

The Spareboard

Ottawa Central Railway

Jan., 2008 Vol 4 No 1

1998-2008
OCR
Celebrating 10 years of service

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OVER \$1.5 MILLION ALLOCATED TO UPGRADE OCR

The Governments of Canada and Quebec announced February 20th that work to restore the Ottawa Central Railway will begin soon.

Both levels of government will invest over \$1.5 million for this \$2.4-million project.

The Honourable Lawrence Cannon, Minister of Transport, Infrastructure and Communities and MP for Pontiac, and Ms. Charlotte L'Écuyer, MNA for Pontiac, handed over a symbolic cheque to Marc Laliberté, President of the Quebec Railway Corporation during an event at Bristol.

"As Minister of Transport, Infrastructure and Communities, and MP for Pontiac, I am very pleased about this great news, which will have direct benefits for my constituents," said Minister Cannon. "These investments will be very beneficial socio-economically speaking for Pontiac."

"I am particularly pleased about this substantial project which allows the Ottawa Central Railway to have more capacity on its rails, and to meet the North American standards," said Ms. L'Écuyer.

See Upgrade, Page 2



Photo: Ray Farand

The official presentation of over \$1.5 Million was made at a Bristol, Quebec ceremony on February 20. Pictured left to right, James Allen, General Manager, Ottawa Central Railway, The Honourable Lawrence Cannon, Minister of Transport, Infrastructure and Communities and MP for Pontiac, Ms. Charlotte L'Écuyer, MNA for Pontiac and Marc Laliberté, President, Quebec Railway Corporation.

New to OCR's The Spareboard!

"Colin Churcher Presents"

OCR's "The Spareboard" is pleased to present submissions from Ottawa based railway historian and author Colin Churcher.

With a rich railway background in his portfolio including a position as former Director General, Railway Safety, Transport Canada, Colin Churcher will present both personally authored material and submissions from others. See Page 2 for Colin's debut article!

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A tragic incident on the Drummondville Sub has prompted a critical message from Fern Essiembre. Please see Page 5.

The Spareboard
Ottawa Central Railway

COLIN CHURCHER

presents

OCR is pleased to welcome railway historian and author Colin Churcher! Colin's colorful contributions will be featured from time to time in OCR's "The Spareboard"



The Bridge over the South Nation River at Casselman

By Colin J. Churcher

VIA passengers between Ottawa and Montreal may hardly notice the bridge on the line just west of Casselman.

There is a change in sound as the train rumbles over the structure but this is quickly over as the train soon regains dry land. However, the South Nation River, at mile 47.7 on the Alexandria subdivision near Casselman, presented quite an obstacle to the builders of the Canada Atlantic Railway and regular trains started running on 1st February 1882 from Coteau only as far as Casselman.

Work went ahead vigorously to complete the line to Ottawa and the Ottawa Citizen of 23rd February 1882 reported:

"Between Ottawa and Casselman some 350 men were busily engaged on the work of construction. The masonry of the bridge over the Nation River was completed and the Toronto Bridge Company were at present proceeding with operations to allow them to go on with their part of the work."

See Churcher, Page 3

Backtrack
By Dave Watts

will return soon!



Rule 103 (d):

Equipment must not be left standing within 100 feet of the travelled portion of a public or private crossing at grade, except where it is necessary to leave such equipment for loading or unloading.

SITUATION: Your train is setting off 2 cars on a siding.

QUESTION: How far from the travelled portion of a public or private crossing at grade must the cars be left standing?

ANSWER: At least 100 feet.

INTERPRETATION:

Equipment left standing near a public or private crossing at grade must be left at a distance greater than 100 feet from the crossing.

Unrestricted sight lines for motorists and pedestrians using the crossing is critical and this aspect of safety cannot be overemphasized.

However, the rule does provide an exception; cars may be left at a shorter distance provided that it is known that these cars are to be loaded or unloaded.

Fern

Please see a special message from Fern Essiembre on Page 5

An exceptional resource

RAC

www.railcan.ca

New Upgrades for OCR From Page 1

"These investments will be very beneficial socio-economically speaking for Pontiac."

- Lawrence Cannon, Minister of Transport, Infrastructure and Communities

"This investment will improve our regional rail service and give us access to the continental rail network."

"In addition to helping the railway upgrade to North American standards, the contribution by the two governments along with the private investment will ensure that this infrastructure can continue to play its essential role for regional shippers," said Mr. Laliberté, President of the Quebec Railway Corporation and owner of the Ottawa Central Railway.

Under the restoration program, the Government of Canada will invest \$948,000, the Government of Quebec over \$632,000, and the Ottawa Central Railway more than \$789,000 over a period of five years in support of the project.

The work will upgrade the carrying capacity of the Railway's tracks over a distance of 36 kilometres.

Shortline railways provide regional railway service, and for Quebec businesses they are essential for trade. The shortline companies operate more than 38 per cent of the Quebec railway network, i.e. over 2,300 kilometres of track. Over 80 per cent of the goods shipped by shortline railways in Quebec are destined for the United States. The goods shipped are mainly wood, paper, pulp, particle board, ore and aluminum. In this way, shortline railways play an indispensable role in the Quebec economy.

(www.tc.gc.ca)



Photo courtesy: Colin Churcher

This shows the bridge over the South Nation River just after it was completed in May 1882. It is typical for bridges of that period although not strong enough for today's trains. Note the Toronto Bridge Company Builders plate at the entrance. This was normal practice and added a finishing touch to the Company's elegant structures. Unfortunately in urban areas these quickly proved a tempting target for little boys with stones although this one, in a rural setting, may have lasted longer.

Colin Churcher From Page 2

The masonry of the bridge which was laid in cement, was done by Mr. Linsley, contractor, and is in every respect a first class job. The work was assiduously prosecuted during the winter and in order to permit of this, artificial heaters were used upon which the stone was laid preparatory to being placed upon the wall. The bridge was some 350 feet in length and 30 feet high, and addition to presenting a picture of stability the work was neatly executed....

"The present time table issued by the company shows that there are two passenger and two freight trains running daily between Coteau and Casselman."

Trains were running through to Limoges (then known as South Indian) by May 1882, and the line was opened through to Ottawa on September 13th the same year.

The country in this area was heavily wooded and much income was derived from lumber. Fires were an ever present threat and caused great destruction. On 16th June 1891 the Ottawa Journal reported:

"Fire at Casselman. Special train sent out at 11 p.m. Arduous task of mounting the Conqueror, which taxed all muscles to the utmost. -- The engine and special relief train was driven by Engineer Macdonald, Fireman Kane and Brakeman Keswick. Away sped the train with 30 miles to go with 1,200 feet of hose and 1,000 feet of the C.A.R. hose. At Eastman's, South Indian and Bearbrook the train took up hands till there were 200 buckets and some 420 men on board. At 11.45 they left Bearbrook and at 11.50 they steamed into Casselman."

The "Conqueror" was a horse-drawn fire pump, presumably steam powered.

1897 was a bad one for fires in the area. Fire-fighting equipment was again sent to Casselman by train on 5th October.

See Bridge, Page 4

OTTAWA CENTRAL RAILWAY
 From THE DINING CAR

TASTY VEGETABLE SOUP
(Fabulous winter warmer!)

2 TABLESPOONS OIL In the soup pot
 ½ CUP of chopped onion
 2 CELERY STALKS, thinly sliced
 ½ TEASPOON THYME
 1 TABLESPOON PARSLEY
 1 BAY LEAF
 SALT & PEPPER to taste
 3 CUPS OF TOMATO JUICE (or V8, or Garden Cocktail etc)
 4 CUPS OF CHICKEN BROTH (measure 2 tablespoons of pre-packaged 'broth' powder into 4 cup measuring cup, add boiling water and stir.

FROZEN CALIFORNIA STYLE VEGETABLES (2 or 3 cups depending on quantities required)

- Sauté the onions and celery in the oil until soft.
- Add the tomato juice
- Add the chicken broth
- Add frozen veggies
- Add spices, pepper & salt
- Bring to a boil, then simmer for 20 minutes.

INCIDENTS & ACCIDENTS

Through January, 2008



	Jan 08	FIN 07	FIN 06	FIN 05	FIN 04	FIN 03	FIN 02	FIN 01		Jan 08	TOT 07	TOT 06	TOT 05	TOT 04	TOT 03	TOT 02	TOT 01
Main Track Accidents*	0	3	0	4	0	2	0	1									
Non-Main Track Accidents*	0	11	13	10	9	11	6	8	Human Factor	0	4	2	4	3	5	3	4
									Ice & Snow	0	1	1	0	0	0	1	1
Crossing Accidents	0	4	1	1	2	2	4	2	Track Conditions	0	3	4	1	1	0	1	1
Trespassing Incidents	0	0	0	0	0	0	1	5	Vandalism	0	0	1	0	0	0	0	1
Employee Injuries*	0	2	1	3	2	5	8	0	Equipment	0	0	0	0	0	0	0	0
									3rd Party	0	2	5	5	5	6	1	1
Cardinal Rule Violations	0	0	0	1	0	0	0	2	Other	0	1	0	0	0	0	0	0
Hyrail Accidents	0	1	0	0	1	0	0	0		0	11	13	10	9	11	6	8
Vehicule Accidents	0	1	1	1	1	1	0	1									
TOTAL	0	22	16	20	15	21	19	19									
Other	0	8	7	8	20	13	12	0									



PROPER ATTITUDE MEANS HEALTHY WORK ETHIC

I recently completed 5 days of training for OCR beginning with a 2 day track protection course entitled Rules for the Protection of Track Units and Track Work. This was attended by Lavern Brohart, Ben Beauchamp, Pat Beauchamp, as well as X-Rail Signal maintainer Tom Picard. Lavern, Ben and Pat are 3 of the youngest members of the engineering team and I was impressed by their attitude.

Firstly, they were absolutely respectful towards me and each other during the training session. They showed a healthy attitude towards their work and understood the serious nature and responsibility involved in working hand in hand with our transportation employees.

See Steele Rail, Page 10

Bridge, from Page 3

Disaster struck the next day when the station and water tank at Casselman were destroyed. The bridge stringers were nearly all burned off and the bridge was rendered unsafe. A special gang of men at Booth's mill (in Ottawa) were set to work to cut timbers and a gang of 100 men were rushed to the site to put the bridge into shape for traffic. Mr. M. Donaldson, mechanical foreman, had a special wrecking train sent down during the morning with new timbers for the bridge. Men were at work all day on the bridge, and it was passable the same evening.

A bizarre result of this fire was that the railway ran an excursion train from Ottawa for the curious (or morbid) to see the damage from the fire. The Ottawa Journal of 11th October 1897 mentioned:

"The C.A.R. excursion to South Indian and Casselman yesterday carried down 855 persons from Ottawa -- sightseers and relic hunters."

The same day, the Ottawa Free Press said:

"The train didn't remain at the station at North Casselman but proceeded over the bridge over the Nation river to South Casselman, where the fire did the greatest destruction."

The Bridge continues on page 6

A critical reminder to All OCR Staff



By Fern Essiembre

On Wednesday February 27th a fatality occurred on the Drummondville sub.

The incident took place when a train separation occurred as the result of a broken knuckle. The conductor had the locomotive engineer drop off the replacement knuckle, the Conductor was at the separation point determining the correct knuckle to be used. It appears that at the same time the Conductor instructed the Locomotive Engineer to pull ahead. The Conductor stepped in between the cars, possibly to start working on the knuckle.

The indications are that in doing this, the slack of the cars attached to locomotive rolled back after the brakes released and pinned the Conductor between the knuckles. The employee was a 35 year veteran Conductor. A lot of questions will be asked as to how this could have happened. Unfortunately this will not change what happened.

It is important to keep safety in mind at all times when performing your duties.

We must stress the importance of keeping the 50 feet distance between cars when performing this type of work.



Photo © Ian A. McCord, 2008

MPP Jim Watson Visits OCR

OCR welcomed Ottawa-West Nepean MPP Jim Watson on Friday, Feb 22. Mr. Watson dropped by to get an insight into railway taxation and infrastructure upgrade costs to the North American capacity standard of 286,000 lbs. Mr. Watson is accompanied in the cab by OCR's Claude Talbot.

HIGH SPEED PASSENGER SERVICE IN THE TOWNSHIPS?

Passenger service may return to the Eastern Townships! VIA Rail and the Montreal, Maine and Atlantic Railway are slated to issue the results of a study on a possible Montreal-Sherbrooke train. Most of the tracks haven't carried passenger traffic since VIA stopped using the route in the late 1970s. The study will estimate the cost of upgrading the infrastructure so that a passenger train could travel up to 110 KM/H. Most of the track is owned by the Montreal, Main and Atlantic Railway. The proposal to open up service was made by some 27 municipalities in the Townships.

(Montreal Gazette 080227)(RAC)

Performance Indicators

Will return to the OCR Spareboard



Our Mission:

Grow profitably while becoming our customer's preferred supplier of transportation logistics services to help them meet the needs of their own customers.

Basis of the Mission:

To make a significant contribution to our customer's commercial success by providing safe, efficient and cost-effective transportation logistics services.

Ottawa Central Railway Inc is a division of Chemin de fer du Quebec.



Andy Ash is
Manager,
Dangerous
Goods, RAC

TDG REGULATIONS AMENDED

We live in a world of laws. These create safety, security and structure for our society.

To follow the "letter of the law" we must abide by rules, regulations and standards.

In the railway business we have a myriad of these rules, but these are vital to maintain safety in our day to day operations, thus protecting us railroaders, the public and the environment.

This is never more important regulations than what is written in the Canadian Transportation of Dangerous Goods (TDG) regulations. The Transportation of Dangerous goods regulations cover the surface transportation of TDG and reference many other standards relating to

packaging, handling and transport of TDG. In case you did not know, the current regulations came into force in August of 2002.

Since then there has been 6 amendments to the regulations. These amendments are changes / additions / clarification to wording or meaning of parts of the original regulations. Some changes are clerical and some have wide reaching effects on transportation.

Everyday life is not a "snapshot"; it is forever changing. Regulations are the same, and necessary since life is constantly changing.

We all own the regulations because we all have a chance to write them, given comment periods, consultations, seminars, bulletins and feedback opportunities.

What gives the regulations "the big stick" is that they are incorporated into law by the Transport of Dangerous Goods Act. (This is an Act of Parliament).

See Andy Ash, Page 8

The Bridge, from page 4

The entire members disembarked here and in a short time the streets and ruins were overrun by curiosity and relic hunters.-- "It seems that the proceeds of the excursion went to relief of suffering."

After this brief period of excitement it seems the bridge settled down to a more peaceful existence. The Grand Trunk Railway, which took over the Canada Atlantic Railway, reconstructed the superstructure in 1905. This was approved by Board of Railway Commissioners order No. 529 of 4 July 1905. This is essentially the bridge we know today except that modifications were carried out in the early 1990s to allow double stack container trains to pass through.

However, there was one further episode in December 1944. On 22nd December, the Glengarry News reported a rear end collision between two freight trains the previous day. The picture was taken from the east side of the river and the train is traveling towards Coteau. The locomotive is Canadian National No. 6218, which later became well known as an excursion locomotive after the end of regular steam. There were no injuries or deaths in this accident which is a surprise as the caboose of the train that was rear-ended has been completely destroyed.

Colin J. Churcher

Visit: www.railways.incanada.net



Photo courtesy: Colin Churcher

A December 21, 1944 rear-end collision between two freight trains. The two cattle cars right behind No. 6218 can be easily identified by the whitewash that was applied to the lower portion of the car – it hid the signs and smell of the cattle. The cattle must have had a rough shunt!

In the next *OCR Spareboard*, Colin Churcher revisits the collision on the bridge over the South Nation River. He will present the actual statement from engineer Findley!

Engineering OBSERVATIONS 2007 Non-compliance



Serge
Beauchamp



Subject (rules)	Jan	Feb	Mar	Apr	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	YTD
Securing work equipment, machinery													0
Fusees (CROR 11)													0
Emergency Protection (CROR 35)													0
Protection of track work on other than main track (CROR 40.1)													0
Planned work (CROR 42)													0
Slow track protection (CROR 43)													0
Protection both directions (CROR 45)													0
Mounting of signals (CROR 46)													0
Track occupancy permit (TOP) (CROR 49)													0
Defining clearance limits of authority (CROR 81.2)													0
Copying, repeating and completing (CROR 136)													0
Clearance in lieu of TOP (CROR 312)													0
Protection of track work (CROR 807)													0
Track occupancy permit (TOP) (CROR 815 and SI 1)													0
Cancelling authority (CROR 825,826)													0
Hand operated switches (CROR 104)													0
Derails (CROR 104.5)													0
Inspecting passing trains (CROR 110)													0
Radio terms (CROR 120)	1	1								2			4
Positive identification (CROR 121)	1												1
Content of radio communications (CROR 122)													0
Verification procedures (CROR 123 SI 1)													0
Authorities placement in cab of TU													0
QRC job briefing Policy (GOI 4(4.8))													0
Personal Protective Equipment (PPE) (GOI 8(4.3))						1		1					2
others													
Safety watch													
TOTAL Non-compliance	2	1	0	0	0	1	0	1	0	2	0	0	7
TOTAL Observations	13	10	15	14	17	18	18	18	18	17	15	10	183
% Non-compliance	15%	10%	0%	0%	0%	6%	0%	6%	0%	8%	0%	0%	4%

Observations
Transportation and Engineering
Appear regularly in OCR's "The Spareboard"

**Make Every Day
A Safe Day!**

Engineering
OBSERVATIONS 2007
Per Employee



Serge
Beauchamp



Track employees	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total YTD
Benoit Beauchamp	3	4	5	4	2	7	7	6	4	5	2	2	51
Serge Beauchamp													
Georges Brohart	3	3	2	8	6	6	10	12	5	7	4	2	68
Lavern Brohart	3	4	4	8	2	11	7	8	6	3	4	2	62
Wayne Brohart	3	3					3		2		5		16
Sean Gill	4	3	7	4	2	2	3	3	4	6	5		43
Vincent Mayhew	3	3	3	8	2	10	7	9	9	7	4	2	67
Richard Myre	4	3	7	4	2	2	7	3	3	3	5		43
Cyril Wolfe	3	3	4	4	6	10	11	10	9	3	4	2	69
Contrator Train Crews	10				10						2		22
X-Rail	2	2	1								2		7
Patrick Beauchamp	3	4	3	4	2	4	7	3	4	5	2	2	43
Monthly Totals	41	32	36	44	34	52	62	54	46	39	39	12	491

Andy Ash from Page 6

Well, that being said, low and behold we are now experiencing changes to our "living document" called the TDG regulations. This comes in the form of Amendment 6. (amendment 7 is already in place.)

This is particularly large amendment, 123 changes at last count, and has been some time in the making.

Some of the changes affecting us are:

- Anhydrous Ammonia changes classification from a Non-Flammable Gas (2.2) to a Poison Gas (2.3) – and even has its own new placard.
- A new version of a standard is incorporated. This standard is called Canadian General Standards Board (CGSB) 43.147-05.

This is a standard regarding tank cars and their loading/unloading etc.

- There are other changes that eliminate the need for railways to possess certain permits that give them relief from part of the TDG regulations.
- Emergency plans required for some unit trains of flammable liquids.

These are a few of the railway "biggies". The Railway Association of Canada in conjunction with its railway members have been working with Transport Canada to ensure that the intent and meaning of the regulations "makes sense" in rail operations in Canada. As usual, any changes will be communicated to all affected railway personnel. For info, visit:
http://www.railcan.ca/sec_leg/en_rac_regulations.asp

<http://www.tc.gc.ca/TDG/menu.htm>



Happy Birthday

Serge Beauchamp
Sean Gil
Charles Anderson
Roy Murray
Dennis Church

Happy Anniversary

Sean Gil - 9 Years
Bernie Seguin - 7 Years
Mathieu Houle - 4 Years

Congratulations
from all your friends at
OCR!

Transportation
OBSERVATIONS 2007
Non-compliance



Luc
Larose



Subject (rules)	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
General Rule A													0
Switching by radio (CROR 12.2)											2		2
Engine bell (CROR 13)													0
Whistle (CROR 14)													0
Headlight (CROR 17)													0
Markers/TIBS (CROR 19)													0
Blue Flag protection (CROR 26)													0
Fixed signal recognition (CROR 34)													0
Planned Work (CROR 42)													0
Slow Track protection (CROR 43)													0
Operatin bulletins, DOB, TGBO (CROR 83, 83.1)													0
Train location report (CROR 85.1)													0
Public crossings at grade (CROR 103)													0
Hand operated switches (CROR 104)	1	1							1				3
Derails (CROR 104.5)													0
Speed on other than main track (CROR 105)													0
Train inspection (CROR 111)													0
Securing equipment (CROR 112)													0
Coupling to equipment (CROR 113)													0
Fouling other tracks (CROR 114)													0
Pushing equipment (CROR 115)													0
OCS Rules													0
Stopped by a red flag													0
Other - CROR 121	2			1									3
Riding equipment (GOI 8.(12.4))													0
Getting on and off moving equipment (GOI 8 (12.5))													0
Independent brake valve (GOI 6 (D3))													0
Crossing the track(s) (GOI 8 (4.5.3))													0
Walking on rail (GOI 8 (4.5.4))													0
Personal protective equipment (PPE) (GOI 8 (4.3))				1	1		1						3
Push/Pull Test													0
Other				1	2								3
TOTAL Non-compliance	3	1	0	3	3	0	1	0	1	0	2	0	14
	20	23	20	20	18	18	12	15	13	15	18	9	174
% Non-compliance	15%	4%	0%	15%	17%	0%	8%	0%	8%	0%	11%	0%	8%

Transportation OBSERVATIONS 2007 Per Employee



Employee	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total YTD
Brisson A	7	Oct	4	5	4	6		18	19	9	20	5	97
Campbell B	7	5	11	10	11	30	10	15	13	4	13	4	133
Campbell Jamie					4		19	23	11	11	9	5	82
Campbell John	4	4		5		6		4	6	9	20	5	63
Gagnon MA	15	19	18	20	17	25	10	9	18	7	17	5	180
Houle, M	12	5	10	17	21	16	9	21		4	13	4	132
Kelly S	14	11	17	8	13	4	12	10					89
Krasilycz J	7	9		16	5	17							54
Laing J	13	17	7	7	13	9	15	23	5	16	7	4	136
McRae B	15	18	14	5		6		6	11	11	9	9	104
McRea K	18	18	14	7	9	14		4	14	6	5	4	113
Perrier P	4	15	20	5		6			11		5	4	70
Proulx N	11	17	7	14	16	4	12	10	16	4	7	4	122
Ritarose M	17	11	15	7		4	7	7		4	0		72
Robinson P	6	6	11	7	9	23	11	27	11	6	5	5	127
Rushton R	8												8
Seguin B	9	8		16	5	6			19	23	0	3	89
Talbot C	19	19	17	14	24	10	9	15	0	16	7	4	154
Trempe, R	6												6
Anderson Charle											9	3	12
													0
3rd PARTY													0
Totals	192	182	165	163	151	186	114	192	154	130	146	68	1843

Steele Rail, from Page 4

Having a proper attitude towards safety is as important as knowing every rule in the book. This attitude comes from the example they see in the day to day work habits of their fellow employees. This should be remembered by the senior and more experienced employees. The way you work serves as an example to the younger generation.

It occurs to me as I work more and more with the younger generation that the railways of Canada will fall into capable hands.

I have been training a lot of

younger people in the last few years and I am really impressed with how quickly they learn and generally speaking, their kind and polite disposition.

The second class was a QSOC (Qualifying Standards for Operating Crews) a day course for transportation employees.

This was an interesting class with locomotive engineers Bill Campbell and Jason Laing. Bill is an experienced engineer with a good reputation as a great train handler with a solid rules background.

Even though he is a stalwart Toronto Maple Leafs fan, he is a well-

respected railroader. I have had the pleasure of having trained Jason as a new conductor and engineer. The QSOC course with these 2 individuals was a pleasure since there was a very high level of rules and technical knowledge. I could tell that both worked at knowing and applying the rules and procedures found in their operating manual. Jason, Lavern, Ben and Pat are good examples of the competence of a new generation of railroader, serious, professional but easy to work with.

Don

See a special Rules Reminder from Don Steele on page 13.



Teaming to Succeed: Creating Great Work Teams

While most people appreciate the idea of successful teamwork, it's a concept that, for many organizations and workgroups, remains elusive. Partly because North American culture rewards individual successes and partly because, at times, the idea of consensus-building and collaboration can seem to slow our fast-paced, instant-results driven world. Created without any thought or defined objectives, a 'mock' team can leave workers frustrated or worse, completely cynical about the entire process.

Great teams, on the other hand, uncover solutions that one person might not have come to on his or her own. They capitalize on the experience, insights and knowledge of its members and offer a fresh collective perspective that encourages innovation.

Guiding the Group to Success

You've laid the groundwork for a good team. Now it's time to encourage you're squad to stay on course. Keep the positive team spirit flowing by:

Encouraging open communication.

Remember that history teacher in high school that took pleasure in your mistakes? Remember how difficult it was to get the students to talk? If you really want employees to be engaged, contributing members of the team, it's vital that you foster an environment where open dialogue and constructive feedback are welcomed and encouraged. Positive and honest communication, where employees are unafraid to sound "foolish" or make a mistake, not only encourages the team to bond, but helps it remain solution-focused.

Empowering people with the authority to make decisions.

If you want team members to take ownership for their work and invest energy into the project, they need to feel they have some control over what's decided on. If you're concerned about the consequences of handing over this kind of authority remember: clear expectations, well-defined goals and context beforehand will go a long way in ensuring team members make informed, well-thought-out choices.

Promoting inclusiveness. One of the biggest challenges of group dynamics is trying to maintain balance between extroverted team members and those who take a more subdued approach to participation. Prevent more outspoken members of the group from taking over and encourage shy teammates to speak up: solicit input from everyone on the team and politely 'cap' responses to a preset time limit. Teammates not able to attend a meeting should be updated and everyone should be kept in the loop about progress, setbacks or changes to the project.

Creating The Right Environment:

While it's not an easy task, you can help build a supportive environment that creates team triumphs instead of tragedies by carefully crafting your squad, supporting its success and effectively managing team tensions.

"healthy working"

is reprinted courtesy Shepell-fgi and is supplied as a service to OCR Staff by:

Laurent Caron,
Director,
Human Resources,
Chemin de fer du Quebec



Laurent Caron

Maintaining Team Spirit by:

Getting into group activities.

Activities the team participates in together—whether a workshop, lunch outing or fundraising event—can help build familiarity, trust and understanding amongst team members.

Capitalizing on strengths and downplaying weaknesses.

Build team confidence—and in turn fortify each member's self-confidence and commitment to the group—by highlighting collective and individual strengths. If a team member is having trouble keeping up, work together to come up with a solution—additional support, training or time—to help bring him or her up to speed.

Rewarding as a team. A team that celebrates together works together. Team—rather than individual—incentives help to create a dynamic of 'working towards the team's success.' A group reward encourages everyone to pitch in and can eliminate—or at least minimize—the negative impact of cut-throat competition amongst individuals.

Managing interactions. While each member of the team is responsible for his or her independent actions within the group, as the team leader, your job is to ensure the team's dealings with one another are respectful, constructive and are effectively contributing to the team's objectives.

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Continued...

If You Build It...Team Construction 101

The foundation upon which the team is built is critical to the success or failure of the group. When the team is not well-organized, prepared and supported, the chances of collapse are significantly higher. Foster a strong, dynamic team through:

Respect. At the heart of every good team are a group of individuals who respect each other's ideas, experience and opinions no matter how divergent they are from their own. Offer team members equal time to speak and ensure everyone remains focused on each person's input. As a people leader, it's essential to lead by example: remain respectful of everyone's ideas (no matter how different they are from your own) and avoid talking over others or interrupting.

Diversity. While it may seem easier to group like-minded people together, it rarely produces the best results. Different ideas and viewpoints, though at times more challenging, can shine a light on overlooked issues or ideas and encourage innovation to flourish.

Clear roles, goals and objectives. What is the purpose of the team? What are the individual roles of each team member? What is this work group aiming to achieve? What are the timelines? These may seem like obvious questions, but many teams fail because their roles, purpose and ultimate objectives are never clearly defined. Members should have a clear idea of what their role and deliverables will be within the process. Team goals and objectives should be communicated from the outset or team members should be invited to help establish these during the first meeting.

Context. No team should function as an island detached from the organization. Help members stay motivated and understand the value of their work by thoroughly explaining how the project and their contribution fit into the greater organizational picture.

A culture of inclusion. Keep team members updated, solicit and show appreciation for input, and foster a friendly, respectful atmosphere. The more each individual feels part of the team, the more motivated they'll be to help it achieve its goals.

The right resources. Pulling together people who are too inexperienced, overburdened or unprepared for the project creates conditions for failure. Make sure your team has the adequate tools, resources and manpower to succeed. Offer training, mentorship or additional help to develop skills necessary to the project and the success of your employees.

Smaller teams. Groups that are too large can leave people feeling less invested in the group and, therefore, less enthusiastic about contributing to the team's success. Generally, groups of four to 10 people promote a greater sense of camaraderie and personal responsibility for the team's results.

Setting Up Success

Before they're even operating, many teams are set up for failure. Lack of support, unrealistic or ill-defined expectations and unclear roles can all sabotage even the most promising group of workers. But by fostering a culture of collaboration, proactively mapping out the team's goals and swiftly dealing with squabbles when they arise, you can build a team that not only works well together, but encourages employees to forge a new, cohesive path to success.

Easing Team Tensions

If there's one certainty about conflict, it's that it can't be avoided, particularly when people are working closely together day in and day out. How it's handled, however, can greatly affect the team's experience and project outcome. Minimize the damage of dispatches by:

- Acknowledging that conflict exists
- Getting the gull story from the people involved
- Trying to find out some common ground on which to build a solution
- Creating a team plan – with each team member's actions clearly outlined – to deal with the issue quickly and appropriately.

Don't:

- Personalize the conflict
- Put team members in a position where they're pressured to choose sides
- Ignore the problem in hopes that it "goes away".

If you have any questions about this topic, or if you wish to discuss a personal situation you may be experiencing, we invite you to contact your EAP. All contact between you and your EAP is completely confidential.

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Photo courtesy Wally Weart

Railway photographer Wally Weart sends this train-stopper! At a travel speed of 15 mph and with 50 mph winds, thousands of tumbleweeds bring this BNSF coal train to a dead stop, Nov 19, 2007, west of Amarillo, Texas. They blew under the drivers and all power was lost. The train was stranded for over 5 hours.

Rule Reminder from Don Steele:

"This locomotive was on a WYE track when the ice in the flangeway had the following consequences..."



Rule 12.4

Photos courtesy Don Steele

- be particularly vigilant where flangeways may be contaminated with snow, ice, or other material. Ensure locomotive is first **carefully** operated through the flangeway, and if in doubt, detrain and walk ahead clear of the equipment until beyond the condition.

The

LAWS OF LIFE!

(Part 2)

Law of the Alibi

If you tell the boss you were late for work because you had a flat tire, the very next morning you will have a flat tire.

Variation Law

If you change lines (or traffic lanes), the one you were in will start to move faster than the one you are in now (works every time).

Law of the Bath

When the body is fully immersed in water, the telephone rings.

Law of Close Encounters

The probability of meeting someone you know increases dramatically when you are with someone you don't want to be seen with.

OTTAWA UNVEILS NEW TRANSIT PLAN

The city's latest long-term transit plan features a mix of buses and light rail along with a downtown subway. The concept includes light rail through the city on a portion of the existing bus transitway and the construction of a tunnel under the downtown core.

Buses would extend westward from Lincoln Fields and east from Blair Station. The cost could run as high as \$3.6 billion and could take 23 years to fully implement.



Will return soon



A GOOD OUTLOOK FOR 2008

I am very pleased with the recent announcement and cheque presentation by the Federal and Quebec Provincial Governments for infrastructure funding on the portion of the Beachburg running through Quebec.

Now we will turn our sights on Queen's Park. You will no doubt note the Walkley Yard visit by MPP Jim Watson as we work towards a similar 3P arrangement with the Province and Feds. Stay tuned!

Diane and her troops are busy putting the final touches on year end so there are no January numbers to report. I can tell you however that January Revenues were higher than Budget thanks mostly to the Operation Southern Bear movement of military vehicles. The return move back to Petawawa will take place in mid-March. February Revenues were soft.

I am pleased to report there were no Incidents/Accidents in the month. Well done..... one down 11 to go!

I certainly echo Don Steele's comments on the attitude of OCR employees and each and everyone of you are to be congratulated. We are well into the New Year and the outlook looks good.

Our Storage business is starting to return and Mike has already nailed down a new move of logs.

The year 2008 should be another solid year for OCR but as always

A BUSY YEAR AHEAD AT OCR!

Ottawa Central Railway has released dates for another solid year of community and industry events.

In tandem with Railway Safety Week from April 28 to May 4, OCR presents an Industry Day on May 2nd followed by the popular "Safety Expo and Open House" the next day, May 3.

OCR is pleased to welcome the Canadian Heartland Training Railway again this year. Part of Railway Week activities, the seminar "Understanding Railway Dangerous Goods Response" will be featured on May 1st.

CHTR and OCR will also present three Railway 101 Educations sessions May 21 and 22, August 18 to 21 and October 22 and 23. Be watching for more information on these events.

Following a successful debut visit in 2007, Ottawa Central Railway is pleased to welcome back "Thomas and Friends"! The popular children's attraction, "Thomas The Tank Engine" will visit OCR's Walkley Yard August 15, 16, 17 and the following week, August 22, 23 and 24.

there will be obstacles for us to steer around. If we keep our eye on the ball we will be successful.

Finally, remember to make every day a safe one.

2008 at OCR

Rail Safety Week (April 28 - May 4th)
Industry Day (May 2)
Safety Expo & Open House (May 3)

Canadian Heartland Training Railway (CHTR Events)

Understanding Railway Dangerous Goods Response (May 1)

Railway 101 Industry Education
 Series (Session 1) (May 20, 21)
 (Session 2) (Aug 18-21)
 (Session 3) (Oct 21, 22)

Thomas The Tank Engine
 (Aug 15-17; 22-24)

"IN BOX" Top Pick Subject: Amazing Pictures



The 918-metre
Magdeburg Water Bridge
 is a massive waterway over Germany's Elbe River. It's like a concrete trough above another waterway! The water bridge opened in October, 2003.

The Spareboard

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