



NATIONAL TRANSPORTATION SAFETY BOARD
Investigative Hearing

Norfolk Southern Railway general merchandise freight train 32N
derailment with subsequent hazardous material release and fires,
in East Palestine, Ohio, on February 3, 2023

GROUP	H
EXHIBIT	
39	

Agency / Organization

Transportation Communication Union (TCU/IAM)

Title

**Submisison to Hearing
Norfolk Southern
Inbound Scorecard**

From: Cox, Steven B. [REDACTED]

Sent: Tuesday, August 03, 2021 9:38 PM

Cc: Osborn, Todd [REDACTED]; Ford, Michael R. [REDACTED]

Subject: Scorecard

All,

Note attached scorecard for the past week. Many categories to be proud of including MMPC. Nice work and much appreciated.

Respectfully,

Steven B. Cox

Senior General Foreman

Norfolk Southern Corporation

[REDACTED]
Portsmouth, Ohio 45662

[REDACTED]
Serve Customers-Manage Assets-Control Costs-Work Safely-Develop People



FIELD SCORECARD

Workforce and Repair Track as of yesterday, Trainyard metrics as of prior week (Mon-Sun). Parentheses contain numbers for the previous period.

cost center	WORK FORCE		REPAIR TRACK		OVERHEAD RECOVERY		LABOR RECOVERY		TASKMASTER TRAINYARD				PAYROLL TRAINYARD SAFETY			
	working FTE	headcount, non-agr	rr dwell	shop rec% Jun (May)	NS rate (AAR \$131) Jun (May)	DL rec% Jun (May)	DL+IL rec% Jun (May)	FTE, trainyard	inbound mmpc	inbound cars insp	outbound mmpc	outbound cars insp	mmpc, adjusted	avg car per FTE	mmpc, payroll	injury ratio, YTD
SYSTEM	774	98	49.67	70 (73)	158 (161)	94 (98)	75 (80)	338	1.0 (1.0)	126,472 (124,196)	1.6 (1.5)	182,481 (180,775)	1.5 (1.4)	72	2.8 (2.9)	1.75
Major yards																
Elkhart	62	4	47.03	64 (73)	169 (163)	89 (98)	82 (91)	30	0.8 (0.8)	16,848 (16,781)	1.4 (1.3)	17,535 (16,555)	1.4 (1.3)	162	2.0 (2.1)	
Conway	51	5	35.70	93 (99)	147 (145)	111 (114)	67 (78)	32	1.6 (1.5)	12,102 (12,690)	1.9 (1.7)	15,283 (15,618)	1.9 (1.7)	122	2.7 (2.5)	
Birmingham	50	4	84.22	56 (73)	145 (160)	67 (95)	60 (82)	27	1.0 (1.0)	12,348 (13,207)	2.2 (2.1)	11,067 (11,788)	2.0 (2.0)	124	2.7 (2.5)	
Chattanooga	49	4	26.37	61 (63)	148 (151)	75 (78)	62 (68)	26	1.3 (1.4)	12,237 (11,540)	1.7 (1.7)	11,486 (11,150)	1.7 (1.7)	131	2.5 (2.6)	
Bellevue	38	4	30.40	44 (55)	156 (164)	57 (73)	47 (62)	15	1.2 (1.1)	8,634 (8,228)	1.4 (1.4)	8,956 (8,088)	1.3 (1.4)	173	1.7 (1.9)	
Decatur	34	4	37.24	66 (58)	249 (245)	132 (112)	86 (79)	15	0.7 (0.8)	6,423 (6,216)	1.4 (1.6)	7,154 (7,405)	1.4 (1.5)	126	2.6 (2.8)	
Macon	31	4	69.67	75 (77)	160 (144)	98 (90)	96 (88)	13	1.0 (1.1)	8,707 (8,336)	1.7 (1.6)	8,354 (7,816)	1.7 (1.4)	182	1.8 (1.8)	19.78
Enola	25	3	41.22	61 (85)	174 (161)	124 (162)	117 (152)	11	1.5 (1.3)	3,540 (3,018)	1.5 (1.5)	5,283 (5,988)	1.5 (1.4)	114	2.9 (3.0)	
Norfolk	24	8	16.87	48 (63)	204 (183)	78 (97)	67 (88)	6	1.2 (0.8)	3,168 (2,890)	1.6 (1.4)	961 (2,248)	1.4 (1.2)	97	2.4 (3.4)	
Allentown	10	2	39.55	88 (71)	162 (204)	123 (123)	113 (79)	4	0.8 (0.9)	2,574 (2,615)	1.8 (2.2)	2,925 (2,662)	1.7 (2.1)	204	1.4 (1.6)	
Blue Ridge																
Shaffers Crossing	17	3	20.79	60 (56)	217 (173)	107 (77)	104 (77)	8	0.6 (0.5)	2,016 (2,131)	1.9 (1.5)	1,892 (1,820)	1.9 (1.5)	73	4.4 (5.4)	
Portlock	11		16.80	77 (41)	136 (141)	78 (32)	66 (28)	5	0.3 (0.3)	1,805 (1,304)	1.1 (1.1)	8,309 (7,325)	1.1 (1.1)	272	0.7 (1.6)	
Bluefield	11	2		116 (101)	123 (133)	114 (109)	76 (70)	1			1.2 (2.3)	572 (407)		131	2.2 (4.7)	
Crewe	9	1	13.04	64 (72)	180 (181)	97 (108)	59 (59)	4			1.5 (1.5)	2,545 (2,689)	1.4 (1.3)	88	3.2 (2.5)	
Lynchburg	7	1	23.40	133 (93)	157 (191)	167 (143)	79 (49)	1			1.3 (1.4)	1,415 (1,278)	1.2 (1.3)	140	1.7 (2.7)	
Weller	4			133 (165)	108 (105)	118 (139)	101 (139)									
Manassas	3				88 (111)											
Winston Salem	2				259 (273)		5 (2)	1			1.4 (1.4)	446 (490)	1.4 (1.3)	125	1.5 (0.9)	
Coastal																
Atlanta	26	4	62.76	80 (60)	199 (219)	134 (105)	40 (22)	11	0.6 (0.6)	1,301 (1,236)	1.5 (1.4)	4,102 (4,001)	1.5 (1.4)	70	4.7 (5.5)	
Greensboro	9	1	27.48	95 (101)	144 (137)	105 (107)	105 (107)	5	0.7 (0.7)	1,412 (1,441)	2.2 (2.2)	1,616 (2,046)	2.1 (2.2)	79	4.2 (4.2)	
Linwood	9		42.48	112 (79)	152 (138)	137 (91)	137 (91)	2	1.0 (1.0)	1,146 (1,130)	1.6 (1.8)	2,036 (1,555)	1.6 (1.8)	250	1.1 (2.0)	
Savannah	7	1		92 (118)	160 (177)	114 (162)	79 (109)	3	0.9 (1.0)	1,280 (597)	1.4 (1.7)	1,465 (1,395)	1.3 (1.6)	124	2.7 (3.4)	
Spartanburg	6	1	97.20		121 (120)			1			2.1 (2.1)	685 (1,032)	2.0 (2.1)	108	1.8 (2.2)	
Charlotte	6		39.48	141 (164)	118 (122)	135 (158)	135 (158)	2			2.2 (2.1)	1,533 (1,643)	2.2 (2.1)	101	2.8 (2.7)	
Charleston	5		41.52	61 (143)	112 (106)	54 (134)	54 (134)	2			1.6 (1.3)	1,634 (1,991)	1.5 (1.2)	98	3.3 (3.2)	
Columbia	5	1	16.08	89 (96)	195 (251)	193 (185)	193 (185)	3			1.1 (0.9)	1,592 (1,997)	1.1 (0.9)	82	3.6 (3.2)	
New Bern	2				104 (97)											
Valdosta	1				113 (130)											
Great Lakes																
Chicago Calumet	31	5	27.17	75 (80)	133 (137)	86 (98)	70 (79)	13	0.6 (0.5)	1,220 (1,247)	1.8 (1.9)	5,511 (5,101)	1.8 (1.8)	77	4.3 (4.2)	4.42
Ft Wayne	18	2	17.33	111 (115)	163 (176)	150 (166)	105 (115)	8	0.4 (0.4)	6,544 (7,075)	0.7 (0.6)	7,392 (7,556)	0.7 (0.6)	252	1.3 (1.2)	
Detroit	17	2	111.09	37 (61)	432 (281)	136 (139)	120 (129)	13	1.6 (1.7)	3,341 (3,460)	1.8 (1.8)	4,130 (3,586)	1.7 (1.8)	79	4.2 (4.6)	
Cleveland Rockport	16	3	21.60	105 (259)	151 (163)	127 (333)	89 (252)	8	0.9 (1.1)	951 (345)	1.8 (1.5)	2,104 (1,752)	1.8 (1.5)	56	6.0 (8.4)	10.06
Toledo Airline	9	1	164.28		140 (125)			4	2.3 (1.1)	69 (182)	2.5 (1.9)	1,369 (1,695)	2.4 (1.8)	52	12.4 (6.5)	
Burns Harbor	5		17.76	58 (238)	156 (148)	70 (274)	57 (214)	3	0.4 (0.3)	645 (677)	1.5 (1.4)	907 (941)	1.5 (1.2)	80	4.2 (4.5)	
Gulf																
Sheffield AL	16	3	18.93	40 (40)	151 (135)	49 (42)	49 (42)	6			1.4 (1.4)	5,388 (5,188)	1.3 (1.4)	131	2.2 (2.9)	
Knoxville	7	2			135 (140)						1.3 (1.1)	1,649 (1,965)	1.3 (0.9)			
New Orleans	6	1	7.92	84 (70)	127 (159)	85 (88)	85 (88)	2			2.0 (2.1)	1,350 (1,330)	2.0 (2.0)	97	2.0 (3.8)	
Emory Gap	2				100 (105)											
Keystone																
Buffalo	12	1	42.92	112 (72)	547 (453)	474 (262)	307 (210)	8			1.3 (1.4)	3,317 (3,151)	1.1 (1.1)	58	5.7 (6.3)	
Binghamton	10	2	24.48	116 (56)	157 (180)	147 (85)	49 (27)	6	0.7 (0.7)	3,019 (3,060)	1.4 (1.3)	3,047 (2,963)	1.3 (1.2)	147	2.3 (2.1)	
Shire Oaks	9	2		70 (69)	162 (160)	91 (89)	73 (70)	3			1.1 (1.2)	1,080 (1,344)	0.2 (0.4)	51	6.1 (4.5)	15.53
Altoona Rose	8	2	6.96	118 (113)	119 (122)	110 (109)	65 (77)	2	0.5 (0.4)	478 (561)	1.9 (2.1)	614 (522)	1.6 (1.8)	76	3.8 (3.8)	
Baltimore	6	2		130 (71)	133 (136)	142 (77)	142 (77)	1			1.2 (1.3)	908 (1,093)	1.0 (1.1)	103	2.8 (2.3)	
Mingo Jct	5		0.72	28 (52)	162 (160)	35 (64)	29 (54)	4	1.1 (1.1)	793 (869)	1.2 (1.1)	1,599 (1,573)	1.2 (1.0)	89	3.2 (2.4)	
Morrisville	2				728 (945)			1			0.9 (0.7)	603 (714)	0.9 (0.7)	85	2.3 (2.5)	
Newark	2			49 (30)	258 (134)						1.3 (1.2)	1,286 (1,736)	1.3 (1.1)			
Abrams	1		11.04		2145 (1956)			1			1.5 (1.5)	707 (637)	1.5 (1.5)	76	3.8 (3.0)	
Reading	1				171 (165)			1	0.9	133				134		
Midwest																
Portsmouth	16	2	37.70	51 (55)	190 (166)	79 (74)	79 (74)	5	0.5 (0.5)	3,076 (2,951)	1.5 (1.6)	4,623 (4,016)	1.4 (1.4)	239	1.4 (1.8)	18.81
Cincinnati	13	3	20.56	51 (49)	153 (153)	62 (61)	51 (50)	4	0.6 (0.6)	2,808 (2,647)	1.5 (1.5)	4,145 (4,124)	1.5 (1.5)	250	1.1 (1.3)	
St. Louis	12	3	31.41	119 (42)	175 (175)	191 (70)	101 (43)	4	1.1 (1.1)	1,575 (1,427)	1.2 (1.2)	2,415 (2,712)	1.1 (1.0)	158	1.2 (1.8)	10.46
Louisville	11	2	9.02	112 (166)	147 (165)	132 (214)	132 (214)	5	1.5 (1.4)	2,356 (2,515)	1.7 (1.9)	3,673 (3,108)	1.6 (1.8)	168	2.0 (2.3)	
Kansas City	10	1	32.22	74 (33)	135 (142)	79 (38)	45 (23)	3	1.3 (1.4)	1,513 (1,427)	1.4 (1.4)	1,599 (1,587)	1.2 (1.3)	133	2.1 (2.3)	14.61
Watkins	7	1	44.94	25 (22)	161 (192)	33 (37)	26 (26)	5	0.9 (0.8)	2,410 (2,393)	1.8 (1.8)	2,561 (2,642)	1.8 (1.7)	154	2.2 (2.1)	
Danville, KY	5	1		63 (79)	125 (126)	62 (79)	62 (79)	0			1.5 (1.8)	314 (321)	0.9 (1.5)	98	2.4 (1.7)	
Lafayette	2			29 (59)	110 (116)	64 (79)	64 (79)									
Muncie	1				93 (121)											

Field Scorecard Report Glossary

Report is divided into six sections: **WORKFORCE**, **REPAIR TRACK**, **OVERHEAD RECOVERY**, **LABOR RECOVERY**, **TASKMASTER TRAINYARD**, **PAYROLL TRAINYARD** and **SAFETY**

WORKFORCE shows the staffing level of cost centers

- **Working FTE** – number of agreement employees with active status, as of yesterday
- **Non-agreement headcount** – number of non-agreement employees with active status, as of yesterday

REPAIR TRACK section displays average dwell days for active Running Repair bad orders

OVERHEAD RECOVERY and **LABOR RECOVERY** sections display Car Repair Facility performance metrics for the last 2 avail months:

OVERHEAD RECOVERY

- **Labor and Material Recovery Rate** – calculated as Total CRB Reimbursement \$\$ (labor + material) divided by Total Expense \$\$ (includes labor, **non-labor overhead**, and material expenses)
- **Shop Recovery Rate** – calculated as CRB shop hours x **AAR Labor Rate** divided by shop payroll hours x **NS CRB Hourly Labor Rate** divided by 0.92 (*0.92 represents craft not working full 8 hours due to safety meetings, lunch, etc.*)
- **NS CRB Hourly Labor Rate** – calculated cost for each hour of labor required to complete a car repair at Norfolk Southern. The labor rate consists of the base hourly wage, fringe benefits and overhead rate, and is calculated on the monthly basis.
- **Current AAR Labor Rate**

LABOR RECOVERY

- **Direct Labor Recovery Rate** represents labor recovery of payroll hours paid under function code **0235**, FRT.CAR REPR.-
- **Direct and Indirect Labor Recovery Rate** also includes gang leader time on function code **0006** as well as material handling time and a handful of other miscellaneous function codes

TASKMASTER TRAINYARD and **PAYROLL TRAINYARD** summarize Car Inspection's key performance indicators:

TASKMASTER TRAINYARD

- **Trainyard FTE** – hours worked by one employee on a full-time basis under 0272 function code (each **FTE** is equivalent person working full-time (*40 hours per week*))
- **Inbound MMPC** – Inbound Taskmaster Inspection man-hours divided by number of outbound car inspections
- **Inbound Car Inspections** – number of outbound car inspections
- **Outbound MMPC** – Outbound Taskmaster Inspection man-hours divided by number of outbound car inspections
- **Outbound Car Inspections** – number of outbound car inspections
- **Adjusted MMPC** – number of Taskmaster inspection man-hours minus CRB yard hours divided by number of car inspections

PAYROLL TRAINYARD

MMPC payroll – total 0272 man-hours divided by number of all car inspections (*inbound and outbound*)

SAFETY section displays reportable injury ratios of cost centers, YTD