

UNITED STATES OF AMERICA

NATIONAL TRANSPORTATION SAFETY BOARD

* * * * *

Investigation of: *

CSX EMPLOYEE FATALITY *

ACCA YARD, RICHMOND, VIRGINIA * Docket No.: DCA-15-FR-006

APRIL 1, 2015 *

* * * * *

Interview of: CRAIG WILSON

The interviewee was afforded an opportunity to review this transcript for accuracy and did not identify any errors.

CSX Acca Yard
 Richmond, Virginia

Thursday,
 April 2, 2015

The above-captioned matter convened, pursuant to notice.

BEFORE: MICHAEL FLANIGON
 Investigator-in-Charge

APPEARANCES:

MICHAEL FLANIGON, Investigator-in-Charge
National Transportation Safety Board

JAMES SOUTHWORTH, Railroad Accident Investigator
National Transportation Safety Board

STEPHEN JENNER, Ph.D., Human Performance Investigator
National Transportation Safety Board

GERY WILLIAMS, Vice President - Mechanical
CSX Transportation

DONALD CASHMAN, Operating Practices Inspector
Federal Railroad Administration (FRA)
Richmond, Virginia

SHANE RICHARDSON, Operating Practices Inspector
Federal Railroad Administration
Baltimore, Maryland

LARRY KOSTER, Manager Florence Division
CSX Transportation

DON GRISSOM, General Vice President
Brotherhood Railway Carmen Division

WILLIAM BATES, Lead Investigator
SMART/UTU

<u>ITEM</u>	<u>I N D E X</u>	<u>PAGE</u>
Interview of Craig Wilson:		
By Mr. Flanigon		5
By Dr. Jenner		9
By Mr. Williams		12
By Mr. Koster		13
By Mr. Grissom		15
By Mr. Flanigon		17

I N T E R V I E W

(4:30 p.m.)

1
2
3 MR. FLANIGON: Okay, it's April 2, 2015, about 4:30 in
4 the afternoon. We're speaking with Mr. Craig Wilson, W-i-l-s-o-n,
5 who's with CSX railroad. My name is Mike Flanigon, F-l-a-n-i-g-o-
6 n, and we're here to investigate an employee fatality that
7 occurred yesterday, April 1st, at about 2:50 in the morning, in
8 Richmond, Virginia in CSX railroad yard.

9 Before we start, we'll go around the room and ask
10 everyone who's here to state their name, spell their last name,
11 and the organization they're with, starting with my colleague
12 across the table.

13 MR. SOUTHWORTH: James Southworth, S-o-u-t-h-w-o-r-t-h,
14 and I'm an investigator with the National Transportation Safety
15 Board out of Washington, D.C.

16 DR. JENNER: Stephen Jenner, J-e-n-n-e-r, with the NTSB.

17 MR. CASHMAN: Don Cashman, C-a-s-h-m-a-n, FRA Richmond.

18 MR. WILLIAMS: Gery Williams, W-i-l-l-i-a-m-s, VP
19 Mechanical, CSX.

20 MR. KOSTER: Larry Koster, K-o-s-t-e-r, Florence
21 Division.

22 MR. GRISSOM: Don Grissom, G-r-i-s-s-o-m, General Vice
23 President for the Carmen's Division.

24 MR. BATES: William Bates, B-a-t-e-s, SMART/UTU.

25 MR. RICHARDSON: Shane Richardson, R-i-c-h-a-r-d-s-o-n,

1 FRA out of Baltimore.

2 MR. FLANIGON: Okay. And I'll just confirm that you
3 understand we'll recording the conversation and provide you a
4 transcript?

5 MR. WILSON: Yes, sir.

6 INTERVIEW OF CRAIG WILSON

7 BY MR. FLANIGON:

8 Q. Okay, can -- maybe to start, explain your job
9 responsibilities, your job title here, what you do for CSX.

10 A. My name is Craig Wilson and my job title is a general
11 car foreman here at Richmond, Virginia. I cover about a 100-mile
12 radius for any line of road, any issues that come up, whether
13 derailments or set-offs or whatnot.

14 Here at the yard we inspect inbounds and outbounds in
15 the yard. I have two employees on each shift out in the yard.
16 Then in the shop -- that's on all three shifts -- and then in the
17 shop, I have just first shift. I have about nine employees. And
18 at the very beginning of the shift -- I'll start off with first
19 shift. We go over the closest hospital, St. Mary's, 5801 Bremo
20 Road. And then we go into the details of entrances, who's going
21 to cover entrances just in case of an emergency, and we assign
22 people to that. We do that on first shift only because we don't
23 have enough employees to designate people to cover emergency
24 exits. But we go over safety issues or any issues that -- as a
25 whole team at the very beginning of the shift to guys in the yard

1 and the shop together.

2 When we break free of that, we have a job briefing. My
3 leadman, we talk about what's coming into the shop, what needs to
4 be repaired, and how we're going to be paired off. And we break
5 it down to who's going to be locking the tracks, who's going to be
6 flagging things up, and who's going to be on the shuttle wagon
7 moving the cars back into the shop for repair.

8 Throughout the day -- amongst my other duties, but
9 throughout the day, I spend time out in the yard with the men and
10 in the shop doing O-test and making sure we're in compliance with
11 things. And at the end of the day in the shop, I'll go over the
12 outbounds -- the out shops to make sure that everything has been
13 billed correctly and processed properly through the leadman. And
14 then I normally start off and touch base with the second shift.
15 I'll see them at the beginning of the shift. Third shift, in the
16 morning, I try to get here about anywhere between 4:00 and 5:00,
17 so I actually touch base and see my -- all three shifts 5 days a
18 week -- you know, actually 6. I work 6. I'm supposed to be off
19 Mondays, Sundays and Mondays. I come in every Monday.

20 It's a smaller location. I came from a bigger location,
21 and it's a family and it's easy to get to know people after 2
22 years and how they react, how you have to handle things with them,
23 or even you can tell if things aren't right at home. I've had to
24 send people home during their shift, even on third shift, because
25 of issues that they had to go home. And, you know, and then we

1 call overtime and fill that position. We try to make sure that as
2 a team everybody's in the game, and I can't explain how this
3 happened. That man had 34 years injury-free and he was a very
4 good employee. And he was part of the safety team. He was a
5 relief contract foreman. I can't figure it out.

6 Q. You mentioned O-test, O as in Oscar.

7 A. Yes, sir.

8 Q. Is that operational test?

9 A. Operational testing, sir.

10 Q. Okay. So, thinking towards your interactions with -- I
11 believe his name is Kevin. I'm not -- I don't recall the last
12 name.

13 A. Eskew.

14 Q. Eskew, Mr. Eskew, who was the one who was killed. Over
15 the years you've been here, you mentioned he was a good employee
16 and so forth. Kind of go a little deeper into your interactions
17 with him, any operational testing that you did that involved him,
18 any issues that you might have had to address or not address.

19 A. No. No. He's always been on the leadman on third shift
20 ever since I've been here, so he's had a little more stuff he was
21 responsible for than the other individuals he worked with.

22 Q. What does it mean to be a leadman?

23 A. Leadman designates the work, starts out the job briefing
24 at the start of the shift, puts in the bills; just a few extra --
25 50 cents an hour more.

1 Q. Um-hum. So, no -- nothing that you've taken exception
2 to during your time here as far as his work habits, work
3 performance?

4 A. The only thing I've ever talked to Kevin Eskew about was
5 his locker needed to be straightened up. That's it. I mean, you
6 could talk to other people and there's -- and you can tweak people
7 out and get them into a better state different ways. So, I mean,
8 I didn't feel an O-test failure was something that I had to do on
9 a messy locker.

10 Q. Yeah.

11 A. But other than that, he was a very good employee.

12 Q. Okay. Out of the -- let's see. His days off were
13 Friday, Saturday?

14 A. Correct.

15 Q. And your days off were Sunday, Monday. So how many days
16 a week do you think you made contact with him on average?

17 A. Well, I seen him in the mornings quite often. So out of
18 6 days -- even though I have Sunday/Mondays, I work still work
19 Mondays, so I take Sundays off -- I would say, at least three to
20 four times a week, at least three times a week.

21 Q. Has any other employee brought a problem to you
22 regarding his work performance or safety engagement?

23 A. No.

24 Q. Any other managers reach out to you and say, hey, we've
25 got a complaint about --

1 A. No.

2 Q. -- about him? No? Okay. I think that's it.

3 MR. SOUTHWORTH: Nothing right now.

4 BY DR. JENNER:

5 Q. Steve Jenner with the Safety Board. How long have you
6 been in your current position as general car foreman?

7 A. Eight years.

8 Q. Eight years, all at this location?

9 A. No.

10 Q. What locale?

11 A. I came from Nashville. I had 68 carmen there. I did
12 payroll for probably about 115; a little bigger location.

13 Q. Okay. And at this location for how long?

14 A. About 2 years.

15 Q. Okay. During this time have you implemented any changes
16 in terms of rules or procedures, the way things get done?

17 A. Yeah. Yes, I have.

18 Q. Can you talk about some of the highlights?

19 A. As far as switching in the shop, because of the horn
20 being inside of a building, what we did is we've implemented gates
21 that are put out in the front and in the back for when we switch
22 that say switching in progress; do not cross. And, of course, we
23 still ring the bell and everything, but -- so instead of hitting
24 the horn, we got gates out there that'll prevent anybody's hearing
25 loss or have any problems with the horn.

1 A turnover, I got a shift-to-shift turnover that comes
2 to me and all the leadmen. So what you've done that day, what
3 inbounds and outbounds and how many EOTs you picked up, and all
4 that stuff, is put out every day. Shift turnover in the shop,
5 it's a non-measured location, but, unfortunately, I came from a
6 measured location, so I treat it like a measured location. So we
7 don't have pin pads, so I've got to look up in the big book to
8 find out how many AR hours that we've produced to make sure that
9 we're paying for ourself here as far as billable hours per man,
10 6.5 billable hours per man. Do the best you can to get 120 cars
11 per man out in the yard so that everybody's paying for himself. I
12 get five repairs per man out there in the yard every day, so I get
13 30 repairs a night. Yeah, I've changed a few things.

14 Q. Okay. As compared to previous places you've worked in
15 the same position, are -- is this yard where you want it to be or
16 do you see future changes that are needed?

17 A. That's kind of a hard question after yesterday, isn't
18 it?

19 Q. Before yesterday, did you have anything in mind?

20 A. I would like to see the shop being open 24/7, so 7 days
21 a week. That was one of my goals. This shop has been here for a
22 long time with holes in the wall that we finally got blocked in
23 and we got heat. When I came to this location, we were the worst
24 in the singe-car air test. And that wasn't because of the men; it
25 was because the operation had been neglected for so long that it

1 needed some money dumped into it and we had to have a certain --
2 we had to have -- you got to have 105 pounds pressure, consistent
3 pressure for the single-car test devices to work. And so, we've
4 updated a lot of things and did some very positive changes and it
5 seems to be affecting the men's morale in a positive aspect to see
6 money being put in the location and heat and walls. And so, I'd
7 like to think I've done some positive things here.

8 Q. Okay. Mike earlier asked you about if you had heard
9 from other employees or managers about Kevin's performance. Have
10 you heard from other employees or managers about any other
11 carman's performance --

12 A. No.

13 Q. -- in terms of how they conduct themselves, you know,
14 professionally and in the yard?

15 A. I will listen to what you say, but I won't take it for
16 granted if you were working for me, and I would watch that
17 individual to see if you are coming up with accurate information
18 or if you might be talking out of -- you might be mad about
19 something. So, I mean, if someone ever does say something to me,
20 then I'll watch the individual and -- but I've never had any
21 conversations with people that were that far out of line with any
22 of my employees. I'm pretty blunt and pretty straightforward, so
23 I set the tone on what I expect and I do fairly well at it.

24 Q. In one of our earlier interviews, we heard -- one person
25 talked about some medical issues Kevin had. Were you aware of any

1 medical issues?

2 A. No, but I heard of those issues when I talked to
3 Mr. van Beveren. He told me that Mr. Eskew had 18 vials of blood
4 taken out of him that day and a vitamin B shot and was told to
5 each a bunch of oranges. I was told that after the fact.

6 Q. Okay. And -- okay, so unrelated to the accident, did
7 you, in the last couple of weeks or months, had you heard anything
8 about his --

9 A. No. He did tell me that he wanted to lose some weight.
10 He wanted to start lifting weights. He did tell me that.

11 Q. Okay. So, in the last year, did he perform his job to
12 your satisfaction?

13 A. Yes, he has.

14 Q. Okay, very good. I think that's all the questions I
15 have. Thank you.

16 MR. CASHMAN: I've got nothing.

17 BY MR. WILLIAMS:

18 Q. Gery Williams. All right, Craig, how many years had --
19 before the other day, had your group gone injury-free?

20 A. Eight years injury-free.

21 Q. In your professional opinion and having experience in
22 other locations, what do you think the main factors were that
23 drove 8 years?

24 A. I think the employees are very engaged. They care about
25 the company and they care about the location itself. I felt that

1 when I got here. I couldn't be happier with the team I got here.

2 Q. Had you ever had any conversations with Kevin about his
3 weight?

4 A. No. No. I did have some conversations about Pepsi cans
5 that I found empty in the yard, like three or four 50-gallon bags
6 full of Pepsi cans.

7 Q. You figured they had to have come from one source?

8 A. Yes. It wasn't hard to figure that one out.

9 Q. Has anybody -- craftsman, T&E, manager -- ever come to
10 you specifically with a concern or a complaint about Kevin's
11 behavior fouling tracks or handling switches in the RCO zone?

12 A. Never.

13 Q. Nothing that specific?

14 A. Never.

15 Q. How about any other craftsman -- or any other carman?

16 A. Danny Criswell. He's no longer with the company. He
17 was either a retired police officer or an ex-police officer that
18 drove a motorcycle that loved to fly in the trucks in the yard.
19 That's the only complaint I've ever gotten.

20 Q. He used to fly in the -- fast?

21 A. Drive very fast with the trucks and -- I apologize --
22 and I never got the opportunity to get a speed gun on him, but he
23 was -- he's gone.

24 Q. That's all I have.

25 BY MR. KOSTER:

1 Q. Larry Koster. In your 2 years here, Craig, do you have
2 an open-door policy where your employees can come in and meet?

3 A. Not only do I have an open-door policy, I have a cell
4 phone that's on 24/7. I got calls last night. I get calls 2:00,
5 11:00, it doesn't matter. And I encourage that because if they've
6 got a question, I need -- I'm the one that's supposed to answer
7 it. At the end of the day, this is my yard and I'm responsible
8 for my men.

9 Q. The safety record that you have here, is that something
10 to celebrate and talk about?

11 A. I didn't catch that?

12 Q. The safety record that you have, is that something that
13 you celebrate and talk about with your employees?

14 A. Oh, yeah. We talk about -- at the beginning of our
15 shift, we talk about how many days injury-free we are, how many
16 days human factor train accident we are. We talk about the
17 production. We talk about line of road, what was accomplished on
18 line of road. We talk about the shop, how many cars we process
19 through the shop, and what the billable hours are. We touch base
20 with safety and production every day, and it's just not me reading
21 it off the paper.

22 Tomorrow is a holiday. I'd invite you all to come and
23 see how our safety briefings are. But my men know the address to
24 the hospital, and that means a lot. That means it's not -- this
25 didn't happen just because you were there; it's -- we do it every

1 day. It's just -- it's repetitious.

2 And we try to have a plan. We go over the severe
3 weather plan and we talk about -- I've implemented stuff as far as
4 bringing someone, an outside contractor, in to teach defensive
5 driving here. And we do the best we can to educate the men and
6 then hopefully they -- and the response I got out of that
7 defensive driving was that they were going to make their kids take
8 that class. That's an 8-hour class, and I got it knocked down to
9 4 hours. So, 4 hours I do one part of the shift, and 4 hours I do
10 the other part of the shift. CPR, we were doing CPR training
11 every 3 months. We'd have the health and wellness person come in
12 there. And my thought of that is if you were doing it every 3
13 months on a dummy, there's a good chance you're going to be able
14 to get it right outside of work or here. So I think we push
15 safety as hard as we can here.

16 Q. Good. That's all I've got.

17 BY MR. GRISSOM:

18 Q. Don Grissom. Mr. Wilson, before the accident, do you
19 remember when you had seen Mr. Eskew prior to that accident the
20 last time?

21 A. Yes, I do.

22 Q. When was that?

23 A. I believe that was Wednesday morning.

24 Q. And that's, like you said, like 4:00 or 5:00 in the
25 morning?

1 A. Yeah. Well, and then sometimes he'd come up and see me
2 up there too. So, yeah, yeah, 4:00 or 5:00 in the morning.

3 Q. And how was his demeanor at that time?

4 A. I'd have to say that Mr. Eskew was one of the happiest
5 persons I've ever seen. He was smiling and he had a positive
6 outlook all the time. And the only time that I've seen him where
7 he was down in the dumps, and that was when his dad was dying.
8 And I can't remember the exact date of that, but I was here when
9 that happened. And he's -- you can ask anybody; he's the most
10 positive individual I've ever met, especially in this yard.

11 Q. So you didn't notice anything? Nothing changed? He was
12 his normal self?

13 A. Yeah.

14 Q. Was he known to come in early and stay after his shift?

15 A. He clocked in early. But he lived far away, so he tried
16 to get here at an adequate time in case something goes -- would
17 have went on wrong on the travel to work, would my guess. He was
18 -- he'd do extra stuff, yeah.

19 Q. So -- I know where he lived, but for the record, where
20 did he live?

21 A. Williamsburg. I believe it was about 50, 60 miles one
22 way. I'm not sure. I've never been over there, but I've --

23 Q. Mostly Interstate 64 westbound he would take to
24 Richmond, right?

25 A. Yes, sir.

1 Q. So it would take him an hour, you think, driving?

2 A. I would think.

3 Q. But most of the time, he was always early?

4 A. Yes, sir.

5 Q. When he -- when you had last seen him in the morning,
6 did he mention anything about any medical condition or any kind of
7 medicine or --

8 A. No.

9 Q. -- anything unusual?

10 A. No.

11 Q. By his appearance, you wouldn't have expected anything
12 or questioned anything about him?

13 A. No.

14 Q. Okay, thank you.

15 MR. RICHARDSON: No questions.

16 BY MR. FLANIGON:

17 Q. Just two things came to mind. You mentioned EOT, Echo-
18 Oscar-Tango. That's end of train device, I'm guessing?

19 A. Yes, sir.

20 Q. Okay. And you said that the last time you saw him face
21 to face was Wednesday morning. This was -- Wednesday was April
22 1st and that was when the accident occurred, so --

23 A. No, that would have been the 5 --

24 Q. A week, a week ago.

25 A. -- yeah. A -- yeah.

1 Q. So about 1 week before the accident was the last time
2 you saw him?

3 A. Yeah, yeah. And that's an approximate because working
4 6 days a week, my -- I kind of blend together, so I'm guessing it
5 was Wednesday.

6 Q. Yeah.

7 A. I didn't know I had to remember. My wife was smart; she
8 made my anniversary 8-8-08, so there's a reason for that. So I've
9 given you approximate days on that.

10 Q. Sure. I understand. I understand.

11 Okay, anything you can think of that will add to our
12 better understanding of this?

13 A. I wish I did.

14 MR. FLANIGON: Okay. Unless anybody has anything, we'll
15 turn this off. Thank you very much.

16 (Whereupon, the interview was concluded.)

17

18

19

20

21

22

23

24

25

CERTIFICATE

This is to certify that the attached proceeding before the

NATIONAL TRANSPORTATION SAFETY BOARD

IN THE MATTER OF: CSX EMPLOYEE FATALITY
ACCA YARD, RICHMOND, VIRGINIA
APRIL 1, 2015
Interview of Craig Wilson

DOCKET NUMBER: DCA-15-FR-006

PLACE: Richmond, Virginia

DATE: April 2, 2015

was held according to the record, and that this is the original,
complete, true and accurate transcript which has been transcribed
to the best of my skill and ability.



Karen M. Galvez
Transcriber