

THIS THING
CALLED
RAILROADING

PENNSYLVANIA



RAILROAD

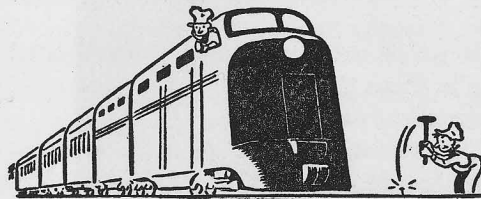
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This Thing Called RAILROADING

That's us.
We're "working on the railroad".
For most of us it's a life work.

* * *

But let's get away from it for a minute.
Let's look at Public Relations.
"What's Public Relations got to do with Rail-
roading?" you ask.



"People *must* buy our 'product'.
"They *have to* ride on our trains.
"They *must* ship their goods—mostly by rail.
"Why worry about what folks think?"

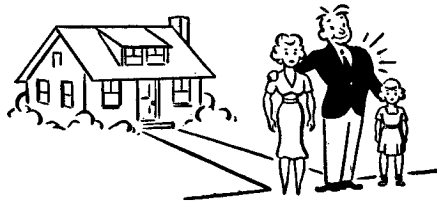
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Let's see.
How about those Airplanes?
How about those Buses and Trucks?
A lot of folks are using them. Freight, too.
Competition—worth thinking about!

* * *

There is a thing called Pride.
You have it.
I have it.

We are proud of our homes.
We are proud of our families.



Not a matter of bragging and talking about them.

But we're not much good if we don't have pride in these things.

How about our jobs?

When somebody says:

"Where do you work?"

Do we answer

With shoulders back—mentally at least?

And with assurance that we know we're a good outfit?



If we don't there is something wrong.
To be very frank—

A person who can't have pride in his job—and his business ought to do one thing—

He—or she—ought to look around for a place where he *can* have pride!

For we spend so much of our time on the job—

That—

Unless we think of the organization with respect—

We are leading a rather sorry existence.

* * *

We might even go so far as to say

That one of the jobs of management in any organization is—

To so run the business that people are proud to be considered a part of it.

* * *

Where does Pride in the Job come from?

I'll tell you.

It comes out of what folks *outside* the business think of the folks *inside* the business.

And another name for that?

Public Relations.



I don't mean what they think about the President

And the other Officers
And management generally.
For the Public thinks of us as a team.
And every member of the organization is a
member of the team.
And that goes from bottom to top—
From tracks to offices.

* * *

And the Public gathers most of its impressions
about us—
From the way we treat them.
Both as individuals
And as The Team.
Ever think of that?
Just look at it this way:
How many times each day do we Railroaders
come in contact with members of the Public?
Here are some of the spots where Public
Relations starts:
Notice I do not say GOOD Public Relations?
For, when we slip



When we show impatience
When we lose our temper
When we answer sharply

When we do any of the things which rub the
customer the wrong way
Then the result is BAD Public Relations.
But let's list some of those places:
Every time we punch a ticket
Every time we handle a shipment
Every time we answer a telephone
Every time a person comes to a ticket window—
Whether to buy—or merely to ask a question
Every time we accept payment on a bill
Every time we announce a station
Every time we stop to discharge or take on
passengers

* * *

Every time we wait on a customer in a dining car
Every time we make up a berth
Every time we check somebody's baggage
Every time we give a "cowboy" start



Every time we slam on the brakes
Even when we are working on the right-of-way
Or when we are pushing a truck along a
station platform—
These are but a few of the places where the
Public sizes us up.

THIS THING CALLED RAILROADING

We could go on almost indefinitely.
And remember—
Off-the-Job Contacts are important, too!

* * *

Railroading is a business of Public Contacts
And each Contact is an Opportunity—
An Opportunity for Bad
Or Good Public Relations.
And each contact is important—
If we want the Public to respect us and our
business

If we want to have that Pride which is so
essential to our own self-respect.

More than that,
When the Public approves the way we do
our work—

We are making this a BETTER Place to Work.
And that puts our shoulders back—
And our heads up.

* * *

And we can go even further
Good Public Relations helps Revenues.
Heaven knows we need that kind of help!



[6]

THIS THING CALLED RAILROADING

Operations are more economical when the
Public respects us.

Then the Public is cooperative.

The chip is off the shoulder

And that means money in the till.

Money spent straightening out complaints and
arguments and criticisms—

And Bad Public Relations breeds those very
things—

Can never get into a Pay Envelope.

Money saved because of Good Public Rela-
tions is important money!

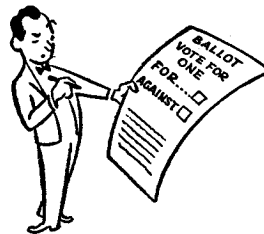
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Deeper still—

And don't forget this:

It's the Public which controls all law making
machinery.

For another way to spell "Public" is
"V-O-T-E-R".



If we are not pleasing the Public—
If the Public is not friendly—
Law makers can be pretty rough!
But when the Public is friendly to us—

[7]

THIS THING CALLED RAILROADING

Because we are doing this Transportation job the way they like it—

Then we will be free to do the job as we know it should be done.

Ever think of that?

Ever analyze the fact that the way we run our business—

The way we treat our "customers"

Is a potent factor in how much freedom we have—

To do the best kind of job for those "customers"?

Folks have confidence in a business they can trust.

Know the best method in the world to inspire confidence?

I'll tell you:

Whenever anyone expresses any doubts about the Railroad—

Or how it is run—

Just say this:

"There are no secrets in our business."



That's a sure cure.
But you must follow through!

THIS THING CALLED RAILROADING

You must say something like this:

"Anything you want to know about our business?

"Just ask me!

"I don't know all the answers.

"But I know where I can get them.

"And I will."

Then—

If you know the answer—tell it.

If you don't know the answer—

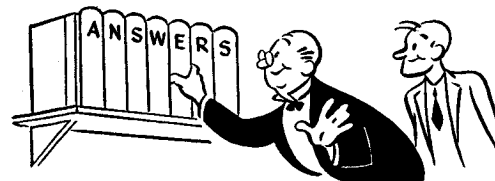
Get it.

* * *

Your boss may not know it either.

But he can get it.

Then be sure that the questioner gets it.



That's important.

People have confidence in an outfit where everything is open and above board.

It's true of most businesses.

It's true of our business.

And we want the Public to know it.

Sometimes we make a mistake.

Shipments go astray.

People get on the wrong trains.

We err sometimes on a rate or on a bill.

Such things give us a double opportunity

Opportunity No. 1:

To fix it.

That's Good Public Relations.

But fix it without passing the buck

For we are a team.

And an error by one person is an error by
"The Railroad".

The Public isn't interested in individuals

The only interest is in getting things straight-
ened out.

* * *

Then—Opportunity No. 2:

Let's find out how it happened—

Why?

To place the blame?

Not that.

But to try to see that it does not happen again.



It may be:

Perhaps somebody needs more training.

That's easily fixed!

Perhaps some rule or practice or regulation
needs attention

Perhaps the error came out of rules which are
not clear.

Whatever the cause—

We want to avoid the same error in the future.

But—above all * * *

When we find that an error has been made—

Let's admit it.

That's most important.

We can't fool the Public by trying to "cover
up".

All the Public is interested in is service.

And when we straighten things out—

Everybody will be happy.

That's Good Public Relations.

Yes—

* * *

This Public Relations Thing is very important
to you—

And to Your Business.

To you—

Because to the Public you are The Railroad.

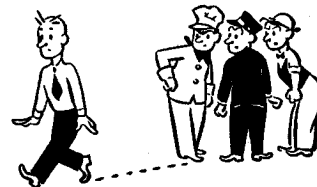
The whole System is judged by your actions—

On every individual contact.

If you ever say "They"

When you speak of your Company

You are stepping off the team.



The Public has respect for us as a team.
The one who steps off
Does two things.
He loses the respect of the person to whom he
is talking.

And that person also loses respect for the
organization.

Again

The Public wants Service—
And a so-called team—
With some "non-members"
Can't be a Good Service team.

* * *

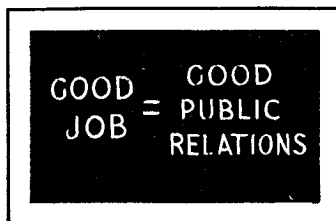
Now let's go back to some fundamentals:

Public Relations is not a tangible thing which
can be put in a bin with a label.

It isn't something that can be dished out and
fed to the Public with a spoon.

Public Relations is an EFFECT.

It is a RESULT.



Bad Public Relations comes from not doing a
good job for the Public.

Good Public Relations comes from doing a
good job for the Public.

It is as simple as—

Good Job = Good Public Relations.

* * *

No matter how you look at it we are a Sales
Organization.

We sell Transportation
Transportation of People—
And Things—

It is a Sales job.

And Good Public Relations is just as important
As it is to folks who are selling goods over a

counter.

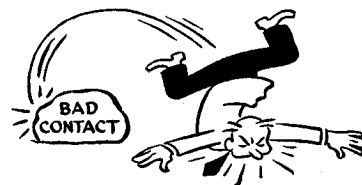
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Here's a thought:

A customer may have dozens of friendly
contacts with us

May think pretty well of us.

But it takes only ONE contact of the wrong
kind—



Only one

To undo all the perfect ones.

Worth thinking about some day

When perhaps we "got out of bed on the
wrong side"!

We can't TALK Good Public Relations.
It is not something kept under the counter
Or in a desk drawer.
We must meet the customer in such a way
That Good Public Relations is a by-product.
But

A by-product as important as the service-product.

And we must have that by-product coming out of every contact.

Somebody has said—

"Every contact should either make or keep a friend."

How about the folks at our telephones who give out train information?

How about the girl at our telephone switch-board?



Or anyone who may receive a telephone call?
She—or he—has tremendous opportunities
for promoting Good Public Relations.

By talking about it?

Again—NO!

The opportunity comes out of prompt answers.

And courteous answers.

The tone of the voice.

Out of accurate, efficient operating.

Out of not making mistakes.

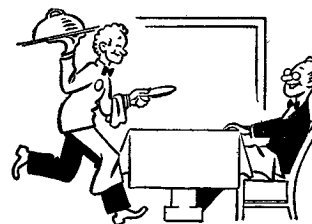
Out of not letting people "hang" when they are asking for some individual.

"The Voice With a Smile" is a MUST.

Yes

This telephone entrance gives opportunity for a lot of that by-product which we are talking about:

Good Public Relations.



Dining Car Service?

Well—

This is an opportunity.

For

Good food—

Well served—

Courteously, pleasantly, neatly, efficiently,
accurately—

Promotes digestion.

In a dining car

It also promotes Good Public Relations—

For the Railroad

And it makes the job more pleasant for all concerned. * * *

No, we can't laugh off This Thing Called Public Relations.

It's deadly serious.

It's what every merchant must think about if he is to be lastingly successful,

Likewise every Railroad Man and Woman.

If you—the reader—owned the Railroad personally—

You would give a big think as to how your customers felt about your company.

It is just that serious to the organization of which you are a part—

Which means to you—and you—and you—each and every one.

There is nothing of the Pollyanna about it.

There is nothing of the Mollycoddle or sissy about it.

It is just plain, old-fashioned horse sense that—



The people we serve must be so served,
That they like the way they are being served.
That's all there is to Good Public Relations.

Fellow Railroader:—

This is your copy of an interesting and educational booklet entitled, "This Thing Called Railroading." You will find it packed with good reading and good sense. While the author emphasizes many points already familiar to you, he especially spotlights those areas where we can better our service and win public acceptance for the railroad.

"What folks outside of the business think of folks inside the business" is an important point in this booklet. It should be of major concern to all of us who are rendering railroad service. I can assure you that you will find it well worth while—you may want to let others see it.

Sincerely yours,

J. B. JONES

General Manager