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united transportation union



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NORFOLK SOUTHERN RAILWAY**

(Nickel Plate, Wabash, Wheeling & Lake Erie Districts
and portions of former Conrail)

817 Kilbourne Street
Bellevue, Ohio 44811-9407



May 16, 2003

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Circular No. 230-S

All Local Chairpersons
NKP, WAB & portions of Former Conrail
C-T-E

Re: Revised START Policy

Dear Sisters and Brothers:

During the past two (2) plus years, we have experienced numerous complaints concerning the handling of discipline under the START Policy effective January 1, 2000 throughout our jurisdictional territory. There have been several meetings not only in the field, but also in Norfolk, Virginia addressing complaints of misapplication of the policy by divisional officers. Finally, our complaints have produced a more simplified, fair policy for our members.

Enclosed find copy of the revised policy that among other items:

- reduces the 36 month period time frame in "Minor" offense(s) to 12 months
- increases the number of minor offenses from three to four, before being considered as "Serious"
- provisions for "Repetitive Minor Offenses" that likewise embraces a conference
- reduces the 36 month period time frame for "Serious" offenses to 24 months

We feel that these new measures will greatly benefit our members and should alleviate those concerns that we experienced in the past.

Currently we are conducting START meetings on the property and have already held meetings on the Illinois Division on April 14, 2003 and on the Dearborn Division on April 22, 2003. It is intended that meetings will be held on the Lake Division around May 19, 2003 with the Pittsburgh and Harrisburg Divisions to follow.

It should be understood that these new modifications will not become effective until our meeting(s) on the involved divisional level is concluded.

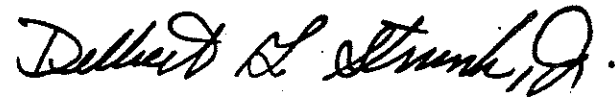
Circular No. 230-S

May 16, 2003

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In closing, I thank you for your patience and support in this endeavor.

Fraternally yours,



Delbert G. Strunk, Jr.
General Chairperson
United Transportation Union

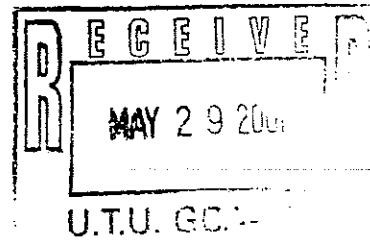
cc: All Vice-Local Chairpersons
All Local Secretary/Treasurers
All Local Presidents
All Local Leg Reps

FRP

**NORFOLK
SOUTHERN**

Norfolk Southern Corporation
17301 Michigan Avenue
Dearborn, Michigan 48126

DATE: May 21, 2001
TO: Transportation Supervisors
Local Chairmen
General Chairmen
FROM: J. W. Moses
Asst. Division Superintendent
SUBJECT: Missed Call Procedure



LOCATION: 17301 Michigan Ave.
Dearborn, MI 48126

Following are updated instructions for missed call handling:

- 1) All missed call reports are to be confirmed with crew management to ascertain that the call was actually missed.
- 2) Supervisors may use discretion as to whether the missed call was justified. Legitimate reasons may be legitimate emergency (wife went into labor, etc). Pager out of range, batteries dead, cell phone dead, taking the garbage out, etc., are NOT legitimate reasons to miss a call.
- 3) 1st missed call – Verbal counseling followed by a letter documenting that verbal counseling occurred. Copy to Mariann Dooley for file.
2nd missed call – Letter of caution. Copy to Mariann Dooley.
3rd missed call – Minor START handling.
4th missed call – Minor START handling.
5th missed call – Serious START handling – Maximum discipline 30 days deferred.
6th missed call – Serious START handling – 30 days actual, activating additional 30 days deferred.
7th missed call – Major START handling – Dismissal.

Missed call discipline may be mixed with other START handling discipline. Other attendance issues remain out of the START program (absenteeism) and will be handled with formal discipline.

cc: J. W. Hall
S. Weaver
M. B. Dooley

START Policy Amendment

In order to enhance the effectiveness of the START Policy, the following modifications to the handling of minor and serious offenses under the Policy are effective immediately. The modifications do not affect the use of informal handling, the categorizing of offenses or the right of an employee to request a formal investigation.

There will be a one-year rolling period for minor offenses, and a two-year rolling period for serious offenses. Minor offenses occurring within the one-year period and serious offenses occurring within the two-year period prior to this policy amendment will be counted in determining the appropriate level of the offense. Offenses occurring outside these time periods will not be counted in determining the appropriate level.

Phase I:

Employee Development (12 months):

The first four minor offenses that occur within the rolling one-year period will be handled with counseling.

- The employee and/or the local chairman must be notified of the counseling session within three days of the occurrence.
- The local chairman is very important to the process and encouraged to attend.
- The counseling session will be held away from the incident site and will involve training and education regarding the rule compliance issue(s) involved in the violation. This will provide the supervisor an opportunity to foster leadership skills, and build and improve the relationship with the employee. The focus should be positive and educational, not punitive or accusatory.
- The counseling session will be confirmed in writing to the employee.
- After the fourth minor offense within the one-year rolling period, there will also be a required conference with the employee, the local chairman, and the supervisor to discuss the violations and the steps necessary for the employee to improve his/her performance. In addition, the employee will be required (without pay) to attend a formal training session.
- A fifth minor offense committed within the rolling one-year period, will be considered a serious offense, and handled as such under the revised policy guidelines. If the employee does not commit a minor or serious offense during a subsequent two-year period, the employee will revert to having minor offenses handled with counseling.

Phase 1 (continued):
Repetitive Minor Violations:

When an employee commits the same minor offense twice (the same rule violation) within a rolling one-year period:

- A conference will be held with the employee, the local chairman, and the supervisor to discuss the violations and the steps necessary for the employee to improve his/her performance. The employee will also be required (without pay) to attend a formal training session.
- If an employee commits the same minor offense a third time within a rolling one-year period, that offense and minor offenses committed thereafter will be considered serious offenses. If the employee does not commit a minor or serious offense during a subsequent two-year period, the employee will revert to having minor offenses handled with counseling.

Phase II:
Serious Violations (24 months):

Serious offenses will continue to be handled with formal discipline unless the supervisor in consultation with the local chairman deems alternative handling to be appropriate.

- In the event that formal discipline is assessed, the progression has not been changed and is as follows:

1 st serious	<u>MAXIMUM</u>	30 days deferred
2 nd serious	<u>MAXIMUM</u>	30 days actual
3 rd serious	<u>MAXIMUM</u>	dismissal
- In the event alternative handling is utilized, employees will be paid for one-half of the time they are engaged in activities such as training and education required by alternative handling.