

Contents

Morton is
Hammond
nominee

2

Heroic deeds
earn recognition

3

Safety award
winners

4

Volume 2, Issue 4
April 2006

*Joseph Boardman,
federal railroad
administrator (left),
speaks with Jim Bacza
(center), mechanical
department, Altoona,
Pa., and other NS
employees at the
annual safety awards*

Safety ... What's in it for me

That was the topic of discussion for more than 400 people attending Norfolk Southern's annual safety awards meeting in March. Defining "what's in it for me" makes safety a personal issue for every member of the Thoroughbred team.

The meeting recognizes groups of employees who were injury-free for 2005. It was a time to celebrate accomplishments and to reflect on how to improve safety performance at NS. Employees in 29 categories were recognized for their perfect safety performance and leadership in 2006. NS also recognized nine people for heroic deeds. (See story p. 3)

Chief Executive Officer **Wick Moorman** commended NS employees for their commitment to safety and challenged everyone to do better by making safety a personal issue.

"I believe that Norfolk Southern has the best people in the railroad industry. Just as we have set the industry standard for employee safety, we must work ever harder to stay atop the leader board. The ultimate prize is not bringing home another gold award. The ultimate reward is in seeing our people going home safely to their families at the end of the day," Moorman said.

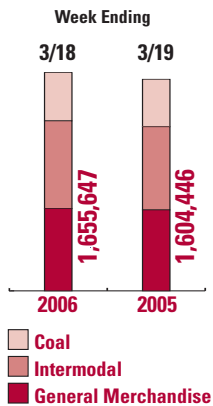
Joseph H. Boardman, federal railroad administrator, thanked NS employees for their dedication and commitment.



"On behalf of President Bush and Transportation Secretary Mineta, we're very proud of you," Boardman said, referring to the company's response to Hurricane Katrina. "The first event I had to deal with was Hurricane Katrina, and this industry worked. You worked to help bring us back."

Steve Tobias, vice chairman and chief operating officer, told the group, "This company is great because of people like you. Even with major challenges such as Hurricane Katrina, we were able to restore service quickly to New Orleans, and do it without one injury."

Carloadings Year to Date



Week #1 began Jan. 1, 2006, for the year 2006 and Dec. 26, 2004, for the year 2005.

However, he pointed out that other railroads have continually improved their safety performance and are gaining on NS.

"We have not made real improvements in safety for a number of years. We've maintained and have reached a plateau," Tobias said.

Chief among the reasons for reaching that plateau, he said, is the tendency of people deliberately to ignore safety rules. He referred to this behavior as procedural intentional noncompliance, or "PINC."

Tobias noted four main causes of PINC:

- **Economics:** "If a person believes they can gain financially, they may decide to risk their own safety, job and health," he said.
- **Pride:** "Pride is a motivator," he said. "Some people have the attitude that they'll get the job done no matter what."
- **Personal interests:** "Personal interests can be a significant motivation for noncompliance. A person who doesn't want to miss his son's ball game right after the shift might shortcut proper procedures to save time."
- **Peer approval:** "Another symptom is that there is no negative reaction from fellow workers," he said. "Peer approval is essential for a person to feel confident in committing a PINC episode."

He said that by defining what's in it for me and holding each other accountable, NS can eliminate PINC.

Floyd Morton, flagging foreman, Central Division, was introduced as NS' Harold F. Hammond Award nominee. The E.H. Harriman Memorial Awards Institute presents the award annually to a railroad employee for outstanding safety achievement. (See story at right.)

Four employee speakers emphasized the personal reward for working safely.

"The safety awareness that you acquire will not only keep you and your co-workers safe on the job, but will be with you wherever you go," said **David Taylor**, chief clerk, Allentown (Pa.) Car Shop. "At home, in your community, in your volunteer work, you have the ability to make every place and activity you participate in safer."

Christine Wardlow, intermodal clerk, Chicago, reminded everyone that refocusing attention will help strengthen NS employees' commitment to safety.

"My mother, who is now retired, was an intermodal clerk in Chicago, and she and I

have a combined service of 62 years without injury. I understand what it means to come home safely every night. That doesn't just happen because of good fortune or being lucky. Rather, it is the result of a personal commitment to safe work practices," she said.

"Technology helps us to build quality equipment, but it is our safety process that keeps our employees from getting injured so that at the end of the workday, we can go home to our families," said **Scottie Spears**, carman, Charlotte (N.C.) Roadway Shop.

Clark Sealy, locomotive engineer, Waynesburg, Pa., said, "An employee's failure to follow the established safety rules will result in the misfortune of that employee, co-workers and our company. It's imperative that safety remains number one on every employee's list. What's in it for me? The answer is everything."

Hammond Award nominee works to strengthen NS' safety legacy

"I just think that safety is the most important thing in getting a job done. I was taught by old-fashioned people who believed in getting the job done, and done in a safe and efficient manner."

That's how **Floyd Morton**, Central Division flagging foreman, and Norfolk Southern's Harold F. Hammond Award nominee, sees his role in strengthening NS' safety legacy. The E.H. Harriman Memorial Awards Institute presents the award annually to a railroad employee with exceptional safety achievements.



Floyd Morton (right), NS Hammond Award nominee

Morton has worked more than 27 years injury-free. Through his personal involvement and commitment to safety, he has helped his track maintenance gang in Athens, Tenn., work more than 3,500 days without a single reportable injury.

"He is a very safety-conscious employee," said **Charlie Stine**, division engineer, Central Division. "He takes safety very seriously, which is why his dedication to helping others at work and in his community makes him the perfect candidate for this nomination."

Morton has been a safety leader for maintenance of way and structures production and line maintenance forces his entire career. He is a member of the West End safety committee that addresses safety issues on the division. He also instructs rules and procedures classes, demonstration classes that involve the use of tools, and he instructs on the proper use of track repair time and equipment.

"I have been working with him for several years, and I am very proud of his accomplishment. His efforts in safety speak to his great character and dedication. It's great having someone like him on our team," Stine said.

In addition to his commitment to safety on the job, Morton is an active member in his community, ensuring that safety is the community's number-one priority. He teaches safety rules through his involvement with the American Youth Soccer Organization, and he is active in Operation Lifesaver and in his local church.

Morton says it is important that new railroaders find a mentor on the railroad, someone who can stress the importance of working safely.

"In the next 10 years, my generation will be gone," Morton said. "We need to leave behind the legacy that was left to us; do things the right way, not just the way that they've always been done."

"If there is one thing I want to do, it is to sustain our injury-free status, not just for me, but as a testimony to the young guys coming up. They must take what we know and apply it, so they can continue the safety tradition of Norfolk Southern," Morton said.

NS' heroes go above and beyond the call of duty

Each year, the safety department searches the Norfolk Southern system for employees who unselfishly have assisted others in time of need. The company also honors non-employees who render assistance to NS employees. Because the following individuals demonstrated willingness to go above and beyond the call of duty, putting the needs of others ahead of their own, they received the 2005 NS Heroic Employee Award:

Joseph Allen, a conductor on the Central of Georgia District, was traveling home from work when he came upon a train-truck collision in Smith Station, Ala. The truck was carrying propane and had erupted in flames. He assisted in removing the incapacitated truck driver.

Heather Bainter, chief clerk, Lake Division, arrived at the scene of an automobile-motorcycle accident on her way home from work. Being the first to arrive on the scene and also CPR qualified, she administered CPR to one of the victims. She then realized that the ambulance en route to the accident scene would have to cross an NS main line and that a train was nearby. She immediately notified the superintendent's office to stop the train. Later, Bainter learned that the person on whom she had performed CPR was an off-duty NS employee.

While performing his normal duties in Chicago one night in March, NS Supervisory Special Agent **Hugh McCormack** observed a shooting in progress. McCormack quickly exited his police vehicle, identified himself as a police officer and ordered the gunman to drop his weapon. Ignoring McCormack's command, the assailant turned in his direction and began firing his weapon. McCormack was wounded seriously in the ensuing gunfire exchange.

During the same incident, another hero emerged. NS Special Agent **Michael Cage** heard the gunfire while on foot making train inspections. As Cage sprinted toward the scene, he could see the gunman approaching McCormack, who was wounded and lying on the ground. Cage was out of shooting range but fired his weapon into the air as he ran. When the attacker saw Cage coming, he immediately turned and fled. For his courage and valor, Cage was awarded the Norfolk Southern Railway Police Department Medal of Valor.

Heroes – continued on 6

Safety displays show “What’s in it for me”

2005 safety performance winners

Congratulations to the employees in each of these groups for working injury-free in 2005.

Best Regional Operations

Northern Region

Best Transportation Region

Northern Region

Best Engineering Department

Maintenance of Way and Structures

Best Mechanical Department

Locomotive

Best Operating Division

Dearborn – Group 1

Pocahontas – Group 2

Best Transportation Division

Dearborn – Group 1

Pocahontas – Group 2

Best Transportation Terminals

Bellevue – Group 1

Kansas City – Group 1

Roanoke – Group 1

Knoxville – Group 2

Sheffield – Group 2

Toledo – Group 2

Best Mechanical Territory

Harrisburg/Pittsburgh – Group 1

Illinois – Group 2

Best Mechanical Shop

Enola Locomotive – Group 1

Bellevue Locomotive – Group 2

Best Communications and Signals Territories

Dearborn – Group 1

Piedmont – Group 1

Pittsburgh – Group 1

Alabama – Group 2

Best Communications and Signals Construction Regions

Lines East

Northern 1

Northern 2

Western





Best Maintenance of Way and Structures Region
Western

Best Maintenance of Way and Structures Division
Lake – Group 1
Piedmont – Group 2

Best Maintenance of Way and Structures Gang
Atlanta Thermit Welding

Best Maintenance of Way and Structures Shops
Charlotte Roadway
North Pump Repair
Roadway Material Yard

Best Support Services
Centralized Yard Operations
Crew Management
Customer Service
Engineering Miscellaneous
Mechanical Headquarters

Best Non-Operating Groups
Atlanta Accounting Operations
Intermodal Operations

Most Improved Transportation Department
Chicago Terminal - Group 1
New Orleans – Group 2

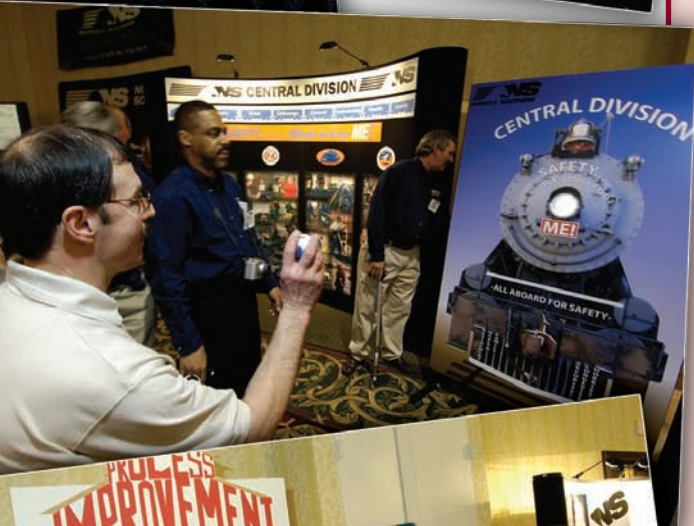
Most Improved Mechanical Department
Dearborn Territory – Group 1
Juniata Locomotive Shop – Group 2

Most Improved Engineering Department
Harrisburg Division - Maintenance of Way and Structures

Outstanding Safety Performance Engineering Department
Harrisburg – Maintenance of Way and Structures Gangs
Pittsburgh – Maintenance of Way and Structures Gangs

Outstanding Safety Performance Transportation Department
Chicago Terminal

Photos (clockwise from top left): Sally Heath, medical standards coordinator, and Barbara Paul, employee development officer, at the Human Resources display; Intermodal operations display; the Central Division display; Brent Weisser, manager process improvement, Enola, Pa., talks with an employee at the Six Sigma display; the wheel of safety dominates the Pocahontas Division display; Faye Perreault, special agent in charge, Norfolk, gets a hug from Sparky; employees compete for prizes at the Virginia Division display.



Heroes – Continued from 3

During an extremely heavy rain, machine operator **Andy Payne** saw an automobile hydroplane into a roadside ditch. He stopped to offer assistance, finding the driver trapped inside the vehicle and water rising in the ditch. Wading through chest-

Atlanta Gas and Light employee **George Wood** came upon an NS vehicle and two men running away from it. NS Signal Maintainer **W.E. Windham** had been sitting in the vehicle at a highway-rail grade crossing in Macon, Ga., when two men attempted to rob him. He tried to drive away but was shot in the chest by one of the assailants. Wood immediately

Norfolk Southern train 906 with one of its track geometry cars at the rear is seen at Powhatan Point, Ohio, inspecting the River Line on the Pittsburgh Division.



high water to reach the car, he forced open the sunroof and pulled the driver to safety.

During his vacation in Surf City, N.C., **Don Perkins**, maintenance of way and structures pump repairman, administered first aid and CPR to an unconscious person whose neck was injured while body surfing in the ocean. Referring to Perkins' good deed, the mayor of Surf City said, "It takes a unique and brave person to put his personal life at risk to save another. We applaud all who go the extra step to help others."

Conductor **Steve Pickering** noticed a trespasser lying between the rails in Memphis, Tenn. The trespasser failed to move despite several blasts of the train's horn. Pickering quickly dismantled the lead engine, ran ahead of the train and pulled the trespasser to safety.

On his way home from work late one evening, Terminal Superintendent **Darnell Wood** observed a young woman sitting on NS tracks near a highway-rail grade crossing in Greensboro, N.C. As he approached her, she did not move. She ignored repeated requests to get off the rail and to a safe area. Wood notified the Piedmont Division chief dispatcher and asked that all trains approaching the crossing be stopped and that authorities be contacted. Wood stayed with the woman until help arrived.

called 911, notified Windham's supervisor, and remained with him until help arrived.

Refurbished track geometry car brings twice the benefit

A five-year effort by two Norfolk Southern employees has doubled the company's ability to inspect its track in minute detail. **Tim Caldwell**, research project engineer, and **Danny Sanderson**, coordinator test cars, collaborated on the construction of track geometry car NS 36. Their efforts created a car that enhances safety and brings millions of dollars in savings to the company. It is the second track geometry car on the NS system.

NS' track geometry cars are converted passenger coach cars equipped with computers and other devices that measure railroad track curvature, surface and alignment. They also provide data on rail wear and digital video images of rights of way. The cars can test at maximum allowable track speed, taking measurements of the rail every two feet for geometry and every 14 feet for wear.

"High-speed track testing not only provides immediate defect reporting for use by maintenance personnel, but collected data also can be used in a proactive manner to predict future maintenance and capital needs," Caldwell said.

CareerTrack

1. Take the NS Management Assessment.
2. Complete your online resume.
3. Add jobs to your career preference list so the job agent will notify you via e-mail about job openings that match your selections.
4. Review job postings and apply for specific openings.
5. Update your work e-mail address in the "About Me" section of the ERC.

NS uses its geometry cars to inspect the system twice a year, with most of the testing performed on mainline high-tonnage routes and select branch lines.

"This process provides real time information so engineering can determine if an immediate response is required to protect the next train. This protects our people, our communities and our trains," Sanderson said. "The cars also collect track condition data to predict future maintenance and the company's capital needs."

"Our track geometry cars provide valuable track data to the engineering department that helps pinpoint where to use maintenance dollars most wisely," Sanderson said. "We realize major savings in preventing derailments. Data can be used to predict, for example, when a curve will need new rail."

Sanderson and Caldwell are nominated for the company's Thoroughbred Award, NS' highest honor awarded to employees whose outstanding, highly visible contributions have a significant long-term impact on NS success.

New on the ERC

CareerTrack process changes give employees more choices

Significant changes have been made to the CareerTrack process for filling Norfolk Southern jobs.

All nonagreement vacancies through salary band 6 now are posted in CareerTrack, which is available online through the Employee Resource Center. Employees interested in promotion still must complete an

online resume. However, it is no longer sufficient to simply include a job in your career preference list. In order to be considered, an employee must apply for a specific opening using the job posting section of CareerTrack.

This does not mean that the career preference list is going away. It is actually becoming a more powerful tool. Instead of being used as the primary mechanism to create candidate pools, it now notifies employees via e-mail when a job that is posted matches a job on their career preference list. After reviewing the specific details of the posting, an employee can determine whether to apply for the opening. Employees also can now add a maximum of 20 jobs to their career preference list.

"We believe these changes will give employees more control over the process and will enable us to fill vacancies with the best candidates in a timely manner," said **Rick Davison**, assistant vice president human resources.

Even with career preferences listed, employees should periodically check the job postings section, since newly created jobs that have previously not been available as a career preference selection may be posted.

NS employees can access CareerTrack through the Employee Resource Center on the NS Web site at www.nscorp.com. Use your RCAF ID and password to log on. Click on CareerCenter, then CareerTrack to view job postings.



NS Newsbreak is published monthly by Norfolk Southern's Corporate Communications Department, Three Commercial Place, Norfolk, VA 23510 - 9224.

Editor
Andrea Just
Editorial Co-op
Ignace LaCott
Design Manager
Frank Wright
Amber Nusbaum

Printed in-house by the Atlanta Reprographics Department

Questions and story ideas can be delivered to the editor via MEMO ID aljust, e-mail at aljust@nscorp.com, phone 757-823-5205 or fax 757-533-4874.

For news updates, check the NS Web site at www.nscorp.com or subscribe to NSINFO using "about Norfolk Southern" and "e-mail lists" menu options. You also can subscribe to NSInvest and Service Alert this way.

Retirees:
To continue receiving Newsbreak after you retire, send your name and address to:
NS Newsbreak Editor
Three Commercial Place
Norfolk, VA, 23510-9224

News Briefs

Strong economy feeds industrial development on NS

Norfolk Southern participated in the location of 78 new industries and provided support for the expansion of 43 additional industries along its rail lines in 2005.

The new plants and expansions represent an investment of approximately \$2 billion by NS customers and are expected to create an estimated 7,700 customer jobs in the railroad's territory and eventually generate more than 88,000 carloads of new rail traffic annually.

The largest project coming on line in 2005 was the \$600 million expansion of an automobile assembly plant for Mercedes-Benz USI at Vance, Ala.

During the past 10 years, Norfolk Southern's industrial development department has participated in the location or expansion of 1,098 industries, which invested \$24.5 billion and created nearly 63,000 customer jobs in the territory served by the railroad.

AAR reports 2005 safest year in history for rail employees

Grade crossing, train accidents also decline

Last year was the safest year in history for U.S. railroad employees as measured both by employee injuries and employee injury rates. It was also the safest year on record for the highway-rail grade crossing accident rate, according to data released by the Federal Railroad Administration.

The employee injury rate fell by 12.7 percent, while the number of employee injuries declined by 9 percent, breaking records set in 2004. The grade crossing incident rate dropped 4.2 percent from 2004, when the previous record were set. The number of grade crossing accidents (down 1.9 percent) and the number of fatalities (down 3.5 percent) were both the second lowest on record. Progress also was made in reducing train accidents, with the total number down almost 8 percent from 2004 and the rate down more than 10 percent.

In the next issue of
NS Newsbreak:

Marines and
machines land at
Lambert's Point
Docks in Norfolk.

PRESORT
FIRST-CLASS MAIL
U.S. POSTAGE PAID
ATLANTA GA
PERMIT NO. 1469

 **NORFOLK SOUTHERN**
Three Commercial Place
Norfolk, Virginia 23510