



ASSOCIATION OF STATE LEGISLATIVE DIRECTORS · CSX CAUCUS

Hunter Harrison
Chief Executive Officer - CSX Transportation
500 Water Street, 15th Floor
Jacksonville, FL 32202

September 1, 2017

RE: Precision Railroad Model is Placing Employees and the Public at Risk

Dear Mr. Harrison,

Merriam-Webster's Dictionary defines the word precise as, "exactly or sharply defined or stated." However, what has occurred at CSX Transportation since the inception of the proclaimed Precision Railroad Model, is anything but precise. In your attempt to reach precision, the men and women who are tasked to undertake this endeavor now find themselves being forced to work in an environment that has very clearly given way to productivity over safety. Needless to say, the blistering transition from the former goal of operating as the nation's safest railroad to the nation's most precise railroad has come at a cost. To the dismay and disgust of this Labor Organization, that cost is the erosion of safety to our membership, your employees, and the general public.

With a complete departure from the system of railroading that existed only months ago, the air of intimidation that now fills every orifice of a T&E employee's work environment is palpable. The moment a crew goes on-duty, to the moment a crew goes off-duty, the expectation is that all functions are done posthaste. Gone are the days of consideration given to an employee's need or required understanding of the tasks that lie ahead. The recent spate of accidents and injuries system wide paints a clear picture that the concept of safety is being marginalized. Management, under CSX's new generation of tutelage, now fulfills, through aggression, the upper echelon's unilateral edict that crews are on equipment and moving cars in an unrealistic, pre-determined amount of time. Should there be uncertainty or a need for further communication amongst a crew, the instruction is now that they job brief while on the lead via radio communication on radio frequencies that are not capable, nor built, to handle more radio traffic. This operational concept further limits the safety of additional crews utilizing the very same channel and thus, compromises their safety as well.

Compound those issues with CSX's recent abandonment or severe reduction of some of its most significant safety and fatigue mitigation operating rules, and the horizon reveals a brewing storm. Again, the recent accidents and injuries are a clear indication of where this management model is heading and should serve as an indicator that intimidation and a diminished focus on employee safety are a recipe for disaster. With the current focus now solely on production, CSX has inexplicably neglected its most valuable resource, its employees.

The safest course should not be frowned upon because it may take additional time. It should be embraced because it further defines and promotes precision. One cannot be precise in his/her tasks if an element of uncertainty is present as a result of a time restrained job briefing, nor can one be precise when intimidation is utilized as the motivating factor in the completion one's of tasks.

While we completely understand that our valued customers must receive efficient and cost- effective service, we also believe it should not come by throwing caution and common sense to the wind. We are proud professionals who take great pride in customer satisfaction; getting the job done right and safely.

Our Organization will not sit idly by and watch the culture of Safety First collapse and die under your watch. Safety First is a culture that we fought long and hard to achieve, and we would be derelict in our duties to allow it to be eroded in your pursuit of a lower operating ratio and larger share-holder dividends.

Therefore, please be advised that the undersigned will exercise every avenue available to keep our membership and public safe. We will not rest until every unsafe condition and violation of Federal and State law and regulations are pursued to the fullest extent. Our goals will endure in providing this nation with the best rail service in the world, and to do so with an absolute dedication to the safety of our members, the community, and the railroads' customers. We will diligently pursue our commitment to customer satisfaction and will not permit our commitments to be stained or weakened by any outside force, precise or not.

Our top-priority will always be the safety of our members and the overall well-being of the customers we serve; and we will accept nothing less. We, like you, desire a better railroad. A railroad far better than the one your precision railroad model has brought thus far. As such, we are requesting a meeting with you to assist in reaching those goals. Our door is always open, especially concerning an unsafe, unhealthy work environment. Please advise.

Unified in Safety, we remain

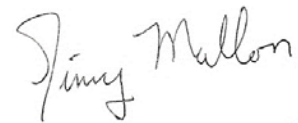
Sincerely,



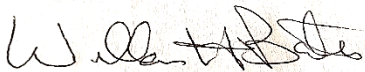
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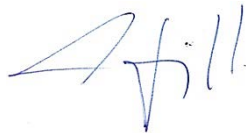
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Jimmy Mallon
SLD – Delaware
SMART-TD



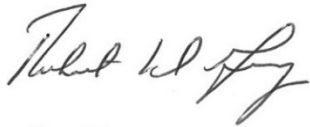
Willie Bates
SLD – District of Columbia
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Andres Trujillo
SLD – Florida
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Matt Campbell
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Robert Guy
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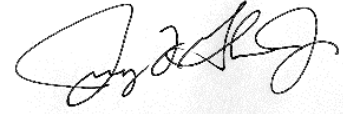
Jared Cassity
SLD – Kentucky
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David Duplechain
SLD – Louisiana
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Lawrence Kasecamp
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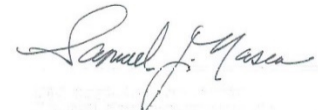
Jerry Gibson
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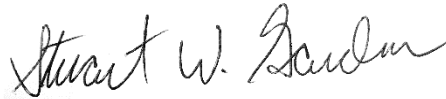
Ron Sabol
SLD – New Jersey
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Sam Nasca
SLD – New York
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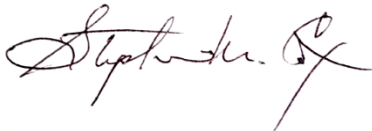
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