

ways helps the boss hold his job, and when the time comes the chief clerk becomes boss.

The telegraph operator becomes train dispatcher, is advanced to chief dispatcher, trainmaster, superintendent, etc. Permit me to say that the position of chief dispatcher carries with it the greatest responsibility. The improper handling of power and cars can prove very disastrous to a railroad company, and as Mr. Yoakum has very aptly remarked, "movement means money."

The average dispatcher dislikes details and statistics and argues that the trains were moved as promptly as conditions permitted and any amount of red tape will not bring about different results and not until he reaches the position of superintendent does he realize the value of detail and that it is necessary for his department to be able to compare favorable with that of another division.

The successful trainmaster is the man who can handle men. I do not mean drive them or expect impossible things, but by fair dealings command respect.

Discipline is necessary and no fair-minded person will resent its application when honestly administered. Advantage gained by any other course than that laid down by the Golden Rule is not lasting.

The superintendent, as a rule, having advanced through the different departments mentioned has learned that loyalty is absolutely necessary to his success and the loyalty of his subordinates is often measured by the degree of loyalty shown by this official towards his superiors.

A vice-president addressing this club a few months ago dwelt upon the importance of harmony in operation of railroads, and nowhere is harmony more necessary than in the handling of a division. Often the "Departmental Nightmare" deprives the company of results it has a right to demand. The head of each department should not only remember the Golden Rule, but stand ready to assist in advancing the company's interest.

The conductor, having served time as brakeman, you frequently find him filling the position of yardmaster, trainmaster or superintendent.

The locomotive engineer, having taken service in same capacity at the shops, he is required to act as fireman for three years or more, and, if he then passes the prescribed examination he is promoted to freight engineer, afterwards advanced to passenger engineer, foreman, master mechanic, etc. We find some rough diamonds in the train and

engine service, but in no department of a railroad do we find more capable, loyal employees. They must be active and energetic and able to meet every emergency; they are ready to follow instructions, but the party issuing instructions must be right. The ability to govern is quickly reflected in the action of these men.

By way of suggestion, however, I am of the opinion that the placing of the superintendent in charge of every department of a division would have a tendency to reduce friction and bring about more satisfactory and harmonious results.

The recent change of title from trainmaster to assistant superintendent is, in my opinion, a move in the right direction and will bring the two officials closer together and practically eliminates one department.

Suggestions should be encouraged and daily attempts made to improve conditions. It is not necessary for us to run a train late today simply because it was late yesterday; we should be able to originate some way of bettering the movement.

Indifference is soon detected and results disastrously. Love of work and interest displayed soon determines which side of the scale you have chosen.

The General Superintendent is relieved of some of the detail, but his jurisdiction extends over several divisions and having served in the lower grades we look to him for organization and system. His frequent trips over the line acquaint him with requirements and he issues instructions regarding the policy to be pursued in the handling of business, construction of tracks, dealing with the public, etc.

The activity displayed by commissions in the last few years has added many duties to the railroad official. It is necessary for him to keep in touch with corporation rulings and to be able to present the railroad side of the question to the best advantage. We now reach the General Manager, where we will rest until we can induce Mr. Nixon to address us.

Upon the same subject Mr. Garnett said:

Railroads are affected in their operations by natural laws—physical, moral and intellectual. Each is a potent factor. In their solution those who own railroads, those who operate them and those who patronize them are concerned. Each day it becomes more and more apparent that the greater the wisdom exercised in governing railroads the greater

the success they achieve, the less friction there is between owners and employes and patrons—the more contented and happy employes are, the better the public is served and more friendly it is. Everything that contributes to this end serves a good purpose.

Each year railroads have improved in character and artistic elegance. This improvement has extended not only to the manner in which business is done, but to the physical property as well.

The organization and government of particular departments may differ according to their needs, but the work is so interwoven the duties of one department so merge in those of another, that in order to secure the best general results it is important that the operating department, in order to co-operate with the traffic department, or vice versa, should be generally familiar with the duties, obligations and powers of the other.

An accounting officer to fulfill his duties, must be familiar with the responsibilities and duties of the departments, the accounts of which he keeps. And so in regard to the operation of trains—the handling of freight and passenger traffic—the maintenance of road and equipment. It is along these lines that lies the power of this club for good.

The vast amount of work of a supervisory and mechanical nature that attends the operation of a railway renders it necessary to divide the force into departments under men especially skilled and adapted to the work in hand. Practical experience is required. The officers and employes of railroads from the highest to the lowest must be schooled in the service, must have practical knowledge born of experience and personal observation. Everyone knows that promotion will follow intelligence, faithfulness and industry.

Method must be practiced by those who lead, those who hope to win favorable notice. It is not a thing confined to any particular occupation or place. It is as necessary in the general office as in the machine shop, at the station as on the train. There must be a place for everything and everything must be in its place. There is a time to do everything and a necessity that everything should be done at such a time.

Every branch has to a certain extent divergent interests. For instance, the Master Mechanic would have only heavy engines—the Trackman would have only light engines and the Trainmaster would decide from the standpoint of his schedules. Each will look after the interest that most concerns him, thus the service is permeated by conflicting

interests, by the desire on the part of everyone to make a good showing. This desire is, however, modified by the concern all feel in the prosperity of the road and is held in check by the Superintendent or management.

It is the duty of the operating department to handle the traffic, keep the equipment, machinery and property in order, exercise a general supervision over the operating forces and perform all the duties and responsibilities pertaining thereto.

In the operating department naturally the hub of the wheel is the General Manager, and radiating from the hub in all directions are his lieutenants assigned to the more detailed work of the different branches pertaining to the operation, such as General and Division Superintendents, Superintendent of Transportation, Superintendent of Motive Power and Master Mechanic, Fuel Agent, Engineer Maintenance of Way, Signal Engineer, Superintendent of Telegraph, Superintendent of Water Service, Supervisor of Materials, Chief Special Agent and Chief Tie and Timber Inspector. The duties of the General Manager are of such a diverse character we can not attempt to follow him in the rounds of his duties nor fitly describe their number or performance. Among other duties he personally inspects the property under his charge, goes over its track, visits its shops, notes its buildings, examines its structures and passes upon those that are built. The condition of the roadbed and track is of supreme importance to him. He understands better than anyone else how much the preservation of the equipment depends upon the track being kept in good condition.

The correspondence of the General Manager is great beyond expression. The extent and character of the communications that reach him are both curious and interesting. Their variety would astonish and amuse. Among the trivial and humorous is one from a statesman, who while not claiming to be a railroad man wants to tell how the railroad should be run. Another correspondent desires to call attention to some new device he has patented intended to prevent the wear and tear of machinery and reduce the consumption of fuel. He desires its immediate introduction on this railroad. Another asks for a permit to ship free household goods and farm appliances, because of the grief and distress occasioned the owner by the death of a third wife. Another asks for a pass, basing his claim upon the fact that his uncle was at one time an employe of the company. Another is a lady and reports at great length the con-

duct of an employe who stared at her during a ride of several miles. Such communications, however, are only trivial. The bulk of the letters that reach him affect directly the welfare of the property. His duties require him to meet influential people, business men, shippers and others, and alleviate any feelings they might have against the company. He is also required to attend in person many important meetings and conventions.

Coming next to the General Manager is the General Superintendent, who has direct supervision over the maintenance and repair of roadway and track, bridges, buildings and other structures, and the general forces thereon. The construction of tracks to new and existing industries, the execution of maintenance and repair work, general supervision over train and yard service and employes thereof, the transportation, handling of passengers, mail and express, as well as the freight traffic. He has direct supervision over the Division Superintendent. These in turn are followed by the Assistant Superintendent, Train Dispatchers, Yardmasters, Agents and others immediately in charge of the operating assisted by the Master Mechanics in charge of shops and motive power. These latter, of course, report direct to the General Superintendent Motive Power, who has charge of the repair of locomotives and cars, also the machinery department, and mechanical engineer in charge of designs for locomotives and cars, machinery, etc.

The duties of the Division Superintendent compel him to keep himself informed as to the conditions, whereabouts and capacity of the rolling stock. He must be familiar with the number, character and available locomotives. The number and location of empty cars. How many loaded cars are awaiting to be moved and the number in transit. He must also watch the volume business carefully, noting its source and direction, so that he can keep a wise supervision over the forces, cutting it down when trade diminishes and answering quickly any demands for its increase. He must also keep himself advised of the requirements of his division in other directions, distinguishing between those things which are necessary and those which are largely the creatures of sentiment. He finds everywhere a disposition to increase the number and wages of men and an indisposition to decrease either. The experience of the Superintendent inclines him to trust his subordinates. He is compelled to a greater or less extent to trust the Agents, Conductors, track forces and other employes

along the line. He can not personally superintend the work of each. He not only learns to trust men, but to educate them to be trusted.

Track expenditures for labor must be carefully classified according to lines and roadmasters so as to compare the work of one with another. The same rule must be carried out with the expenses of locomotives and trains. Ascending a step higher in the scale of management the operating expenses as a whole must be apportioned between the various divisions to determine the relative economy and the results exercised by Superintendents and others.

The expense of maintaining a railroad is dependent on the cost of material and labor, condition of the property, amount and kind of traffic, nature of climate, character of the bridges and culverts, buildings and platforms, nature and adequacy of the ballast and drainage and the weight and texture of the rail. The cost of conducting traffic depends upon the grade and alignment of the road, quantity and nature of traffic, adequacy of the facilities, cost of labor, etc. A railroad is constantly undergoing change, yet so gradual as not to be noticeable. Not only does everything wear out, but many things are put away while yet stable to give place to something better. Thus small engines have been supplanted, necessitating better roadbed, heavier rail and stronger bridges and culverts. Track scales that answered every requirement a few years ago must be placed by others capable of accommodating greater loads and longer cars. Necessity has been the mother of invention. To need a thing has been to induce its invention and introduction. This is seen in the improvements of railway appliances not confined to any particular department of the service. They cover every field of the operating department from the tie used in the track to the locomotive used on the track, in the improvement of axles, splices, spikes, signals and other appliances. We often compare the cost of maintenance and operation of our railroad with that of another, but this does not possess anything of real value unless we have the accompanying details. Greater outlay one year may be offset by lower expenses the succeeding year. Differences are also occasioned by the varying costs of material.

That people of intelligence often have very crude ideas of railway operation, and particularly the cost of construction and maintenance, is brought forcibly to mind by an occurrence recently coming under my observa-

tion. In a trip on the "Meteor" to Springfield I noticed a passenger, a lady and daughter evidently from the East. On arrival at Springfield they were met by a resident. It so happened that I occupied the same cab uptown and the resident inquired how they enjoyed the trip. They were very much delighted with the country and scenery, but the lady remarked it seemed so strange there was only one track and asked how the trains got back. She had no doubt been accustomed to the double and four-track roads of the East, and the resident had some trouble in convincing her that the trains went back on the same track, passing the outcoming trains by a series of meeting and passing tracks.

All of us from time to time hear very amusing remarks unwittingly made by our co-workers. On the platform at Springfield I heard a conversation between two Irish Roadmasters, both of them old timers on our road, but John had remained true to the property and continued his labors here, while Jerry had strayed off to other fields and had returned to Springfield on a visit. In the conversation Jerry said: "John, I used to think when I worked for the Frisco I knew it all,

but after I got away and saw how other roads did things I found out I did not know anything at all." "Well Jerry," said John, "you need not have gone away to find that out; any of us could have told you that before you left."

It is told of one of our Roadmasters who is now a teetotaler that in the old days when he was section foreman he was very fond of taking a toddy and would often leave a gang at work on the track while he went up town to get a drink. The Roadmaster suspicioned as much and one day he stepped off the train where the gang was at work, but found the foreman was not here; the gang told him the foreman had gone up town, and so he started on a foot up the track toward up town. About half way he met the foreman returning to the gang and this conversation passed between them: "Where have you been, Pat?" "Oh, John, I had an awful toothache and went uptown to the dentist to have my tooth pulled." "You did, eh? Did he pull it?" "Yes." "Well, open your mouth and show me the hole." As Pat could not show laceration where his tooth had been lately pulled he had to fess up to the truth.

Began on O. & M.



The reproduction of photograph herewith presented is of Engineer F. H. McKinley, who is shown in the picture standing in front of his engine.

Mr. McKinley began his railroad career firing on the O. & M., which is now the B. & O. S. W., in 1883. He came to the Kansas City, Fort Scott and Memphis in 1887, was promoted to engineer, December 17th, 1894, at Kansas City, by W. A. Nettleton. The M. & M. was sold to the Frisco with the Memphis at the time of the consolidation. Mr. McKinley came to Oklahoma City, July, 1903, and now has a passenger run from Oklahoma City to Quanah.

FREE TO EMPLOYEES

Fourteen words — to buy, sell or exchange, in two successive issues of The Frisco-Man, free to employes.

To other than employes, 3c per word for each insertion.

Handling of Company Mail.

J. M. CHESHIRE.

Each person employed by a railroad company, who takes the proper interest in his work and who has the welfare of the company at heart, has a perfect right to believe that the mail from his desk is as important as any other that is pertaining to the company's business. But this is not always the case. For instance, a very small envelope from the President or one of the Vice-Presidents may contain a communication which, if delayed, would cause no end of trouble in that department to which it is addressed; whereas, a very important letter from a minor official to an agent along the line, or to a superior officer, may suffer a short delay without inconveniencing anyone in particular other than the one in charge of the file, and that inconvenience is only that his file is not closed as soon as he thought it should be.

Those along the system who handle company mail should bear in mind that any matter under cover from a high official's office should take preference over all other matter; but, with this in mind, it should not be an excuse to let any other mail, no matter who from, to miss the train it should be forwarded on, for sometimes a letter from the section "boss" can cause as much trouble by being delayed as one from the General Manager.

It is a habit all over the system for the various officials to get their mail in the hands of the person who sorts it for the trains just in time to be dispatched. This, of course, causes the mail handler to have to hurry so much that he is unable to take proper care in sorting, and gives that much more chance for mistakes.

One very important thing in regard to mails for connecting lines, is that each letter should bear a complete address; that is, the person's name, title, name of the road and the destination. This is the one thing which most railroad employes are negligent in. It is a common occurrence for important mail for some connecting line official to reach the St. Louis mail room with the simple address "Mr. So and So, St. Louis." The train-baggage man does not know whether it is for a Frisco official or not, and can do nothing but send it to the Frisco general offices, where someone has to complete the address, and in many cases the communication is for some newly appointed official whose name does not appear in any official list. Then the letter has to be opened, and if the enclosures do not give the desired information the correspondence is delayed that much more by being returned to the writer for better address.

Some employes have the habit of saving time for themselves by just giving the initials of the official to whom the letter is addressed, and, of course the town; but this is a bad practice for the reason that there are so many officials of the same or similar initials that the letter is liable to get to the wrong one.

The use of the red envelope, bearing the heading "traigram," is being abused. The original intention for the use of that envelope was for such correspondence as company telegrams which should reach destination almost as quick by train as by wire, but some employes make a practice of sending most anything in them, and the persons