediate leaders, like us felt the hurt being they have to be on property with us. So that relationship has maintained and is still strong.	12/16/2019 7:37 PM
2269	Made it stressful	12/16/2019 7:37 PM
2270	Us ground employees have always had a strained relationship with the supervisors and managers. They come and go as they please and seem to forget that we have lives outside of work also. We can't just pack up and leave after a conference call like most train masters do and not be there for the rest of the day while we get in trouble for taking 1 to many days off in a month.	12/16/2019 7:36 PM
2271	It has severely declined due to the fact he is worried about saving his job and nothing else	12/16/2019 7:36 PM

Q4 How has PSR affected your relationship with your supervisor/manager?—Continued

Answered: 2,435 Skipped: 31

#	RESPONSES	DATE
2272	Supervisors/Managers are stressed out due to the fact of not enough manpower to maintain daily work projects.	12/16/2019 7:36 PM
2273	Everyone seems on edge trying to save their own job	12/16/2019 7:35 PM
2274	N/A	12/16/2019 7:35 PM
2275	Diminished relationships	12/16/2019 7:35 PM
2276	It's hard approaching management when all they are worried about is saving a dollar and that affects the relationship mtm to employee on a personal level	12/16/2019 7:35 PM
2277	Managers always treat their employees as objects. A tool to get the job done. "If you can't do it, we will get contractors that will".	12/16/2019 7:35 PM
2278	Management expects more with less it is sometimes difficult to do our jobs	12/16/2019 7:34 PM
2279	More time constraints. He gets pressured more so it trickles down.	12/16/2019 7:34 PM
2280	Made it worse.	12/16/2019 7:34 PM
2281	None	12/16/2019 7:34 PM
2282	Just don't have the time to do the work	12/16/2019 7:34 PM
2283	What relationships??	12/16/2019 7:33 PM
2284	It has put more focus on the supervisors to pay more attention to the quality of work that the workers are doing	12/16/2019 7:33 PM
2285	Less confidence	12/16/2019 7:33 PM
2286	More tension	12/16/2019 7:33 PM
2287	Never see them anymore. If they were out talking to you that would slow down production	12/16/2019 7:32 PM
2288	Harder to talk to for fear of retaliation because of diminishing workforce. Treats of losing your position	12/16/2019 7:32 PM
2289	Don't see them anymore so I don't have an answer	12/16/2019 7:32 PM
2290	I have no relationship with my supervisor other than trying to deal with his bullying and knows it's all attitude.	12/16/2019 7:32 PM
2291	Stressed	12/16/2019 7:31 PM
2292	Trust issues	12/16/2019 7:31 PM
2293	Oddly distance	12/16/2019 7:31 PM
2294	Bad	12/16/2019 7:31 PM
2295	Yes and no, because they don't control shifts or hours that you work.	12/16/2019 7:31 PM
2296	Management is always on edge and overworked due to severe cuts to area supervisors. So I wouldn't say my relationship has changed but my manager has an extremely shorter fuse now.	12/16/2019 7:30 PM
2297	U.P. management are told from the time they get a supervisor position that they are not to be friendly or work with the workforce. This is actually told to them in their orientation introduction class when they are chosen for the job.	12/16/2019 7:30 PM
2298	It hasn't affected me.	12/16/2019 7:29 PM
2299	Made it worse. Operational tests are a joke. Almost all of them are pencil whipped. Management seems to want more failures, but only to use to fire the poor performers	12/16/2019 7:29 PM
2300	Since the implementation of PSR, I've seen a manager (including my assigned one) maybe 4 times	12/16/2019 7:29 PM
2301	Sadly managers are all afraid for their jobs consequently they lean on us more than ever	12/16/2019 7:28 PM
2302	It has made it more tense because we are both dodging layoffs all the time	12/16/2019 7:28 PM
2303	It has created a more stressful relationship which is feeding the "us versus them" mentality. They are so worried about their budget that we feel rushed to do our jobs with less people.	12/16/2019 7:28 PM
2304	My manager treats us decent, he is a craft manager and I think he goes to bat for us often.	12/16/2019 7:27 PM
2305	Strained working relationships due to constant need for greater speed, faster moves and less regard for employees safety	12/16/2019 7:27 PM
2306	They are more harassing now than before	12/16/2019 7:27 PM
2307	The supervisor worker relay has and will always be garbage. We don't and can't trust supervision. It has always been that way. I've never worked somewhere where they spend 6 months trying to hire you and the rest of your career trying to fire you.	12/16/2019 7:27 PM
2308	Less people but they still want the same production.	12/16/2019 7:27 PM
2309	I trust them even less. They have no idea what to do. No answers. Job briefings are very vague	12/16/2019 7:27 PM
2310	Stressed. Only worsened.	12/16/2019 7:26 PM
2311	No real difference, they're just the messengers of more bad news	12/16/2019 7:26 PM
2312	Gone downhill	12/16/2019 7:26 PM
2313	They seem more stressed and agitated	12/16/2019 7:25 PM
2314	You can't trust them even more.	12/16/2019 7:25 PM
2315	I have never met my supervisor, we only communicate by e-mail. He does not have time for phone calls.	12/16/2019 7:24 PM
2316	He doesn't care about anything but his check and bonuses. They won't stand up and defend you because it would throw their ass in the fryer too	12/16/2019 7:24 PM
2317	It makes for a hostile work environment because they are under pressure to do the wrong thing and then expect you to follow.	12/16/2019 7:24 PM
2318	I think he is just as flustered as everyone else	12/16/2019 7:24 PM
2319	Yes they seem on the edge uptight and have no answers to the questions the men ask.	12/16/2019 7:24 PM
2320	I was always OK with the railroads safety rules and the idea of them caring about safety over production. Watching the railroad force management to push production with no intentions of valuing safety at the same time I am disgusted at the lack of integrity	12/16/2019 7:23 PM
2321	PSR has made the stress levels rise, not only are the relationships with managers more tense, but relationships with coworkers are more hostile.	12/16/2019 7:23 PM
2322	Yes because of supervisor turnaround, I'm on my third manager in 3 years compared to 2 in 8 1/2 years prior to PSR	12/16/2019 7:23 PM
2323	The same as always	12/16/2019 7:23 PM

Q4 How has PSR affected your relationship with your supervisor/manager?—Continued

Answered: 2,435 Skipped: 31

#	RESPONSES	DATE
2324	None	12/16/2019 7:23 PM
2325	No respect.	12/16/2019 7:23 PM
2326	I feel like managers are more inclined to rush gangs through their tasks in order to meet shorter windows of on track protection time	12/16/2019 7:23 PM
2327	It's all good	12/16/2019 7:22 PM
2328	None	12/16/2019 7:22 PM
2329	Not applicable yet.	12/16/2019 7:22 PM
2330	More aggressive and demanding which I believe comes from way over their heads	12/16/2019 7:22 PM
2331	It seems like the managers are more stressed and ready to snap when things don't run right. When it's pushing having a late clear, they become frantic and safety goes out the door.	12/16/2019 7:22 PM
2332	They are starting to nitpick at small things that they never used too.	12/16/2019 7:21 PM
2333	Not applicable	12/16/2019 7:21 PM
2334	It has become strained to say the least.	12/16/2019 7:21 PM
2335	Supervisor is more hostile	12/16/2019 7:21 PM
2336	It hasn't. We have the same relationship	12/16/2019 7:21 PM
2337	Hasn't changed	12/16/2019 7:21 PM
2338	no answer	12/16/2019 7:21 PM
2339	Scared of losing my job	12/16/2019 7:21 PM
2340	Not good	12/16/2019 7:20 PM
2341	He definitely calls me more, because service interruptions are tenfold, and I'm the only person left to call.	12/16/2019 7:20 PM
2342	Stress induced	12/16/2019 7:20 PM
2343	None	12/16/2019 7:20 PM
2344	Had created an attitude of not caring, there is nothing they can do because it's the investors making the decisions.	12/16/2019 7:20 PM
2345	N/A	12/16/2019 7:20 PM
2346	PSR is stressful on them as well and it tends to be projected on us	12/16/2019 7:19 PM
2347	Supervisors care about bonuses and atta boys not the welfare of their workers.	12/16/2019 7:19 PM
2348	They often try to push us to do more than we can do in the amount of time given.	12/16/2019 7:19 PM
2349	He is even more irrational than before. Blows up when you didn't attempt to make a thermite world with 30 minutes of track time, or change a rail when given 20 minutes.	12/16/2019 7:19 PM
2350	Has probably made us closer because most managers WANT to fix things the same way the guys on the ground want to fix things but they are also being told to figure it out (without spending money)	12/16/2019 7:19 PM
2351	They call to find out why we haven't gotten track and push for more	12/16/2019 7:19 PM
2352	We'll know when it starts	12/16/2019 7:18 PM
2353	Arguments on how many people are needed to complete a job safely. Often times in one on one scenarios the supervisors will tell me they agree, that we don't have enough people and that they would love to have more, but they are given a "headcount" that they are required to adhere to.	12/16/2019 7:18 PM
2354	PSR has made manager employee relations far more hostile at U.P. railroad.	12/16/2019 7:18 PM
2355	About the same but my workload has gone up a lot	12/16/2019 7:18 PM
2356	It has driven a wedge between management and the workers	12/16/2019 7:18 PM
2357	Makes me Despise my manager	12/16/2019 7:18 PM
2358	Haven't been affected yet. Evidently BNSF is staying with their traditions or what have you.	12/16/2019 7:18 PM
2359	The company puts pressure on them to put pressure on us.	12/16/2019 7:17 PM
2360	My manager is stressed more than before PSR was implemented. Fearful of losing his job if he underperforms.	12/16/2019 7:17 PM
2361	I stay positive when we get a stern talking to about turning in overtime or wanting pay for working through lunch.	12/16/2019 7:17 PM
2362	N/A	12/16/2019 7:16 PM
2363	Not	12/16/2019 7:16 PM
2364	No change	12/16/2019 7:15 PM
2365	Has brought about unease of job security for both agreement and nonagreement employees stressing relations all the way around	12/16/2019 7:15 PM
2366	There has become more of a division between the workforce and supervisors. The morale in the workforce is at an all time low	12/16/2019 7:15 PM
2367	None	12/16/2019 7:15 PM
2368	negatively	12/16/2019 7:15 PM
2369	The managers are here for a paycheck and their bonuses. And they will do anything to get them, we are considered to be a liability.	12/16/2019 7:15 PM
2370	Loss of confidence regarding safety of employees.	12/16/2019 7:15 PM
2371	I have no idea who my manager is and now yardmasters are being allowed to send people home. Thus creating an even more hostile work environment.	12/16/2019 7:15 PM
2372	Not much	12/16/2019 7:15 PM
2373	Makes them feel that we are not needed to get trains over the road	12/16/2019 7:15 PM
2374	retirement here	12/16/2019 7:15 PM
2375	It adds tension to the relationship because they expect more work done with less manpower.	12/16/2019 7:15 PM
2376	N/A	12/16/2019 7:14 PM
2377	I would say the field management has been fine. The middle and upper management have lost respect from the field.	12/16/2019 7:14 PM
2378	Less trusting	12/16/2019 7:14 PM
2379	It really hasn't	12/16/2019 7:14 PM
2380	It has turned most attitudes in the room sour due to the supervisors trying to cut cost and use contractors any chance they can to save money.	12/16/2019 7:14 PM
2381	Have not	12/16/2019 7:13 PM
2382	They don't know anything	12/16/2019 7:13 PM
2383	It hasn't don't have a good relationship with them to begin with.	12/16/2019 7:13 PM

Q4 How has PSR affected your relationship with your supervisor/manager?—Continued

Answered: 2,435 Skipped: 31

#	RESPONSES	DATE
2384	Still about getting done with what you have and whatever it takes	12/16/2019 7:13 PM
2385	Seems the same. I try to talk to them as little as possible	12/16/2019 7:13 PM
2386	Well I don't have a job anymore so I guess it terminated that relationship.	12/16/2019 7:13 PM
2387	They are terrible. The management doesn't understand the job and refuse to do theirs. The tools, material, and manpower is not provided by the railroad and they elect their employees to lie at every level.	12/16/2019 7:12 PM
2388	I feel they're more strict on overtime which is not good they feel their budget is more important then the employees honestly	12/16/2019 7:12 PM
2389	Has not	12/16/2019 7:12 PM
2390	A lot of misunderstanding.	12/16/2019 7:12 PM
2391	Everyone is on the edge worrying about keeping their job	12/16/2019 7:12 PM
2392	It hasn't really affected that	12/16/2019 7:12 PM
2393	No change really implementation of PSR comes from people above them	12/16/2019 7:12 PM
2394	Higher strung, more pressure to meet demands or just get it done.	12/16/2019 7:11 PM
2395	I've never had one with my manger, he's a back stabbing hollering fool	12/16/2019 7:11 PM
2396	Respect	12/16/2019 7:11 PM
2397	They always want more for less. I believe it creates a stressful working environment	12/16/2019 7:11 PM
2398	It hasn't	12/16/2019 7:10 PM
2399	N/A	12/16/2019 7:10 PM
2400	None	12/16/2019 7:10 PM
2401	All employees are numbers now	12/16/2019 7:10 PM
2402	Makes tensions high. Short manned, limited resources and pressure to get done what needs done in a short window.	12/16/2019 7:10 PM
2403	They are running scared for their jobs and will do anything to save themselves. So I'd say it has ruined good relationships.	12/16/2019 7:10 PM
2404	They for the most part have become incompetent at their own job. Some of which is lack of resources or funding to repair their territories other managers fail because they are incompetent and were brought just to enforce policy and have no experience in the craft they oversee.	12/16/2019 7:10 PM
2405	keep us alert	12/16/2019 7:10 PM
2406	It strains it because of the pressure they are pressured to put on us	12/16/2019 7:10 PM
2407	The managers and supervisors are all more stressed and on edge because of the fear of being eliminated. Many show less pride in their jobs than before.	12/16/2019 7:09 PM
2408	I have a good relationship with my supervision. it has affected them also.	12/16/2019 7:09 PM
2409	It hasn't	12/16/2019 7:09 PM
2410	Hasn't	12/16/2019 7:09 PM
2411	Supervisors are a joke they have no control over anything anymore	12/16/2019 7:09 PM
2412	More tense	12/16/2019 7:08 PM
2413	Huh	12/16/2019 7:08 PM
2414	N/A	12/16/2019 7:07 PM
2415	I don't know one person who has a good relationship with my supervisor. It's a battle everyday	12/16/2019 7:06 PM
2416	They are around less often, rules aren't being enforced as much. Get as much as you can done as fast as you can is the underlying feeling most workers have	12/16/2019 7:06 PM
2417	Do not trust any management at this point. It's all about numbers to them and they will do whatever it takes to get them.	12/16/2019 7:04 PM
2418	It hasn't.	12/16/2019 7:04 PM
2419	There is a huge distrust between management and agreement employees. Because they honestly only care about their bonus	12/16/2019 7:04 PM
2420	It hasn't with the first level of exempt leadership.	12/16/2019 7:04 PM
2421	The whole morale of the RR has went downhill. It's like the supervisors and managers are out to get the contract employees every chance they get	12/16/2019 7:03 PM
2422	Bad! Because he pushes us to do things in an impossible timely manner	12/16/2019 7:03 PM
2423	Relationship is not good, due to PSR we don't get enough safety supplies nor do we get the proper material to do the job due to them not wanting to spend money	12/16/2019 7:03 PM
2424	Puts both of us in a bind as we know repairs need to be made, but can't get the funding to do so	12/16/2019 7:02 PM
2425	Like walking on eggs.	12/16/2019 7:02 PM
2426	They seem much more stressed and pressured to take shortcuts and call in less employees when outside of our scheduled hours.	12/16/2019 7:01 PM
2427	There is absolutely no trust.	12/16/2019 7:01 PM
2428	Relationship greatly deteriorated, managers will do anything to save a dollar, including turn customers away, make us use tools that aren't proper, or safe, working correctly	12/16/2019 6:59 PM
2429	Definitely made it more difficult	12/16/2019 6:58 PM
2430	Management is very on edge like you work for a dictator or something!	12/16/2019 6:57 PM
2431	Worse than what it was.	12/16/2019 6:56 PM
2432	They treat us like a number and not company assets. Also they regularly break the contract to try and save money	12/16/2019 6:56 PM
2433	Strained it	12/16/2019 6:55 PM
2434	Stressful.	12/16/2019 6:55 PM
2435	It's all about goals being met for their ratings and bonus	12/16/2019 6:52 PM

Q5 At the end of the day, what are your thoughts on your employer?

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
1	Our higher management put out an "if you don't like it, go work for Hardee's" mentality. Those were actual words quoted in town hall meetings in the first quarter of 2018 after a change in upper management. Poor words for leadership, showing little value in the workforce.	1/6/2020 3:33 AM
2	I have worked for Union Pacific for 11 years. In the 9 years before PSR I enjoyed my job and saw potential for a retirement with the railroad. I looked forward to going to work everyday and for the most part enjoyed the interactions with my manager and coworkers. The last two years since PSR has been implemented I no longer enjoy going to my job. I no longer have a relationship with management and feel like when I have a problem I can't get an answer. Even though I have the seniority at my location and will not be furloughed, I still wonder if this was the right decision in my life to go into train service. It feels like the carrier is more interested in profiting from their stocks and the sacrifice of employees like myself. I am just a number and no long someone who should go home safe everyday!	1/6/2020 1:15 AM
3	My employer has lost touch with the men and woman that are out in the field 24/7 working to provide for themselves and the company. Men and woman are on the ground sacrificing their time to be away from their families. To be treated the way we are is appalling and disrespectful. And the railroads deny any wrong doing.	1/5/2020 4:42 PM
4	Quite variable. Depends on which new hoops to jump through have been implemented.	1/5/2020 2:43 AM
5	Hoping to find a new one soon	1/4/2020 12:18 PM
6	Profits over employees are an everyday occurrence	1/4/2020 1:15 AM
7	More money from them safety gone and also railroaded and the whole U.S. is paying the price in safety and costing more everything we buy.	1/4/2020 1:10 AM
8	Wish I could leave my career as a railroader	1/3/2020 11:56 PM
9	They don't care about us or our families. We have become a number to them.	1/2/2020 9:42 AM
10	Would not recommend to anyone looking for work never would I have imagined the unsafe Locomotives we would let run	1/2/2020 6:18 AM
11	That they put on a facade that they care for their employees when nothing could be further from the truth. They will continue to push PSR in order to chase an operating ratio that will be unsustainable long term but will ruin the lives of many in the process.	1/1/2020 10:38 PM
12	I use to love working on the railroad. I'm just counting the years and praying my job don't get cut	1/1/2020 10:17 PM
13	Not very good, it use to be a good job. Union just voted and signed an 8 and 6 schedule, the carrier turned around and bulletin the jobs on 5/8's. So much for family time.	1/1/2020 7:43 PM
14	My local manager is doing his best with regards to the way our company is trying to run these monster trains and the way they're treating the employees.	1/1/2020 5:01 AM
15	my first few years were good now it's more about the company and the stockholders as an employee you are nothing but a laborer nothing more	12/31/2019 7:33 PM
16	I feel sorry for local mmanagement, because nobody's job is safe. The company is looking to constantly cut jobs, though they have already cut to dangerous levels and are threatening to make more cuts. There is no longer job security, so this is not a career I would recommend to anyone.	12/31/2019 7:33 AM
17	Same	12/30/2019 8:19 PM
18	It's a good job but can be better! My employer sees us as a number and not as a human that helps the employer succeed. If we are happy employees then our company will grow and prosper!	12/30/2019 6:36 PM
19	They don't give a shit about us: the employees: it's all about money and running trains. I get it we are a railroad and that's how we make money is running trains but if we continue on the road we are going down we won't be running trains because the track conditions will be horrible and unsafe	12/29/2019 1:04 PM
20	I feel like my employer is setting us up to fail.	12/29/2019 5:37 AM
21	Greed over everything	12/29/2019 4:42 AM
22	anger, disgust as doing the best with less	12/29/2019 2:42 AM
23	Fuck Union Pacific Railroad and any Railroad that embraces PSR. If they truly care about their workers and public safety then PSR would have never been implemented in the first place. When people are getting hurt and killed and PSR ultimately fails it is on the heads of every CEO and their corporate boot lickers. The real railroad workers work harder and put their lives and physical well being on the line everyday for these office rats and punks!!!!!!	12/29/2019 1:34 AM
24	I regret my career choice. I have invested more than half my adult life in a hugely profitable company that has thrown all their vested training, safety and sustainability into the fire for short-term profit. U.P. is ranked THE WORST EMPLOYER IN THE UNITED STATES by Money magazine and Glass Door. That only occurred after PSR was implemented.	12/28/2019 11:40 PM
25	things are the same nothing has change	12/28/2019 11:31 PM
26	After 36 years on the job I have seen a lot of changes take place in this industry. Few have benefited scheduled employees except in the area of safety. Now carriers are targeting safety as an area to save money. This is an ominous sign that our progress in safety may no longer be the priority it once was. It appears that stockholders' dividends are more important now.	12/28/2019 5:49 PM
27	This job is far less secure & satisfying that it was 10 years ago.	12/28/2019 4:41 AM
28	Thankful for a good job, however we have disconnect from the Exempt level. Need to advance people from Craft level to Exempt level. Overall not too bad. Definitely different from ten years ago.	12/27/2019 4:29 PM
29	I know the railroad has never cared for me but I use to like to work here. Now I hate going to work every week and it is distracting my mind away from safety. I have even went as far as searching for a new job here recently. I would be giving up a 15 year career here. But over the course of those 15 years things have gotten so bad here that I think a lot of people are thinking the same thing.	12/27/2019 3:36 PM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
30	That I'm out and don't have to deal with looking through a scrap pile for plates or parts to fix track	12/27/2019 2:56 PM
31	they are greedy and have none whatsoever in regards to the safety of their employees nor the public	12/27/2019 1:27 PM
32	Are we doing the right things? Is this something I can do for the rest of my career? What is the next overwhelming demand they will place on us next?	12/26/2019 5:55 PM
33	I think I have a pretty good job, however it's discouraging to see a company post record profits year after year, and then want to do the bare minimum to maintain their infrastructure	12/26/2019 8:53 AM
34	I'd rather not comment. I've seen a lot of changes working with the UPRR. this is by far the worst	12/26/2019 2:39 AM
35	When the furlough comes to me I hope the mental and physical beat down leaves enough willpower for the next employer. What a 3rd world company we've become.	12/26/2019 12:32 AM
36	Wish I had changed vocations 30 years ago.	12/25/2019 5:11 PM
37	Even without officially being a railroad that does PSR our railroad seems to be trying to cut costs and it raises safety concerns. Morale among workers seems to be at an all time low so I cannot imagine what it is like at railroads that actually implement PSR. In short PSR seems to be a quick fix to appease the shareholders and Wall Street with consequences to safety, the workforce, customers and the railroads' long-term health.	12/25/2019 4:49 PM
38	They are only concerned with the shareholder.	12/25/2019 2:14 PM
39	I have never worked for a company like this!! If it was not for my age I would not! They have no reason to head hunt every freakin day to put men out of work.! I personally don't think the UNION DOES ENOUGH!!!	12/25/2019 12:17 PM
40	It's not a bad place to work at, could be better but not terrible	12/25/2019 7:44 AM
41	I couldn't care less.	12/25/2019 7:14 AM
42	They could care less about their biggest asset. Their employees.	12/25/2019 5:52 AM
43	If I can find something for equal pay I am out before I am hurt, cause another to get hurt or just get laid off due to their penny-pinching	12/25/2019 5:12 AM
44	Dislike them and their one-way attitude.	12/25/2019 5:09 AM
45	I hope they pay all my penalty claims.	12/25/2019 4:17 AM
46	Norfolk Southern is the lowest paying Class I railroad. The southern mentality of senior management borders on slavery in some respects. Management kowtows to the wishes of shareholders who have little or no practical experience in railroading, rather than trying to educate the investors. The result of the greed-based PSR will be the looting of funds and equity from Norfolk Southern, leaving the railroad with poor track, locomotives of questionable dependability, and a skeleton workforce with limited experience. I feel that Norfolk Southern is very short-sighted in allowing outsiders to rape and pillage the company to, not only their own detriment, but also that of this country, the economy, and our national security.	12/25/2019 2:50 AM
47	I'll be glad when current owners leave and we get away from PSR and go back to actual railroading. Try to gain customers and bring back furloughed employees.	12/24/2019 10:45 PM
48	Cheap they care less about us	12/24/2019 7:32 PM
49	They don't care anymore about safety employment levels down. Customer complaints are up.	12/24/2019 6:33 PM
50	Now it is more us against them philosophy, the work environment is definitely more hostile	12/24/2019 6:00 PM
51	My employer sold out to Wall Street.	12/24/2019 5:04 PM
52	Do more with less. Cut as much as they can. They don't care about us. They have no problem cutting guys off that make 60–85k a year that are just trying to support or raise a family. And the constant reminder of this weighs on everyone's mind. But SAFTY FIRST!	12/24/2019 4:00 PM
53	7 years ago this was a dream job now I'm worried I won't have a job this company could care less about their employees they have already proven that by cutting us all off! I would never recommend this job for anyone right now	12/24/2019 3:57 PM
54	I used to think this company was all about safety. Now all this talk of one man crews, trains not getting properly inspected or repaired, this is not the company it used to be. I understand wanting us to work more efficiently but too many corners are being cut and they are well aware of it.	12/24/2019 3:11 AM
55	I generally like my employer—except for all the travel I have to do. I also dislike the seemingly arbitrary discipline rules that they keep coming up with, without union input.	12/24/2019 3:00 AM
56	You are a number that's all	12/24/2019 1:44 AM
57	At this point, I'm just trying to survive day by day.	12/24/2019 12:06 AM
58	They don't care about employees	12/23/2019 10:54 PM
59	My employer has taken good care of several generations of my family. My grandfather, my father, myself, and my younger brother. But I am scared for what is to come and the future. It seems things are rapidly taking a turn for the worst.	12/23/2019 8:48 PM
60	I look for a different job everyday	12/23/2019 8:43 PM
61	The only thing my employer cares about is the operating ratio. They are quick to tell everyone if we can't cut costs we will cut employees. The lack of safety and job security is very stressing on the employees.	12/23/2019 7:49 PM
62	They are horrible and I hope they burn in hell	12/23/2019 7:36 PM
63	This used to be a company I thought was a career. Now I wake each morning wondering if I'm going to have a job when I get to work. Shareholders have become the number one focus of the company. NOT the person putting their life on the line daily. It has shown in the last 3 years. At quarterly Saftey meetings we used to have a company provided lunch. NOT IN THE LAST 12 MEETINGS. Equality should be from the top to the bottom. A worker in the field should NOT be treated like a second class citizen.	12/23/2019 7:27 PM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
64	Very disappointed in the path of this company and the craft/business as a whole.	12/23/2019 7:23 PM
65	I keep wondering how much longer we will be together.	12/23/2019 5:57 PM
66	They could care less about my well being and safety. Honestly think about it, our safety meetings are barely 3 hours long. They used to be a day or two. How is it fair I show up along with so many others to work our hands to the bone. Pour out blood, sweat and tears for this company as they make so much money year after year after year breaking record profits just to cut our jobs!! Why do they need to cut our jobs if they're profiting more each year?? When is enough enough!	12/23/2019 5:51 PM
67	I can honestly say I've talked to my spouse about leaving the RR. Things get worse daily. As long as the shareholders are making money we employees are an afterthought.	12/23/2019 4:21 PM
68	They're just a bunch of money hungry executives with no regard for their employees, and no real idea of what railroading is all about. It's all about profits and earnings per share.	12/23/2019 4:00 PM
69	They are cutting corners and using unsafe methods and feel they are trying to make the work environment hostile	12/23/2019 3:23 PM
70	Not good, I've never worked for a company that worked so hard to fire their employees	12/23/2019 2:58 PM
71	Their perception of what makes a railroad operate is different than the workforce's perception.	12/23/2019 2:33 PM
72	I'm just a number to them. I'd be replaced in 2 weeks on the next bid reward.	12/23/2019 2:25 PM
73	That at any moment I'll be out of a job I've had for the last 22 years	12/23/2019 2:15 PM
74	I used to be proud to say I work here and would recommend it to others now not so much.	12/23/2019 2:05 PM
75	The attitude has changed morale is down making the railroad a harder place to work.	12/23/2019 1:59 PM
76	My employer is only focusing on making the most money for our major stockholders while ignoring the need to fix the things that need to be addressed for a better future of the company.	12/23/2019 1:31 PM
77	I think they are trying to save money where they can . . . so we all are thinking down the road there will be job cuts . . . so the security of our jobs are not there.	12/23/2019 1:20 PM
78	They don't care you're just a number anymore, they take and take keep you afraid that you will lose your job	12/23/2019 1:04 PM
79	They view their employees as a liability and not an asset.	12/23/2019 1:02 PM
80	Just leave us alone let's get jobs done, let's make a profit for our families, they act like Walmart more self checkouts. No OT, no incentives . . . just do the job nothing extra. If they could microchip you to cut your throat they would!!!	12/23/2019 12:33 PM
81	Not a stable place to be employed. I feel they are more worried about the $$$$$$$$$.	12/23/2019 12:20 PM
82	Love the job, love the pay, insurance could be better but this PSR crap is costing us jobs so the stockholders and the company can fill their greedy pockets. It's sad. This new generation of supervisors and upper management has no clue what goes on out in the field. It's so easy to see the whole world from an office window.	12/23/2019 10:58 AM
83	We are not a customer service company anymore.	12/23/2019 10:51 AM
84	Very top heavy and greedy.	12/23/2019 10:50 AM
85	Used to be a great place to work until PSR was initiated.	12/23/2019 8:57 AM
86	Since late 2015 it seems Norfolk Southern only cares about its operating ratio and raising its quarterly dividend. At the craft level we see layoffs in our future which distracts people from doing their job, and gives people a worst attitude at work.	12/23/2019 6:22 AM
87	I'm worried that my personal hard work is unproductive in the eyes of the company and my retirement is edgy at best	12/23/2019 6:05 AM
88	Need stability for the workers. It's already a high stress high demand job without throwing all sense of any pride out the window to make a few more dollars.	12/23/2019 5:30 AM
89	I think they are to worried about making the board members rich to care about the people that make the railroad run and safety is just an afterthought to making more profits.	12/23/2019 3:55 AM
90	Used to be a career, proud of who I worked for and defended their name. Now, just a job, for a paycheck, and it's getting "not worth it".	12/23/2019 3:40 AM
91	Ruled by Wall Street hyenas that only care about today and not tomorrow.	12/23/2019 3:39 AM
92	Needs to be more employee appreciative. It seems at times we are just man numbers.	12/23/2019 3:20 AM
93	Norfolk Southern is no longer being run by railroaders we are being run by people hired to take the profit out of the business and into pockets of stockholders rather than reinvested in infrastructure and training of their employees. It's impossible to get the material, the help, or the training to do my job correctly or safely for me, my coworkers, or the public. The money is being diverted outside of the company not back in it. And at what cost? Time will tell, hopefully before It's too late.	12/23/2019 3:16 AM
94	The company was a lot better place to work before PSR	12/23/2019 2:53 AM
95	They should spend a second to think about how they treat employees. Good morale equals good workers	12/23/2019 2:53 AM
96	I honestly don't feel that my employer thinks about the employees as anything more than overhead at this point. In the past, I felt like they cared about our opinions and creating good morale amongst the men. Recently I have heard said from managers that "morale doesn't make money, so it doesn't matter to us if it's good or bad." I also heard on the quarterly earnings call, the CEO was bragging about the number of jobs (3,200) that they will be cutting during a 12 month period. That just tells you that we are just an expense in their minds and not real people with families that rely on our incomes.	12/23/2019 2:36 AM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
97	Previous employer went to crap. Current employer is decent but still not good.	12/23/2019 2:35 AM
98	SHITHOLE	12/23/2019 2:22 AM
99	Morale is down. they keep taking and never give back	12/23/2019 2:18 AM
100	Could be a great place if communication and they trusted you like they say they do	12/23/2019 2:12 AM
101	It's all about the stockholders	12/23/2019 2:05 AM
102	Greedy	12/23/2019 2:04 AM
103	I'm proud to work for Norfolk Southern, I'm following in the footsteps of my father, grandfather, and older brother. Combined, my family has well over 100 years with NS. With the way the railroad is changing, it's causing me to lose faith in my future with the company.	12/23/2019 2:01 AM
104	That I feel I'll be looking for a new employer in the near future that cares about their employees.	12/23/2019 1:50 AM
105	Nothing good	12/23/2019 1:46 AM
106	Not good . . . I don't even like telling people who I work for . . . very disappointed in them . . . Greedy Greedy Greedy . . . treat me right and I will go way out of my way for you . . . not now . . . I'll do the minimum.	12/23/2019 1:43 AM
107	It was and can be a good career for someone to get into but not thinking that anymore	12/23/2019 1:40 AM
108	They are more concerned with achieving the 60 percent ratio than anything else	12/23/2019 1:39 AM
109	I hate working for them, but it's hard to leave due to my wages and lack of education	12/23/2019 1:36 AM
110	Corporate greed. They should make an attempt to show their employees some appreciation for all of our hard work and not just provide a mediocre paycheck	12/23/2019 1:32 AM
111	Giving up on safety critical inspections with trained BMWED inspectors is a general safety concern for trainmen, other employees and the public! Derailment rates are increasing as PRR is increased. I believe there is a direct correlation between the two. Railroads in general are cutting too many corners in order to please the corporate management and stockholders!	12/23/2019 1:20 AM
112	That they care nothing about us employees. The real ones that keep things running	12/23/2019 1:19 AM
113	I used to be proud of the company I worked for. I really cared. Now I've come to the realization that we're expected to care and give 110 percent to a company that doesn't care one bit about its employees. We are seen as a necessary evil. This business model is not sustainable, once all the profits are milked off, the railroad will be dumped off. I as well as others are actively searching for other employment. As it's only a matter of time before massive cuts hit, or trumped up charges and heavy disciplinary action is taken and we're fired.	12/23/2019 1:10 AM
14	I think this use to be and could be a a good place to work. As far as NS goes, their own Aubrey Daniels report told them they are the worst place they have ever seen. I would agree. That was a few years ago. It is worse now. They definitely are creating a hostile work environment. That is what Precision Railroading means to me.	12/23/2019 12:58 AM
115	My employer also works for someone. The carrier works for stockholders and they are doing what they need to do to keep themselves employed. That being said, at the end of the day if I find another solid job opportunity that pays the same with the same amount of benefits I wouldn't think twice to leave this company. They don't care for their employees, we are treated like numbers, and everyday we see our friends and coworkers treated like garbage.	12/23/2019 12:54 AM
116	I'll leave this empty.	12/23/2019 12:49 AM
117	They are focused on the bottom line and ratios, employees are a dispensable asset. Experience no longer helps with job security; they'd just as soon hire off-the-street at a cheaper rate of pay.	12/23/2019 12:47 AM
118	I'm just a replaceable number to them.	12/23/2019 12:46 AM
119	If I could find comparable employment elsewhere I would leave immediately. Horrible environment to work in. Always looking over your shoulder not knowing if today will be your last on the railroad.	12/23/2019 12:34 AM
120	Good job, but the company doesn't care at all for employees, just money	12/23/2019 12:24 AM
121	I have truly enjoyed my job and working in the rail industry. I have also been very thankful for my job and have always wanted my career to succeed. This has all changed the past 6 months due to PSR	12/23/2019 12:15 AM
122	I appreciate my job and overall I'm happy to have worked in the industry for so long, but in my humble opinion it's not the railroad it once was.	12/23/2019 12:13 AM
123	After PSR, I don't think much of my employer at all	12/23/2019 12:08 AM
124	I am very disappointed by my employer. I was and could be a great job but they only care about one thing and one thing only and that is operating ratio.	12/22/2019 11:57 PM
125	Jerks	12/22/2019 11:45 PM
126	Lance Fritz is profit driven for personal gain since he is the largest shareholder with Union Pacific.	12/22/2019 11:21 PM
127	not very confident as they are allowing stockholders to dictate operations and they don't understand real-world operations in the industry and are only focused on the bottom line. which could lead to less safe operations in the future, sooner than later.	12/22/2019 11:05 PM
128	Not near as good as it was before this new regime took over, and this PSR started	12/22/2019 10:53 PM
129	It's not a great place to work anymore	12/22/2019 10:49 PM
130	I have worked for them 8 years when I first started I couldn't wait to go to work it seemed that what I did mattered that has changed so much in the last 2 years the track department is a cost to the employer and most of the time it feels as if they could fire us they think they would be better off!!	12/22/2019 10:07 PM
131	I'm not as happy with them as I was 15 years ago	12/22/2019 9:09 PM
132	Greedy!!! They made 3.8 Billion in the third quarter and still cry broke. laid off a third of our workers	12/22/2019 7:37 PM
133	I believe the employer as a publicly traded company has many different interests and does the best it can.	12/22/2019 7:21 PM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
134	They are making record profits but have not trickled that profit down through the workers killing themselves everyday so they can make those profits. In fact they have put 30 percent of my railroad family on the street. I have a very negative opinion about my employer currently	12/22/2019 6:37 PM
135	They only care about shareholders	12/22/2019 6:24 PM
136	They are greedy and they only care about their shareholders getting richer at whatever expense of the workers	12/22/2019 6:23 PM
137	They don't care about their employees as much as they use to	12/22/2019 6:21 PM
138	Too worried about making money for higher supervision and shareholders. They could give a shit less about us as long as they are getting their pockets filled.	12/22/2019 6:18 PM
139	Need more money	12/22/2019 6:16 PM
140	They care about themselves and the operating ratio rather than our safety and taking care of the people that make them their billions	12/22/2019 5:40 PM
141	Safety and productivity have fallen to the wayside while shareholders and CEOs are all that matters. Regular scheduled maintenance and general upkeep of engine fleet is no longer important the only thing the carrier is concerned with is dwell time which leads to fudging numbers in all aspects of PSR.	12/22/2019 5:35 PM
142	They don't care about the safety too much anymore and don't really care about track conditions just staying on time.	12/22/2019 5:22 PM
143	Corporate greed.	12/22/2019 5:21 PM
144	They are more focused on making profits than employee or public safety. They are more focused on cheap repairs and making money.	12/22/2019 5:13 PM
145	Employees to them are just expendable bodies. Less bodies more money in their pockets.	12/22/2019 5:12 PM
146	Poor because they have unrealistic and unreasonable expectations.	12/22/2019 5:02 PM
147	They are greedy! Profit over people! Safety is a mockery!	12/22/2019 4:54 PM
148	Lower management is trying to right things getting things fixed right. But they don't have money can't get the money.	12/22/2019 4:43 PM
149	talks about safety, very out in the open now they don't care, as long as it doesn't affect their bottom line.	12/22/2019 4:03 PM
150	I have a new employer now due to PSR I no longer work at the railroad. The railroad unemployment sucks. I went from making decent money to way less than minimum wage in a day. I don't know how they expect you to live in 500.00 every 2 weeks not even a third of what you were making. So if furloughing is going to be a normal I don't want any part of it.	12/22/2019 3:41 PM
151	Employers don't care about employees only look at making a profit for stockholders	12/22/2019 2:49 PM
152	Bullies that have no clue how to run a business that will be around after they leave.	12/22/2019 2:31 PM
153	From suger to salt	12/22/2019 2:29 PM
154	5 years ago I loved working for the company and thought they were a great place to work. People enjoyed coming to work and tried to do a good job. Now, people come in to do as little as possible just to get through the days until they can retire or find a new job.	12/22/2019 2:06 PM
155	I used to enjoy my job. Now, I just hope my job will be around long enough for me to finish my time and get out of there.	12/22/2019 1:57 PM
156	So happy to get away from the job. because they do not care about the employees.	12/22/2019 1:50 PM
157	NS used to be a great place to settle into a career. Sure, we all knew layoffs could occur when we took the job but now they are basically permanent. NS no longer is run by people who care about its workers or the long-term viability of its fleet or the company's growth in general. We are run by greed and that's a scary thing to rely on when you have a family that's relying on you.	12/22/2019 1:23 PM
158	They are just doing what they are told. I don't think any of them are bad people they are being pressed from above.	12/22/2019 12:59 PM
159	Not good	12/22/2019 10:54 AM
160	I truly am glad it's Friday. I don't think back on that place at all until Monday. It's not a good atmosphere now like it used to be. Glad to go home to my family. Would like to find something different, but I'm halfway to retirement.	12/22/2019 10:49 AM
161	I absolutely loved my job and the people I worked with. Even the management was great. Then the furloughs came, then they hired people off the street over folks like me with 13 yrs experience. I guess you kind of feel like you were just a number. That they just put gross profits over valuing their employees.	12/22/2019 10:38 AM
162	How can a company have such a lack of respect for human dignity	12/22/2019 7:53 AM
163	It was all fine and dandy before all this bullshit. Now I ask myself why I even work here anymore	12/22/2019 7:36 AM
164	I have 13 years in and I think daily of quitting my job and finding something safer, more enjoyable and closer to home. PSR has caused so many furloughed employees that those of us working are hours away from home.	12/22/2019 7:22 AM
165	I now hate the railroad and am actively looking for a way out. 5 years ago I was happy to be here.	12/22/2019 7:10 AM
166	They are corporate slave drivers who abuse power and have no concern of their employees. We are just a number.	12/22/2019 7:02 AM
167	They don't care about the employees	12/22/2019 5:41 AM
168	I use to think that we meant something but in the last few years and especially since the ultimate operation of 60 percent has been the goal, we now know we are strictly numbers and our safety is no longer #1. We all know that the pockets of the shareholders are all that is cared about now.	12/22/2019 4:57 AM
169	They don't care about you. You can die out there and they would just roll you out of the way and keep on moving until the next person is down, over and over again.	12/22/2019 4:54 AM
170	My employer used to be a good one. Now they're worried about lining Wall Street's pockets at the expense of the safety of their employees and the public. This PSR has done nothing but tarnish the working relationship I had with my RR	12/22/2019 4:47 AM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
171	They care only about making the shareholders Rich! They are trying to do more with less everyday. And the work keeps getting done. Safety use to be their number 1 priority and now I don't even think it's on their minds. I worked there for 13 years and I resigned in October because the way the place was running	12/22/2019 4:46 AM
172	They are a bunch of greedy shareholders that don't give 2 shits about their main company asset, skilled employees	12/22/2019 4:44 AM
173	We still do our best and put in an honest day, do everything within our power to move freight as efficiently as possible, fix the defects and release the cars from bad order but in the end it's just another day of working somewhere where your bosses wish you didn't exist.	12/22/2019 4:44 AM
174	Very hostile work environment	12/22/2019 4:37 AM
175	I have 5 more years before retirement. I pray that I can make it	12/22/2019 4:22 AM
176	In twenty four years this seems like rock bottom	12/22/2019 2:49 AM
177	They could run the operation and handle matters differently	12/22/2019 2:48 AM
178	Selfish and driving up their stock to cash out. Then leave this railroad high and dry.	12/22/2019 2:38 AM
179	Things have taken a turn for the worst. They don't care about the employees anymore just about stockholders.	12/22/2019 2:37 AM
180	I love my job and the people that I work with but PSR has created so much tension and fear at all levels of employment that any time somebody has bad news you can see in their face that they do not want to tell anyone about it. That goes for injuries to production, everyone is on eggshells at all times and the place seems like a powder keg, just waiting for the right spark to completely blow up in everyone's faces. The implementation of PSR has everyone looking for other means of employment, even employees with 20+ years of service, which at a certain point will lead to there being way less experience in a dangerous and very demanding field where anything can happen at any time	12/22/2019 2:22 AM
181	They don't care about us. All they want to do is make fast money at the expense of our lives	12/22/2019 2:18 AM
182	They are running the company into the ground. Working with half the workforce we had. Rushed to complete jobs. Running locomotive with major safety issues that get deferred or overlooked due to being rushed. It's no longer a company to be proud to work for. I've been told numerous times "Just be lucky to have a job"	12/22/2019 2:14 AM
183	Way less than used to be, attitudes and caring has nose-dived	12/22/2019 2:14 AM
184	I hope they open their eyes before it's too late	12/22/2019 2:10 AM
185	How much longer can I work for this terrible company.	12/22/2019 2:07 AM
186	This is going to devastate the railroad. They are losing generations of experience. Not to mention the rebuilding of the fleet. DC to AC need tweaking. MODS are needed with the right software PTC needs maintenance. The antenna farms 3 to 5 year life. Mid lifes, overhauls and running repair will take a huge hit. The firing layoffs are taking its toll. At least the economy is booming and so is high paying jobs everywhere but the railroad this is part of losing quality employees. Short gains are going to be very expensive for the new stockholders. PSR is a failed idea. CSX is going through huge recovery problems and we still follow this example.	12/22/2019 2:05 AM
187	Looking for other opportunities outside the railroad. Not worth dealing with these maniacs	12/22/2019 1:53 AM
188	As a 12 year employee so much has changed in my short period of working for NS. I still really enjoy the work that I do but I wish that I loved it like I use to when I first got hired on. I am a third generation railroader and fear that with the road NS is going down I will be the last in my family to work for the railroad and that makes me sad. The greed for profits and lack of caring for the employees will be the death of the railroads.	12/22/2019 1:43 AM
189	I love my job but I work for a dictatorship. You dare not say anything	12/22/2019 1:40 AM
190	I understand why they are top on the list of the worst employers in the country! What they are doing is going to get worse before it gets better! Look at the injuries and derailment statistics after PSR started vs before	12/22/2019 1:39 AM
191	Compared to 7 years ago management feels more disjointed and separated from reality. All they care about is moving a train. Whether it's a locomotive or a horse and buggy they wouldn't care. Most of them are afraid to lose their jobs so they will do whatever they need to to justify their position. It seems like it's all about operating ratio as if they are trying to sell off stock and don't care about the railroads and the infrastructure that they maintain.	12/22/2019 1:35 AM
192	No understanding of why they continue to push this system when the other comapanies have dropped this system and are working on trying to rebuild their customers base back. When is it enough. I've overheard managers bragging about 300,000 dollar bonuses after they just got finished talking about how they could sell this off part they system to a shortline because the margins aren't to the magic number	12/22/2019 1:34 AM
193	I live in fear of losing my job if I slow down and really do it right.	12/22/2019 1:31 AM
194	That us, the craftsmen that actually do the work and repairs to give them the numbers to make the management look good, are nothing more than an expendable number. We can be cut at a moment's notice just to ensure they reach their operating ratio yet as we are walked out the door more managers are brought in.	12/22/2019 1:17 AM
195	They are terrible	12/22/2019 1:07 AM
196	I think U.P. tries to be an ethical profitable company. I have seen very unethical behavior by some U.P. managers and agreement employees but I don't believe unethical behavior is accepted as part of the culture.	12/22/2019 1:05 AM
197	It is a horrible job with nothing to be proud of. Can't wait to get out	12/22/2019 1:03 AM
198	Disappointed that they would sell our safety and well being out so easily	12/22/2019 12:55 AM
199	Greed. They don't care if you go home safely as long as the job gets done. They don't care about Federal laws.	12/22/2019 12:52 AM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
200	Really enjoy the work and the employees I worked with Do not trust the company or their decisions Never seemed to listen to us but what the shareholders wanted . . . Appears to not care about safety or the workers in the end They would rather pay the penalties and fines and "see you in court" attitude than be a company with some responsibility to the towns, cities, and employees they eventually threw away	12/22/2019 12:41 AM
201	Norfolk Southern was a great company to be a part of when I joined them in the beginning of 2011. Since then we have watched our safety bonus disappear, our insurance increase, and a sharp decline in relations between craft and management employees. The greatest concern though, is the loss of focus on safety and how it used to be paramount of all other directives. Norfolk Southern is no longer a company I wish to be a part of or even feel safe working for.	12/22/2019 12:26 AM
202	They're negative. I no longer work there and I would never consider going back.	12/21/2019 11:05 PM
203	I thank God for my job daily, but I never never when and if I'll be laid off.	12/21/2019 10:53 PM
204	I appreciate the opportunity to work for the company but I am truly disappointed in their plan of attack. Record profits before implementing PSR and it still wasn't good enough. A lot of people lost good jobs that they need for wealthy people to see a little more profit. Very disappointing	12/21/2019 10:52 PM
205	I really enjoyed my job when I hired on, now it is quite the opposite. I've personally seen 15 people, most who have at least 10 years in the industry quit because they cannot stand the way the industry has become.	12/21/2019 10:37 PM
206	I think our employer doesn't care about us and profits and shareholders take priority.	12/21/2019 9:18 PM
207	Horrible to work for a class 1	12/21/2019 7:33 PM
208	Money hungry and incompetent of understanding the safety hazards	12/21/2019 6:56 PM
209	I love my job. I am paid well. I signed up for long hours away from home. But I hate to see the company not even fake that they care. Because to them as long as we make production or dwell time or across the road they say the hell with my family time or rest time. I don't expect a lot but it would be nice to get a ride 2 hrs before I hog vs 2 hours after. 2 hours is not a lot to people that work 8 hr days 5 days a week but it means the difference in seeing my daughter or not. I work out here for her and my wife but sometimes it feels like the railroad gets the best of my time. And why because they don't want to pay a relief crew that 2 hr extra overtime or trying to hold the cost down by only using 1 van multiple times.	12/21/2019 3:21 PM
210	Good men are being sent home. They are good men and good workers that deserve to earn a paycheck for their families.	12/21/2019 3:00 PM
211	The share have no interest in anyone or anything except the money they get today. They don't care about us or the future of the railroad. We do expect the company to make money after all that's how we get a paycheck. We don't understand why they can't be happy with an eighty foot yacht? Why must they have an 120 foot yacht while they have record Furloughs and want to get rid of the conductors. Which by the way puts everyone that works around trains at a life threatening risk not to mention the at-risk public!	12/21/2019 2:01 PM
212	I left a very lucrative job for what I thought was an equally lucrative CAREER. I was right until they started PSR. I've been here 8 years now, and finally had descent days off but on 2nd shift. My family and I had worked out a system that has worked for us. Since PSR over seen over 40 employees furloughed pushing me back to a job worse than what I hired in with. My family never gets to see me now and I can't attend any of my children's functions. In a career you should be afforded the opportunity to progress not REGRESS! The company doesn't realize all the lives they are negatively affecting with PSR. Not just the men and women that you are sending home jobless due to your greed but their family members as well. Union Pacific has gone from a loved household name known for great customer service and wonderful employee appreciation to literally one of the most hated companies in the country. All this is less than a year. I could see making these difficult decisions if they were losing money (which they are now since they have run all their customers off) but not during record profits! Greed PURE GREED!	12/21/2019 9:24 AM
213	Norfolk Southern used to be a safety conscientious railroad that moved freight over the road and now they are willing to do things half assed and constantly putting us in harm's way due to their bad decision making	12/21/2019 8:56 AM
214	Profits outweigh safety hands down	12/21/2019 4:26 AM
215	My paycheck is always on time	12/21/2019 3:21 AM
216	I love working for them. I just wish they'd get with the times where cost of living keeps going up but our pay goes up a fraction of that cost of living.	12/21/2019 2:24 AM
217	It's getting harder and harder to stay working for them.	12/21/2019 1:14 AM
218	they are trying to get more from each employee. it has worked well for shareholders at employees expense	12/20/2019 11:28 PM
219	They say Union Pacific used to be a fun place to work. In 5 1/2 years I've never had a single bit of fun there. We no longer are recognized for our safety and are expected to just do more and more with no appreciation.	12/20/2019 11:11 PM
220	Greedy	12/20/2019 11:06 PM
221	Worst company to work for on the planet	12/20/2019 10:27 PM
222	I have the same regard for my employer now that I did before implementing PSR.	12/20/2019 10:26 PM
223	They don't care about their employees and treat them like garbage.	12/20/2019 9:50 PM
224	It pays the Bills but not family like it was when I started	12/20/2019 5:16 PM
225	All about the money and the higher up executives profits. Do whatever they can to make money being layoffs, sales, or taking you out of service to not have to pay you for a month or so. All about the money, no morals	12/20/2019 5:07 PM
226	It's a job, and at the end of the day I get paid! These Railroads today only care about their profits, and shareholders!	12/20/2019 4:57 PM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
227	I love my job, I'm thankful for my job. But I'm hoping it's just a trend. It seems like we just have to whether the storm before we get back to normal. All I know is that customers aren't happy, and that hurts. I take pride in what I do, my craftsmanship. When you're limited on Manpower and supplies we can only do what you can do.	12/20/2019 4:10 PM
228	After a few years and several major cost derailments, hopefully without the loss of lives, the Industry will see the flaws of this sacred cow ideal and will revert back to manned inspections. Unfortunately, by that time most of the hands on knowledge will have retired or gone to other jobs resulting in a period of years training newer personnel how to spot potential problems and how to repair the root cause of said problems beyond the surface defects that technology can see.	12/20/2019 4:09 PM
229	Worried my employer will cut my job at any moment. Employees don't seem to be valued to this company anymore. It is hard on some days to want to go above and beyond because I don't feel like they really care. So what's the point?	12/20/2019 4:01 PM
230	It's not the same as when I was hired. It's very difficult to take any pride in what we do. The track structure is deteriorating at a faster rate than we can maintain yet they won't hire enough employees so we could have another production crew out there	12/20/2019 3:39 PM
231	I am not happy at all, if I can get out, I will	12/20/2019 3:32 PM
232	I feel they do not care about the workforce. It has always been the same talk is talk but action is what we see. We have to fight every contract for small crumbs. While the UPRR is making record profits.	12/20/2019 3:14 PM
233	The employer seems to be more concerned about stockholders instead of its employees. In years past, the employer would show their appreciation to their employees and now that practice no longer exists. In talking with many of my fellow railroaders morale is at an all time low. Everyone you speak with says "it's not the railroad that I use to work for" and I feel the same way. You also hear the same comments when employees talk about their employer "At one time I enjoyed coming to work and doing my job but now, I dread it"	12/20/2019 2:53 PM
234	Need more manpower to perform work. You cannot expect 3 men to do a job that is needing 6–8 to perform safely without overworking personnel.	12/20/2019 2:26 PM
235	More for less, not care about the employees	12/20/2019 12:49 PM
236	They are more worried about the stockholders than anything else.	12/20/2019 12:47 PM
237	Norfolk Southern is a horrible place to work. They are the most unappreciative company to a worker. As soon as you're hired they don't try to help you they try to fire you.	12/20/2019 12:29 PM
238	That they don't care about their employees, we are just another number	12/20/2019 11:47 AM
239	Worst company ever	12/20/2019 11:19 AM
240	Corporate greed is the cancer that will be the downfall of this company. But that doesn't matter to the big wigs because they will be long gone when the house crumbles!	12/20/2019 10:59 AM
241	Can't wait to find another job that pays the bills.	12/20/2019 10:56 AM
242	It's a large corporation so I'm nothing more then a number at the end of the day. I don't have much pride in my company but I still have pride in my work. I don't have the ability to control the outcome nor do I care to at this point in life I just go with the flow and hopefully I don't become a victim to the circumstances and the situation the railroad is currently in. The truth about it all is money buys political parties and the politicians don't care about the people. So I see the railroads getting whatever they want in this situation.	12/20/2019 10:36 AM
243	Why can't they run like we used to make a profit still and let us have some livelihood and enjoy our families and job like we once did	12/20/2019 9:48 AM
244	I used to enjoy going to work everyday now all you can think of is this the day I get furloughed	12/20/2019 6:07 AM
245	No more allegiance	12/20/2019 5:34 AM
246	It's a terrible place to work but have too much time vested to leave	12/20/2019 3:47 AM
247	I love my job but I feel the company has changed drastically in the 6 years I have been here. I feel they no longer care about safety even though that's all they preach. They make record profits yet slash the workforce. I wish they would respect the employee more.	12/20/2019 3:39 AM
248	Prefer not to answer	12/20/2019 3:37 AM
249	Less respect everyday for a company I was once very proud to work for.	12/20/2019 3:08 AM
250	Glad to have a job and make a good living for my family, but CSX does not care about us workers who make them their money we are just a number	12/20/2019 2:44 AM
251	Put some boots on, come to the ballast line and navigate this mess that has been created. First hand experience is far more better than reading it in a fairy tale book. Schedules with some flex and added buffers will run much more fluid. Everything works on paper until it has to take shape and that's when you find your flaws. Don't be too bullheaded to look, rework, ask opinions and tweak it a little at a time.	12/20/2019 2:37 AM
252	Could be better. But the Stockholders mean more than the Employees. But this is just a symptom of the times we live in now. I had Pride in My work 10 years ago, now I just show up for a check	12/20/2019 2:31 AM
253	I'm thankful the seniority districts were changed again. They do try to accommodate us.	12/20/2019 2:19 AM
254	I wonder when they will stop making decisions for the short term and look towards the future of the business	12/20/2019 2:01 AM
255	My thoughts are that they don't care about their employees' safety or mental/physical well-being. The only thing in their concern is making themselves look good and making the company more money at the cost of lives.	12/20/2019 1:33 AM
256	they don't care about us or our lives or our family only the numbers to make money	12/20/2019 12:42 AM
257	Love my job. Hate the assholes I work for.	12/20/2019 12:37 AM
258	I have 35 years and everyone is doing their best. Someone is taking home lots of money if you catch my drift?	12/19/2019 11:44 PM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
259	When I hired out they took care of the men and was looking out for everyone's safety, now it's about tonnage over safety and making money.	12/19/2019 11:40 PM
260	Union Pacific claims "Safety is Union Pacific's number one priority" U.P. has proven through their actions that this is completely FALSE. A reflection of safety would be to create a work rest cycle that helps humans maintain a circadian rhythm. I know for a FACT they have been given 2 workable work/rest cycle models (on my territory alone) that they disregarded and didn't even attempt to modify. They do not upkeep cars & locomotives & track, they have unaddressed tripping hazards in our depot, track crossings, trade out points etc. In my yard they refuse to put $ into switches that were built in 1991 and as a result employees are on the ground in the winter (daily) chipping the ice away and sweeping lots of snow out of them and trying like heck to get them thrown . . . U.P. orders us to violate train handling & airbrake rules to get trains moving, and give us some managers initials and says the equipment or situation is safe to go. U.P. treats us employees like cattle that they own. They will work us to death and then try to fire us for laying off due to exhaustion. U.P. TE&Y employees are working themselves sick and then have to fight tooth and nail to get FMLA (and worry they may lose their job due to a U.P. nurse saying they are unfit for duty w/out ever having physically evaluated them and in opposition to the employees Dr.'s recommendation that they are capable of working) to lay off w/out being penalized for laying off (in U.P.'s view, excessively) U.P. Refuses to implement a work/rest cycle to help people regulate their circadian rhythm and as a result many employees health is suffering. Do these actions reflect "Safety is Union Pacific's number one priority"?	12/19/2019 11:19 PM
261	Sometimes I wonder why it seems like it's difficult for a billion dollar company can't take care of its people so they can have a sense of pride working here. When I had worked for a million dollar company that knew how. In the end we are still just a number. Don't get me wrong, I like my job and I take pride in doing it right no matter how I do it. As long as everyone is safe on my watch.	12/19/2019 11:11 PM
262	ready to retire as soon as possible	12/19/2019 10:53 PM
263	They don't care about my well being for me or my family. They only care about themselves and if they can make as much money as they can even if that means putting safety aside. Cutting crews just so they can save themselves a little money. Lack of track maintenance to safe money. I'm thankful to still be working but with almost 9 years of service I'm getting close to being furloughed but the 200 train crew members underneath me aren't so lucky. But my employer doesn't care if I lose my house and am homeless. As long as they can save money and make a bunch for themselves.	12/19/2019 10:30 PM
264	They need to do better, understand and listen to the employees	12/19/2019 10:15 PM
265	I CAN'T WAIT TILL THEY MAKE CSX GREAT AGAIN. TRUMP 2020	12/19/2019 10:07 PM
266	They are some very unethical people with no integrity.	12/19/2019 10:00 PM
267	Not good, feel like livestock just waiting to be slaughtered. We are just a number now, don't feel valuable or wanted, we are just an expense to the company and feel like our time is about up.	12/19/2019 9:53 PM
268	MY DREAM WAS TO WORK FOR THE RAILROAD, I WANT THAT FEELING BACK!	12/19/2019 9:52 PM
269	Not at all the same as it was 5 years ago. I would currently not suggest to anyone that I know to work here.	12/19/2019 9:40 PM
270	This is the most dishonest employer I've ever had the misfortune to work for. I'm too old and have too much time here to quit, but if I had to do it over again, I wouldn't be here.	12/19/2019 9:09 PM
271	Greedy	12/19/2019 8:15 PM
272	Can't wait to retire	12/19/2019 8:11 PM
273	It's really an unhappy place to work now	12/19/2019 8:04 PM
274	It's a job I can't wait to retire from, if not for descent pay I would of left years ago	12/19/2019 7:43 PM
275	The company is ok. The employees can do better.	12/19/2019 7:40 PM
276	As company . . . they don't want us to have to live out here . . . but they can . . . how can you have doctor note & still get points is unheard of	12/19/2019 7:30 PM
277	The benefits and healthcare are declining which is unfortunate considering the level of risk associated with the dangers of the job	12/19/2019 7:16 PM
278	The benefits and healthcare are declining which is unfortunate considering the level of risk associated with the dangers of the job	12/19/2019 7:16 PM
279	Wish they would just listen to us	12/19/2019 6:59 PM
280	Glad to be working. Wished it was better conditions all around. I always feel disposable as in scared to lose my job. So how focused am I really at the immediate tasks?	12/19/2019 6:40 PM
281	The current Board of Directors and its installed leaders in the Executive levels of our company have made it very clear that they do not care about who we—the employees—are. They are only concerned about metrics and I personally feel that any discussion about people being valuable or necessary is merely lip service. After almost 20 years of service with the company, I now feel very little loyalty to anyone above the level of "front-line" manager. While I still absolutely love my career with the railroad, I do not stand nearly as proud of the company who employs me. Truly a shame.	12/19/2019 6:32 PM
282	Although I am very grateful for my job my feelings toward my employer have changed. I feel like they only care about making money at all costs. If I could speak to them directly I would ask them to think more about the individuals they employ.	12/19/2019 6:12 PM
283	We are all worried that the carrier will continue to put profits over the safety and well being of its employees. It's very stressful wondering everyday if you will be getting laid off	12/19/2019 6:06 PM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
284	UP is a stable company which has done well regarding its adaptaion to a constantly changing environment. UP provides a just enough to get the job done mentallity. They waste a lot of money doing so, very inefficient. I compare the communication issues UP has with a similar company like General Motors. It seems the larger a company becomes, the more difficult efficient management becomes. As a union laborer I despise the process of contract negotiations. The lack of the unions ability to bargin and negotiate contracts relative to today's work environments are stagnent. There is very little the UP will change within an agreement.	12/19/2019 5:57 PM
285	I wish they really understood railroading and quit trying to run field jobs from a phone and a desk. Stop thinking a 2 hour job or fix can be done in 5 minutes. Most importantly understand that at the end of the day we are the ones responsible for the repairs made and I will not short cut or put the safety of myself or co workers in jeopardy just to get production numbers.	12/19/2019 5:37 PM
286	They are putting safety over profits. They are endangering the public and railroad workers to make a few extra bucks.	12/19/2019 5:00 PM
287	They're only out to line their pockets and those of the shareholders with little to no regard for the employees who actually make them that money.	12/19/2019 4:59 PM
288	I love railroading. It has been a lifestyle more than just a career. It has provided me with a roof over my head and food on my table for me and my family.	12/19/2019 4:56 PM
289	BNSF is a huge productive money making company that thrives on shareholders getting rich and employees working for minimal pay in hazardous working conditions.	12/19/2019 4:47 PM
290	In all honesty, I appreciate my gob and thank God for it but I don't think the people at the top could care less about me. I feel they look at me as a parasite stealing "THEIR" money. In my opinion it would be better if the CEOs were railroaders. A piece of paper from a university doesn't mean you know everything.	12/19/2019 4:37 PM
291	I feel like they are using PSR to inflate CSX's stock price. Our tracks are not being maintained at a standard that they were 12 years ago. All we do is band-aid spots on the track. one of these days all of these bandaids will open at the same time. I just hope the trainmen on the train, track workers on the track, or the people that live in our towns and cities don't get hurt because of it.	12/19/2019 4:34 PM
292	From when I started for this railroad 11 years ago there is a night and day difference, there is NOT one person I talked to who enjoys working for this company. If you have people watching you waiting for you to slip up to put you on the street for 30 or more days would you like that? This company can say they want you to get home safe to your family at the end of the day but the truth is if they can save money by letting you go they wouldn't hold the door open for you on the way out.	12/19/2019 4:21 PM
293	All about the $$$$$$.	12/19/2019 4:16 PM
294	Poorly managed. Do not protect the most important assets (workers, engines, infrastructure).	12/19/2019 4:10 PM
295	My employer is without a doubt the worst, most noncaring, they THINK they are better than their employees, power hungry, nonrailroad educated, hostile people that I have ever met	12/19/2019 4:08 PM
296	They suck. They are only here for the shareholders not the stakeholders such as their employees the public an there customers. This will continue till their cost of accidents is more than their profit.	12/19/2019 4:01 PM
297	The company will probably be sold out from under us	12/19/2019 3:57 PM
298	Just another giant corporation that wants to offload its workers and automate itself for maximum profit. Greedy and no common sense for working families more of the same. We are told to eat table scraps and be thankful, sick of hearing it.	12/19/2019 3:26 PM
299	Looking for other employment because the job security here is gone	12/19/2019 3:23 PM
300	They are greedy and cut throat and only care about padding their pocket. They want to cut us out so they can replace us with contractors and they should be held liable for the people who've been stripped of their jobs with this company and the ones whom took their own life because the railroad tore their lives upside down. How dare you lance fritz I hope this gets to you and hope someday you reap what you sow	12/19/2019 3:22 PM
301	Just thankful to still have a job	12/19/2019 3:03 PM
302	With all the layoffs this year it is hard to have any positive things to say. They say to do the job right the first time while at the same time putting bandaids on it because of our budget. We are not making it a safer railroad. Cutting jobs is not the answer. The morale of this place is way down.	12/19/2019 3:00 PM
303	Priorities Need to be realigned with the reality of what's really going on.	12/19/2019 2:56 PM
304	They need to worry about their employees family we are more than just pin numbers	12/19/2019 2:55 PM
305	They don't care about their employees	12/19/2019 2:53 PM
306	Satisfied, actually quite happy with labor/immediate supervisor relations	12/19/2019 2:50 PM
307	ready to leave and hope to have retirement and insurance coverage	12/19/2019 2:37 PM
308	That they will lie to your face	12/19/2019 2:27 PM
309	All they think about is money. No regards whatsoever to the employees.	12/19/2019 2:27 PM
310	If I didn't have the seniority I have and relationships I have with my bosses I would have quit when PSR started. I would not recommend a single soul to come work for UPRR now. It will tear your family apart and throw you away without a single care for your well-being.	12/19/2019 2:16 PM
311	workplace stress is through the roof	12/19/2019 1:50 PM
312	It's just a job we are just a number they don't care about us so why should I care about the railroad, they took the drive to work and do a good job	12/19/2019 1:44 PM
313	Sucks	12/19/2019 1:34 PM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
314	Not great. They load us up on work and are cutting back on everything else. Boot program is horrible, insurance is ridiculous, and absolutely no incentives. It feels like the employer only cares about the "bottom line" and not the workers.	12/19/2019 1:10 PM
315	Glad to make the money I do.	12/19/2019 12:53 PM
316	They used to be very concerned about our safety, now it seems like they're only worried about the safety of the stock.	12/19/2019 12:46 PM
317	Happy to have this job, just hoping big business will start thinking about their employees more than the stockholders and come to an agreement on a contract that doesn't take more away from us.	12/19/2019 12:33 PM
318	Worst employer I have ever worked for the only company I know that tries to fire their employees on a daily basis	12/19/2019 12:31 PM
319	Extremely negative. Never worked for such an unethical company before. Corporate greed has ruined my job.	12/19/2019 11:50 AM
320	Sadly I believe we have been one of the most corrupt and ineptly managed companies for 150 years. And now they are violating agreements using "failure to comply" rules to abuse them.	12/19/2019 11:37 AM
321	I feel NS is a cheap and manipulative company that is always trying to get over on you, once again I don't feel it's in lower level supervision mid to high tier supervision	12/19/2019 11:27 AM
322	Since PSR they cut our overtime, our lively hoods, every one is struggling which is why many have quit it's single handily ruining a once great career	12/19/2019 11:12 AM
323	I hate them	12/19/2019 7:31 AM
324	They could care less about me and my family.	12/19/2019 6:36 AM
325	I have and continue to look forward to the opportunity to perform my job to help ensure the safety and quality of the operation of the railway for my family, the community and CSX.	12/19/2019 5:09 AM
326	Piss pour compared to when I start. No one cares about what's other then safety and the jobs getting done. No one cares about anyone anymore.	12/19/2019 4:34 AM
327	I think they want more and is giving a lot less	12/19/2019 4:32 AM
328	UP does not seem to care for me as much as I care for UP. It makes me feel like why should I care if they don't care. But it is my brother's lives on the rail that drives me on.	12/19/2019 4:18 AM
329	PSR will destroy the railroads to the point where it will effect the U.S. economy. There is no community responsibility and all they do is take from everyone and ruin communities not only financially but in safety too. Bad tracks in proper train list the hazmat that they carry. An accident will occur due to PSR when it could've been avoided	12/19/2019 4:15 AM
330	I love my job and do not want to work anywhere else. I just don't want to feel like I'm constantly walking on egg shells to keep my job. Would be nice to just come to work and not worry if I'm gonna get fired for missing a line somewhere in my job briefing form or not flipping my face shield down once out of the 500+ times a swung a hammer that day.	12/19/2019 4:12 AM
331	Say one thing and do another do as I say not as I do	12/19/2019 4:08 AM
332	Another safe day	12/19/2019 4:06 AM
333	For the most part I have enjoyed my railroad career, however, the last 3 years have been terrible compared to the beginning of my career. These people running our company are only here for a short term in order to line their pockets. They could care less about people like me.	12/19/2019 3:49 AM
334	All about saving money for them	12/19/2019 3:46 AM
335	They have been taking more benefits from us every time our contracts are renewed	12/19/2019 3:42 AM
336	Production numbers and saving money are the top priority even though they preach safety being #1. Emergency situations equal throwing safety and money out the window. It's a free for all hurry up and restore the track.	12/19/2019 3:21 AM
337	It's borderline inhumane to require new hires to remain with the company due to receiving hiring bonuses while simultaneously being furloughed. If you leave, you are supposed to pay the bonus back in its entirety. The company (UP) does not follow the collective bargaining agreement and will constantly break and enforce rules that benefit them.	12/19/2019 3:18 AM
338	Morale is nonexistent among workers. all they are concerned with is getting the right "numbers" for PSR.	12/19/2019 3:18 AM
339	They're worried about stockholders instead of the people that make their company move in the right direction	12/19/2019 3:17 AM
340	It would be amazing to be able to love my job like I did a decade ago	12/19/2019 3:13 AM
341	It's getting harder to do the job with all they try to push a few people to do	12/19/2019 3:13 AM
342	It's not fun anymore? It's all political!	12/19/2019 3:11 AM
343	Why are they doing the things they do to make life miserable whenever they cut jobs?	12/19/2019 3:10 AM
344	If my job was bad I wouldn't have put in over 20 years in. The union does less than employer does	12/19/2019 3:03 AM
345	The Union Pacific Railroad has lost its collective mind! Running off business and cutting car men and mechanical forces. They fix absolutely nothing. Good luck getting a unit with working heat!	12/19/2019 3:02 AM
346	Not happy not a stable job	12/19/2019 3:00 AM
347	24 more years of this crap	12/19/2019 2:49 AM
348	Disappointed but not surprised. Greed never ends. This includes Mr. Batory as well. Watching you speak to Congress just shows you are completely in bed with the carriers and nothing positive will come of this except a few of you will continue to prosper at the expense of society.	12/19/2019 2:36 AM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
349	I used to be proud to say my company name, to show its logo, and tell tales of things I've done for them. I am now ashamed. The company has effectively divided crafts from one another. Without a union that represents all crafts we will continue to get nothing close to what we are worth in pay or in benefits. At a town hall in February 2019 an AVP had the nerve to say "PSR and the 2020 plan is here to stay, you either get on board or your ass will get run over". Great for morale, huh? NOT!!!	12/19/2019 2:36 AM
350	Same	12/19/2019 2:36 AM
351	6 years left, can't wait to get out, I'm sick of everything affecting my seniority, requiring me to go to kansas city to learn how to run a pettibone is stupid,	12/19/2019 2:35 AM
352	Do more with less, and damn sure limit the slow orders with lack of planning or actually addressing problems.	12/19/2019 2:34 AM
353	Not nearly the job it was when I was hired 20 years ago.	12/19/2019 2:20 AM
354	Just a job. Before it was a career. Now there is no reason to put yourself out or go beyond. Why put in extra effort when the entire library will be thrown at you at your first mistake. Do only the minimum. Never plan ahead.	12/19/2019 2:14 AM
355	It's ok	12/19/2019 2:05 AM
356	They have put safety on the back burner to make profits with less manpower. They still have employees fearful to report injuries due to retaliatory actions the employer will take against them.	12/19/2019 1:59 AM
357	I like what I do and the company I work for but at the end of the day these cuts in an effort to make stockholders money have jeopardized the safety of the employees and the company as a whole.	12/19/2019 1:57 AM
358	I am happy that I have a good job, but I can definitely feel the difference in the way that management treats us now versus before we became a "PSR" railroad. I believe in a company wanting to be more efficient, but at what cost? If our managers are under more stress now that causes them to take shortcuts and put minimizing dwell time before safety, then I would rather work somewhere else!	12/19/2019 1:56 AM
359	I'm thinking of leaving to something else all they care about is money	12/19/2019 1:49 AM
360	Greedy	12/19/2019 1:46 AM
361	Love my employer (BRS). I have hopes for CSX as an employer and believe positive change will come.	12/19/2019 1:36 AM
362	Can care less	12/19/2019 1:34 AM
363	One of the railroads core values is that people make the difference. But the railroad under PSR has totally gone away from that. The railroad needs to hire more people to replace all the folks that have recently retired. We are struggling out here day to day.	12/19/2019 1:34 AM
364	Hope I have a job tomorrow, when I worked as hard as I did for them so they can move trains safely	12/19/2019 1:25 AM
365	Union Pacific railroad is a good place to work if everyone is treated with respect, and the WORKING conditions are reasonable, it does not make sense to push production when safety is number one priority. Safety should be practiced not preached.	12/19/2019 1:23 AM
366	I went from a guy who loved the work, was focused on the work to a guy who just wants to punch in and punch out. It's not the work, it's the 100 percent bullshit that you have to deal with to get a paycheck.	12/19/2019 1:22 AM
367	I think about the leadership that's lacking the lack of unity and the breaking down of the brotherhood.	12/19/2019 1:21 AM
368	Putting my safety at risk for billion dollar profits.	12/19/2019 1:21 AM
369	I don't recommend this company to anyone to work for them, not worried about taking care of their lower class employees that are the backbone to keeping this railroad running	12/19/2019 1:17 AM
370	Good Day	12/19/2019 1:16 AM
371	Selfishness, greed, and unapologetic	12/19/2019 1:10 AM
372	I am a very new employee to the UP and I was extremely excited to hire out. I am starting to regret that decision because I can see now that UP does not care for its trainman in any way. All they are after is that bottom line and lining the pockets of the stockholders and upper management. If I could go back and pull my application before I quit my job and waste all this time in training and being furloughed and worrying about chasing I would. I am strongly advising any person I meet that even thinks of working for the railroad to just not do it, more specifically the UP.	12/19/2019 1:05 AM
373	GREED. It takes the RR back 100 years to the top dog wanting all the profit.	12/19/2019 12:56 AM
374	Money over safety Railroad over family	12/19/2019 12:50 AM
375	Do better. Successful business models go to great lengths to take care of customers and employees. Tech Giants dominate the market because they care about the product. The employee morale is outstanding and it shows.	12/19/2019 12:49 AM
376	They only care about their bottom line.	12/19/2019 12:47 AM
377	Idk	12/19/2019 12:45 AM
378	Corporate greed	12/19/2019 12:44 AM
379	They only care about making money by cutting jobs instead of taking care of customers and offering a better service to make money.	12/19/2019 12:38 AM
380	When I hired on for the first few years I felt it was a career I could retire from now it's a gamble everyday on whether you have a job	12/19/2019 12:33 AM
381	Could be better	12/19/2019 12:26 AM
382	All about making the investors rich.	12/19/2019 12:26 AM
383	Not enough talk between departments	12/19/2019 12:25 AM
384	Not interested in the employee, just to benefit shareholder only	12/19/2019 12:25 AM
385	CSX is no longer an employee friendly company it's all about the bottom line. This use to be a place I enjoyed coming to everyday now I dread coming into work. There is also no longer an incentive to go above and beyond as an employee of CSX. Safety bonus days have been taken away along with attendance bonus days. Awards use to be given out for not having derailments and having zero defect on a geometry car run. Now a days all you hear is negative.	12/19/2019 12:23 AM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
386	Losing confidence on a long term career. Feel like I'm just delaying the inevitable of being cut	12/19/2019 12:23 AM
387	Greedy	12/19/2019 12:21 AM
388	Company seems to worry more about stockholders	12/19/2019 12:19 AM
389	They care more about production/money than they do about me goin home safe	12/19/2019 12:14 AM
390	Loss of confidence that the safety of their employees and the public are priority over profits!	12/19/2019 12:13 AM
391	Greedy	12/19/2019 12:12 AM
392	I fucking hate this company. I've said from day one I've always liked my job as a railroader. I get to do different things, work outside. Meet all kinds of people. Pay is decent, not great compared to most unions. This company just hates its employees. I have to tell my wife that I have 8 years for ONE. Company and I have to wake up every morning wondering if I'm gonna have a job at the end of the day.	12/19/2019 12:11 AM
393	My employer cares more about profit margins than assisting us on having a safe work environment.	12/19/2019 12:11 AM
394	They are only focused on major shareholders satisfaction.	12/19/2019 12:10 AM
395	More track time	12/19/2019 12:06 AM
396	They do not care about anything but money!	12/19/2019 12:05 AM
397	All about the money and not the actual employees.	12/19/2019 12:05 AM
398	Just a paycheck. Do not care about image or doing anything extra unless it benefits myself or my peers.	12/19/2019 12:02 AM
399	They do not care about their employees	12/18/2019 11:59 PM
400	I'm just a number. They are making record profits and trying to make bigger profits while sending hard working men home without jobs and don't care about them or their families! Greedy! Greedy! Greedy!!!!!!	12/18/2019 11:59 PM
401	If I could find a job making close to my current income with decent benefits I would not work for the railroad. At one time I loved what I do and took great pride in my company. Currently I hate my job and despise working for this company which has drastically declined over the last 10 years.	12/18/2019 11:56 PM
402	I'm thankful to have a job	12/18/2019 11:51 PM
403	1	12/18/2019 11:49 PM
404	With nearly 25 years on the railroad I have never felt as used as I currently do. I am now on a mode that has me "looking out for me only" I no longer feel empowered to help or look out for "the other guy". It has went from "we are all in this together" to "my own survival" I have ill feelings toward them and will no longer go the "extra mile" for the safety of others nor for the profit of the company.	12/18/2019 11:47 PM
405	Feel they are trying to milk the last bit of orange juice from a orange peal, just before you throw it in the trash.	12/18/2019 11:47 PM
406	4 more years don't care anymore. They have taken my caring away. This is a blood sucking company and it's only management that gets a reward.	12/18/2019 11:43 PM
407	They only care about making the most money and not about safety of their employees or the community.	12/18/2019 11:41 PM
408	Is there a better place to work and safer place	12/18/2019 11:39 PM
409	It's more important than ever to keep your head on a swivel and be your brother's keeper. Because the corporate attitude has shifted from you being a valued asset to a number on a profits and loss spreadsheet.	12/18/2019 11:35 PM
410	My thoughts are this. I respect my job and understand that there is money to be made. But this isn't the fucking military, slow the hell down and stop killing your employees.	12/18/2019 11:35 PM
411	I love my job. I plan to retire a railroader, I just worry that safety will deteriorate more, causing my chances of a healthy retirement to slim significantly	12/18/2019 11:34 PM
412	I wish it go back to the way it was and they showed they care. Gave us things in return and not take things away maybe give us more	12/18/2019 11:34 PM
413	It's definitely not the place I used to work. The family feeling and general attitude towards labor doesn't seem the same.	12/18/2019 11:34 PM
414	Enjoy my job. Paycheck has been there each and every time for the last 22 years	12/18/2019 11:33 PM
415	More worried about profit margins	12/18/2019 11:33 PM
416	Disappointing they keep cutting the jobs I have worked on in order to streamline	12/18/2019 11:30 PM
417	It pays the bills but the way they do things is ridiculous	12/18/2019 11:30 PM
418	I have worked at CSX for 15 years and the day something comes along that matches my pay I will no longer work for them. I used to love my job until 2016 when all of this BS started and now I can't wait to get away	12/18/2019 11:29 PM
419	I wouldn't recommend it to new people looking for a job. Im grateful that I have a good paying job with pretty good benefits, but sometimes I don't think it's worth it.	12/18/2019 11:29 PM
420	They're only out to make the shareholders happy and not the employees that drive the company. I love the job, benefits, and fellow employees, upper management has forgotten what it's like to be the the person on the ground doing the hands on work. It's all about the bottom line.	12/18/2019 11:29 PM
421	I love Union Pacific. My father did 30 years here. And I want to do 30 years here. Its good wages and good benefits provide for my family. I know it's this way because of our union. Of course things could be improved such as scheduling and safety. But I am satisfied with my employer	12/18/2019 11:27 PM
422	I'm just a number	12/18/2019 11:27 PM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
423	I can't say for certain. In some ways I resent NS for the fact that I feel like I'm wasting my time staying here when I should be looking for another career. Or that I have wasted ten years of my life with an employer who promised me a complete career when I was hired but now does not care about the employees and wants to cut us off just to save a dollar. A company is only as good as the employees who build them. And when an employee goes for so long without any Real appreciation or respect for the work they do. It's hard for those people to respect and appreciate their employer. Also, Before the railroad I never had a job that I needed to pay for insurance just in case I was fired.	12/18/2019 11:25 PM
424	Need a raise	12/18/2019 11:24 PM
425	All they care about is the stock price. Employees have no value to them	12/18/2019 11:22 PM
426	The place went downhill they don't care about you only making money	12/18/2019 11:21 PM
427	If I can find the right job im leaving, like others have done!	12/18/2019 11:19 PM
428	I think they're greedy and getting way out of control. They want to talk about safety all the time but then cut all these jobs. They are attacking safety to make a quick buck.	12/18/2019 11:19 PM
429	I think the Railroad is like any other corporate entity. Profits first, everything else is subordinate	12/18/2019 11:19 PM
430	I work hard every day, even have donated time, they care less	12/18/2019 11:18 PM
431	Not all changes are good but you have to make it work for you and thank God for your job	12/18/2019 11:18 PM
432	Uncertainty, I hope that by going to a PSR system that we are not taking away our jobs and putting it in the hands of contractors. I pray our Union stands strong and protects our future.	12/18/2019 11:17 PM
433	They FUCKING suck and they don't give two shits about any of us, it's almost like slavery with a check	12/18/2019 11:16 PM
434	Out to screw the employee	12/18/2019 11:14 PM
435	A quick slide of hand. Trading valued employees for quick financial gain. Implementing PSR in the way that they have is going to cost this company way more than it will gain. Employees don't feel valued. We are looked at as a liability instead as assets.	12/18/2019 11:14 PM
436	I am currently looking at other employment opportunities	12/18/2019 11:13 PM
437	Sadly they are following in the footsteps of all the other railroads, what was once considered a great job has now become a questionable one	12/18/2019 11:11 PM
438	Seems they are unappreciative	12/18/2019 11:11 PM
439	They're trying to cut jobs and cut corners to increase profits	12/18/2019 11:11 PM
440	I've been seeking new employment, how's that for thoughts	12/18/2019 11:11 PM
441	They could care less on our safety	12/18/2019 11:10 PM
442	There was a time where I felt my company cared about me and I was proud to work for such a company. I love my job and proud of what I do. However I do not care about the the company because they do not care about me or my family	12/18/2019 11:09 PM
443	It use to be a career now it's just a job. You have your boss and their boss and then their boss. And it seems that the 2 lower bosses really have no say so. And their boss is worried about nothing but saving money. And he is a micro-manager. So there is always a are we able to do it	12/18/2019 11:09 PM
444	I hope they made a lot of money with the letting go of employees and shutting down yards so they can pay for all the derailments that have happened and are going to happen but once they have made their money they will move on anyways	12/18/2019 11:09 PM
445	It changed for the worst. Less pay and unknown job security anymore	12/18/2019 11:09 PM
446	I have a very low regard for this company and their business tactics. They're only concerned with the immediate dollar and as far as I can see have no concerns for the long term	12/18/2019 11:08 PM
447	Terrible thoughts	12/18/2019 11:08 PM
448	This place is going down the dump.	12/18/2019 11:08 PM
449	Good	12/18/2019 11:08 PM
450	wondering where they are going? Doesn't seem like they want us around anymore	12/18/2019 11:07 PM
451	I believe that they don't care about me. As a person. Not even a little bit. it's such a strange dynamic working for a company that doesn't really want you.	12/18/2019 11:07 PM
452	I think they're making a lot of money but I'm still stuck with the same wages	12/18/2019 11:06 PM
453	They have to make money to keep their stockholders happy but that seems to be all they care about	12/18/2019 11:06 PM
454	I'm happy for the most part with BNSF just a few individuals that are difficult to work with	12/18/2019 11:06 PM
455	Love my job don't blame Frontline managers but upper management could care less about workers	12/18/2019 11:04 PM
456	Not the same company I started working for. You used to come to work knowing you had a job. Now you wonder how long you will have one. They only care about making money. Maintenance is being put off time and time again to run trains	12/18/2019 11:04 PM
457	Overall I'm thankful for a job but at one time I considered it a career. I believe that thought process is still attainable if the company does the right thing and share the billions of dollars in profits with their employees the railroads are pulling in. Not these minimal increases in benefits every cycle.	12/18/2019 11:02 PM
458	They are not as employe friendly as they use to be	12/18/2019 11:02 PM
459	The company is more worried about shareholders than they are about safe work conditions.	12/18/2019 11:01 PM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
460	This is honestly a good job for myself and my family. The pay and hours are competitive with the real world. Cutting overtime to almost nil really hurt and I feel our 30+ year old milage pay "25$/100 miles" needs serious attention in the next bargaining round to bring it in line with current earnings and the new Federal tax laws. Health care is also a major issue after the arbiter and company really shoved it in our collective ass last round. UP seems hell bent on shareholders first and foremost but with this CEO and his history that won't change anytime soon. I'm too old to start over again	12/18/2019 11:01 PM
461	Gets worse everyday	12/18/2019 11:00 PM
462	Shady Never know what to expect and if you're going to have a job	12/18/2019 11:00 PM
463	Best I ever had	12/18/2019 10:59 PM
464	They want to run trains but without maintenance it is going to bite them later	12/18/2019 10:58 PM
465	At an all time low and disappointing. Don't see how I will make it to retirement age.	12/18/2019 10:57 PM
466	Not sure if I would be in this job if it had been like this 15 years ago.	12/18/2019 10:56 PM
467	Thought it was a great career to have, but looking forward makes you wonder if it is with all the people that are getting laid off, because of PSR. When all the higher up care about is their bonus and and making the company more and more money while we, have to wonder if we are going to be replaced	12/18/2019 10:55 PM
468	Lies, threats, and intimidation.	12/18/2019 10:54 PM
469	It has become just a job	12/18/2019 10:54 PM
470	Thinks less of me now than 25 years ago, cares less of the people that has built this company up.	12/18/2019 10:54 PM
471	I feel the railroad is looking for short-term gains and has put sustainability and the focus for good customer and employee relationships to the wayside.	12/18/2019 10:53 PM
472	Don't think it's perfect time to look for a career.	12/18/2019 10:52 PM
473	Poor decisions. Lack of evolving with current technology and lifestyle.	12/18/2019 10:52 PM
474	Whenever there is a injury we get blitzed I guess it's to punish us for someone getting hurt. Also with injuries come rumours from management that 5/8s are coming, any more injuries and we won't be seeing our families as often. We have worked a crazy amount of night shifts this past almost 2 years, sometimes it has to happen I understand. However nightshift is never as safe as day shift especially for SPG teams that work as a mobile assembly line. A lot of the times we arrive for night shift we find out that it was just for a 30 minute longer window, 30 damn minutes thats not even guaranteed. All of our rules over lap and are far more complicated than need be, basically the company has it to where at anytime we can be wrote up for breaking a rule even if your trying your best to be compliant. I am very proud of my job and that I work for the railroad, I look forward to a day where the company is proud of me instead of the strange situation they have placed us in.	12/18/2019 10:49 PM
475	I can't stand my employee	12/18/2019 10:47 PM
476	All they care about is the almighty dollar	12/18/2019 10:47 PM
477	Only seam to care for the dollar	12/18/2019 10:47 PM
478	They care more about making money than us employees.	12/18/2019 10:46 PM
479	Wish I could quit.	12/18/2019 10:45 PM
480	Still seems like they're only hiring managers who don't know what they're doing and only want to nail you for only your wrongdoings.	12/18/2019 10:45 PM
481	Still out to get us, don't care about us, would rather want contractors	12/18/2019 10:45 PM
482	Using us	12/18/2019 10:45 PM
483	They only care about making money for shareholders.	12/18/2019 10:45 PM
484	I like my employer. However, I would like to see more sense from the company about running effectively and not running so lean that it has become a safety issue.	12/18/2019 10:45 PM
485	Terrible	12/18/2019 10:45 PM
486	They treat their workers horrible	12/18/2019 10:44 PM
487	Greedy and heartless. Nothing is ever enough, and then it continually gets worse	12/18/2019 10:44 PM
488	At least I still have a job	12/18/2019 10:44 PM
489	Only worried about the bottom line and not making it a better railroad	12/18/2019 10:43 PM
490	I'm genuinely happy to be employed by the railroad. No other good options in my area	12/18/2019 10:43 PM
491	Eh	12/18/2019 10:43 PM
492	Norfolk Southern isn't about employees, their families, or friendships. They are about the almighty dollar.	12/18/2019 10:42 PM
493	Trying to make money for shareholders	12/18/2019 10:42 PM
494	Sneaky snakes in the grass, it was a better place to work 10 years ago	12/18/2019 10:41 PM
495	Attempting to do too much with too few people. Eventually someone will get hurt from fatigue, etc.	12/18/2019 10:40 PM
496	No it's the reason I'm home I was suspended for making a video about the scheduling and how PSR and the schedule to supplement that type of Railroading has affected time from our families and we didn't have a say in it	12/18/2019 10:40 PM
497	Corporate greed who could care less about the people who actually make the profit numbers they put out.	12/18/2019 10:40 PM
498	CSX cares only about profits not people	12/18/2019 10:39 PM
499	I understand making money, if there's new technology for safer tools and materials out there, get them to us.	12/18/2019 10:34 PM
500	They want and expect everything but aren't willing to return the favor. We have to be perfect, but they are deceiving, liars and crooks.	12/18/2019 10:26 PM
501	They are a bunch of money hungry morons. That are running the railroad into the ground.	12/18/2019 10:15 PM
502	They aren't good to the employees	12/18/2019 10:02 PM
503	Still trying to figure out why I work there with how employees are treated.	12/18/2019 9:41 PM
504	You are your pin number. Nothing more. One pin number faulters and beat employee gets hired. Only to follow down the same path destined for failure	12/18/2019 9:34 PM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
505	Nice	12/18/2019 9:21 PM
506	Greedy self centered &@$+@#!$ It is the most grossly mismanaged company I have ever worked for. We are supposed to come to work with the mindset of courage to care and everyone goes home safe all for one and one for all, but at the end of the day it is all for the top 5 in the company plus the shareholders and forget the backbone of the company.	12/18/2019 9:19 PM
507	They are trying to cut to much manpower. In a few years they will find themselves in the same place as the CP and CN. Both made major cuts then ended up paying hiring bonuses to get employees.	12/18/2019 8:45 PM
508	They're greedy, thoughtless, inconsiderate, short sighted, desperate, and every "positive spin" announcement or quarterly figure report that has been DOCTORED to reflect some sort of "profit" I want to puke. We all know that they're cooking numbers. You run out of employees to cut and you've screwed all your employees, now we have a mess. Thanks, NS	12/18/2019 8:35 PM
509	Hahahahaha	12/18/2019 8:23 PM
510	Currently seeking other employment	12/18/2019 8:20 PM
511	Union Pacific railroad is an absolute joke, they have no concern for their employees, or their customers. It's all about the numbers.	12/18/2019 8:03 PM
512	The most evil and corrupt company in America.	12/18/2019 7:50 PM
513	Being a conductor was a dream come true. My daughter called me a hero for making it. That meant the world to me as a mother. Then my world was jerked out from under my feet and I lost my home. I was honored and proud to tell people where I worked. Now I am ashamed because of all the lives they have altered and destroyed	12/18/2019 7:48 PM
514	I hate CSX! All you are is another employee ID!	12/18/2019 7:47 PM
515	OK	12/18/2019 7:27 PM
516	CN offers big slogans, safety first, blah blah. But they never stand behind it	12/18/2019 7:18 PM
517	I feel that the Norfolk Southern officials are more interested in lowering the operating ratio to preserve their positions.	12/18/2019 7:11 PM
518	Don't care about anyone or safety	12/18/2019 7:10 PM
519	Just wish NS would go back to the way things used to be when it wasn't about cutting everyone off in the name of PSR.	12/18/2019 6:49 PM
520	Again, I cannot speak to that directly as I am not currently working for a Rail Employer per se; however feedback from membership is that those thoughts are poor, much poorer than they were 5 years ago, and nowhere near levels they were 10 to 20 years ago when there was at least some integrity with management in owning their commitments to their employees.	12/18/2019 6:31 PM
521	Self serving, greedy for profit cutthroat NS	12/18/2019 6:23 PM
522	The carrier simply only cares about making money. Obviously this is a business but if the carrier can make money they will at any cost whether it be to the public, safety and well being of their employees or the customers.	12/18/2019 6:21 PM
523	If I got fired tomorrow I would not come back . . . Who wants to work for someone who doesn't care about them.	12/18/2019 6:19 PM
524	They put on a front and preach safety but could care less at the end of the day. Anything to screw us out of money we deserve and always trying to squeeze us for a little more.	12/18/2019 6:12 PM
525	Money hungry, don't care about employees, just a necessary expense that so far, FRA says they have to have.	12/18/2019 6:08 PM
526	They take in record profits while compromising our safety and quality of life. I continuously look for a better employer and a Union who will fight for my rights instead of laying down.	12/18/2019 6:08 PM
527	Greed before safety . . . they care nothing about their employees and will cut us off to make a profit.	12/18/2019 5:48 PM
528	They have cut and cut jobs and it looks like that will continue. I hope they get to the point where they don't have the resources to operate the business, and the government takes over.	12/18/2019 5:16 PM
529	I would not wish this job on anyone it is a negative work environment supervisors and management are changing things constantly to fit the PSR mold.	12/18/2019 5:09 PM
530	I used to be proud to say I worked for Norfolk Southern, but now I wish I could retire today just so I wouldnt have to deal with it anymore and can NOT stand any of the upper management due to what they have put everybody through with the whole process.	12/18/2019 4:47 PM
531	Makes me sick to get up and come to work the morale is at an all time low	12/18/2019 4:44 PM
532	no good	12/18/2019 3:55 PM
533	Not good	12/18/2019 3:46 PM
534	Need to get back to the people that made them great and quit worried about that 60 operating ratio	12/18/2019 3:22 PM
535	It could be an amazing place to work with a good attitude. The men and women I work with are good people that are treated like a liability that just want to be appreciated.	12/18/2019 3:17 PM
536	I think about leaving these greedy fools more every day.	12/18/2019 3:17 PM
537	Money	12/18/2019 3:12 PM
538	Disgusted. All of these men and women who have invested years of their lives to better themselves and the carrier and without a beat are furloughed with no consideration of seniority and about a 0 percent chance of a callback. It's amazing that there aren't more laws that protect workers and industry from these hedge funds. After they have gutted and slashed everything the railroad will have to be rebuilt. And now all of the competent workers who are capable of rebuilding it will have found new careers. We're literally witnessing the slow and painful death of freight railroading in this country as we know it.	12/18/2019 2:49 PM
539	My employer, Union Pacific, only cares about making money for the shareholders. Safety has become less and less of a concern in the two years that I have worked for them.	12/18/2019 2:43 PM
540	Happy	12/18/2019 2:28 PM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
541	It's a sad day seeing our work disappear. There is nothing we can really do to stop it.	12/18/2019 2:25 PM
542	they're worried about doing more with less people You get the same work load But less time and people to do it I like my job but it has been a better	12/18/2019 2:13 PM
543	I think they have implemented a horrible business plan that doesn't seem to be beneficial at all especially to the customer. It has certainly shot morale to an all time low	12/18/2019 2:13 PM
544	Before PSR we were doing things ethically and the employees were trusted to do a good job. With PSR I have seen every manager there violate corporate ethics policies for fear of losing their job and they have strained relationships with all the employees by micromanaging and expecting employees to work nonstop to complete work. I work for NS and have never seen this type of brow beating and unethical practice before anywhere. I have also observed them falsifying customer work so as not to show failures on the carrier which our customers are unfairly billed for.	12/18/2019 2:05 PM
545	They are all about filling their pockets with money and squeezing every penny they can out of the bottom line.	12/18/2019 2:04 PM
546	I love the Railroad industry	12/18/2019 1:49 PM
547	Greedy.	12/18/2019 1:46 PM
548	The job itself is fun the crews are great the company is the worst I've ever worked for	12/18/2019 1:44 PM
549	It is a shame that they treat the transportation employees so bad	12/18/2019 1:44 PM
550	My thoughts about my employer are the same as theirs are about me. I am a number on a piece of paper to them. They are the same to me.	12/18/2019 1:38 PM
551	I no longer like Union Pacific railroad I used to love the job and have now quit and will never go back to such a disgusting work environment	12/18/2019 1:09 PM
552	If I could I would leave right now.	12/18/2019 1:07 PM
553	To be honest	12/18/2019 12:13 PM
554	Union Pacific has lost all respect for their employees and do not care what the Car Department says about the Safety of innocent bystanders at home or work unaware of the potential, eminent danger passing in their backyards.	12/18/2019 11:51 AM
555	it has been a good job for 40 years and I'm proud of my work but I see this railroad as a fading trend for future generations.	12/18/2019 11:50 AM
556	Not good	12/18/2019 11:45 AM
557	I can absolutely see why the Union Pacific railroad was voted the worst place to work in 2019. Everyday you come to work wondering if you or someone you know will be cut so someone that already has more money than their family needs can make a few more dollars while you have to work overtime and your wife has to also work, just to stay afloat. The UP makes it VERY clear to their employees that they are expendable, replaceable and safety ONLY matters because there is a watchdog (FRA) that mandates it. The history of this company and how it has treated employees in the past and the fact that we are told in meetings right to our faces that the stockholders are the ones that matter, makes it VERY clear. Most of us are stuck working here now out of options too old to start over or stuck here hoping for a pension.	12/18/2019 11:39 AM
558	UP is earning its reputation as the #1 worst company to work for. They've placed corporate greed over public safety. They care nothing about employee health or fatigue. They often force you into places or situations that you've never been before and offer no guidance. If you express concern or demand help it's labeled insubordination. Unless something changes these safety issues and the potential harm to the public is only going to get worse.	12/18/2019 11:13 AM
559	Employer doesn't care about me. All about making the shareholders money.	12/18/2019 11:12 AM
560	I appreciate and love my job it has provided for my family for 8 years but I remember when we was appreciated also not just a number I believe in changing to make a better working environment and profit but at what cost to the guys with the boots on the ground	12/18/2019 10:50 AM
561	The bottom line is put ahead of everything else.	12/18/2019 10:42 AM
562	Horrible	12/18/2019 10:30 AM
563	Can't wait for retirement and feel I'm not even a number anymore.	12/18/2019 10:17 AM
564	I don't have one	12/18/2019 10:07 AM
565	Poor, you are only a number that they will work every last ounce out of	12/18/2019 9:37 AM
566	I want to see my employer fail miserably at PSR. Even if that means the RR stick bottoms out and they sell off, or break up into smaller railroads. They need to understand that you can not run a railroad and have zero concern for anyone's livelihood. Profits are important, but quality of life for employees needs to be considered at the same level.	12/18/2019 9:34 AM
567	I am still getting paid every 2 weeks but I feel if they could they would make us work for free. But I do wish they would show us T&E employees more respect considering we are the ones out there 24/7 365 to help keep the railroad profitable.	12/18/2019 9:24 AM
568	I feel dissolving 20 percent of the Maintenance of Away just to line the pockets of stockholders while the backbone of this company is sitting at the house or trying to find new jobs, is complete treachery on the company, they say we are a family company, so prove it? Get rid of the guy who brought this PSR mess over here! HE IS STEALING FROM UP!	12/18/2019 9:10 AM
569	I work at a mind numbing, soul sucking job for empty suits who seem to know nothing about railroading	12/18/2019 9:09 AM
570	Greedy and not as committed to safety as they claim to be.	12/18/2019 8:46 AM
571	Not good	12/18/2019 8:45 AM
572	I'm nothing more than a replaceable person.	12/18/2019 8:36 AM
573	I do not work. I am on O.D.S.P.	12/18/2019 8:36 AM
574	What are they going to screw up next. I didn't think morale could get much worse but they just want to keep taking away all the good things about this job. Cutting crews and cutting overtime doesn't help. They need to do something good for our company instead of just trying to rape it. And sell out.	12/18/2019 8:31 AM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
575	My employer has always been about profit and I got no problem with that. It's a business, for profit, but what's going on with PSR is a ponzy scheme. Whose gonna bail out the railroad when there's nothing left to sell	12/18/2019 7:49 AM
576	All about the money. Employer doesn't give two shits about their employees.	12/18/2019 7:33 AM
577	Glad to have a good well-paying job.	12/18/2019 7:28 AM
578	Railroads will do whatever it takes to increase profits.	12/18/2019 7:21 AM
579	We are doomed as conductors	12/18/2019 7:18 AM
580	Unfortunately almost every railroad worker hates their job and the company they work for. No longer have pride in the company and in their work which does affect the quality of the job they do. Morale is lower than I have ever seen in this industry. They are losing an entire next generation of rail workers and the skillset that is required to do this very unique job. PSR will have a long lasting negative effect on the entire industry due to lack of skilled workers to perform the job.	12/18/2019 7:06 AM
581	Corporate greed, stockholders	12/18/2019 6:31 AM
582	Find the bottom, hedge fund take the $$ and run, before the communities we serve are harmed by the cost cutting, checks don't bounce. yet	12/18/2019 6:30 AM
583	Well, I no longer work for them. But my thoughts are I truly hope they run themselves into the ground and file for bankruptcy along with every other Class 1 railroad and bring about yet another recession in the economy, so MAYBE Wall Street will learn its lesson.	12/18/2019 6:26 AM
584	They could care less about us as long as they are making money	12/18/2019 6:08 AM
585	My employers provides the living we all require in order to earn a living in society. They are nothing more than a bank who changes the rules to prevent people from making withdrawals.	12/18/2019 6:02 AM
586	None	12/18/2019 5:58 AM
587	Money isn't everything	12/18/2019 5:50 AM
588	Employer will never care about the worker get some I'll be around all week obviously.	12/18/2019 5:48 AM
589	It's a job	12/18/2019 5:45 AM
590	More concerned with corporate profits than the employees	12/18/2019 5:40 AM
591	At the moment, I'm looking for new work. Im worried about the future of the railroad and the sustainability of PSR. It feels like it will all come crashing down and worried about the future of my job. I've seen too many people lose their livelihoods without any notice. I've been ripped from my home state and forced to another state away from my family. It's taking a toll on me and my family and it's all in the name of PSR	12/18/2019 5:38 AM
592	Greedy selfish and don't care about their employees. They just take and keep taking.	12/18/2019 5:22 AM
593	Eventually, I think they will have more derailments and with all maintenance people furloughed, just what do you think will happen to rolling stock, it will be junk	12/18/2019 5:13 AM
594	Union Pacific went from the best place to work to the absolute bottom barrel worst place to be. Used to be a career job, now Every employee I know is trying to get out.	12/18/2019 4:54 AM
595	Used to be a great place to work, Union Pacific implementing PSR has done nothing but lay off employees and make shareholders rich	12/18/2019 4:52 AM
596	Done gone nuts	12/18/2019 4:52 AM
597	I love what I do but hate the company I work for.	12/18/2019 4:42 AM
598	To be honest I think they are selfish.	12/18/2019 4:32 AM
599	They don't care about their employees. We are all just a number that can be replaced with another number. The employees have never hated this company more than they hate it now.	12/18/2019 4:28 AM
600	Worst ever. Never had so much hate towards a company	12/18/2019 4:16 AM
601	It's all about the shareholders. Not employees	12/18/2019 4:15 AM
602	Supervision they too are on a very difficult schedule and it's hard for them to achieve the company goals and be a team with the man on the job	12/18/2019 4:06 AM
603	Overall, I'm glad to be here. But as with all things in life, improvement can always be enhanced!	12/18/2019 4:03 AM
604	Considering I'm about to lose my house over this PSR, because of the vast cuts this company has made, I do not have anything good to say about the company I work for. All of this is being done in the name of corporate greed.	12/18/2019 4:01 AM
605	Greedy and care less about the people that work at this company. Just make my trains stay on the track get out the way so money is made.	12/18/2019 4:01 AM
606	We are being put aside by contractors allowed by the union. The union no longer accepts time claims, they write letters to the railroads permitting them to hire contractors. The labor force is not strong anymore I'm hoping to have a job in the next ten years.	12/18/2019 3:54 AM
607	No comment. Was taught not to say anything unless you got something good to say about something.	12/18/2019 3:52 AM
608	Production over the quality of work	12/18/2019 3:51 AM
609	Terrible people, we are all just a number in their eyes and can be replaced.	12/18/2019 3:50 AM
610	My employer has traded their core values and their number one asset the (employees) for profits and stock numbers.	12/18/2019 3:48 AM
611	I used to enjoy coming to work! Always had fun and morale was great for myself and everyone else and enjoyed and got excited to do the work. Now I dread coming in everyday and really feel that this company doesn't care about their employees at all!!	12/18/2019 3:47 AM
612	When something goes wrong it's our fault. They don't want to hear about bad order equipment. It's always good to go.	12/18/2019 3:46 AM
613	Terrible	12/18/2019 3:43 AM
614	Their one trick pony is up all they have left is cost cutting safety will suffer and the customer's business will be in jeopardy.	12/18/2019 3:40 AM
615	They don't care	12/18/2019 3:39 AM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
616	The railroad is losing its luster and morale is down, it's slipping from a career to a job. They care no more about me then they do a random stranger on the street. We are just numbers that they seem to want to erase or reprimand for a promotion. Too much corporate greed.	12/18/2019 3:23 AM
617	Too many auditors, too many managers for do nothing jobs. There are more people watching our numbers than people doing the work.	12/18/2019 3:22 AM
618	Care nothing for thier people's quality of life outside of the job	12/18/2019 3:19 AM
619	Worst decision I have ever made was coming to work for the railroad. The culture, the way we're treated. I am currently seeking employment elsewhere because of the way we are treated. I value my life and well being I feel the longer I work for the railroad the more of a chance both will be sacrificed	12/18/2019 3:14 AM
620	I feel my company is putting production ahead of safety with a little manpower as possible. Every morning I come to work now I wonder what broke over the night or who got injured the day before as it has become a commonplace thought for the last 9 years. Those thoughts weren't as prominent at our railroad prior to PSR. PSR is just a buzz term to tell to shareholders that paints a picture of maximum efficiency. To me, it's just irresponsible profiteering with our blood on the railroads hands.	12/18/2019 3:05 AM
621	It is obvious that the employees are merely a means to an end. The company would cut us all out if they could figure out how to move freight without us.	12/18/2019 3:01 AM
622	Grief and extra stress as the unknown how far they're going to take PSR in order to get their numbers. If I was a single person with no kids no responsibilities maybe the outlook would be more positive	12/18/2019 2:57 AM
623	Awful company that could care less about its people.	12/18/2019 2:55 AM
624	Negative thoughts.	12/18/2019 2:55 AM
625	One of the better ones to work for.	12/18/2019 2:49 AM
626	I love my job and am proud of the work I do. I just wish it was for a company that valued the work and professionalism that my coworkers and I bring to work everyday.	12/18/2019 2:42 AM
627	It used to be a great place to work. With the added focus on car movement and train length too much emphasis has been placed on speed than safety.	12/18/2019 2:41 AM
628	Can't wait to leave. Poor service poor management and poor employee morale. This place is a dumpster fire.	12/18/2019 2:31 AM
629	Sack of shit.	12/18/2019 2:20 AM
630	Negative. The company only seems to care about money and not the workers	12/18/2019 2:18 AM
631	Morale is at its lowest ever. I still love my job but would never recommend it to anyone else	12/18/2019 2:18 AM
632	No thoughts just ready to leave the place	12/18/2019 2:14 AM
633	Worse company ever	12/18/2019 2:11 AM
634	My employer has gone completely to the way of just make money and screw anyone that costs us a dime	12/18/2019 2:11 AM
635	Money rules, everything else follows behind. The railroad has turned into a nightmarish corporate entity.	12/18/2019 2:09 AM
636	I don't really like them.	12/18/2019 2:08 AM
637	I like the job I do. I hate the company I do it for. That could be changed if the company would learn to work with its employees rather than just treating us like slaves. I want quality of life.	12/18/2019 2:07 AM
638	A once great career is just a job now.	12/18/2019 2:05 AM
639	I hate it,	12/18/2019 2:05 AM
640	Not worth a piss anymore. Use to be a good Job/career. Now it's just a slave factory.	12/18/2019 2:05 AM
641	Total Butt holes that don't care about anything but getting the work done!	12/18/2019 2:03 AM
642	They don't care about the little customers and us employees. When they make record profits and then say they didn't make enough.	12/18/2019 2:03 AM
643	Thankful for the time I spent at CN for 10 months before I was furloughed even though they profited 4 billion dollars they put thousands of men and women on the streets	12/18/2019 2:02 AM
644	They are dishonest, and in constant pursuit of profits. Safety is a publicity tool, and applied only in the effort to enforce rules, and to limit liability claims. Safety reports to the company are met with standardized responses.	12/18/2019 2:00 AM
645	I think they need to go back and bring back people and be less concerned about record profits and more about the job and the people that make up the company because we are the backbone not them. I love what I do I hate working for the company because all they care about is money and nothing else	12/18/2019 1:57 AM
646	Very nice	12/18/2019 1:55 AM
647	Good company just needs to train management better	12/18/2019 1:53 AM
648	If I knew this was gonna happen 20 years ago I would've never taken a job on the railroad	12/18/2019 1:52 AM
649	Terrible	12/18/2019 1:52 AM
650	It is a good career but with all the cuts makes it harder to do a good job efficiently	12/18/2019 1:51 AM
651	My location is unique in that it is essentially and "island", we interchange with 3 other railroads for traffic in and out of our location. We have no control of rail traffic in or out of our yard. 2 of the 3 railroads have not implemented PSR, so they are influenced and driven by a completely different set of factors than us. Just so happens, those 2 other railroads (a class 1, and a class 2) are not publicly owned companies, which I feel says all that needs to be said about this whole PSR concept. My job is dictated by people that are trying to make stockholders happy, to put it simply.	12/18/2019 1:50 AM
652	I work for a terrible company they do not care about safety	12/18/2019 1:49 AM
653	It used to value the employees and the customers. Now, only the Shareholders matter	12/18/2019 1:47 AM
654	It become a task just to get out of bed and go in. The employer has ruined its company with PSR mentality	12/18/2019 1:40 AM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
655	Furloughed	12/18/2019 1:39 AM
656	I work for KCS, They used to be a top notch railroad to work for, now corporate greed has taken over. They care nothing about their employees anymore	12/18/2019 1:37 AM
657	They made a mistake with Precision Railroading	12/18/2019 1:35 AM
658	Things have gotten worse every year compared to the year before. It's all about the shareholders not employees and definitely not about the customers.	12/18/2019 1:33 AM
659	With almost seven years employment and about to be furloughed, not good (Thanks PSR). I love when I can go to work and work. Do my job without harassment. I love being on the rail. I hate the stress of looking over my shoulder and head (drones) worrying if I stepped off the train wrong, didn't get 100 feet separation only maybe 96 feet, silly stuff to get my worked stopped and disciplined for. Plus worrying if I can pay my bills next month. Union Pacific was at one time in a good place. They could be again if they would start caring for employees and customers.	12/18/2019 1:33 AM
660	Appreciation for employee is greatly appreciated even though we work in a thankless field. Show of gratitude would go a long way in showing employees that they are recognized with the work they do.	12/18/2019 1:29 AM
661	They are greedy and money oriented. They no longer care about employees or their safety.	12/18/2019 1:23 AM
662	They have forgotten the saying family first. This new way has us with less time with family	12/18/2019 1:16 AM
663	I wish the Baltimore division worked fairly and equal for all employees. They cut jobs off that don't go bid for one week. Everyone needs a CDL now and to be honest I don't think everyone should have a CDL or drive a large truck. Some employees are afraid of driving the trucks or don't feel comfortable driving them.	12/18/2019 1:14 AM
664	Employer doesn't value their employees. They're running this business completely backwards. Very greedy, putting $$ ahead of Safety!	12/18/2019 1:10 AM
665	(Poo emoji)	12/18/2019 1:07 AM
666	I have no pride in working for Union Pacific Railroad. I'm too far into my career to forfeit my early retirement. I try to do my work as safely as possible, but some of my fellow employees are too scared of being furloughed to keep that mindset. UPRR has them convinced if they keep efficiency up, they will be safe. I've been around too long for that. The only thing that matters is operating ratio. I'm also concerned that they are turning away business that is not profitable enough. It was my understanding that the reason for the RLA was to keep the country running. Do they not have the same obligation to serve our communities that we do?	12/18/2019 1:04 AM
667	We're just a number. I used to enjoy going to work now I dread it. They've taken every comfort we ever had in the name of production	12/18/2019 1:03 AM
668	I hate them and after 16 years am looking for any other job	12/18/2019 12:59 AM
669	I used to enjoy what I did, now I strongly dislike my company	12/18/2019 12:57 AM
670	Not great ones	12/18/2019 12:54 AM
671	I think the railroad is all about money and has no concern about the people who work there or there future having happy employees and proud to work there and a future job for every one is not a goal it's all about getting the higher ups rich millionaires the idea of taking care of each other has gone out the window	12/18/2019 12:53 AM
672	They do not care about us period!	12/18/2019 12:50 AM
673	Why do they hate us? How long am I going to be able to cope in this environment without being injured or killed.	12/18/2019 12:44 AM
674	8 yrs to make 30 if that tells you anything	12/18/2019 12:44 AM
675	I just want to get away.	12/18/2019 12:41 AM
676	Pyramid schemers! They even say one-man crews are for the customer, and that's bull as well. Safety is only considered so they don't get sued.	12/18/2019 12:36 AM
677	My employer again has put its profitability over anything else, with the 6 million they received in tax break and record profits every quarter for at least 5+ years one would think they would be thrilled to continue with its ability to make those kinds of profits every quarter. My thoughts on my employer has never been so low.	12/18/2019 12:27 AM
678	They do not give a single fuck about the well being or happiness of their employees. Job security is a thing of the past. They look for things to fire everyone so they can bring in the contractors. Every day more jobs are cut and fulfilled by contractors. They don't want to have their employees fix the problems. Generally in a derailment railroad employees are outnumbered 6–1 by contractors. They do not care about their employees' families. They have 2 concerns The stockholders, and their bonus.	12/18/2019 12:20 AM
679	You really don't want to know	12/18/2019 12:14 AM
680	I like my job and what I do but I hate the company that I work for.	12/18/2019 12:13 AM
681	It could be so much better for company and employees and customers if they cared at all.	12/18/2019 12:13 AM
682	They are all about how much money they can make and could care less about the employees and customers	12/18/2019 12:13 AM
683	"How do they expect to stay in business if they can't get trains moving?" and "How can they lie saying we are not losing business when our car loadings are down 20k from this point last year and our competitor is above 200k?"	12/18/2019 12:11 AM
684	I wish they could see the value in people. They have cut many jobs then have the balls to send out e-mails on "ethics".	12/18/2019 12:10 AM
685	Nothing good to say always looking to make cuts if that calls for false termination it will happen	12/18/2019 12:07 AM
686	When we had the Herriman award which we won every year safety was the most important thing on the railroad I truly believe it has now taken a backseat, and running trains on time is more important	12/18/2019 12:03 AM
687	Safety is no longer important	12/18/2019 12:03 AM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
688	Believe that they are for themselves and that they forge the figures to make stockholders and government happy when it is all a lie. That this pars is all just corporate greed	12/18/2019 12:00 AM
689	I often wonder if I will still have a job to go to and support my family, and wonder when the company will finally collapse and leave the loyal employees to be on their own.	12/17/2019 11:57 PM
690	Greedy and they don't care about their employees and definitely not a family oriented company	12/17/2019 11:55 PM
691	Fantastic	12/17/2019 11:53 PM
692	they will step over a dollar to pick up a dime	12/17/2019 11:50 PM
693	It's a job and it pays the bills but I can't stand the m***** f****	12/17/2019 11:50 PM
694	Terrible, CSX. Discrimination against employees. They violate Federal FMLA guidelines etc.	12/17/2019 11:50 PM
695	I understand it about the dollar, but customer service should be a lot higher up and employee treatment	12/17/2019 11:47 PM
696	Being it's a corporation, I expect greed to have some forefront. The level of greed and manipulation taking place now is just insane.	12/17/2019 11:46 PM
697	Worse run Class 1 railroad	12/17/2019 11:44 PM
698	The company is going downhill as far as job satisfaction, safety, rapport between management and customer satisfaction.	12/17/2019 11:43 PM
699	Company makes me feel like a liability and not an asset.	12/17/2019 11:43 PM
700	We will lose our jobs and this Railroad to another Railroad if things keep going in this direction!!	12/17/2019 11:42 PM
701	Not good	12/17/2019 11:40 PM
702	I hate working here more and more every day	12/17/2019 11:36 PM
703	No comment!!!!!	12/17/2019 11:29 PM
704	It's turned into more like a prison than a railroad. You are nothing but a number and they could care less about you, just worried about making shareholders richer.	12/17/2019 11:29 PM
705	I love my job but I dislike working there. There are much better places to work. The only thing that keeps people working here is the Railroad Retirement.	12/17/2019 11:26 PM
706	CSX sucks.	12/17/2019 11:21 PM
707	Just survive another day because they think we are replaceable with a snap of a finger and blame the finger on trade employees, remember, all accidents are preventable Look up the definition of accident then proceed CSX, things happen and so does life	12/17/2019 11:21 PM
708	Focus on railroading less about sky high profits that we the worker don't see. Listen to the boots on the ground they are the experts. They see where money can be saved.	12/17/2019 11:16 PM
709	I don't like the employer don't like the way they treat us love the job	12/17/2019 11:14 PM
710	Murder, crook, should be in prison.	12/17/2019 11:14 PM
711	If I didn't have almost 20 years in I would find another job	12/17/2019 11:12 PM
712	Corporate Greed.	12/17/2019 11:11 PM
713	Doesn't care one bit about their employees whatsoever. The mighty dollar is all that matters.	12/17/2019 11:08 PM
714	They have no respect for FRA, laws or employees	12/17/2019 11:07 PM
715	Focused more on profitability than long-term personal well-being of employees. More money for upper management and stockholders at the expense of workers.	12/17/2019 11:03 PM
716	They are horrible. It's sad to see a company this large treat its only employees who make them a profit so bad	12/17/2019 11:00 PM
717	Going the wrong direction. Giving up business to BNSF. Making customers and employees unhappy. Ruining employees lives. Only care about shareholders.	12/17/2019 10:59 PM
718	Love my job. Just want more Security. The way PSR is set up It seems it willl always be layoffs and cuts. To control Costs	12/17/2019 10:59 PM
719	I enjoy my job, I enjoy the people I work with, I don't mind the work. I no longer have the same pride I once did to work for the company I am employed by.	12/17/2019 10:58 PM
720	The carrier has been in business for many years, if this keeps up, who knows.	12/17/2019 10:58 PM
721	Getting worse everyday.	12/17/2019 10:58 PM
722	It's terrible no security. They sold out on us big time	12/17/2019 10:57 PM
723	Very negative. I do not feel good about my future here	12/17/2019 10:56 PM
724	They do not care about the workers I would not recommend anyone work here	12/17/2019 10:54 PM
725	the UP sucks always has always will	12/17/2019 10:52 PM
726	It's a damn shame. Busted my ass everyday for this company just watch my friends who work their tails off as well, get laid off just because of corporate greed. It's disgusting how they treat us. We built their empire and they just shit on us day in and day out.	12/17/2019 10:52 PM
727	Greedy, only out for themselves, UNION Pacific furloughed carman.	12/17/2019 10:52 PM
728	I used to love working here but now I dread this company every job has ups and downs but to hear about record profits then we have to pay for PPE why be cheap with your employees who help create your record profits	12/17/2019 10:51 PM
729	Doing everything they can to make us fail so they can fire us. Don't care about customers. Only want to appease shareholders.	12/17/2019 10:48 PM
730	It's all about the shareholders the men and women who are doing the work are just a number	12/17/2019 10:46 PM
731	I love my job, I hate who I work for. They've become a shell of a railroad. They care for no customer or employee just a profit margin.	12/17/2019 10:43 PM
732	To them I'm just a replaceable employee they could care less if I have to walk a 2 mile long train in bitter cold and snow	12/17/2019 10:42 PM
733	Shortcutting riles and compliance while trying to fire or terminate agreement employees for simple or directed rule violations.	12/17/2019 10:36 PM
734	I don't feel comfortable answering this question in fear of retaliation from management.	12/17/2019 10:30 PM
735	I feel I'm just a number and my employer could care less about me.	12/17/2019 10:30 PM
736	I feel that most are safety minded but once you get to a certain level in upper management it's fuck safety make more money	12/17/2019 10:28 PM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
737	I feel the company has little to no concern for the individual welfare and quality of life for its employees. Profit at any and all cost is the prime mover.	12/17/2019 10:24 PM
738	The CSX are theives, liars. again Charging customer for our mistake is not right. I'm not talking one or two cars, I'm talking some nights 15 to 20.	12/17/2019 10:22 PM
739	Sometimes I think to myself why did I leave working for the state of Texas	12/17/2019 10:21 PM
740	The job is not enjoyable anymore. I feel like we are just another number to the company and they could care less about us individually or our families. It's definitely not somewhere I would recommend to people looking for a job anymore	12/17/2019 10:18 PM
741	Money hungry, dishonest, and inconsiderate	12/17/2019 10:17 PM
742	If half as much effort was put into taking care of employees and keeping customers pleased was keeping the stockholders happy it would be amazing what the combination of the BMWE and railroad companies could accomplish.	12/17/2019 10:17 PM
743	That family and life is held very low on their list of importance and stockholders and upper management bonus checks are at the top of their list.	12/17/2019 10:16 PM
744	I don't feel that our safety and livelihood is a concern anymore.	12/17/2019 10:14 PM
745	Greedy! Money hungry individuals whom cater to shareholders instead of investing towards relationships with customers or great employees. Evil giants! Too big to fail. Cocky! Money over safety. Complete jerks and bullies. I can go more however it may not be appropriate	12/17/2019 10:12 PM
746	I'm a number, expendable. I just do my job to the best of my ability without drawing any attention to myself.	12/17/2019 10:05 PM
747	I'm embarrassed to tell people who I work for. They treat us like garbage.	12/17/2019 9:58 PM
748	Not mine anymore, but will say it was not a great company to work for, like they advertised it to be. I have seen a lot of good workers get furloughed before me. It's a bad work environment not knowing if you will have a job the following day. It's simple PSR is simply corporate greed at its finest with no care for safety. It has made the railroad a lot more dangerous.	12/17/2019 9:54 PM
749	Same as before	12/17/2019 9:51 PM
750	This is a deplorable company that does not care about my life or my safety whatsoever. They only care about profits, not about being responsible or a good corporate citizen.	12/17/2019 9:46 PM
751	They do not care about the workers just want to make cash for stockholders. And send union guys home and hire contractors.	12/17/2019 9:45 PM
752	Hate them morw	12/17/2019 9:43 PM
753	Horrible, greedy, unappreciative	12/17/2019 9:42 PM
754	My employer is no concerned with its employees, we are treated like names and miners, all we are to them is an expendable asset, and their quickest way to save money is to cut jobs off, and we are understaffed as it is	12/17/2019 9:40 PM
755	It makes it mentally challenging to come to work. It causes me to look over my shoulder more often. I'd say fearful is a good description.	12/17/2019 9:40 PM
756	They care more about production then safety.	12/17/2019 9:38 PM
757	I love my employer I am a loyal railroader—not a fan of PSR and basically the implementation of PSR has me thinking about changing jobs	12/17/2019 9:38 PM
758	We need to stop looking at what other railroads are doing and trying to mimic them. We are a great company that's just forgotten about what really matters and that's the employees that run it and keep the tracks safe and in operating order	12/17/2019 9:33 PM
759	It's a job to pay bills. I use to be around to say I worked for UPRR but now with all the terrible news about the company I don't know. Sometimes I feel like just a number to them. I show up take care of my business just so I don't get in trouble and I can bring home a decent pay check.	12/17/2019 9:28 PM
760	I'm constantly looking for other employment opportunities.	12/17/2019 9:26 PM
761	It's a great career but the employer is making it a dangerous place to work as well as ruining lives of thousands of employees cut off from PSR	12/17/2019 9:24 PM
762	Disappointed! That there is no care for the public or employees! Just shareholders and bottom line profits.	12/17/2019 9:17 PM
763	The company I work for makes me feel like a number. They don't care about workers or their families. At the end of the day it's all about profit. They can make a billion dollars profit a quarter but it's not good enough	12/17/2019 9:15 PM
764	That everything that they are doing is based on corporate greed and not the safety of the employees or the public	12/17/2019 9:14 PM
765	They are cheaters, liars and rules breakers of their own rules	12/17/2019 9:10 PM
766	It's a regime that has never railroaded a day in their lives making stupid decisions that don't make sense.	12/17/2019 9:08 PM
767	A place to work but to be honest if the money and retirement was the same at another job I'd go in a heartbeat	12/17/2019 9:08 PM
768	They are greedy selfish and care nothing about employees we are just a number they make lots of empty promises	12/17/2019 9:04 PM
769	Getting worse. Use to love my job. Now things are getting scary	12/17/2019 9:03 PM
770	I'm just waiting for the ax to fall. I don't have job security. I don't feel secure.	12/17/2019 9:01 PM
771	They don't care about my safety or family time	12/17/2019 8:59 PM
772	Money is number 1 and everything else is 2nd	12/17/2019 8:59 PM
773	They are going to be bankrupt in about a year and the Federal Government will have to bailout	12/17/2019 8:58 PM
774	I feel the carriers can do so much more to lift morale and still increase profits. At the end of the day we all want this place to succeed. I wish they cared more, than only the bottom line. Used to be these were lifelong careers that you would encourage your kids to work. I don't think that is the case any longer.	12/17/2019 8:58 PM
775	Honestly, the railroad has always been rough for my family and I, but this new regime has made me hate my life and caused my family much suffering. Suicidal thoughts are constant. I hope there's a special place in hell for these greedy scumbags.	12/17/2019 8:52 PM
776	I enjoy my job, but my hope for the company has dwindled. if there was another job making the same money with a better work environment I would leave in a heartbeat.	12/17/2019 8:48 PM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
777	Generous	12/17/2019 8:48 PM
778	They don't give too shits about us never have never will it's all about the stockholders and contractors	12/17/2019 8:47 PM
779	Very poor compared to 20 years ago	12/17/2019 8:46 PM
780	I'm currently furloughed while continously celebrate record profits all the while breaking every safety rule they currently enforced.	12/17/2019 8:46 PM
781	It's the worst I've ever felt about CSXT. I don't feel proud about working here. I feel they don't give a crap about anyone. It's all about the stockholders and lining their own pockets.	12/17/2019 8:45 PM
782	Absolutley horrible I used to love Yellow and Gray I wouldn't recommend going to work here ever to my worse enemy!	12/17/2019 8:45 PM
783	Talking about the PSR and the company is what I assume this question pertains to. My opinion is not very high at all. Would like to say I am grateful for my career of going on 24 years, but right now I would not recommend this railroad to any young person trying to have a career to support their family.	12/17/2019 8:45 PM
784	About as low/bad as possible. I've worked in a lot of different fields and with multiple organizations in my life, private and government sector, and the morale here is by far the lowest I have ever witnessed/experienced. Bar none.	12/17/2019 8:43 PM
785	Money hungry, trying to please some guy in a suit on Wall Street and not the men in steel toes that make the company run.	12/17/2019 8:42 PM
786	The company no longer cares for the employees, morale is at a all time low. We are all liabilities in their eyes. Almost every safety program has been eliminated to save money. The push to remove conductors from the cab of locomotives is merely another way to increase the stock values and will greatly hurt safety. The company actively harasses and punishes users of FMLA on a regular basis but make it impossible to be off any other way to get to appointments. The atmosphere is of constant pressure to go go go.	12/17/2019 8:41 PM
787	They don't care about us. It's all about shareholder profit above employees and their health/well being	12/17/2019 8:39 PM
788	Absolutely horrible they have ruined a good place to work! There are no happy employees anymore	12/17/2019 8:39 PM
789	We are no longer valued for our skill and expertise. We are the overhead	12/17/2019 8:38 PM
790	Wondering if very many men will have a job or not . . . from day to day no one knows anything about what is going on. . .	12/17/2019 8:37 PM
791	I like my employer.	12/17/2019 8:30 PM
792	When I hired out I was very proud of who I worked for. Now when people ask me if it's a good company, I tend not to say much. It seams to me that they no longer care about what is going on with their employees. Like we are just numbers. We have to constantly fight, put claims in for the work we have done but rarely get the pay for extra work. Our hands are tied if we need this job.	12/17/2019 8:29 PM
793	It's a large corporation and that's how it's run it's not a small shortline	12/17/2019 8:27 PM
794	Just can't believe the stupidity that comes out of their mouth	12/17/2019 8:24 PM
795	I hate working here now. All it is is a paycheque for me. I'd retire right now if I could	12/17/2019 8:18 PM
796	Terrible. They have sacrificed long term for short term gains. They have rolled back safety for shareholder value and the FRA lets them. So I guess it has worked.	12/17/2019 8:16 PM
797	15 years ago I truly enjoyed my job and the company. Now they only seem to want us to be miserable. I only look forward to leaving.	12/17/2019 8:16 PM
798	They could care less whether I live or die	12/17/2019 8:12 PM
799	They suck.	12/17/2019 8:12 PM
800	Not impressed with Norfolk Southern due to their implementations of PSR and will probably be quitting or furloughed next week anyways.	12/17/2019 8:10 PM
801	No longer proud, uncertainty about the direction they are going, when I hired in small businesses were important now they are passed by communities are no longer respected that the railroad travel through. It's a different railroad than it once was.	12/17/2019 8:07 PM
802	They put their shareholders and profit above everything else	12/17/2019 8:04 PM
803	Money is first, everything else is second place.	12/17/2019 8:04 PM
804	Wouldn't recommend this job to anyone and if I had it to do over again I wouldn't work for them.	12/17/2019 8:03 PM
805	Disappointed in the disregard of their "valued employees".	12/17/2019 8:00 PM
806	I feel that the employer does not care about its employees. Their number one goal is to continue to cut jobs and ask for unreasonable outcomes in order to make more money for the shareholders (at our expense)	12/17/2019 7:59 PM
807	Wish I wouldn't of took job 25 years ago. They're worried too much about the top and don't give a damn about the people actually generating the revenue.	12/17/2019 7:58 PM
808	The greediest thing I have ever witnessed. I often wish the stock would just bottom out and someone else would take over but not sure anyone else would be different.	12/17/2019 7:55 PM
809	I think UP has let the attorneys, board members and upper management that has never been in the field a day in their life run this company ragged. I love my job but at the end of the day we aren't appreciated, valued nor cared for.	12/17/2019 7:52 PM
810	They are only worried about stockholders and driving the price of the stock up. They could care less about the rank and file employees.	12/17/2019 7:51 PM
811	I started going back to college so if something doesn't change I can quit. Union Pacific wants to look as if they care about the employees but everything is about the stockholders and how much money they make.	12/17/2019 7:50 PM
812	About the same as my union. Not very happy with either	12/17/2019 7:49 PM
813	Not good or bad.	12/17/2019 7:44 PM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
814	I try to be happy I work hard I try hard but most of all my main concern is my family I disconnect from my family because of my job that I chose I don't blame them it's my choice. At first when I joined I was on the fence the lifestyle that would become me. I do enjoy working with locomotives and it takes a certain kind of person to put up with this lifestyle and we all Revere that in great fashion . . . But what I've learned of a class 1 railroad based on my employer I see decisions being made, many questionable unsafe, unfair and unwilling decisions . . . All by upper management or their corporate office . . . and it worries me that the future of my life my family and my coworkers are teetering on a thin line. All because of money and greed I do see potentially good people and work with plenty of them but it seems there are far too many unexperienced unknowledgeable people that run the main office Maybe it's ignorance cuz ignorance is blissful maybe it's intentional or maybe they feel the same way we do at the bottom. I will say my employer has equally made me happy as it had made me confused and upset But once again it's my choice to put myself there I make my own happiness I do not need the railroad to do that for me. I will make lemonade out of the lemons I get dealt and try to share that lemonade with my fellow co-workers because we all deserve to care for one another	12/17/2019 7:41 PM
815	This is the sorriest employer to have. No regard for safety of employees. No care for customers either. Customers have to hire and purchase Big Riggs to move their product because the RR will not move it in a timely manor.	12/17/2019 7:38 PM
816	They have lost my respect. I don't trust them.	12/17/2019 7:37 PM
817	The railroad as we knew It a decade ago is gone, no longer can we have the pride we once had to be called a railroader. Wall Street has ripped that away from us and now, money is the sole focus for them and our executives.	12/17/2019 7:36 PM
818	CSX was a great job 17 years ago. Even 10 years ago. We had fun railroading when you were allowed to railroad. now with ID runs taking jobs away. PSR running business off cutting jobs. Running longer trains with less power cutting jobs. I've went from holding 17 engineer jobs on the CGHD to holding three. So no there's no way I can support the direction this company has taken our railroad. it's being run into the ground by a bunch of money grubbing shareholders that don't care about what they do to the men and women that make this railroad move. They need to be reminded that without us. Nothing moves. And if nothing moves they don't make money.	12/17/2019 7:35 PM
819	At the end of the day, it's the carriers company, we are just numbers, that can be gone or replaced. I just hope to be able to keep my job to pay my bills and support my family.	12/17/2019 7:33 PM
820	At one time before PSR I enjoyed railroading now that PSR has come to light I hate it always wondering who's next, will it be me, will I get to retire, how can a person not get caught in there words a mental vacation wondering about all this which affects his or her family is beyond me because I guarantee you that all of us are wondering.	12/17/2019 7:29 PM
821	Greed at the sacrifice of safety and well being of the employee.	12/17/2019 7:26 PM
822	Selfish money hungry and all about getting more for less with the increase in contractor jobs	12/17/2019 7:22 PM
823	It's not about safety anymore. It's all about making more money for the shareholders no matter the cost	12/17/2019 7:21 PM
824	I feel that they care more about the shareholders than the employees that keep the trains on the track for the shareholders to make money. Remember no track, no train, no return	12/17/2019 7:15 PM
825	Concerned with profit margin not safety or work conditions. Reduced workforce are driven like animals.	12/17/2019 7:15 PM
826	Just when you think they couldn't sink any lower. They show you just how valuable you are to them. You are nothing more than a number.	12/17/2019 7:14 PM
827	The same as they think of the ones that actually do work. Nothing! It's a pay check every 2 weeks.	12/17/2019 7:10 PM
828	Greedy	12/17/2019 7:10 PM
829	I'm very disappointed with UPRR. I fear for my job and career, every week.	12/17/2019 7:09 PM
830	At the end of the day I'm grateful I still have a job for now	12/17/2019 7:01 PM
831	They are a poorly managed company that doesn't need to cut but did for the sake of profit for the top executives. Equipment sucks morale sucks and dangerous working conditions for crews and public.	12/17/2019 7:00 PM
832	more and more it's harder to get them. We need to maintain a safe railroad and on top of that there's no one to fill in every time you ask for help they always say they have no one	12/17/2019 6:59 PM
833	They are trash. 10 years ago they were good to work for. Now it's all about the shareholders. We will do whatever it takes to please them. Even if it's disregarding public safety they don't care. As long as their shares go up. The railroads run the show. Not the FRA. It's a shame but true. We are told by the FRA locally that PSR is the new way of railroading. Get use to it because they don't care about fines or anything. They would rather pay the fine and get away with something to save them money in the long run. They might break a rule 10 times a day. But only get caught once in a month. So all the other times they got away with it is saving them millions	12/17/2019 6:54 PM
834	I am only in Hope's that PSR stops because there will not be a Raikroad when they are done playing games with peoples' lives	12/17/2019 6:52 PM
835	I hate them	12/17/2019 6:52 PM
836	I used to love and respect my job and be proud to call it a career. Can't stand the place now.	12/17/2019 6:50 PM
837	I'm not happy working here anymore	12/17/2019 6:50 PM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
838	Currently, my employer is a "hedge fund manager/group". I strongly believe there is much more involved, in properly and effectively operating a Class 1 railroad, than just "dollars and cents". Although I understand this "philosophy", profitability is possible without the "bottom line" being the "be all and end all" of our existence.	12/17/2019 6:49 PM
839	That they would rather not have to repair and maintain any of their equipment. That they generally detest the employees. It's like walking into work has become walking into a jail cell willingly just to collect a pay check and wonder if I'll be able to do it again the next day.	12/17/2019 6:49 PM
840	Less money, never know if you're gonna be furloughed or not. Always doubting the railroad and wondering when you're gonna get furloughed.	12/17/2019 6:48 PM
841	Don't get me wrong I'm very thankful for my job but the greed that we're seeing in the company Union Pacific is almost embarrassing	12/17/2019 6:46 PM
842	BNSF may be last in the implementation, but as with any new idea, places a shareholder from a separate corner of the world, above the safety of its own employees that are the real capital.	12/17/2019 6:46 PM
843	CSX no longer cares about employees and is being raped for stock profits. It will soon be left a skeletal entity, with the employees holding the bag. Hope the corporate raiders are happy. (They will be)	12/17/2019 6:41 PM
844	They are putting profits before safety and their employees.	12/17/2019 6:40 PM
845	I can't comment I don't want to get fired.	12/17/2019 6:38 PM
846	Worst place to work.	12/17/2019 6:38 PM
847	Wish I didn't have 22 years invested so I could quit	12/17/2019 6:36 PM
848	They have no concerns on my safety or well being or my quality of life as long as their stock increases.	12/17/2019 6:34 PM
849	I feel they are throwing safety out the door and throwing smaller customers out to the curb just to achieve corporate greed	12/17/2019 6:32 PM
850	They absolutely do not care about me or job quality, they seem like they look for any reason whatsoever to write you up. If men/women are worried about looking over their shoulder, they're not concentrating on performing a quality job.	12/17/2019 6:29 PM
851	Sad	12/17/2019 6:26 PM
852	Greedy, mean, self-serving. It feels like we're working under a dictatorship	12/17/2019 6:23 PM
853	Hatred . It's all about the almighty dollar. They care nothing about the employees	12/17/2019 6:20 PM
854	Union Pacific is the biggest pile of shit! They don't care about you or your family! We are just a number! This company is ran off greed! Wish I'd never worked here!	12/17/2019 6:18 PM
855	Morale is at an all time low	12/17/2019 6:17 PM
856	I love working for CSX I love driving trains I love going to places and being outdoors but what I do not like is how the employer does not care about anything of my health or anything it's a piss poor job environment	12/17/2019 6:14 PM
857	I think this place is only doing what they are told to do to try and save their job!	12/17/2019 6:13 PM
858	Greedy. Could care less about safety. And they don't care about their employees only the bottom dollar and their shareholders.	12/17/2019 6:12 PM
859	Wondering if anyone will have a job???	12/17/2019 6:12 PM
860	The company is ran by and for investors who don't give a dam about the people that work on the track. We have lost a lot of railroaders to better pay and more time at home with family.	12/17/2019 6:11 PM
861	That they do not care about the employees at all, it's all 100 percent motivated by the shareholders to make more and more money. Enough profit is never enough. They would fire us all if they could and disband the Union workforce if allowed. They want to get rid of all but the bare minimum employees to save money and if they could replace us with machines or even sub contractors who make next to nothing compared to us union employees, I believe they would do so without a second thought.	12/17/2019 6:10 PM
862	I don't think the company cares about how their decisions affect the working man union represented. The outward appearance is being perceived as the company only cares about the shareholders and profits and that's it	12/17/2019 6:08 PM
863	Greedy	12/17/2019 6:03 PM
864	Hate everything about them, company greed at an all time high. Constantly criticized by managers.	12/17/2019 6:03 PM
865	Bypass what safety is left, willfully break regulations to move cars that should be held for repair, those running it I see in a negative light.	12/17/2019 6:02 PM
866	The employer can't wait to cut our jobs for more profits one man crews are coming.	12/17/2019 6:00 PM
867	They absolutely care more about shareholders than they do employees and customers. Good thing they received tax breaks so they could still lay so many employees off and make a killing doing it	12/17/2019 5:59 PM
868	They care nothing about the employees or the customer.	12/17/2019 5:56 PM
869	I've been with my employer for a full year now, prior working for much smaller production companies. I have never worked for a company so eager to fire their employees. I am asked to make false documents via RIT device to make the company not at fault for service to customers. If the lie isn't made a disciplinary action could be the result for myself. There are many things the company does I don't agree with and many things they do that I understand are necessary in a business aspect, but for such a large company they make it hard to want to stay and continue a career with them. PSR is a cancerous idea for the young generation on Railroaders and I hope I get to see the day where I can enjoy and brag about the company I work for.	12/17/2019 5:55 PM
870	I love where I work just the changes are bad and frequent.	12/17/2019 5:53 PM
871	I have never worked for a worse employer. In discussions with non-railroaders, those non-railroaders are amazed at the mistreatment of employees by Norfolk Southern. Profit comes before everything, including employee and public safety	12/17/2019 5:53 PM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
872	Glad to be off to get away from all negativity	12/17/2019 5:51 PM
873	All the company executives care about is boosting their pocketbooks at the expense of employees and communities they work in. A complete disregard for safety. The end result will be that once they have extracted every dime they can, they will retire and leave the company 20 years behind with all the rebuilding that is resulting from all their short cutting now.	12/17/2019 5:49 PM
874	The employer is greedy beyond usual business profiting, they will do anything morally acceptable or not for the almighty dollar.	12/17/2019 5:49 PM
875	I really enjoy my job, it's an amazing adventure every trip out. But with the job comes the down sides. No schedule, no days off, and very little ability to be rested well due to poor lineups. I feel my employer has no concern whatsoever for any of these issues. Also the safety they preach is also commonly pushed aside for productivity. Bottom dollar always seems to come before the employees in my eye.	12/17/2019 5:48 PM
876	I am very thankful for the many years my employer has given me. Over all I really like the work I do. We have good befits and a good retirement. I feel stockholders have done a hostile take over of our company. Those individuals have no concern for the work conditions or for the safety of our employees as well as our community. My hope is legislators will stop this madness before it leads to a horrific disaster. If you continuously cut corner inevitably you run face first into your own fate.	12/17/2019 5:48 PM
877	I'd leave in a heartbeat if I could find something comparable.	12/17/2019 5:48 PM
878	Greedy, misdirected intentions	12/17/2019 5:46 PM
879	The Same as they feel about me	12/17/2019 5:45 PM
880	I just hope we have a job and won't get closed. Feels like everyday might be the last day of work as they keep furloughing and closing locations all in the name of investors and PSR.	12/17/2019 5:43 PM
881	I think my employer is a joke. Their operating system is a joke. They treat their customers like garbage. They treat their employees like garbage as well. The only advantage anymore to working at the railroad and dealing with the miserable life the company gives you is the benefits and the pay. Those aren't great enough for me to stick around. I'd rather make less money and enjoy what I do for a living so I never have to hate my job.	12/17/2019 5:43 PM
882	Ultimately my employer doesn't seem to care about home/life balance nor do they care about giving crews proper train lineups so when can know what time we may go to work. People out here are walking zombies because jobs just pop up out of nowhere. I personally have seen engine and conductors that have showed up to work after being up 18–24 hours and then working 12 hours so we are talking 30–36 hours awake with no sleep.	12/17/2019 5:42 PM
883	I hate this job, company, management and shareholders.	12/17/2019 5:42 PM
884	This job is a blessing and a curse. The money is great but quality of life is not. They continually cut off jobs to add others or just to save money and that starts a domino effect of bumping. Since I've been maintaining over 5 years I have moved to 4 different started bought and sold two houses buying my third one now and as of tomorrow I'm getting bumped yet again. At hiring they say plan on moving however they don't tell you plan on moving over and over your entire career. This company cares about the money they line their pockets with they say we're a family and we matter but truth is we don't. If we did they would stop continually cutting jobs to pad the already record profits that we see none of. It comes at the expense of the employees lives, that's not a family.	12/17/2019 5:42 PM
885	Only interested in stockholders and bonuses	12/17/2019 5:37 PM
886	The NS is a terrible employer. They have become so enamored with pleasing the shareholders that they have forgotten about the employees and communities safety and security.	12/17/2019 5:32 PM
887	I wish they would hire some more poeple to help us out	12/17/2019 5:30 PM
888	It's a profit-based company and that's the bottom line. Whatever it takes to get their numbers that's what they are gonna do.	12/17/2019 5:30 PM
889	They don't care about the employees anymore it's all about money	12/17/2019 5:29 PM
890	Everyone HATES CSX more now that PSR has been used to destroy the class 1 railroad as a whole	12/17/2019 5:27 PM
891	Usually workers think they work for the best company because they work for them and ultimately that's the case. Not my employer.	12/17/2019 5:26 PM
892	Don't get me wrong I'm blessed to have a job to support my family. That being said my thoughts on my employer is not something I wish to not convey because my parents always taught me if you don't have anything good to say don't say anything at all!	12/17/2019 5:25 PM
893	It's all about the shareholders. $$	12/17/2019 5:21 PM
894	I've been in this industry for 20 years and am a fourth generation railroad man. I came into it with some expectation of how it was going to work out. Having said that I loved my job for the first 15 to 17 years. The work was very enjoyable and my fellow employees have been like family. There were honestly times that I couldn't wait to go to work. I had a feeling of accomplishment that I was helping to move my country forward in support of the industries that shape our everyday lives. But now, at the end of the day I loath the company, the people who control it and this PSR plan that has turned a business that I was proud to tell people I worked for and also encouraged others to join into something unrecognizable. I know that what I loved will never be the same again but can only hope with the time I have left that it will somehow regain a portion of what I used to love being a part of.	12/17/2019 5:21 PM
895	Safety is only a concern when management speaks to the FRA/DOT. Otherwise the managements attitude is just get the job done "I don't care if it will be unsafe"	12/17/2019 5:16 PM
896	They are a bunch of bastards	12/17/2019 5:14 PM
897	It has really went downhill	12/17/2019 5:14 PM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
898	My employers aren't doing enough	12/17/2019 5:13 PM
899	Norfolk Southern can be compared to cattle or sheep. They do what the other big railroads do and fail. I have lost respect for them and only feel thankful I still have a job for my family. I am actively looking for a new job.	12/17/2019 5:11 PM
900	Only care about profits. Quality of life and attendance is an issue	12/17/2019 5:10 PM
901	When I was first hired, this company genuinely cared for the well being of my family, and myself. While recording record profits for the two quarters before the implementation of PSR, many women and men were cast into a spiral of stress, regret, and fear. All in the name of "Business". They have left the lives of so many, in ruins.	12/17/2019 5:07 PM
902	Well they made number 1 on list of worst companies to work for. When I started that wasn't the case. Seem more worried about lining pockets than providing quality servics/product to customers. Coming at the cost of the workforce	12/17/2019 5:06 PM
903	We work for the devil and satan is the CEO	12/17/2019 5:04 PM
904	On normal days without issues everything seems fine but as soon as a problem arises they look to pass the blame onto anything else	12/17/2019 5:02 PM
905	Greedy shareholders that don't care about the employees making them money.	12/17/2019 5:01 PM
906	All they care about is moving trains there is gonna be a big disaster and I hope they lose everything in the law suit	12/17/2019 4:59 PM
907	My company could be way more efficient. Most common problem encountered is transportation to and from trains.	12/17/2019 4:59 PM
908	They are greedy and don't care about safety. Safety first is what they've always said but it's not showing	12/17/2019 4:58 PM
909	Worse place to work.	12/17/2019 4:56 PM
910	Greed	12/17/2019 4:55 PM
911	The best ever.	12/17/2019 4:54 PM
912	After 20 years I am looking for a new career what does that say	12/17/2019 4:54 PM
913	I love my job. Hate the company and their policies. The employees are only income producing employee numbers!	12/17/2019 4:53 PM
914	Don't like being here because of stress of how we're treated but have too many years here to go anywere else	12/17/2019 4:53 PM
915	They would probably quit running trains at all if someone told them how much money wouldn't be spent, then probably sell all of the locomotives and property, because you don't need them when you're running no trains. They don't give two hoots about a single employee, unless you're a PSR kool-aid drinker. They would sell themselves out in a heartbeat. I've never worked in a place that was so miserable at the ground level.	12/17/2019 4:52 PM
916	I love my job but feel thought of as a number not a valued employee	12/17/2019 4:49 PM
917	I like the job I do. But the way my employer is now after 20 yrs of service. I almost want to go look for a different job.	12/17/2019 4:48 PM
918	At this point I don't know what to think. I've never seen so many people laid off and sent home. It's sad to show record profits every quarter but what the public doesn't know, is how many people are being laid off to be able to show record profits. Many employees and their families are being affected by this. We just hope things get better soon, because I know of many people who have already applied for other jobs or are looking to work elsewhere, since this has become an unstable workplace. It is also very sad to see this company make the top of the list as one of the worst places to work for in 2019.	12/17/2019 4:47 PM
919	Bad they do not care one bit about us management are either hypocrites or they were never around as conductor or engineer long enough to understand how long moves can take.	12/17/2019 4:46 PM
920	Norfolk Southern is the epitomy of being locked in a prison without being in one.	12/17/2019 4:43 PM
921	The company is a good one to work for but sometimes it seems they want production over safety.	12/17/2019 4:43 PM
922	Used to love them and my job. Now I hate them and my job and I am here just to provide for my family.	12/17/2019 4:43 PM
923	I love my job but hate my employer and many of my coworkers feel the same. I've never seen so such money grubbing greed in my life with the cuts and reduced wages while the carriers are making record profits. The morale has never been so low and bad amongst myself and my coworkers and this low on the railroad. I can't understand how the government can let the carriers operate the way they do when the railroads are so vital to the American economy.	12/17/2019 4:39 PM
924	It's all about the benjamins	12/17/2019 4:39 PM
925	Money hungry more concerned about stockholders than employees or customers. Some of the streamlining probably has been needed but the cutbacks in workforce have been overdone to the point that safety maybe a concern.	12/17/2019 4:39 PM
926	I used to like my job but it's just a paycheck now	12/17/2019 4:36 PM
927	Only interested in the shareholder, daily shippers go out of business because of UPRR greed	12/17/2019 4:36 PM
928	Worthless junk. Don't care about anybody but the shareholders' pocketbook	12/17/2019 4:36 PM
929	I feel that they really don't care about anything, but getting their numbers and making their stocks look good.	12/17/2019 4:35 PM
930	Profits first safety last	12/17/2019 4:35 PM
931	I'm currently seeking out other employment if things don't make a pretty serious change.	12/17/2019 4:34 PM
932	Could be better managed and our contracts could be written to benefit us more.	12/17/2019 4:33 PM
933	They care about money and stockholders. Could care less about employees	12/17/2019 4:30 PM
934	Getting a paycheck	12/17/2019 4:29 PM
935	Great	12/17/2019 4:29 PM
936	Greedy. Does not care about the safety of their employees or others. Will do anything to make a profit	12/17/2019 4:26 PM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
937	They make money for their stockholders, but they are the worst supervised and worst run railroad. there training sucks. They make it unsafe just for that reason. RR does not make sure a man going to work out on the road knows his job. The men and women sent out there do not have the knowledge that is safety required to perform their duties. I would say a first year Conductor has very little idea of where he is at and what is going on except to point a to point b. They have very little idea of the physical characteristics which are supposed to be required. It scares me to think how bad the training is on Norfolk Southern, with all the shortcuts to T&E education. When something happens, due to their lack thereof, the Public will pay the price.	12/17/2019 4:26 PM
938	I think about leaving every day. It kills me to be away from my family 5 days a week. The risk of safety at work is beginning to not be worth the benefits the work provides. I'm here for the health insurance and hopefully the retirement if the company even keeps us around. I understand companies have to make money to stay in business. We are making hand over fists full of money and it's not enough. What happened to customers first? We need to expand the customer base and increase customer service and attain new customers to keep the long-term business going strong.	12/17/2019 4:24 PM
939	N/A	12/17/2019 4:24 PM
940	I'm currently looking for a new job cause I've been there 13 years and could get furloughed at any time worst company I've ever worked for they do not care about their employees at all all they care about is the money	12/17/2019 4:24 PM
941	I believe my employer has one thing in mind to make his wallet fatter along with his shareholders. He is not worried about the employees or safety of this company or where it falls, just operating ratio.	12/17/2019 4:23 PM
942	I'm honestly disgusted with the treatment of my coworkers across the country and myself. They make it blatantly obvious they care about nothing but what goes into their pockets. Our safety means nothing to them and the only reason they are in support of the transition to PSR is because they think they can save some money by cutting conductors and going to one man crews (highly unsafe for a number of reasons.) The irony is astonishing.	12/17/2019 4:22 PM
943	They hve no regard for their employees safety or well being. We are run by morons who shouldn't he allowed to operate model railroads.	12/17/2019 4:22 PM
944	Love my job. But the rush rush attitude has to stop. Far too many in my company have been killed in the past two years.	12/17/2019 4:22 PM
945	Union Pacific only cares about shareholders, nothing else.	12/17/2019 4:20 PM
946	My thoughts on my employer is that they don't appreciate their employees and don't consider how we feel about things and changes.	12/17/2019 4:19 PM
947	Fuck them.	12/17/2019 4:19 PM
948	Their priorities are on making larger profit at the expense of safety. I suspect it is an unstable practice, and will eventually do more harm than good long term.	12/17/2019 4:19 PM
949	Greedy.	12/17/2019 4:18 PM
950	I love the company I provide my work for and I am grateful to wake up and go to work.	12/17/2019 4:17 PM
951	It's not looking good for the employees	12/17/2019 4:14 PM
952	I despise them for their greed. We all know that the company needs to be profitable, but also can see that PSR is simply stripping everything that can be stripped in the short run, in order to drive up profits. When it's said and done, these companies will spend billions trying to undue the damage. And where will that money come from? Tax payers more than likely when the hedge funds are long gone	12/17/2019 4:09 PM
953	I think that PSR is just a short-term money grabbing event for the stockholders. Thousands of railroad employees are out of work because of PSR, including me. I used to love working for Union Pacific. A dream employer of mine. Now that they started PSR, I despise the company I used to love getting up early in the morning for. PSR has ruined their image. Google "Worst companies to work for in the United States." Union Pacific is #1.	12/17/2019 4:08 PM
954	They need to quit thinking about the investors and their own pockets and think about the families they've harmed. Profit is what every company is after but at what cost	12/17/2019 4:08 PM
955	I hate CSX	12/17/2019 4:05 PM
956	I'm just working for a paycheck	12/17/2019 4:04 PM
957	They are worthless when it comes to listening to and the way they treat employees	12/17/2019 4:03 PM
958	It's a good job and I only have 10 years to retire	12/17/2019 4:03 PM
959	They are only after the almighty dollar. Safety is an afterthought, until they can use it to handle you. There is no quality of life anymore.	12/17/2019 4:02 PM
960	Subpar. They could be a lot better if they actually valued employees for the work they do and not look at them as constant dollar figures.	12/17/2019 4:02 PM
961	Thankful to have a job, just wish we were treated better & there were more jobs to hold/trains to run.	12/17/2019 3:56 PM
962	No comment for fear of retribution.	12/17/2019 3:54 PM
963	It's not what it used to be, like I said they don't care about the working man like they did years ago only care about the higher ups and what I can tell the stockholders	12/17/2019 3:54 PM
964	I'm thankful for being employed. Would like to see them not be so greedy.	12/17/2019 3:53 PM
965	We are just a number and if they could get away with having nobody on a train they would so they can get Richer and more greedy while we stand in the unemployment line trying to figure out how to feed our families	12/17/2019 3:53 PM
966	They only care about the shareholders.	12/17/2019 3:53 PM
967	Thankful for my job but not liking the get it done or you're fired mentality.	12/17/2019 3:52 PM
968	Greedy with no concern for safety of its employees or the general public.	12/17/2019 3:51 PM
969	This is the most corrupt and immoral company I have ever worked for. There is absolutely nothing ethical about this company I work for CSX	12/17/2019 3:50 PM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
970	If I didn't have 21 years in I'd leave	12/17/2019 3:49 PM
971	Not good,, Cannot wait till full retirement as they do not care about the employee anymore	12/17/2019 3:48 PM
972	I wish I would have never stayed with this company. I am college educated and will leave this company when my kids get out of school for summer if I can make it that long.	12/17/2019 3:48 PM
973	I would not recommend to my worst enemy to work out here. They treat you like you are worthless and ask for a day or two off and nope. We have a company created man problem so no time off. It didn't use to be that bad, but in the last two years, it's terrible. I like my job, but not the way things are out here.	12/17/2019 3:46 PM
974	Don't care about any of the employee under management. Especially the union workers.	12/17/2019 3:45 PM
975	They pay good but you don't care about the employees	12/17/2019 3:45 PM
976	The upper management is a joke now	12/17/2019 3:42 PM
977	Wish I had one again	12/17/2019 3:39 PM
978	Horrible working conditions, just a number. Not a single care about safety on employers' end, just get it done	12/17/2019 3:39 PM
979	It feels like we employees are just an expendable number and don't matter at all	12/17/2019 3:36 PM
980	This place is a joke	12/17/2019 3:35 PM
981	I have a wonderful job but it could be done much more efficiently.	12/17/2019 3:35 PM
982	Greedy bastards	12/17/2019 3:35 PM
983	I have a job	12/17/2019 3:34 PM
984	CSX is a shell of the railroad it used to be, customers are furious due to paying more for worse service or no service at all Morale is at an all time low safety is a concern when it's convenient. employees are full of uncertainty as to the long-term survival of CSX and their jobs.	12/17/2019 3:32 PM
985	Neutral. Blessed to have a good job, but UP frustrates me with their way of thinking.	12/17/2019 3:32 PM
986	It seems they are more interested in padding pockets of CEOs and investors, than taking care of the actual employees that keep the railroad running.	12/17/2019 3:31 PM
987	Reminds me of the horror stories and reasons the Union, Railway labor act and FRA were created	12/17/2019 3:31 PM
988	I appreciate them for a career just wish they valued the employees as much as a dollar	12/17/2019 3:29 PM
989	Downhill, used to be proud to work for UP! Now it's a struggle to come everyday.	12/17/2019 3:28 PM
990	Disappointed. I actually LOVE my job and thought it would be a great way to support my family. Insurance is good, benefits are good, and pay isn't too bad. But we got screwed.	12/17/2019 3:27 PM
991	Just in the last year it has turned into a nightmare	12/17/2019 3:26 PM
992	All they do is try to keep our overtime and pay down to get their bonuses and make the stockholders more money	12/17/2019 3:25 PM
993	I used to like to come to work. I have been fortunate over the last 17 years to work with a great group of guys that just want to come to work and get the job done on time and safely. Over the last year and a half or so the greed on the corporate level has gotten out of control and I have lost all respect for the company as a whole. So many people with 10 years plus are job searching, I never thought I would see that.	12/17/2019 3:25 PM
994	They have become greedy and their only concern is making more profit. The majority of my fellow employees would leave the railroad if given the opportunity.	12/17/2019 3:23 PM
995	Our upper echelon does not care about the working person or their customers. prime example of corporate greed. This is a get rich quick and run play.	12/17/2019 3:22 PM
996	Enjoy working for the railroad but getting days off when extra board is full is difficult. Getting Trainmasters to return calls or text about that is very difficult and nonexistent at times.	12/17/2019 3:22 PM
997	I think I work for a corporation that no longer cares about running an effective railroad, but rather a company whose only intention is to make a shit load of money for the very few.	12/17/2019 3:21 PM
998	I hate my employer, as most of my fellow coworkers also hate them. They are greedy and selfish, and have no concern for the well-being of the future of the company.	12/17/2019 3:21 PM
999	They consider its employees as disposal liabilities.	12/17/2019 3:21 PM
1000	Piss poor railroading	12/17/2019 3:21 PM
1001	They care more about the shareholders and making them money then about moving freight in a safe and timely manner. Employees are considered a menace and need to be replaced by technology based applications. I have gave 21 yrs of my life to be the best I can be for this railroad and it's never good enough. Let us do our jobs, without fear of dismissal and let us use our experience to move the freight and we will make them money	12/17/2019 3:20 PM
1002	I'm very disappointed in them. I think they should implement layoffs on a corporate level and reduce the size of the board and corporate level management.	12/17/2019 3:19 PM
1003	More worried about money than the safety of their employees	12/17/2019 3:18 PM
1004	I believe that there is so much corporate greed that the company as a whole has forgotten where they have come from. They do not care about the little man that is putting the bread and butter on their table.	12/17/2019 3:18 PM
1005	Will I make it to retirement under the current climate or should I start looking for another career before I get furloughed?	12/17/2019 3:18 PM
1006	Ruthless and unapologetic.	12/17/2019 3:17 PM
1007	Used to be a good paying job and the BN actually acted like they cared about safety. Once we merged with the Santa Fe that went out the window!	12/17/2019 3:17 PM
1008	Checks have not bounced yet. I enjoy my job not the hours.	12/17/2019 3:17 PM
1009	They only have the shareholders in mind. No care for the employees, only so we don't get injured to impact the bottom line.	12/17/2019 3:16 PM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
1010	The company has become a true villain, and not a company that makes a person feel good about their job, or themselves. They have mandated demands on employees that are not doable for a long-term goal, without consequences on the men that perform the job. There is absolutely no care, or concern about the safety of the crews, or the communities that we operate in. As long as greed continues to operate the company, things will only get worse.	12/17/2019 3:16 PM
1011	Start treating your staff like humans and care about their well-being	12/17/2019 3:11 PM
1012	I've been told on numerous occasions to lie about pull times or make up work that wasn't even performed to make some number look like this is all working or to push the failures falsely on the customer. If they're going to steal from their own customers what will they do to us? One customer we have our instructions are to spot any car with their class code on arrive even though they keep telling us they didn't order it in and is making things difficult on them. Another one we blame for the shortage of cars available to spot on them even though we never experienced this before PSR. The worst part is their complete disregard for the labor agreement. We'll tell them something is a violation but they don't care. It wouldn't be so bad if they'd actually pay them. Instead they're denying them all in a attempt to overload the general chairman with the review process. So you ask me, what are my thoughts on my employer? I think they only want me around to be a scapegoat for why their plan isn't working or to be someone to shift legal liability on if something bad happens to a community.	12/17/2019 3:11 PM
1013	They claim to emphasize safety but instead focus almost all of their efforts on reducing the number of people working and increasing the workload for those people. As a result safety and injury prevention suffers.	12/17/2019 3:10 PM
1014	Working for CSX has gone downhill from what it was 15 years ago.	12/17/2019 3:10 PM
1015	I feel BNSF is making money but cutting corners. I am a structures employee and have seen across the system there are bridges that are falling apart. We continue to put a bandage on them and move on to the next one. We have a saying around here "it's going to take a train to go into the ditch over the bridge before it gets fixed". These bridge are 50–90+ years old. I am also worried about losing my job. I Love my every day duties. When I was first hired I thought to myself "wow this is a company that actually cares about its employees" now that this New system is coming out I see the true colors of BNSF.	12/17/2019 3:09 PM
1016	Greedy money hungry	12/17/2019 3:08 PM
1017	Wish I could find a new job	12/17/2019 3:06 PM
1018	There is no way that I will be able to finish my career working there. So am currently seeking other employment. They don't let you take your vacation and personal days when you want/need to and they have made it impossible to get a day off even to go to the doctor. Their attendance policy doesn't allow you to take any time off for any personal reason. This is no way to live. Have dental insurance but cannot schedule an appointment to get a dental checkup because they won't let you take a day off	12/17/2019 3:05 PM
1019	Greed at the top	12/17/2019 3:03 PM
1020	The employer is what It is, a business. With that responsibility as a business it should be looking out for the well-being of employees. Furloughed or not there should be a program for displacement if the company sees it needs to implement its whimsical ideas on its employees without proper projection and intel.	12/17/2019 3:02 PM
1021	I always stay positive out here morale is low but it is a good job things are not always right but that's why we have the union to fight for us	12/17/2019 3:02 PM
1022	Hate it	12/17/2019 3:02 PM
1023	The most mismanaged incompetent company I have worked for. The key to success and good business is taking care of your employees and that is at the bottom of their priority list.	12/17/2019 3:02 PM
1024	It's a paycheck	12/17/2019 3:01 PM
1025	I feel like we walk on egg shells that the company didn't care that we sacrificed good jobs to come here thinking we where hiring into a steady job. Now I feel like a hostage. I'm currently furloughed and as soon as I find another job the railroad will be ready to bring me back just to let me go again. My home life suffers I don't know how I'm going to pay my mortgage I have 6 kids and a wife. I've never felt like more of a failure in my life. The cutbacks are ridiculous. There isn't enough people working they're always waiting on someone to be rested to take the next train. The people that are working are exhausted and that's dangerous. The last month I worked every ticket I had was over twelve hours. Most I was in the train for twelve and the taxi for two more that's ridiculous. Then right back to work when I was rested to do it again. The morale is at an all time low. We have so many rules to be compliant with and everyone's exhausted so mistakes are made and that's dangerous. And when people get hurt the company doesn't care they just replace them with their surplus of furloughed employees.	12/17/2019 3:01 PM
1026	I am thankful for them for giving me an opportunity to work for them and providing for myself and family. I will say that they are asking us to pay for more without compensating us more. thay put profit margins over everything including safety.	12/17/2019 2:59 PM
1027	Just a number	12/17/2019 2:58 PM
1028	They continue to take and but don't want to give in return! Safety no longer matter until you get hurt then no matter what it's your fault!	12/17/2019 2:57 PM
1029	If I could go back in time and knew Hunter Harrison (PSR) was in the future of American Railroad I would surely choose a different carrier	12/17/2019 2:56 PM
1030	I think they're in profit mode and readying to sell their shares. At this rate there won't be a UPRR in 5 years.	12/17/2019 2:53 PM
1031	Trash. Money hungry liars. Pencil whippers. No one up top has ever really Railroaded, and you can tell. All of them came from other crafts or not from a railroad. Yet they dictate our lives.	12/17/2019 2:52 PM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
1032	They have placed money above whether something is right, wrong, productive or unproductive. I have been looking for other employment ever since CSX has made choices loving money over their own core set of proclaimed values.	12/17/2019 2:52 PM
1033	A bunch of money hungry idiots	12/17/2019 2:51 PM
1034	Probably the worst employer in the Nation. Truly doesn't care about us	12/17/2019 2:50 PM
1035	We are just a number!! They only care about money for the shareholders!!	12/17/2019 2:48 PM
1036	Union Pacific is no company to work if you want a life career. I've been furloughed	12/17/2019 2:48 PM
1037	Absolutely terrible.	12/17/2019 2:48 PM
1038	Not good. Don't care bout you	12/17/2019 2:47 PM
1039	They suck	12/17/2019 2:46 PM
1040	I do not think they care about us in no shape or way, this is no longer a career it has become more like Walmart	12/17/2019 2:45 PM
1041	Someday there is going to be a terrible tragedy because the company has cut jobs and projects to the point that maintenance is substandard.	12/17/2019 2:43 PM
1042	I still love the company and love my job but I feel like we're going from treating your employees the right way to us just being a number and easily replaceable.	12/17/2019 2:43 PM
1043	CSX is terrible to work for right now	12/17/2019 2:43 PM
1044	More stressful than efer	12/17/2019 2:42 PM
1045	I have worked with BNSF for 14 years and more than anything I am disappointed in the hypocrisy of our companies claimed values. We have placed cost well above the safety of our employees in all decisions made. Ignoring general maintenance to make things safer for train crews such as snow removal and keeping up on brush cutting and oiling switches. We also ignore contractors working near tracks because we don't have manpower to provide protection. Unfortunately we have watched other class 1 railroads follow this business model and fail when measuring safety and quality but we are still following the same model.	12/17/2019 2:42 PM
1046	Money hungry. Safety use to be the top priority. Not anymore.	12/17/2019 2:41 PM
1047	I wish Hunter Harrison would've kept his ideas to himself. The railroads made money before him and would've made it without him. Just now they're making more because of streamlining operations. All it benefits is the big stockholders.	12/17/2019 2:36 PM
1048	They are out for themselves. Doesn't care about the employee	12/17/2019 2:34 PM
1049	they provide me with an income that feeds my children.	12/17/2019 2:33 PM
1050	Worry about surviving this terrible decision they have made by implementing the PSR and this is supposed to be where I retire, I have 24 years left and at this rate I will be looking for another career late in life.	12/17/2019 2:31 PM
1051	Terrible	12/17/2019 2:31 PM
1052	I'm grateful for my job and appreciate all that UP does for me and my family but a lot of the time I feel like us MOW guys don't matter to the "big wigs"	12/17/2019 2:31 PM
1053	Running customers off due to the company's premium price locks is not a way to run a business.	12/17/2019 2:29 PM
1054	I use to love working here at NS but now I would rather dig ditches than work for NS!!	12/17/2019 2:29 PM
1055	Shitty	12/17/2019 2:29 PM
1056	Anyone that can leave should. The railroad is destroying lives and safe work conditions in the name of massive profits.	12/17/2019 2:29 PM
1057	Just another day, looking for payday, no pride or belonging to a team that cares for everyone, not just the hedge fund investors. They will bankrupt CSX in the long haul, mergers coming for survival, the infrastructure damage will be monumental.	12/17/2019 2:27 PM
1058	How can this be good for all!	12/17/2019 2:26 PM
1059	Last few years became worst employer to work for	12/17/2019 2:25 PM
1060	I love my job and what I do but working for this company has added stress to my family and my life	12/17/2019 2:25 PM
1061	My employer has used every minute of my 12 hours on duty time. Eat, sleep, wake and do it again.	12/17/2019 2:25 PM
1062	They don't care about us we are a burden to them because we cost the company money	12/17/2019 2:24 PM
1063	It's a great job, terrible life! I hate what the company has become and more than not I hate my job anymore, and I never have felt this way about them, I would never recommend to anyone to get a job here, and I would have in a blink of an eye 5 years ago	12/17/2019 2:23 PM
1064	BNSF has been a great provider for 25 years. I also know this wouldn't be possible without the Excellent union and its members standing strong for our rights as workers.	12/17/2019 2:22 PM
1065	FUCK THEM ALL!!!!!	12/17/2019 2:21 PM
1066	Bottom line is all the care about is the shareholders. We are an afterthought. They want us to rush but follow the rules they have in place which doesn't allow us that option without giving them a reason to fire us.	12/17/2019 2:21 PM
1067	They are Satan spawn always have been now more so	12/17/2019 2:19 PM
1068	They care zero about employees, only shareholders. The quit developing culture years ago. You are just a number.	12/17/2019 2:13 PM
1069	I used to be treated as an asset to the company. We were given profit sharing, bonuses, meals for rewarding hard work and safety, but that all went away. We are expected to give more time to the railroad and work more territory with much less workforce. Other than the paycheck it has become a thankless job with a much greater threat to be disciplined.	12/17/2019 2:13 PM
1070	The hate cannot be expressed in words.	12/17/2019 2:13 PM
1071	Greedy	12/17/2019 2:11 PM
1072	Money hungry and don't care about employees. You are a number or warm body, and they have people on the street to replace you.	12/17/2019 2:11 PM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
1073	That they have absolutely ruined a great place to work over greed. Many in management are just vile human beings. The railroads have different rules than everyone else and they use every tool at their disposal to take advantage of the employees because the unions allow it to happen. Bottom line is it sucks working for this company.	12/17/2019 2:11 PM
1074	It is just a job to pay the bills. Use to think it was a great place to work.	12/17/2019 2:10 PM
1075	don't tell anyone to apply here	12/17/2019 2:08 PM
1076	Money grab by Wall Street.	12/17/2019 2:06 PM
1077	Union Pacific cares not about building America, or about the customers or employees. At the end of the day it's about shareholders	12/17/2019 2:05 PM
1078	I wish I didn't have much time invested, I'd quit and do something else with my life. We're trapped or stuck here because of our retirement.	12/17/2019 2:04 PM
1079	If they believe furloughing 1000s of employees will make this a better company, then I don't have very good thoughts. I was excited to work there when I hired out, but they made that excitement fade very quickly. Now with PSR, they have shown their true colors. They care of my about record profits and increasing shareholder wealth. They care nothing about the boots on the ground getting the work done. Now trying to do away completely with the conductors position shows they care even less. About the workers, communities, safety. They speak of these 3 elements as being a big part of this company, but they continuously prove they are greed driven without a care for anyone who works for them.	12/17/2019 2:02 PM
1080	They care more about their bottom line than their employees! They will step over a dollar to make a dime!	12/17/2019 2:01 PM
1081	I hate my employer. I hate how they treat me. I hate how they treat other people. If I got fired today I wouldn't feel the least bit bad about it.	12/17/2019 2:00 PM
1082	If I knew then what I know now I'd never came to the RR.	12/17/2019 1:59 PM
1083	It used to be a great place to work. Now I'm stuck here.	12/17/2019 1:57 PM
1084	They prove how much the value employees at the last contract negotiations. Basically employees welfare is at the bottom of any list	12/17/2019 1:57 PM
1085	The company will do what they want to make money. They do not care about your livelihood. Look out for yourself and your coworkers. The people working on the ground is what counts and keeps the place moving.	12/17/2019 1:54 PM
1086	10 yrs ago I told people I had the best job in the world. Today I tell people they don't want a job here, this place is a joke.	12/17/2019 1:54 PM
1087	Only care about $$$$$. Not the customers and especially the employees	12/17/2019 1:53 PM
1088	My employer is very greedy. Self-centered. Egotistical. Not family-oriented. They make record profits every year and still try to change what isn't broken.	12/17/2019 1:53 PM
1089	Thoroughly unethical dishonest and greed driven. Typical corporate way "promote to the highest level of incapability. Profit versus safety and customer satisfaction	12/17/2019 1:49 PM
1090	bean counters	12/17/2019 1:48 PM
1091	I'm humbled on the opportunity the railroad has given me but the last year and a half it has gotten bad	12/17/2019 1:45 PM
1092	Shitty	12/17/2019 1:45 PM
1093	The company is moving in a horrible direction with unhappy employees and customers who are given ultimatums not what they want.	12/17/2019 1:45 PM
1094	I am just an expendable number to them. They do not value the work we do and they believe they can make all of this happen from an office in a suit.	12/17/2019 1:44 PM
1095	I feel betrayed	12/17/2019 1:44 PM
1096	Pretty good	12/17/2019 1:44 PM
1097	They don't care about their workers it's all about the shareholders. All the money they are making and they don't want to pay us more money.	12/17/2019 1:43 PM
1098	Very greedy	12/17/2019 1:43 PM
1099	What are they going to do to us next! Probably will get fired for taking the survey!	12/17/2019 1:43 PM
1100	The railroad at one time was a great career, but due to the greed of corporate, it is no better than working for any other company. With the benefits and taxes we don't make any money, just barely getting by.	12/17/2019 1:41 PM
1101	The concert is not about safety anymore, not is it about the people. It's purely trying to squeeze as much money out of the railroad this isn't how it's supposed to be.	12/17/2019 1:40 PM
1102	Selfish	12/17/2019 1:39 PM
1103	The employer cares nothing about us only about pleasing shareholders! Bottom line: shareholders demanded this because it gives short-term gains so they can sell at a significant profit. This is tearing down cities hurting industries,ruining people's lives all for greed.	12/17/2019 1:39 PM
1104	Poor	12/17/2019 1:39 PM
1105	Fucking worthless money grubbing pricks who are robbing everyone	12/17/2019 1:36 PM
1106	They don't care how any of these changes affect us. They're selling off track that isn't on a core route that has potential to make a lot of money. If they cared about their customers and employees it would be a great company	12/17/2019 1:34 PM
1107	They are fine I guess, I don't like hearing about jobs and positions most likely getting cut soon though	12/17/2019 1:33 PM
1108	The right hand has no idea what the left hand is doing at any given time. They have no idea what's going on	12/17/2019 1:32 PM
1109	All they care about is money	12/17/2019 1:29 PM
1110	The UPRR doesn't want us or care to even have us and all it ever is is contractors out here	12/17/2019 1:28 PM
1111	I love being a railroader but can't stand who I work for. Never knew 6.5 years ago I took a job and not a career.	12/17/2019 1:27 PM
1112	They are absolute idiots driven by the most dishonest people who have been installed by a company looking to strip out a company of its value and then move on.	12/17/2019 1:27 PM
1113	Terrible, they only care about keeping the shareholders happy	12/17/2019 1:27 PM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
1114	Not good	12/17/2019 1:27 PM
1115	Just can't wait to retire. I wouldn't recommend the RR to anyone.	12/17/2019 1:26 PM
1116	They are money hungry and only care about shareholders	12/17/2019 1:26 PM
1117	I dread returning to the workplace everyday. Waiting for a phone call or not. I feel as though I am not valued by my employer and discouraged to excel in my career and personal life.	12/17/2019 1:26 PM
1118	They are a pathetic excuse for an employer. This the absolute most pitiful place to work I've ever had. There is absolutely no incentive. We get punished for trying to do a great job. I'm currently trying to find another job.	12/17/2019 1:26 PM
1119	All they care about is the shareholders in the bottom line right now.	12/17/2019 1:25 PM
1120	They are greedy	12/17/2019 1:23 PM
1121	CSX use to be considered a career . . . it is now a job. I am a Trainmaster for CSX and have done 6 resignations in the last 4 months with more rumored to come. Every employee has said the same thing. They are tired fed up and that it is no longer worth it.	12/17/2019 1:23 PM
1122	CSX railroad has become an awful company to work for. All about the bottom line and how much $$ they can put in their pockets.	12/17/2019 1:22 PM
1123	I love my job. But. When is somebody going to snap	12/17/2019 1:22 PM
1124	I hope they wake up soon before there is no company	12/17/2019 1:22 PM
1125	Hate it all they are worried about is making money for the higher up and don't care about the safety or livelihood of the employee	12/17/2019 1:20 PM
1126	I harbor more and more resentment daily about having to work in deteriorating conditions.	12/17/2019 1:19 PM
1127	That they Value the dollar over safety	12/17/2019 1:16 PM
1128	Awful. Would never recommend someone to work for Enron Pacific	12/17/2019 1:16 PM
1129	All about the bottomline, shareholders come first!	12/17/2019 1:14 PM
1130	THEY ARE ALL ABOUT THE MONEY. NO LONGER CARE ABOUT THEIR EMPLOYEES OR THEIR EMPLOYEES' FAMILIES. AND ESPECIALLY SAFETY. JUST MONEY	12/17/2019 1:13 PM
1131	They only care about the profits as proven that they will park trains because of a lack of crews while there are conductors furloughed and engineers on the ground. Great pay, great benefits, great camaraderie but at a huge detriment to personal life.	12/17/2019 1:12 PM
1132	They are greedy they want as much work as possible with the fewest employees as possible	12/17/2019 1:10 PM
1133	They don't care about us	12/17/2019 1:09 PM
1134	Greed. More Money for the shareholders. Safety has moved from first to fourth.	12/17/2019 1:07 PM
1135	I do what I can	12/17/2019 1:01 PM
1136	Despise them	12/17/2019 1:00 PM
1137	They want to do more with less.	12/17/2019 1:00 PM
1138	The increasing focus on budget cuts and workforce minimizing is just a form of greed.	12/17/2019 1:00 PM
1139	Longer days . . . deadheading by train (not safe and defecting the purpose of even deadheading us to catch up boards at far end). 16 plus hr days now . . . while the glass palace keeps drinking their Champagne . . . how do you REALLY think I feel . . .!!!	12/17/2019 12:57 PM
1140	Love working for CN. I feel like I hit the job lottery 5.5 years ago. Absolutely love railroading, and Canadian National.	12/17/2019 12:53 PM
1141	The employer doesn't care about the employee. Doesn't care about the employees' safety even though everything that comes out of their mouth is to do it safely there are some jobs that you can't do safely with only the bare minimum of people.	12/17/2019 12:52 PM
1142	Disabled, no employer	12/17/2019 12:52 PM
1143	I would have to say my thoughts on my employer are not very positive since I hired 5 years ago. I definitely keep my options open for other jobs considering Union Pacific is known for cutting employees every day for any reason just to save a dime. It is a horrible thing to have sure a successful company and not knowing if you have a job to come to every day	12/17/2019 12:50 PM
1144	I know they are in the business to make money but, we as CSX employees are losing benefits and substandard pay compared to other railroads. union dues up again and everyone know we will lose benefits on next agreement. Thank God I will retire in 12 years	12/17/2019 12:49 PM
1145	Not good	12/17/2019 12:48 PM
1146	They are concerned about profit over people.	12/17/2019 12:46 PM
1147	If I could find another job today making the same money I would leave in an instant.	12/17/2019 12:46 PM
1148	Used to love to come to work enjoyed my job. Now I just think they are a bunch of greedy pricks that only care about the shareholders and their money and to hell with the people that keep this railroad running and has done the dirty work for them Rich pricks for 150 years	12/17/2019 12:42 PM
1149	My employer, I don't have a problem with. PSR on the other hand, I don't like it. Seems like we're losing business, customers complaining. Track conditions are getting worse. Just seems like all PSR is, is a way for the shareholders to make a quick buck, while screwing over the little guy. Multiple railroads have tried PSR, and it hasn't worked for them, so what makes the next railroad think they can get it to work? They can't. Also the jobs cutting has taken a toll. Shutting down yards. Getting rid of some maintenance personnel, carmen, nothing is getting moved, massive furloughs. Some guys, this has been their 3rd furlough. This PSR is a joke. The only ones laughing are the shareholders on their way to the bank, as they screw the working guy over.	12/17/2019 12:41 PM
1150	Still making a good living, but it's more difficult to work for them	12/17/2019 12:37 PM
1151	If I had a better opportunity, I'd take it. I no longer see railroading as a fulfilling career, but a hard fought for paycheck.	12/17/2019 12:36 PM
1152	For the most part BNSF railway is a decent company to work for. So much of that depends on the local leadership. Roadmaster, Division Engineer etc.	12/17/2019 12:26 PM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
1153	This used to be a great job. Now it's just a job. The employer shows less and less regard for agreement employees every year. Actively engaged in a job search.	12/17/2019 12:23 PM
1154	I hate them	12/17/2019 12:23 PM
1155	Union Pacific has become a toxic place to work. People generally do not enjoy their job anymore which is sad. The company and its leadership seek only profits for Wall Street and executives and care nothing about the employees that have helped build the business. Customer service is at an all time low and morale is the worst I've seen all over the system. Reporting of incidents and injuries is also an issue with management not reporting in order to keep information away from the FRA. PSR does not take into account the people who lose jobs and shattered families it creates it serves only the interests of the few. Safety used to be important now it is just another roadblock to profits and UP will not stand for it.	12/17/2019 12:21 PM
1156	Not family anymore just a number can't even get Christmas appreciation gift or bonus	12/17/2019 12:20 PM
1157	Really do not like working here waiting for the next furlough	12/17/2019 12:19 PM
1158	BNSF who claims they aren't implementing PSR make me want a different job even after 17 years. It's a great retirement plan but not worth it if they are going to break me in the process.	12/17/2019 12:18 PM
1159	My employer is ignorant and greedy	12/17/2019 12:16 PM
1160	Everything is about the dollar now, not about safety, team environment or career goals. Now it's a job not a career, that doesn't care for its people or the future, just about the dollars made and saved today, not about tomorrow. Short sighted race to the dollar they can get today	12/17/2019 12:16 PM
1161	Greed consumes them. Profits ahove all.	12/17/2019 12:14 PM
1162	With PSR all my employer cares about is the shareholders and the stock price. They do not care one bit about their employees or their safety.	12/17/2019 12:13 PM
1163	They don't give a Fuck about safety. It's all talk	12/17/2019 12:13 PM
1164	I'm grateful for my job, but I hate the way employees are treated. Union Pacific posts quarterly net profits of over a billion dollars, but that's not enough, still gotta send as many people home jobless as they possibly can. It creates a lot of between the employees and the company	12/17/2019 12:06 PM
1165	My employer has become servant to the dollar. Lost focus of the real commodity people. And has sold the integrity of years an American Icon for another zero in the big wigs bank account. That is what you get though when you have people who've never done the job, driving the ship.	12/17/2019 12:01 PM
1166	What use to be a fun and awarding job has turned into just a "job" that isn't very awarding anymore.	12/17/2019 12:01 PM
1167	there is no independent thinking by lower management	12/17/2019 12:00 PM
1168	My thoughts about my employer are terrible with all the layoffs	12/17/2019 11:54 AM
1169	The company doesn't give a tinkers damn whether I or my family lives or dies.	12/17/2019 11:45 AM
1170	I love driving trains, I hate working for the RR	12/17/2019 11:43 AM
1171	They're getting greedy wanting to cut to please the stockholders	12/17/2019 11:42 AM
1172	That they are making a mistake. There is some good but most is bad	12/17/2019 11:36 AM
1173	Good, but since all this PSR railroad started It seems like the higher ups are more interested in putting more money in their pockets, & cutting back more causing people to be sitting at home.	12/17/2019 11:36 AM
1174	PSR is killing the rail industry with the job cuts and board cuts across the country. Railroad is the heart of the country if they cut it so low and can't provide the customers with fast service then it will hurt the company I work for.	12/17/2019 11:31 AM
1175	I before they have lost their way in that they no longer operate to serve the customer. The customer has become Wall Street and whatever it takes to get the operating ratio down and the stock prices up is all that matters. If that involves laying off employees, cutting operations to the bone, cutting safety and maintenance to the bone, then that's what is done.	12/17/2019 11:22 AM
1176	It's the worst I have ever seen greed greed greed we get nothing since the Harrison regime we're robots	12/17/2019 11:16 AM
1177	Wouldn't recommend anyone to work for them, hostile work place	12/17/2019 11:09 AM
1178	They do not care about the bodies that run the company	12/17/2019 11:04 AM
1179	GREEDY, running this company into the ground for unreal profits, hiding numbers to try and realize unrealistic gains for shareholders	12/17/2019 11:01 AM
1180	Dislike them very much	12/17/2019 10:58 AM
1181	Disgust and contempt towards them and their greed.	12/17/2019 10:55 AM
1182	My employer is reactive, not proactive. There is no such thing as preventive maintenance. That went out the window years ago. There is absolutely no indication, whatsoever, that they plan to make working conditions better for us. It's just the opposite and I feel bad for the young guys because, in my opinion, the railroad is leaning to an all contractor atmosphere and judging from the events of the past few years, they are going to get it. I retire at the end of 2020. It is up to the younger generation to stave off the aggressive stance of the railroad and preserve whatever dignity they can.	12/17/2019 10:53 AM
1183	They only care about the stockholder. They no longer care about the employee and their families well-being or safety.	12/17/2019 10:51 AM
1184	They view their workers as tools to be neglected. We have become merely a number in their eyes.	12/17/2019 10:51 AM
1185	They simply don't care about us or the public	12/17/2019 10:48 AM
1186	Honestly, knowing what it was like previously! I think it was a better time and a real honor to be a railroader. Now most veteran railroaders simply hope and pray to make it to retirement.	12/17/2019 10:43 AM
1187	We are a number. Nothing more nothing less. The only thing that matters to this company is stock prices.	12/17/2019 10:28 AM
1188	The shareholders come first.	12/17/2019 10:10 AM
1189	Good	12/17/2019 10:06 AM
1190	All for the money and the shareholders, they used to care now not so much	12/17/2019 10:01 AM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
1191	When I hired out, my parents were proud. Now, they are disappointed. Not in me and my decisions but in the decisions of the management that is in control of how this railroad is run. I once believed I had a bright future with the railroad but now it is very dark and I am not sure if I will ever see any light again.	12/17/2019 9:50 AM
1192	just looking out for the money	12/17/2019 9:36 AM
1193	Not good!!	12/17/2019 9:35 AM
1194	My employer doesn't seem to realize they aren't helping the workers just helping themselves.	12/17/2019 9:03 AM
1195	Union Pacific has zero integrity. Union Pacific cares nothing for safety or employees. Union Pacific is all about cutting the workforce and furloughing all in the name of greed. The way this company is being run is criminal.	12/17/2019 9:02 AM
1196	I will put it this way. 5 years ago I loved my career, now I have to force myself to answer the phone and go to work so I can support my family.	12/17/2019 8:53 AM
1197	They could give two shits about us.	12/17/2019 8:52 AM
1198	Would rather run the company into the ground than even remotely take care of employees	12/17/2019 8:52 AM
1199	Used to be one the most prestigious and sought after jobs in the world. Now PSR has made it one to avoid	12/17/2019 8:41 AM
1200	They are a horrible place to work for I have never had a job where the company hires you just to spend the rest of your career trying to fire you and they violate our contract on a daily basis	12/17/2019 8:39 AM
1201	If I could make the same money elsewhere I would leave they treat us like dirt	12/17/2019 8:31 AM
1202	Upper management is completely filled with idiots who are only worried about how much they can put in their pocket	12/17/2019 8:29 AM
1203	I hate the direction this company continues to go.	12/17/2019 8:27 AM
1204	Uncertain	12/17/2019 8:26 AM
1205	They don't care about their employees, they are willing to work us to the point of exhaustion, they find loopholes around Ross's, and we are being ops tested to the point that everyone has something on their records so that they are being pressured into compliance with getting the trains out regardless of safety issues!	12/17/2019 8:17 AM
1206	Too many college kids with no railroad experience, worried about numbers on a report instead of safe railroading	12/17/2019 7:59 AM
1207	Have never hated my job as much as I have the last 3 years	12/17/2019 7:58 AM
1208	TE&Y employees have always known that the company not only doesn't care about our livelihood but PSR just solidifies in everyone's mind that the company wants to do everything in its power to eliminate as many of our jobs as possible.	12/17/2019 7:56 AM
1209	I have 13 going on 14 years in with my present employer, the 2nd largest Class 1 on the East Coast. While we have always been known to be a little quicker and a little harsher with our discipline, I knew that as long as I did my job safely and effectively that I would be able to work another day. I used to take pride in knowing that what I did made a difference in my country and my state's economies. Now, under PSR, I have a hard time looking at myself in the mirror knowing that everything I do is for the benefit of a handful of rich "investors" and board members. I own stock in my company in and outside of my 401K. As a (minor) shareholder, I have not seen any benefit. There is no more pride taken in the job. All of the skill has been taken out of it and it is done by rote tasks to an unrealistic timeline. I used to wonder why the past few classes of conductor trainees we had come through no longer viewed this job as a career and just something to hold them over until something better came along. I no longer do. I look forward to the day that I leave the freight side of the industry and can head over to the passenger side. Yes, they too are concerned with cost control, but at least they still provide the service their customers pay for. Right now, the freight industry has been hijacked by a bunch of Wall Street jackals that are blinded to reality by their own greed. The sooner I can get away from them, the better. Because I sure as hell don't want to be here when this company hits rocks bottom. And it is coming. Sooner than later.	12/17/2019 7:55 AM
1210	I used to be proud of the job that I have and did for the railroad but I guess it was not good enough for my manager and his buddies.	12/17/2019 7:52 AM
1211	I'm disappointed in their way of business and am embarrassed to work for them	12/17/2019 7:47 AM
1212	In 24 years it has definitely changed and it's significantly different. It seemed better when the Harriman Award was sought after. At present, there are too many changes, being made too quickly, with too inexperienced people, and not enough of them to safely complete the work. In my observations and experiences, this appears to be the same in all operation departments.	12/17/2019 7:47 AM
1213	I need a new employer	12/17/2019 7:30 AM
1214	The worst job I have ever had in my short life. The lifestyle stinks, the working conditions get more and more dangerous, and we are treated like robots every day.	12/17/2019 7:27 AM
1215	They don't care about their employees or customers especially the small customers	12/17/2019 7:19 AM
1216	Greedy. Building America, Wall Street America	12/17/2019 7:13 AM
1217	Love them	12/17/2019 7:10 AM
1218	Honestly? I can't wait for the bubble to burst and all of the golden parachutes to deploy. All of the Execs are just concerned with lining their pockets as much as possible without regard for us. When PSR fails in about 3 years, they will just say "oops, oh well" and walk away with millions of dollars, while we are stuck without jobs. Theres a reason all other railroads using PSR are on the apology tour, picking up whatever contracts they can. PSR runs off so much business that the "little guy" doesn't trust us to move freight anymore.	12/17/2019 7:10 AM
1219	Respectful and continuing to learn should	12/17/2019 7:07 AM
1220	I hate this place!	12/17/2019 7:05 AM
1221	They don't have to do this they still are making money, but are losing customers/shippers	12/17/2019 7:05 AM
1222	Selfish and greed. Mostly greed	12/17/2019 6:54 AM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
1223	They suck. It's all about making shareholders more money, not caring about the welfare of the employees.	12/17/2019 6:53 AM
1224	I believe I am just another employee number to the bean counters in Fort Worth. Another expensive employee that receives more than he deserves. No matter that I have EVERY qualification in the craft and I perform my duties WELL! My immediate supervisors notice my efforts and are gracious toward me. But my safety reward for working 14 years injury free was a $15 dollar "go pro" knockoff with BNSF tattooed on it They don't appreciate what we do. Safety is fine if it don't cost a dime!	12/17/2019 6:53 AM
1225	UP—pure evil	12/17/2019 6:47 AM
1226	I would of never thought about leaving the railroad until PSR came about. it's bot safe. I have a family to go home to, they could care less	12/17/2019 6:43 AM
1227	They have told us blatantly that the negative effects of PSR on the workers do not matter. Only the Operating Ration and shareholder concerns matter—after all, they say "This is a business."	12/17/2019 6:41 AM
1228	Scum	12/17/2019 6:40 AM
1229	They don't value the employees. That message is loud and clear. Not even a turkey bonus for the holidays anymore. We are all afraid to lose the ability to feed our families. And it seems to be the goal of the company	12/17/2019 6:36 AM
1230	They want to get rid of all our jobs and contract work out to third-party contractors.	12/17/2019 6:35 AM
1231	Only care about shareholders and not the employees	12/17/2019 6:24 AM
1232	That if they could make the shareholders happy they would completely fire everyone regardless of public safety.	12/17/2019 6:15 AM
1233	I have pride in the job that needs to be done, I feel with being told to learn to do more with less is not the answer. I do not think their mission aligns with what we hear from higher up, saying that they care about us and our families. I know they want us to go home safely, but it's not for the reason of that. It's so their numbers are not tarnished. I feel the BMWED can do more to help also.	12/17/2019 6:10 AM
1234	I wish things could be better	12/17/2019 6:09 AM
1235	Garbage, could care less how many employees die long as they make a profit.	12/17/2019 6:09 AM
1236	Actively looking for another job but difficult to leave this industry.	12/17/2019 6:05 AM
1237	I feel it's a big pump and dump. After they sell everything off they will not be able to maintain the wear and tear.	12/17/2019 6:04 AM
1238	I enjoy my job and my employer but in the end it makes me wonder why would a grand company such as this put its employees that turns their profits last. It's embarrassing from a business standpoint and just bad business overall	12/17/2019 6:01 AM
1239	Well I am furloughed, went from making 6,000 a month to about 1,500 a month on railroad unemployment.	12/17/2019 6:00 AM
1240	They only care about shareholders, not worried about actual employees on the ground.	12/17/2019 5:58 AM
1241	I'm here . . . Just trying to make it to retirement.	12/17/2019 5:54 AM
1242	same as they have been before, uphill slow, downhill fast, profits first, safety last	12/17/2019 5:52 AM
1243	They can kiss my ass. They treat us like crap right to our face. The manager/directors come out and feed us a bunch of lies and half truths When we press on an issue they blow off the question like we don't understand what is really going on. Let me have to talk with them one on one. They don't give a crap about you or your family because they are getting theirs and for them that is what it is REALLY all about. I could go on but I hope to god you get the point. It is the absolute truth. Take that to the bank.	12/17/2019 5:47 AM
1244	All they think about is making more and more money.	12/17/2019 5:40 AM
1245	The attendance demands and punishments are simply punitive against the workers	12/17/2019 5:39 AM
1246	Each day that goes by makes us all feel like just a number. Profits to their shareholders is all that seem to matter. Things could be done to make our work environment less stressful, safer, with better planning, better tools and better trucks. Budget is all we hear anymore.	12/17/2019 5:32 AM
1247	They are a selfish, greedy two-faced employer who I dislike. There's no pride in working for them. They do not hesitate to lay you off just to make an extra stock point. What's funny is that they just finished making a locomotive with a new paint scheme saying "Powered by Our People." At the same time they are eager to lay you off or fire their employees! How is that for Powered by Our People? Now that is two-face bullshit!	12/17/2019 5:31 AM
1248	Greedy, dangerous, servants to Wall Street and won't be held accountable when it all blows up!	12/17/2019 5:29 AM
1249	Never want to work for them again	12/17/2019 5:26 AM
1250	I'm looking to change railroads	12/17/2019 5:23 AM
1251	No comment	12/17/2019 5:21 AM
1252	If it's not broke leave it the hell alone.	12/17/2019 5:21 AM
1253	They have showed us time and time again that we are nothing but a number. It used to be a good place to work. We knew how to do our job and did our job well. It was always a very good symbiotic relationship between the workers and the trainmaster. We took care of him and he took care of us. Every week now, it's a discussion of what job is about to be cut. Guys that have been there 20 years aren't even safe. PSR is killing this industry.	12/17/2019 5:20 AM
1254	I'm grateful to have had a steady job for 33 yrs but I have never seen such piss poor management and don't give a crap attitudes. Most bridge work is contracted out now with no regard to employees having stable work.	12/17/2019 5:18 AM
1255	UP only cares about profits, NOT the men and women on the ground doing the work.	12/17/2019 5:18 AM
1256	Greedy all it is, is corporate greed. Wanting bigger bonuses. Guys being cut off that have given everything to the railroad. What's sad is they don't care. All they care about is their bonuses and making them bigger and the best way to save money to make bonuses better.	12/17/2019 5:18 AM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
1257	It feels sad to realize you put in 20+ years for a company that could care less about you or your family. I'm all about safety that works won't cutting jobs to boost profits	12/17/2019 5:15 AM
1258	I really have no opinion about them, neither positive nor negative, but I will not recommend anyone to apply with this company. That person will do so on their own conscience.	12/17/2019 5:11 AM
1259	They care nothing about my well-being	12/17/2019 5:08 AM
1260	They care about their workers. Treat us like family.	12/17/2019 5:07 AM
1261	I'm grateful to have a job but I believe the company cares more about the shareholders than its employees. How can you have a positive attitude when you know if the company could get rid of half its employees and make more money and not really care about its customers that's concerning.	12/17/2019 5:03 AM
1262	I wish they realized we are professional Railroaders, we take pride in our job and our ability to move freight and service customers and I wish they realized the more with less idea only accomplishes one thing and that is wearing out your employees and equipment while driving customers away is not a very sustainable business model I just wish they would work more closely with us instead of against us so in the long run us as employees and them as employers are sucsessful	12/17/2019 5:03 AM
1263	NS has made a big mistake on following PSR. Just hope they can recover from it	12/17/2019 5:02 AM
1264	They can plan better	12/17/2019 5:00 AM
1265	I like my employer when I'm working With PSR I'm sitting at home not able to provide for family	12/17/2019 4:58 AM
1266	Greedy and arrogant	12/17/2019 4:54 AM
1267	I truly hate this company now. And I love trains. That is sad to say. This railroad does not care for people, customers, or safety anymore. It is about getting as much money from as little assets it can. I do not have a good lifestyle because this place will not allow anyone time off. I now spend more time in a hotel than at my own house. I hate not knowing if I will have a job tomorrow or if I will need to relocate to another terminal because they want to shut mine down. Tens of thousands of trucks are now on the road because of the business my company has given up on or forced away because of new billing practices. They lie to the public and government. They don't care for public opinion, job creation, customer service, and especially employee relations. Therefore I cannot stand this place anymore.	12/17/2019 4:54 AM
1268	A place that doesn't care about its customers or employees	12/17/2019 4:53 AM
1269	They need to focus on a safe operating railroad that helps its customers.	12/17/2019 4:50 AM
1270	More worried about the stockholders than the customers or employees.	12/17/2019 4:48 AM
1271	Money hungry pigs	12/17/2019 4:43 AM
1272	Don't have one.	12/17/2019 4:40 AM
1273	They're here to make money, no matter the cost. They are looking for any reason to fire me so they can show better profits	12/17/2019 4:26 AM
1274	Glad to have job but we are safe and producing but we are not treated with respect and the pay we deserve	12/17/2019 4:26 AM
1275	I love my job, but the company could use some work	12/17/2019 4:23 AM
1276	I understand a company must make money to survive as a whole but when your making record profits and you decide to sacrifice safety and the livelihood of your employees to make more it's just plane greed.	12/17/2019 4:20 AM
1277	They could care less about our safety, quality of life, all of the above!! We are all just wondering when our jobs will be cut and we will be on the unemployment line. If I had a way to leave the railroad is be gonna yesterday but I'm stuck out there because I have too many years in.	12/17/2019 4:16 AM
1278	Well since I can't get another job in this field I'm going to remain silent on this one	12/17/2019 4:16 AM
1279	They are money hungry and don't care about us we are just a number to them	12/17/2019 4:13 AM
1280	Greed using data not based on reality by skewing facts to twist a narrative to fit the Wall Street agenda.	12/17/2019 4:10 AM
1281	Union Pacific could care less about its employees, and its customers for that matter. I'm actually surprised they're still operating a railroad with all the customers they've pushed away. UP hires, trains the new hires, and furloughs. It looks good on paper with their hiring, but at the end of the day, come tax time, it's all a write-off. UP is a corporate giant, taking advantage of hard working people and yet still to this day regulates itself. They have the money to pay off the total destruction of entire communities if a catastrophic derailment happens . . . and that's the gamble they're willing to take, putting the general public at risk with its current operating procedures and PSR as a whole. FAA type regulation is what railroads need! Gov't needs to have its constituents in mind. We the people are asking for tougher regulations across the board for our nation's railroads.	12/17/2019 4:08 AM
1282	Want to find a new place of employment	12/17/2019 4:06 AM
1283	The Carrier has a total disregard for the safe operation of trains, the safety of yard switching crews. Productivity is all they care about. We are forced to work in inclement weather with little concern for our safety. When we complain they harass us. Their use of drones and cameras has become a safety distraction,being used to dicipline employees. The carrier continues to violate our labor agreements and intimidate employees. Train lengths are dangerous and pose a public risk. Inexperienced managers bullying employees. It's as if we live in a war zone.	12/17/2019 4:05 AM
1284	Union Pacific has proved that stock prices and profit are more important than safety. Close calls and other incidents are swept under the rug to give the illusion that the railroad is safer than it has ever been to fit the agenda of cutting crew sizes to create more profit for shareholders.	12/17/2019 4:01 AM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
1285	CSX has implemented an attendance policy that is no less than inhumane. It is impossible to maintain your physical and mental health under these policies. The act of applying policies such as these apon your workforce is an attack on the very men that generate the revenue for your company. It totally destroys the relationship between the working man and management. Until CSX values me as a human being, I'll never respect this corporation.	12/17/2019 4:01 AM
1286	Greedy	12/17/2019 3:56 AM
1287	When I hired out, I loved my job and my bosses. Now I know that I need to leave this industry or it will kill me.	12/17/2019 3:54 AM
1288	Do not think that it Is anything against I do not feel company cares about safety or anything else but stockholders making money today	12/17/2019 3:52 AM
1289	I feel like just another number and I can deal with it or leave.	12/17/2019 3:51 AM
1290	Scared of following CSX footsteps, we use to be valued and got random jackets or small appreciation gifts and now it's like we're just a nunber	12/17/2019 3:51 AM
1291	Overall I feel greed has taken the forefront at CSX, thousands of people have lost their good paying jobs so that a handful of millionaires could become more wealthy, although Locomotive engineers quality of life has greatly improved they need to work harder on giving conductors a better quality of life, a 6/2 rest days and early layoffs are a great contributor to this lifestyle	12/17/2019 3:50 AM
1292	Worse relationship ever. Employer's demands are exceeding expectations and are driving unsafe work conditions	12/17/2019 3:50 AM
1293	My employer is more focused on pleasing stockholders rather than moving freight. Our livelihoods are completely disregarded so that the company can make other people money. When I first hired out, the company at least cared a little bit about its employees and families. They used to host safety feeds for good performance, family days, and other events that boosted morale in the workforce. Now the morale is near rock bottom and the company simply doesn't care and turns a blind eye to its employees suffering.	12/17/2019 3:48 AM
1294	□□	12/17/2019 3:47 AM
1295	Just make it 20 more years before we are all contracted out. I feel angry and disappointed that no one is motivated to protect our jobs	12/17/2019 3:46 AM
1296	Still very thankful to have the job and very thankful to provide for my family. Wish there wasn't so much greed	12/17/2019 3:46 AM
1297	All my employer cares about is showing a profit and pleasing the stockholders.	12/17/2019 3:46 AM
1298	The people in charge of the railroads are guilty of murder. Or criminoly negligent homicide. They know they are pushing everything to the limit and have a rainy day fund set up to pay off dead employees families. It's not "if" it's going to happen . . . It's going to happen and they're ready to pay to shut people up. . .	12/17/2019 3:45 AM
1299	Need to be more like a family not a slave driver	12/17/2019 3:43 AM
1300	Hedge fund for CSX is only interested in shareholders. They're selling off properties, laying off employees, and making customers mad by not delivering products on time.	12/17/2019 3:41 AM
1301	All they care about is moeny	12/17/2019 3:41 AM
1302	I wouldn't recommend this career to my worst enemy.	12/17/2019 3:41 AM
1303	We are just a number and very replaceable.	12/17/2019 3:38 AM
1304	Disappointed in the way employees are being treated for the benefits of investors.	12/17/2019 3:36 AM
1305	Terrible work conditions. Do not follow the agreement everyone including trainmaster work under intimidation	12/17/2019 3:36 AM
1306	They want cars moved no matter what and we are just numbers.	12/17/2019 3:35 AM
1307	Ruthless thoughtless greed	12/17/2019 3:35 AM
1308	It's the most disgusting company in the Nation to work for	12/17/2019 3:34 AM
1309	GREED. Couldn't care less about its employees!	12/17/2019 3:34 AM
1310	They are a great bunch of penny pickers. They care nothing about the long game, employing the future or the history of the railroad. It's profit at any cost. Cut professional employees with decades of service and hire contractors that can't speak English to save a penny today. Very short-sighted.	12/17/2019 3:32 AM
1311	I don't think they care if we are here or if contractors do it all.	12/17/2019 3:30 AM
1312	I'm disappointed with my employer. I understand having to stay competitive and needing to keep your company healthy. But when you have a man making 11 million a year while you're wondering everyday if your body is going to make it to retirement or if that train you are rolling by is going to come off those tracks that we band-aid together and wipe you out, it leaves me pretty angry.	12/17/2019 3:30 AM
1313	They are first class thieves. They believe in making more money by cutting its employee's throats.	12/17/2019 3:29 AM
1314	I love my job. There are good people if they were left alone to do the work we are supposed to do. They have cut so many jobs now and they still want the same work and you just can't do it.	12/17/2019 3:27 AM
1315	NS use to be a great company to work for. Now they only care about the stockholders and trying to make PSR work. Safety and well-being of employees is no longer a consideration which to me makes it a horrible company to work for.	12/17/2019 3:27 AM
1316	Not the railroad it use to be	12/17/2019 3:26 AM
1317	I personally am grateful and honored to be a part of NS. It's a great company to be a part of. I feel as if all employees should have a say so when it comes to life changing activities concerning work conditions. But all in all, awesome place to work with some awesome poeple along for the ride.	12/17/2019 3:24 AM
1318	I think if they could make a nickle for the shareholders they would get rid of all of us and contract everything out. CSX use to care about its employees but not so much anymore.	12/17/2019 3:23 AM
1319	Greedy and unsafe	12/17/2019 3:17 AM
1320	I despise the upper management and corporation as a whole. Company morale is six feet under and new cuts are coming every day. It is very discouraging.	12/17/2019 3:17 AM
1321	Greedy scum. The railroad has a long history in this country and I've never been more disappointed!	12/17/2019 3:16 AM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
1322	Greedy and self centered	12/17/2019 3:14 AM
1323	Great company love working there, personnel needs to change as do the times, nothing remains the same and some personnel think we are still in the old days.	12/17/2019 3:14 AM
1324	Profit over everything, including safety	12/17/2019 3:12 AM
1325	I hate Norfolk Southern	12/17/2019 3:10 AM
1326	Worried about making shareholders happy and don't really care about hard working employees they just keep cutting people off or laying them off.	12/17/2019 3:08 AM
1327	It's going in the toilet real quick. I used to love railroading, but now the only thing keeping me here is my coworkers and the retirement at the end of the railroad	12/17/2019 3:04 AM
1328	We are just a number Management is out of touch with reality Zombies	12/17/2019 3:03 AM
1329	Happy to still be working, lots of my coworkers are not.	12/17/2019 3:01 AM
1330	Greedy	12/17/2019 2:58 AM
1331	Greedy, and they don't care about us the employees we are expendable.	12/17/2019 2:56 AM
1332	I think of my employer as a greedy company. I could understand cuts if the carrier was not making a profit, but they continue to make record profit and continue to cut jobs and staff. I have never worked for a company that furloughs people and hires new people the same day. It's crazy. At this point I am just trying to hold on and see if I can possibly retire with this company because I'm not getting any younger.	12/17/2019 2:56 AM
1333	Money hungry	12/17/2019 2:56 AM
1334	My husband loves the railroad, but is considering quitting due to the cutbacks on jobs as well as benefits. There are so many who are considering quitting simply because they are no longer being compensated for their inconvenience as they once were. The railroad no longer takes care of their employees.	12/17/2019 2:55 AM
1335	Greedy Record profits to laying off and not bargaining in good faith with the union	12/17/2019 2:53 AM
1336	Just glad I still have a job. If I work my job and all my work is done safely and I go home I can care less what they think. I try to work safe because they pay me to.	12/17/2019 2:52 AM
1337	They are run by corporate greed and could give a shit less about our well being,job security and or our families	12/17/2019 2:50 AM
1338	They don't care about their employees. They are just a liability instead of an asset.	12/17/2019 2:50 AM
1339	I wish I could leave 14 years and I don't want to be here anymore. People are walking off the job at an unbelievable rate. What they are doing to the customers is incomprehensible and it needs to stop. I would never recommend anyone take a job with CSX.	12/17/2019 2:50 AM
1340	I feel like I am just another number that gets added to their bottom line.	12/17/2019 2:49 AM
1341	I think they are driving the railroad into the ground so executives and major stockholders get huge bonuses and/or dividends.	12/17/2019 2:48 AM
1342	We all want to provide a safe community and please our supervisors as well. Unfortunately, PSR has divided priorities on both sides	12/17/2019 2:47 AM
1343	Don't care about the employees.	12/17/2019 2:47 AM
1344	Not happy but I'm too old to find another career	12/17/2019 2:43 AM
1345	Unorganized, greedy, ignorant, unstable, thiefs	12/17/2019 2:43 AM
1346	5–9 years ago I loved my career,proud to be a railroader. In the last 3–4 yrs I don't have as much pride for my company as I once did. The companies "new" way of doing things lowers that level of pride in ones career.	12/17/2019 2:43 AM
1347	I feel that I work for a greed driven company that could care less about what we endure day in and day out.	12/17/2019 2:42 AM
1348	Greedy snob who care nothing about employees or well-being	12/17/2019 2:41 AM
1349	People saw it as a long-term career yrs ago. Willing to learn and lead. Now many of younger employees are applying for other companies. Management that was long term quitting the company. People with 20 yrs walking away from industry as a whole. A vacuum in levels of leadership. Questionable that it will survive next 10 yrs without bailouts or re-regulation.	12/17/2019 2:39 AM
1350	I loved the job and the people. I was good at it. But I recently left after 9 years of service for a job that pays well and offers a schedule/quality of life.	12/17/2019 2:39 AM
1351	I'm thankful to have my job and will continue my best efforts until I find another employer. But CSX does not care about us at all anymore. Zero appreciation or concern with the well being of there front line employees. It's 2019 and we still can't get a paid sick day!!?? What a joke. The workforce and our customers where sold out for a hedge fund to make a good profit. At the end of the day no man will give 100 percent if he does not take pride in his job. And no one takes pride anymore. People just show up and hope to not be fired because a manager has to meet an operations test quota. If it wasn't for railroad retirement the talent pool in this company would deplete in a very short time. It's ignorant to not retain the best people possible in a craft that carries so much liability of public safety in its hands daily. Not to mention such a crucial part of our economy. I hope this company gets there head out of there asses and starts valuing the very people that make them there record profits, because attitudes and hope of the future in all crafts are at an all time low.	12/17/2019 2:38 AM
1352	We love our job but it feels like the company wants to get rid of us	12/17/2019 2:38 AM
1353	They don't care about the people that make them rich	12/17/2019 2:36 AM
1354	Not very favorable. They don't care about the employee, the customer, just profits! They don't want employees or customers! And for safety might as well throw that out the window. You can put any safety concerns on the safety hotline and they just disappear or it's never addressed.	12/17/2019 2:36 AM
1355	They do not care about me or my family just about making the Stockholders rich	12/17/2019 2:35 AM
1356	Only positives is they haven't figured a way to cut my pay yet.	12/17/2019 2:33 AM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
1357	Money and the stock value have taken over everything else. No one cares about the workers from top to bottom, it is all about making every last penny they can. Every manager is scared for their job and told by their bosses to come down hard on the workers. There are still plenty of good managers but as soon as they are exposed as being nice to a union employee they are almost instantly fired. Everyone is running scared and it is not a good place to work anymore. The bottom dollar should not be more important than the safety of me and my brothers but unfortunately it is right now.	12/17/2019 2:32 AM
1358	They care about the money more than they do the employees now. We used to be a family	12/17/2019 2:29 AM
1359	I would not recommend it to anyone, in fact I would be embarrassed to recommend it to anyone.	12/17/2019 2:28 AM
1360	I have contempt for my employer	12/17/2019 2:28 AM
1361	I like where I work. I have been here 20+ years but with the uncertainty I would be lying if I said I would go somewhere else if the right opportunity came along. I honesty don't think my job will be around for me to retire from the railroad.	12/17/2019 2:27 AM
1362	They definitely don't care about us the way they did 7 years ago.	12/17/2019 2:27 AM
1363	Bad decisions! Running off business! Not really taking care of customers' needs	12/17/2019 2:26 AM
1364	Best job I have ever had and by far the worst company I have ever worked for	12/17/2019 2:22 AM
1365	I loved my job, I miss working at the Railroad! But with PSR being implemented I may never see it again. And my belief they lost one hell of an employee!	12/17/2019 2:21 AM
1366	They do not care about the individual employee.	12/17/2019 2:19 AM
1367	Greedy company who is always trying to find a way to make cuts. Even if the cuts results in the safe operations of trains. Company is only worried about their bonuses at the end of the year.	12/17/2019 2:19 AM
1368	I keep hoping the hedge fund that bought them vacates and a new regime that cares about customers, growth and employees.	12/17/2019 2:19 AM
1369	No regard for my quality of life. And to run gangs at night shows that there is no regard for safety	12/17/2019 2:17 AM
1370	The changes they have made over the years has really brought morale down. This is not the same company I hired on with. Every year for the past 5 years I wanna say it has gone downhill.	12/17/2019 2:17 AM
1371	I know they need to make money. And I hope they do but now I spend more time on dangerous highways and away from my loved ones so a few people can make more money. I do not feel like they are taking safety for me or the railroad seriously.	12/17/2019 2:16 AM
1372	Why after all the years of record breaking profit do you make such drastic changes, so many good men and women have had their world turned upside down because someone wants an extra dollar! You are what's wrong with this country, you should be ashamed!	12/17/2019 2:14 AM
1373	Greed Mismanagement	12/17/2019 2:13 AM
1374	The company does not value us at all. I understand that every company wants to make money. But we don't even feel that we are seen as people. Why not just show a little appreciation and give a turkey for Thanksgiving nor a ham for Easter nor Christmas. Upper level managers have shown such disdain and outright hostility in what and how they speak to us.	12/17/2019 2:12 AM
1375	Only cares about the numbers, not the employees	12/17/2019 2:12 AM
1376	Trying to save money for themselves and take food out of our mouths	12/17/2019 2:12 AM
1377	We are losing business with this PSR which affects my future	12/17/2019 2:11 AM
1378	The worst most greedy company in the United States. Their only care is the bottom line and shareholders.	12/17/2019 2:11 AM
1379	Well we all got the shaft so you tell me a lot of good people lost their jobs over this PSR	12/17/2019 2:11 AM
1380	No comment	12/17/2019 2:09 AM
1381	I do not respect them	12/17/2019 2:08 AM
1382	The worst company in the world to work for. They treat ALL of their employees like dogs or worse. They've ruined thousands of American families with PSR/ Corporate Greed!!!!	12/17/2019 2:08 AM
1383	Locally, ok I guess. Corporate, corporate greed at any cost. We are just a number to them! I wouldn't recommend this job to anyone.	12/17/2019 2:08 AM
1384	Care more about the investors than the employee	12/17/2019 2:08 AM
1385	They don't care about the employees. all they care about is shareholder profits and nothing more.	12/17/2019 2:07 AM
1386	I feel like like they have zero care for not only employee safety, but community safety as well. The train lengths, lack of care for track maintenance, crossing maintenance, and blocking of crossings has put a peril onto communities and train personnel. The obvious nature of corporate greed from them is sickening when it comes to dealing with people's livelihoods and safety.	12/17/2019 2:06 AM
1387	This company is only worth the paycheck that clears the bank.	12/17/2019 2:05 AM
1388	Would love to tell them to shove their job up their ass and walk away	12/17/2019 2:04 AM
1389	Lately they're so worried about production than Safety, quality and Employee needs!	12/17/2019 2:02 AM
1390	All they care about is their profit margin. The workers mean nothing to them.	12/17/2019 2:01 AM
1391	When is enough enough? How far will they cut and eliminate to make more money. It's not due to being competitiveness in the freight industry, rather how can they do more, make more with using less. It's a slap in the face for them to record record profits year after year and eliminate more and more positions. Once they eliminate everyone they won't be able to make a dime because nothing will move.	12/17/2019 2:00 AM
1392	They sold out to the hedge fund people who have absolutely zero ties to the RR other than $.	12/17/2019 1:59 AM
1393	I try not to	12/17/2019 1:58 AM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
1394	If I could go back 20 years I would never go to Norfolk Southern. Management can violate every rule and code and make employees lives hell.	12/17/2019 1:57 AM
1395	Employees are just a number	12/17/2019 1:57 AM
1396	Greed greed greed. Destroying families and communities one at a time.	12/17/2019 1:56 AM
1397	Greedy. Heartless.	12/17/2019 1:55 AM
1398	They are all about the money	12/17/2019 1:53 AM
1399	They don't care	12/17/2019 1:51 AM
1400	At the end of the day. I just can't wait to get my 70 service months in so I can retire.	12/17/2019 1:51 AM
1401	Thoughts are wondering if I will have a job tomorrow	12/17/2019 1:50 AM
1402	Wouldn't recommend working here feels like the morale is way down	12/17/2019 1:50 AM
1403	Only care about the stock market and shareholders!!	12/17/2019 1:49 AM
1404	The greed will kill someone soon and that tragically won't matter until it's an entire community.	12/17/2019 1:48 AM
1405	PSR is dangerous, it's only a matter of time until a catastrophic event, like a chlorine car derailment in a major metro area, makes people look hard at what RRs are doing.	12/17/2019 1:48 AM
1406	Just praying I can last eight more years to retirement.	12/17/2019 1:47 AM
1407	Not very highly	12/17/2019 1:47 AM
1408	My thoughts are that my employer doesn't care at all about myself or my family! It feels as though all they care about is putting more money in the pockets of investors as well as their own pockets! We do all the work, make them look good and they get the bonuses, meanwhile we have to hope that we won't be forced to travel on certain holidays! Also the new schedule shows that they don't care about our family lives at all, depending on where you are working at you are only getting 3 to 4 days at home because of travel time!	12/17/2019 1:46 AM
1409	Thanks to those who came before me in the union, I have a job that pays well, though, the security of my job always seems to be at risk. The company, while understandabley is trying to increase profit, is constantly threatening the workforce with "future" technology and reductions. This makes for an environment where most employees are focused on losing their position rather than safely doing the ever-growing tasks at hand.	12/17/2019 1:46 AM
1410	This is a horrible company to work for. Would never recommend that anyone work for UP!	12/17/2019 1:46 AM
1411	They're all about the bonus and income!! The trains can't run on dirt that's where they will end up if no maintenance. Sad the railroad pushes the union around!	12/17/2019 1:45 AM
1412	Wish things were like they used to be	12/17/2019 1:40 AM
1413	I hate CSX with a passion now! I used to love my job now I'm diabetic with a bad back along with depression and anxiety! I feel like they absolutely hate the transportation employees	12/17/2019 1:40 AM
1414	No comment	12/17/2019 1:39 AM
1415	I like my employer. I don't believe in this program. It has hurt many families unnecessarily and I believe it is hurting the future of the company. We are throwing away business and contracts to hit a 55 percent operating ratio. Why? We need to be more effectively controlling costs but not intentionally sabotaging contracts and anger customers. That's what is currently occurring.	12/17/2019 1:39 AM
1416	I used to be proud to say that I worked for the Union Pacific Railroad, now I can't say that.	12/17/2019 1:39 AM
1417	The employer seems to care less and less about the employees. Between the layoffs and the demand for more production from a understaffed workforce, the company is showing that it cares more about pleasing the short-term stockholders than it does about its future and its employees.	12/17/2019 1:39 AM
1418	Greed	12/17/2019 1:39 AM
1419	They are greedy. Shareholders before ANYTHING. Morale is as bad as I've ever seen it and I've been doing it 20 years.	12/17/2019 1:38 AM
1420	The company as a whole is great but the people in management are thriving snakes and constantly lie to make themselves look better	12/17/2019 1:38 AM
1421	They want to get rid of employees and have robots work 24–7	12/17/2019 1:37 AM
1422	It's getting better as a whole	12/17/2019 1:36 AM
1423	If I didn't have the time I have in here I would be looking for something different if that tells you anything	12/17/2019 1:36 AM
1424	I have always made a good living working for the railroad but lately I feel less and less secure in my job. I feel like any day my job is going to be taken. It causes a lot of stress in return at times takes my focus off the task at hand.	12/17/2019 1:35 AM
1425	Love what I do for a living hate going to work for beancounters that only look at #'s	12/17/2019 1:34 AM
1426	Extremely disappointed that a company can treat its people so poorly. I am a fourth generation railroader and I'm scared for the future of this industry. There will not be a fifth generation.	12/17/2019 1:32 AM
1427	The top executives at Union Pacific are lying to the stockholders and public while they are gutting this company in the name of profits	12/17/2019 1:32 AM
1428	Profits first, production second and safety last	12/17/2019 1:32 AM
1429	Very little if any respect for the railroad. I'd love to find a career with a pension and medical like the railroad.	12/17/2019 1:32 AM
1430	They're trying to streamline, make cuts and utilize assets at whatever cost they can . . . whether it is good or bad for the enployees	12/17/2019 1:31 AM
1431	They don't give a crap about us just how they can make another dollar while cutting forces and making everyone else work harder if anyone really cared for us then we would have a hog law for mow workers cause they don't care about you being over your hours for driving they just make you keep going	12/17/2019 1:30 AM
1432	The hedge fund babies must be happy, and they will put me out of a job	12/17/2019 1:29 AM
1433	I wish the company would worry more about morale and employees' safety than the stock price for shareholders.	12/17/2019 1:29 AM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
1434	Don't care about anyone who works for them just the shareholders	12/17/2019 1:28 AM
1435	Glad it's over and I'm not getting fired. Never in 25 years have I been more stressed out on a completion of almost always a 12 hour trip	12/17/2019 1:28 AM
1436	They are becoming more about profits than safety. $$ Their biggest concern for safety is the cost related to accidents and injuries! $$$$$ They continue to write vague rules that are not well defined and often leave more questions than answers. Only to push the responsibility onto the employees if an injury should occur. When employees ask for specific information concerning a new rule, the Carrier's response is often not adequate to answer our questions. I have been waiting approximately three weeks to be in compliance with our latest new rule. I have requested an "approved" portable lighting device for use on night call outs! Your guess is as good as mine as to where it is. We are told of a budget crunch (on a RR with continuing record profits), and no unnecessary spending until sometime next year! Safety is taking a back seat to profits!!!$$$	12/17/2019 1:26 AM
1437	Uncertainty. I think they're only concerned with ratios and velosity numbers. Trying to please the board members. I have a feeling they are willing to do anything to make numbers. Ask for shortcuts to be made, furlough mass employees, counterfeit instructions and repairs.	12/17/2019 1:26 AM
1438	Worried about the direction of this company because I have heard rumors of what precision railroad does after they have made their money and basically tear the company apart	12/17/2019 1:26 AM
1439	Complete garbage. Sacrifices our safety for their profits. Just last week we were told don't order anything or spend any money till next year. There went our monthly safety supply money.	12/17/2019 1:24 AM
1440	No regard for the employee and the employees' safety	12/17/2019 1:24 AM
1441	The BNSF initiative for employees proved to be a positive experience in my opinion.	12/17/2019 1:23 AM
1442	I'm proud to work for the greatest railroad in the U.S. Excited to see where technology takes us and how it impacts the country	12/17/2019 1:22 AM
1443	Only care about the shareholders and their own bonus and will do whatever is takes to get it	12/17/2019 1:21 AM
1444	It's all a money scheme that's all PSR is about. Do whatever you can to put more money in shareholders pockets	12/17/2019 1:21 AM
1445	That they really don't care about us all they care about is profits corporate greed will eventually collapse these companies and the blue collar workers will ultimately pay for it	12/17/2019 1:21 AM
1446	How greedy they are	12/17/2019 1:20 AM
1447	It's all about the shareholders.	12/17/2019 1:19 AM
1448	I look for a new job almost daily.	12/17/2019 1:16 AM
1449	Big corporation and I'm just a number! I understand they have to make money, but at what cost is it enough!	12/17/2019 1:16 AM
1450	We all invested our time, effort, and lives to make our business successful only to watch it being destroyed from within. There is no longer loyalty, pride, esport de corps. We are in the middle of a war on employees. Watching brothers and sisters lose their jobs many during the holidays has been unbearable. The few are destroying our lives, our work, our railroad. We call this NS fuckery.	12/17/2019 1:16 AM
1451	until PSR started I felt like I had a stable job and retirement and people cared about the work they did and the public. now I wonder if I will have a job to retire from or a pension to retire. my employer is all about making money and shareholders happy and don't care about their employees or the public as long as they make that next mighty dollar	12/17/2019 1:16 AM
1452	It's sad cause it's all about money, safety & employees don't matter anymore	12/17/2019 1:16 AM
1453	Cannot wait to find something comparable benefit wise.	12/17/2019 1:15 AM
1454	Unorganized, hindering, unsupportive	12/17/2019 1:15 AM
1455	15 years service and looking for a new job. To be threatened that you better switch more cars I don't care if you break the rules that have gotten people fired in the past. We need numbers is very stressful	12/17/2019 1:14 AM
1456	I think they are fair until your body goes to hell and they take 0 responsibility.	12/17/2019 1:14 AM
1457	My employer absolutely sucks. Upper management (superintendent and above) is absolute human garbage.	12/17/2019 1:12 AM
1458	Would like to be able to go back to work.	12/17/2019 1:11 AM
1459	We have just turned into a number and all passion and appreciation has went out the door with the new young managers out here now that has no railroad experience.	12/17/2019 1:10 AM
1460	They could care less about their employees they have the best workforce mostly veterans but at the end of the day I wouldn't refer no one to work at the railroad	12/17/2019 1:09 AM
1461	They are just destroying the company for short-term goals.	12/17/2019 1:09 AM
1462	As long as they pay me and let me see my family a reasonable amount of time I have no problem with my employer.	12/17/2019 1:08 AM
1463	Shareholder focused. Forget the customers who actually pay your bills. Customers are getting screwed over left and right and they are leaving and just using trucks to get their products most likely never to return. Safety is non-existent. PSR is a joke to everyone on the bottom, including managers because they're just as susceptible as we are on getting their job cut.	12/17/2019 1:07 AM
1464	They have no morals and questionable ethics at best. They are playing a shell game with Wall Street just like celadon. They just haven't been caught yet.	12/17/2019 1:07 AM
1465	They're awful. I'm looking for somewhere else to work	12/17/2019 1:07 AM
1466	Their Greed will be the death of this railroad and many others.	12/17/2019 1:05 AM
1467	Great and safe company to work for up until a year ago, I can see internally that there are going to be severe safety issues within the operating area of the company.	12/17/2019 1:05 AM
1468	I'm still proud to have a job and be able to provide for my family although since PSR went into effect we've all been wondering how much longer we will be able to say that	12/17/2019 1:04 AM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
1469	They have no idea how bad they are ruining the company	12/17/2019 1:04 AM
1470	Not about the employee or family just money of course stop hiring people straight outta college that know nothing about railroading just numbers	12/17/2019 1:04 AM
1471	I would not recommend that anyone I know come to work for CSX. the only people that give a damn about you are the people you work directly with day to day. you are nothing but a name and a number elsewhere in this company	12/17/2019 1:03 AM
1472	I love the railroad but the company I work for needs a whole cultural change they don't see the big picture and they don't see that Wall St is knocking at the door. It's only a matter of time when Wall St takes over their entire world and mine is going to change	12/17/2019 1:02 AM
1473	Being the largest class one railroad, they always come up short. The dollar is all they care about and they only worry about safety when it's convenient for them. Which is proven on almost a daily basis.	12/17/2019 1:02 AM
1474	The stockholders are running the company. They'll pull out after they've squeezed every last penny and leave the company stripped bare and broke	12/17/2019 1:02 AM
1475	Greed.	12/17/2019 1:02 AM
1476	I want to quit EVERY single day, because I am tired of doing my very best day in and day out only to fear that in return my job will be cut off due to budget cuts for upper management to make more money off of my back.	12/17/2019 1:01 AM
1477	While I want CSX to be profitable, I do not like seeing them run it into the ground to appease a hedge fund who has no plans on staying invested in the company. Does the Government and the general public really want a Class 1 railroad to go under and cause harm to our economy and the world economy so a few guys can get filthy rich and move on to the next big thing? They are greedy and have lost sight of the railroad culture and the importance of what we do. Service customers! Would like to see us gain new business which is not in the PSR module.	12/17/2019 1:01 AM
1478	They will do anything I mean anything to drive up stock prices to line the few elite shareholders pockets	12/17/2019 1:01 AM
1479	They're immoral, corrupt, and only have the best of intentions for themselves at any cost of the people on the ground keeping the railroad together for them	12/17/2019 1:00 AM
1480	Due to the cutbacks across the board we are feeling unsure of job security	12/17/2019 1:00 AM
1481	It's just a job now it's hard to come to work now it's not railroading it's just a job	12/17/2019 12:59 AM
1482	They're unethical, have no interest in the well-being of their employees, and their only interest is the all important operating ratio. They're killing the goose to get the golden egg, so to speak.	12/17/2019 12:59 AM
1483	Need to go back to respecting workers	12/17/2019 12:59 AM
1484	Think it's a shame that the company puts profits over their employees, people that have given most of their lives to make this company #1 and gets laid off!!!!!!!!	12/17/2019 12:59 AM
1485	Evil greedy bastards with no concern for the safety of their employees. Or the general public	12/17/2019 12:58 AM
1486	I don't trust them to do right by me or my family in any way shape or form. I feel like they have created the ultimate hostile work environment.	12/17/2019 12:58 AM
1487	The best paying job (overall) I have had, but I earn every penny. M.O.W. doesn't get much respect (as compared to transportation). We get paid far less and the work is more difficult. The statistics don't lie! What percentage goes off into retirement for medical reasons? Does that sound like something you would recommend to your loved ones? This job, while pays OK, is hands down the most rinky dink operation I have been involved in.	12/17/2019 12:58 AM
1488	I think it has become much harder to function in the job. Because of the atmosphere that exists on the railroad today	12/17/2019 12:57 AM
1489	I am pursuing other employment and will never recommend them to anyone I know or meet	12/17/2019 12:57 AM
1490	Their priority is stockholders above all else, including safety.	12/17/2019 12:57 AM
1491	They neither care for the contract employee, or respect the contract employee or labor force as a whole	12/17/2019 12:55 AM
1492	We are just a number to them	12/17/2019 12:55 AM
1493	They don't care about employees	12/17/2019 12:55 AM
1494	Stock price drive, profit over safety company.	12/17/2019 12:54 AM
1495	They have let everyone down, just to make more money for shareholders	12/17/2019 12:53 AM
1496	They're not railroading. It's all about shareholders.	12/17/2019 12:52 AM
1497	They're the devil	12/17/2019 12:51 AM
1498	They are pissing away customers. It's the shareholders (Wall Street) that's the only thing that matters. Profits at any cost.	12/17/2019 12:50 AM
1499	All they care about is money and a warm body to move trains.	12/17/2019 12:50 AM
1500	God let me get out of here before I'm fired. Or before they give me some stupid job to do. But then I'm going to get in trouble for working overtime. It's a lose lose situation. I like my job and what I do but hate the employer most of the time. I also always wonder when I'm going to be furloughed next.	12/17/2019 12:50 AM
1501	No comment	12/17/2019 12:49 AM
1502	I'm disappointed that they are trying PSR a program that's never proven successful. they changed our work schedule to give us less time with our families . . . less pay . . . less heath care. bottom line I'm in the process of seeking other employment. UPRR doesn't care about its workforce or our safety	12/17/2019 12:48 AM
1503	That CSX has put profit above all Else.	12/17/2019 12:48 AM
1504	They are greedy, and leave me scared for my life in some instances, and scared for my job in others. Safety is the LAST thing on the UPs mind. Safety extends only so far as to prevent loss of life. It is NOT a day-to-day thing. There are more Sherman Hill-type incidents in this company's future. And they don't seem to care.	12/17/2019 12:48 AM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
1505	I am no longer employed by BNSF. It was a hard way of life as a track worker. This seems to be another effort though to cut unneeded waste of time and/or lack of efficiency by employees . Efficiency mostly only happens with a well thought out plan. In my 20+ yrs of employment, lack of efficiency was due in part to both supervision and the workforce. Bad supervision was mostly to blame though, although "Union" supervision was greatly missing from the equation too! If the Unions of today don't start, and enforce, a self-governing and disciplinary ideal, then they will be doomed, as will our country. Contrarily, if they, (Unions) do invoke this element of safety, universally beneficial to employer, employee, (I still believe "employee" IS the Union) and country there will be a steady sustainable strength built and a lasting improving relationship. My too cents for waht if anything it's worth. The Union's lack of disciplinary efforts greatly were missing when I was in service. Thank you.	12/17/2019 12:47 AM
1506	Too many non-railroaders in management who have no idea of how to railroad. Nobody is willing to step up and say that's not how it's done. They are all worried about losing their job. They have no idea what goes on in the field.	12/17/2019 12:47 AM
1507	Greedy people at the top ruining iconic proud brand of its people of Union Pacific Railroad.	12/17/2019 12:46 AM
1508	Not very good ones.	12/17/2019 12:46 AM
1509	I used to love my job but we are just a number nowadays UP was a family company but now it's all about the stockholders and not the employees	12/17/2019 12:46 AM
1510	Use to be good now greed has set in if I was younger I would find another job, tell everyone stay clear of the railroad jobs suck hate going to work management is stupid always out for themselves, company is all about the money and the shareholders, don't give a dam about its employees	12/17/2019 12:45 AM
1511	I love my job, but despise my employer.	12/17/2019 12:43 AM
1512	Still a good job, but it's not as joyful as it used to be	12/17/2019 12:43 AM
1513	Lately they have put a bad taste in my mouth cutting off all the job and furloughed workers to please shareholders by any means.	12/17/2019 12:42 AM
1514	When the CEO told everyone at a town hall that, "if you don't like it, this is not the only place to work," I lost what little pride I had left in this company. I don't care anymore.	12/17/2019 12:38 AM
1515	Money hungry and doesn't care about its employees	12/17/2019 12:38 AM
1516	Not the place I started with 30 years ago	12/17/2019 12:38 AM
1517	I like my job. It used to be "fun" coming to work. You never know what is going to happen one day to the next. There's always a thought now of will this be it, because of the low volume of traffic, they decide they no longer need you. The company is more concerned with making the shareholders happy rather than their employees.	12/17/2019 12:38 AM
1518	They suck. Happy to have found a great job while furloughed till these guys figure out what they're doing.	12/17/2019 12:37 AM
1519	UPRR is doing more with less for absolutely no reason. The business is still extremely profitable without PSR. On the ground as a younger switchman with 6 years, I can see older employees once valued for knowledge of the job and their safety record now treated with contempt for not keeping pace with others.	12/17/2019 12:36 AM
1520	They could really do a better job of putting their people first and not the stockholders.	12/17/2019 12:36 AM
1521	All they care about is money, stocks, and profits	12/17/2019 12:36 AM
1522	Can't go home fast enough	12/17/2019 12:34 AM
1523	Do to PSR it has caused me to fear for my job and safety while at work	12/17/2019 12:34 AM
1524	They don't care about me, I'm literally just a warm body to fill a job. They could care less if I was injured or killed at work, or if they ruin my life to make shareholders more money	12/17/2019 12:33 AM
1525	The company does not care about their workers and their workers no longer care about them.	12/17/2019 12:32 AM
1526	Wish I worked at Walmart	12/17/2019 12:31 AM
1527	PSR has forced many railroaders to reexamine their career choices. We just try to lay low and avoid getting caught up in the discipline process. We don't come to work looking to do a good job anymore, only stay out of trouble.	12/17/2019 12:31 AM
1528	I feel that they no longer care about safety, they have put money above people.	12/17/2019 12:31 AM
1529	They want to please the stockholders at whatever cost it takes, including the people that do the day to day operations.	12/17/2019 12:30 AM
1530	I used to love working on the railroad now I hate it.	12/17/2019 12:30 AM
1531	They and major don't care about the economy, employees. Only care of their fortunes	12/17/2019 12:30 AM
1532	It's sad honestly. I understand a business aspect due to having my own and I completely understand streamlining your process even this is effecting me I get it. But to boast of your record profits then try to tell us how rail traffic and volume has slowed is completely unprofessional. Imagine being at the bottom and right before XMas losing your job and your children not understanding why they received hand me downs while your bosses children are in 3 piece suits. Kind of a kick to the stomach as a man and you have done everything you possibly could do to give them the best but constantly being pushed down. Really can make an employee bitter	12/17/2019 12:30 AM
1533	Unreliable, immoral, unappreciative	12/17/2019 12:28 AM
1534	Used to really enjoy my job with CSX, but the way they're heading today. Isn't the company I signed with.	12/17/2019 12:27 AM
1535	They need to do away with the PSR and conduct work like before, better quality track was produced.	12/17/2019 12:27 AM
1536	That they do not care about safety or employees. They only care about stock prices.	12/17/2019 12:27 AM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
1537	I used to love working for CSX. I enjoyed my job. I went above and beyond the call of duty. I spent time working with my fellow employees and tried to foster the team mentality at every turn at work. Now, I'm just eager to get away from work as quick as I can. They have rewritten the details of railroading and have spent zero time trying to explain their desires for implementation of said changes. I equate my relationship with CSX as being in a terrible marriage now. I'm only in it for the kids	12/17/2019 12:27 AM
1538	I like my job and can feel fulfilled and happy about what I was able to do most days. However the railroads that are trying to use PSR are not worthy to make the profits that they do and should really take a long look in the mirror and decide if they are happy about what they are doing to all their employees, their families, and the public that relies on them. If I were in a position of power, there is no way I could ever destroy a legacy just to make a buck.	12/17/2019 12:27 AM
1539	We are just a number. One goes down and we know another one is not coming to replace him/her. We have lost people to deaths this year and nothing is said, like they don't exist. This place is ran with greed. There also have been quite a few people quit the RR. I have never seen this prior to PSR. Plus, there are many already looking for jobs elsewhere. Never heard of that either.	12/17/2019 12:26 AM
1540	They will do anything to make a dollar and in some situations overlook Federal laws	12/17/2019 12:26 AM
1541	Just be a railroad and run trains for your costumers!!!	12/17/2019 12:25 AM
1542	Seems they are cutting all costs to lower the operating ratio to appear better to their stockholders, at the expense of their workforce.	12/17/2019 12:25 AM
1543	I really hope conditions between mgmt and employees goes back to the way it was 10 years ago where managers actually cared about the well-being of employees	12/17/2019 12:25 AM
1544	Like I said before I love my job and truly care about my job!!! I don't believe the job cares about us period!	12/17/2019 12:24 AM
1545	Been here 15 years. I've seen a lot of changes good and bad. Most of it bad unfortunately. The way we're treated it's a matter of time I'll be moving on along with other coworkers. They will realize that there are far better companies to work for. I would rather make less on the hour than be miserable.	12/17/2019 12:24 AM
1546	More concerned about profit than people. Engaged in unethical business conduct.	12/17/2019 12:23 AM
1547	Shareholders are what matters to them. Not our safety or working conditions.	12/17/2019 12:22 AM
1548	They just want to run trains whether the tracks are safe or not.	12/17/2019 12:22 AM
1549	They are a greedy, soulless and corrupt corporation, who have traded their morals and ethics for money and share price.	12/17/2019 12:19 AM
1550	They're putting safety second making money first.	12/17/2019 12:18 AM
1551	It's all about the shareholders and not about the employees!!!!	12/17/2019 12:16 AM
1552	different than before	12/17/2019 12:15 AM
1553	All they are concerned about is attempting to make money but in the long run I feel they will lose out on production, quality, service and cost themselves money	12/17/2019 12:14 AM
1554	They are producing a hostile work environment, with all the o tests. This is the only job I've had, where the employer is out to fire or punish their employees.	12/17/2019 12:14 AM
1555	1	12/17/2019 12:13 AM
1556	A bad taste in the mouth	12/17/2019 12:12 AM
1557	They are making a big mistake with PSR, in my opinion it is incredibly shortsighted. They are cutting workers and infrastructure to make their stock rise. It cannot last. I'm glad to work for them, glad I still have my job, but I'm worried about the future.	12/17/2019 12:12 AM
1558	I enjoy my work. I like what I do. Take pride in what I do. Just wish we wouldn't have been put in a position to put an increasing workload on less personnel.	12/17/2019 12:10 AM
1559	It has been a good job for me through the years but most people I work with will say it sucks, and they wished to work somewhere else. For less money also. I on the other hand have a weekend off job which is rare so it's ok, it has been easier for me this time.	12/17/2019 12:10 AM
1560	Union Pacific is a terrible company. They lie, cheat, and steal to get what they want. They are not just cheating their employees, they are also cheating their customers.	12/17/2019 12:10 AM
1561	I came to them for a job they did not come to me I still love my job and make the best out of it would like to see it go back to the old railroad	12/17/2019 12:09 AM
1562	My employer has no care in the world for anyone or anything that isn't making the shareholders money. Safety is one of the only things holding them back from making shareholders happy.	12/17/2019 12:05 AM
1563	All negative	12/17/2019 12:05 AM
1564	I am easily replaceable. Next one up is how I feel about my employer. The people/workers are the heart of the company and we should be more valued. They make big money we see little change. If PSR is so great and profitable then why don't the hard working men and women see the benefits from it as well?	12/17/2019 12:04 AM
1565	Production over safety. If bonuses are at stake safety is avoided at all cost	12/17/2019 12:04 AM
1566	Union Pacific should be embarrassed by the actions they have done!	12/17/2019 12:04 AM
1567	10 hour work days for employees means a lot to me. At least I would feel like they paid me for my time and aggravation for working a fifth day if I had to. They sure are making real good money doing precision railroading you would think they wouldn't mind paying employees 10 hour work days for the people that hold a floating job	12/17/2019 12:04 AM
1568	Watching them burn in the aftermath when the hedge fund is done raping them will be sad yet satisfying	12/17/2019 12:04 AM
1569	It has gotten less enjoyable to go to work	12/17/2019 12:04 AM
1570	I used to be proud of my job. Now, I just want my check to clear on the 10th and 25th. Morale is at an all time low and there is a Us vs Them atmosphere now.	12/17/2019 12:03 AM
1571	I'm embarrassed to work there due to the lack of commitment to safety, I definitely don't recommend my company regardless of the position	12/17/2019 12:03 AM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
1572	ABSOLUTELY do not have any love for the present MANAGERS and Company. I hope this changes I LOVE THE RAILROAD, but at what price?	12/17/2019 12:02 AM
1573	Go home unhurt	12/17/2019 12:02 AM
1574	They preach safety. But we all know they're full of crap.	12/17/2019 12:01 AM
1575	I'm actively testing for the state police and fire service. This is in no way a career and I'm 33 and not spending another 10 years like this. My thoughts are that my employer is pandering to the jackals on Wall Street and the expense of public safety and their customers as well as us as employees	12/17/2019 12:00 AM
1576	I love what I do but can't stand who I'm doing it for (CSX)	12/17/2019 12:00 AM
1577	None	12/17/2019 12:00 AM
1578	All about the profit line	12/16/2019 11:59 PM
1579	I think they are gonna run it in the ground after billions are made and walk away leaving us high and dry	12/16/2019 11:59 PM
1580	Nothing positive to say	12/16/2019 11:59 PM
1581	Tired of watching My back.	12/16/2019 11:58 PM
1582	I almost regret the last 6 years I've worked for them. I love my job and would love to go to work but unfortunately I've been furloughed for the last 4 months. If change doesn't come soon I may have to seek employment somewhere else.	12/16/2019 11:58 PM
1583	They don't care anymore. There used to be some appreciation from the carrier, not anymore. I've worked for them for 14 years. I'm not going anywhere the benefits are too good. With each contract they continue to get worse. At some point they'll be equal to what anyone could get somewhere else and you'll see some employees choose not to do this work. Until then railroad big business will continue to win the employee will always be just a number. Nothing will change.	12/16/2019 11:57 PM
1584	I honestly used to be proud of my job and when asked I would tell people who I worked for, now that isn't the case. With 20 years of service I find it difficult to see a positive in the next 20 I'll need to retire.	12/16/2019 11:55 PM
1585	Overall good but the constant watching our every move and looking for ways to write us up is overwhelming	12/16/2019 11:55 PM
1586	Greedy. Money and investors over anything else.	12/16/2019 11:54 PM
1587	Selfish, greedy, lack of concern for the people that make them money.	12/16/2019 11:54 PM
1588	They have made it clear that the employees don't matter. The only thing they said matters is the shareholders.	12/16/2019 11:53 PM
1589	Dictatorship . . . 1st place I've ever worked that instead of trying to help you succeed and move up . . . This company is constantly setting you up for failure . . . it takes no consideration into you or what family values are . . . it's 24/7 365 availability . . . and let's not even discuss being off for holidays!	12/16/2019 11:53 PM
1590	Way too top heavy. Have zero interest in their employees, only themselves and bonuses	12/16/2019 11:51 PM
1591	I understand the economic push for the company to be efficient anf profitable,however without proper safety and regards for worker needs,and treatment in a professional and respectful manner that's all it becomes is a purely money based endeavor,and that ruins loyalty to the overall mission.	12/16/2019 11:51 PM
1592	Good	12/16/2019 11:51 PM
1593	I try to be thankful for them but they make me sick. I'm so sorry my life has gone down this path. I wish I never went to work for them. I am super easy to get along with, I can get along with every type of person but the new managers have pushed me over the edge a few times now where I can barely control myself and lash out. I stay awake all night on many nights so stressed out and mad about having to keep going there to be treated and talked to so poorly and see how they've torn everything apart we worked so hard to build.	12/16/2019 11:50 PM
1594	Worst RR to work for now when it used to be a great job. They put the almighty dollar over the safety of every employee out here. They preach safety first but they lie on paperwork and don't care what you have to say	12/16/2019 11:50 PM
1595	Look for a new job	12/16/2019 11:50 PM
1596	I think profits come before anything, bonuses come before safety, the railroad is cutting back on safety improvements in lieu of profits, my work environment is more dangerous than when I hired out, cutting boards thin and overworking us	12/16/2019 11:49 PM
1597	My employer is like a snake with two forks of a tongue they praise you one second and the next they are trying to fire you.	12/16/2019 11:49 PM
1598	I only stay for the pension. I don't feel my company cares about me or my family or my quality of life. They make billions in profits, record setting profits, year over year, but don't give a crap about the people who make it happen. If I were to lose my pension, I wouldn't stay. Period.	12/16/2019 11:48 PM
1599	Just a number!!	12/16/2019 11:47 PM
1600	The actions the leadership of this company go against everything we have learned about the importance of our jobs. it isn't in shareholder interest to run the company into the ground.	12/16/2019 11:47 PM
1601	Greedy	12/16/2019 11:46 PM
1602	As long as work get done don't care about us	12/16/2019 11:46 PM
1603	Typically I just think of what kind of bullshit are they going to pull next. Waiting for Monday mornings to see what company CSX sold out too.	12/16/2019 11:45 PM
1604	They don't care about their employees There for themselves and putting millions in all their accounts	12/16/2019 11:44 PM
1605	Looking for a new job	12/16/2019 11:43 PM
1606	I love the job I now have but I wish my employer cared more about their employees instead of the stock price.	12/16/2019 11:42 PM
1607	I believe they care for our safety. I truly do, but it always comes down to cost. I understand they are trying to run a business, but with billions of dollars in net income. I believe they could do more. It is becoming an ok place to work instead of a great place to work. People used to look at the railroad for a lifelong career. Now I know multiple people who are looking for a way out.	12/16/2019 11:42 PM
1608	Bait us in with a job then lay us off, no good	12/16/2019 11:39 PM
1609	I love my job and my coworkers! But coming to work daily and they are changing everything mostly for the worst. Affecting both customers and employees!	12/16/2019 11:38 PM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
1610	I love working here . . . I love my job . . . But there is a gap from the bottom to the top.	12/16/2019 11:37 PM
1611	Poor. The morale is very poor. If my friend would ask if they should go to work at my work I tell them hell no! When you hire employees and lay them off after their training you will have a bad time finding employees to come to work there! If you have to pay a hiring bonus $20,000 and you still have a hard time finding employees this should tell you something as a employer. Your place is not a good place to work!	12/16/2019 11:37 PM
1612	Exactly the same response as above, horrible. I used to take great pride in telling people where I worked and what I did. Now? Utterly ashamed to say it.	12/16/2019 11:37 PM
1613	Was a great company to work for before PSR, proud of safety accomplishments. Morale is at all time low 21 years on job	12/16/2019 11:37 PM
1614	Worse place to work for most unsafe place to be in	12/16/2019 11:36 PM
1615	Stock prices are far more important than any employee	12/16/2019 11:36 PM
1616	Not as good as they were 20 years ago	12/16/2019 11:36 PM
1617	They only care about money!	12/16/2019 11:35 PM
1618	I love my job I love being a railroader my feelings on my employer they just need to be more mindful of us maintenance away we don't like feeling like we're the bottom of the boot because all in the end we're the ones that keep the trains running and tracks maintenance	12/16/2019 11:34 PM
1619	I feel as though it's all about the bottom line and not so much about the employees that bring in the revenue.	12/16/2019 11:34 PM
1620	Inconsiderate. Money hungry.	12/16/2019 11:33 PM
1621	I am indifferent to it. I just continue to work safe, look out for my workers, and follow the rules.	12/16/2019 11:33 PM
1622	Work with a skeleton workforce, bully customers and run customers off. All in the name of profits	12/16/2019 11:33 PM
1623	Our railroad is scrimping more and more to the detriment of the public and its employees at a rate higher than I ever thought possible and it gets worse every year.	12/16/2019 11:32 PM
1624	I feel my employer does not care about me or my safety. PSR is unsafe for everyone with these longer trains. It's a shame the FRA lets the railroads get away with this	12/16/2019 11:32 PM
1625	Shareholder first. safety last	12/16/2019 11:32 PM
1626	Horrible, they don't care about the people who work there, just the bottom line, they do worry about the changes made affecting people, they don't even know what it is we do for them and the environment we do it in	12/16/2019 11:32 PM
1627	I dread coming to work. My wife knows how hard the job has become, but she doesn't have all the details. My life used to be about being a proud railroader. Now I am just doing a job and hoping that I still have it in 3 years. I am stressed every single day and I have little to no hope for the future.	12/16/2019 11:31 PM
1628	They suck	12/16/2019 11:31 PM
1629	Amtrak is horrible.	12/16/2019 11:30 PM
1630	Need new CEO and new Union that actually fight for employees instead of boot lickers	12/16/2019 11:30 PM
1631	Depressed that I have 21 years to go. I have no skills because I hired out so young I know nothing else and I'm absolutely miserable. How do you move thousands of cars with hazardous materials with thousands of railroaders with my same exact mindset????	12/16/2019 11:30 PM
1632	the check always clears. but I don't recommend it to most people	12/16/2019 11:29 PM
1633	They care about one thing and one thing only moving trains to make money at any cost. even the workers.	12/16/2019 11:29 PM
1634	They suck. They don't care about us at all. Cutting men down to the point that it puts men home. Then ask why we can't get jobs done	12/16/2019 11:28 PM
1635	They could care less about employees. Their only concerns are profits.	12/16/2019 11:27 PM
1636	If he would only run the company by his signed contract. Not by his well taken of supervisor/manager.	12/16/2019 11:27 PM
1637	I love my job. I love the guys I work with. All the guys I have worked beside all agree with those previous statements. However, we also agree that we all hate working for our employer and are worried what the future holds.	12/16/2019 11:27 PM
1638	Instead of striving to a common goal where everyone sees long-term success they're looking for instant gratification for stockholders that look for nothing more than an easy penny.	12/16/2019 11:26 PM
1639	Not what they used to be, they used to care for their employees but not anymore	12/16/2019 11:25 PM
1640	My employer has no concern for my safety, well-being or quality of life. We are forced to violate hours of service	12/16/2019 11:25 PM
1641	Good man	12/16/2019 11:24 PM
1642	Greedy and Demanding. The feeling of having to worry about my every move with zero appreciation for the work I have performed safely and in a timely manner makes this company almost unbearable to work for.	12/16/2019 11:24 PM
1643	Hard to respect a company that doesn't bat an eye over cutting off employees, running less trains, and not communicating with what employees are left.	12/16/2019 11:22 PM
1644	A group of inane cowards who are bought and sold by their Wall Street pimp daddies	12/16/2019 11:21 PM
1645	It's truly Turning into a joke! I'm seeking other employment opportunities	12/16/2019 11:21 PM
1646	I love what I do, but do not love who I do it for. The weight of the industry falls on our shoulders and we don't receive any benefits for doing more with less. We put ourselves at great risk yet we don't get bonuses like the upper management get. PSR creates a hostile work environment.	12/16/2019 11:20 PM
1647	20 years ago Employer took care of us, went by agreement and was thankful for our quality work. Now in 2020 they buck the agreement, and will not allow us the time, head count, material, or equipment to do our work. It's a quick fix which just barely meets FRA compliance.	12/16/2019 11:20 PM
1648	The checks don't bounce.	12/16/2019 11:19 PM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
1649	They have become slave to the dollar, at any cost turn a profit	12/16/2019 11:19 PM
1650	Worst company in the nation, always looking for something better when I can I will quit.	12/16/2019 11:19 PM
1651	Actively seeing employment elsewhere when I find something closer to home	12/16/2019 11:19 PM
1652	I used to love my job and was proud to say I worked for CSX, now I am a GPS, time clock robot that would never recommend it to anybody (unless I didn't like them)	12/16/2019 11:19 PM
1653	Business is business. I understand that. However, the damage PSR has done to its employees, those who make the money for the company may be irreparable. No one is happy with the company. The cuts are ridiculous. We now work more, for less. Commitment to Safety is a joke. The budget simply will not allow safety to be relevant.	12/16/2019 11:18 PM
1654	1. seems like company/employee relationships have really suffered since the implementation of PSR 2. I don't tell anyone about RR hiring anymore.	12/16/2019 11:18 PM
1655	It was a great job until PSR came about. At the end Before I was furloughed it was a terrible place to work.	12/16/2019 11:18 PM
1656	I think they don't care about their customers, their employees or the general public at large. I feel worthless.	12/16/2019 11:17 PM
1657	My employer hired Hunter Harrison at over 70 years of age without releasing medical information and paid him a hefty salary. I think it's dumb to pay someone like that to gut your railroad. Morale is at an all time low and most people hate coming to work. We are screwing customers over to cut workers pay and overtime. I don't think losing customers is a good way to run a business	12/16/2019 11:17 PM
1658	They don't care about safety or the employees it's all about the stock. I was told whether it's true or not that NS has 5 core principles and safety is not first it's the stockholders	12/16/2019 11:16 PM
1659	Norfolk Southern does not value its employees and only wants to increase profits for shareholders	12/16/2019 11:16 PM
1660	GREED!!! They care about every penny over the well-being of their employees. They make huge profits, but they still decided to take days off away from us and change schedules and cut. Everyone knows they can still make great profits without attacking their employees, but they insist to do so. I and all I know that work for UPRR would not recommend this job and we all see it just getting worse and worse. I used to be proud to say I worked for UPRR, but now I just hang my head a little	12/16/2019 11:16 PM
1661	If I haven't been here for 27 yrs I would be looking for a new job!	12/16/2019 11:16 PM
1662	They have no respect for the employees and their family	12/16/2019 11:16 PM
1663	I hate them since they make it clear they do not care about me or my safety	12/16/2019 11:16 PM
1664	I love being a railroader but Canadian Pacific has turned into a dump since we got Hunter Harrison conditions, lineups, equipment, track, everything has deteriorated to the point of shit Once again Hunter Harrison Burn in Hell for all eternity.	12/16/2019 11:15 PM
1665	All they want to do is oppress the employees.	12/16/2019 11:14 PM
1666	Honestly the direction the company has went has left employees feeling like they are just a number and it's only a matter of time until jobs are cut more and more until eventually their number is up. A lot of people would ditch their seniority if another company offered them a similar salary and benefits	12/16/2019 11:14 PM
1667	No comment	12/16/2019 11:14 PM
1668	It used to be a company that provided service to its customers. Now they really don't care about anyone except upper management and the shareholders. Not the public, nor employees.	12/16/2019 11:14 PM
1669	I am proud to be employed by UPRR	12/16/2019 11:14 PM
1670	I have lost all respect for a company that instilled so many great opportunities and passions in employees' lives to a complete 360 degree of change towards nothing but profits for the shareholders.	12/16/2019 11:13 PM
1671	Horrible. They have no compassion or respect for their employees.	12/16/2019 11:13 PM
1672	I love what I do. I take great pride in what I do. I try to do my best at what I do. But feeling like that the employer or carrier does not care about you or your family, and the way we are treated is heartbreaking. Again I love what I do, but hate and strongly disagree with the ethics of the carrier.	12/16/2019 11:13 PM
1673	Sucks Ass!!! I invested a lot of time in training and missed out on a lot of family life for Union Pacific just to get furloughed . . . same on this bad company!!! No way to treat a disabled veteran or any other employees . . . I was tossed out like garbage	12/16/2019 11:12 PM
1674	How does a business get gigantic breaks from the government and use them for personal gain only? The CEO and shareholders are wealthy folks who are stripping thousands of jobs from tax paying Americans. The same tax paying Americans that are allowing the government to give them a break. We vote "yes" to helping the company. They vote "No" to helping the common man.	12/16/2019 11:12 PM
1675	If it wasn't for the retirement and health care I wouldn't work here	12/16/2019 11:12 PM
1676	Union Pacific is not a well managed company. Also, the shareholders are valued more than its own workers. No one wants to work there, including myself. Pretty sad.	12/16/2019 11:11 PM
1677	They are very greedy. And don't care for employees safety.	12/16/2019 11:11 PM
1678	Only care about stockholders not stakeholders.	12/16/2019 11:10 PM
1679	I have many years on the railroad, and I've always been proud to speak of my job and what I do. And for all those years, I've felt secure and enjoyed coming to work and doing my job. Now, under PSR, it's constant worry and fear that we aren't going to have a job at any given moment, not to mention the heartbreak of seeing 100s of my coworkers with young families and bills to pay have the carpet yanked out from under them. I've never seen morale so low.	12/16/2019 11:10 PM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
1680	I am ashamed of what they are doing to a 150 yr old company, I am ashamed at how they treat us employees, I am tired from being worked non stop because they are keeping all boards cut so short that you are being called from the minute you are tested till you take your assigned job, my family is suffering as well with the constant calls 24/7, they do not care for us as people and only care about lining their own pockets while stealing money out of ours and we have proof to back that up. They are also changing job start times after you are in duty to avoid paying tow in and overtime. I love my job and the people I work with but I can stand the management team and ceos because of the way we are treated and harassed. I would never recommend any person I know to work for this company	12/16/2019 11:09 PM
1681	I think this PSR only favors the shareholders and puts the employees on the ground at an enhanced risk. We are expected to get the same amount of work done in 5 or 6 hours that should safely be done in an 8 to 10 hour window. We have had to sacrifice two extra days with our families with this new schedule for traveling to and from gang locations, with nothing in return for our sacrifice. It seems as though the company is cutting jobs and expenses any which way they can with no regard for their employees.	12/16/2019 11:08 PM
1682	No longer a job I try and get people to go to but one to stay away from	12/16/2019 11:08 PM
1683	Care less of the employees but shareholders are clearly important	12/16/2019 11:08 PM
1684	For the first time in my 13 year career I dread going in to work for this company because of the higher up managers and leaders. They have made our jobs more difficult to do by binding our hands with senseless rules while expecting us to get more done. For example, they illegally changed our shift to night in order to make field welds during the time block for the tie team. During this time they complained about our 2 welds per night even though we safely worked in hazardous conditions and poor lighting. They said we should be getting 5 and 6 welds per night because other teams did during their track time. By their own rules it takes a minimum of 2 hrs just to make 1 weld and 2.5 hrs if it's a closure and that's in "normal" conditions. That doesn't include job briefing, driving out to work area, hi-railing in to work area, and hi-railing out, not to mention the mandatory 30 minute break for CDL and pre- and post-trip inspections.	12/16/2019 11:08 PM
1685	This company is going down the tubes so people can get rich on stock	12/16/2019 11:06 PM
1686	Corporate greed	12/16/2019 11:06 PM
1687	Definitely not the enjoyable company I used to work for.	12/16/2019 11:05 PM
1688	They don't care about me. Just their bottom line.	12/16/2019 11:04 PM
1689	Not good I hate the corners that are cutting for profit	12/16/2019 11:04 PM
1690	Nothing that I would care to share. Nothing good anymore I promise that	12/16/2019 11:04 PM
1691	I know they aren't happy	12/16/2019 11:04 PM
1692	Sorry. They care for profits at all costs, not just normal profits but record profits every quarter only to force people to look for new jobs.	12/16/2019 11:04 PM
1693	I'm grateful for my job, but I'm even more grateful for my union because at the end of the day I'm just a number to the my employer	12/16/2019 11:03 PM
1694	Maybe better when Lance Fritz is gone	12/16/2019 11:02 PM
1695	They really don't care about you we are just a number that can be replaced	12/16/2019 11:02 PM
1696	Glad I have a job but it's all about stockholders. Employees are not respected or cared for	12/16/2019 11:00 PM
1697	This use to be a job where you would encourage friends and family to apply, now I wouldn't recommend it to anyone. Instead of being a front running company, they took a practice that has had mixed reviews and forced us to do it. We were told when they first started PSR that manpower would not be cut and here we are with close to 4,000 men and women laid off.	12/16/2019 11:00 PM
1698	Not positive at all.	12/16/2019 11:00 PM
1699	They care more about service than they do about safety	12/16/2019 10:59 PM
1700	Works easy. Management bad	12/16/2019 10:59 PM
1701	It's all about the mighty dollar not about employees' lives or safety	12/16/2019 10:59 PM
1702	They only care about the $ that is it	12/16/2019 10:58 PM
1703	Used to be an OK place to work thought I had a career but PSR lead me to believe I need to find something else	12/16/2019 10:57 PM
1704	They are deliberately lying to customers and investors to artificially inflate stock values, while cutting resources and laying off necessary employees and ignoring needed maintenance and repairs in an attempt to make as much money in the short term, to the detriment of the company and our infrastructure	12/16/2019 10:57 PM
1705	Hmmmm	12/16/2019 10:57 PM
1706	Place does not care about employees	12/16/2019 10:57 PM
1707	I love what I do for a living but don't know if I will have a job in the next 10 years and that scares me.	12/16/2019 10:56 PM
1708	If it weren't for the hourly wage for benefits. I would not be here. I love what I do but the managers and supervisors that I work with make it a toxic environment	12/16/2019 10:56 PM
1709	I feel it's time to live up to the "Safety" they preach about. The minimal amount of workers at the local levels are going to become a safety issue if it hasn't already and all in the hope of saving money.	12/16/2019 10:56 PM
1710	Greedy, don't care about the workers at all.	12/16/2019 10:56 PM
1711	Higher executives are more worried about their pocketbooks and less about the employees that have worked hard and long and away from own families	12/16/2019 10:55 PM
1712	If I could find another job with the same or comparable wages and vacation I would leave. Retirement and vacation time is the main reason I stay	12/16/2019 10:55 PM
1713	Not so good, hopefully things can change soon	12/16/2019 10:55 PM
1714	I love working for my Company and want to do the best job I can for them but at the end of the day I am just another number to them	12/16/2019 10:55 PM
1715	They care more about their bottom line more than employees.	12/16/2019 10:55 PM
1716	You don't wanna know	12/16/2019 10:55 PM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
1717	I used to really like my employer. They were about helping the team. Helping the employee get the job done so they get the job done. Now there is no team. They preach safety but don't deliver. They cut corners when they shouldn't.	12/16/2019 10:55 PM
1718	It's a good job. My employer cares more about their bottom line than me. I've grown used to it. We don't have safety meetings anymore. Most of our work trucks are worn out. Our equipment is worn out. Today I feel worn out. I have always been a number and will always be a number. As long as I'm out there getting trains going that's all they care about. Oh, and don't get hurt, that will cause someone a ton of paperwork. An investigation into "what went wrong". What rule did I break? Maybe another rule needs to be made so it never happens again, etc., etc.	12/16/2019 10:54 PM
1719	They were spawn from satan himself.	12/16/2019 10:54 PM
1720	When BNSF was a railroad not a corporation, your supervisors had 20+ years of experience/railroad knowledge. Now, you aren't sure if the 20 something year old they threw in a position even knows what you are even talking about. The company has gotten too big and it has become very disconnected with what railroading is really about.	12/16/2019 10:54 PM
1721	They care about 1 thing the bottom line	12/16/2019 10:54 PM
1722	The carrier BNSF is shifting towards this backwards approach to railroading in the name of the stockholders dividends. Not one in the name of modernization or safety.	12/16/2019 10:52 PM
1723	I feel like as long as the shareholder gets his money they do not care about the general worker	12/16/2019 10:51 PM
1724	That moving trains is number one. Getting work done is number 2, and safety is number 3. Also that Transportation employees get paid more to do less work. The engineering side does all the work for the lowest pay.	12/16/2019 10:51 PM
1725	It's going downhill. I'm looking for a backup in case they try to eliminate everyone to eliminate overhead.	12/16/2019 10:51 PM
1726	Employer is okay it's the management they have running it	12/16/2019 10:51 PM
1727	The company was not bad however since PSR more is expected to be done with less there is no need to have a train more than two miles long	12/16/2019 10:51 PM
1728	I enjoy the railroad and my brothers I work with. I know times change and they always will. PSR has placed more importance on shareholders than it has customers and employees. PSR has ruined many relationships, and hopefully something will change to mend those	12/16/2019 10:51 PM
1729	Negative	12/16/2019 10:51 PM
1730	I love working for CSX they are in general a great company. But need to get rid of PSR and care more about people than profits. This hedge fund is going to be our downfall.	12/16/2019 10:51 PM
1731	There's a reason why Union Pacific has been labeled the worst company in America to work for in 2019. The stats don't lie. Working conditions are terrible and employee safety is not their number 1 priority as they claim. I love my job and what I do, but the company is ruining it for me.	12/16/2019 10:50 PM
1732	They make many promises, but deliver on few only if they benefit the company in some manner.	12/16/2019 10:50 PM
1733	I used to think that I had a good, stable job with plenty of work to be done and job security. Now we are constantly looking over our shoulder thinking jobs might get cut. I know of many guys who are looking for other jobs "just in case". For most of us, we are past the age to find another career with retirement benefits. If I lose this job, I'll be struggling to provide for my family until I die.	12/16/2019 10:50 PM
1734	They no longer care at all about its employees or customers.	12/16/2019 10:50 PM
1735	I hate our current administration and would like to see a vote of no confidence.	12/16/2019 10:49 PM
1736	They are breaking our bodies for their own profits to appease the stockholders	12/16/2019 10:48 PM
1737	I AM A RAILROADER	12/16/2019 10:48 PM
1738	Union Pacific is a greedy money hungry company that cares for nothing except the bottom line. Screw the people actually working	12/16/2019 10:47 PM
1739	All that matters is making money for the shareholders and themselves. We are just an unwanted liability between them and fat profits they think will make them winners.	12/16/2019 10:47 PM
1740	I despise them.	12/16/2019 10:47 PM
1741	Corporate greed is a terrible thing	12/16/2019 10:47 PM
1742	I use to be proud to work for UP. Now I am on the verge of a career change. All I do is work.	12/16/2019 10:47 PM
1743	It's hard to come into work each day knowing what they are doing and how they are treating employees and customers!	12/16/2019 10:47 PM
1744	Seems like they waste money on a lot of silly things but are worried about the budget all the time	12/16/2019 10:47 PM
1745	If I didn't have 12 years in I would look for another job	12/16/2019 10:46 PM
1746	They have no consideration for us or our families	12/16/2019 10:46 PM
1747	I am very unhappy with the direction the UP is headed.	12/16/2019 10:46 PM
1748	They've let the shareholders decide on how this railroad operates. We used to be all about making our track the best out of all of the railroads. But unfortunately now it's about getting that return on investment as if this company didn't make enough money.	12/16/2019 10:45 PM
1749	From my railroad I don't think they care as much as the did back in the 90s. All they care about is running trains and working mow workers very long hours with minimal workers	12/16/2019 10:45 PM
1750	Wish we would work together and go back to the good days of railroading this is just a mess and feel like nobody is running this company except greedy CEOs	12/16/2019 10:45 PM
1751	I don't like this place and wonder how long this place is gonna last. They push you and want more out of you but when it comes to the company giving they don't budge. Whatever is convenient for them. They mess with their Employees and do not go by the contract. And there is no consequence for the company.	12/16/2019 10:44 PM
1752	They only care about money. Not about customers, sustainability, or its employees.	12/16/2019 10:44 PM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
1753	Cutting jobs affects a lot of families	12/16/2019 10:43 PM
1754	It would be nice for them to think more long term	12/16/2019 10:43 PM
1755	They only care about stockholders.	12/16/2019 10:42 PM
1756	Good employer but needs to be more open and aware to the needs of its employees. We are people not numbers. Our benefits decrease, our mileage to travel never changes, our family time decreases it's often hard to not feel unappreciated. Of course our wonderful union doesn't seem to care much either. Our dues go up every year take take take and never give back!	12/16/2019 10:42 PM
1757	I have started looking for other employers due to the stress of having to work for supervisors with unrealistic timeframes and who do not put my safety above production	12/16/2019 10:41 PM
1758	I do not recommend this job to a friend or family. It is nowhere near the job it was 10 years ago but I'm too old to start over life again	12/16/2019 10:41 PM
1759	They only care about the shareholders and their profits and will literally do anything for them regardless of how immoral those actions are to their customers or employees.	12/16/2019 10:41 PM
1760	Greedy and very unethical	12/16/2019 10:41 PM
1761	They are a bunch of conceited, arrogant, pompous pieces of shit. They have no concern about their employees' family life or livelihood. The most common pieces of shit I've ever worked for in my adult life.	12/16/2019 10:40 PM
1762	they are not worried about safety or their employees they are making some of the dumbest decisions ever	12/16/2019 10:40 PM
1763	I despise my employer. The first thing they did after implementing PSR was eliminate safety equipment (brake sticks) to save money. Got rid of safety boot program. Made steel toe boots no longer mandatory. Then started chipping away at my paycheck. I made $20,000 less this year than I did last year before PSR. The attendance policy is a spit in the face.	12/16/2019 10:40 PM
1764	Looking for a new job outside of the railroad industry.	12/16/2019 10:40 PM
1765	I use to love my job. I hope it goes back to normal so I can enjoy it again.	12/16/2019 10:40 PM
1766	We're just bodies and not brothers and sisters anymore	12/16/2019 10:39 PM
1767	Morale is at an all time low which is a direct effect of management.	12/16/2019 10:39 PM
1768	I used to have a lot of respect for CSX. It was a job I was extremely proud of and it made me very loyal. I wanted to give an extra effort and give 100 percent every day. Now, I just look forward to retiring and am not as enthused to get my work accomplished.	12/16/2019 10:39 PM
1769	Care more about shareholders than employees	12/16/2019 10:39 PM
1770	Their work culture sucks.	12/16/2019 10:39 PM
1771	I don't see myself retiring here now. I don't look forward to going to work. Not sure if I will see my next paycheck. Seems like a totally different place of employment.	12/16/2019 10:39 PM
1772	My employer doesn't care about my safety or the safety of the guys I work with they care about the bottom line and what's good for the stockholders. If that means taking food from our families and jobs from our craft and or sending guys home they could care less. I've seen a steady decline in morale since the business model has changed.	12/16/2019 10:38 PM
1773	I hate everything about my employer except for the fact that my check doesn't bounce.	12/16/2019 10:38 PM
1774	I would never tell anyone to come to work for my employer.	12/16/2019 10:38 PM
1775	They've cow-tailed to Wall Street. They should sell their building in Omaha and let a hedge fund run the railroad.	12/16/2019 10:37 PM
1776	They threaten our jobs out here each and every day with this and contractors. I feel as though my union is not backing us but backing the company against us	12/16/2019 10:35 PM
1777	Just another mega Corp looking to make more profit without regard to its greatest asset, its people	12/16/2019 10:35 PM
1778	They are a bunch of devil worshipping mfers	12/16/2019 10:35 PM
1779	Needs to change	12/16/2019 10:34 PM
1780	They need to worry a little less about the shareholders. They were getting great returns to begin with. The company is more worried about money in their pockets than our safety and well-being!	12/16/2019 10:33 PM
1781	I don't believe they are doing the right things. Corporate greed is all that matters. The derailment won't happen in their neighborhood	12/16/2019 10:33 PM
1782	I believed my employer wants to cut jobs at all cost necessary. They truly have fallen to the Barrons off Wall Street. The only thing that matters is their bonuses and their bottom line. Safety, efficient movement of trains, acquiring more business, customer satisfaction, and employees livelihood truly do not mean anything to these huge companies.	12/16/2019 10:33 PM
1783	When will I be cut	12/16/2019 10:32 PM
1784	I hate my job now.	12/16/2019 10:32 PM
1785	I'm just a number	12/16/2019 10:31 PM
1786	CSX is a poorly managed miserable place to work and PSR hasn't helped	12/16/2019 10:31 PM
1787	Overall, I believe my employer is a good company to work for. I do think there is a lot of "good old boy" tactics in management. A lot of managing down with an iron fist instead of mentoring and helping managers grow. Everybody is job scared now more than ever. The union doesn't do a whole lot to improve for the BMWE either.	12/16/2019 10:31 PM
1788	It's nowhere near the place I was hired into. There is no care for the employee anymore, just the bottom line.	12/16/2019 10:30 PM
1789	They could be so much more to employees and get so much more out of their employees if they would just remember we are not out there for only them, we have families, pride, and good work ethics. However you can't beat a dog everyday without getting bitten.	12/16/2019 10:30 PM
1790	No COMMENT	12/16/2019 10:29 PM
1791	They are lying manipulators that use slight of hand to shuffle numbers for stock increase. They are a horrible RR and even worse people that destroy the very country that built them	12/16/2019 10:29 PM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
1792	I used to be proud to work for the railroad. Now I worry if I'll have a job/life daily.	12/16/2019 10:29 PM
1793	If I didn't have so much time invested I would leave the industry. This employer only cares about the bottom line and not the employees that make it possible.	12/16/2019 10:29 PM
1794	Worse than it has ever been, and I'm fearful about even making it to retirement now.	12/16/2019 10:28 PM
1795	I love working for the railroad, it's sad that it's letting Wall Street make decisions on stuff they know nothing about	12/16/2019 10:28 PM
1796	As of today they have furloughed everyone with less then 4 years experience. Everyone else that's left is planning their exit, we all know that the carriers have no loyalty or value towards us employees	12/16/2019 10:28 PM
1797	They only care about money and when that runs out maybe we can get back to railroading.	12/16/2019 10:28 PM
1798	I think they are more worried about profits than anything else.	12/16/2019 10:28 PM
1799	If I didn't have 13 years to retirement I would go back to working in the oil fields. It is safer. The ONLY reason I am still here is the retirement.	12/16/2019 10:28 PM
1800	I'm currently looking for a new job. After 18 years of railroading, I'm sick of the company and their "take more" attitude. We used to get incentives for working safe and small tokens of appreciation for Christmas but now we just get cut off	12/16/2019 10:27 PM
1801	Can't believe that they would put their employees through these kind of changes.	12/16/2019 10:27 PM
1802	They are beyond understandable profits and consumed with extreme greed at any cost. They have driven the employees morale and self worth to depressing levels. They refuse to do business with the smaller customers and tear out switches that enter into their facilities. I wish that I would have never worked for UP but am now locked in because of the retirement	12/16/2019 10:27 PM
1803	Just a paycheck	12/16/2019 10:26 PM
1804	No comment	12/16/2019 10:26 PM
1805	The VPs and CEO and CFO are going to cash out their stock and make a run for it.	12/16/2019 10:26 PM
1806	I'm still not sure why PSR is supposed to be good, it's short-term growth over long-term profits so I don't know what the employer is thinking with their reasoning they are just shooting themselves in the foot. Not a fan of them atm.	12/16/2019 10:26 PM
1807	The bottom line/profits is their concern. Screw the customer, screw the employee, screw the track structure, screw the public, as long as they can make their operating ratio and the investor/day traders happy	12/16/2019 10:25 PM
1808	Cut throat, greedy, cheap, dishonest, and most disgustingly two-faced.	12/16/2019 10:25 PM
1809	Greedy. They have proven with PSR that they truly do NOT care about us. They only care about record profits, at whatever cost.	12/16/2019 10:25 PM
1810	Greedy	12/16/2019 10:25 PM
1811	Greed nothing but Greed	12/16/2019 10:24 PM
1812	Their only goal is the stock price above all else. No long-term planning.	12/16/2019 10:24 PM
1813	Used to be a great job, now it's not . . . Union Pacific is looked at as a job to nowhere job now	12/16/2019 10:24 PM
1814	Terrible company to work for	12/16/2019 10:23 PM
1815	Only care about the almighty dollar. All of the people trying to implement PSR don't know shit from apple butter about railroading	12/16/2019 10:23 PM
1816	I wish we were treated like an employee not someone walking on glass all the time. It has gotten a little better but still the same. There's zero appreciation shown from the carrier	12/16/2019 10:22 PM
1817	I hate it. Six years in and I'm leaving. Profitability and numbers have made it very unsafe and unenjoyable. I feel sorry for not only the employees, but their customers.	12/16/2019 10:21 PM
1818	I think that they really don't care about their employees or the public. They just care about the bottom line. Just my opinion I may be wrong.	12/16/2019 10:20 PM
1819	when does this end or the main thing is when they plan on replacing us	12/16/2019 10:20 PM
1820	Union Pacific needs to care more about their employees instead of making record profits, or at least care equally about both.	12/16/2019 10:20 PM
1821	Believe it or not I love my job and take a lot of pride in what the railroad does for the country as a whole. I wish my employer would realize that constant growth and increased returns are an unrealistic goal, and that we need to get back to doing things right, safely, and correctly. Shareholders need to become SILENT partners, not the leaders in an industry they know nothing about.	12/16/2019 10:20 PM
1822	I'm thankful to have a very well paid job that provides for me and my family but it seems a shame that everything we do we are under the gun and being watched and they are trying to fire us. It seems as though working in TYE you are the whipping child. We are expected to be 100 percent all the time while anyone else that works for my company can do their job at 25 percent and less and nothing is ever said. We are expected to be 100 percent rules compliant up until the point when they need a train moved and then we are expected to get that train moved at any means possible	12/16/2019 10:19 PM
1823	I feel Union Pacific will do anything to make a profit. The employees are just a means to an end.	12/16/2019 10:18 PM
1824	We're just a number	12/16/2019 10:18 PM
1825	Only thing they are concerned with is profitability. Nothing else.	12/16/2019 10:18 PM
1826	My employer cares about stock prices. Not employee morale. Not about the "railroad family".	12/16/2019 10:18 PM
1827	I really don't have a nice word for them. I am in my 39th year.	12/16/2019 10:18 PM
1828	glad I'm close to retiring but wonder who will lose their life next because of the carriers	12/16/2019 10:17 PM
1829	They worship the shareholders.	12/16/2019 10:17 PM
1830	Care more about stockholders than the condition on the track	12/16/2019 10:17 PM
1831	Lay off they're always out to get you, even though they always claim that's not what it's about. Leave us alone and let us do our job since they claim we are professionals . . . treat us like said professionals then	12/16/2019 10:16 PM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
1832	Money hungry greedy people that don't care about employees safety or well-being	12/16/2019 10:16 PM
1833	Clueless. Ruthless.	12/16/2019 10:16 PM
1834	I think they want to run trains to make more profit. That would be understandable if it was not degrading the track. Long-term effects are not known at this time. I believe the long-term effects will not be good.	12/16/2019 10:15 PM
1835	"Broke"/we're nothing but a number.	12/16/2019 10:15 PM
1836	Horrible	12/16/2019 10:15 PM
1837	I think they are just greedy people who have no grasp on reality and do whatever it takes to make the shareholders happy!!	12/16/2019 10:14 PM
1838	I am proud of being a railroader. But we work in an environment now where you are working Scared and not able to just do your job. Constant pressure to perform. Company only cares about money and Upper mangers needs. Fueled by Greed. Employees are not valued at all or appreciated for harsh environment and constant physical and mental strain	12/16/2019 10:14 PM
1839	My job satisfaction has definitely decreased the last couple years. I feel very neglected and unappreciated.	12/16/2019 10:14 PM
1840	Thankful to have a job "today". Not sure about tomorrow.	12/16/2019 10:13 PM
1841	Just do what they want to do to save money and makes us look for different work out there cause it's all getting outsourced	12/16/2019 10:12 PM
1842	Feel as if they're more worried about the stockholders than the people doing the job.	12/16/2019 10:12 PM
1843	Ridiculous. No one is held accountable for their screwups. Some stuff is "just culture" but other things are simple disregard of the rules. And nothing is done. Then you want to implement more rules to follow. When the reason people are getting killed and so many rules violations occur is because people don't follow the rules in the first place.	12/16/2019 10:11 PM
1844	The railroad comsiders us numbers we are just part of its expenses and data collections.	12/16/2019 10:11 PM
1845	Honestly they have pushed work beyond safety. I no longer feel safe at work	12/16/2019 10:11 PM
1846	Worst company	12/16/2019 10:10 PM
1847	I hate them, I hope this PSR blows up in their face and they fire Fritz. This company is making more money than they have ever made and yet they still keep sending a lot of good men and women home just to make an extra dollar!	12/16/2019 10:10 PM
1848	Not highly. Workers feel threatened with their jobs daily and worry about being fired.	12/16/2019 10:09 PM
1849	It's like they want to move away from Safety	12/16/2019 10:09 PM
1850	Careless and greedy.	12/16/2019 10:09 PM
1851	They have quit railroading and cut corners to keep stockholders happy	12/16/2019 10:09 PM
1852	I am nothing more than a liability and when they can find a way to eliminate me they won't hesitate and prefer to make another billion in profit.	12/16/2019 10:08 PM
1853	They only care about money. At the cost of safety and customer service.	12/16/2019 10:08 PM
1854	Corporate greed at its finest	12/16/2019 10:07 PM
1855	I love my job, but hate the company I work for. They only care about profits not safety or the communities they operate in. It's sad because they cared before PSR. Now I'm currently looking for a new job because I'm likely being cut to enhance CEOs and shareholders Christmas Bonuses.	12/16/2019 10:07 PM
1856	Make a profit at any cost.	12/16/2019 10:06 PM
1857	?	12/16/2019 10:06 PM
1858	Great company to work for.	12/16/2019 10:05 PM
1859	I hate them and they hate me.	12/16/2019 10:05 PM
1860	I imagine my employer sitting in a nice chair, smoking a nice cigar while watching surveillance cameras of employees working in the grueling weather, thinking to themselves (these guys can work faster if we only threaten their job and push them harder)	12/16/2019 10:05 PM
1861	They don't care if anyone is killed into the railroad as long the shareholders are happy.	12/16/2019 10:04 PM
1862	My employer cares more about profits and sharholders' greed than my safety.	12/16/2019 10:04 PM
1863	UP is not concerned about the employees best interests and I feel like it's headed for disaster	12/16/2019 10:03 PM
1864	4 more years I am gone, We are just a number they could care less about you (just don't get hurt) If I had to do it all over I would go a different route.	12/16/2019 10:03 PM
1865	They could care less about me or my family and they could care less if I'm home 24 days less a year as long as they can show investors a stock increase on our hard work while they mess our home lives up more than it has ever been There is a reason UP leads the pack for worst place to work over the last few years	12/16/2019 10:03 PM
1866	A bunch of fat hogs at tube trough trying to get as much as they can before they get out	12/16/2019 10:03 PM
1867	That production and cost are put above everything else.	12/16/2019 10:01 PM
1868	Only care about shareholders bottom line	12/16/2019 10:01 PM
1869	I like my job but this has pushed us in the wrong direction we travel a lot and when we come to these towns after another gang has the attitude is sore towards the railroad.	12/16/2019 10:01 PM
1870	The RailRoad hasn't changed in 150 plus years. Get everything they can out of you, then forget all about you. Hence the term, being "railroaded"	12/16/2019 10:01 PM
1871	Filthy, greedy, lying, unappreciative, stealing, selfish bastards!	12/16/2019 10:01 PM
1872	Boasts record profits yearly while stripping more and more from the employees who help make it happen. In return we live with the job boards constantly changing, unable to predict our work and rest schedule. No recognition for performing well, safety concerns only addressed after constant demands and harassment to be addressed. Too much focus on pencil whipping reports instead of actual honest work conditions.	12/16/2019 10:01 PM
1873	They're not worrying about the safety of employee	12/16/2019 10:01 PM
1874	One of the top five worst places to work in America. Just review the T&E employee attend policy. It is simply inhumane!	12/16/2019 10:00 PM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
1875	Hope I still have a job to come to until I retire, love the work hate the politics	12/16/2019 9:59 PM
1876	I'm viewed as an expendable liability to the company.	12/16/2019 9:59 PM
1877	It comes down to this, I'm leaving many others are leaving due to safety concerns and the fact the employer is treating their own employees and customers so terribly. I would rank them a zero in every facet. PSR isn't efficient at all in any way, shape, or form. Anyone that has any common sense of railroading will tell you PSR is terrible but for some reason it makes the stock price elevate when they lose business and treat employees and customers terrible. Many customers have went on record voicing their displeasure. It's going to ruin the railroad and economy in my opinion.	12/16/2019 9:58 PM
1878	Went from one of the best I have ever had to the worst ever. Never felt so unappreciated and undervalued.	12/16/2019 9:58 PM
1879	I think poorly of them. There is only so much you can cut.	12/16/2019 9:58 PM
1880	The Union and the company are getting rich	12/16/2019 9:58 PM
1881	I've thought about leaving the railroad. I've got 16 yrs in. I keep telling myself "think how happy you were when I got hired by them" but damn here lately UP has gone to shit.	12/16/2019 9:57 PM
1882	I enjoy what I do so my thoughts are irrelevant	12/16/2019 9:56 PM
1883	Greed	12/16/2019 9:55 PM
1884	I'd rather keep it clean.	12/16/2019 9:55 PM
1885	I love doing what I do, and working for my company. I just feel like there is an attack on workers to put them out of service, firing them, or writing them up to eventually be able to get rid of employees. It seems like everything comes down to cutting costs which in return is cutting people's livelihoods.	12/16/2019 9:55 PM
1886	Greed rules, safety and customer satisfaction are afterthoughts, so long as they make money, nothing else matters.	12/16/2019 9:54 PM
1887	Used to love my employer and everything they had to offer and how much they cared. It has all went downhill I'll be looking for other employment soon.	12/16/2019 9:54 PM
1888	After 23 years, all I think about is getting away from this RR	12/16/2019 9:53 PM
1889	Safety is not priority 1 anymore	12/16/2019 9:53 PM
1890	Never do enough	12/16/2019 9:53 PM
1891	Getting more and more profits instead of how are the employees doing and being affected.	12/16/2019 9:53 PM
1892	No one is happy working for PSR railroads	12/16/2019 9:53 PM
1893	I do not recommend this company to anyone. If I had a job offer tomorrow, I would leave without any hesitation. It feels as if we're prisoners. I feel like I'm being held down and the big bully has his knee on my throat and won't let up. And I'm not alone. All the men and women on the ground feel the same	12/16/2019 9:53 PM
1894	Hostile work environment makes this company a very negative place to work at.	12/16/2019 9:52 PM
1895	Before all of this PSR and hedge fund takeover, this was a great company. However, they've abandoned employees with all of these cuts, causing hundreds and hundreds of people to lose their homes. They've lost a lot of customers as well, abandoning them in such the same manner. They care about nothing other than saving money, increasing the stock and taking care of the upper management and the top stockholders. Your customers are supposed to come first and your employees come second. It's turned into a horrible workplace for someone to try and build a career, I wouldn't t recommend it to anyone. (CSX)	12/16/2019 9:52 PM
1896	They are a bunch of college educated snobs who don't care about the employees	12/16/2019 9:52 PM
1897	They don't care anything about employees as long as their pockets and pockets of the shareholders are still full. Reducing workforce, but not workload means that we are doing more work without being paid more. Reducing rest days added up means an entire month per year away from our families.	12/16/2019 9:52 PM
1898	Corporate greed	12/16/2019 9:51 PM
1899	It makes no sense to me to have rules if you need to disregard them to complete a job task. I could go to any track maintenance work site and find several rule violations. I believe precision railroading is the root cause of the fatal Amtrak collision in South Carolina 2 years ago. I am sure they blame a rule violation but he disregarded procedure because he was pressured to do so.	12/16/2019 9:51 PM
1900	As compared to 10 yrs ago I do not love my job how I use to. It seems they care more about the making record-breaking profits and do not care about the employees working day and night in any kind of weather to keep trains on the rails.	12/16/2019 9:51 PM
1901	On my employer as a whole they are fine. But the PSR way of railroading is a joke.	12/16/2019 9:51 PM
1902	Hopefully we have a job tomorrow	12/16/2019 9:51 PM
1903	They're greedy.	12/16/2019 9:50 PM
1904	Not happy. I love being a conductor and the history behind it. But afraid I will not be able to live this dream as they are trying to abolish this position.	12/16/2019 9:50 PM
1905	They are a really piece of shit.	12/16/2019 9:50 PM
1906	That they don't want to railroad anymore.	12/16/2019 9:50 PM
1907	I'm thankful to have a job where I can provide for my family. I'm extremely blessed. Just don't understand how cutting people but doing more work is called safety. More people is more work done with less stress on guys that are here.	12/16/2019 9:49 PM
1908	Unappreciated	12/16/2019 9:47 PM
1909	I'm just a number and my number is a cost that takes away from upper management and shareholders pocket	12/16/2019 9:47 PM
1910	They have made a shift into what seems to be an almost hostile work environment even subtle hints of retribution for contacting union with concerns	12/16/2019 9:46 PM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
1911	You don't even want to know! Morale is at the lowest that I have ever seen in 15 years!! There's no common sense anymore with these railroads!! It's all about money and numbers while driving their workforce into the ground. Threats of constant firings. While they are at Christmas parties and enjoying their families on ALL the holidays. I'm already pissed off before I even go to work. They make terrible decisions. Then we get blamed for them EVERY SINGLE DAY. We are the scapegoat!! My thoughts include a lot of cuss words about them. They use us and abuse us while they kick back and brag about the billions of dollars we earned them busting our butts out here. Not even a single thing for Christmas. Not even a thank you. Just do more or we will fire you!!	12/16/2019 9:44 PM
1912	A railroad, trying to run as an airline, by poeple that at best, have only ever ridden a train.	12/16/2019 9:44 PM
1913	I hate what CSX has become. I use to enjoy being an engineer. CSX acts as if we are their property	12/16/2019 9:44 PM
1914	I enjoy my job, and I do it safely and efficiently! I cannot stand the way my company is managed! Take a look on Glassdoor! UP is the worst rated company in the entire world to work for.	12/16/2019 9:43 PM
1915	There's too much demand placed on the shoulders of too few employees!	12/16/2019 9:43 PM
1916	It's the worst job I've had, no family life	12/16/2019 9:42 PM
1917	It's a job nothing more nothing less	12/16/2019 9:42 PM
1918	No courage to care	12/16/2019 9:41 PM
1919	I am not impressed at all with my employer only care about the shareholders	12/16/2019 9:41 PM
1920	Greedy, only care about the shareholders, only interested in the bottom line. We use to be very customer based as they are the ones that keep us in business but now they want to carry product from point A to point B. They don't want to switch customers. If you're not shipping hundreds of cars a month then they don't even want your business. In my 12 years on the railroad I went from feeling as I had a secure career until retirement but now I worry each day if my key will even unlock the door or is there going to be a note on the door saying your section is cut off.	12/16/2019 9:40 PM
1921	I like my employer but the way it's going looking for another career isn't out of the question	12/16/2019 9:40 PM
1922	This used to be a career that people took pride in and look forward to spending their entire lives at. It has now become a ship that people are bailing from like the sinking ship it is.	12/16/2019 9:39 PM
1923	UPRR IS RANKED ONE OF THE WORST EMPLOYERS IN THE U.S. FOR A REASON!	12/16/2019 9:37 PM
1924	It was an excellent job 5 years ago but now it's getting to the point of constant aggravation and worries. Like are they gonna keep cutting jobs to make a dollar? Are they gonna push us to the breaking point of getting hurt and not being able to work? I feel like I'm on thin ice just hoping to make it back to solid ground.	12/16/2019 9:36 PM
1925	We are just a number	12/16/2019 9:36 PM
1926	It's a shitty and sad place to work due to trying to cut employees to keep shareholders happy	12/16/2019 9:36 PM
1927	I used to love my job and the company. Now I hate them both	12/16/2019 9:36 PM
1928	I'm not sure my sacrifice and hard work is appreciated. The folks in the HQ are very removed from the tasks. Their only concern is data metrics.	12/16/2019 9:36 PM
1929	I am thankful for my source of income. The company as a whole cares about Canadians first then we get the scraps of what's left over. We get told we're one team, but it's not led by example. May someone with a kind heart and willing mind change the rules of law to stop the effects on all of our families.	12/16/2019 9:36 PM
1930	I am looking for a better employment opportunity, as my company cares even less now	12/16/2019 9:35 PM
1931	How much profit does a company need before someone gets hurt! Greedism is not capitalism!	12/16/2019 9:35 PM
1932	Depends, the employer in itself I feel is good. Coworkers are ok. The problem I see is upper management. I feel they are only looking at the profit bottom line. I feel they could care less about the employee as long as they meet their quotas, who cares about the guys in the trenches!!! Seriously!!! How many millions do they need???	12/16/2019 9:35 PM
1933	I enjoy what I do, I like where I work. That said with current policies in place and no real way to combat the Orwellian control (see: Presidential Emergency Board) the company seems to foist over us, I can't help but think their mindset is to get every plugged nickel out of everything you can. Where else do you go to work and they TRY to fire you? My thoughts are hopeful, but bleak.	12/16/2019 9:34 PM
1934	They are greedy	12/16/2019 9:33 PM
1935	Greedy	12/16/2019 9:33 PM
1936	I wish they cared more for the worker and less about billions in profit. Getting furloughed to see my employer still break record profits is discerning and disheartening. When I can afford to pay for my food and the rich sit happy with their bonuses, gives everyone a sour taste	12/16/2019 9:33 PM
1937	None	12/16/2019 9:33 PM
1938	Disgusting, they are very much not Caring about you individually, don't give you enough time to inspect properly, air tests are not performed right, need more FRA people helps us out Big Time, but I think now FRA is now owned by the Railroads!!	12/16/2019 9:32 PM
1939	Love my job and am grateful for the carrier giving me a job. But PSR has made this job hell	12/16/2019 9:32 PM
1940	Not too good	12/16/2019 9:30 PM
1941	For years the Railroad struggled to attain the Baldridge Award as a best to work for company. This year they obtained just the opposite. Named the worst to work for.	12/16/2019 9:29 PM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
1942	Employees are just a number at Union Pacific. They only care about finding ways to make more money regardless of who they hurt. Union Pacific has been slowly taking everything from us. From our already little off time to boot forms, to gyms. Slowly taking it all back for one thing MORE. That's what they want MORE	12/16/2019 9:28 PM
1943	I'm embarrassed to call NS my employer. Pitiful in every aspect of employment. Treat their employees like crap!	12/16/2019 9:27 PM
1944	Looking to leave the industry due to so many bad experiences. Job isn't worth it	12/16/2019 9:27 PM
1945	As long as I keep getting my paycheck every other week, I'll keep showing up. But in regards to the current railroad I work for, Norfolk Southern, I wouldn't let my dog work for them. Probably why we have no standards for new hires, if they can find any.	12/16/2019 9:27 PM
1946	Fair	12/16/2019 9:27 PM
1947	I feel we are overlooked and not appreciated for the dangers we are exposed to every day. I feel like a number and expected to be a robot. I am a human with a family	12/16/2019 9:27 PM
1948	Smart	12/16/2019 9:27 PM
1949	At the end of the day I feel that My employer only thinks of me as a liability and an expense and nothing more. I feel very invaluable.	12/16/2019 9:25 PM
1950	I wonder why they seem to genuinely hate us. Management is so hellbent on trying to fire us that it's becoming unbearable.	12/16/2019 9:25 PM
1951	A joke for implementing PSR where it has not worked long term for any other class 1	12/16/2019 9:25 PM
1952	One big greed company	12/16/2019 9:25 PM
1953	I like my job but they keep making it harder	12/16/2019 9:24 PM
1954	I don't understand the logic. They hire and furlough constantly. People don't talk to each other out here and I came from a management background in my previous career and this is the worst place for communication from top managers.	12/16/2019 9:24 PM
1955	The worst company I have worked for (UP)	12/16/2019 9:24 PM
1956	I used to enjoy and be proud to work in the rail industry. Today I am afraid of not knowing how much worse railroading will get. I am afraid I'll lose a once good job with good benifits and a job where safety was once something everyone practiced and not just said for the purpose of just saying it. They once strived to take it seriously. I'm now starting to second guess my going to work for this company.	12/16/2019 9:24 PM
1957	I'm answering this as a Former employee. I served 5 years for a railway under PSR. I truly hated working there, but that was more to do with management's attitude in general. I worked under the infamous Hunter Harrison, and all the misguided policies his leadership pushed. I don't think that PSR is a bad thing, but the other things that come along with it when the company prioritizes production at all costs, wants more done for less, and just thinks about the profit margin.	12/16/2019 9:24 PM
1958	Just another expendable employee. It seems like Amtrak's only goal is to tighten its rules and regulations making it easier for them to fire employees.	12/16/2019 9:23 PM
1959	Doesn't care about employees	12/16/2019 9:23 PM
1960	CSX isn't what it use to be. Myself and others are always looking to new career paths outside of the railroads	12/16/2019 9:23 PM
1961	They are trying but we could really benefit from wage increases/more vacation time. Our contract with our employer needs a complete overhaul.	12/16/2019 9:23 PM
1962	Looking for a new job daily. Can't see a career lasting here. Dismissal or death will come first.	12/16/2019 9:23 PM
1963	They all about money, and taking care of their shareholders and do not care about their employees	12/16/2019 9:23 PM
1964	At the end of a normal day I always love my job and love servicing the customers and country in the way us railroads do. But as towards my employer I feel like they do not care one single bit if I am available to work the next day, they just care about a warm body in the seat or outside switching. They give little respect of their employees and my feelings are not well. It's very sad but the truth.	12/16/2019 9:21 PM
1965	Greedy, money hungry, they don't care about customers or employees or safety just about the shareholders and making record profits. Lots of employees furloughed around the holidays makes for bad morale.	12/16/2019 9:20 PM
1966	Been here for 43 years and the worst I've seen it. supervision is too young just because they have a degree they think they are smarter than everyone and they bring southern mentality with them. in no way will they take advice from anyone but their superiors who control them	12/16/2019 9:20 PM
1967	It's hard to have good thoughts about an employer when they make you feel like they don't care for you	12/16/2019 9:20 PM
1968	Cold-blooded: hire and furlough people with no regard!! Violate agreements!! Ruthless and vile. Will not get a Christmas card from me, never!!!!	12/16/2019 9:19 PM
1969	I think our employer could do better by getting contracts to move products isn't that what transportation is all about	12/16/2019 9:19 PM
1970	I've worked for CSX for almost 10 years, and it was a great place to work back then. It was a more family oriented company. The company would give out little incentives to show their appreciation for their employees. But now they have cut everything out. They are not the company they lead on to be.	12/16/2019 9:19 PM
1971	I feel like if I was fatally injured at work, I would not be missed. My employer would scramble to find another body to fill my seat in the name of production. I feel like an inconvenience, an expense and a number.	12/16/2019 9:19 PM
1972	CN, started PSR. But lately it seemed to be getting worse. The company only looks at the bottom line. They are stretching everything so thin.	12/16/2019 9:18 PM
1973	Mixed	12/16/2019 9:18 PM
1974	That they only care about profits and that our safety is only important to them if it costs them money.	12/16/2019 9:17 PM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
1975	My employer is just providing a job, it isn't a great job and just pays my bills, it doesn't have better benefits like insurance or retirement or pay than other jobs I have had and I would have actually been better off overall just taking social security and retiring in my old job with all the benefits I would have had and I would have had a better overall retirement than from the railroad, so railroad retirement really isn't that good when you look at what I will get vs what other people I know get in other industries that are even nonunion who have retired so it is what it is but it's too late to change now.	12/16/2019 9:17 PM
1976	I'm thankful to have a job, but also worried if I will have a job in future, a lot of rumors	12/16/2019 9:17 PM
1977	Absolutely the worst employer I've ever worked for. They are ruthless and heartless bastards whose only concern is the folks in the shareholders board room.	12/16/2019 9:17 PM
1978	There is marked change in my employer. the only concern is the operating ratio and how they can trim the budget. There is no concern for the employee and the condition of the track infrastructure is deteriorating.	12/16/2019 9:16 PM
1979	They don't care about us	12/16/2019 9:15 PM
1980	There's a reason why Union Pacific was voted worst employer I'm living it everyday!	12/16/2019 9:15 PM
1981	All that matters to them is profit	12/16/2019 9:14 PM
1982	Average employer. Work before family, yadda yadda	12/16/2019 9:13 PM
1983	Same as 25 yrs ago, shareholder happiness.	12/16/2019 9:13 PM
1984	Union Pacific is ranked as the #1 worst company to work for in the U.S. You can look it up not just popping off and due to the greed from the top and it has made it even worse. There are so many people who quit jobs to have a career with the railroad and to be laid off only months after being hired. Having customers complain on how they don't get their cars nor get responses back from the company. It has made it for me after 15 years to start looking for something else as a career.	12/16/2019 9:13 PM
1985	Hope they never get audited. Our retirements will disappear. Enron ain't got nothin on the class 1 railroads.	12/16/2019 9:13 PM
1986	Cutthroat, money hungry, no real caring about an individual. Just numbers that look good	12/16/2019 9:12 PM
1987	Only care about making money with no regard for employees	12/16/2019 9:12 PM
1988	I respect my employer but in the MOW side we are doing the minimum requirements for defect repair, whether it be replacing ties or bolts, it is whatever we can do to get by. In the long run that practice won't stand up.	12/16/2019 9:12 PM
1989	The senior managers see this as a way to make a lot of money quickly, then sell off everything before the market crashes. It's a get rich quick scheme that has no business being used by any Class 1 railroad!	12/16/2019 9:11 PM
1990	They truly only care about money and their so called courage to care and family values are only for them personally	12/16/2019 9:11 PM
1991	That they're money hungry And I am nothing more than a number no matter how good of a job I do at the end of the day they will cut me to save a dime	12/16/2019 9:10 PM
1992	catering to shareholders, lots of uncertainty, people losing their jobs because of PSR	12/16/2019 9:09 PM
1993	They are a little stuck up	12/16/2019 9:09 PM
1994	Greedy	12/16/2019 9:09 PM
1995	Can't wait to find another job	12/16/2019 9:07 PM
1996	If I wasn't so close to retirement I'd leave this place	12/16/2019 9:06 PM
1997	I absolutely love my job and absolutely dislike my employer.	12/16/2019 9:06 PM
1998	I think they only care about stock prices and making money. Wouldn't recommend them to anyone for a job or career.	12/16/2019 9:06 PM
1999	As a 42 year employee and local Chairman this is the worst I have ever seen it, Corporate Greed is all it is, and now they want one man on a train, they don't care about our or the public's safety.	12/16/2019 9:06 PM
2000	They suck more and more each day	12/16/2019 9:04 PM
2001	They're assholes	12/16/2019 9:03 PM
2002	They put profits and shareholder interests ahead of safety and worker morale.	12/16/2019 9:03 PM
2003	They want to max out their profits and they don't care who they step on or throw away to get there	12/16/2019 9:03 PM
2004	I feel like I work for a wonderful company that has lost its way. I think they've forgotten the railroad empire and its power in favor of Wall Street and its quick cash grab antics. I honestly feel like my company will no longer exist and the Federal Government will have another Conrail situation on its hands. The Wall Street investors and hedge funds will milk it dry and leave the skeletons left for somebody to clean up. As clique as it is, PSR is a runaway train that keeps building speed and doing more damage than good for the integrity of it's own infrastructure and the public's safety.	12/16/2019 9:03 PM
2005	At the end of the day I see my company putting profits over safety, personnel and their customers. I will say I like my job and I do what I can to get things done. It just gets discouraging when you cannot get the thing you need to get the jobs completed and safety items taken care of	12/16/2019 9:02 PM
2006	Terrible	12/16/2019 9:01 PM
2007	Profits profits profits. That's all that matters to them	12/16/2019 9:01 PM
2008	They don't give a shit about us where the little guy making them billions while we struggle no overtime healthcare threw the roof but hey as long as they're making their money and have a huge house and experience cars they could give a shit less of and if you get killed on the job you get letter of condolence to the family what a joke	12/16/2019 9:00 PM
2009	I have never worked for a company that treats its employees the way they do. They don't pay us correctly basically stealing. Also manpower is so short you can't ever get any rest. Even on an assigned job they are calling you all night long to fill other vacancies. Sometimes 10–15 times per night. How can you get rest like that. You can't sleep 24 hours a day waiting on the railroad to call	12/16/2019 9:00 PM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
2010	CSX used to be a good place to work. It seemed they used to care about your safety and well-being but now it's more of a "just get the job done" attitude. Safety has went to the wayside tremendously.	12/16/2019 9:00 PM
2011	PSR has taken the last of humanity out of railroading. We are constantly looking over our shoulders for management and ignoring everyday working hazards so we can provide for our families.	12/16/2019 9:00 PM
2012	Not the company I hired in with 23 years ago. Gone are the days of safety feeds, family days, safety boots, thanks awards and general appreciation for employees. Locally managers try to do what they can, but upper level management could care less in my opinion.	12/16/2019 8:59 PM
2013	Disconnect between local managers and corporate. Book preaches one thing but no time given to perform correctly	12/16/2019 8:59 PM
2014	Good job, but not as good as it was, Old heads always said you're just a number to them and it's getting worse every year. Guys retire with little to no recognition.	12/16/2019 8:59 PM
2015	I love what I do for a living but I care for the manager that is running the company, I don't know what is going to happen to the company and I have 28 years of seniority. Upper management in my opinion is more worried on the shareholders than its own employees.	12/16/2019 8:59 PM
2016	Good company to work for	12/16/2019 8:57 PM
2017	Indifferent	12/16/2019 8:57 PM
2018	Way too concerned with pleasing Wall Street at the cost of safety and in the long run the core business.	12/16/2019 8:56 PM
2019	They cut jobs when THEY are afraid their bonuses won't be big enough	12/16/2019 8:55 PM
2020	Union Pacific used to be a place I was proud to work for. It was a career. I loved my job. Now I hope I can make the next 15 years to reach retirement. Before more cutbacks.	12/16/2019 8:54 PM
2021	Getting worse	12/16/2019 8:53 PM
2022	I enjoy the company I work for but would not recommend for anyone I know to be employed here. The uncertainty, and low velocity makes our industry very unsteady.	12/16/2019 8:53 PM
2023	Over 10 yrs they have taken away every perk from Christmas parties to safety awards and tell us we are lucky to have jobs. I use to pride myself in doing the best job I could and now I try to just keep my head down and get through the day. They will continue to make cuts until there is nothing left. I have no doubts.	12/16/2019 8:51 PM
2024	Scared I may not have a job tomorrow.	12/16/2019 8:51 PM
2025	They are good overall compared to where I came from, but am nervous about where the future leads	12/16/2019 8:50 PM
2026	I love being a railroader. I look forward to a time when morale is high and there is loyalty and family out here again.	12/16/2019 8:50 PM
2027	I think I might try being a lineman	12/16/2019 8:50 PM
2028	I am grateful to God the Father and Jesus Christ his son and The Holy Ghost for my Employment	12/16/2019 8:50 PM
2029	Union Pacific has gone downhill. I use to enjoy going to work and have a family on the road as well as at home. Not now it is a job with no respect of the employees (i.e., schedule changes taking 24 days time off a year away from employees which in turn basically gives all vacation time back to company). The employees took the hit, the company loses nothing but has record profits. The pressure continues to do more with less is causing more safety errors, bad judgement calls, and the potential for injuries and/or deaths	12/16/2019 8:50 PM
2030	Love my job but I dislike the greediness of the higher ups	12/16/2019 8:49 PM
2031	They have no regard on my safety or the personal life of myself and family.	12/16/2019 8:49 PM
2032	The bottom line is ultimately the only thing that matters and employee well-being doesn't seem to be on the radar.	12/16/2019 8:49 PM
2033	I do not respect Norfolk Southern, and I believe they are short-sighted.	12/16/2019 8:49 PM
2034	They are just like all big businesses. Do a good. Don't get hurt. Don't complain. And maybe we'll keep you	12/16/2019 8:49 PM
2035	They tout Safety as #1 and customer service as #2 in importance, but all of us out here know the TRUTH. It is Shareholders and Profits #1 and #2. Safety is what they say to try and make the public feel okay.	12/16/2019 8:48 PM
2036	Money hungry	12/16/2019 8:47 PM
2037	They want you to work safe but want the job done by any means. The old mantra: Safety first until production stops.	12/16/2019 8:47 PM
2038	It's a business. I'm thankful for a job	12/16/2019 8:47 PM
2039	Stepping over a dollar to pick up a dime	12/16/2019 8:47 PM
2040	Well, I wished I would've chosen another career years ago.	12/16/2019 8:46 PM
2041	We are just numbers and an expense to the company, not like years ago when they actually cared.	12/16/2019 8:45 PM
2042	I understand the need to stay profitable. However, removing the employees who maintain our rails and cars is a foolish move.	12/16/2019 8:45 PM
2043	Can't be trusted	12/16/2019 8:44 PM
2044	Greedy	12/16/2019 8:43 PM
2045	Needs to do better	12/16/2019 8:43 PM
2046	I think it's all about the almighty dollar. I've always thought that, it's just magnified one hundred times over. We can't take time off, we can't have any time with family. It reminds me of the military, if the railroad wanted you to have a wife they'd issue you one.	12/16/2019 8:43 PM
2047	It's a job not one I'd recommend.	12/16/2019 8:43 PM
2048	Amtrak is an amazing company and I'm thankful every day for my job and this opportunity. It would be even better if the men and women rose through the rank and file and the men and women with years of experience on the railroad would be hired for management, then the company would be even safer and much better.	12/16/2019 8:43 PM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
2049	. . .	12/16/2019 8:42 PM
2050	Cost of living please—do the right thing.	12/16/2019 8:42 PM
2051	Greedy	12/16/2019 8:42 PM
2052	I love this company and the job I do. But them making changes like PSR just brings down the morale of the company. And I think morale is very important for a companies like this.	12/16/2019 8:41 PM
2053	I just wish that they would care more for its workers on the ground doing the physical work	12/16/2019 8:40 PM
2054	All they care about is the shareholders and not that of the employees or public	12/16/2019 8:40 PM
2055	I can't wait till retirement or a buy out. Misery	12/16/2019 8:40 PM
2056	My immediate supervision seems to be unchanged by PSR the relationship is good	12/16/2019 8:40 PM
2057	Investment railroading. The days of an honest service to our communities and nation are sacrificed just to increase the profit margin. How much is enough?	12/16/2019 8:39 PM
2058	I regret ever starting this job. I hate the RR and hope that I live for a few years after retirement	12/16/2019 8:39 PM
2059	Greedy	12/16/2019 8:39 PM
2060	I love working here I just don't get why they spend so much money using contractors to do the job when they have us! Rent us the machine to do the job it would save them so much money	12/16/2019 8:38 PM
2061	Think they could care less about the guy on the ground all it seems they want is to make profits to give away to the shareholders.	12/16/2019 8:38 PM
2062	All of mgmt is less and less knowledgeable about track mtc. In many cases, there are many layers of mgmt totally unfamiliar as how to perform track mtc. They only seem to be budgetary accountants. Any manager who questions or bucks hierarchy is fired soon after. Company wants yes men as managers practical experience seems to be irrelevant or even a negative	12/16/2019 8:38 PM
2063	N/A	12/16/2019 8:37 PM
2064	Like my job company is concerned with only one thing and that's profit.	12/16/2019 8:36 PM
2065	At this point all everyone is worried about is making more money for the shareholders at any cost	12/16/2019 8:36 PM
2066	When I first started railroading I was proud of my job and craft. Now I work in fear for myself and my brothers. As this new railroad does nothing for its employees, it's only worried bout its stockholders	12/16/2019 8:35 PM
2067	I am here from 6–2:30 Monday–Friday I used to take pride in my job but nowadays it is very hard with all this PSR	12/16/2019 8:35 PM
2068	If I were 20 years younger I would leave today, but that's not an option at my age. I truly thought I was making a good decision for my family and our future but at the rate we are going may not have a future.	12/16/2019 8:35 PM
2069	They have no concern for the employees or families	12/16/2019 8:35 PM
2070	On a scale of 1 to 5 with 5 being the best, I'd give my current administration a 2.	12/16/2019 8:34 PM
2071	Used to not be a bad place to work. Anyway I'm always looking over my shoulder trying not to mess up the flow of work first and safety second.	12/16/2019 8:34 PM
2072	I once was proud to work for UP, now it is hard to be excited about being replaced!	12/16/2019 8:34 PM
2073	employees don't seem to matter to this company anymore. It's all about the numbers!	12/16/2019 8:33 PM
2074	they pay me that is all, there is no pride anymore. keeping the next round of talks on a contract, when we are all gone who will buy the stuff the robots make? Sure as Hell won't need a RR to haul anything . . . which may be a good thing because they are driving this one into the ground fast	12/16/2019 8:32 PM
2075	I wish they would've stopped the hedge fund guys from taking control and tanking the company for $$$$	12/16/2019 8:32 PM
2076	More Safety Is Focused Now Than Ever Before	12/16/2019 8:32 PM
2077	Cutthroat. Managers trying to keep their jobs while costing us our livelihood	12/16/2019 8:32 PM
2078	I like my job. I use to love it	12/16/2019 8:31 PM
2079	It's all about making a profit we are just a number	12/16/2019 8:31 PM
2080	Need to focus on personal attention on employees, and their Family life.	12/16/2019 8:31 PM
2081	I'm happy to work for Union Pacific it's a good job with good benefits. I just wish they cared about their employees a little more. And I'm sick of worrying about what day I'm gonna show up and not have a job anymore or get cut or bumped and not be able to hold anywhere. It's stressful	12/16/2019 8:31 PM
2082	Was a great company to work for. Seems they take good railroaders and make them bad. For the littlest of a problem. Taking away their motivation, taking away the morale.	12/16/2019 8:30 PM
2083	Looking for another job.	12/16/2019 8:30 PM
2084	PSR the managers	12/16/2019 8:30 PM
2085	No Opinion either way	12/16/2019 8:29 PM
2086	Well I have second thoughts about my job. Did I make a mistake? Idk. It's very confusing at this time but we don't have a voice because then they'll cut us.	12/16/2019 8:29 PM
2087	My employer is following the other class 1 RRs and furloughing far far far too many personnel. Many of the PSR measures will come back to bite them in the ass. Terrible accidents are looming due to safety and maintenance cutbacks.	12/16/2019 8:28 PM
2088	They are trying to make it hard to keep a job and a healthy attitude towards work. The hourly compensation almost isn't worth the traveling. They say they are a family company, but do everything to keep us from our family more.	12/16/2019 8:28 PM
2089	That they no longer care about anything other than money. The customers, employees, safety, etc. don't matter only the bottom line.	12/16/2019 8:28 PM
2090	They only care about the shareholders. I feel that safety for the public and workers are not a point of concern anymore.	12/16/2019 8:27 PM
2091	They don't value their employees anymore and care most about investors and short term goals.	12/16/2019 8:27 PM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
2092	It's a great company but we have to adapt I understand but let's don't get greedy we are making record profits every quarter it's ok if we miss out on 2 or 3 quarters.	12/16/2019 8:27 PM
2093	In a way, makes us feel that we are just a number and very replaceable at any moment	12/16/2019 8:26 PM
2094	The employer could be good if they would go back to the way it was 10 years ago. Gang foreman, foreman and supervisors had a voice and managers only stepped in to help when needed. Now we have way too many managers trying to screw over other managers and it hurts production, safety, morale and ultimately affects all field personnel. Trim the fat from management and get back to letting people with actual railroad experiences run the railroad, not some clown with a degree and no railroad experience.	12/16/2019 8:26 PM
2095	Things have gone way south	12/16/2019 8:26 PM
2096	I see the rail industry a shadow of what it once was. I count down the days until I retire. Last month I sold all my shares of company stock.	12/16/2019 8:26 PM
2097	I don't think they particularly care for us, which makes for a reciprocal atmosphere. Not all of management, I don't think upper management does.	12/16/2019 8:25 PM
2098	While mine isn't the worst, it has room to grow.	12/16/2019 8:23 PM
2099	Only thing railroad concerned about is stockholders not the well being of employees we are just a number	12/16/2019 8:23 PM
2100	They are never satisfied like you should have got more done	12/16/2019 8:23 PM
2101	I used to be proud to say I worked for the company. Now I'm ashamed to even say I do. They've turned into money hungry shareholder puppets!	12/16/2019 8:23 PM
2102	They treat their workforce the same as they did in the 1800s.	12/16/2019 8:23 PM
2103	Can't stand them.	12/16/2019 8:23 PM
2104	It's like we can never satisfy the Wall Street vulture capitalist hedge fund investors until they get their pockets full and our company is drained and no way will we be able to hire or bring back the ones that have been furloughed. The the company has been changing rules, agreements, our workloads making train well over 2 miles long and the Union no longer has a say in how we feel about it all. Never worked before with so many disgruntled employees scared for their jobs in my life.	12/16/2019 8:22 PM
2105	They suck they do not CARE about us in the field. We are just a number to them.	12/16/2019 8:22 PM
2106	??????	12/16/2019 8:21 PM
2107	It has only gotten worse for the working man	12/16/2019 8:20 PM
2108	It's not the same employer it was 20 years ago and I wouldn't advise anyone or even recommend this field of work nowadays.	12/16/2019 8:20 PM
2109	They are unrecognizable as the great company that I started with 10 years ago They have become the epitome of corporate greed and no longer value their employees or even their own railroad.	12/16/2019 8:20 PM
2110	They turned a career into a job and at this point I laugh at every setback they face	12/16/2019 8:18 PM
2111	Worried about the money in their pockets not about the employees that make the money for them.	12/16/2019 8:17 PM
2112	I would have recommended this place to anyone looking for a job when I started, even my kids. Now, I wouldn't recommend this place to anybody. Especially my children.	12/16/2019 8:17 PM
2113	Mismanaged	12/16/2019 8:17 PM
2114	The employer as a whole is a bunch of money hungry hedge fund babies who could care less about anything but how thick their wallet is	12/16/2019 8:16 PM
2115	They're making more money. They need to share the wealth.	12/16/2019 8:16 PM
2116	My thoughts are this: ever since my employer went with the PSR route, they are not doing the smart thing. Basically what it amounts to is the company is helping the investors fill their back pockets at the expense of a lot of their employees. When it comes time to needing a lot of these employees again there's going to be a lot of people that do not come back because they are tired of getting jerked around.	12/16/2019 8:15 PM
2117	Uncertainty, fear mongers, definitely not warm and fuzzy. Not one in which you can see a retirement from. If I can be eliminated and saved the shareholders a penny then I'll be dumped. I've never met a company who spends so much to hire an employee, yet doesn't train or enrich the investment in them. They look for the cheapest way to have yes men.	12/16/2019 8:15 PM
2118	I would not recommend them as a place to work, I use to, but not anymore.	12/16/2019 8:15 PM
2119	Norfolk Southern has no regard for its employers whatsoever. This company has went from preaching safety to only caring about how long it takes to get jobs and freight moved.	12/16/2019 8:15 PM
2120	Having worked previously for NS, many of the disciplinary changes at CSXT were 20 yrs behind the intensity there. Some tightening needed to occur. However, using discipline strictly as an attrition tool is not ethical.	12/16/2019 8:15 PM
2121	Honestly I have seen my thoughts change. They make it more and more difficult to deal with them and my choices of helping them in tight situations has decreased. I routinely decline extra work to help them because it's honestly not in my best interest anymore.	12/16/2019 8:14 PM
2122	We give and give and they take and take and take with nothing in return. Before we would get little things to show we were appreciated such as a hat, a shirt, or get a reward for working safe now we can barely get what we need to work with	12/16/2019 8:14 PM
2123	Wish I never would have got hired	12/16/2019 8:14 PM
2124	Still have a job	12/16/2019 8:14 PM
2125	I would not recommend any of my family members getting hired by the railroad	12/16/2019 8:14 PM
2126	I do like my job. I love it as a matter of fact. I love coming to work and doing something great for the company. But if things don't change I'm going to have to make changes. I don't believe in PSR. It's not health at all for these companies.	12/16/2019 8:13 PM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
2127	They are a joke, that is letting the stockholders run the company and its customers into the ground and they could care less.	12/16/2019 8:13 PM
2128	I like my job, just was a much better place to work for 5 years ago, now they seem not to care about employees	12/16/2019 8:12 PM
2129	They're endlessly greedy and will sacrifice the good of their employees for profits.	12/16/2019 8:12 PM
2130	Union Pacific use to be a great and safe place to work. It is all changing due to PSR. All about rush, productivity. Lack of manpower and precision scheduling DANGEROUS	12/16/2019 8:11 PM
2131	Think about as highly of them as they do us employees which would be nothing at all	12/16/2019 8:11 PM
2132	Distrust	12/16/2019 8:11 PM
2133	The most ungrateful, selfish, I've ever seen. Zero regards to employees well-being, benefits have went to crap, vacation policy for engineering department is a absolute joke, insurance costs went up and coverage is less, Union dues went up while allowing more contractors on property doing our work, Union making side deals with the company to benefit themselves and not the union employees, our engineering union allows transportation engineers to have higher wages, better vacation, and receiving stock shares and matching is a spit in the face to all engineering department employees. The BMWE is bought off and sold out its employees	12/16/2019 8:10 PM
2134	They need to figure something out before the rail industry collapses	12/16/2019 8:10 PM
2135	Has turned into the worst company to work for.	12/16/2019 8:10 PM
2136	6 years ago I was proud of who I work for. I was proud of the role I played in making the world go round. I cannot say I am proud of the way the railroads have pushed customers away nor am I proud of the company for the way they currently treat employees. Union Pacific has turned from and ideology of safety safety safety to one of production at the cost of safety. I pray they get to their g55 operating ratio soon, so someone else can step in and rebuild it to the prideful, caring company it once was.	12/16/2019 8:09 PM
2137	All about the money!! We work for a corporation that has NO feelings or soul and its only purpose is to make money no matter the cost to the employee, loss of job or loss of life!	12/16/2019 8:09 PM
2138	It used to be a job that you started to be a career but not anymore it's looking like just another job. So at this rate it's looking like a new job is going to have to be found.	12/16/2019 8:09 PM
2139	Some days are better than others. But they are here to make money and so are we. I think it could be done a bit different though and use our assets correctly.	12/16/2019 8:09 PM
2140	That I am just another worker and am very replaceable	12/16/2019 8:09 PM
2141	No comment	12/16/2019 8:09 PM
2142	Sad we killing buisness along line	12/16/2019 8:08 PM
2143	Downward spiral. Not sure if this business model is sustainable	12/16/2019 8:08 PM
2144	I am thankful for my job here because it lets my family have a nice life. But if a similar paying job at a different employer would become available, I would probabaly leave.	12/16/2019 8:08 PM
2145	I'm truly blessed to have this job it's just sad to see corporate greed come in and disassemble a good company for a short-term gain.	12/16/2019 8:08 PM
2146	Wish they would treat us right and be appreciative of the profits we make them	12/16/2019 8:08 PM
2147	They don't appreciate anything their employees do or sacrifice to move freight. You could save them millions of dollars today and they'd fire you tomorrow. All they care about is how much profit can be made, if businesses is down they seek the profit in turn by cutting jobs, benefits, and implement new workforce policies that demand you work more hours and take less time off so they can remove more employees from the payroll.	12/16/2019 8:08 PM
2148	They suck	12/16/2019 8:08 PM
2149	As a 5th generation railroader the railroad has gone downhill. They try and find every way to cut money and jobs. they sometimes spend more money than needed to accomplish things just because they don't want over time. they don't think of their employees and their home life and how this affects their families	12/16/2019 8:08 PM
2150	Greedy, nonappreciative, and ruined a career that I loved.	12/16/2019 8:08 PM
2151	The railroad is a great place to work. I enjoy the work I do.	12/16/2019 8:08 PM
2152	Hope they do good and my job becomes stable	12/16/2019 8:07 PM
2153	They've put profit ahead of integrity towards the people their bank accounts are built on.	12/16/2019 8:07 PM
2154	Terrible.	12/16/2019 8:07 PM
2155	□	12/16/2019 8:07 PM
2156	It's embarrassing at times.	12/16/2019 8:06 PM
2157	They no longer care about letting people have a long and prosperous career, trying to make it into an ordinary replaceable job	12/16/2019 8:06 PM
2158	Greedy, no care for the humans who make them their money	12/16/2019 8:06 PM
2159	I'm shaking my head . . . Lance Fritz is the worst President I have ever had with the company. Omaha is stuffed with PSR dummies with Jim Venna holding the strings and Lance Fritz behind the curtain like the Wizard of Oz!! If they continue I truly believe there will be a large loss of life soon to come and nothing left of what was one of the great founding Railroads in America. But there will be someone in Omaha with a net worth of over 200 million	12/16/2019 8:05 PM
2160	No comment	12/16/2019 8:05 PM
2161	It is an extremely hostile work environment.	12/16/2019 8:05 PM
2162	I see them as a quick money grabbing opportunists with no concern for transportation employees and safety	12/16/2019 8:05 PM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
2163	I used to love coming to work everyday and safety hasn't been an issue it's the games they play with our jobs. Cutting mobile jobs so certain people won't bid them, trying to keep who they want on jobs even when someone else has seniority. Being on the gangs this year staying away for the division stuff really opened my eyes. No games are played but being short-handed sucks. I guess that would be my only safety concern. Asking 4 guys to do the job of 6 or even 8 with only allowed a 20 minute lunch break isn't safe at all.	12/16/2019 8:05 PM
2164	As a second generation railroader it's troubling to see that the close knit working partnerships you use to see before with other railroad departments has now turned into a selfish my needs come first Attitude. The military has basic training that teaches you to work as a team to achieve great things and reach goals. Morale is at an all time low in my eyes and I don't see how anyone would want to recruit quality employee to work for the railroads.	12/16/2019 8:04 PM
2165	They give too much information about who does what and it's too buddy buddy they will work you to death and let their friend sit. And you're following the rules but they don't so they want to get you in trouble	12/16/2019 8:04 PM
2166	This company has totally went to crap. Me and most other young people are currently looking for other jobs. I can not continue to work for a company that acts like they own you and truly cares nothing about you.	12/16/2019 8:03 PM
2167	Greed	12/16/2019 8:03 PM
2168	It's a numbers game for them. they don't care about employee	12/16/2019 8:02 PM
2169	I miss the pre-PSR days where we did what we had to to take care of the customers. Now it's take care of the shareholders first.	12/16/2019 8:02 PM
2170	I love my job but the job is no longer fun because of the pressure being put on the workers for sake of making bigger profits. We are being watched over like a flock of sheep. From hiding in the woods to catch rules violations and by flying drones over our heads. The company, BNSF, has become so caught up on catching rule violations that we cannot do our job without the fear of breaking a rule that one of the auditors are not even clear on. I used to think that this was my last job but the company is slowly changing that, I'm nearly to the point that I would rather work at McDonald's to get away from the stress and pressure it puts on me and my family. BNSF no longer cares about its employees, it is just a saying to them now where back in the day it was a part of the work culture.	12/16/2019 8:02 PM
2171	At this point in my career I would quit the railroad if it wasn't for the benefits. The atmosphere and morale is terrible.	12/16/2019 8:02 PM
2172	I feel like BNSF only cares about the money and not us employees or even its customers. They just push us to the side to make that almighty dollar and the only time they show any concern about us or the public is when someone DIES and even when someone dies we don't hear about it. it's like they cover it up. We use to have safety meetings every month but now we don't have time due to lean number of employees so we have to make up for all the missed work by skipping on safety meetings. They are going to keep cutting and cutting and at the end of the day it's only going to make this place worse. The railroads are heading in a unsafe direction and we need to stop them before there are major consequences.	12/16/2019 8:01 PM
2173	Don't care about anyone except themselves and their pocketbooks. They screw over the employees and customers so bad with their ridiculous rules and dispatching they don't care if a single train makes it anywhere because they believe they are saving money	12/16/2019 8:01 PM
2174	If those at higher levels got out and worked the trains with no one knowing they were with crews and seeing what really happens things might change.	12/16/2019 8:01 PM
2175	Should be ashamed	12/16/2019 8:01 PM
2176	This place doesn't care about me. They care about the stockholders. They don't care about our customers either.	12/16/2019 8:00 PM
2177	They pay me to do stuff sometimes.	12/16/2019 8:00 PM
2178	I think my employer has lost its way. They are a freight company that is more concerned with fuel than with actually doing their job. If they'd run their trains as they are meant to be without putting unnecessary limitations upon them, the country would see a vast improvement in on time delivery and freight volumes that would greatly bolster the economy and thereby bolster their profits	12/16/2019 8:00 PM
2179	Overall, the railroad industry is a good place to work. I wish the companies would focus less on Wall Street, and more on their customers and employees. With a good customer base and good morale, profits will come.	12/16/2019 8:00 PM
2180	Push push	12/16/2019 7:59 PM
2181	It's just sad to realize that shareholders who are fellow human beings are so greedy that they ruin people's careers and livelihoods to make an extra dollar. I never thought that a person would ruin lives to make a financial gain for themselves.	12/16/2019 7:58 PM
2182	Money over people	12/16/2019 7:57 PM
2183	Greedy	12/16/2019 7:57 PM
2184	If I could make as much money somewhere else I would be gone. only thing that matters to this company is money for the big wigs pockets.	12/16/2019 7:57 PM
2185	UP I feel has cut in areas to the bare minimum especially in transportation causing workers to come to work unrested, disgruntled, and very unhappy. The company has made it crystal clear that they do not care for the well-being of its employees	12/16/2019 7:56 PM
2186	They are more concerned with appeasing a stockholder that has no idea what it is to run a railroad than they are about the employees that are securing that profit for them.	12/16/2019 7:56 PM
2187	I have worked for numerous world class employers and this has got to be the most anti-employee company by far. The employees are just numbers with a history of high pressure intimidation tactics for support rather than encouragement. Hire to fire!	12/16/2019 7:56 PM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
2188	Their lack of concern for employees, families, the pedestrians of the towns these trains go through. This is very unsafe and troublesome. The use of contractors also blow my mind. When you have employees you hired willing to do the job and needing to work and you hire contractors to do it is one of the biggest slaps in the face. I understand using them for certain things but not the way they do. Focus on your employees and train them, treat them good. Train them where they can go anywhere they want to but treat them good enough they won't leave.	12/16/2019 7:56 PM
2189	Poor at best	12/16/2019 7:56 PM
2190	I love my job Don't know why they are always trying to fire somebody. Thanks to BNSF for my livlyhood and family wage job.	12/16/2019 7:56 PM
2191	Prior and the shareholders are in control	12/16/2019 7:56 PM
2192	I love my job, but I don't feel that my employer cares about me I am just a number if You don't have enough seniority to hold you go home!	12/16/2019 7:55 PM
2193	Dirty bastards. Let a hedge fund come in and corporate raid. Short-term gains at the expense of longtime customers and employees.	12/16/2019 7:54 PM
2194	I'm thankful to have a good job, but I believe my employer does not care about the people who make the profits for them	12/16/2019 7:54 PM
2195	Place has gone downhill and I have been looking at alternative employment	12/16/2019 7:54 PM
2196	I'm so glad to get out of there. The working environment is nothing less than toxic.	12/16/2019 7:54 PM
2197	Been here 36 years and the way I think now is this company doesn't give a crap about us and our family that we're away from	12/16/2019 7:54 PM
2198	Love the Job. Unfortunately I don't think Management cares about us Guys busting our ass in Freezing Temperatures or 100+ degrees. As long as job gets done Safety is something that gets overlooked.	12/16/2019 7:54 PM
2199	Not consistent	12/16/2019 7:54 PM
2200	Good job as long as I get to keep working and supporting my family	12/16/2019 7:53 PM
2201	During my employment and service as a Local Chairman for 10 years, I still recommend proceeding with caution. Trust management only as far as you can see them. Money is still ahead of safety no matter what corporate people say. As a retired union leader and supporter, I tell new employees that the company is your friend, until you get hurt. I strongly believe that the SACP program should be brought back with FRA involvement and support.	12/16/2019 7:53 PM
2202	Some aspects of PSR may be a good thing, running longer trains and using less units to deliver to customers is smart in any business. Drastically cutting the workforce as a whole to deliver lower operating ratios is only Increasing greed among high ranking officials and investors. It's shameful really the whole thing is designed to run railroads into the ground. Causing cost to double in long run to rebuild/maintain infrastructure, maintain cars and units to effectively deliver to our customers after the bottom falls out.	12/16/2019 7:53 PM
2203	BNSF is a good place to work, just hope it for go to precision Railroad omg!	12/16/2019 7:52 PM
2204	My employer now compared to before gives the mentality that we are just a number. A body that can be replaced at any moment.	12/16/2019 7:52 PM
2205	Does not care about their employees. We are just a number.	12/16/2019 7:52 PM
2206	I like my employer I just wish they liked themselves a little better to know that what they are doing is hurting the business, the customers, and us the employees.	12/16/2019 7:52 PM
2207	I can't believe that a fortune 100 company is too stupid to see this will not work and when it fails they better not blame their poor decisions on the employees	12/16/2019 7:52 PM
2208	The employer for the railroad is only interested in ways to cut jobs and make money at the expense of the customer as well as the employee. Safety is no longer a part of the day to day work as it has been overshadowed by making money at any means necessary.	12/16/2019 7:52 PM
2209	They don't care about us on the ground	12/16/2019 7:51 PM
2210	They don't care about their employees	12/16/2019 7:51 PM
2211	Still love my job	12/16/2019 7:51 PM
2212	Union Pacific doesn't care for no one only money, that's it they are evil money first, money second and money last, fuck the employee	12/16/2019 7:51 PM
2213	My employer only worries about the dollar. Not the actual state of the railroad. You will see more major catastrophic wrecks to come	12/16/2019 7:51 PM
2214	I would like to see more stability in the budget and manpower to keep trains and people safe.	12/16/2019 7:50 PM
2215	Well I've been here 15 years and when I first started here I thought this was a great place to work because of the money and benefits. As the years have passed. The money and benefits are still good but I feel this company has no concern for its employees or their family whatsoever!	12/16/2019 7:50 PM
2216	I think BNSF sees each employee as just a number that is expendable at anytime to help improve their profit. They don't care about anyone except their own pocket. I have seen a lot of good people leave because of this and take a lower paying job and have an employer that actually cares about them.	12/16/2019 7:50 PM
2217	Just an employer	12/16/2019 7:50 PM
2218	They are nowhere near as good as they used to be and have made it clear that investors and corporate greed are their number one priority. Not employee safety or overall happy hard-working employees. They wouldn't have us here working if track maintenance wasn't federally mandated	12/16/2019 7:49 PM
2219	Wish we could go back to day shift. Sending people out on the road to do different hours makes it dangerous, not only on the job, but when you drive home to see your family.	12/16/2019 7:48 PM
2220	They're not good and that's a bad thing because I love being a Railroader but we know the Railroad don't love us back. And that starts at the Top on down to our supervisors.	12/16/2019 7:48 PM
2221	They are greedy and I don't believe that they are looking ahead they are looking at right now	12/16/2019 7:48 PM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
2222	I wish I had a different job at the same benefits I would be gone	12/16/2019 7:48 PM
2223	My employer is no longer a railroad. It's a piggy bank for a hedge fund. My fear is that when this is all said and done, how long will it take the railroad to recover from this corporate raiding.	12/16/2019 7:48 PM
2224	I used to be proud to work for Union Pacific, not anymore.	12/16/2019 7:48 PM
2225	My employer is just that. An employer. When I started 15 years ago I thought this would be a company that valued its employee as they seemed to show gratitude for certain "achievements." Now it seems they just want to use you until you're used up and give out. Once they figure they can't make any money off of you they'll discard you like yesterday's trash	12/16/2019 7:47 PM
2226	Employer's only concern is stock prices and greed, no longer care about the employees or safety.	12/16/2019 7:47 PM
2227	Pure hatred would be an understatement!	12/16/2019 7:47 PM
2228	Company is more worried about their stocks, shares going up and less concerned about our safety. We're all just a pin number at the end of the day	12/16/2019 7:46 PM
2229	My immediate supervisor is fine, but as you go up the food chain the care for the employee has went downhill big time.	12/16/2019 7:46 PM
2230	It's all about the almighty dollar, screw the working guys. They just make sure the shareholders are happy. They also want us to pay more in medical while they make record profits!!!	12/16/2019 7:46 PM
2231	It's working on making the company look good because it is not. It's trying to make more money with less personnel and not even consider the employees when it comes to making their huge profits. Share the love	12/16/2019 7:45 PM
2232	This is a good company to work for. I think they will always try to find ways to boost profits and make everything on paper look good for the shareholders. But so does every other big company. I think they screwed us big time on the last union agreement with our benefits. Not sure why a company would go against us when the union found an easy way to save them money. I also think for a company that preaches safety drops the ball on several things. This is something I've brought up since I was hired. In the winter there's always guys on furlough, why in the hell is it so hard to figure out a way to send us to some classes in Kansas or wherever. There's lots of guys who would take advantage of this.	12/16/2019 7:45 PM
2233	Hoping I make it to retirement. Waiting for the bad times to pass. Hope I have a job when I come back.	12/16/2019 7:45 PM
2234	I love my job but you know what makes it good is my coworkers. Management seems to tell us what to do from an office. Seems like they don't listen to "boots on he ground personnel". And I'm not talking about MTM I'm talking about the way higher ups. It's frustrating. But again being understaffed and overworked really wears you down.	12/16/2019 7:45 PM
2235	Very greedy	12/16/2019 7:44 PM
2236	I use to love my job and had an excellent relationship with my managers and supervisors but now myself and many others have such low morale we just want to retire or quit. We have lost all respect for an employer that cares only about its shareholders and not for its employees.	12/16/2019 7:44 PM
2237	I don't trust most management and think BNSF is only concerned with taking care of its shareholders at the expense of its employees	12/16/2019 7:44 PM
2238	All we see is jobs getting cut, track structure deteriorating, and management getting less willing to make our workplace better to work at.	12/16/2019 7:44 PM
2239	I love my job. I love climbing on that train anytime of day or night. I don't care about bad weather, heat or cold. I love being a railroad conductor/engineer. I'm embarrassed to say I work for the Union Pacific. They have destroyed so many families, so many people's happiness all because of PSR	12/16/2019 7:44 PM
2240	I am looking for employment elsewhere as I don't see a viable way PSR can keep working. They have made so many cuts that I no longer feel safe and connected to my job. Hate to give up my retirement but I would rather be somewhere else not worrying about whether or not I am going home today on my own or in a body bag.	12/16/2019 7:44 PM
2241	Feel more like a number than ever before. They are using us up and ready to throw us away to be replaced without care or concern	12/16/2019 7:43 PM
2242	That the carrier is more concerned with profit than maintaining track, liability than safety.	12/16/2019 7:43 PM
2243	They don't care about us or our well-being or livelihood only the almighty dollar	12/16/2019 7:43 PM
2244	What once was a premier place to work has rapidly declined to what most call a job instead of a career.	12/16/2019 7:43 PM
2245	Disappointed. It use to be about the customer, now it's about the investors.	12/16/2019 7:43 PM
2246	Greedy	12/16/2019 7:43 PM
2247	More interested in profits than anything else.	12/16/2019 7:42 PM
2248	As a whole they're ok but some managers care more about saving money than employee safety. There is not enough training, especially for machine operators.	12/16/2019 7:42 PM
2249	They don't care about the employees anymore it's all about the stockholders and to make it better for them and the hell with the employees. Safety is a joke now	12/16/2019 7:42 PM
2250	Oh I think it's ok just going or turning into too much of a big or mainstream company and leasing out too much of the work instead of keeping it for the local or "company" employees.	12/16/2019 7:42 PM
2251	Union Pacific could care less about its employees. They are a corporate greed-based company and treats its employees with the utmost disrespect. Worst company I have ever worked for	12/16/2019 7:42 PM
2252	Corporate greed runs rampant!!	12/16/2019 7:41 PM
2253	I think they will do whatever they want and nobody can stop them	12/16/2019 7:41 PM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
2254	A little over 12 years ago I had no idea what a railroad was or did. Once I got hired on and for about the first 6 years I was very proud to say I worked for CSX. Considered it to be a blessing/career not just a job. But unfortunately CSX and it's greed have shown me that I am nothing more than a replaceable number. They have actually used the comment "If You don't like it McDonald's is hiring" I honestly consider this to be nothing more than a job. Between the lack there of back bone in this union and leadership skills in CSX. PSR is the least of our worries!!	12/16/2019 7:41 PM
2255	They pay my bills. But I have to fight to get time off and pushed to a breaking point. And the lay off policies are in favor of the company so we can get in trouble very easy.	12/16/2019 7:41 PM
2256	I'm just a number to them	12/16/2019 7:41 PM
2257	They make us feel like second class citizens. I feel like my job is never safe and it could be gone tomorrow and it's a shame to put 24 years in with a company and having to feel like this year after year. Worst company you can work for.	12/16/2019 7:40 PM
2258	Negative	12/16/2019 7:40 PM
2259	I used to come to work loving what I did and now I dread going to work and always looking over your shoulder to see who's watching me with a drone or hiding in the woods to jump out and write me up for any stupid reason. Only thing keeping me here is my retirement and insurance. I'm a very good and skilled employee but it wouldn't take much of a more favorable work environment for me to leave in a heartbeat	12/16/2019 7:40 PM
2260	The employer does not care about safety or employees	12/16/2019 7:40 PM
2261	CSX has sold out MOW. Even our union agreements get decided by the deals transportation and signal departments agree to. MOW holds out for better insurance premium and sick days etc. but it doesn't matter, MOW always gets worse contract of all departments.	12/16/2019 7:40 PM
2262	Profits vs Safety. It is obvious they care less about employees and more about themselves. They are careless about me, and since their safety is not involved, no big deal.	12/16/2019 7:39 PM
2263	Debating if I want to be here or not.	12/16/2019 7:39 PM
2264	Love the job. Hate the company. Actually liked the company before our new CEO (WITH NO RAILROAD EXPERIENCE, ONLY A LAWYER AND VULTURE) decided to make a mockery of the job that came before him.	12/16/2019 7:39 PM
2265	Glad to have a job but want to be treated fairly and with respect.	12/16/2019 7:39 PM
2266	To much micromanaging. Needs better planned schedules	12/16/2019 7:39 PM
2267	Ever since the new management the only thing that they care about is greed and the tracks and employees be damned. Greedy bastards.	12/16/2019 7:39 PM
2268	I hope I can weather this and make it to retirement	12/16/2019 7:39 PM
2269	Anymore now I just hope I can make it through the day without getting terminated from the company.	12/16/2019 7:39 PM
2270	Love the circus, dislike the clowns running it.	12/16/2019 7:39 PM
2271	They don't care about safety, they care about making a lot of money.	12/16/2019 7:39 PM
2272	I worry everyday that the way the railroad is being run it will not be a valid option for me to retire from.	12/16/2019 7:38 PM
2273	I still enjoy working for the railroad but it's not the same	12/16/2019 7:38 PM
2274	They could be doing a lot better in regards to running as a company.	12/16/2019 7:38 PM
2275	Greedy act like they care but really don't	12/16/2019 7:38 PM
2276	If I could find another job and make the same money I would leave this job today	12/16/2019 7:37 PM
2277	Not good thoughts at all basically 4 days at home really sucks	12/16/2019 7:37 PM
2278	I love CN as a company. I am well compensated for my work. As a former manager in my last career, I was trained to work with the employees that were dependable, and address the shortcomings of other employees. Management at CN allows others to fall short, with no consequences, but will treat those employees that show up on time every time and work, the same as those with a sore attitude. When CN makes managers, send them to some type of management training. A person over time can be great at a job, however they may not have the ability to manage others.	12/16/2019 7:37 PM
2279	The greed of the senior leadership team at UP has tarnished the entire company. They have shown they genuinely do not care about the men and women that make the wheels turn. They have left all of us feeling betrayed, and disgusted. I was once proud to work at UP, as of right now I do not. I look forward to the day I can say I am a proud employee once again.	12/16/2019 7:37 PM
2280	Cut off as many jobs they can to help save a dollar	12/16/2019 7:37 PM
2281	They have openly stated they want to make the shareholders happy no matter what. So not too highly at the moment. They want to eliminate the conductors on trains for the sole purpose of profits.	12/16/2019 7:36 PM
2282	I hate them. They started out as a wonderful place, but now UP has furloughed/cut off over 4,000 people.	12/16/2019 7:36 PM
2283	I think BNSF is a great company but are stretching themselves too thin on manpower so that the company has more profit. I think that we need a lot more manpower to keep the Gold Star standard alive.	12/16/2019 7:36 PM
2284	They only care about profit and pleasing shareholders	12/16/2019 7:35 PM
2285	F-	12/16/2019 7:35 PM
2286	Less than before	12/16/2019 7:35 PM
2287	That I have no future in this company and each day is numbered and may not have a job tomorrow	12/16/2019 7:35 PM
2288	UP until about 15 years ago I liked going to work. Now I hate it. This has to be the worst leadership ever. Because of money, this is the worst the Tracks have been. Even worse than the 80s. Sadly, more of my fellow brothers will die out there before things get better. All for the love of money. I understand it's a business, not a charity.	12/16/2019 7:35 PM
2289	This used to be a great place to work. I still love my job but feel less important to the company	12/16/2019 7:34 PM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
2290	Greedy. False sense of caring. Many good people work for the company but get disrespected by others. No accountability	12/16/2019 7:34 PM
2291	They are shit. They do not care about their employees. They will cut their employees throat to make a dollar.	12/16/2019 7:34 PM
2292	Cheapskates who put egomaniacal people in supervisor positions.	12/16/2019 7:34 PM
2293	Looking to replace with Contractors	12/16/2019 7:34 PM
2294	Don't have any	12/16/2019 7:33 PM
2295	If they are doing so well in every quarter then why don't they show more appreciation to their workers by showing them that they are doing a great job and not kicking them every time that a derailment happens	12/16/2019 7:33 PM
2296	Corporate greed	12/16/2019 7:33 PM
2297	Needs Improvement	12/16/2019 7:33 PM
2298	How long before they lose all their business and Uncle Sam has to step in to save them.	12/16/2019 7:32 PM
2299	I HATE MY JOB. They do not care about us one bit. We are just a number taking money out of the budget.	12/16/2019 7:32 PM
2300	Dump PSR reduce managment that has no business on the railroad	12/16/2019 7:32 PM
2301	A faulting company trying to make its employees perfect. Can't wait to leave.	12/16/2019 7:32 PM
2302	Scared that company will go bankrupt or go to using nothing but contractors then bankrupt	12/16/2019 7:31 PM
2303	Supervision tries to work with us, it seems that upper management cares less about workers than it used to	12/16/2019 7:31 PM
2304	Total greed and cunning.	12/16/2019 7:31 PM
2305	Don't over hire and implement PSR and leave a lot of people without jobs	12/16/2019 7:31 PM
2306	All about profits	12/16/2019 7:31 PM
2307	Working scared and do not know what my future holds	12/16/2019 7:30 PM
2308	Production comes 1st. Saftey is there just as a way to blame someone if there's an accident. Pressure is always there to do everything faster and cut corners. If something goes wrong the company will throw you under the bus.	12/16/2019 7:30 PM
2309	That they don't care about the employee. They just want the work completed.	12/16/2019 7:29 PM
2310	It is terrible. Everyone is kept in turmoil wondering if they are going to be in the next round of cuts. It's hard to do a good safe job when. You spend a lot of the time wondering where the ax is going to fall next.	12/16/2019 7:29 PM
2311	I'm almost embarrassed	12/16/2019 7:29 PM
2312	When I hired out 20 years ago I was more excited than ever before starting a new job. I looked forward to taking a call and going to work. Now my stomach churns every time the phone rings. I would absolutely not recommend the railroad to anyone	12/16/2019 7:28 PM
2313	I wish they'd focus on safety instead of deferred maintenance and "showing" shareholders big profits. All of this has been tried before and it bankrupted the rock island railroad. Why we can't pick up a history book and learn from past failures I'll never know.	12/16/2019 7:28 PM
2314	I can't stand my employer. They treat us like a liability and not a valued member of the company.	12/16/2019 7:28 PM
2315	The railroad is still the best job I've ever had. If you want spoiled babies, hire the employees young with no experience, if you want guys that will work and love it, hire them with 10 years of life under their belt with shitty jobs and poor bosses	12/16/2019 7:27 PM
2316	an obvious cut to appease shareholders in the short term	12/16/2019 7:27 PM
2317	If management keeps on this course of harassment I will look for new job	12/16/2019 7:27 PM
2318	Meh they got things they need to do and I understand but stop cutting jobs. The shareholders make enough money those greedy fucks. There needs to be a common ground and there isn't any respect for those not in supervision.	12/16/2019 7:27 PM
2319	Money hungry and they don't give a shit about me or my family.	12/16/2019 7:27 PM
2320	I should have stayed with a previous employer I'm just another machine at NS.	12/16/2019 7:27 PM
2321	Good company, the operations no longer focus on safety. It's all about velocity and trains on time no matter what.	12/16/2019 7:26 PM
2322	That I'm insignificant and easily replaced by contractors.	12/16/2019 7:26 PM
2323	It's just a big ring circus!	12/16/2019 7:26 PM
2324	I don't trust them and I would prefer to work somewhere else	12/16/2019 7:25 PM
2325	Love my job, but hate the way company treats its hourly worker.	12/16/2019 7:25 PM
2326	Every year gets a little worse. If it wasn't for railroad retirement I would work somewhere else.	12/16/2019 7:24 PM
2327	Wish I could afford to quit	12/16/2019 7:24 PM
2328	It's a horrible place to work anymore. If it weren't for the money and benefits I would have already left. I still think about walking off the job on a daily basis because of the attitude of management.	12/16/2019 7:24 PM
2329	Good benefits. that's it	12/16/2019 7:24 PM
2330	Great job but it could be made a lot better.	12/16/2019 7:24 PM
2331	I have worked for BNSF and Union Pacific and I know that Union Pacific is a disgusting company to work for in terms of valuing its employees' safety.	12/16/2019 7:23 PM
2332	I should find a better job.	12/16/2019 7:23 PM
2333	I still enjoy working for CSX, love railroading	12/16/2019 7:23 PM
2334	Not very good. When a company votes the worst employer in the country is not good. The economy is great and we keep losing on contracts. Something has to change.	12/16/2019 7:23 PM
2335	Need to consider employees' families before making big decisions	12/16/2019 7:23 PM
2336	It's a job	12/16/2019 7:23 PM
2337	I believe my employer does not value the opinions of the agreement professionals they employ and are more concerned with profit than they are with employees being injury free	12/16/2019 7:23 PM
2338	Good	12/16/2019 7:22 PM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
2339	In this day and age the railroads are no longer considered a good job. Employees are treated poorly. Given no incentive and every time we turn around they are cutting jobs or taking money away from you by hiring contractors and not abiding by our union contract.	12/16/2019 7:22 PM
2340	The railroad has made it possible for me to provide for my family in a way that I otherwise couldn't, and for that, I'm grateful. That's due largely to the strength of the union over the last decades, but since the RR signs my paycheck, I've got to credit them some. Aside from that, as we've moved towards a safety first culture in meetings and rules, we've had a lot more territory, responsibility, and culpability piled on that makes us walking their talk a daily struggle.	12/16/2019 7:22 PM
2341	Nowhere near as good as I used to consider CSX. Everything is now based on doing more with less and our lives as employees are irrelevant and so are our families. Only thing important is the company laying off more employees and making sure that the stock market is doing good	12/16/2019 7:22 PM
2342	They care more about the stockholders than they do their employees. It's for them. So they cut spg, slwt, and local jobs. Many sections have been cut so bad that they work with skeleton crews and still expected to do the work of a full gang.	12/16/2019 7:22 PM
2343	They are going after quick gains on the stock market. It's obvious. We turned in a boat load of equipment and have started to cut jobs. They want the operating ratio as low as it gets. Doesn't matter how they get it. They will attain it.	12/16/2019 7:21 PM
2344	As a BNSF railway employee I feel grateful that they have not fully adopted the the PSR way of railroading SO FAR!!!!	12/16/2019 7:21 PM
2345	I now have a strong distaste for my employer because they do not care about my safety or the public's safety, only about profit.	12/16/2019 7:21 PM
2346	I hate going to work	12/16/2019 7:21 PM
2347	They only see me as a number. I witnessed guys with 20+ years getting laid off just so someone can get a bigger bonus check	12/16/2019 7:21 PM
2348	They only care about shareholder profits	12/16/2019 7:21 PM
2349	the rich get richer	12/16/2019 7:21 PM
2350	Ok not good or bad	12/16/2019 7:21 PM
2351	Good company bad leadership practices	12/16/2019 7:20 PM
2352	I think the term "employer" is a very generalized word for this situation. You have a group of people that found a loophole and are exploiting it. They buy a railroad, gut the resources available for money, report these huge earnings and sell back ownership at a large gain. Then the next group is left to pick up the pieces. But I can't blame that on a whole railroad.	12/16/2019 7:20 PM
2353	Undependable, not looking after the people that build the revenue and little regard for anyone that is not in the top tier or major stockholder	12/16/2019 7:20 PM
2354	They put production over safety	12/16/2019 7:20 PM
2355	I wish we were valued as an asset, I feel that it is how well the stock price is doing vs the quality of service and workers morale of the company.	12/16/2019 7:20 PM
2356	Profits before people	12/16/2019 7:20 PM
2357	I've lost my pride in being a railroader. PSR means making money at the expense of the workforce and in some cases the customer.	12/16/2019 7:19 PM
2358	Their profit comes before anything else. Especially their workforce. They want to gut our healthcare and lower our wages while pretending they are family oriented. They believe in greed and power and not much else.	12/16/2019 7:19 PM
2359	I feel like before when we had work windows it were easier, now they place us on night shift trying to do jobs that should be done in the daytime. It has increased our in injuries as well.	12/16/2019 7:19 PM
2360	Cannot wait until I'm able to retire and part ways with the greedy corporate policies.	12/16/2019 7:19 PM
2361	My employer is the shareholder and the current regime of shareholders are only concerned with making as much money as possible as quick as possible even if the railroad falls apart while they do it!	12/16/2019 7:19 PM
2362	Morale is at a 10 yr low. The only way a supervisor looks good is by the number of letters they write and how many men they put out of service. That's how they get bonuses and promotions (this was told to me BY A SUPERVISOR). We spend our days looking over our shoulders. It's the only place that they take 6 months to hire you and the next 30 years trying to find a way to fire you.	12/16/2019 7:19 PM
2363	Ok	12/16/2019 7:18 PM
2364	Negative in almost every way. I feel BNSF considers me to be a means to an end, that end being money. If they could replace me with a machine, they would in a heartbeat. We are not people to them, just assets on a ledger, bodies to be exploited until they can no longer handle the mental and physical strains placed upon them. At the end of the day, I would not want my son to work for this company.	12/16/2019 7:18 PM
2365	I enjoy my job. I love the people I work with. But everyday it feels more and more like I'm working for a heartless mindless robot.	12/16/2019 7:18 PM
2366	They could care less about us it's all about money and production we are just a number	12/16/2019 7:18 PM
2367	My thoughts are that if I died today my position would be filled before my coffin because my death will not halt production.	12/16/2019 7:18 PM
2368	They definitely are more about the stockholders and profits more than the employees they put on a good show but if you have a few whiskers you can see right through them	12/16/2019 7:18 PM
2369	BNSF seems to be a good employer, hope they don't go the PSR route.	12/16/2019 7:18 PM
2370	They don't care about anyone but themselves	12/16/2019 7:17 PM
2371	Great company, heading in the wrong direction, all to benefit the shareholders, at the detriment of its employees. The company was built by great employees who felt appreciated. It will fall apart when employees feel the company doesn't care about them anymore.	12/16/2019 7:17 PM
2372	Greedy, but I am presently still employed, so I can't say much as long as I have a job	12/16/2019 7:17 PM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
2373	The board is greedy, the president and all of the CEOs, CFOs, etc., are greedy and that's no way to live life in a way that is honest and true	12/16/2019 7:16 PM
2374	Greedy, they don't care about anything but the shareholders	12/16/2019 7:16 PM
2375	Can't wait to retire and leave the property.	12/16/2019 7:15 PM
2376	I have lost all confidence in the company to be able to provide for me and my family for a lifetime career. Many of my coworkers feel the same way and have all been actively looking for more secure means of employment outside of the railroad. There is no confidence of the company to be interested in anything other than the interests of the shareholders and their own pockets.	12/16/2019 7:15 PM
2377	I don't like working here anymore. It's just not an enjoyable place to work. It's unsafe and we are being lied to daily. The only reason to stay is the retirement and benefits	12/16/2019 7:15 PM
2378	Most money they can get no matter how many heads have to cut	12/16/2019 7:15 PM
2379	Horrible place, toxic environment	12/16/2019 7:15 PM
2380	They are money hungry people. And only care about money	12/16/2019 7:15 PM
2381	Will be glad when retirement comes and do hope to actually have a pension.	12/16/2019 7:15 PM
2382	The fact that multiple polls have listed this company as the worst place to work should say it all.	12/16/2019 7:15 PM
2383	Good	12/16/2019 7:15 PM
2384	Unwanted plain and simple	12/16/2019 7:15 PM
2385	I was with the railroad for over 22 years and truly appreciate having the opportunity to work for BNSF, when I started it was when the BN merged with the SF to become one railroad, It gave all of us more job security and the opportunity to grow In seniority and working with others In areas of opportunity with that merger. I always had great respect for all my superiors out there, even when I did not agree with them on certain Issues, but met and worked with a lot of people that to this very day I still communicate with.	12/16/2019 7:15 PM
2386	I believe they need to add more manpower so that it helps with safety and they practice what they preach.	12/16/2019 7:15 PM
2387	I like working for UP, I do feel like they could improve in some aspects	12/16/2019 7:14 PM
2388	They care about the shareholders only. CSX is constantly looking for more ways to cut jobs. Their penny pinching is affecting safety and track maintenance.	12/16/2019 7:14 PM
2389	I like my job just not the people at the top	12/16/2019 7:14 PM
2390	To be such a large company they could care less about their employees. All they are is a number	12/16/2019 7:14 PM
2391	I think they are following the same bad path as the other class 1 railroads that have used PSR and will end up spending much more in the future to make things safe again	12/16/2019 7:14 PM
2392	It's all about the shareholders and numbers	12/16/2019 7:13 PM
2393	I would find a new job if I wasn't here this long	12/16/2019 7:13 PM
2394	They're selfish and don't treat us very good anymore just want to fill their pockets.	12/16/2019 7:13 PM
2395	Greedy	12/16/2019 7:13 PM
2396	As long as my insurance and retirement are there. That's the only reason I'm here.	12/16/2019 7:13 PM
2397	Anything for a buck. Bottom line is money for the company—employee safety doesn't seem to matter as much.	12/16/2019 7:13 PM
2398	Unethical, negligent, and reckless. They willfully put everyone's lives in danger everyday and everyone I know including myself look for a new job daily.	12/16/2019 7:12 PM
2399	I feel they don't care about our safety or the safety of the track as long as their numbers look good on paper and to the shareholders. Also the union needs to step up and defend us more they keep putting cameras everywhere and do a bunch of activities that aren't fair and the union sits idle by while all this happens	12/16/2019 7:12 PM
2400	Greedy greedy MFers. Talk the talk but won't walk the walk	12/16/2019 7:12 PM
2401	I'm thankful for a decent paycheck, but when is enough enough?	12/16/2019 7:12 PM
2402	The last several years, morale is down. Company as a whole is suffering	12/16/2019 7:12 PM
2403	If I didn't have 17 years already I would work somewhere else. The railroad has steadily gotten worse, don't care about their employees. Can't even get a Safety Award anymore, that tells where safety is with them. Very little appreciation for their employees and their value of life.	12/16/2019 7:12 PM
2404	Has taking a downturn as far as employer-employee relationship worried more about strictly shareholders and have been told face-to-face from managers we are all just numbers and if you don't like it you can quit	12/16/2019 7:12 PM
2405	They're doing more with less, demanding too much out of the few they chose to use	12/16/2019 7:11 PM
2406	I use to be proud working here, now my morale is gone I dread getting up and coming to work, wondering what can I do wrong today, if I wasn't so old and have so much time here I'd probably try to move on	12/16/2019 7:11 PM
2407	Great	12/16/2019 7:11 PM
2408	All they care about is how much money they can put in their pockets and the pockets of shareholders	12/16/2019 7:11 PM
2409	Good job, just going the wrong direction	12/16/2019 7:10 PM
2410	N/A	12/16/2019 7:10 PM
2411	They continue to cut Employees and use contractors to do jobs formerly done by employees.	12/16/2019 7:10 PM
2412	I used to love my job, now I don't	12/16/2019 7:10 PM
2413	It's all about the dollar and that's it	12/16/2019 7:10 PM
2414	I wish they would consider putting the help back on so we can continue to do jobs	12/16/2019 7:10 PM
2415	They defer responsibility to their employees and the lack of resources will lead to lifelong injuries caused by overexertion on a significantly diminished workforce. Improper repairs and blatant negligence to protect the employees, infrastructure and the public will inevitably lead to irreparable damage all in the name of the almighty dollar.	12/16/2019 7:10 PM

Q5 At the end of the day, what are your thoughts on your employer?—Continued

Answered: 2,447 Skipped: 19

#	RESPONSES	DATE
2416	good	12/16/2019 7:10 PM
2417	I used to like it but now I feel like they only care about profit and don't care how they treat their workforce	12/16/2019 7:10 PM
2418	I used to have great pride in the fact I worked for my employer. My feelings have dropped somewhat but overall I'm thankful for the opportunities this company has provided for me and my family. It's not the same as it was 10 years ago but it's not the worst job in the world either. The problem is, is it's getting worse not better. I'd rate my happiness at 5/10. 3 years ago 8/10.	12/16/2019 7:09 PM
2419	Norfolk southern does not care about its employees anymore. We are scared of being cut off or fired for any infractions. Not an enjoyable place to work since PNR showed up.	12/16/2019 7:09 PM
2420	That we are just a number	12/16/2019 7:09 PM
2421	Feel like they trying to get rid of me soon	12/16/2019 7:09 PM
2422	Ashamed to say where I work never know from day to day what's going on employer change work schedule to suit them and destroy the families of the people working and wondering when your job will be cut off	12/16/2019 7:09 PM
2423	Glad I have my job but this workplace is not in anyway fun or enjoyable anymore	12/16/2019 7:08 PM
2424	They don't care	12/16/2019 7:08 PM
2425	Wish they'd be more understanding and less threatening	12/16/2019 7:07 PM
2426	I think that BNSF could care less about any of its maintenance employees. The only things they care about is production and saving budget	12/16/2019 7:06 PM
2427	I think that they're more focused on shareholders and stocks with short-term gains than they are the long-term future of the company and employees.	12/16/2019 7:06 PM
2428	Used to be an excellent job and I was proud to work for Norfolk Southern. Now it's a job with descent pay wondering how long you're gonna be working.	12/16/2019 7:04 PM
2429	It's a good job as far as money and benefits. But as far as them caring about us, not so much. It's all about money and to hell with the workers.	12/16/2019 7:04 PM
2430	My thoughts are that they are a bunch of spineless cowards that bow to the shareholders and absolutely care zero about the boots on the ground trying to keep the railroad running from day to day. They need to not worry about pleasing shareholders in order to keep their job and worry about running a successful railroad and keeping customers happy.	12/16/2019 7:04 PM
2431	That as a worker I am easily replaceable.	12/16/2019 7:04 PM
2432	It use to be fun to come to work now it's not. You are always looking over your shoulder or in the woods making sure someone's not out there trying to catch you doing something wrong.	12/16/2019 7:03 PM
2433	They are no good!! and the Union does not fight for us. Union Pacific was voted worst company to work for 2019 what does that tell you	12/16/2019 7:03 PM
2434	Going down!	12/16/2019 7:03 PM
2435	They don't care about us, only the bottom dollar.	12/16/2019 7:02 PM
2436	Wish I had the money wasted by our leadership.	12/16/2019 7:02 PM
2437	The Carrier couldn't care less about its employees. At the end of the day, it is all about profit. Sure they want us to be safe but that is a major benefit to them as well.	12/16/2019 7:01 PM
2438	They do not value the men and woman working on the ground, the very people who produce their wealth. We are all expendable.	12/16/2019 7:01 PM
2439	A lot of change in the past 5 years, not for the better investment only in shareholders, not on workers, safety, customers, morale is at an all time low any fringe benefits has been done away with if it wasn't collectively bargained. Constantly working in fear	12/16/2019 6:59 PM
2440	Money first safety second	12/16/2019 6:58 PM
2441	I'm embarrassed to tell people where I work. When you do tell them they respond with "Do you still have a job?"	12/16/2019 6:57 PM
2442	I appreciate my job, but I don't appreciate being a number that costs them. Because that's all they see.	12/16/2019 6:56 PM
2443	Greed is all I can say	12/16/2019 6:56 PM
2444	I use to think of this job as a career and now think of it as a job and become increasingly frustrated with the lack of support even the class one railroads continue to make record profit	12/16/2019 6:56 PM
2445	Glad to go home	12/16/2019 6:55 PM
2446	Greed.	12/16/2019 6:55 PM
2447	Use to be a good place still is if changes can be made before the company rolls over	12/16/2019 6:52 PM

The CHAIRMAN. Well, thank you very much, and I think that concludes our witness testimony. Thank you all for being here. Mr. Jefferies, Mr. Fountain went on, I think, accurately about this Memphis facility, are you familiar with that, with that facility there?

Mr. JEFFERIES. At a high level, yes.

The CHAIRMAN. Well, tell us a little more about it then, if you don't mind, Mr. Fountain, because I am only an hour and a half from there in my hometown of Tupelo, Mississippi. And it is quite something to behold. So describe that a little more for the benefit of our people from freight rail.

Mr. FOUNTAIN. Thank you for that, Chairman Wicker, and with the capacity, as you well know, in Mississippi for rail is very big and very large with 90 percent of the cotton originating by rail and the Memphis market is where it is all moving to.

And as I stated before, the Memphis market is a huge market and that we worry about in that market the chassis issue in railcars and having the chassis and being able to get the chassis and it being the first bottleneck. And so as the innovation team met, one of their recommendations was to have an interoperable chassis supply and where you could pull from one interoperable group for chassis. And we support that also.

The CHAIRMAN. Without objection, that will be entered.

[The information referred to follows:]

The CHAIRMAN. And, while I have got you, I think that you made an excellent point, sir, about, Mr. Fountain, about the cost of litigating something on the STB and so let me ask you about that and also any general comments you and other members of the panel would like to make about the new proposed configuration and expansion of the Surface Transportation Board.

Mr. FOUNTAIN. Oh, yes. I spoke in the testimony, it is very costly to bring a challenge to the STB. And another challenge that we have in our cotton industry is that the cotton seed is actually an exempt commodity. That came about 40 years ago in regulations. And so not only do you have the initial costs, now we would have a cost on top of that with cotton seed. To round, we think about $50,000 that we would have to petition STB to revoke an exemption on cotton seed. And so it would just add more, especially on cotton seed, to the cost of—to get that adjudicated, if we were to bring a challenge. And we support 100 percent, you know, full staff of the STB so that we could get, you know, work through the challenges and get them adjudicated in a timely manner.

The CHAIRMAN. OK. And then so I will go again. Let's just take Mr. Gordon and then Mr. Jefferies and then others. The STB has three board members. Five are authorized. So two nominees are pending. And we have seen a number of changes in the industry and beyond. So give us your perspective on that. And is dealing with the STB one of your concerns and one of your priorities for the coming year, Mr. Gordon?

Mr. GORDON. Thank you, Chairman Wicker. Yes, it is. It has been for many years. But we are very pleased that the three existing members of the Board have been extremely active with various proceedings and probably had one of the most robust years on its record in terms of addressing issues important to shippers. So we want to acknowledge the contribution they have made, but we are very supportive of adding the two additional commissioners to the Board so that it can be fully staffed and functioning.

The CHAIRMAN. Well, I appreciate that. Let me just before I turn to others, the point was made that if you are a small business, it is mighty expensive to bring a case and to get some redress.

Mr. GORDON. You are exactly right. And that is one reason our association has strongly favored this final offer rate review concept as a more streamlined method to challenge rail rates. It is a very—proposed to be—a very streamlined and expedited process for resolving a rate case in 135 days. The shipper and the carrier both

use whatever methodologies they want, which could potentially really lower the cost of that. So we think there is a real need to do that.

The CHAIRMAN. Mr. Jefferies, that sounds like a great idea. What do you think?

Mr. JEFFERIES. So first and foremost, I think one area that the shippers and railroaders agree is absolutely the Senate confirming the two nominees, bipartisan nominees. When it comes to the final offer rate review, we do not think that is the right path. As proposed, we don't think the Board has authority to, have such a proposal.

The CHAIRMAN. What if they were given that authority, statutorily?

Mr. JEFFERIES. If they were given that authority, we could certainly have that conversation. I think what we have done is we have made a number of proposals to the voluntary arbitration program at the STB to make that more attractive to railroaders and shippers alike. And it is an area, I think, of shared interest. Mr. Gordon talked about the program that the NGFA has, and I think we both see opportunities for the STB to improve its arbitration process, thereby hopefully seeking the same goal as FORR might.

The CHAIRMAN. Do other members of the panel wish to weigh in on the STB issue?

Mr. CHIRUMBOLE. Yes, this is Frank Chirumbole from Olin. Yes, we absolutely support, you know, filling the Board out to five members. And we also, I also agree with Mr. Gordon that probably the most important thing that has come out of the Reauthorization Act is the final offer rate review proposal, which we think will level the playing field between railroads and shippers.

The CHAIRMAN. And so where is that proposal?

Mr. CHIRUMBOLE. Yes, right now the Board has made a Notice of Proposed Rulemaking and they are currently working through the process, as far as I know.

The CHAIRMAN. All right. Thank you. Others? Well, thank you very much. And I think next is Senator Thune, who has just arrived and may need a moment to—Senator Cantwell. Well, you know, I rely on this little three by five inch box here and it let me down this time.

Senator CANTWELL. Human error. A technical error. Thank you, Mr. Chairman. And again, thank you for this panel. Very important issues to be discussed here today. Mr. Fountain, I am assuming the chassis shortage is related to congestion?

Mr. FOUNTAIN. Yes, ma'am. At times we have a problem getting chassis. Any bottleneck is bad but the worst bottleneck is the bottleneck on the front and back. So chassis and then having the rail car to put them on. And as the gentleman spoke earlier, you know, we have been fortunate here, post COVID, in agriculture. We have been able to start shipping a lot. And then you get into those issues, chassis and having the pool that you can all pool from is very important.

Senator CANTWELL. Well, this, I think, points to the Freight Act that we were able to get passed and freight infrastructure investment. We were just able to open Lander Street, which is a major project in Seattle. A big Federal investment. Literally, you are just

trying to take all that freight that is coming off of I–5 and get it to the port. It is only five—you know, it is only a few miles. The bridge itself was only, you know, probably three blocks. But the economic benefit of just getting—alleviating that congestion.

So I do think we need to continue to make freight investment across the board. I want to ask Mr. Pierce, but also Mr. Gordon, we just heard that this rate adjustment might be better, but I listened to what you said and you basically said we need a better definition of basic service because we are still going to come up short. Is that correct?

Mr. GORDON. Yes, Senator. And I think our concern about the Precision Scheduled Railroad operating model is that the railroads are increasingly indicating what the level of service will be based on their desire to meet their operating ratio goals. And in doing so, they have reduced the number of switches and deliveries sent to different facilities. It has resulted in soybean meal, for instance, being shipped in long manifest merchandise trains where it is taking twice as long, in some cases at twice the cost that unit trains used to be.

Senator CANTWELL. Well, I don't know what we do about this, but I am pretty frustrated with it across a lot of sectors. That is just because you have information and it says that it is more cost effective doesn't mean you are serving everybody's purposes by making those decisions that way. And I definitely think that shippers, given the, as you said, duopoly or, you know, really very I don't even know if it is a duopoly, minimal choice here for our shippers—I just know this, I am a big supporter of being able to ship product outside the United States, and so I want to have the infrastructure and the costs scheduled to do it.

Speaking of the precision, PSR, Mr. Pierce, do you believe that the current regulatory regime is—I know you just mentioned the safety issue, which I agree with you on, but what about just fair pay and working conditions overall? You mentioned some of these closures and things of that nature. Again, are we falling prey to this same thing where somebody can use information and say how effective that information is at being cost effective but then who is, you know, getting served under those?

Mr. Pierce, do you have a comment about that?

Mr. PIERCE. I do. Thank you, Senator. One of our concerns is the reductions that we have seen and workforce have taken on the elasticity out of the network. We saw that early on when surface started to rebound and railroads were not able to recall, bring locomotives out of storage, recall crewmembers, recall employees to get those locomotives and cars ready. There were delays and those delays were passed on to the shippers. It is no doubt in our mind that we are understaffed.

There are close to probably upwards of 10,000 engineers and conductors still furloughed, ready to go to work, waiting to go to work. And we think the railroads need to be more proactive to prepare for the rebound that we all hope to see.

Senator CANTWELL. Well, I definitely think Dupont taught us a lot, and that is the accident that we had there, and we need a workforce that is, well-skilled and well-knowledgeable about awareness in addition to the technology we are implementing. And just

as the Chairman just showed that you can have technology. Sure, it makes it more efficient. Nobody in the back here has to write a note to one of us.

But at the same time, human error or just interface with technology can mean some challenges. So, look, just to me, this is very important for the United States of America. I personally believe in a better trade policy than this Administration has. I believe in shipping things. So we have a growing economy. Ninety-five percent of consumers living outside of the United States. One of the barriers is we got to provide affordable transportation to get our product to those markets.

A lot of them come right through our ports. So I have an economic interest. I will admit that, our ports. But, you know, in a world where we are going to face competition from South America and other places, we have got to get this right. And I hope we will, both for the workforce, for the safety, but also for the price so that we can get our products to these international markets. Thank you, Mr. Chairman.

The CHAIRMAN. Thank you, Senator Cantwell. And let me make it clear that the human error was almost entirely on my part. Senator Thune, you are recognized.

STATEMENT OF HON. JOHN THUNE,
U.S. SENATOR FROM SOUTH DAKOTA

Senator THUNE. Thank you, Mr. Chairman, for holding this important hearing today on the Nation's rail network. And we all know the pandemic has posed challenges to railroads and shippers alike, disrupting the supply chain in ways we could not have imagined less than a year ago. But thanks to quick action by the private sector and the Federal Government, emergency measures were put in place early on to keep critical supplies moving when Americans needed them most.

The STB Reauthorization Act of 2015 provided the Board with the independence and authority it needed to facilitate greater coordination between railroads and shippers, which has proven indispensable in response to the pandemic. The Board has also taken several positive steps to resolve disputes between railroads and shippers in a more efficient and accessible manner, which I hope will build on the success of this Stagger Act in creating a thriving and reliable rail network.

And so I appreciate the perspectives of our panelists here this morning on the long lasting effects of the pandemic on the rail supply chain, as well as the path forward in a post pandemic world. Mr. Jefferies, you mentioned in your testimony that railroads made efforts to expedite shipments of critical supplies in response to the pandemic. Could you describe some of the specific changes that railroads have made to the networks this year?

Mr. JEFFERIES. I would start that question by not only talking about changes made this year, but the long term outlook and long term investments that railroads have made in the years leading up. The immense amount of investments and the modernization of how operating plans are developed, and network planning has really allowed for a very nimble rail system that when our customers were faced with a dramatic decrease in traffic, we could adjust our

operations to meet their changing needs. We could adjust our operations to add product to the line that needed to get from point A to point B.

One of my colleagues talked about the designation of rail employees and other transportation employees being deemed critical infrastructure operators. That certainly helped us continue to, really without missing a beat, continue to deliver for America. And so I think one thing that you will see coming out of this is really the criticality of being able to provide that that that nimble operation, that just in time—we live in a just in time society.

And when you look at the type of rail traffic that has really, really come roaring back, not only the agricultural sector, which is continuing to do very well, but the intermodal sector has performed very well as our ports have ramped back up with international shipments, domestic intermodal as well.

And a lot of that is moving by rail. And the reason it is moving by rail is that rail has demonstrated an ability to compete with highway traffic at a level that makes sense, to move it by rail, to get it to point A to point B in a very timely manner.

Senator THUNE. And do you see some of those changes that, you know, as a result of pandemic being more long term? I mean, some of these things be more permanent as opposed to a temporary.

Mr. JEFFERIES. So I would say that one, the investments that have occurred will continue to occur. And two, that I think railroads have absolutely shown an interest in the need to compete for intermodal traffic. And absolutely, that will continue to be a big role in what rail is playing.

Senator THUNE. Thank you, Mr. Gordon, like you, I am pleased to see the increased export of corn and soybeans with volumes expected to reach record highs, especially in such a challenging year. This is great news for rural America and presents an opportunity for Congress to support our producers through an increased focus on rural infrastructure. You mentioned in your testimony that NGFA members are concerned about potential rail service issues as the harvest season begins in earnest. Are there certain areas of the country where you believe the service issues will be most acute?

Mr. GORDON. Senator, I think that will depend a lot on the individual operation of the different carriers. We are starting to see some issues in the Pacific Northwest, the upper plains states where there have been some delayed shipments going in. I got an e-mail from one of our members this morning saying that one rail carrier is maybe three to 4 weeks behind on getting cars spotted to bring wheat into their mill [in the southwest].

So we are starting to see these as agriculture ramps up with the harvest right now. It is going to really require a lot of strong communication between the railroad and the shippers and receivers that need this equipment and the nimbleness, as Mr. Jefferies indicates, for the railroads to respond really promptly. So it is really going to be how each carrier kind of mobilizes both of its crews and locomotive capacity to meet this increased demand.

Senator THUNE. And there is, I mean, obviously there is a mutual dependence there. We need to make sure that it works. Mr. Jefferies, could you speak to how the rail industry is prepared for the 2020 harvest season in light of the pandemic? And I will tell

you in South Dakota, as a case in point, that we are seeing historically high yields in commodities like both corn and soybeans, which is good news for our producers.

And prices, which have been historically low, are still historically low, but at least seem to be trending in the right direction. But there is a lot of grain. I was out this weekend in South Dakota in the rural area of the state, and already dumped on the ground out there and is awaiting movement. So could you talk a little bit about how you all, your members, intend to manage the harvest season this year in places like the Midwest?

Mr. JEFFERIES. Certainly. Thank you. So, Ag shipments, grain across the board, I think, as I mentioned, has been one of the bright spots, few bright spots in rail traffic, year to date. And it is been fairly strong all year but certainly as we are getting into a peak type season, we anticipate continually increasing volumes. And so I would say two things and certainly not to sound repetitive, in your neck of the woods you are familiar with the immense amount of investment that is incurred over the past 10 years up on those main lines to make sure that throughput is there and the capacity is there for peak seasons.

And two, it really comes down to constant communication with customers. We know when the harvest is coming, or we know it is coming, and you know, as Mr. Gordon and I were discussing, you know, it is coming, you know, there is going to be a lot, and it can happen quickly. And so customers and carriers need to be in constant communication to be able to effectively forecast to the best of their ability when these when these shipments need to go.

And I think we are seeing that based on some of the forms that the Surface Transportation Board or through the National Grain Car Council. Certainly has as hiccups pop up, communication allows those to be addressed quickly. But I would say communication, investment, and we will be able to get the job done.

Senator THUNE. And I appreciate the outreach that the railroads make to shippers. I think that is critically important. Just so there is a good understanding of what the, you know, the pipeline looks like and how quickly they will be able to get there. And it allows everybody to plan better. So, thank you all. Thank you, Mr. Chairman.

The CHAIRMAN. Thank you very much, Senator Thune. Senator Fischer.

Senator FISCHER. Thank you, Mr. Chairman, very much. I have to begin by asking Mr. Pierce, do I see a Husker cap behind you on the shelf?

Mr. PIERCE. Not only a Husker hat, but a photo of Ndamukong Suh. I am a locomotive engineer by trade, hired out in Lincoln, Nebraska. Grew up in Seward.

Senator FISCHER. I understand you were working for Burlington there in the 70s. My grandfather worked on the old ground house out there years ago. So glad to see you have that cap. Mr. Jefferies, if I could ask you, with many other parts of the economy, we are seeing rail volumes that have dropped dramatically early in the pandemic but they are now recovering. As you mentioned in your testimony, there appears to be some consensus that railroads have responded well to the shippers' needs that we are seeing this year.

In particular, I have heard that railroads communicated well on expectations and also with the scheduling. And while I am glad to hear that, going forward, what actions will railroads take to maintain that service and that communication with shippers as volume increases on the network, particularly as it relates to more accurate delivery times?

Mr. JEFFERIES. Thank you, Senator. So, again, I think it comes down to open and consistent lines of communication between customers and carriers, and that is done certainly on a one on one basis, but also through broader venues, whether it is, as I mentioned, the retrack at the STB, the National Green Car Council or other broader venues as well. And I think, as you mentioned, at the depths of the dip in rail traffic earlier in the year, we were off approximately 30 percent.

Fortunately, some of that traffic has begun to come back, certainly not to the level that we all hoped it would. But by working with customers to get their forecasts for what they are seen coming into the last quarter here and into next year, railroads are well positioned to time the bringing back of manpower, bringing back of locomotives online to ensure that they have capacity ready to go as customers need it.

And again, it is—I am certainly sounding like a bit of bit repetitive here, but it really is all about that back and forth communication and so everyone is on the same page as far as expectations.

Senator FISCHER. We have heard today from both shippers and railroaders regarding concerns with Precision Scheduled Railroading, Mr. Jefferies, although for different reasons. Mr. Pierce says that its members have expressed concerns about safety impacts. Shippers have raised concerns about disruptive changes and uncertainty about railroad transportation. Can you address these concerns about PSR's impact on safety, especially, and also efficiency.

Mr. JEFFERIES. Certainly, so the term PSR is used a lot these days, and you know what I think at the core tenants, it means, you know, looking to utilize your assets to the fullest extent possible, rationalizing in your system, creating an efficient, optimized railroad or even any company, I think any industry is looking to do that at any time.

But when we look at our safety numbers, so not only the long term trajectory and safety, which has shown demonstrable benefits over the past decade plus, but even year over year where we are right now, and these are rates, so it is it is adjusted for traffic volumes. You know, we have seen year over year decreases in employee casualties, employee injuries. We have seen year over year decreases in various other track caused incidents, other types of incidents.

So when we look at the trends, the safety numbers are headed in the right direction. Are we where we want to be? No, of course not, because we continue to have incidents out on the system and no one is happy until we are out of time with zero incidents. But when we look at the safety numbers, you know, the data bears out the fruit there. On the service side, I think when you look macro level and I think, you know, we have heard positive comments about railroad service throughout the pandemic and in venues I

mentioned in your prior question, positive comments about rail service writ large.

That doesn't mean there aren't hiccups here and there or maybe challenge pockets—so challenges that pop up. But when they do, it is important that that communication takes place and those can be addressed in a manner accordingly. But I think, by and large, when you look at the data out there, railroads are performing well on the service side and the safety numbers are headed, continually headed in the right direction.

Senator FISCHER. I see my time is up. Thank you.

The CHAIRMAN. Thank you, Senator Fisher. Senator Blackburn.

STATEMENT OF HON. MARSHA BLACKBURN, U.S. SENATOR FROM TENNESSEE

Senator BLACKBURN. Thank you, Mr. Chairman. And thank you all for being here for the hearing today. Mr. Fountain, welcome. We are happy to see you with us. And I appreciate that you would join us for this hearing. In your testimony, you talked a little bit about the Memphis supply chain innovation team. And I want you to go back to that for the record. And kind of give an interview—an overview of the goals that have been set forth by that team and then how that flow of a cotton product is going to work.

You mentioned the lint. You mentioned the seed. So let's talk a little bit more about that innovation team, because if we are going to have rail traffic come back, if we are going to see an increase in products, both for the domestic and the export market, it is going to be important that we be a little bit more precise. And I think this is a part of the solution we are looking for.

Mr. FOUNTAIN. Thank you, Senator Blackburn, and we appreciate your leadership on this issue. As I did state earlier, the Memphis supply chain innovation team there, they came up with the biggest impact to movement in this area would be better utility and utilization of chassis. And their recommendation was to come up with an interoperable chassis, one single interoperable chassis pool to be a pool from.

And you know the lack of that right now and from that interoperability and the choice in provisions of chassis are the team's primary concern at this time in that Memphis area. And I will tell you that it is the Memphis area for, especially your Midsouth cotton, is very vital. And I sit on the Port Authority for the Georgia Port Authority, and we just completed a mega rail to Memphis area. And so the rail is so important, but getting live chassis to be able to get to put on that rail to get down to your ports, as you said, and also to our domestic market.

And also the other thing is that, you know, the concern is rather regulatory oversight, the relationship between the shipper, drayman, the intermodal providers, because as we go overseas, if we have an issue to where we split on ships or we miss and the rail impacts the sail of the boat, then it becomes a bigger issue and it could get to the Federal Maritime Commission and, you know, an issue with the Surface Transportation Board. So we really recommend with the chassis thing, but also recommend, you know, to get together and collaboration between agencies to make sure that these don't happen.

Senator BLACKBURN. Excellent. Well, thank you so much for that. Mr. Jefferies, let's talk a little bit about maintenance projects and you talked about regulatory requirements and cutting those regulatory requirements for the infrastructure projects, approvals and improvements throughout the country. And we realize that importance and know the cost of compliance is a major cost for all companies.

So talk to me a little bit about how you would see fast tracking maintenance projects so that as we bring production back, Mr. Chirumbole, talking about Olin and chlorine and the imports and exports there. But if you are going to do this, then you have got to be able to fast track this. So talk a little bit about what can be done and what recommendations you would have for fast tracking these maintenance projects.

Mr. JEFFERIES. Thank you, Senator. So I often talk about the immense amount of private investment that railroads put back into their networks. And recently that has been about $26 billion per year. And a big chunk of that is exactly how you framed it, it is core maintenance. It is replacing ties. It is replacing rail. It is replacement of other existing assets.

And even while we are out on our right of way, doing work every day, these replacement projects and other projects often require that we navigate fairly significant reviews and related bureaucratic mechanisms to simply update and modernize the infrastructure. And so there are some pretty straightforward things that can be done. And quite frankly, some of them, the intention was to take on some of these in the 2015 FAST Act, whether it is some categorical exclusions to the Section 106 Historic Preservation Act requirements. And we are not talking about anything unprecedented.

We are talking about providing the same sort of categorical exclusions that the U.S. highway system gets. Again, routine replacement and maintenance. We think work can be done there. Also, when we are looking at simple things, one Federal decision on environmental reviews, shot clocks, reducing redundancy, really just streamlining existing decision processes. Not eliminating, just making things work a little more efficiently. Thank you.

Senator BLACKBURN. I tell you, I think shot clocks on the Federal Government agencies are a very good thing. Thank you, Mr. Chairman.

The CHAIRMAN. Thank you, Senator Blackburn. Let's hear it for shot clocks. I associate myself with Senator Blackburn's remarks. Getting back to human error, it seems that I did not have a microphone when I entered a letter into the record. So let the record reflect that during my exchange with Mr. Fountain, and immediately after my exchange with Mr. Fountain, I asked unanimous consent to add to the record a letter to Mr. Michael Courey from me, dated November 19, 2019, and unanimous consent was granted. So that letter will be entered into the record at that point in the record. Let's conclude here.

Mr. Jefferies, you say in your testimony something that I think I agree with and want to emphasize. On page three, you say third, policymakers should provide passenger railroads with the dedicated funding they need to operate safely and effectively to pay for expanded capacity when required. Let me expand on that. We—I

want you to have, I want the freights to have all the capacity they need. And to that extent, we have got CRISI grants and some BUILD grants also. Do policymakers have everything in place to give the freights all the capacity they need?

Mr. JEFFERIES. So I would say at a regulatory level, railroads are—you know, we have talked about the balanced regulatory system that works for railroads to be able to invest back into their networks. We are doing that, we are able to do that. Now, Senator Blackburn, we just had a discussion about being able to put that private money to work in a more efficient manner. There is work to be done there. But you bring up a really good third leg of the stool, I would call it, which is in certain areas that the need for public and private to work together through these public-private partnerships, whether the Create Program in Chicago.

There are projects even that, the Long Bridge Project here across the Potomac going into Virginia. There are numerous projects around the country where there is a pot of private money ready to be put to work. And the public sector needs a funding source to match that, to really do these projects that benefit both the public and the private.

And so, for example, this committee that CRISI grant program specified for rail is exactly that. That is providing tools to tie together with that private sector money that is available to achieve a mutually desired outcome on a project. So I would say largely it is a matter of, hey, let's take advantage of these programs that you have stood up and give them the money they need to really be successful.

The CHAIRMAN. The COVID pandemic has hit passenger rail hard. Actually, the increase in shipping by retail has actually increased the business for your members, has it not?

Mr. JEFFERIES. So, overall traffic is still down about 10 percent for the year. But that intermodal, that consumer traffic that you are referring to has come back pretty strong here in the last quarter and is year over year, the past month, definitely up over where it was last year.

The CHAIRMAN. And Mr. Jeffries, I think it has been reiterated today in testimony for the record and also—in written testimony and also verbal testimony. I think your position is that shipping goods in America by rail is safer and greener than other forms. Is that correct?

Mr. JEFFERIES. I am certainly not going to argue with a point like that. When you look at the data, rail is the safest method of shipping goods over land. And I think hands down most environmentally friendly.

The CHAIRMAN. There is less CO_2 emission?

Mr. JEFFERIES. Dramatically less.

The CHAIRMAN. Well, you know, I am—we are interested in this committee in advancing all forms of transportation. You know, we love the trucks and we love the barges and inland waterways and our friends in the airline industry. But I am convinced that the more goods we can ship with your members, the safer our drivers and passengers will be on America's highways. Does that stand to reason?

Mr. JEFFERIES. Well, I think when you look at the data that I am certainly not going to argue with that assessment. And I think, you know, we certainly agree about the value of shifting goods from highway to rail when you are talking about environment congestion. Other issues as well. But, let me be clear, we need a healthy, integrated transportation network.

The CHAIRMAN. We sure do.

Mr. JEFFERIES. Intermodal, you know, is truck to train to truck.

The CHAIRMAN. Well, OK. Let me ask about that. And I don't want to prolong this hearing. I am reading a fascinating book by Daniel Yergin, *The New Map* and it deals with energy and getting it from place to place and involves a lot of things. But he points out that the container revolution was a game changer in the energy field. It was a game changer for your members, too, wasn't it?

Mr. JEFFERIES. It certainly was. You know, I think if you looked at rail traffic, intermodal has grown pretty substantially over the years. And it is definitely leaps and bounds, the largest type of traffic that rail is moving these days.

The CHAIRMAN. Mr. Gordon, you have been you have been very patient. Do you want to respond to anything that Mr. Jefferies has said?

Mr. GORDON. No, I agree with Mr. Jefferies on most of the points he just made. I would point out that barge transportation is probably the greenest of the forms of transportation. But——

The CHAIRMAN. Thank you for pointing that out.

Mr. GORDON. But we all—I wholeheartedly agree. We need all three modes in agriculture to make our products move to market.

The CHAIRMAN. Mr. Jefferies, you ended your written—your extensive 15 page written testimony by discussing positive train control. And I think it is good news with regard to your members. Y'all are 100 percent there, is that right?

Mr. JEFFERIES. Correct. We are operating PTC over 100 percent of the required route miles and working through any remaining interoperability hiccups, et cetera.

The CHAIRMAN. So what—is that the only thing that remains in the entire issue of PTC is interoperability issues?

Mr. JEFFERIES. So I am referring to the Class I progress. You know, I am tangentially aware that there are some commuter railroads that are racing to the finish line. I am not intimately involved with that. I will be honest with you. But I can tell you from my members' standpoint where we are, we are up and running on 100 percent of the required miles.

The CHAIRMAN. That is really good news. One moment. OK, let me get back to my script here. I want to thank everyone in both panels for working with us and expanding on the testimony. You have done well and I have learned a lot and I think other members have.

The hearing record will remain open for two weeks. During this time, Senators are asked to submit any questions for the record as soon as possible but by no later than Wednesday, November 4, I will be bleary eyed, 2020. Upon receipt, the witnesses are requested to submit their written answers to the Committee as soon as possible, but by no later than Wednesday, November 18, 2020.

So I conclude the hearing with the thanks of the Committee. This hearing is now adjourned.

[Whereupon, at 12:37 p.m., the hearing was adjourned.]

A P P E N D I X

THE FERTILIZER INSTITUTE
Washington, DC, October 21, 2020

Hon. ROGER WICKER,
Chairman,
Committee on Commerce, Science, and Transportation,
Washington, DC.

Hon. MARIA CANTWELL,
Ranking Member,
Committee on Commerce, Science, and Transportation,
Washington, DC.

Hon. DEB FISCHER,
Chairman,
Subcommittee on Transportation and Safety,
Washington, DC.

Hon. TAMMY DUCKWORTH,
Ranking Member,
Subcommittee on Transportation and Safety,
Washington, DC.

Via Electronic Mail

Re: Passenger and Freight Rail Oversight Hearing

Dear Chairman Wicker, Ranking Member Cantwell and Subcommittee Chairman Fischer and Ranking Member Duckworth:

Thank you for holding today's hearing, titled "Passenger and Freight Rail: The Current Status of the Rail Network and the Track Ahead."

The Fertilizer Institute (TFI) represents the Nation's fertilizer industry, which includes companies that are engaged in all aspects of the fertilizer supply chain. Fertilizer is a key ingredient in feeding a growing global population, which is expected to surpass 9.5 billion people by 2050. Half of all food grown around the world today is made possible through the use of fertilizer. The U.S. fertilizer industry generates more than $130 billion in economic benefit each year and supports approximately 487,000 American jobs.

In terms of ton-miles, the majority of fertilizer (56 percent) moves by rail throughout the year. TFI works closely with the rail industry and regulators to promote safety for employees, the public, and first responders. We want the rail industry to be successful because its success is essential to our success. To this point, last week was the fortieth anniversary of the Staggers Rail Act of 1980. TFI joins the rail industry in celebrating its strong success following the Staggers Act. Indeed, the rail industry has changed a great deal over the past 40 years. For example, years of rail industry consolidation have resulted in just four railroads handling over 90 percent of the freight rail traffic in the United States. Now two-thirds of rail stations are served by just one railroad. As we approach a half century of the Staggers Act, it is important to recognize its success and work constructively to modernize oversight of the rail marketplace to reflect these changes.

The Surface Transportation Board (STB or Board) is the primary regulatory agency responsible for rail rate and service matters. Practical regulatory reforms that improve STB oversight of the rail marketplace are desperately needed. The very first of 15 enumerated rail transportation policies in the Staggers Act is "to allow, to the maximum extent possible, competition and the demand for services to establish reasonable rates for transportation by rail."[1] Yet this has been the least successful of these policies due to rail consolidation that has reduced the number of rail competitors and regulatory policies that have prevented application of those provisions in the Staggers Act that were intended to facilitate greater competition. STB modernization can help promote competitive freight rail service to make U.S. manufacturers and farmers more competitive in the global marketplace.

From 2005 to 2017, rail rates for carloads of anhydrous ammonia, the building block of all nitrogen fertilizers and one of the most efficient sources of nitrogen for farmers, increased 206 percent. This is three times more than the increase in the

[1] 49 U.S.C. § 10101(1)

system-wide average rail rate per car. As it stands now, rate and service cases are so expensive, cumbersome and time consuming that fertilizer shippers do not have an effective forum to adjudicate such extreme increases in rail rates. The lack of meaningful oversight distorts the market and the costs of this distortion are paid by the fertilizer industry, farmers, and everyone who consumes food.

The Transportation Research Board stated that the STB's rate review procedures are "unusable by most shippers."[2] The STB's current rate review standards were put in place for coal shippers more than three decades ago when the railroad industry was quite different and over two dozen railroads competed across the country. While rail industry fortunes have changed a great deal, the rate review process has not. Rate and service cases at the STB typically take five years at a cost of more than $5 million. The time and expense to file a rate case does not work.

To its credit, in the past 12 months, the Board has initiated a number of efforts to reform its outdated rate regulations that make its current processes unusable for freight rail shippers in the fertilizer industry. But another important rulemaking on reciprocal switching, which would allow shippers to rely upon competition rather than regulation to obtain reasonable rates, has been dormant for several years. It is critical that the Board finalize both of these rulemakings on Final Offer Rate Review and Reciprocal Switching. Moreover, the Board's oversight regarding precision scheduled railroading (PSR) and associated changes in demurrage and accessorial fees has been greatly appreciated.

Finally, the Board works best when it is fully staffed with impartial and thoughtful Board Members. The Board currently has two vacancies, and the Senate has two excellent candidates, Ms. Michelle Schultz and Mr. Robert Primus. Both have been approved by the Senate Committee on Commerce, Science, and Transportation. TFI urges the full Senate to confirm their non-controversial appointments as soon as possible.

Thank you again for holding today's hearing. For more information, please reach out to Justin Louchheim of my staff by e-mail or phone at jlouchheim@tfi.org or 202–515–2718.

Sincerely,

COREY ROSENBUSCH,
President and CEO,
The Fertilizer Institute.

Cc: Senate Committee on Commerce, Science, and Transportation

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AMERICAN FOREST AND PAPER ASSOCIATION
November 4, 2020

Hon. ROGER WICKER,
Senate Committee on Commerce, Science, & Transportation,
Washington, DC.

Hon. MARIA CANTWELL,
Senate Committee on Commerce, Science, & Transportation,
Washington, DC.

Dear Chairman Wicker and Ranking Member Cantwell:

Thank you for convening a hearing to examine the current state of the passenger and freight rail network.

The American Forest and Paper Association (AF&PA) is the national trade association of the paper and wood products industry and advances public policies that promote a strong and sustainable U.S. forest products industry in the global marketplace. The industry makes essential products, including tissue products, pulp used in diapers and other personal hygiene products, papers for communication and education, building/construction products, and packaging for food, beverages, foodservice, cleaning supplies, pharmaceuticals, medical equipment and other consumer products.

The forest products industry directly employs approximately 950,000 men and women and is built on principles of sustainability: producing recyclable products from a renewable resource. We are among the top 10 manufacturing sector employers in 45 states. More than 75 percent of U.S. pulp and paper mills are in counties designated by the Census Bureau as more than 80 percent rural. We support market-based policies and regulations that foster economic growth, job creation and

[2] *Modernizing Freight Rail Regulation,* Committee for a Study of Freight Rail Transportation and Regulation, Transportation Research Board (Special Report 318), 2015, Page 191

international competitiveness in this vital sector. We believe public policies are most effective when they meet the economic needs, environmental concerns and societal expectations of our diverse communities.

Paper and wood products manufacturers face a nationwide shortage of transportation capacity, an aging infrastructure, and inefficient surface transportation policies. As a result, connecting our products, raw materials and consumers is difficult and costly. Specifically, AF&PA encourages necessary infrastructure enhancements, increasing truck weight limits on Federal interstate highways and freight rail system reforms that prioritize shippers' concerns.

Our industry relies on the Nation's rails to move 1.21 million carloads each year according to the American Association of Railroads (2019). Freight rail shipping is a vital part of the transportation network for moving raw materials to mills and finished products to customers. We are encouraged and thankful that the Committee has acted to bring the Surface Transportation Board (STB) its full complement of members. AF&PA is supportive of the confirmation of nominees Michelle Schutz and Robert Primus to the STB—we are confident they will fairly adjudicate disputes and value the concerns of shippers.

AF&PA participated in a series of public hearings before the STB to address demurrage and accessorial charges implemented by rail carriers. We are supportive of three recent decisions which reflect our comments/testimony: (EP 760) a rule that clarifies that demurrage regulation does apply to exempt traffic; (EP 757) a final policy statement outlining the principles it will consider in evaluating the reasonableness of demurrage and accessorial rules and charges; and (EP 759) the final rule requiring carriers to directly bill the shipper for demurrage when the shipper and warehouseman agree to that arrangement and notify the carrier.

However, outdated regulatory protections and cumbersome processes at the STB have allowed freight rail rates to double—more than three times the rate of inflation—even though the volume of freight carried by the railroads has barely increased. At the same time, rail service has declined.

More than 30 years have passed since the STB first classified the forest products industry's shipments as exempt from its oversight. At the outset, it was deemed that there was plenty of competition for the industry's business. The exemption was created to ensure railroads did not face bankruptcy at a time in the Nation when rails were struggling to stay in business. The arrangement worked for both parties because certain pricing and administrative burdens were no longer applicable if our shipments were not under the STB's purview. The intent was for this exemption to foster competition.

Rail markets have significantly changed since these exemptions were granted in the late 1980s, and the concentration of Class 1 rail service providers leaves more than two-thirds of our facilities captive to just one railroad. This captivity and lack of oversight for our rail shipments from the STB disincentivizes railroads from providing adequate service and negotiating reasonable rates with our members. As an exempt and captive commodity, when the industry encounters poor service or exorbitant rates, our companies have no recourse for negotiating with the railroads.

We face the same unreasonable demurrage practices, poor service, car supply issues and rising rates as the commodities which are under the STB's purview. If our exemption were revoked, forest products shippers would have the STB's regulatory remedies at our disposal when negotiating with our rail providers. Updating the STB's outdated policies, specifically the forest products industry's commodity exemption, would level the playing field for our industry and give us the same tools other shippers already have at their disposal.

On September 30, 2020, the STB proposed a complex new statistical and economic modeling approach that could be used to determine whether commodity and other class-wide exemptions could be revoked or created in the first place.

Unfortunately, this proposal is a step in the wrong direction for shippers. Due to the extreme complexity of the model, the costs associated for such evaluation, litigation, and submission would be extremely high and prohibitive for captive commodities. Moreover, this approach is applying new, rigorous standards to the removal of exemptions that were not considered when the exemptions were initially created. In short, this would delay proceedings and place undue costs and burdens on those seeking relief.

Thank you for your consideration of this critical issue. I am happy to provide further information or answer any questions.

Regards,

ELIZABETH BARTHELD,
Vice President, Government and Industry Affairs,
American Forest and Paper Association.

STATEMENT OF ARUN RAO, CHAIR OF THE STATES FOR PASSENGER RAIL COALITION, INC. & PASSENGER RAIL MANAGER, WISCONSIN DEPARTMENT OF TRANSPORTATION, RAILROADS AND HARBORS SECTION

On May 28, 2020, the States for Passenger Rail Coalition, Inc. (SPRC) transmitted a letter to Congress, under my signature. That correspondence expressed SPRC's support of Amtrak's May 26, 2020, letter in which they requested an FY21 supplemental appropriation to offset some of the financial impacts attributed to the COVID-19 pandemic. The additional funding requested in May was targeted to help protect the entire network's long-term stability, providing the needed support for state-supported, long-distance, and Northeast Corridor (NEC) services.

SPRC now strongly recommends the Senate's consideration of providing additional needed support in its FY21 spending plan to continue operations of the 28 state-supported routes, the essential Amtrak long-distance routes, and the Northeast Corridor, as well as critical Amtrak capital projects.

Many of our SPRC Member states and passenger rail authorities financially support Amtrak through contracted services that provide direct rail access to communities across the country. States generate approximately $530M annually in passenger fares to Amtrak during normal operations and an additional $280M in direct state financial support. We have witnessed significantly reduced ticket revenues, which are continuing into this new Fiscal Year. Even at reduced service levels, the Amtrak-State cost-sharing policy, mandated by Congress, requires significant increases to States' operating support due to Amtrak when state budgets are tightening.

Amtrak and the state partners have continued to update forecasts based on the evolution of the pandemic. A slower than expected recovery of rail ridership in the second half of FY20 has resulted in significantly lower revenue projections for this new Fiscal Year. As a result, Amtrak and the states have updated their estimated funding need for the state's share to $350 million. This amount is a reasonable estimate of the supplemental funding needs and would best be credited to the states proportional to each route's FY19 revenue, with a minimum support level. This approach would allow states to use the funding to make up for lost ticket revenues, partially offset FY21 costs, and support retaining and restoring service as intercity travel resumes and the economy recovers. Absent Federal support, several states may need to curtail further or terminate their service.

Amtrak's long-distance network of 15 routes provides essential transportation to 325 communities across the nation, including otherwise isolated rural communities and small cities dependent on the services as their only intercity transportation option. Long-distance services are essential to those communities to attract and retain businesses, jobs, residents, and visitors and provide linkages with their regions' economic epicenters. They also support local businesses that benefit from station-generated traffic. Amtrak has positioned itself as an industry leader for safe transportation with its COVID–19 safety initiatives during the pandemic. The long-distance service extends this safe way to travel to communities across the Nation.

The once-daily schedule provided by most long-distance routes is already a minimal level of service. Because of funding shortfalls, Amtrak has reduced most long-distance routes to three times per week service. The less-than-daily service reduces the relevancy of this transportation option for hundreds of communities and does not support economic recovery efforts in smaller communities in the way that a consistent, reliable daily service does.

The Coalition and our Member organizations fully support the $350 million supplemental request for state-supported services, funding to provide daily Amtrak long-distance service, funding support for the NEC, and support for critical capital projects. We stand ready to provide any additional information to advance this vital need.

Sincerely,

ARUN RAO, AICP;
Chair,
States for Passenger Rail Coalition, Inc.,
Passenger Rail Manager,
Wisconsin Department of Transportation,
Railroads and Harbors Section.

WRITTEN STATEMENT OF LARRY I. WILLIS, PRESIDENT, TRANSPORTATION TRADES DEPARTMENT, AFL–CIO

This week, the Committee will be holding a hearing entitled "Passenger and Freight Rail: The Current Status of the Rail Network and the Track Ahead." On behalf of the Transportation Trades Department, AFL–CIO (TTD) and our affiliated unions representing passenger and freight rail workers, we appreciate the Committee's focus on the industry at an extremely timely moment. Across the sector, the pandemic continues to wreak havoc, threatening both the health and livelihoods of employees. At the same time, freight railroads, at the insistence of Wall Street investors and hedge fund managers, have pursued operating practices that undermine basic tenets of rail safety, ask frontline workers to do more with less, and threaten the reliable and efficient customer service that should be the hallmark of this industry. Given the critical nature of these issues, TTD would like to submit the following for your consideration.

Amtrak

COVID–19 has had severe and deleterious impacts on Amtrak's ridership, workforce, and future. Like other modes of transportation, Amtrak has seen unprecedented drops in ridership. On the Northeast Corridor, ridership has dropped over 90 percent as business travel has all but vanished. Long distance routes that connect urban and rural communities across the country have lost half or more of their pre-COVID passengers. The cumulative effects of this lost revenue have put Amtrak in an unsustainable position, and despite welcome and necessary Congressional support via the CARES Act, as of October 1st Amtrak has begun to make damaging changes to its workforce and service.

Amtrak is in the process of laying off over 2,000 employees who now find themselves without a paycheck in the midst of a global pandemic. The carrier has also begun reducing frequency on its long distance routes, slashing daily service to three days per week. These routes represent critical connections and lifelines for rural communities across the Nation who rely on Amtrak's daily service.

As unfortunate as these announced cuts are, they are predicated on the assumption that Amtrak will receive some level of additional Federal aid in this Fiscal Year. *If Amtrak does not receive further Federal assistance the results may be several magnitudes direr than what has already taken place.* Furloughs will not be limited to the 2,000 employees who have already received notice—Amtrak is now estimating that without additional support it will lay off at least an additional 2,400 employees beginning December 11th. Additional service cuts or even discontinuations of certain services altogether will be necessitated, and Amtrak will not be able to move forward on critical capital improvement projects that are important to many of your states and Amtrak's ability to operate as a national passenger railroad.

Even in the event that revenues return sooner than anticipated, Amtrak will face a compounding spiral that threatens its future. The carrier maintains a highly skilled and well trained (and in some cases federally qualified and certified) workforce, and recalling these employees becomes increasingly challenging as time goes on after they have been furloughed. Costs of unaddressed degrading infrastructure will only increase over time, creating self-inflicted harm as Amtrak seeks to return to full service.

These draconian cuts are avoidable. TTD strongly supports the $2.88 billion in supplementary funding Amtrak has requested, which it claims is sufficient to maintain operations, including long distance service, and to prevent furloughs. We also support Amtrak's additional request for funding for capital projects.

Congress must provide these funds expeditiously to keep Amtrak's workforce off the unemployment rolls, and before conditions further deteriorate at the railroad. At the same time, we call on Congress to explicitly direct that these funds are used to prevent furloughs and preserve the frequency of long distance service. When testifying before the House T&I Subcommittee on Railroads, Pipelines, and Hazardous Materials, Amtrak CEO Bill Flynn was pressed on how the carrier would spend additional funding, committing only to "following Congressional instructions." If Congress intends to protect working people and Amtrak service, it cannot leave these choices up to Amtrak's discretion. We urge Congress to take action to support the carrier, its works and the important service it provides.

Freight Rail and Precision Scheduled Railroading

Over the last several years, Class I freight railroads have increasingly undergone a drastic reimagining of their operations. Today, all but one Class I has adopted this model, known as Precision Scheduled Railroading (PSR). Rail labor has long supported industry changes that allow railroads to improve how they do business—operations that improve safety protect our workers and evolutions that generate new

business create new jobs that increase rail employment. In turn, these investments and expansions in rail transportation benefits the U.S. economy and commercial competitiveness. Unfortunately, PSR meets none of those objectives. Instead, it is a shortsighted effort to increase operating ratios [1] as a means to increase share price without any regard for the impact these changes have on service quality, safety, or long-term industry viability.

What is PSR?

Fundamentally, PSR seeks to enrich shareholders by increasing return on investment in order to reduce assets while maximizing revenue per employee. To accomplish this, railroads move away from the traditional operating model of a service industry that responds to variable demand of its customers. Instead, PSR railroads attempt to operate on a regimented schedule that is more akin to passenger rail. Put another way, instead of providing service to shippers in a manner that fits their business needs, trains will arrive at a "scheduled" time and it is then incumbent on the shipper to be prepared to load or unload cargo. Further, by eliminating on-demand response and flexibility in the construction and quantity of train consists, railroads can reduce capital assets like locomotives and cars, and eliminate jobs across the network.

Ultimately, degraded and unsafe freight rail operations stemming from PSR will have long-term and substantial negative effects for the industry. These effects are immaterial to the hedge fund managers who are desperate to usher transformation towards a short-term profit maximization enterprise, but they matter greatly to the men and women who work on our railroads, as well as to American consumers. Like other industries that have been targeted by Wall Street, investors will eventually move on to the next sector. In their wake, PSR will have left behind a rail industry that is less resilient, is less safe, and with an uncertain future.

Safety Under PSR

For freight rail employees, PSR has manifested itself in a chilling fashion. To extract every possible cent of revenue out of their operations, railroads now run with historically and dangerously thin workforces. Over the last four years, over 50,000 rail workers have lost their jobs, the vast majority of them freight rail workers, and a shockingly large number in an industry where total employment, including passenger and commuter rail, sits today at approximately 200,000 employees. In just the first two years after CSX implemented this model, the carrier fired 22 percent of its equipment maintenance workers, 16 percent of its train crews and 11 percent of its maintenance-of-way employees. In 2019 alone, 20,000 rail workers lost their jobs, a 10 percent decline in total employment in the industry, and the largest layoff since the Great Recession. Yet during that same period of catastrophic job loss, Norfolk Southern's and Union Pacific's share prices increased 30 percent and Kansas City Southern's were up more than 60 percent.[2]

Our concerns are not simply that jobs are being lost, but that employment has been reduced in a manner that is fundamentally incompatible with safety. In fact, the Federal Railroad Administration (FRA) has done nothing in response to a massive culling of safety-sensitive workers who are responsible for transporting billions of dollars in goods, including explosive, radioactive, and highly flammable products. Not only do carriers want to operate with artificially slim costs and deeply reduced employment, but they also expect the remaining workforce to run trains at a high and consistent velocity [3]. In this pursuit, TTD-affiliated unions continue to report a concerning de-prioritization of safety.

Last year, the Transportation Communications Union (TCU)/IAM and the International Association of Machinists and Aerospace Workers (IAMAW) conducted a survey of their members on the impacts of PSR, and the answers painted a deeply disturbing picture of day-today operations. One responding machinist reported being sent by himself to work with dangerous and heavy equipment that once required two workers, and expressing fear that no one would know to call for help if he was injured. TCU represented carmen reported that at certain properties management now demands brake inspections be performed at the extraordinary and unsafe pace of just 60 seconds per car, and are routinely asked to ignore FRA regulated defects. Other carmen reported entire sides of train consists going uninspected prior to departure because management needed the adjacent track occupied, a clear violation

[1] Operating ratios are operating expenses as a percentage of revenue, considered to be the standard metric for railroad profitability

[2] "Railroads are slashing workers, cheered on by Wall Street to stay profitable amid Trump's trade war", Washington Post, 1/3/2020.

[3] Velocity is defined as total miles divided by total travel time, and is a key performance metric for efficiency.

of FRA safety standards. Similarly, Transport Workers Union of America (TWU) represented carmen have reported to the FRA that railroads have allowed cars with safety defects to run after they were shopped by carmen as unsafe to run. Employees from multiple crafts have reported that critical safety rules designed to protect employees from being hit by equipment are being ignored in the name of speed and that re-shift safety briefings—a common industry practice—are being eliminated in order to focus man hours on velocity over safety.

Separately, signalmen represented by the Brotherhood of Railroad Signalmen (BRS) have reported that FRA-required inspections are being delayed in clear violation of existing regulations, and that in an effort to reduce staff railroads are assigning these employees territories that are simply too geographically large to be safely inspected in the hours set by management. Ongoing efforts to reduce train crew size are also symptomatic of PSR. Despite clear and compelling evidence, provided by the International Association of Sheet Metal, Air, Rail and Transportation Workers, Transportation Division (SMART–TD), that safe freight rail operations in most cases require the presence of a qualified locomotive engineer and conductor, Class I railroads continue on a relentless effort to deploy single person crews on massive freight trains. Carriers are even pursuing ill-considered remedies in the court system to ensure that nothing can stand in their way of eliminating crewmembers in exchange for cost savings. Finally, the International Brotherhood of Electrical Workers (IBEW) members who inspect and repair locomotives report having seen substantial job losses as carriers mothball thousands of locomotives and cars and are similarly put under undue pressure to perform these duties at unsafe speeds.

As carriers take an increasing amount of trains out of service, the need of shippers to transport carloads remains. How are railroads reconciling shipper needs with less service? By increasingly turning to progressively longer, "PSR-optimized" trains. A recent Government Accountability Office (GAO) report found average train length has increased by approximately 25 percent since 2008, and carriers are regularly operating trains up to three miles long. Frontline workers told GAO they are not receiving adequate training on how to safely operate them. Current rail networks and rail infrastructure are simply not designed for trains of this magnitude, which also cause delays to other freight and passenger services. Among other problems, members of the American Train Dispatchers Association (ATDA) report contending with increasingly difficult dispatching decisions due to the logistical challenges these trains pose, even facing disciplinary actions for circumstances beyond their control.

Long trains also cause disruptions to local communities when these trains block grade crossings for long periods. The safety of these types of operations is a real time experiment on our Nation's railways—and as railroads discover exactly how far they can push the limit on safety it will come at the expense of frontline rail workers and communities.

This FRA has taken a nonchalant approach to long trains, failing to embark on any analysis or consideration of the safety impacts on trains whose size and weight was never contemplated when FRA's regulations were promulgated. In fact, this FRA has welcomed PSR and its deadly flaws with open arms. Over the last four years, the agency has issued a cornucopia of waivers and rules that serve to accommodate carriers' bottom line and PSR interests. FRA has allowed railroads to *provide safety sensitive employees less rest* and *circumvent the critical role of highly skilled employees* and has issued rules which would *reduce critical inspections of equipment and track.* When FRA began issuing safety waivers to carriers due to reduced manpower as a result of the COVID–19 pandemic, *it rejected rail labor's simple request* that no manpower waiver be issued if a carrier could fill shortages with qualified employees it had previously furloughed, many due to PSR cuts. This philosophy is also reflected on the ground, where TTD unions continue to report that local FRA inspectors fail to perform due diligence or escalate safety issues raised by frontline workers, and that fear of retribution from carriers for reporting violations is endemic. While the agency paints a rosy picture of the amount and dispositions of the complaints it has received, we know that this perspective is deeply incomplete.

Our assertion is not anecdotal. Over the last four years, several Class I railroads have reported safety data to FRA that reflects substantially increased accidents/incidents over a four year timeframe.[4]

[4] FRA 3.01—Accident Trends—Summary Statistics, generated 10/17/202.

Total Accident/Incidents by Railroad	2016	2017	2018	2019	%Chg 2018 2019	%Chg 2016 2019
Canadian National	274	333	328	309	–5.79	12.77
Kansas City Southern	152	180	172	190	10.47	25
Norfolk Southern	1,095	1,129	1,148	1,225	6.71	11.87
Union Pacific	1,578	1,654	1,788	1,820	1.79	15.34

We believe that these trends stem in part from PSR implementation and attendant unsafe operating practices. Between the data that FRA itself is reporting, and the reports from our member unions, it is clear that are serious safety issues in the freight industry that must be addressed.

Service Degradation and the Future of Freight Rail

In addition to safety risks, PSR poses threats to both current and future service. The PSR model is not always consistent with the needs of customers for whom rail transportation as a variable and demand-centric service is essential to their needs. These companies may now have to contend with locomotives arriving or departing at times when they are not prepared to load or unload products. To further exacerbate the situation, railroads are allowed by law to levy demurrage and accessorial charges—fees to shippers for the failure to move cars within an agreed upon period. While demurrage charges are not inherently harmful and can be important in reducing delays on a healthy network, freight railroads have increasingly used them as a cudgel against shippers who struggle to adapt to PSR. While the Surface Transportation Board (STB) took some initial steps earlier this year to address weaponized demurrage, these difficulties are indicative of the broader concerns shippers have raised with the effects of PSR.

At a roundtable held by the House Transportation and Infrastructure Subcommittee on Pipelines, Railroads and Hazardous Materials, a number of shippers stated that due to incompatible service changes, their ability to utilize rail shipping has become increasingly difficult.[5] Panelists noted that under PSR, they had observed substantially degraded service and expressed concerns about their abilities to continue to move products in a way that makes sense for their businesses. It is important to note that while most businesses have no obligation to serve customers they are uninterested in serving, this is not true for freight railroads who have a statutory duty to provide "transportation or service on reasonable request" and cannot refuse to provide service merely because to do so would be inconvenient or unprofitable.[6]

This "common carrier" obligation is important given the historic consolidation and merger of large Class I railroads. Today, depending on where a shipper is located, they will have at most two Class I railroads that might serve them and may only have one. The inability to obtain reasonable service from a Class I railroad could mean a complete loss of access to the freight network and customers, and companies who lose this access may be forced to pursue financially burdensome alternatives, or close their doors altogether. Given how catastrophic this would be to businesses across the country, it is imperative that both the STB and Congress give consideration to whether railroads continue to meet their statutory obligations under PSR models.

Further, PSR's singular focus on maintaining only the bare minimum assets and staff that are needed to maintain current service places the industry in a position where it is not able to be quickly responsive to system shocks and economic volatility. Whether that be a sudden influx in carloads, the introduction of new commodities, or a crisis like COVID–19, PSR denies carriers the ably to quickly adapt their service because they will not have the capital assets or employees to do so. Railroads should have learned this lesson by now. When Union Pacific and Southern Pacific merged in 1996, the result was a near immediate service meltdown with serious economic consequences. In part, this meltdown occurred due to the inability of UP to provide crews and locomotives as necessary, and shippers experienced weeks of delays.[7] [8] Delays of this nature have a rippling and harmful impact across the freight network and the American economy writ large that must be avoided. Not only are we concerned about the ability of PSR railroads to respond to unplanned events, we also worry that the model artificially constrains long-term growth.

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[5] Railroad Shippers Roundtable, Railroads, Pipelines, and Hazardous Material Subcommittee, Thursday, July 25, 2019

[6] 49 U.S.C. 11101(a).

[7] Up Faces "Meltdown' In Wake Of Accident, Journal of Commerce, 8/21/1997

[8] Another Rail Meltdown?, IndustryWeek, 12/21/2004

Whether that manifests as reductions in business as PSR-weary shippers pursue other alternatives, or as failures to capture new markets due to lacking capacity, we believe that PSR is fundamentally trading current profits against the future of the industry.

Today, both freight and passenger rail have arrived at critical junctures We urge the Committee to consider the issues discussed here, and to use its authority, as well as cooperation with appropriators and regulators, to ensure the continued existence of a safe and prosperous rail network that works for its employees, its customers, and the American public.

RESPONSE TO WRITTEN QUESTIONS SUBMITTED BY HON. AMY KLOBUCHAR TO PAUL TUSS

The Empire Builder and Rural Communities. The Empire Builder—one of Amtrak's longest rail lines that runs from Chicago to the west coast—provides a vital link for many rural towns in Minnesota and helps students get to college, workers get to job centers and tourists get to travel destinations.

Question 1. How vital are long-distance routes in connecting rural areas to urban centers?

Answer. Amtrak's long-distance routes have become critical connectors for residents of rural communities and the services that exist in larger, more urban cities that are often simply not available elsewhere. Perhaps the best example of this is how residents of rural America utilize Amtrak's long-distance routes to access advanced medical care in urban areas. People who take advantage of these long-distance routes for medical purposes are often those without access to other means of reliable transportation, are senior citizens or are handicapped. Good examples of this type of usage of Amtrak exists in Montana as our residents regularly use the Empire Builder to travel to the Mayo Clinic in Minnesota or to other medical facilities in the state of Washington. In short, Amtrak's long-distance routes are very important in properly connecting rural America to our Nation's urban centers.

Question 2. In your testimony, you observe that the Empire Builder contributes $327 million to the economies of the states in which it operates. Can you speak to the economic importance of these routes for rural communities?

Answer. Transportation of all kinds in America is a key ingredient to a robust economy. Where transportation options are limited, it is difficult for the local economy to get traction, as the movement of people and goods from one point to the next is a cornerstone of economic development and job growth. Amtrak's long-distance routes throughout America provide rural communities with a critical connection to the rest of the Nation. Additionally, they provide jobs, an expanded tax base, and deliver people from all across our country to places in which they will engage in commerce. A great example of this in Montana is the community of Whitefish in the northwest corner of our state, which happens to be the busiest Amtrak station in Montana. Amtrak delivers people from across the globe to Whitefish, which is a significant tourist destination that includes Flathead Lake, Glacier National Park and Whitefish Mountain Ski Resort. Reducing Amtrak service to Whitefish, which has already occurred, is going to have a serious and detrimental impact on the economy of the community and our state.

RESPONSE TO WRITTEN QUESTION SUBMITTED BY HON. ROGER WICKER TO WILLIAM FLYNN

Question. At the hearing, you mentioned that Amtrak is working with researchers on learning more about the airflow within rail cars and its effects on public health. Please provide a timeline for when Amtrak will publish the results of this research.

Answer. Amtrak's independent research team indicated we could expect preliminary results of their analysis of the first fleet they have studied in mid-January 2021.

RESPONSE TO WRITTEN QUESTIONS SUBMITTED BY HON. JERRY MORAN TO WILLIAM FLYNN

Background. Section 11201 of the Fixing America's Surface Transportation Act (P.L. 114–94) provided that Amtrak may transfer funds between the Northeast Corridor account and National Network account. Under 49 U.S.C. § 24317(f) and (g), Amtrak may transfer between these accounts subject to certain conditions.

Question 1. Has Amtrak considered whether to transfer capital funds to reinstate frequencies on the long-distance routes? If so, why has Amtrak not transferred such funds?

Answer. Since March of this year, Amtrak has, in fact, already deferred more than $1 billion in planned capital projects in response to the impacts of COVID.

It would not be prudent to further raid the funds we committed for the many important capital projects that benefit both the Northeast Corridor and the National Network, which includes long-distance service. Not only would deferring capital projects and procurement inhibit our ability to address the reliability and capacity needs of our rail network, but it would also impact the corresponding capitalized Amtrak workforce that supports these capital projects. In addition, cancelling capital projects would also impact a specialized domestic supplier network that supports these capital projects, such as: building locomotives and passenger equipment; providing rail, ballast, communications and signaling equipment, and other materials to maintain our infrastructure; and providing IT equipment to support our company. For context, in FY19 Amtrak purchased materials and other products and services from companies in all 50 States, and we spent more than $2 billion on these purchases, supporting the national economy and many thousands of jobs.

For these reasons, Amtrak has not transferred capital funds to reinstate daily long-distance service. As we explained in our October 8, 2020 letter, if Congress wants to reinstate long-distance service it would need to appropriate $4.9 billion in total funds for FY 2021. To date, Congress has chosen not to do this.

Question 2. Please provide a detailed analysis of how much money the reduction in frequencies on long-distance routes will save. This analysis should include costs to resume services, such as storing equipment, retraining crews, etc.

Answer. Long-distance frequency reduction to tri-weekly service is expected to reduce expenses by approximately $300 million and generate net savings of $150 million or more over the course of the full Fiscal Year. There is expected revenue loss from operating fewer frequencies, but the revenue loss is anticipated to be much lower during the pandemic than during normal demand periods. Amtrak performance since making the tri-weekly change supports these estimates, and revenue retention may be higher than estimated. While this pandemic is ongoing, we do have some additional data to support these assertions and are more than happy to brief your office on the details of these reductions and savings from the frequency adjustments. However, we want to reemphasize that these adjustments are *temporary,* and we hope to bring back long-distance service as soon as it is safe, and revenue and ridership allow. We have a plan, supported by metrics, which we have shared with Congress and is outlined on our website, for how we will measure return to service and hope to have everything back in service by summer 2021.

Background. In 1998, the U.S. Government Accountability Office (GAO) issued a report on the financial performance of Amtrak routes, which in part looked at the impacts of reducing the frequency of service on 11 routes from daily service to three to four times per week service. GAO reported that anticipated reductions in operating costs were not realized on routes with reduced frequency of service. GAO also reported that Amtrak officials found that less-than-daily service caused less efficient usage of equipment and other unforeseen problems.

Question 3. How and why does Amtrak believe reduced frequencies on long-distance routes will save taxpayer dollars today given GAO's prior findings? Amtrak's assessment should account for costs to resume the long-distance frequencies.

Answer. In normal circumstances—such as the mid-1990s when Amtrak implemented the long-distance frequency reductions that the referenced GAO report evaluated—cutting long-distance service frequency would not produce significant, immediate cash savings. While long-distance trains account for the vast majority of Amtrak's operating losses, their revenues ordinarily cover most of the costs, sometimes referred to as "above the rail" costs, that are driven by the number of trains we operate, such as fuel, host railroad payments, and wages and benefits for on-board employees. Less than daily service also reduces ridership and revenues, since some passengers are unable or unwilling to adjust their travel dates.

However, we are not living in normal times. The COVID–19 pandemic decimated demand for intercity travel. As a result, Amtrak (on its Northeast Corridor and State-Supported routes) and every other North American intercity passenger railroad, airline and intercity bus company implemented major service reductions immediately after the pandemic began to reflect greatly reduced passenger demand and minimize massive financial losses. Many of those reductions will continue until the pandemic is over.

We initially maintained normal service frequency on our long-distance network in the hope that travel demand would return. However, that did not happen. Long-dis-

tance ridership and revenues (excluding the Auto Train) were only a third of pre-pandemic levels from April through August. Because of these greatly reduced revenues, long-distance trains went from covering most of their "above the rail" costs to covering less than a third of those costs. Until ridership returns, every long-distance train we send out of the station represents a large cash drain for the benefit of relatively few riders. In August and September, the two months before we reduced service frequency to tri-weekly on most long-distance routes, long-distance passenger revenues were $65 million below plan.

While we anticipate that less than daily service will reduce ridership and revenues, we expect the impact during the pandemic to be much less than in 1995. Fewer passengers will be affected, and much less, revenue will be lost, because not many people are willing to make long trips on public transportation until COVID–19 is brought under control. Most of those who are traveling are not making the types of trips that often require travel on a particular date, such as travel for business, weddings and other family gatherings. During October and November, the first two months after we began less than daily service on most long-distance routes, ridership retention and revenues exceeded our conservative assumptions.

We are committed to restoring daily service to the long-distance routes on which service frequency is reduced when travel demand returns. The costs Amtrak will incur to restore service will depend upon when service restoration occurs and how many employees who have been furloughed or have transferred to other positions elect to return to their previous jobs. However, we expect those costs will be much lower than the savings from reducing the huge additional cash losses we were incurring to operate daily long-distance service during a period when passenger demand and revenues were dramatically reduced.

Question 4. Since the reduction in frequency was initiated, how do boardings on the Southwest Chief compare to previous boarding when the route operated daily?

Answer. The average boarding per frequency for the *Southwest Chief* since the beginning of October when compared to all other routes did not experience schedule reductions in frequency during this time. The schedule change on the *Southwest Chief* from daily service took place the week ending October 16. When compared to an established baseline for the week ending October 2, the *Southwest Chief's* boarding per frequency has significantly exceeded that of routes that experienced no schedule reductions.

Question 5. How many previously sold tickets were cancelled once the change in service was announced and enacted?

Answer. There were 1,683 reservations impacted by the *Southwest Chief* schedule change, which was announced in August and took effect of the week ending October 16. Of those, 57 percent accepted our offer for re-accommodation while 33 percent declined and were provided a full refund (10 percent of impacted reservations are still awaiting resolution). The *Southwest Chief* cancelation rate is approximately 10 percentage points lower than our network-wide list of impacted reservations from the October schedule changes.

Response to Written Questions Submitted by Hon. Marsha Blackburn to William Flynn

Question 1. With respect to network capacity, has Amtrak made any direct investments to add capacity to host freight lines in Tennessee?

Answer. Amtrak is currently fully-funding a $2.6 million project to replace hand thrown switches on the freight host railroad main line track through Harrison Yard in Memphis with remote-controlled switches, which would increase capacity and network fluidity, improve safety, and reduce the running time for both the twice-daily Amtrak trains and all freight trains. In addition, Amtrak contributes approximately $70,000 annually to ongoing maintenance of track and signal infrastructure around Memphis Central Station as required by Amtrak's operating agreement with the freight host railroad. Amtrak has also initiated a $2.5 million project at Newbern-Dyersburg station as part of Amtrak's Accessible Stations Development Program.

Question 2. If so, can you tell me what those have been? Have hosts requested such investments?

Answer. See Question 1 for our response.

Background. This nation's freight railroads support over 1 million jobs and generate over $200 billion in economic activity. Given the economic challenges created by the Covid-19 pandemic, the continued efficient operation of our freight carriers can be expected to play an even more important role as we move toward recovery.

Question 3. What is Amtrak doing to minimize delays on freight rail lines throughout this country?

Answer. Amtrak plays an essential role in the development of America's robust and profitable freight rail network: Amtrak was created to relieve the private railroads of their intercity passenger rail service obligations. One of the essential conditions of this public bargain is that freight railroads would provide Amtrak passengers traveling over their rail lines with "preference" over freight transportation. This was not a new concept at the time—when freight railroads operated their own passenger trains before Amtrak, they recognized that prioritizing trains carrying passengers over slower freight trains carrying cargo was critical to providing a viable passenger service.

Today, the majority of delays to Amtrak trains on freight rail lines are caused by freight railroads, with freight train interference the leading cause of delay to Amtrak state supported and long-distance passengers. Amtrak trains comprise only 4 percent of the train-miles operated on Class I freight railroads.

Despite that fact, some freight railroads claim that providing passenger trains with preference is an unreasonable standard that limits the efficiency of the rail network and service provided to shippers, or that it will bring freight movement to a standstill. These inflated claims do not withstand any level of scrutiny. First, freight railroads can seek relief from the Surface Transportation Board if they truly believe that providing Amtrak with preference materially lessens the quality of freight transportation provided to shippers. The fact that not one railroad has ever sought such relief suggests that either railroads do not believe that providing preference affects the quality of service provided to shippers or the railroads believe they can ignore the law with impunity. Second, there is no correlation between freight volumes and freight train interference delays on most rail lines, which means dispatching decisions unrelated to freight traffic levels drive Amtrak on time performance. Third, the presence of a few daily passenger trains on freight railroad mainlines poses no threat to the quality and growth of freight transportation. For comparison, Amtrak's mostly two-track Northeast Corridor mainline between Newark and New York Penn Station hosts up to 48 trains an hour. On most host railroad mileage, Amtrak operates two trains a day.

Simply stated, freight railroads cannot show that compliance with Federal law on preference leads to a detrimental impact on their freight transportation business. When freight leadership has decided to dispatch Amtrak trains according to the law, we have seen Amtrak's on time performance improve literally overnight. During these times, there was no evidence of negative impacts to the overall fluidity of America's rail network. In fact, it has been reported by some freight railroad leaders that efficient Amtrak service is a strong indicator that their own operations are running efficiently.

Response to Written Questions Submitted by Hon. Shelley Moore Capito to William Flynn

Background. On June 25, I joined the Chairman in the letter he sent to Amtrak requesting additional information on how Amtrak came to the decision to reduce the frequencies on long-distance routes. I appreciate Amtrak's response to the Chairman's letter and confirmation in your testimony today, that these reductions are indeed temporary.

Question 1. With the understanding that the course of the COVID pandemic and its effects are ever changing, do you still project that daily service along these routes may be restore in May or June of next year?

Answer. Amtrak understands the importance of our service to states and communities across the nation, as well as to our employees. We hope to restore all of this service in 2021. We are committed to assessing the public's travel needs continuously and have made our restoration metrics available to both Congress and the general public. We will use specific and measurable metrics to guide restoration of daily service as demand warrants—potentially as early as summer of 2021. Firstly, our temporary reductions and subsequent plan to restore this service are dependent on sufficient Federal assistance, but in order to best protect our passengers' and employees' health, and to make the best possible use of limited taxpayer investment, we will consider the following metrics to decide when to restore each affected Long-distance service: public health, future demand and current performance. Each of these criteria are outlined in detail on our website. If any route is not yet ready to be restored when we conduct our review, we will apply an updated version of the criteria described above as part of the FY 2022 planning cycle or sooner, in the event of dramatic improvement in demand prior to that point.

RESPONSE TO WRITTEN QUESTIONS SUBMITTED BY HON. MARIA CANTWELL TO WILLIAM FLYNN

Return to Full Service. Mr. Flynn, I wanted to clarify your response to my question regarding Amtrak's evaluation of the long-distance routes. You stated that you will reevaluate long-distance routes performances throughout the year and that any decision about service frequency made in February 2021 will not be permanent for the whole year.

Question 1. If in February 2021, the Empire Builder does not meet Amtrak's performance metric for return to full service, when would the route next be reevaluated?

Answer. Amtrak understands the importance of our service to states and communities across the nation, as well as to our employees. We hope to restore all of this service in 2021. We are committed to assessing the public's travel needs continuously and have made our restoration metrics publicly available. We will use specific and measurable metrics to guide restoration of daily service as demand warrants—potentially as early as summer of 2021. Firstly, our temporary reductions and subsequent plan to restore this service are dependent on sufficient Federal assistance. However, in order to best protect our passengers' and employees' health, and to make the best possible use of limited taxpayer investment, we will consider the following metrics to decide when to restore each affected long-distance service: public health, future demand and current performance. Each of these criteria are outlined in detail on our website. If any route is not yet ready to be restored when we conduct our review, we will apply an updated version of the criteria described above as part of the FY 2022 planning cycle or sooner, in the event of dramatic improvement in demand prior to that point.

Question 2. Do you anticipate any issue returning to full service on track owned by Class I railroads?

Answer. At this time, we do not. We have made it very clear to our host railroads that the current frequency reductions are temporary and we plan to return to full service. Should we run into any concerns as we look to restore service, we will be sure to keep your office informed on any impediments that may arise.

Question 3. With long-distance service typically booked far in advance, won't fewer scheduling options make it more difficult for Amtrak's long-distance lines to increase ridership?

Answer. Travel on long-distance routes is primarily leisure-oriented and this has remained the case during the pandemic. However, recent booking trends for this portfolio shifted dramatically—with demand peaking much closer to the departure date. Booking trends also suggest that despite the revised service, customers are finding a schedule to their liking. In the event that customers are seeking an itinerary on a date in which we do not offer service, we have placed a tool on our booking engine to guide them to the next possible itinerary. Given the leisure orientation of these travelers, less day-of-week sensitivity exists compared to a customer on a corridor route or one seeking to travel for business. In addition, a primary reason we are targeting making a decision by mid-February of 2021 to reinstate long-distance service for travel next summer is to allow the vast majority of customers time to make their travel plans with the restored schedule in place.

Federal COVID Response. Mr. Flynn, the Administration has failed to provide a national strategy for protecting the traveling public. Both the Department of Transportation and the Centers for Disease Control have refused to require masks for operators and passengers.

Amtrak has been working with medical experts at George Washington University on its COVID response. Your company has implemented a mask mandate onboard its trains, reduced booking capacity by 50 percent, and undertaken enhanced cleaning procedures.

Question 4. What has been the impact on your operations from implementing a mask mandate and complying with CDC guidance?

Answer. Per guidance from the CDC, Amtrak requires all customers and employees wear a face mask or covering that fully covers the entire mouth and nose, fits snugly against the side of the face, and secures under the chin at all times while onboard and in stations unless actively eating or drinking. Passengers must also maintain appropriate physical distancing while onboard and in stations. Amtrak's employees and customers have responded well to our mask requirement on trains and platforms, which is outlined on our website. We have not found that this has a significant impact on the ability for our employees to complete their tasks nor our customers to ride our trains. Although we have limited the number of booking on each train to promote social distancing, the mask requirement is essential.

Question 5. Do you believe that implementing such protocols has increased public confidence in the safety of riding or working at Amtrak during the pandemic?

Answer. Yes.

Question 6. Is there any public health or economic reason not to implement a national mask mandate for the transportation industry?

Answer. Amtrak already requires masks on its trains and platforms. While we cannot speak for the entire transportation industry, we certainly have not found masks to be an impediment to public health and economics of our company. In fact, just the opposite—it strengthens our position and gives our employees and customers the confidence they need during this pandemic.

Question 7. Do you agree that the Department of Transportation should be working with public health professionals to create a national passenger transportation strategy to combat COVID–19?

Answer. We have a good relationship with the Center for Disease Control and the Federal Railroad Administration. Their guidance and assistance during this pandemic are immensely helpful.

COVID Relief. Mr. Flynn, I am very concerned that Amtrak has cut long-distance service to just three times per week due. Communities served by Amtrak's long-distance routes, including 15 in my state, are reliant on the economic and mobility benefits Amtrak provides.

Without additional relief, trains have gone into storage, and some states are halting plans to add new routes or service frequency. Some states are even considering ending their state supported routes because they will no longer be able to afford it.

Question 8. Where do you expect the biggest impact on your capital commitments will be if no additional funding is provided?

Answer. Deferring capital projects and procurement inhibit our ability to address the reliability and capacity needs of our rail network and would also impact our corresponding capitalized Amtrak workforce. Such capital delays would also impact a specialized domestic supplier network that supports these projects, such as: building locomotives and passenger equipment; providing rail, ballast, communications and signaling equipment, and other materials to maintain our infrastructure; and providing IT equipment to support our company. For context, in FY19 Amtrak purchased materials and other products and services from companies in all 50 States, and we spent more than $2 billion on these purchases, supporting the national economy and many thousands of jobs. In our October 8, 2020 letter to Congress, we included, for illustrative purposes, a table that provided specific capital projects that may be deferred if Amtrak does not receive sufficient funding in FY21. This initial list will be finalized and updated throughout the year based on specific appropriated levels, service levels, actual revenue, and other factors.

Question 9. Are there additional consequences of lack of funding that haven't been considered by Congress yet?

Answer. As we explained in our October 8, 2020 letter to Congress, insufficient funding levels would cause drastic impacts that could have long lasting effects on our Northeast Corridor infrastructure and the national rail system. For example, insufficient funding levels could force Amtrak to reduce its workforce by an additional 2,400 jobs as we scale back capital projects (approximately 775 jobs) and because our state partners have advised us that they would likely further reduce their train service (approximately 1,625 jobs).

In addition, as you know, we are reliant on annual appropriations and do not have the benefits of dedicated and predictable funding that a trust fund provides to virtually all other transportation modes. This puts us at a severe disadvantage, and we hope Congress will consider providing Amtrak with this parity and include an intercity passenger rail trust fund in the next surface transportation reauthorization.

Safety Management System. Nearly three years have passed since the Amtrak 501 train derailed in DuPont, WA, killing three people and injuring more than 60. This tragedy occurred just a month after National Transportation Safety Board (NTSB) Chairman Sumwalt warned that Amtrak's safety culture was failing.

I appreciate your commitment to working with Sound Transit and the Washington Department of Transportation to ensure that the NTSB's and Sound Transit's recommendations have been fully and safely implemented before resuming service on the Point Defiance Bypass. Your predecessor, Mr. Anderson, assured me that implementing a safety management system and maintaining a strong safety culture was a top priority of his.

Question 10. Will you commit to ensuring that safety, and the implementation of a robust safety management system, is a top priority and one that will not be impacted by COVID–19?

Answer. Yes.

Question 11. Recently, the Amtrak Office of Inspector General released a report on Amtrak's implementation of its safety management system. The report found that Amtrak had not considered using an employee survey tool to gauge its safety culture. These surveys are a common safety management system best practice in transportation industries. While I appreciate that Amtrak is currently crafting a survey methodology, I am concerned that this could be an indication that Amtrak's safety management is otherwise lacking. What steps have you taken to ensure Amtrak is implementing a robust safety management system and that other important aspects of a strong safety culture aren't being missed?

Answer. We submitted our System Safety Program Plan (SSPP) to the Federal Railroad Administration (FRA) on November 1—well in advance of the March 4, 2021 deadline for complying with the new SMS regulation—and we anticipate feedback from the FRA's review of our program in the coming weeks. It is Amtrak's goal, however, to implement an SMS that exceeds the minimum regulatory requirements and incorporates best practices from a wide array of high-reliability industries (*e.g.,* aviation, nuclear, medical). To achieve this, we plan to have periodic reviews by independent experts in SMS that will identify any gaps in our program and ensure that our program is robust and promoting a world-class safety culture. We will leverage employee surveys as a data point for measuring the success of our SMS implementation and safety culture.

RESPONSE TO WRITTEN QUESTION SUBMITTED BY HON. AMY KLOBUCHAR TO WILLIAM FLYNN

CARES Act Funding for Amtrak. In the CARES Act, Congress appropriated $1 billion to Amtrak to offset the steep decline in ridership as a result of the pandemic and included a $239 million funding set-aside for state-supported routes.

Question. Earlier this month, your CEO sent a letter to Congress highlighting the need for $4.9 billion in Fiscal Year 2021 funding to support Amtrak through this pandemic. Can you elaborate on your statement that you anticipate having to reduce Amtrak's workforce by 2,400 jobs if additional relief funding is not received by December?

Answer. As we explained in our October 8, 2020 letter to Congress, insufficient funding levels would cause drastic impacts that could have long lasting effects on our Northeast Corridor infrastructure and the national rail system. For example, insufficient funding levels could force Amtrak to reduce its workforce by an additional 2,400 jobs as we scale back capital projects (approximately 775 jobs) and because our state partners have advised us that they would likely further reduce their train service (approximately 1,625 jobs).

We are appreciative that Congress is working to provide Amtrak and our partners with some emergency funding to help us get through March 31, 2021. However, this is only a stopgap measure and we will require additional emergency funding for the remainder of the Fiscal Year if we want to avoid the types of impacts mentioned above.

RESPONSE TO WRITTEN QUESTIONS SUBMITTED BY HON. KYRSTEN SINEMA TO WILLIAM FLYNN

Southwest Chief and Sunset Limited Service Cuts. In my home state, the Southwest Chief provides service to Flagstaff, Kingman, and Winslow, Arizona. The Sunset Limited serves Tucson, Benson, Maricopa, and Yuma, Arizona. In these communities, Amtrak service is a significant financial driver. For example, over 50,000 riders disembark in Flagstaff each year and provide more then $12 million in tourism dollars to the city.

Given the importance of the Amtrak service to these communities, cutting service to three times per week on long-distance routes, such as the Southwest Chief and the Sunset Limited, impacts both local workers and local economies.

Question 1. Are you aware of the significant financial impact due to service cuts to communities served by long-distance routes, such as Flagstaff?

Answer. Yes. We regret that this pandemic and the absence of congressional funding up to this point forced the furloughs and service reductions across our system.

We hope that the public health response to this pandemic and congressional support will allow us to return that service safely as soon as possible.

Question 2. What is Amtrak's plan to restore all routes to daily service?

Answer. Amtrak understands the importance of our service to states and communities across the nation, as well as to our employees. We hope to restore all of this service in 2021. We are committed to assessing the public's travel needs continuously and have made our restoration metrics publicly available. We will use specific and measurable metrics to guide restoration of daily service as demand warrants—potentially as early as summer of 2021. Our temporary reductions and subsequent plan to restore this service are dependent on sufficient Federal assistance, but in order to best protect our passengers' and employees' health, and to make the best possible use of limited taxpayer investment, we will consider the following metrics to decide when to restore each affected long-distance service: public health, future demand and current performance. Each of these criteria are outlined in detail on our website.

Question 3. What is the time-frame envisioned for this restoration of service?

Answer. Based on the metrics outlined in the question above, we hope to return service potentially as early as summer of 2021.

Question 4. What factors will you consider when determining when to restart daily service on long-distance routes?

Answer. In addition to requiring sufficient funding from Congress, we will consider the following metrics to decide when to restore each affected Long-distance service: public health, future demand and current performance. Each of these criteria are outlined in detail on our website.

Question 5. Will you commit to maintaining the current fleet in operable condition so that daily service can restart as soon as possible?

Answer. Yes.

Flagstaff Concerns. I understand that Flagstaff Mayor Coral Evans wrote you a letter dated August 24, 2020 outlining the community's perspective about continued support for the Southwest Chief.

Question 6. Have you responded to Mayor Evans's letter?

Answer. Yes. Amtrak responded to two letters from Mayor Evans on the same topic: once on June 25, 2020 and again on August 27, 2020.

Phoenix Service. Phoenix is the fifth largest city in the United States and the largest city in the country not served by Amtrak passenger service. Arizona is also one of the fastest growing states in the country. Amtrak service to Phoenix ended in 1996, and the closest current Amtrak service to the Phoenix region is in Maricopa, about thirty-five miles south.

At a September presentation to the Rail Passenger Association, Amtrak included Los Angeles—Palm Springs—Phoenix—Tucson as an option for corridor expansion.

Question 7. What are Amtrak's primary considerations when deliberating whether to advance with the proposal to return service to Phoenix?

Answer. We are proposing a number of new and improved corridor routes across the Nation and hope to share a detailed plan with Congress, state DOTs, local municipalities and other stakeholders, and the general public next year. We considered a number of factors, such as forecasted ridership, population growth, operating subsidy, initial capital costs, connectivity, environmental impact, availability of host railroad capacity, and location of existing Amtrak operating bases in coming up with recommendations for our vision for the future.

An additional consideration that is worth noting is how the Federal government can help advance new and improved routes, such as connecting Amtrak to Phoenix. It is critical that a Corridor Development Program be authorized and funded as part of Amtrak's National Network grant and that process improvements are made for gaining access to host railroads for new service or additional trains via the Surface Transportation Board. Both of these issues are addressed in H.R. 2, the House passed surface transportation bill, and we hope the Senate will include similar provisions when it considers its version of this important legislation.

Response to Written Questions Submitted by Hon. Marsha Blackburn to Frank Chirumbole

Question 1. Could you provide more about the amount of chlorine Olin imports and exports, and what can be done to ensure more production takes place within the United States?

Answer. Olin does not export or import Chlorine, as this is not technically feasible. We are net exporters of other chlorine derivatives and associated products at 25 percent on average. Energy and transportation costs are among the largest factors in our ability to compete globally.

Question 2. What aspects of the supply chain do you see as problematic for your company in the United States?

Answer. Competitive rail rates are the largest issue we experience in our domestic supply chain. We strongly support the proposed STB process (FORR) for reviewing rail rates where there is a lack of competition.

RESPONSE TO WRITTEN QUESTION SUBMITTED BY HON. JOHN THUNE TO RANDY GORDON

Background. Mr. Gordon, in your testimony you stated that an agricultural shipper has not brought a rail rate case to the Surface Transportation Board (STB) in 30 years. As you know, agriculture is South Dakota's top industry, and relies heavily on rail transportation to move products to market.

Question. Could you discuss some of the hurdles for agricultural shippers face in bringing rate cases to the STB, and what potential do you see in changing that with the Board's impending Final Offer Rate Review rulemaking?

Answer. There are four major hurdles agricultural shippers currently confront in challenging an unreasonable rail rate under the STB's three existing methodologies—Stand Alone Cost (SAC), Simplified SAC and Three-Benchmark.

1. First, each of these methodologies entail complexities and costs that are prohibitive and excessive compared to the potential amount that can be recovered for rate overcharges given the fact that agricultural commodities have a comparatively lower value on a per-unit basis than non-agricultural products. Simply put, the cost that would be incurred by agricultural shippers to bring a rate challenge using these time-consuming, litigious procedures that entail the use of lawyers, economists and other rail costing experts would cost nearly as much—and likely much more—than the shipper might recoup if it won a case. Add to that the uncertainty of prevailing in a rate case against a Class I railroad, and the risk-reward proposition just doesn't pencil out, particularly when the shipper also risks retaliation or retribution from the challenged carrier. This particularly is true for smaller shippers, which often are captive to a single railroad.
2. Second, agricultural commodity movements typically are not static and predictable, but involve multiple origin-and-destination pairs that vary year-to-year—and often even within a given year—as do annual volumes shipped. This means that prospective rate relief, if granted, for a given origin-destination (O/D) pair or traffic lane may not have sufficient monetary value over a long enough time period to offset the time and expense of bringing a case.
3. Third, market demand—and therefore, rail O/D pairs—for agricultural commodities frequently changes quickly, which is not conducive to the lengthy timelines needed to process a rate case under the Board's existing procedures.
4. Fourth, Class I railroads' pricing practices—in which they utilize their market power to impose uniformly high rates across-the-board for certain agricultural commodities or groups of commodities—make rate relief under even the three-benchmark methodology unattainable, since those rules are designed to remedy cases where a shipper is singled out for market abuse. This flaw is compounded by the fact that under the current three-benchmark rules, only the movements of the defendant railroad may be included in a comparison group of traffic.

For these and other reasons, the National Grain and Feed Association (NGFA) has supported the Board's proposal to create a new, streamlined and potentially more cost-effective rate challenge process—the Final Offer Rate Review (FORR) procedure. As proposed, FORR would resolve rate cases in only 135 days; would not confine shippers to utilizing an existing rate-challenge procedure to argue their case and justify what they believe is a fair, legal rate; and would provide up to $4 million in rate relief over two years through *either* reparations for past shipments or prospective rate relief for future movements. NGFA believes just having recourse to a potentially more workable and accessible rate-challenge procedure—something that does not exist today—could help temper railroads' rate-pricing behavior.

Thank you for your longstanding strong leadership on freight rail matters affecting agricultural shippers and producers!

RESPONSE TO WRITTEN QUESTION SUBMITTED BY HON. AMY KLOBUCHAR TO RANDY GORDON

Freight Rail: Minnesota Agriculture. Over the last 15 years, Minnesota's total agricultural exports grew by more than 200 percent. To get their exports to market, farmers need to have access to efficient, workable, and timely rail service. I've heard concerns from soybean producers and processors in my state about the importance of securing export market access through better freight rates for trains in which all cars carry the same commodity and are shipped from the same origin to the same destination—known as "unit trains"—which are negated by a "precision scheduled railroad" operation model.

Question. Can you speak to the concerns that you have heard from your members and identify the key measures you recommend to address this issue?

Answer. The National Grain and Feed Association (NGFA) has received numerous similar complaints and expressions of concern about the implementation of the precision schedule railroad (PSR) operating model from our rail shipper and receiver members in Minnesota and many other states and regions. As you know, six of the seven Class I railroads now have adopted and implemented PSR, which our members that ship soybeans and soybean meal, as well as other raw and processed agricultural commodities (corn, wheat, flour, distillers dried grains with solubles and other products) report has led to higher freight rates and increasingly arbitrary decisions by the rail carriers on the type and frequency of service provided to customers. This has led to more rapid furloughing of railroad crews and firing of customer service personnel, as well as idling of locomotives and other assets, than occurred previously as carriers seek to reduce their operating ratios to reward shareholders and impress Wall Street investors.

Concerning escalating rail rates, NGFA believes one of the principal reasons is the current absence of a workable, timely and cost-effective method for challenging unreasonable rates at the STB. NGFA proposed an entirely new approach to the STB in 2014 for agricultural rate challenges, which led to the STB conducting hearings and instituting proceedings on a variety of options. Currently, the STB is in the process of finalizing a new Final Offer Rate Review (FORR) approach that holds promise for resolving rate cases within 135 days with less complexity and at a much lower cost. STB Chairman Ann Begeman and her fellow members and STB's staff deserve great credit for pursuing this creative approach, which is modeled after Canada's rail rate arbitration system, and we trust that the agency will issue a final rule in short order.

NGFA also believes Congress and the STB need to explore ways to instill more rail-to-rail competition. In its testimony, NGFA suggested updating the national Rail Transportation Policy to give a higher priority to this need, which we believe would provide necessary direction and incentive for the STB to resume work on long-pending proceedings on competitive (reciprocal) switching or explore other approaches to foster a more competitive rail environment, while still enabling railroads to earn sufficient capital to invest in their networks.

Regarding rail service, PSR for oilseed processors in many cases has resulted in rail carriers refusing to haul soybean meal in unit trains to some destinations, instead relegating such traffic to general merchandise trains (*i.e.,* "manifest" trains) that our members report often take twice as long and cost twice as much to reach destination than previous unit train shipments. For instance, the Union Pacific Railway's policy is that soybean meal be shipped in manifest trains unless the shipper can load a unit train in 24 hours or less—a physical impossibility for soybean meal facilities!

Other rail customers have experienced reductions in the frequency of service, including fewer switches of trains into their facilities (*e.g.,* deliveries being reduced from a previous five-days per week schedule to two days per week), as well as situations where they are receiving deliveries of trains more frequently than they need or their facilities are equipped to handle (*e.g.,* going from four day per week service to seven days a week), which result in demurrage charges being incurred by the rail customer—all to accommodate the railroad's PSR operating plan.

As mentioned in my testimony, NGFA believes this increasing tendency of rail carriers in many cases unilaterally to dictate service terms and frequency for agricultural shippers makes it imperative that Congress or the Surface Transportation Board (STB) develop a basic definition or provide some ground rules or guidance on the meaning of railroads' common-carrier obligation under Federal law to "provide service upon reasonable request." This need to define the common-carrier obligation also was cited by the National Academies of Science's Transportation Research Board's landmark 2015 study calling for modernization of the freight rail regulatory framework in an era now characterized by highly profitable carriers, and, more re-

cently in a separate 2020 report prepared for the U.S. Department of Agriculture's Agricultural Marketing Service. NGFA has provided both studies to your staff.

Thank you for your longstanding strong leadership on freight rail matters affecting agricultural shippers and producers!

RESPONSE TO WRITTEN QUESTION SUBMITTED BY HON. TAMMY DUCKWORTH TO RANDY GORDON

Arbitration Systems. Resolving certain types of disputes with railroad companies.

Question. Mr. Gordon, you stated that the National Grain and Feed Association's arbitration system has been working well in resolving certain types of disputes with railroads, but not all. Can you shed light on the number of cases and some of the issues this system can resolve?

Answer. The National Grain and Feed Association's (NGFA) Rail Arbitration Rules, adopted on Aug. 24, 1998 and amended periodically thereafter, require compulsory arbitration between NGFA-member railroads and NGFA-member commercial grain, feed and processing companies for specific types of disputes. NGFA's Rail Arbitration System also can arbitrate disputes between a non-NGFA-member company and an NGFA rail company member if the member railroad agrees. All Class I railroads and many of the Class II shortline railroads are members of NGFA.

The types of rail disputes that are expressly subject to compulsory NGFA rail arbitration include: (1) the application of a railroad's demurrage rule(s) or term(s); (2) misrouting of loaded cars or locomotives; (3) receipts and bills of lading, such as loss-and-damage claims, such as those arising under the Carmack amendment; (4) rail transportation contracts; (5) application of a railroad's special car or equipment program rules (such as certificates of transportation, vouchers, pool contracts, etc.); (6) application of a railroad's general car distribution rules; (7) mishandling of private cars or locomotives; (8) leases by rail users of real property owned by a railroad or railroad affiliate; (9) property damage claims under sidetrack agreements between the railroad and its customer; (10) specific railroad-rail user disputes involving the reasonableness of a carrier's published rules and practices related to transportation or service (including demurrage) that are subject to the Surface Transportation Board's unreasonable practice jurisdiction.

Types of disputes expressly *not* covered under NGFA's Rail Arbitration System (unless the railroad and shipper mutually agree to arbitrate) include: (1) railroad rates and charges; (2) reciprocal (competitive switching); (3) railroads' credit terms; and (4) railroads' car allocation/distribution rules or practices. Despite repeated attempts by NGFA, its member railroads thus far have refused to make rate disputes subject to compulsory arbitration (although the BNSF Railway has expressed an interest in discussing the concept of additional Class I railroad(s) also agreed), and no such cases have been agreed to voluntarily.

Regardless of the aforementioned, parties are not obligated under NGFA's Rail Arbitration Rules to arbitrate claims seeking more than $400,000 per occurrence, exclusive of interest and legal costs. Nor are parties obligated to arbitrate personal injury claims.

Since its inception in 1998, 35 cases have been submitted to NGFA's Rail Arbitration System. Of those, more than half—18 cases—were resolved by the railroad and the plaintiff rail customer before an Arbitration Decision was issued. NGFA also has been informed by members that many other rail-related disputes never are submitted to arbitration because the two parties resolve their differences. NGFA believes this is a testament to having a workable, timely, cost-effective and transparent (all NGFA arbitration decisions are published and available to all, including non-members) forum for resolving disputes.

Of the remaining cases that have proceeded to a final arbitration decision, most have involved: (1) loss and damage claims (involving derailments, damaged seals, contamination of cargoes enroute, etc.); (2) misdelivered railcars; (3) non-payment of bills-of-lading; and (4) mishandling of private cars by the railroad.

More information on NGFA's Rail Arbitration System and the text of the rules is available here: *https://imis.ngfa.org/members/b/ngfa/Arbitration/Arbitration.aspx.*

Thank you for your longstanding strong leadership on freight rail matters affecting agricultural shippers and producers!

RESPONSE TO WRITTEN QUESTIONS SUBMITTED BY HON. SHELLEY MOORE CAPITO TO IAN N. JEFFERIES

Background. Last time we spoke, when you were before this Committee in June, U.S. rail carloads had seen a 25 percent decrease in 2020 compared to the same time last year. It is good to hear, however, that rail traffic volumes have increased since then.

Question 1. Based on your projections, how do you see demand continuing through the rest of the year?

Answer. Combined U.S. rail traffic for the first 45 weeks of 2020 was 9.1 percent below 2019 levels, with carloads down 14.4 percent and intermodal units down 4.1 percent from the same point last year. However, rail traffic has improved significantly since its low point in the second quarter of this year. In fact, U.S. railroads had their best intermodal month in history in October of this year. During that same month, 10 of the 20 carload categories AAR tracks had year-over-year gains, the most since March 2020. Grain was another bright spot in October when the rail industry moved more than any month since October 2007.

While AAR does not engage in projections for carloads and intermodal volume, there are encouraging signs for the economy as a whole. The United States just experienced its fastest three months of economic growth in history—an annualized 33.1 percent increase in the third quarter of this year. However, it is difficult to project the economic impacts of a resurgence of the coronavirus or another round of stimulus and relief measures that would inject additional funds into the economy.

Several trade associations representing customers of the rail industry have expressed mixed reactions. The American Iron and Steel Institute (AISI) has noted that while capacity utilization is improving, demand for non-residential construction and well pipeline are both down. AISI has also noted that the industry could be severely impacted without another stimulus spending bill. The American Chemistry Council notes, even assuming restrictions on activity continue to ease in the United States, that recovery is likely to be uneven as continued social distancing requirements and occasional virus flare-ups constrain full economic recovery activity. The National Association of Manufacturers (NAM) has expressed some optimism, noting that many businesses are now "less negative" and moving in the right direction. However, NAM still projects manufacturing will be 8 percent down in 2020 and 4 percent down in 2021. The National Automobile Dealers Association projects that total new light vehicles sales will fall to between 14.1 million units in 2020 from their yearly average of 17.3 million units between 2015 and 2019. The Engineered Wood Association has cited unexpected strength in the residential housing market, with production being unable to keep pace with current demand. However, non-residential construction remains down and is anticipated to shrink in the short-term. Finally, the National Retail Federation has cited strong consumer demand for online purchases.

Background. Although coal consumption and shipments have declined in recent years, coal is still an important part of our Nation's electrical and industrial economy.

Question 2. In 2019, U.S. railroads moved 4 million carloads of coal. To date, what effect has the COVID–19 downturn in the economy had on coal rail traffic volumes in 2020?

Answer. Carloads of coal fell 19.1 percent in October 2020 as compared to October 2019, its 18th straight monthly decline. Year-to-date carloads through October were down 26.2 percent. Coal accounted for 26.7 percent of U.S. non-intermodal volume in 2020 through October, more than any other commodity but far less than its share in every other year since 1988, when our collection data began. Coal's share peaked in 2009 at a bit under 50 percent of total carloads.

The vast majority of coal in the United States is used to generate electricity (about 90–95 percent). According to the Energy Information Administration (EIA), with many manufacturing plants closing due to the COVID–19 pandemic, demand for electricity is forecasted to decrease by 3.6 percent in 2020 as compared to 2019. Additionally, according to the EIA's Short-Term Energy Outlook, coal's forecast share of electricity generation is also projected to decline from 24 percent in 2019 to 20 percent in 2020. This is largely due to the gradually increasing use of natural gas-generated electricity due to its lower cost. As a result, there is expected to be a 26 percent decrease in total U.S. coal production during 2020 as compared to 2019. However, recent demand seems to be recovering as the economy re-opens and the EIA projects coal's forecast share of electricity generation will increase to 25 percent in 2021.

Question 3. Has the COVID-pandemic impacted rail traffic volumes of coal as much as they have those of other commodities?

Answer. Demand for the transportation of many commodities has improved substantially since the second quarter of 2020, and, excluding coal, U.S. rail carloads in October 2020 were down 1.2 percent as compared to October 2019. That's the smallest percentage decline since February 2020. As previously noted, in October, 10 of the 20 commodity categories AAR tracks had year-over-year carload gains, the most since March 2020. It is important to note the interconnected nature of many of the commodities transported by railroads. For example, the movement of automobiles and auto parts can also have an impact on the movement of raw materials that go into those products, such as plastic, steel, aluminum, and even for sand for glassmaking.

As previously mentioned, intermodal units had its best performance ever in October, and grains are having one of their best performances in many years. The former is largely due to the re-entry of China into the import marketplace, and the latter is heavily due to export traffic focused on Chinese purchases of U.S. soybeans. Food products generally have come back strong and are also regularly above 2019 levels.

Lumber has stayed near 2019 levels for much of the year. Combined U.S. and Canadian carloads lumber and wood products grew 5.0 percent in October, their best percentage gain in more than two years. Combined U.S. and Canadian carloads of pulp and paper products fell 2.7 percent in October, their 20th consecutive year-over-year decline.

Automobiles and automobile parts, although down almost 90 percent in some weeks of the second quarter, have recently returned to levels at, or above, 2019. Combined U.S., Canadian, and Mexican carloads of autos and auto parts were up 2.6 percent in October 2020 from October 2019, their first year-over-year gain in eight months and their biggest gain in 14 months. Carloads in October were more than seven times higher than in April.

Ores and metals have remained somewhat depressed versus 2019 due to earlier weakness in automotive production and non-residential construction. However, they have recently begun to show tentative signs of improvement. U.S. carloads of iron and steel scrap did well in October—they were up 29.1 percent over October 2019, their second straight big year-over-year percentage gain following a year and a half of near-constant declines. Carloads of steel and other primary metal products were down 3.1 percent in October 2020 from October 2019, their 20th consecutive monthly decline but the smallest percentage decline in 18 months. Data from the Federal Reserve show that U.S. steel production has recovered a bit from its low in May of this year, but is still a long way from where it was right before the pandemic started, which in turn was well below its peak immediately before the 2008 recession.

Cement and construction sand have usually been above 2019 levels in recent weeks, and even with the demand for paper products indicated by the "hoarding" phenomena experienced earlier this year, total movements of paper have been down from 2019 for most of the year.

October saw more significant declines in U.S. carloads of crushed stone, sand, and gravel (down 16 percent, their 26th straight decline) and carloads of petroleum and petroleum products (down 20 percent in October, their seventh straight double-digit decline).

Finally, chemicals' share of U.S. carloads is growing and currently accounts for 14 percent of total carloads. In October 2020, U.S. carloads of chemicals were down 1.8 percent from last year, their seventh straight decline but the smallest percentage decline in those seven months. Press reports indicate that some chemical producers who were planning big capacity expansions in the United States to take advantage of cheap and abundant natural gas feedstocks are rethinking those investments because of fears of a capacity glut.

Background. The maintenance and repair of our Nation's rail network is critically important. On December 21, 2019, there was a derailment of a CSX train in Harpers Ferry, WV. Thankfully no one was injured, but it did result in damaging the Goodloe Byron Memorial footbridge. Thankfully, CSX worked with the Park Service and reopened the footbridge in July of this year.

Question 4. Since the COVID–19 pandemic, have your members experienced any issues or delays in rail maintenance or repairs?

Answer. Despite the significant impact of the COVID–19 pandemic, freight railroads expect to invest about $26 billion—approximately the same amount as last year—into their privately-owned railroad networks in 2020, including for capital expenditures and maintenance expenses related to locomotives, freight cars, tracks,

bridges, tunnels, and other infrastructure and equipment. This extensive investment will ensure our Nation's freight rail infrastructure remains world-class and that adequate freight rail capacity exists to meet America's current and future freight transportation needs, which is expected to grow 30 percent by 2040.

These investments also help freight railroads save taxpayers billions of dollars each year since America's freight railroads operate overwhelmingly on infrastructure that they own, build, maintain, and pay for themselves. The American Association of State Highway and Transportation Officials estimated a few years ago that if all freight rail traffic were shifted to trucks, rail shippers would have to pay an additional $69 billion per year. Adjusted for increased freight volume and inflation, that figure is probably close to $100 billion today. Thanks to our investments, America's freight rail network has received high marks from the American Society of Civil Engineers in their most recent Infrastructure Report Card; America's rail network received the highest grade awarded in 2017, a B. This high mark stands in stark contrast to other transportation infrastructure including highways and bridges.

Finally, and most importantly, these investments make a safe freight rail industry even safer. Thanks to robust levels of investment to upgrade and modernize the network, America's rail industry achieved significant safety improvement across every recorded category over the last 20 years. Since 2000, train accident and hazmat accident rates are down 34 percent and 66 percent, respectively, while rail employee fatalities in 2019 matched an all-time low.

Background. In your testimony, you stated that the cooperation between railroad customers and freight railroads has resulted in more fluidity across the rail network.

Question 5. What are some examples of the partnerships and coordination occurring that have encouraged this fluidity?

Answer. Throughout the COVID–19 pandemic, railroads have diligently worked to be nimble and responsive to the needs of our customers. These efforts have earned praise from the Surface Transportation Board and the Federal Railroad Administration in a joint letter in August of this year which noted the industry's "efforts to provide reliable service and enhanced communication to rail shippers." The rail industry has also received praise from various shippers for these efforts, including representatives from Archer Daniels Midland, Ag Processing Inc., Cargill, and the Freight Rail Customer Alliance. These comments generally express appreciation for the railroads' willingness to be collaborative and note that service is running well and that the rail industry has added sufficient amounts of power and crews to meet demand, including during peak agricultural harvests.

RESPONSE TO WRITTEN QUESTIONS SUBMITTED BY HON. MARIA CANTWELL TO IAN N. JEFFRIES

Return of Long-Distance Service. Mr. Jefferies, as Amtrak reinstates full service for both long-distance and state supported routes, Class I railroads may have to adjust their schedules to re-accommodate the trains returning to service. Many states and the Federal government have made significant investments to improve route infrastructure for the benefit of both freight rail and passenger rail.

Question 1. Will you commit to protecting these public investments by ensuring long distance and state supported service are able return to full service and return to their pre-COVID schedules over Class I owned track?

Answer. Yes. Every passenger and commuter partners' ridership has been devastated by the impacts of COVID–19, and as a result, their operating schedules have been reduced to approximately 50 percent of previous levels. Operating agreements govern the relationships between host railroads and Amtrak and commuter partners. Freight railroads will continue to honor their historic operational commitments when Amtrak or any commuter partners express a desire to resume service. Our member companies will not use COVID–19 as an opportunity to reduce Amtrak's or any commuter partners' footprint on their networks. We stand ready to continue our partnership through this challenging time.

Longer Trains and Rail Crossings. According to a 2019 GAO report, average train lengths have increased by 25 percent since 2008. Trains now are on average one mile long and with some trains reaching three miles in length. This means that it takes longer for trains to pass through communities, which has implications for both safety and congestion.

It is estimated that an average railroad grade crossing separation costs $20–30 million, more than all the funds my state receives from the current railroad crossing

safety grant program annually. It is clear that we need to make significant investments in railroad crossings to improve safety and eliminate congestion.

Question 2. Would you support the creation of a new grant program to fund these more expensive separation projects?

Answer. Unfortunately, roughly 95 percent of all rail fatalities involve either trespassers or collisions at the Nation's more than 200,000 grade crossings. Railroads work with state, local and Federal officials, safety organizations, technology companies, and the public to help keep the public safe near tracks. This includes the industry's ongoing work with Operation Lifesaver, a nonprofit rail safety education organization dedicated to reducing collisions, fatalities, and injuries at crossings or due to trespassing on or near railroad tracks. Additionally, freight railroads spend hundreds of millions of their private dollars each year to maintain and improve grade crossings and many millions more on programs such as public service campaigns and educational initiatives for school children, commercial drivers, and others. As a result of these efforts, significant progress has been made in improving grade crossing safety, with grade crossing collisions in 2019 down 32 percent as compared to 2000 levels.

However, any fatality is one too many and all the more tragic given that these incidents are preventable. While state and local governments have primary responsibility for grade crossing device installation, reducing accidents and fatalities at grade crossings continues to be of paramount importance to the rail industry. The rail industry encourages Congress to continue to provide dedicated funding out of the Highway Trust Fund for the Section 130 program at robust levels. Without this set-aside, the public benefits of such projects are unlikely to be realized, given such projects tend to fare poorly in competition for limited funding with more traditional highway projects. The rail industry also encourages Congress to make improvements to the Section 130 program by: increasing permissible incentive payments to communities for grade crossing closures, eliminating the 50 percent cap on spending for hazard elimination projects, and enabling the use of funding for the replacement of certain protective warning devices, such as existing equipment that has reached the end of its service life.

As is frequently said, the safest crossing is one that does not exist. Freight railroads appreciate the public's interest in grade crossing improvements and support providing a significant amount of funding to state and local governments for grade crossing separation projects in order to ensure that such projects can be undertaken and completed. Railroads believe that such projects will help to stimulate the economy, while also meeting the significant, widespread demand for these vital safety and highway mobility improvement projects.

Question 3. What are railroads doing to work with communities to mitigate the impacts of longer trains?

Answer. Given that each railroad has its own unique service area and customers, it should not be surprising that each railroad also has its own unique operational plan that utilizes its assets and best serves its customers and the communities in which they operate in as safe and efficient a manner as possible. Maximum train length is generally determined by the capabilities of infrastructure, such as whether there are single or double tracks or whether there are sidings long enough to accommodate a train that needs to pull over. Railroads employ sophisticated modeling tools that can reliably simulate the performance of any train, factoring in the terrain, the location of the route, and any changes in train makeup, including additional rail cars and/or locomotives, before that train is actually run. Railroads also review past history of the route, incorporate rules for the proper operation of that route, perform supervised pilots, and monitor initial trains.

Railroads also provide focused training to crews on any new changes.

Railroads occupy crossings in the normal course of business as trains move between terminals. While railroads manage operations to minimize the time trains occupy crossings, delays may occur for a variety of reasons, including: unplanned events, such as weather-related track blockages, signaling malfunctions, and equipment failures; switching (moving rail cars between tracks, adding or removing cars from a train, or moving rail cars into and out of a customer's facility) which must occur for a customer to receive traffic; trains slowing to enter or depart yards near crossings; trains operating under reduced speed restrictions such as during track maintenance or slowing in approach to a moveable bridge open for water traffic; vandalism of rail signals or tracks; the presence of trespassers on rail tracks; emergency response activity near tracks that requires trains to stop; trains held due to passenger or freight rail traffic ahead; or trains held for re-crewing to comply with Federal hours of service regulations.

Railroads work diligently with community leaders, government partners, first responders, and the public to manage and mitigate the impact of rail crossings on communities. First, where possible, railroads plan train schedules, inbound and outbound yard movements, and crew work schedules to minimize the time a train occupies a grade crossing. They may also modify railcar-switching practices and operations, such as stopping a train clear of a crossing to conduct legally required mechanical inspections.

Second, one of the most effective ways to prevent crossing impacts is to reduce the number of crossings along the rail network. Railroads work with local road authorities, private property owners, and the U.S. Department of Transportation to identify crossings that can be consolidated, upgraded, or closed. Railroads work with communities to identify a variety of Federal grant programs or funding streams allocated to the states, such as the Section 130 program. Railroads also partner with local and state governments to improve alternate access for roadway users, such as with new grade separations, and spend hundreds of millions of their private dollars each year to maintain and improve grade crossings. As business and residential development continues to grow, railroads also work with local planning authorities to help carefully plan new infrastructure developments to limit community interaction with railroad activities while allowing the continued operation of the railroad corridor itself.

Third, railroads collaborate with communities to communicate about and manage crossing impacts. Nothing is more important to railroads than the safety of their employees and the communities where they operate. By listening to the feedback from communities and working directly with first responders, railroads can better identify problem areas and determine how best to manage them. Every crossing has a 24/7 emergency phone number and an identification number listed so callers can immediately communicate issues with the railroad. Using this caller information, railroads coordinate with communities to identify workable short-and long-term solutions to mitigate crossing impacts. Some railroads also provide real-time information about a current occupied crossing and an estimated time for when it may be resolved. The freight rail industry also embraces technology that enhances safety and efficiency. Railroads are partnering with technology companies to develop digital signs that let the public know when a train is occupying a crossing so they can choose another route in advance. "Estimated Wait Time" signs are already in use in some areas, and that information also helps emergency response dispatchers direct resources around the occupied crossing.

Finally, the freight rail industry also works to reduce blocked crossings caused by trespassers on the tracks or collisions with vehicles. As previously, mentioned, the railroads have partnered with the nonprofit organization Operation Lifesaver to sponsor programs in more than 40 states to educate communities about safety around grade crossings. Operation Lifesaver works with the U.S. Department of Transportation each year to raise awareness, including during Rail Safety Week.

RESPONSE TO WRITTEN QUESTIONS SUBMITTED BY HON. JACKY ROSEN TO IAN N. JEFFERIES

Freight rail safety in Nevada from 2016 to 2019. According to the Federal Railroad Administration (FRA) Office of Safety Analysis, Nevada had twelve reportable railroad accidents in 2011, after which the number of reported accidents began to steadily decrease through 2016, when only three accidents were reported. However, from 2016 to 2019, the number of reported railroad accidents in Nevada regularly increased, and by 2019 Nevada had twelve reported accidents again, making 2019 one of the most unsafe years for railroads in our state since 2008. Nevada's increasing accident rate from 2016 to 2019 aligns with a troubling national trend in the freight rail system—from 2016 to 2019, the total number of national freight-related fatalities increased by almost 16 percent, trespasser deaths increased by over 25 percent, and the rate of train accidents per million freight train miles increased by almost 9 percent.

Question 1. Why has there been an increasing occurrence of accidents and injuries in the freight rail system since 2016? Can you also specifically address the reported accidents in Nevada? How can we work together to reverse this troubling trend?

Answer. Railroads are a very safe way to transport freight across the country, and the past decade has been the safest in rail history. The rail industry does not believe that the referenced period paints an accurate picture of its ongoing safety progress. The industry's year-do-date 2020 data shows the industry's train accident rate is 11 percent below 2019 and eight percent below 2011 levels, and the employee on-duty casualty rate is 12 percent below 2019 and 14 percent below 2011 levels.

It is important to note that these figures are rates and normalized to reflect differing rail traffic levels and employee hours worked per year. Additionally, in 2019, the rail industry reached an all-time low for employee fatalities and continues to have a lower employee injury rate than similar industries, such as trucking, airlines, and construction.

In Nevada, this data has also shown improvement, with only six accidents in the first 11 months of Fiscal Year 2020. It is also important to note that the increase in accidents in Fiscal Year 2019 to 12 accidents from seven in Fiscal Year 2018 was attributable to a significant uptick in accidents within railyards themselves (eight in Fiscal Year 2019) and not an increase in incidents on mainlines. While the rail industry continues to strive for zero accidents, it should be noted that yard accidents tend to be at lower speeds.

Railroads also work with state, local and Federal officials, safety organizations, technology companies, and the public to reduce accidents and injuries at the Nation's more than 200,000 rail grade crossings and along railroad tracks. Collisions at grade crossings, along with incidents involving trespassers on railroad property, account for 95 percent of rail-related fatalities. These incidents usually arise from factors outside railroad control, but railroads are committed to reducing their frequency as these accidents are preventable and are due to human error, such as driving around gates and illegally using tracks as a shortcut.

Railroads invest heavily in grade crossing safety, spending hundreds of millions of dollars each year to close, improve, or maintain crossings and millions more on educational programs, including the industry's work with Operation Lifesaver, a non-profit dedicated to improving safe behavior at grade crossings or near railroad tracks. Thanks to these efforts—as well as the Federal Section 130 program—grade crossing collisions were down 32 percent between 2000 and 2019. Despite this progress, much work remains, and railroads remain committed to being a partner in addressing these matters. It is also important to note that the FY 2019 data cited regarding total fatalities and trespasser deaths will also continue to decrease over time as certain incidents have not yet been properly classified as suicides. This generally causes total fatalities and trespasser deaths to be inflated initially.

Even though railroads take pride in the industry's continued safety improvements, they continue to strive toward the ultimate goal of zero accidents. Freight railroads take a holistic approach to safety through ongoing private investments, employee training, community outreach, and implementation of technologies that reduce human error. Railroads' annual investments are central to this safety mission. Railroads invest $26 billion annually to enhance their private infrastructure and equipment safety, and despite the impact on our operations stemming from COVID–19, freight railroads will once again invest about $26 billion into their privately-owned railroad networks this year.

The freight rail industry's investments also fund the development and deployment of new inspection technologies—from track-side detectors to ultrasound, machine imaging, big data, and drones—designed to monitor infrastructure and equipment health. These tools enable railroads to increase both the frequency and accuracy of inspections—often above and beyond Federal regulatory requirements—while the resulting data informs proactive maintenance plans. These infrastructure investments have been especially impactful on track-caused train accident rates, which are now 11 percent below 2019 and 33 percent below 2011 levels.

Question 2. The FRA Office of Safety Analysis database for reportable railroad accidents currently lists and provides public access to accident reports dating back to 2008. Earlier this year, the same database contained accident reports dating all the way back to 1997. What happened to the data from 1997 to 2007, and where can the public go to find that information today? Why did the FRA choose to limit the railroad accident data available on the FRA Office of Safety Analysis website?

Answer. The Association of American Railroads (AAR) is not responsible for the maintenance of the Federal Railroad Administration's Office of Safety Analysis' database of reportable railroad accidents and plays no role in decisions as to the scope of information made available to the public. However, it is AAR's understanding that the Office of Safety Analysis' database continues to provide public access to accident reports dating as far back as 1975.

Question 3. On July 10, 2019, a freight train derailed in Lincoln County, Nevada. The 20,572-ton freight train had 182 freight cars, with one conductor and one engineer on board when 32 freight cars derailed. According to the accident report (report number 0719RM012), "neither employee did anything wrong . . . due to the train make-up, the auto racks in the middle of the train and grade with degree of curves caused a slack action event."

Would you please discuss whether the train make-up caused the derailment and if so, whether trains with similar make-ups are still traveling down this same railway? Is this train make-up safe?

Answer. The Association of American Railroads does not conduct accident investigations or determine the appropriate makeup of a train for a specific route.

In determining train make-up, railroads generally take into account numerous issues posed by each individual route and determine the need for certain equipment, such empty cars, end-of-car cushion devices, rated power axles, or rated dynamic brake axles. Railroads also perform train dynamic simulations, as needed, and review the historical makeup of trains operating on the route and any derailments that may have previously occurred.

RESPONSE TO WRITTEN QUESTIONS SUBMITTED BY HON. MARIA CANTWELL TO DENNIS PIERCE

Supporting Frontline Workers. Transportation workers are the backbone of our economy, helping to move goods and people every single day. Since this pandemic began, those workers have been putting themselves on the line to deliver lifesaving materials such as ventilators, masks, and sanitizer. They have ensured that our grocery stores remained stocked with produce, and pharmacies stocked with medicine.

On October 20, 2020, the Centers for Disease Control and Prevention (CDC) strengthened its recommendation for transportation workers and the traveling public to wear masks, but the White House has blocked the CDC from requiring it. While some companies have taken a responsible approach and implemented CDC guidance, the lack of a consistent, national approach to this pandemic has needlessly put workers and the public at risk.

Question 1. As the representative of our frontline workers, can you talk about the ongoing risks faced by these men and women on the job and how a lack of Federal direction has impacted their ability to do their job?

Answer. The members of the Teamsters Rail Conference face significant COV ID-related risk on a daily basis. Their work cannot be performed at home. Moreover, there is only a limited ability to socially distance in locomotive cabs, and at maintenance of way worksites. This makes providing workers with appropriate and necessary Personal Protective Equipment (PPE), and ensuring the highest sanitation standards, a high priority for us. Thousands of members of the Brotherhood of Locomotive Engineers and Trainmen (BLET) work in pool freight service, and thousands of members of the Brotherhood of Maintenance of Way Employes Division work in traveling gangs. In addition to the normal workplace safety challenges described above, these workers also spend significant time on the road, away from home, where they are required to obtain meals and lodging between trips or during a work week.

To be blunt, neither the Federal Railroad Administration (FRA) nor the Occupational Safety and Health Administration (OSHA) has taken a single enforceable step to meet the legitimate COVID-related safety needs of Teamsters Rail Conference members. On March 20, 2020, the BLET—jointly with the Transportation Division of the International Association of Sheet Metal, Air, Rail, and Transportation Workers—petitioned both agencies to enact emergency safety standards to combat COVID-related workplace risk. Among the subjects specifically identified in the petitions were locomotive sanitation, common room sanitation, passenger car and sleeper car sanitation, employee temperature observation, cleanliness and sanitization standards at "away-from-home" meal and lodging facilities, crew transportation, isolation of exposed employees and/or passengers, and recalling some of the more than 10,000 furloughed employees to ensure sufficient staffing.

Neither Agency took any steps to implement our proposals. Even worse, Transportation Secretary Chao rejected a petition requiring all passengers on DOT-approved transportation to wear masks in order to protect passenger transportation employees, which had been filed by the AFL—CIO's Transportation Trades Department.[1]

As a result, individual railroads and their employees have been left to fend for themselves. Each was forced to develop its own COVID protection program, without the benefit of a single, industry-wide standard. This has led to inconsistent treatment of workers who test positive for COVID and those who are exposed to such workers, creating a moving target due to no Federal oversight. And just this week we learned that at least one major railroad has changed its protocols to no longer require someone who has contact with a COVID-positive person to quarantine,

[1] *See https://thehill.com/changing-america/respect/equality/519680-us-department-of-transportation-rejected-mask-mandate-on.*

meaning that there will no longer be even quasi-contact tracing in the workplace, dramatically increasing the likelihood of infection among co-workers. Moreover, protective standards vary from railroad to rail-road, and even from one location to another on large railroads. Over 130 workers on New York's Metropolitan Transportation Authority alone died from COVID, and an untold number of transportation workers are among the 10.3 million COVID cases and nearly 244,000 COVID deaths.[1]

Question 2. What steps does the Federal government need to take to ensure that workers are able to do their jobs safely?

Answer. The Teamsters Rail Conference, all of Rail Labor, and the American labor movement as a whole have made detailed proposals to the agencies having jurisdiction. These proposals continue to provide a viable path to genuine workplace protections, and the agencies having jurisdiction should, either voluntarily or at the direction of Congress, give our proposals more consideration than the short shrift they received in the Spring. In addition, my written testimony identified specific legislation currently before the Senate—specifically, S. 3884, the Essential Transportation Employee Safety Act, which you and Senators Blumenthal and Markey introduced, and S. 3677, the COVID–19 Every Worker Protection Act, introduced by Transportation and Safety Subcommittee Ranking Member Duckworth and Senator Baldwin—as steps Congress can take since it is clear that the Executive Branch agencies in the current administration are unable or unwilling to do their jobs.

The other subject of your QFRs involves longer trains and hazardous materials. You note that, according to a 2019 GAO report, average train lengths have increased by 25 percent since 2008. Trains now are, on average, one mile long, with some trains reaching three miles in length.

Longer Trains and Hazardous Materials. According to a 2019 GAO report, average train lengths have increased by 25 percent since 2008. Trains now are on average one mile long and with some trains reaching three miles in length.

Question 3. What is the impact of these longer trains on safety, particularly on the safe transportation of hazardous materials?

Answer. Trains of this length are extraordinarily difficult to operate. The profile of a train always reflects the topography over which it is being operated at any given point in time. Thus, it is routine that portions of a train will be on an ascending grade at the same time that other portions of the train are on a descending grade. The locomotive engineer must constantly account for this factor in applying power and braking to the train in order to control the train's speed. In an area where the topography is undulating, it is not uncommon for an excessively long train to have multiple portions of the train ascending grades, while alternate portions are on descending grades or on flat land. Excessively long trains present even more operational challenges because of this factor, because they also will have additional locomotives—called distributed power (DP) locomotives because they are controlled via radio telemetry from the lead locomotive—situated in the body and/or at the rear of the train.

As my written testimony indicated, it is becoming all too frequent that trains are being dispatched at lengths that exceed the capacity of the network to handle them without significant operational problems arising. The assumptions for what would normally constitute a safely configured train, including human factors considerations for operating trains, have been put to question due to strains on the current design capabilities of freight train braking systems. Braking systems and rail infrastructure are being burdened by longer and heavier trains traveling with equipment and on rails originally intended to handle less length and tonnage. For example, if a railroad wants to operate two trains in opposing directions that are longer than the longest siding between two terminals, it must hold one of the trains until the one coming from the opposite direction arrives, as it is physically impossible for the two trains to pass one another between terminals. This can, and does, cause delays to shippers awaiting their deliveries.

Similarly, excessively long trains greatly increase the potential for a serious accident. The rear end of every train is protected by a "end-of-train device" ("EOTD"). Among other things, the EOTD allows the locomotive engineer to initiate—via radio telemetry—an emergency brake application on the rear of a train should the need arise. This occurs most frequently when a braking problem, such as a kinked air hose, occurs, which results in the engineer being unable to apply the brakes on the entire train in the normal fashion. Excessively long trains vastly increase the likelihood that certain topographies will interrupt the radio telemetry signal, making it

[1] *See https://www.worldometers.info/coronavirus/country/us/* (accessed on November 9, 2020).

impossible for the engineer to initiate an emergency brake application on the rear of' the train should he or she need to do so. This type of communications failure, which is exactly what occurred in the accident cited in my testimony, could result in a runaway train with potentially catastrophic results if it is carrying hazardous materials.

Communication failures also can occur in the radio telemetry system that links a lead locomotive and the DP locomotives in the body and/or at the rear of a train, and are more likely when a train is excessively long. The technology currently in place on some railroads programs the DP loco-motive(s) to continue to apply power to the train for up to ninety (90) minutes when a hard communications failure occurs, and we have received reports of rear DP power continuing to push a train, without any forewarning, at the same time the locomotive engineer was trying to stop. The only way to ameliorate this situation is to make either a heavy or an emergency brake application, which introduces other risks and—in the case of an emergency brake application—could expose the engineer to discipline. FRA was informed of this problem some time ago, but has failed to appreciate the severity of the risk. Due to the length and weight of some trains, radio telemetry communication failures increase the risk of a more severe train accident should there be a derailment.

Excessively long trains also impose great inconvenience on many communities through which they are operated. For example, in a town through which a train passes at 20 miles per hour, a I -mile long train blocks a gated crossing for 3 minutes and 20 seconds, including the warning time prescribed by FRA regulations. See 49 C.F.R. 234.225. A 3-mile long train operating at that speed would block that same crossing for 9 minutes and 20 seconds. This extra six minutes could mean life or death if first responders are separated by the train from where they need to be, whether an accident or fire site, or a hospital. At the present time, communities are powerless to hold railroads accountable for excessive crossing blocking, as courts routinely find state and local laws, regulations and codes to be federally preempted.[1]

The Teamsters Rail Conference believes the Nation has been fortunate that, despite several close calls, excessive train length has not yet been a causal factor in a catastrophic accident. However, we are deeply concerned that it is inevitable that some railroad will take one unnecessary chance once too often, with our members and the public paying the ultimate price.

I want to thank you and Chairman Wicker once again for the opportunity to testify before the Committee on behalf of the men and women who are members of the Teamsters Rail Conference, and who proudly and professionally serve our Nation's rail transportation needs.

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[1] *See https://about.bgov.com/news/rail-prevails-as-long-trains-block-first-responders-at-crossings/.*