

J. E. Goodwin (standing), vice president—operations, discusses Freight train operations with General Manager J. J. Stein; General Superintendents F. E. Harrison, Eastern District; C. C. Shannon, Western District; and W. L. Mueller, Omaha Line; Chief Mechanical Officer J. C. Stump, and Chief Engineer B. R. Meyers.

## Careful Planning and Plenty of Hard Work Keep Our Time Freights

### On the Advertised

**D**URING the first 11 days of December the North Western's Time Freight train fleet racked up a 94 per cent on-time record . . . a record which few other railroads can match. It is even more outstanding considering the number of trains involved and the numerous operating problems that are peculiar to the North Western.

As a matter of fact, during these first 11 days of December there were four days in which every Time Freight train was on time . . . in other words the record was 100 per cent for those four days.

It was not always so, however. The North Western Time Freight train performance was about average, but Operating department officers like J. E. Goodwin, vice president, and J. J. Stein, general manager of transportation, thought it should be better than average. It had to be better than average if the gross income of the company was to be higher, and the higher the gross the higher the net income. The result would be more business and better jobs and more security for every employee of the North Western.

The campaign for improved performance of freight service, not for only Time Freights but also includ-

ing way freights and switching, required the cooperation of every department and every employee. The program was outlined early last year at one of the Operating department's regular staff meetings at which many ideas and suggestions were put forth.

All of the information, ideas and suggestions were put together and the best of everything was built into a campaign. The program had 11 general basic parts and had to be flexible enough to include a number of new services, one of which was improving the service to the West Coast to sixth day. Some of these new services were the direct results of themselves.

In order to do the job completely the information which comes from the staff meetings has to be filtered down through the supervisors to every employee concerned. The current success of the program is proof that this basic fundamental of departmental meetings is being carried out.

To get one train on time, for example, requires that many other trains must be on time and every function involved, no matter how remote, must be coordinated.

Take Train No. 251, the "Round-

up," which leaves Proviso Yards for Council Bluffs every afternoon. On December 9 the train left Proviso at 1:30 p.m., with 69 loads, 30 empties, a total of 4343 tons. It arrived at Council Bluffs at 5:05 a.m., December 10, and at 6:35 a.m. was delivered to the Union Pacific.

The train literally carried "everything under the sun" and in order that it would leave Proviso on time and would make its connections all along the way to insure sixth day arrival on the West Coast, seven other trains had to be on time into Proviso, and deliveries from five transfers had to be coordinated.

The 69 loads in No. 251's consist that day included paper from Neenah, Wis., which arrived at Proviso in train No. 296; shingles from Waukegan, Ill., which came in on Advance 280; refrigerators from Manitowoc, Wis., arrived in No. 180 along with cheese, bathtubs and aluminum goods. Advance 280 had automobiles from Kenosha, Wis. There was malt, whisky, refrigerators and coke from Milwaukee, and implements from West Bend in No. 288. The refrigerators had come across the lake by ferry from Muskegon, Mich. No. 490 had a car of doors from Oshkosh; Extra 1542 had flour from



Transportation department officers meet in Operating Department conference room. Meeting is conducted by J. J. Stein, general manager—transportation (seated center).



Engineering department officers meet in Engineering conference room. Meeting is led by B. R. Meyers (standing left), chief engineer, and L. R. Lamport (standing right), chief engineer—maintenance.



Meeting of Mechanical department is led by J. C. Stump (seated center), chief mechanical officer. At his left is G. R. Anderson, assistant chief mechanical officer.

Janesville, and No. 280 had merchandise from Milwaukee.

Deliveries to Proviso by transfers included powder, paper bags, merchandise, drugs, mortar, insecticide, magazines and television sets, batteries and auto parts that had begun their cross-country jaunt at Binghampton, Long Island City, and Hornell, N.Y., West Point, Pa., Worcester, Mass., Bridgeport, Conn., Kokomo, Ind., and Jersey City, N.Y. These came into Proviso via BRC.

The Indiana Harbor brought autos, parts and bombs that originated at Detroit; rugs from Amsterdam, N.Y., asbestos from Erie, Pa., and steel from Gibson, Ind. The Pennsylvania railroad had electric goods from East Pittsburgh, Pa., shampoo from Jersey City, switch boards from Philadelphia, vitamins from Wilmington, Del., cosmetics from Jersey City, livestock from Hilliard, Ohio. From the city of Chicago via C&NW transfer came machinery and merchandise.

All of the effort isn't concentrated on the "Roundup." The trains and transfers which brought cars for No. 251 also brought cars for other trains. There are some 25 scheduled Time Freights operating on the North Western System every day. They don't all move out of Proviso, but the same coordinated effort is put into each one and its connections. Theoretically and actually, if one stumbles many will stumble, so interconnected is the railway's freight service.

The cars in No. 251 December 9 were bound for almost as many places as there were cars. The cars were loaded for Seattle, Portland, San Francisco, Los Angeles, Pasadena, Denver, Salt Lake City, Azusa, North Platte, Kansas City, Kas., Walla Walla, Wash., and more than a score of other destinations.

Shippers should have reasonably dependable service. Dependable schedules are necessary but it takes teamwork between the traffic and operating departments. Shippers must want to give use more business, were important consideration.

To get an intricate mechanism like freight service to operate efficiently is not as simple as it may sound. It isn't just a case of issuing an order for a train to operate on time. As in the example of the "Roundup" for December 9 there were many things that could have gone wrong. Any one of the seven connecting trains or five transfers could have been delayed for twice as many reasons and No. 251 could have fallen down that day.

Making up a set of rules by which to operate is essential, but it takes



more than the rules or instructions. Every operation must dovetail into the next and all must work as a coordinated unit to achieve success.

To improve the operation and reduce delays to train No. 251 and the 24 other primary time freights operating daily on the North Western a number of the procedures and methods used in freight service were overhauled and at the same time, some new methods were inaugurated.

In the first place, more effective switching was introduced. Then, a systematized blocking of cars was installed so that trains can be taken apart at terminals faster and other cars can be switched in. An important new operation was introduced, the forwarding of consists to terminals in advance of the trains so that yardmasters and others would know what to expect and be ready to handle the train.

The scheduling of fast Time Freight trains was defined in order to reduce passenger train interference. At the same time closer coordination of terminal transfer schedules with road schedules was introduced. In this same connection there was a reassignment of local work to compensate for the faster through schedules.

Diesel power was reassigned to more effectively absorb the faster schedules. And in order to reduce terminal delays there was developed a closer coordination of the activities of the Mechanical and Car departments.

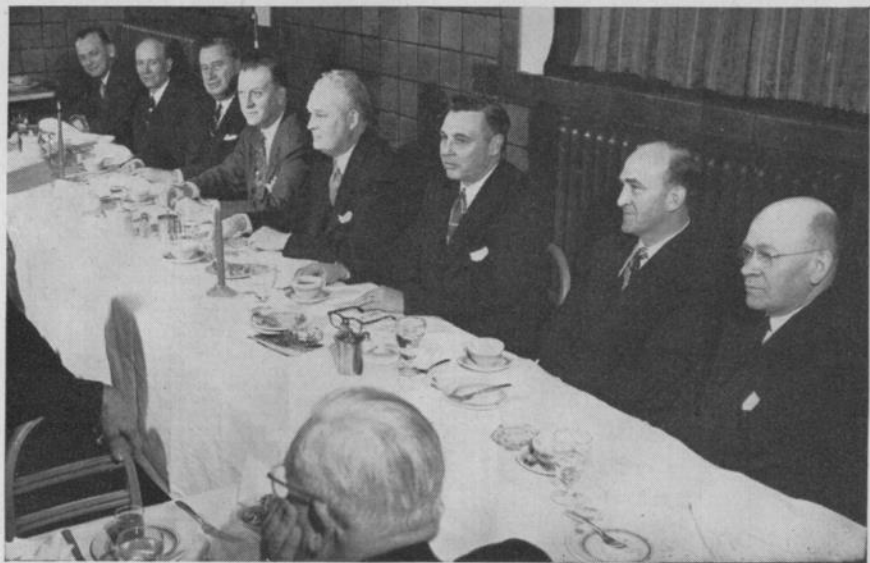
One of the prime factors in faster and improved freight service is the complete coordination with the Traffic department through the office of the newly established Chief of Yards and Terminals and a reorganized Power Board to produce an advance exchange of information on traffic matters.

There is complete coordination of engineering and maintenance work with transportation to permit a more refined programming of track and bridge work to reduce train delays.

Finally, there has been a greater dissemination of information to the employees with respect to plans and requirements through the medium of THE NEWSLINER, bulletins, personal contact by officers and regular meetings.

The on time record of the North Western's Time Freight trains is a heartening performance, but it just doesn't happen because someone wants it to happen. It stems from the sound planning and thinking and most important of all the cooperation of every department and employee of the railroad.

At December Operating department conference, officers heard John R. Staley (right), vice president—traffic, Quaker Oats Company, outline at a luncheon what a shipper wants from the railroad. Below, at speaker's table: F. V. Koval, assistant to president; Nye F. Morehouse, vice president and general counsel; F. G. Fitz-Patrick, vice president—traffic; P. E. Feucht, then executive vice president; Mr. Staley; J. E. Goodwin, vice president—operations; F. O. Linstead, treasurer, and E. A. Vic, secretary.



## A Train Party

*Mothers on the lookout for children's games will be interested in the following account by Mrs. Gilbert D. Hall of Salt Lake City of how she organized and conducted a successful "Train Party" on the occasion of her little son's birthday. It is reproduced from the May, 1952, issue of FAMILY CIRCLE by special permission of the publishers:*

"We celebrated our son Robin's fourth birthday with a train party. For invitations I drew train tracks with India ink across a postal card; then I drew a small engine and car on the tracks. Underneath I listed the date, party "train-time" station (our address), and conductor (our son's name).

"When the children arrived, we gave them each a large sheet of paper and had a box of crayons handy. The children drew pictures of trains and then hung them up.

"For the next activity I had cut a train engine and cars out of black paper and outlined them with a small brush

dipped in white shoe polish. We pinned one of these cutouts on each guest, then had the children line up so that we could call for them in order—first the steam engine, then the tender, coach, diner, parlor car, sleeping car, baggage car, refrigerator car, tank car, boxcar, coal car, flatcar, and caboose. The children took hold of one another and choo-chooed around and through the front rooms. They enjoyed making a lot of noise and dragging their feet.

"The refreshments were a large cookie for each child, with a boxcar outlined in chocolate frosting and the youngster's name in the center.

"The centerpiece for the party table was a frosted white chiffon cake with a train (outlined in chocolate frosting with a cake decorator) chugging around its top. We served cake to the parents when they called for the children."