

Bright Young Men Make Money For B&O By Efficiency Campaign

(Fourth of Five Articles)
By RAY CROMLEY

BALTIMORE (NEA) — Jervis Langdon Jr., president of the Baltimore and Ohio Railroad, works in a big room reminiscent of an old-fashioned parlor. There are orderly stacks of paper, notes, folders and documents all over a large table behind him, on the desk in front of him and in neat piles on the floor around him.

Langdon is one of the most coolly efficient, analytical, determined men in the business. Yet I rode up to his office in a creaky elevator that did not stop precisely where it was supposed to. Where Bill Brosnan of the Southern rams through and builds sensational new equipment, the money-short Langdon organizes to get the last ounce of efficiency out of the men and equipment he has.

Langdon studies his managers, his white and blue collar men to see if each isn't capable of doing a little bigger job than he's doing. He looks for bright young men who can do a little bit more than other men. He looks to see if he can get more use out of each car and if he can combine trains for part of their runs so they'll require fewer men.

To do these things he has changed his hiring and promotion policies and is changing a major part of his top organizational set-up. I know Langdon's organizational ability from personal experience. In World War II, he had a job to do in making order out of the impossibly chaotic problem of getting enough gasoline, bombs and supplies—all by air over the Hump from India—so Maj. Gen. Claire Chennault and his patched up Flying Tigers could hold off the Japanese air force in China. I was one of the men, at the end of the line depending on Langdon. He did a magnificent job.

Less than two years ago, Langdon took over a railroad on the verge of bankruptcy. It lost \$31 million in 1961. This year the B. and O. will be comfortably in the black.

Two years ago, B. and O. passenger runs lost \$18 million a year. In 1963, the B. and O. may become the first Eastern railroad to make money on its passenger service. Langdon systematically went through the passenger operation. He found he could save \$800,000 a year by backing his passenger trains into Chicago instead of heading them in. He found he could save a considerable sum by dropping a fistful of idle passenger representatives in New York, Washington and other major cities. He dropped unprofitable passenger runs, but aims at developing

ing a plush service for the runs he has left.

Langdon is working on the idea of super freight trains that would carry 23,000 tons of freight as contrasted with his 9,000-ton capacity trains today. This would mean big savings in train crew payrolls; he would have two-and-a-half trains in one.

Langdon already has speeded freight runs and eliminated costly yards by setting up his trains so that they'll drop freight cars along the way without having to stop and regroup. He's cutting grades and shortening main lines. He's clearing tunnels so they'll take the profitable three-level automobile carrier and other modern freight loads.

Langdon found he could stretch his equipment further and use the same cars over again more frequently by developing a system for continuous unloading of coal trains without their having to stop. Such a system was so much cheaper that he could cut his rates and get more business.

Langdon's B. and O., like many roads, has been starving for capital to make improvements and buy new equipment. He says: "In the 12 months ended Aug. 31, 1961, we had 13,000 cars, over 1,000 cars a month, go bad because funds to repair them were unavailable. We had a real shortage of locomotives."

Langdon's solution was to join with the richer Chesapeake and Ohio Railway, which has the money to pay for many of the improvements Langdon wants. The ICC approved this joining; the Administration is now trying to delay it for a new look at all mergers.

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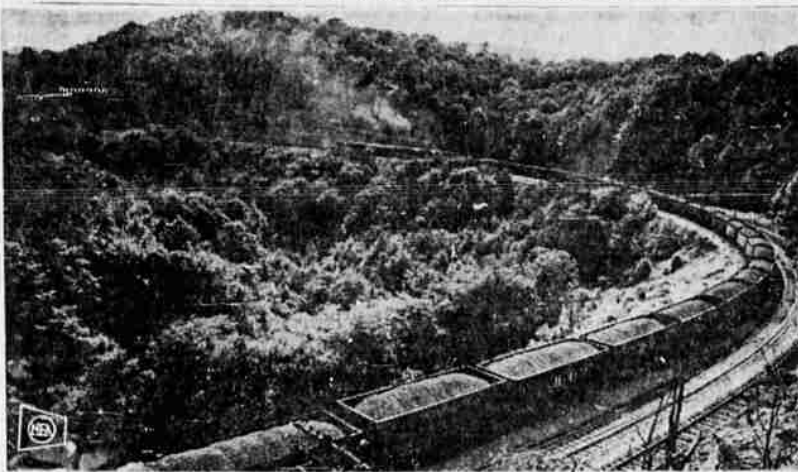
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HARD WORK — Getting the most from men and equipment is the Langdon formula. At top is one of the B&O unit trains which run as many as 120 cars carrying 9,000 tons of coal. At bottom is the line's Development Committee of specially selected young executives who conduct a continuing study of operating methods.

NEGRO STUDENT HONORED
ATHENS, Ga. (UPI) — Hamilton Holmes, one of the first Negroes admitted to the University of Georgia, has been elected to the Phi Beta Kappa honorary society.

The university announced Wednesday that the pre-medical student's high academic standing made him eligible for the honor. Holmes was admitted to the university under court order in January, 1961.

The sixth meeting of the Musical Machines was held after school. Our leader, Mrs. Hayes, picked us up after school and took us to Donnie's Yardage Shop. She showed us how to make belts, make gifts, and slippers and also gave us some very interesting information about making garments.

4-H NEWS
LANGELL VALLEY CHAMPS
The fourth meeting of the Langell Valley Champs was held March 31. We discussed our community project.

Two reports were given. Betty Landon gave one on the feed for our lambs and Linda Fernlund gave one on proper health habits. Mr. Landon then talked about feeding our lambs.

Linda Fernlund, News Reporter

COUNTRY KNITTERS
Attending the eighth meeting of the Country Knitters was Beverly Bower, 4-H agent. She gave a very fine program on good grooming. Booklets were handed out concerning regular diets and everything connected with grooming. Everyone enjoyed the program and wishes to thank her.

The club also wishes to thank the Merrill Beef Club for the movie. Everyone attending enjoyed it very much. The Saty girls served refreshments.

The next meeting will be on April 13 at the Community Hall. Nine members and one visitor were present. Mrs. Edwin Stasny was a visitor.

Linda Stasny, News Reporter

PRESIDENT GUIDES GROUP
WASHINGTON (UPI) — President Kennedy, acting as his own White House guide, Wednesday took a group of 32 labor leaders on a tour of the executive mansion's private living quarters.

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Smart chest protects dainty star pattern that's easy to hold, lovely to behold and won't corrode or rust.

SET INCLUDES:

- 8 Hollow Handle Knives with Serrated Blades
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- 16 Teaspoons
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- Complete Service for 8
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