The Frisco-Man

VOL. VIII. NO. 6 JUNE, 1914

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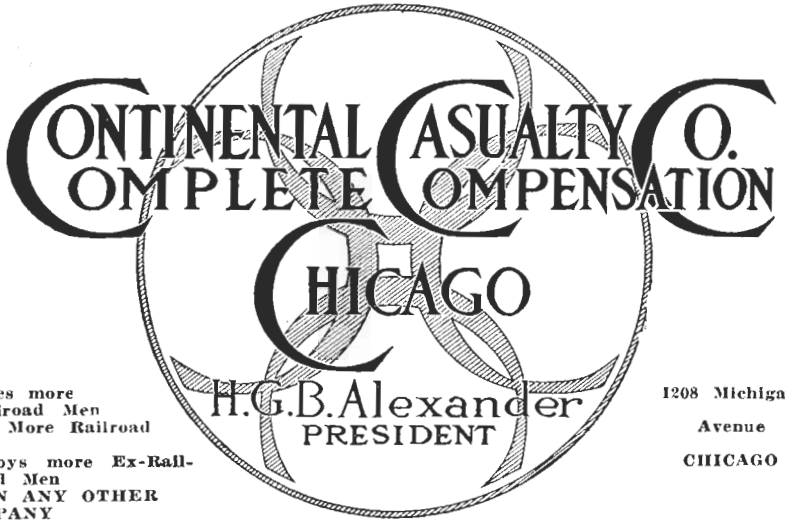

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SPENCER-OTIS COMPANY

CHICAGO, ILLINOIS

The huge Safety First emblem, shown above, is to be found at the entrance of Reclamation Plant, Springfield, Mo. The emblem is an exact reproduction of our Safety First button, made of colored stone, and measures thirty feet in diameter.

Vol. VIII, No. 6 SAINT LOUIS, MO. June, 1914

HINTS FOR BEAUTY SPOTS

In this issue of *The Frisco-Man* several photographs are reproduced showing what Frisco employes have done with bare, if not unsightly places in the neighborhood of shops and terminals.

In subsequent issues we will reproduce similar photographs of this character of work at Birmingham and other points, and it is hoped that this work will be pushed at many places to the extent that *The Frisco-Man* will be called upon to reproduce such photographs constantly.

A break in the monotony of a stretch of cindered or even chat covered ground, made by a bed of flowers, is not only grateful to the eye, but gives a certain class to the place that can hardly be improved upon.

Of course, the photographs reproduced show at this season of the year only the bare beds—nature has not had time to get in her work. Later on, the before and after taking effects will be shown.

A few bricks for a border, a few hours work with a spade and hoe is all that is necessary, plus a little seed and a little attention each day.

The Frisco's campaign for keeping yards, shops and terminals clean is bearing such excellent fruit that it is rare to see anything out of place or unsightly along the line at such places, and the flower beds are but an evolution of this movement and will stimulate it inasmuch as there is something incongruous between a neat flower bed and a rubbish-scattered yard surrounding it that it will serve as an additional incentive to clean up constantly and effectively.

The following hints from a Saint Louis florist may be worthy of filing for reference in the proper season, and *The Frisco-Man* will gladly obtain any information that may be desired from those contemplating putting out flower beds.

Beds of cannas with border of salvia or geraniums are attractive; or, beds of salvia with border of coleus; or beds of geraniums with border of Dusty Miller. For large beds Caladium, or elephant ears, are suggested.

These require a lot of moisture and must be kept wet, but the other flowers mentioned will grow under general conditions. They should, however be planted not later than the first part of May to give good results. It is advisable to get the cannas, geraniums, salvia and coleus in pot plants about eight inches high. Caladium can be grown from bulb and should be planted the early part of May.

For the corners of lawns Pampas grass is suggested. Same will grow about four feet high with a large tassel, and blooms during July, August and September.

The verbena will make a very fine bed and will bloom all summer. It can be grown from seed if same is planted about the middle of April.

For the names of stations or towns, althermanternum is suggested. This should also be gotten in one-half inch pots. By trimming occasionally this will make a fine showing until frost. Either red or green can be secured.

River and Cape Makes Safety Record

River and Cape Division employes are rejoicing over the record made recently in the accident prevention campaign.

During the month of May, 1914, not a single trainman was injured on that division, which operates 701 miles and which made, during that month, a train mileage of 166,788.

The vital importance of the Man Factor in reaching the Safety First goal is again forcibly brought out in the showing made by the River and Cape men. All the Safety appliances the ingenuity of the human mind could devise would be worthless in attaining this record, had one of the men failed or gone wrong.

The Railroad Association magazine in an article upon "Man Failure" says:

"The men to whom trains can safely be entrusted are the men whose characters are worthy and whose conduct is reliable. We need men today, who can stand the acid test; men with physical strength unimpaired by dissolute habits, whose loyalty to a trust is genuine and lasting....Man failure spells shattered hopes, cruel disappointments and bitter disillusions. It explains why one train crew meets wreckage and death, while the other safely reaches its destination."

No. 3721

Engine 3721, which carries 180 pounds steam pressure, was snapped recently in the Tulsa, Okla., yards, just as she had ceased popping off, and it will be noted from the reproduction that there was no steam escaping from the engine or boiler, which shows the good condition of the boiler. It will also be noted that there was no

smoke from the stack at the time the picture was taken, which shows good work on the part of the fireman.

The group shown in the reproduction are the Tulsa, Okla., East Lead Yard crew. Reading from left to right: W. C. Tilford, fireman; J. C. Burnett, engineer; H. M. Hanson, switchman; P. E. Glasby, switchman; A. E. Sherrill, foreman; J. L. Borthick, assistant yard master.

AMOUNT OF WATER IN LOCOMOTIVE BOILERS

G. R. Berger, Asst. Supt. Loco. Performance, Ft. Scott, Kan.

This subject has received more or less attention from time to time. The Company also has had signs placed in the cabs of superheated engines, which instruct engine crew not to carry the water too high, but I feel that at times the instructions are not lived up to as closely as they should be, and the following remarks are made with a view of again bringing to our mind the bad effects of high water, both in superheated and saturated steam engines.

There are two reasons why the water should be kept as low as is consistent in a locomotive boiler. The first one, with which every engineer and fireman is familiar, is, that if water is carried too high, the lubrication is washed off of the valves and their seats, resulting in their being cut, and frequently the result is broken packing rings, and cracked or broken cylinder heads. The second, and to my mind just as important a reason, is the one I want to discuss in this article.

The reason why most men are inclined to carry too high a water level is because they labor under the mistaken idea that the engine will steam better on account of the comparatively cold feed water from the injector, not affecting the temperature of a full boiler as much as it will a small amount of water in the boiler. This theory, however does not hold good in a locomotive boiler, and can be proven in the following manner. If we leave a terminal, or other stopping point, with, we will say, three full gauges of water in the boiler and injector is put on as fine as it will work, it will be found (unless capacity of injector is too large for that class of engine) that water level will not be maintained and that we are slowly losing some of the water we had when starting; but when the water level gets down to one and one-half, or two gauges, it will be found that the injector will keep up this level very nicely, for the reason that more water was consumed at the higher level on account of steam, which passes through the throttle valve, containing considerable more moisture when being used from a high water level than from the low one, and as we only heat the water we use, it is clearly evident that we burn less coal when we keep a low water level.

In ascending heavy grades, injectors should be regulated so as to less than supply the boiler, and to get to top of hill with just enough water to have a safe margin to descend on the other side. There is also considerable difference of opinion as to what that margin is. Some maintain it is necessary to have more water in the boiler than others, and while I do not advocate running any risks, it is my opinion that it is not the man who carries the water low in the boiler, but rather the man who carries the high water level, that burns his crown sheet, as the low water man pays more attention to the movement of the water in the glass and at once notices the sluggish action of it, which indicates that the bottom water glass passage is becoming stopped up and will need cleaning out; besides this, he more frequently tries his gauge cocks to ascertain if they correspond with the indicated height of water in the glass.

Another item worth mentioning in this connection, is the tendency some

men have of trying to increase the amount of water in the boiler at the expense of their steam pressure when nearing heavy grades, loosing sight of the fact that by so doing they are also decreasing the temperature of the steam that is being delivered to the cylinders of their engine.

Steam at 200 pounds boiler pressure is about 388 degrees Fahrenheit and decreases in ability to perform work in the same proportion as it decreases in heat, and it stands to reason if we decrease the pressure to 160 pounds the reverse lever will have to be dropped to perform a given amount of work, with the result that a greater volume of steam and water, (and of course a greater amount of coal to heat this) must be consumed. We see by this that aside from the damage done to valves, valve seats, packing rings, etc., causing blows and otherwise distorting the proper steam distribution of the engine, it is good fuel economy, from a water consuming point of view alone, to keep maximum pressure of steam on the engine.

We frequently hear men running superheated engines say that it is impossible to work water in the cylinder of this class of engine, and while I am willing to concede this, it is nevertheless very essential to carry a low water level on this class of engine; in order to prevent making an auxiliary boiler out of our superheater system, which has been installed at considerable expense and is calculated to have steam of from 550 to 600 degrees Fahrenheit, perform work in the cylinder, and which will, if not properly used, deliver steam of only about 400 degrees Fahrenheit to the cylinders.

I consider it the best practice to leave a terminal, water tank, or any other place where train has stopped for some little time, with boiler as full of water as engine will stand, to start train, and not carry any water into dry pipes and cylinders, having fire put in before leaving, or at least in such condition that it will not be necessary to open fire door while train is being started and got under way, as this practice is very hard on flues and fire box sheets. After train is under way and engine shows signs of getting hot, and the fireman knows his fire is in good enough condition to allow him to put on injector without steam pressure dropping back from its effect, the injector should be put on and cut down as fine as it will work, aiming to get to the next water tank or station stop with water low enough in boiler that injector can be kept working and fire can be kept burning brightly by slightly cracking the blower valve, without raising pop valve, and engine will again be ready to leave with sufficient water in boiler and fire in good condition. Of course, if while running, engine should at any time show signs of wanting to raise pops it would be good judgment to increase boiler feed until the pressure has again reduced a little when feed should again be cut down.

In conclusion, I want to say, keep water level in boiler from one-half of a glass full down, instead of from one-half of a glass full up, and avoid making a boiler out of your superheater units for reasons above mentioned and also because this is the most prolific source of leaky superheater units, largely increasing the work in the round houses and holding more engines out of service than any other one item of repairs.

Value of Courtesy

That Frisco men are not underrating the value of courtesy nor overlooking the fact that "its a little thing that makes a big difference," was forcibly illustrated recently in a communication from Mr. W. G. Cooper, secretary of the Atlanta Chamber of Commerce, to Passenger Traffic Manager Hilton, regarding the courteous treatment accorded him by Conductor F. Baldwin, of Memphis, Tenn., while a passenger on one of our trains.

Mr. Cooper's letter, as well as Mr. Hilton's letter to Conductor Baldwin, follows:

Mr. A. Hilton,
P. T. M., St. L. & S. F. R. R.,
Saint Louis, Missouri.

Dear Sir:

While on your train, I received a pleasant call from one of your conductors, Mr. F. Baldwin, of Memphis, who presented me with one of your cards, upon which I found the words "It will always be our desire to make your trip comfortable and pleasant on a Frisco train." The effect of this on a man who travels is to make him feel that he is among friends.

On a line owned by one of the best corporations in the United States, I came in contact with a veteran conductor, a good man of his type, but with no particular care to make himself agreeable to passengers. When I asked him a very necessary question about a connection, he answered it correctly but with an air of one who was infinitely bored. This air on the part of a railroad conductor is very annoying to passengers and it was very refreshing to travel where the conductor was so pleasant. I congratulate you on the good spirit and the good services of your road.

Very truly yours,
(Signed) W. G. Cooper,
Secretary.

Mr. F. Baldwin,
Conductor, Frisco Lines,
Memphis, Tennessee.

Dear Mr. Baldwin:

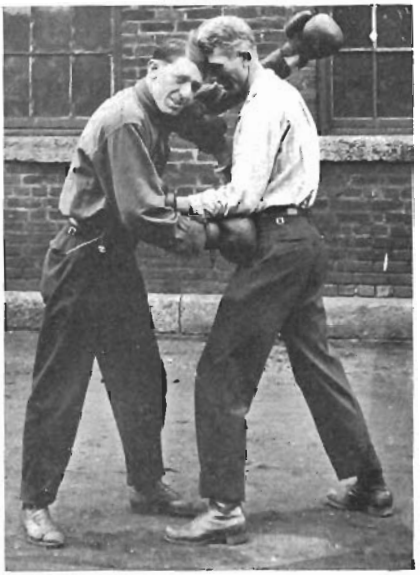
We had on your train recently, Mr. Walter G. Cooper, Secretary of the Atlanta Chamber of Commerce, to whom you introduced yourself with your card. It seems that you made a very pleasant impression upon Mr. Cooper by this introduction and added materially to the pleasure of his trip over our line. While this action taken was only in the line of duty, I want to thank you on behalf of this Department and I am giving you this information to indicate clearly how much these little attentions add to our service.

I am sending a copy of this letter to our General Manager, Mr. Levy, in order that he may be acquainted with the conditions.

Yours very truly,
(Signed) A. Hilton.

Newburg Talent

During a ten round bout recently between General Foreman Hughes and Tinner Alvard of Newburg, Mo., the accompanying reproduction, showing one of the positions, was snapped by Blacksmith Ellsworth. While Alvard



got in several good blows during the ten rounds the match was a draw.

The force at Newburg is in position to put on a bout in any class. H. C. Craig, heavy weight, 230 pounds; Hughes, Compton, Alvard, and Hopkins are middle weights; and Burnside and O. J. Painter, light weights.

So nigh is grandeur to our dust,
So near is God to man;
When duty whispers low, "Thou must,"
The Youth replies, "I can."

——— —*Emerson.*

An ounce of prevention is worth a pound of cure, and, in the railroad business, it is worth several tons of cure

Reclamation Plant Ball Club—(Standing) left to right—Webb, secretary; Adams, 1st base; Miller, center field; R. F. Whalen, president; Best, pitcher; Salz, pitcher; Buseh, 2nd base, manager. (Sitting) left to right—Townsend, l. field; Ray, short stop; Brown, catcher; Shanks, 3rd base; Lamb, r. field.

Frisco Baseball Club—Kansas City, Mo.

Frisco Bunts and Bingles

Heavy passenger sales have been noted recently between Saint Louis and Springfield, Mo.

This is due to the large number of scouts the big league teams are sending to Springfield and Newburg.

In a recent interview with Connie Mack, Clark Griffith, Col. Robert Lee Hedges and other magnates, it was noticeable their interest quickened materially when Springfield, Newburg and other points on the Frisco were mentioned.

Of course, it goes without saying that such baseball talent as is possessed at the Reclamation Plant; the boiler shops of the New Springfield Shops; the shops at Newburg, Kansas City, and the Saint Louis Chouteau Avenue, could not long remain undiscovered, and contracts—minus the ten day clause—will undoubtedly be forwarded to these points at an early date.

Of course, these contracts will have a blank space for salary and the player will be invited to fill in the space with the amount he deems proper.

In the Reclamation Plant there is a Shanks, who, of course, is as good as the Shanks who adorns the Washington team; a Busch, who while he spells his name differently, is unquestionably as good a pitcher as the one used by Connie Mack; and others whose function it will be to make their names famous on the diamond.

The Reclamation Plant has a record of nine games played and nine games won. In the nine games played they have made 79 scores against the opponents 17.

But rumor has reached *The Frisco-Man* that upon an eventful Sunday, to-wit, June 7, the Newburg team trimmed the Reclamation Stars by a score of somewheres in the neighborhood of 14 to 2.

This Newburg team is worthy of note (Big League scouts please visit). In a game Decoration Day with the team of the North Side Springfield Shops, they trimmed the North Side 10 to 2. The Newburg twirler, who rejoices in the appropriate name of Pillman, set them down with only three bingles.

The Frisco Safety (On) First Ball Club is located at Chouteau Avenue, Saint Louis. They are looking for trouble and any team that wants it can have it by writing to R. H. Cunningham, 4109 Manchester Avenue, Saint Louis.

Colorado Bridge

The Colorado River Bridge at Mile 896-6, Fort Worth and Rio Grande Division, is shown in the occompanying cut. The picture from which this

reproduction was made was snapped from the rear end of Train No. 47, by Brakeman Yeager. The men on the motor car are Section Foreman Devers and gang.

SAFETY FIRST PRIZE WINNERS

In order that all divisions and terminals might have an equal chance, the Safety First prize given by the management in recognition of the best record in personal injury prevention is awarded on two different basis, i.e.:

First: To the operating division and to the terminal (shops included) making the greatest improvement in personal injury prevention work during the current year as compared with the preceding year;

Second: To the operating division and to the terminal (shops included) making the best record in the prevention of personal injury accidents during the current year.

The Western Division wins under the first condition; the Ozark Division under the second.

The same conditions obtain in awarding the terminal prizes upon switching hours per casualty; the Saint Louis Terminal wins under the first condition; Memphis under the second.

The passes for the women folks have been won by the Ozark Division twice, the Memphis Terminal three times in succession.

The Western Division made a reduction of 46 per cent over its record for the previous year and the Memphis Terminal made a reduction of 36 per cent for the same competitive period.

The following tables will show what the different divisions and terminals have done:

Train Mile per Casualty for Year Ending May 31, 1914.

Division.	
Ozark	10,112
Western	9,146
Northern	8,381
Eastern	7,428
River & Cape	6,068
Kansas	5,876
Red River	5,103
Central	4,967
Southwestern	4,428
Southeastern	3,476

Train Miles per Casualty for Year May 31, 1914, as Compared with Same Period Ending May 31, 1913.

Division.	1912-13	1913-14.	Increase.
Western	5,588	9,146	3,958
River & Cape.	4,258	6,068	1,810
Kansas	4,142	5,876	1,734
Northern	7,088	8,381	1,293
Red River	4,009	5,103	1,094
Central	4,159	4,967	808
Ozark	9,371	10,112	741
Southwestern	4,076	4,428	352
Eastern	7,951	7,428	523*
Southeastern	4,004	3,476	528*

* Denotes decrease.

Note—In the computation of train miles, two passenger train miles were counted as one freight train mile.

Showing terminal making the greatest number of switching hours per personal injury during the twelve months ending May 31, 1914.

Terminal.	
Memphis	790
Saint Louis	523
Kansas City	483
Springfield	357

Showing terminal making the greatest improvement in injury prevention work during the twelve months ending May 31, 1914, as compared with same period preceding year.

Terminal.	1912-13	1913-14	Increase
Saint Louis	345	523	178
Memphis	630	790	160
Springfield	301	357	56
Kansas City	593	483	110*

* Denotes increase.

A TREE IS KNOWN BY ITS FRUITS

J. M. Hart, Spaulding, Okla.

Many employes of, I might say all the railroads in the United States, complain that they have a great deal of work to perform. There is no doubt we have a wider field of valuable work than any other class of workers of the world.

But, when we see more than nine-tenths of the working population of the United States at more disagreeable work than we are engaged in, I venture to say nearly every railroad employe is proud he is able to handle the employment he is following.

I heard a train dispatcher remark that he had been in the service of a railroad eleven years and had never cost it a dollar because of carelessness. I knew this man personally and have every reason to believe he was making a truthful statement.

Was not this man a valuable employe? His length of service goes to show that his employer knew of his value. There are very few railroad men who will admit they are not competent. If you are competent, the next great duty you owe, not only your employer, but your family, yourself and the public, is to be valuable. I would much rather be relieved from the service because of being incompetent than because of being valueless.

If a mercantile establishment employs a man and he proves himself competent and valuable, he will stay with them as long as he prefers. If he proves incompetent and valueless, today's business methods will force the firm to make a change.

The railways are no exception to this rule. They have the same struggle for existence as our local industries and are handicapped in many ways smaller concerns are not.

If you work for an individual or local concern, you put forth every effort to promote the interest of your employer. As a railway employe you are assisting in one of the greatest industries of the world; one that is absolutely necessary to a civilized world. Therefore, it is a duty you owe to civilized mankind to be a valuable employe.

Competence and Valuable Service—that is all there is to it. If you are a valuable man for your employer, you are valuable to every man, woman and child that patronizes the road. Isn't this worth striving for? This doesn't apply to any certain class, but is so general that it offers an opportunity to every employe in every branch of service.

I know of no other industry that is putting forth as much effort to train employes to be competent as the railroads. Every day you find Frisco officials going over the divisions, patiently explaining how to handle work efficiently. In the city of Springfield alone, the Frisco is teaching an army of young men to be competent railroaders.

And let me say to you, young man, when you have finished and are competent to handle your various branches, the efforts of your parents, the company and officials are finished, and it is up to you to make yourself valuable.

There are many ways in which an employe can make himself valuable and in every instance, as far as I have made a study of the matter, in making yourself valuable to your company you make yourself valuable to others.

Safety First is valuable to your employer, to all other employes and their

families, to yourself and to the public.

If agents and solicitors of railway tonnage concentrate their efforts and secure all traffic possible for their company, they make themselves valuable employes. After securing the business if all employes would concentrate their efforts to handle it efficiently, they would be valuable employes. When freight reaches its destination in good condition, after being handled the entire route by careful and competent men, they have not only rendered valuable service to their employer, but they have made themselves equally valuable to all concerned.

We must bear in mind that the public is just as quick to appreciate valuable service as is your employer, and when they receive valuable service they are sure to return with more business.

The success of the employer means the success of the employe. The value of an employe does not alone depend upon the amount of labor performed, but in the efficient manner in which it is turned out. If I transfer a car of freight in one hour and in doing so break a piece of machinery worth fifty dollars, can I say my work was of value?

I would say to the younger railroad man, your position in years to come is dependent solely upon the value of your services today. The valuable young railroad men of today will be the masters of the situation in years to come. With that incentive you cannot afford to waste your time. All that is necessary is to be honest with your employer, your family and yourself and use good judgement.

Frisco Sunflowers

"Three little Frisco sunflowers" has been suggested as a title for the attractive little group shown in the accompanying reproduction.

The children are Cela Davis, Katharine Wilson and Margaret Davis, the daughters of Charles W. Davis and W. F. Wilson, conductors, Northern Division, Cherokee, Kans.

Golden Rules

The reproduction herewith is of a notice recently placed in the blacksmith shops, Kansas City, Mo., by Foreman M. C. Whalen. The notice contains the following two rules:

RULE NO. 1.

Keep your surroundings clean.

RULE NO. 2.

Refuse to work with a man who has not pride enough to make the blacksmith shop the cleanest shop of all.

REMINISCENCES OF AN OLD TIMER—NO. 4

"Why don't you catch your breath and tell the new timers some of the things you see now-a-days," said the old man.

"All right," I replied. "I'll begin with a few quaint observations on things I see in your office."

"Go as far as you like in the seeing business," he said, "but don't forget that the 'C' in criticism is different from the 'K' in knock, even though it sounds like it."

"The 'K' in knock is silent as in job," I replied.

Oft in the switch yard night when my naps are punctured by a fine medley of whistle and cussing, I review the talks I've had during the day.

Of course, everything that I've said was eloquent and proper, but some of the things others said to me would make an oyster blush.

I've often wished that I could take phonographic records of these conversations and let some of the men hear how their 'I'S' freckled their talk, like telegraph poles passing a fast train.

There's somethin' in this railroad game—in its strenuousness! its eternal hustle; and the scrap of human beings against steel, speed and steam that gives them not only self-confidence, but a powerful amount of self-assertiveness.

I have yet to see a really "dyed in the wool" modest railroad man—one that wouldn't at some time or other leak over with a little reminiscences of how he did it, when all the others from the general manager down couldn't. It's all right. We've got to believe in ourselves, and the noble order of horn blowers gathers in recruits from day to day—most of them are men with hands and feet and all of them have tongues.

Sound gathers volume as it rises; and the din must be fearful in the upper stories.

Around my diggins' the horn blowers are workin' under comparatively low pressure, but even at that there is very little trouble hearing them; but, when they get above me to the higher officers they have generated a full head of steam, added a few superheaters and the pop off must be tremendous.

It takes considerable of a man to listen to this music and pick out the real performer.

There are all sorts of men in this chorus, but the funniest of them all, to my mind, is the one who has got about fifteen cents worth of dignity and veneered himself with it from head to toe.

This sort of dignity that some assume gives me the pip, and I've yet to see the real man who had to lug it around. In fact, he needs it about as much as a turtle does a hair brush.

At the same time, it can cause a lot of trouble especially if you haven't trained those under you to understand that the word "Dignity" is derived from the Persian Dig-Nity; "Dig"—to work; "Nity"—in your night shirt if necessary.

This brings me to the subject of chief clerks — hard-working, enthusiastic, valuable men — but who can cause their bosses, and the railroad generally, more useless trouble than anyone else; particularly if they have an idea that the dignity of their department must be maintained at any cost.

Nothing gives me more pleasure than to see a chief clerk striking out,

with a file under his arm, to call on another chief clerk for a personal talk over some little hitch between their departments. I have sometimes thought that it would be a fine idea if all our chief clerks would try to make it a rule to settle everything possible by personal calls instead of correspondence.

This is about enough for the new timers. I guess it is safer for me anyhow to get back to my reminiscences:

The same roadmaster looked after this section as the one in which I started and whenever he appeared he held a private conference with the foreman. I know now that he used these conferences for the purpose of reading the riot act—and then for a few days afterwards the foreman would put forth a little energy—but it would never last very long.

He totally lacked executive control and seemed to delight in picking out one or two of the men for long distance cussing, particularly when the entire gang could hear him.

He never had much to say to me and I have always pursued the policy of saying little of anything against anyone who had never harmed me, therefore, I could not consistently join in the steady stream of profanity which the other members of the gang constantly spouted in his direction.

It was the foreman's wife more than any one else who kept peace in the camp and the poor woman seemed to have a John D. Rockefeller supply of oil to pour constantly on the troubled waters. We all liked her and felt sorry for her, and for that reason and no other, I know the foreman escaped many a good licking which we would have delighted to have handed him.

A man of this sort would not last long enough nowadays to draw a pay check, but we didn't have an army of skilled men to pick from then as we have now, and the men who could lay a frog, put in a switch, and knew a little about the proper way to lay rail, etc., were few and far between. This foreman posessed a smattering amount of this knowledge.

Upon one of his periodical visits the roadmaster saw and recognized me.

"What you doin' on this section?" he asked.

"Workin'," I replied.

"What sort of work you doin'?" he inquired.

"The hardest kind," I responded.

The roadmaster got my idea, which was, that the hardest kind of work is the unintelligent driving, requiring the greatest expenditure of energy for the least result. He said nothing but turned away with a disgusted grin on his face.

Things drifted along from bad to worse until one day the roadmaster appeared with a tall man, whom I was told was the superintendent.

Of course, by this time I knew of the superintendent and had seen him pass in his car, but this was my first close view of this exalted official.

We were, as usual, working in a huddle, everyone in everybody else's way, and near by the foreman, as was his custom, was resting in the shade of some bushes.

The superintendent stood for a while looking at the gang, then turned and said something to the roadmaster, and without a word to the foreman walked away.

I felt in my bones that something was going to happen, as did every other man in the gang. After work that evening we got together and talked it over, and, while these men had become morose and in other characteristics reflected the traits of their boss, yet old human nature stuck

out strong in the fact that their joy over his being fired was dampened by the thought of the trouble it would cause his wife. We knew that they had practically no money and two little children, and being fired meant that the man would take his grievance out on the woman and her life would be even more unhappy than it was then.

One or two of the men were in favor of getting the foreman in a cool, quiet place and licking him so thoroughly that it would probably change his character with his face, but we finally came to the conclusion that a man as worthless as the foreman could not be pounded into decent shape.

The next morning when the foreman's wife called us for breakfast, who should we see sitting on the front step but the roadmaster and as I came down he beckoned for me to sit down beside him.

"I have been looking you up, young man," he said, "and your old foreman has given you a first-class recommendation, but he said that you had resigned. You're the first section laborer I ever heard of that resigned. Some of them quit, out most of them get fired. How about it?"

By this time I had become heartily ashamed of my conduct towards the old foreman, and when I heard that he had given me a good send off, I felt as if the entire firebox of hot coals had been heaped on my head.

"The fact is," I blurted, "he fired me, and he was right. I made a fool of myself and wasn't enough of a man to acknowledge it,—but I will when I meet him."

The roadmaster smiled and slapped me on the knee.

"You woke up, have you," he said. "Well, I'll now give you your chance. Your foreman will not handle this section again. You are put in charge of this gang temporarily and its up to you to make it permanent. I'm not going to tell you to do anything but keep this track in good shape. Your as much of a boss of this section as if you were permanently employed as section foreman, and none of the men shall know otherwise, but I will accept your resignation again the moment I see you headed for the lead that you were drifting to on the other section. From what I can gather the foreman has disappeared; I suppose he's on a big spree and may or may not come back."

I thought the matter over a bit and then I got up and said:

"Well, you tell the men; I want to talk to the foreman's wife."

She was in the kitchen getting breakfast when I came in. I shuffled around a while, and then I summed up courage enough to say:

"I'm sorry to tell you, but there's been a change made, and what I want to say is, I'll be mighty glad if you'll stay here and look after us as long as you want. I'm to be foreman for a while anyhow, and the boys all want you to stay and we'll pay you board and,—what you get that way is yours."

She sorter choked and for a little struggled to control her voice.

"Well, I've got to look after the children and myself," she said. "I don't guess I'll see much more of my husband, and the Lord knows I did the best I could by him, but I guess its a helpless job, so if you still want me to look after you, I'll be glad to do it, but of course you don't pay board."

"That's settled," I replied, greatly relieved and turned to walk into the room where the men were eating.

The roadmaster had just finished telling them and I looked over the faces of the gang and saw all sorts of feelings about it. One or two seem-

ed pleased, but the most of them were wondering why they didn't get the job.

I remembered the night before the only thing we all agreed upon was sympathy for the foreman's wife, and it occurred to me if I told them I had looked out for her, I would at once get a little on the right side of them, so I said:

"Well boys, the foreman's wife is goin' to stay with us and look after us. We will pay her a little board and she'll buy the supplies and run the shack, and we'll move along as well, if not better I hope, than we have been."

I then sat down to eat my breakfast as if there was nothing more to say. None of them could kick at this, and I know now it was about the best thing I could have said. In a little while one or two of them began talking and a rather embarrassing fix was smoothed over.

You see I was a kid and had been there only a short time and naturally it grated on some of the older men that I should have been given the foreman's job, and I realized that I would have to handle them carefully if I was to succeed. While I was eating my breakfast some of the off hand remarks of the old foreman came to my mind. One was: "Don't let the men know you're bossing them, but never let them forget that you're the boss."

After breakfast we got out the car, and I told one of the men to put the tools on the rear end, and always do it in future. I could see that they were a little puzzled at this, so I explained to them that I had seen a car jump the track once by the tools falling off the front end across the rail and that it was just as easy to put them on the rear end as it was the front.

We ran down the road a bit and began to clean up the right of way and put in some ties. I spotted the men out and made them work in what might be called groups of ones, twos and threes at regular distances apart. Where three men were needed I put three men on the job and gave them plenty of room in which to work.

I kept at this most of the morning, never saying much but walking up and down amongst them constantly, because I wanted to show them that I was on the job as much as they and trying to give them as few directions as possible. In fact, at first I overlooked a good many things that were wrong in the way they were doing the work, because there were so many bigger things that would have to be corrected before I could get to the smaller things.

The first day passed smoothly and I could see that the gang were a little surprised that my promotion had not gone to my head. They also missed the steady stream of cussing the foreman used to freckle the day with.

The next day we had a job unloading rails. As the cars came up we boarded them, and I tried out an idea which I had heard of and which I knew would help along. Of course the rail was only 52-pound rail and very light for this day and age, but tossing fifty-two pound of rail isn't much of a pastime at best, and while I had never seen it, I could not get over the idea that throwing the rail from the car would not bend it a little.

Before we left the house, I got a couple pieces of strong timber and a can of oil. I could see the men were puzzled about this material, and when we got on the car, I put three men to do the unloading, and the rest of the gang I put at other jobs. When we were ready to unload, I poured some

oil along the timber and laid it from the car to the ground. Then I told the men to place the rail on these skids and let it skid.

The novelty of the thing, and what might be called the childishness of it, tickled the men immensely, but more than all else the labor saved in lifting and throwing the rail was one of the most pleasing features. It wasn't long before the men were sliding the rail down the skids as if they had done it all their lives and I venture to say that that car of rail was unloaded in record time, every rail landed on a level spot, and none of them were bent by being tossed to the ground; nor was any man hurt, as I have seen men frequently injured, by someone dropping the end of a rail on a fellow workman's foot. This simple piece of ingenuity did more than anything else to make me stand well with the men.

But, when I see men nowadays slide the rail off carefully and easily, and when laying it taking its temperature and feeling its pulse, I get some idea of how railroading has progressed in the last thirty years.

In those days the rails were set about as close together as we could get them in hot or cold weather. The sun would expand them and they would buckle at the joints. This required constant vigilance, but even at that resulted in many derailments.

I have told previously of how the cold swelled the ground and would throw the track out of line, and, while of course, this was dangerous and bad, it didn't at that time cause as much trouble as buckling at the joints. But it was a long time before we got down to the point of taking the temperature of the rail and gauging the distance the next rail should be set thereby.

I had in my gang quite a few lazy, shiftless and worthless men, but I found the best cure for these complaints was work and I tried frequently and persistently to find something for them to do and kept them doing it.

Another thing, I encouraged the men to be cheerful. It didn't hurt me to laugh at their jokes and I laughed. As result, my first gang, I believe, got along very well, and in a short while the influences of the foreman—who never came back, though he did write some time afterwards—were forgotten.

It was more than three weeks before I saw the roadmaster again, and when he finally loomed up, I must confess, that my heart jumped in my throat, for I had learned by experience and constant observation, that there were so many things that should have been done, I was afraid he would not see and know of the work we had accomplished.

This was near the end of my section, and after watching the men at work for a short while, he asked me to walk the section with him. During the walk we talked over what I had been doing in the last three weeks. He showed me a good many things I had done wrong, but he wound up by telling me that he was very well satisfied with the way I had been handling the section and that I might keep the job for a month longer at least.

As we parted he said:

"Now you have left your men by themselves for quite a while. One of the best ways to judge how you are succeeding is when you get back see how much work these men have done."

When I returned I checked up their progress, and the result took a little tuck in my pride.

Before many days passed I had settled down to the steady grind of the

section foreman, fairly well pleased with my lot and not overly ambitious to be something better. I weeded out some of the men in the gang whom I knew would not and could not deliver the goods, and, while I had a rather small force in those days, I had a good one and my section began to show it.

If we didn't have anything better to do, I put the men cleaning the right of way and cutting weeds along it. I also remembered my early experience and kept a careful lookout for the plowed lines about the fields in case of fire.

Stock claims and fire claims got to be a very serious matter with me. A claim agent dropped off a local freight one day and delivered an address to me and my men upon the enormous amount of money we were causing to be spent for claims. As I remember his address began something like this:

"See here padner, don't it strike you that we're spending too much money for live stock and fire claims around here. Don't you know that a little care—a little precaution, would save the railroads hundreds of dollars. Don't you know that's what your paid to do."

This was his start. By the time he finished I was dazed and the atmosphere about me was fairly speckled with dead cattle, burning fields and thousands of wasted dollars.

I didn't come to life again until I saw the head of that claim agent shining about half a mile down the road, and even now I can hear the echo of his pet phrase, "That's the stuff."

I've heard of Daniel Webster, Patrick Henry and a great many other orators, but I defy any of them to make as eloquent an address over a dead cow as that claim agent could. For a few weeks after he left I regarded any cow with the slightest intention of getting on the right of way as my personal enemy and cherished a vindicative feeling towards the engineer whose locomotive was throwing out sparks.

This recalls to me a bit of tender verse which I believe deserves space in these thrilling reminiscences:

She sleps beneath the daisies,
That's where she's resting now;
There's always something doing,
When a freight train meets a cow.

I might add that this claim agent is still with the Frisco, and looked just as young then as he does now, and has not lost a whit of his energetic loyalty.

At one of the stations along the line there was a young fellow — whose name I will not give, but who, if he reads this, will remember it — that started in the service working around the station, learned a little of telegraphy, and finally got a job as operator.

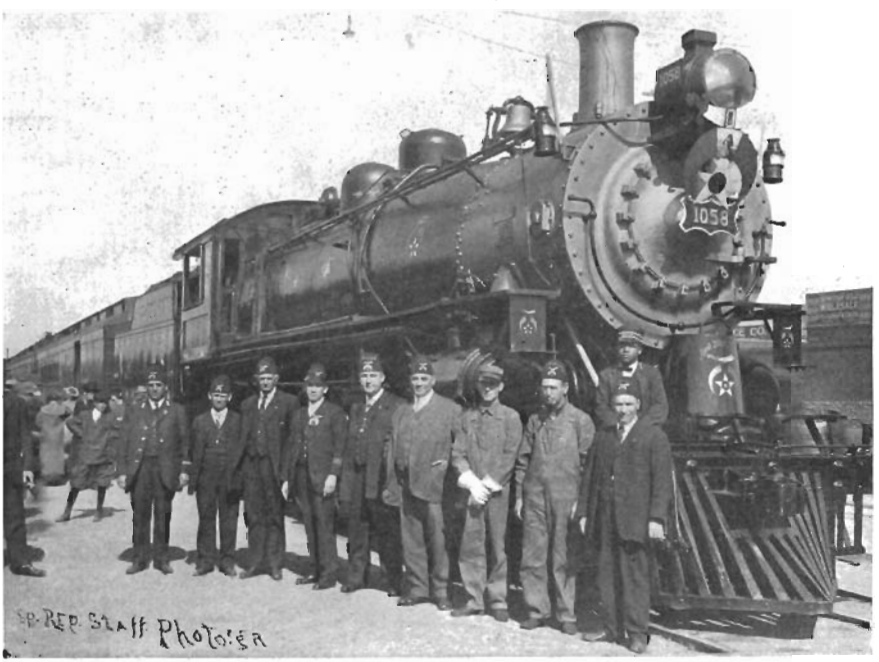
One night the train dispatcher—like the foreman I succeeded—disappeared, and it was up to someone to find a dispatcher and find him quick. This kid, for he was but a kid then, was the nearest one available. He was routed out of bed and asked if he wanted a job as train dispatcher. He was half asleep but he mumbled out that he did and went to work. He made good and is still making good, but what always recalls this to my mind was the nerve of this kid tackling a job of that kind. If he had been a few years older and appreciated the responsibilities of train dispatching he would have refused to take the job, and if he had refused, in all probability, his chance would never come again—at least not for a long time, but being a kid and willing to tackle anything, he did not hesitate nor jump into the breach.

Illness in my family caused me to return home for a few days and while there I hunted up the old foreman.

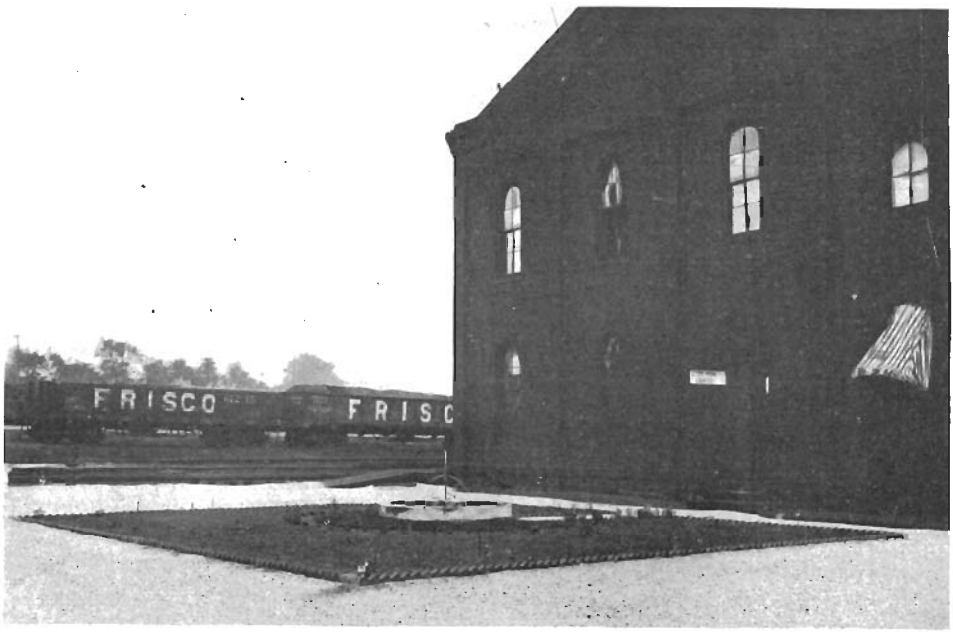
I was still too much of a kid to hide my embarrassment but the old man dispelled it very quickly by his hearty greeting.

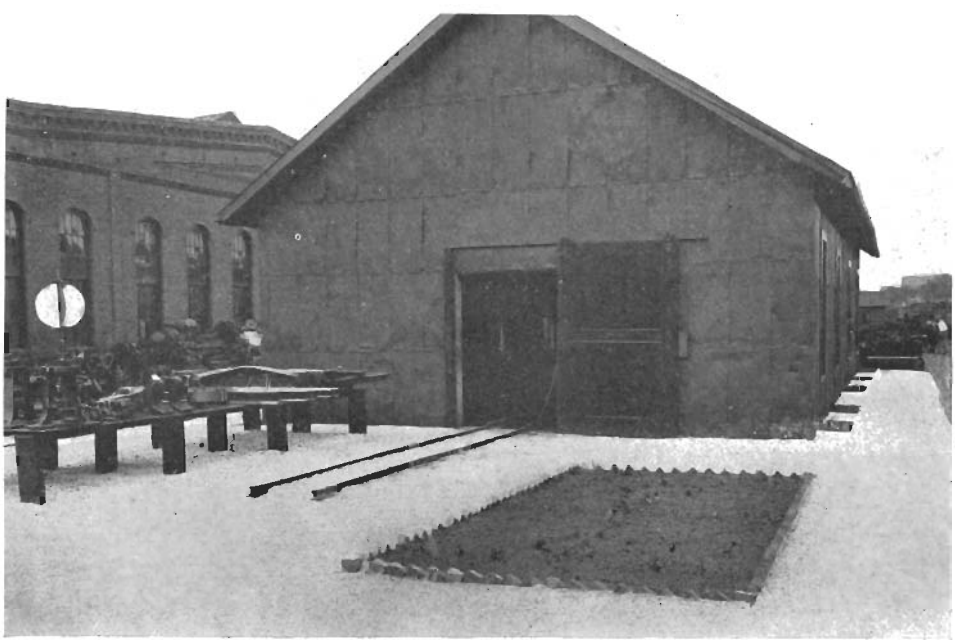
"They tell me you're a real section foreman," he said, " and I'm glad to hear it. I pride myself on the crop of section foremen I turn out. Of course, a few of them resign, but it don't matter much how they leave me, so they land on their feet eventually. Now, me boy, you are in charge of one of the most important departments of railroad service, and, though you may know all of railroadin' that there's to be learned, you'll never amount to anything unless you know how to handle men, and that can only be done by thinkin' a little clearer than they do and talkin' a little slower. Always pick your time to do your talkin'. Never give good advice in a bar room. Such circumstances don't fit in well with good advice, especially if you've got your foot on the rail. The telephone is the only good thing for long distance talks, and even then you don't want anyone else save the man you are talking to to hear what you have to say. Sorter sidle up to your man. Be pleasant with him, but if necessary admonish him with a pick; some men have to be treated that way that they may be softened for gentler measures."

(To be continued.)



Engine 1058 and rear of special train Abou-Ben-Adhem, Springfield to Atlanta, Ga., May 9, 1911.





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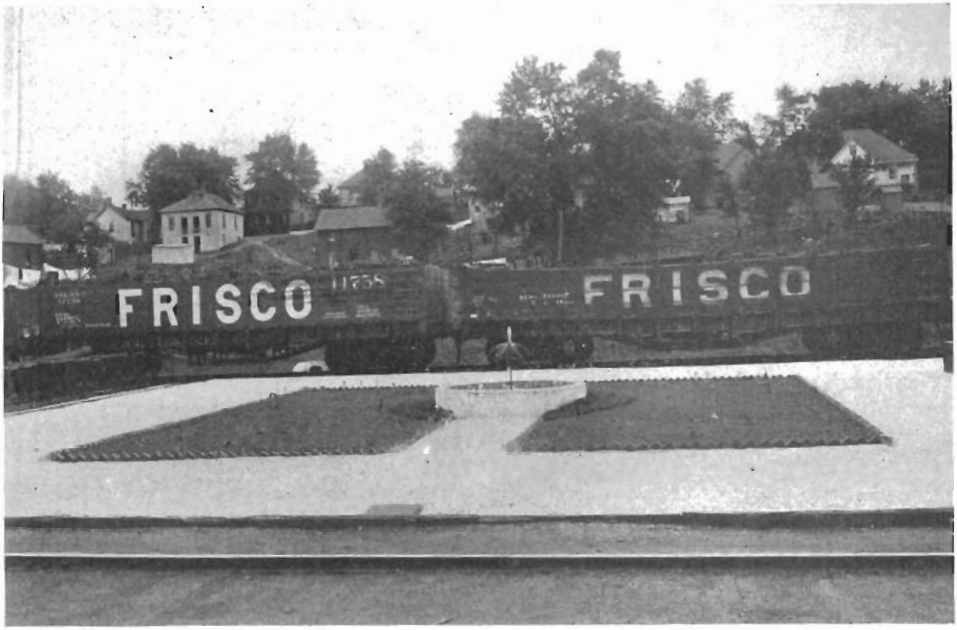
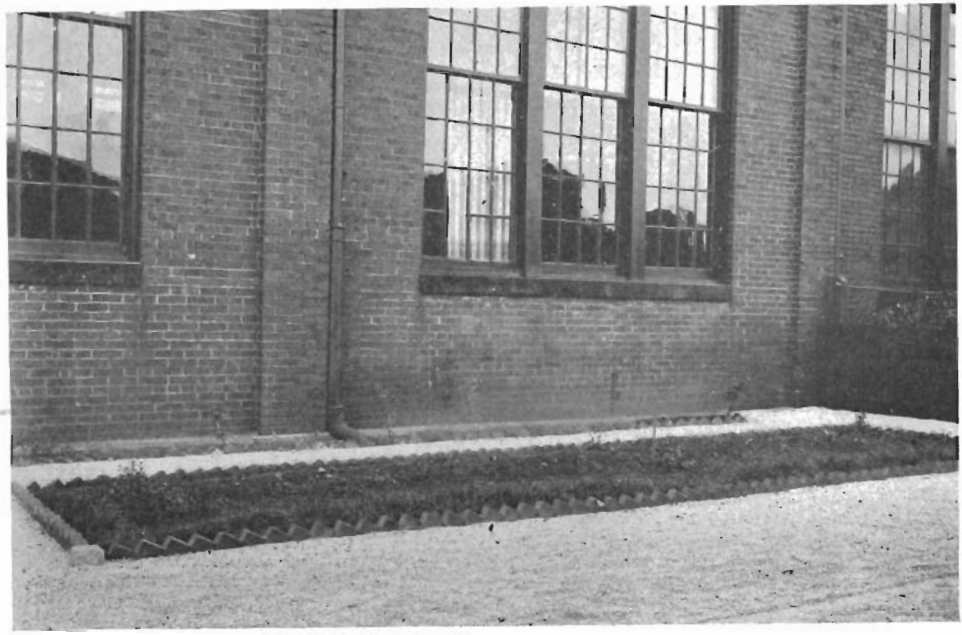




the Reclamation Plant.

BALLAST

¶ It looks like first division.

¶ Quibbling makes sore spots for future grievances.

¶ Don't count the mile-posts of effort.

¶ Blessed is the pace maker—he makes others succeed.

¶ Loyalty is the highest form of self-interest.

¶ One man in a thousand recognizes his own failings.

¶ If it were not for old human nature ninety-nine per cent of railway safety appliances would be useless.

¶ When you've made a good impression, get away quick.

¶ One of the hall-marks of a gentleman is courtesy over the telephone.

¶ Success depends on your attitude towards your work.

¶ Vanity has a lot to do with making some of us believe in immortality.

¶ To lend money to some men is to brand yourself a sucker. Better give it to them and be a philanthropist.

¶ No one is entitled to unearned privileges—yet we are often indignant when we don't get them.

¶ The world may owe us a living, but we are expected to do our own collecting.

¶ Borrowed trouble needs no endorsement.

LET'S LAUGH

There are lots of funny things along the Frisco and THE FRISCO-MAN wants to hear about them in order that it may print them in this department.

The Real Thing

The cub reporter saw a hearse start away from a house at the head of a funeral procession.

"Who's dead?" he inquired of the corner storekeeper, who was standing near his door, gazing at the conveyances.

"Chon Schmidt."

"John Smith!" exclaimed the cub. "You don't mean to say John Smith is dead?"

"Vell, py golly," said the grocer, "vot you dink dey doing mit him—practicing?"—*Ex.*

Devil—"There's a tramp at the door, Mr. Hyde, and he says he ain't had nothing to eat for six days."

Editor—"Fetch him in. If we can find how he does it, we can run the paper for another week."

Ethics Among Engineers

"The train struck the man, did it not," asked the lawyer of the engineer.

"It did, sir," said the engineer.

"Was the man on the track, sir?" thundered the lawyer.

"On the track?" asked the engineer. "Of course he was. No engineer worthy of his job would run his train into the woods after a man, sir."—*Ex.*

And A Tiger

Irishman—Three cheers for home rule.

Scotchman—Three cheers for hell!

Irishman—You are right; ivery one should stick up for his own country.

The Sins of the Father

Tommy came home from school very morose.

"Well, my son," observed his father cheerfully, "how did you get on at school today?"

Tommy said he had been whipped and kept in.

"It was because you told me the wrong answer," he added. "Last night I asked you how much was a million dollars, and you said it 'was a hell of a lot.' That isn't the right answer."—*Ex.*

Phonetic R. R. Spelling

Albert Kern of the Western Union Telegraph Company tells this one: "Some years ago I was agent at a small station in Texas through which the International & Great Northern Railroad ran. One day a typical backwoodsman was standing on the station platform intently watching, perhaps for the first time in his life, an engine switching cars in the yards. On the tender were the letters 'I. & G. N.,' meaning International & Great Northern. He spelled the letters over slowly to himself and then said: 'I-&-G-N? that's a——of a way to spell engine, ain't it?'"—*Disston Crucible.*

Poor Engineering

To learn the tango Harry had an itch.
But all his labored efforts were in vain;
His clumsy hands misplaced the lady's switch,
His awkward feet completely wrecked her train!—*Judge.*

RAILROAD COURTESY

Agent J. F. West, Lockwood, Mo.

Courtesy, in point of meaning, is one of the biggest words in the English language. It deserves a place not far removed from the immortal "mother, home and heaven" trio.

Webster defines courtesy as synonymous with civility, urbanity and politeness,—words of great value, but which do not express the vastness nor importance of the parent word "courtesy."

The nod of recognition on the street, the warm hand clasp of the friend, the smile of welcome from our intimate associates, the willingness to smooth over rough places for others as we journey down the path of time, cost nothing, neither time nor money, yet they are a blessing to the recipient.

Courtesy is one of the most important assets of the railroad employe. Its proper cultivation and employment in every day transactions with the traveling and shipping public does more towards the development of freight and passenger traffic than any other one agency.

In these days of competition, rates and service are practically indentical via all competing lines, leaving the only inducement to offer in favor of your own line, the treatment you accord the patrons whose business you wish to secure and retain.

The old adage says, "The best way to reach a man's heart is through his stomach," and I do not wish to detract from the fame of the palate of the epicure, but since railroads do not dispense refreshments, nor cater to the masculine element of the human family alone, I believe it is safe to assume that far more friends will be won for the railroads through courteous and tactful treatment of its patrons than by any other method.

Freight and ticket agents are salesmen for their company; the commodities offered for sale are transportation, passenger and freight, and the same careful explanation as to rates, routes, service and other features connected with each transaction, should be accorded to the prospective patron of the road, as that agent expects will be given him in the selection of purchases at a local store.

As salesmen, all employes selling transportation should study human nature and endeavor to build up an enviable record for courtesy. This will result in broadening the minds of these representatives; bring into closer relationship the railroads and the public, and popularize the line employing them.

The majority of those patronizing a railroad come in contact with employes in train and station service only, and it is but natural that they judge the officers of the line by the calibre of the men with whom their business is transacted, and public sentiment towards railroads is moulded largely upon the impressions gained while at stations and on trains.

This being true, it is the duty of every employe of a railroad to make honest effort to be polite, painstaking and courteous with everyone, explaining carefully seeming incongruities of any kind; listening attentively to grievances, real or fancied; and using tact, diplomacy and the "soft" answer under all circumstances.

Endeavor to build up your own standard of courtesy, efficiency and pleasantness, and thus you will assist in no small way, in the circles in which you move, in placing the railroads in their proper sphere—the best servants of mankind in existence.

SAFETY FIRST

At a meeting of the representatives of the Safety Movement of the railroads of the United States, St. Paul, Minn., May 25, W. B. Spaulding, chairman of the Central Safety Committee and president of the organization, delivered the following address:

In the latter part of 1910, or the first part of 1911, I learned from Mr. Richards or some other source of his conception for a "Safety First" movement on the Chicago and Northwestern Road. I thought well of the idea and as I had known Mr. Richards for many years I was confident if such a plan could be succesfully carried out it could be done on the Northwestern Road if Mr. Richards was at the head of it. Appreciating the great labor that would devolve upon the man at the head of such a movement and the ability required to make it a success, I waited with interest the result of Mr. Richards' plan when put in actual operation. At the end of a ten months test of this plan, the results obtained on the Northwestern Road in the diminution of death and injury cases was such as to astonish everybody.

The plan was put in operation on the St. Louis and San Francisco Railroad in September, 1911. This railroad has 5,000 miles of track and from 23,000 to 25,000 employes. It was known, of course, that it would take time to get a general idea of this plan and its methods of operation promulgated among such a large number of employes and secure their interest and co-operation in it. At the end of the first ten months, which coincided with the end of our fiscal year (June 30, 1912), a gratifying reduction in the casualty list was shown on just one-half of the ten operating divisions of the road. The other half of the operating divisions showed the same ratio of increase as had been annually occurring for many years before. The decreases mentioned, however, were sufficiently large to effect a net reduction for the whole system of 6.5% for the whole of that fiscal year. It was noted that the decreases had occurred on those divisions on which the employes had taken an interest in the "Safety First" plan of injury prevention and had faith in it as a remedy, and that the continued increase was on those divisions on which the employes took little interest in the plan because probably skeptical of ability to secure results.

A special "Safety First" edition of the employes' magazine—"The Frisco-Man"—was issued. This edition had an attractive cover; was filled with articles on the subject of greater safety, written by many different employes and four of the chief executive officers of the Company. The purpose of the officers' articles was to put themselves on record as formally endorsing the "Safety First" plan of injury prevention and to allay any suspicions the men might entertain in regard thereto. The magazine also contained pictures showing the causes of many of the most frequent injuries to railroad men.

For the twelve months period ending June 30, 1913, which was the first full year after the "Safety First" plan was in active operation on the Frisco, there was a reduction in the casualty list on every division of the road and among every class of employes except car repairers alone. The reduction was 29%, as compared with same period prior to the inauguration of the "Safety First" movement. During this period there was an increase of 15% in the business handled by the Company. It was known all along that car repairers were taking no interest in the "Safety First" movement. When they were gotten up in the limelight as the only class of employes on the Frisco Road that showed no decrease in injury, but on the contrary showed an increase, the General Superintendent of Motive Power at a general meeting of Car Foremen called their attention to the record and the unenviable light car department men were placed in by it. Carmen thereafter got active and at the end of the next three months showed up with a 50% decrease in injury cases. Our chief executive officers are convinced that the foreman is the biggest factor in the successful solution of the injury prevention problem.

As to the relative value of an organization with or without a Central Committee, that has been broached in the discussion here today. My knowledge and experience is with an organization headed by a Central Committee. I can discern some advantages in such an organization not possessed by an organization without a Central Committee. As is known, the division committees eliminate all causes of accidents within their power to eliminate and refer all others to the Central Committee which acts to the limit of its authority and beyond makes similar reference to the General Manager with recommendation. Our General Manager told me he would be afraid to turn down a recommendation made by the Central Committee, and the proof of his statement is that whenever he has differed with the Central Committee he invariably appeared personally before it to give his reasons, that they might be discussed and their soundness or unsoundness passed upon by the whole committee. The Central Committee obtained easily from the General Manager on one occasion the expenditure of $4,000.00 for re-wiring a shop that the head of the mechanical department had been unable to secure; another instance further illustrates the value and power of a Central Committee: A division committee's recommendation was referred to a sub-committe consisting of the two General Superintendents and the Chief Engineer because operating question was involved and their expert opinion was needed; they made an adverse report; other members of the Central Committee, not experts, requested their reasons. When given, the non-experts commenced shooting at their reasons

SAFETY FIRST

and soon had them so full of holes that this sub-committee withdrew their adverse report and filed one favoring the division recommendation. I think that in this way the Central Committee plan is of value in that it can prevent any one officer who might misjudge or for other reason stop an expenditure or a change in method that would promote safety.

Mr. Richards:—Does it occur to you that by having these general officers on the Central Committee you make them stand for "Safety First"?

A: It certainly does. They are much more interested by reason of their membership on the Committe in having the "Safety First" plan make the best showing possible. It is only human nature. If they were not on the Committee they would not pay as much attention to the success of this plan. Being on the Committee, their views are broadened and when out on the road instead of confining their attention to operating matters they remember the injury prevention scheme, investigate its progress and display their personal interest in its success.

Question: Don't you know it goes still further than that? Doesn't it mean more to a section foreman who is acting on one of the division committees to know that his General Superintndent is on the safety committee?

A: I think it does. That is very natural.

The postal card for reporting defects in things and dangerous practices among the men is in use on the Frisco. It is believed that men have finally become convinced that no report, whatever it may be, made in the interest of safety will be used for disciplinary purposes. The good faith of the officers is pledged accordingly.

In regard to the use of pictures: We use all sorts of pictures both for stereopticon exhibition and for printing in employes' magazine. We may know well that there is a risk of injury in some practice we follow but continue it because we have always been skillful enough to keep from getting hurt, but when we see a picture of that risk and along with it the figures showing that several hundred men have been killed or injured in a single year doing the same thing an impression is apt to be made on our minds that could be made in no other way and we are apt to think that possibly many of those who met with disaster doing that thing were just as skillful as we are and the decision comes that we better quit it. We all like concrete cases. I will give a couple bearing on the value of the use of pictures.

In that special "Safety First" edition of the "Frisco-Man" there were a large number of pictures printed showing many of the most frequent causes of injury to railroad men. A Frisco switchman told me that his wife after reading all the articles on safety examined the pictures and read the accompanying memorandum; that he watched her, curious about the result; that when she had finished she came over to him and looking him square in the face said "Look here, do you do things like this?" He said he just took one look at her face and answered "Not me. I wouldn't think of doing such things." I said "Tom, if your wife ever happens to ask you that question again, I will bet when you make the same answer you will be a heap nearer to the truth." He said "You are right about that." That switchman has been one of our most active "Safety First" workers —so active that the St. Louis Terminal Committee passed a special resolution of appreciation of his activity and effectiveness. His wife will never know what a revolution her question and the expression he saw in her face produced in her husband. It made him realize in a way that he had never realized before the obligation he was under to her to protect himself from injury.

While standing at the exit of a building in which I had made a safety talk illustrated with stereopticon views, two women passed out. I heard one of them say to the other "Well, if I ever catch Bill doing the things shown in those pictures it will be 'tally ho' for him."

The Frisco uses a specially engraved "Safety First" pay check. This check has a blank coupon extension on which is printed each month a safety epigram or sermonette. These serve to keep the "Safety First" idea prominently before all employes and their families.

Some of our division committees hold their bi-monthly meetings at different towns along their division in order to cultivate the acquaintance of the citizens and enlist their co-operation in injury prevention work. They frequently have mass meetings with the citizens at night and safety talks are made and stereopticon views shown, illustrating safety subjects in which the public is concerned, such as the trespass evil, boy train hopper, etc.

In connection with the injury prevention movement on our road, a Frisco Women's Safety League has been organized and a Women's Department established in the Frisco magazine. There is no specific thing for this league to do as a body. The idea is to concentrate the influence of the women for greater safety. The members of this league frequently attend the division committee meetings and in this way learn how their influences can best be used. Their presence at the committee meetings is helpful.

I also believe that a great many men who can be reached in no other way can be reached through their labor order, and I therefore favor taking steps to have all railroad labor organizations formally endorse the "Safety First" movement. It is an easy matter to demonstrate that the physical preservation of their members is of greater benefit and importance to these orders than to the railroads. The labor men I have talked to on this subject agree with my view and say the endorsement of all the local lodges can be secured.

SAFETY FIRST

Join Hands in Safety First

A. H. Anderson, Section Foreman, Quick City, Mo.

Old and young alike place a value on life that cannot be purchased by gold. Let us therefore join hands and push the accident prevention movement along—strive to reach the goal—Safety First.

Could we but realize what it means to our loved ones at home to know that we are all working together for the protection of life and limb, we would work harder to prevent accidents to ourselves and our fellow-employes.

It seems to me if we would keep our minds more on eliminating causes which result in accidents, instead of planning on a good time when our day's work is over, or when our run is made, we would get far better results in this accident prevention campaign.

We all share in the benefits to be derived from Safety First and it is our privilege, and we should make it our duty, to aid in promoting this movement which means protection for ourselves and our families.

I would rather be a tramp and divide my "hand out" with one more hungry than I, than to be the murderer who brings sorrow to the family of some fellow worker—probably some gray-haired mother or father.

Safety First is the precaution which should govern everyone from the plow boy on the farm to the officer in the navy.

Soap Safety

The following communication received by the Frisco from The Proctor and Gamble Manufacturing Company of New York, will be of interest to all, as it is an evidence of the attention our work in the promotion of Safety First on our lines is attracting:

> We have just enlisted in the large army of "Safety First" crusaders, and having read of your miraculous achievements in this world-wide spreading movement, I make inquiry if you could furnish us with any detailed information regarding organization and methods.

The Day Force, Newburg, Mo. Assistant Day Foreman Skelton at right and Boss Boiler Maker Craig at extreme left (standing). Many of those who make up the group are "old timers" in point of service.

TRAFFIC TALKS FROM TRAFFIC TEXTS

Impress upon all that the chief and in fact the only reason for maintaining Traffic Agencies is the securing of traffic and the establishing of close and satisfactory relations with shipping and traveling public—both present and prospective customers.

Everything is subordinate to this, and office work should be restricted to the closest possible limits, should be thoroughly systematized and confined to what is absolutely necessary to successful solicitation. The general features of office work should be standardized.

Every traffic man is a Traveling or Resident salesman and the same principles that apply to selling goods are equally applicable in the sale of transportation.

Holding our present customers.

Making new ones.

Knowing the shippers in your territory who do business that we could handle.

Finding out why certain shippers do not patronize us.

If shippers have left us finding the reason and trying to get them back.

It is recognized that no soliciting force that this or any other company can ever have, can thoroughly and frequently cover all the territory and see all the shippers; but complete information as to all shippers will enable you to personally call on the most important ones and use your time to the best possible advantage.

F. C. Reilly, assistant freight traffic manager, in behalf of our Traffic Officers, extended a cordial welcome to the Outside Traffic Representatives who met at Saint Louis, May 15, for the purpose of discussing solicitation.

J. A. Middleton, freight traffic manager, opened the meeting with an interesting address upon "Efficiency in Solicitation."

Mr. Middleton said in part:

We are satisfied that the soliciting force on the Frisco is today the best of any road in the country, but there is and always will be room for improvement. We can and will continue to be in the lead. This can be accomplished by each one studying the work just as we would any other problem. Conferences such as this, followed by similar ones with your own men who are unable to be here, will certainly suggest new ideas.

We urge all of you to bring your best thought to bear on this question of new and improved methods for getting the Frisco before all the shippers in this country and give us the benefit of your suggestions, both here and after you leave here.

We know that everyone is doing his best. Perhaps some could do better if the way could be pointed out. We have all a lot to learn, and if we are all as enthusiastic and determined as we believe we are, we will be agreeably surprised at the results that can be accomplished in another twelve months.

Some Suggestions.

No one thing appeals more to a business man than prompt handling of matters in which he is interested. As far as possible, all inquiries should be answered the day received. When this cannot be done, a letter of a dozen words, acknowledging receipt and stating that the information is being obtained will convince anyone that it is receiving due attention. This costs only two cents and in the aggregate would not take an hour's time a month.

Advice should be sent to all interested of important shippers who divert their business or with whom you are unable to establish satisfactory relations. Perhaps some of us can help you.

How would it do to keep traveling freight agents in the home town for a week or a month—as long as might be necessary to obtain complete and up-to-date information as to all shippers at agency headquarters who ought to be giving us business, and follow this up by concentrating in the same way on the other large towns in each territory, making a thorough job of each place? This would be live information and would serve as a basis for a long time to come.

Now, you will all agree with me this memo is an excellent sermon in itself on the work of each representative of the Traffic Department, and if each one of us will bear its several paragraphs in mind constantly, we will find that we are doing

better work and reaching a higher standard.

When the Directors of any of the big commercial houses call in their salesmen for conference, the object sought is to learn from these salesmen the business outlook as it appears to them from their personal observation and the personal contact which they have with their customers from day to day, to organize their business campaign for the immediate future along the lines which experience and careful judgment suggests as being most likely to insure good returns.

A good solicitor, like a good salesman, is a careful student of human nature, as well as a good hunter with a keen scent for the game, which we call tonnage. He is able to distinguish between the man whose business requires daily or persistent solicitation and the man on whom it is politic and wise to call on only occasionally—where particular tact is necessary—in short—to know how to differentiate between customers.

In these days of improved methods—greater efficiency—better understanding between carriers and shippers—it is appropriate that we secure so far as possible, the views of the men employed by the large tonnage contributors as to the present method of solicitation.

I have here a file of correspondence between Mr. Biddle and the traffic managers of a number of the large industrial concerns, undertaken with a view of developing the extent to which our interests were served by Solicitation.

I have made extracts from a number of them which I believe will be of benefit to all of us and possibly suggest some ideas which would improve our work.

I will first read to you Mr. Biddle's letter which brought out the replies:

(Mr. Middleton here read a letter which Mr. Biddle addressed to various large commercial concerns regarding the value of the freight solicitor and the replies indicated various opinions of the different traffic managers.)

Now there are a number of good suggestions in this correspondence, but their variety and the differences of opinion expressed make it clear that it is impractical to lay down any hard and fast rules to be followed in the work of solicitation.

Our success in this work depends largely on your mental attitude—your good judgement—your ability to decide where frequent calls are necessary, and again where only occasional calls are better.

So far as possible, you should arrange your visits with some definite results in view. Some specific tonnage that you have knowledge of—transact your business promptly and get away.

We are striving and straining to increase our business; to improve our standing with the public—to make the Frisco a synonym for good service—and for progressive methods—and your diligence and earnestness will count largely towards enabling us to reach to top notch.

Assistant Freight Traffic Manager Reilly followed Mr. Middleton and said in substance:

Solicitation covers a great deal. We want to get more business for the Frisco. The increase we would like to see and can properly expect must come from our field men—the men in the field who are on the soliciting organization. Many of you gentlemen have a large force to command, a force that needs education. Many of your men have been taken out of the local office; billing desk—they have been educated only in a limited way and in a certain branch of our service and need constant supervision and encouragement to bring them forward, to show each and every day some improvement in them, not being satisfied with what we did yesterday, but expect some improvement for tomorrow. I have talked with many men all over our system; talked with subordinates and feel that many are not thoroughly equipped; that is, they can improve. The heads of the office know how to do these things; re-consigning cars, tracing, etc., but many of our under-men should be taken in and taught. As Mr. Bently says, our men should be posted on I. C. C. matters. This is hard—we are all trying to do it—impress on your men the necessity of reading these decisions and keeping posted. We must conform to these decisions. The more our men know the better they will become. It has been the practice to work the carload shipper, frequently overlooking the small lots that can be picked up to advantage and with very little effort. Carload shippers are growing. In the past the consignee had a great deal of weight in the routing of his business, but the shipper today tries to control his business by reason of getting cars at initial point, service, etc., and is constantly urging customers to permit him to control carloads.

Package freight is in itself express service. We pride ourselves in the handling of package freight just as expeditiously as express service. We have Red Ball trains that move on passenger schedule. Find out where our merchandise is coming from, who gives it to us, what road originates it, are we getting freight from people we do not know. We are striving to use every avenue to increase our package freight—watching cars as loaded to see that sufficient tonnage is alloted to package cars and it looks as if the success of the railroad of the future is going to be the road that can handle merchandise business. One hundred pounds from a shipper does not look like very much, but many shippers have dozens of one hundred pound shipments every day and in the aggragate they amount to considerable. We have over 600 Agents on the Frisco all trying to increase this merchandise business—trying to control to our rails more freight. It is very hard to follow a routing order thru' a large house, but they are coming from 600 agents and we want to help get them before the shippers. Package freight is only 6 per cent of the actual tonnage on the Frisco, but it constitutes 25 per cent of the revenue.

Mr. Middleton touched on claims. It has been my experience when calling on shippers to discuss those matters and I have picked up small claims that we have failed to analyze and which have been drifting along for several years and straightened them out. It is the little difficulties that the shipper appreciates and in straighten-

ing up these little matters, we remove difficulties of months and years standing. This applies to Loss and Damage as well as overcharge claims. We should not have overcharge claims, but we are doing the best we can and trying to settle promptly.

Another question of great importance is securing maximum or long haul for the Frisco. The Frisco has a large number of connections at Saint Louis and we take freight for all parts of the world and on account of that we are short-hauled frequently. We have connections that are pleasant and help us, but the hardest thing is to get the car on our rails—when we get it, let's earn the most money for the Frisco.

From a traffic standpoint the C. & E. I. and Frisco are one railroad and we do not want to lose sight of the fact that when soliciting for the Frisco we are likewise soliciting for the C. & E. I. and when soliciting for the C. & E. I. we are also soliciting for the Frisco.

The following are extracts from addresses made by other traffic representatives:

W. C. Connor, Jr.

To be a successful solicitor of traffic is a worthy ambition of any railroad man, and as railroading has become a profession, it is difficult to succeed in this particular branch of the service unless one becomes a student of men and conditions.

It has been our policy in the New York territory to endeavor to impart a good influence on both our industrial and railway friends. I mean by this, instead of looking at the unpleasant situations that arise, we exert an especial effort to see only the bright side, for we confidently believe that, in so doing, we are helping to create a healthy condition.

The time has long since passed when the routing of traffic was based on sentimental conditions. In talking over this feature with one of our Traffic Officials recently I made a statement to the effect that, in my judgement, the amount of business secured from New York territory, consigned in our care, account of any personal fondness that existed between any of our officials and our industrial friends, was small in comparison with the total business handled. I also mentioned to him that the successful solicitation of traffic in this territory was largely due to the individual efforts of the representatives who are most active in that direction. The man who is on the ground the most and shows human intelligence in his appeal for business, is the one who is considered the producer in New York. It is not a question of personal popularity, nor the solicitor who tells the funniest story, or the so-called "mixer," but the man who is direct, specific and honest in his dealings with the trade, that is accorded the greatest consideration. In other words, a man who attempts to capitalize on his personal popularity alone is not accorded any serious consideration, and is rarely effective for any length of time.

In our solicitation of the larger industrial concerns, instead of trusting important matters to memory, we carry a docket which contains all matters that are likely to come up for consideration, and when we cannot successfully put over a proposition, we resort to the tactics of requesting a continuance of same until we can successfully dispose of it. We find this a most effective means of handling solicitation matters, as in a great many cases conditions arise in the minds of industrial men that will influence them to favorably consider a proposition that previously they have declined. As a matter of information I beg to state that we have successfully closed out matters of this character that have been on the docket for a period in excess of two years.

In the New York territory a great many of the railroad men confine their solicitation to traffic from the territory over which they have jurisdiction and make only a slight appeal for business from territory other than their own. This has afforded us an excellent opportunity to make inroads on some of our competitors who are inclined to feel that if a car does not originate in their territory, their General Freight Agent will overlook giving them credit for securing same. In our dealings with industrial traffic managers, we unhesitatingly state to them that, notwithstanding the fact that business originates outside our territory, we will be given credit for securing same just as much as if it had moved from a point within the New York territory.

How many of the general run of solicitors give serious thought to the expenses incurred by them by reason of their employment by their respective companies, based on the actual results secured. How many of us present have ever figured out the number of satisfactory calls that we make every working day, based on the salary, plus expense account, which we receive. If we did so, we would doubtless find that, regardless of the results obtained, we are, in most cases, receiving a fee in excess of that paid other professional men for service performed.

To be a successful solicitor one must be manly, active, courteous, patient and untiring in his dealings with his fellow men, and if he has the interests of his company at heart, he will adapt himself to an aggressive policy, for any solicitor who fails to produce when he practices the five rudiments just mentioned, should be eliminated, thereby getting out of the way of men who can replace him and be a success.

I consider that the personnel of our present organization compares most favorably with that of any organization of which I have knowledge. The loyalty that is always expressed by them, regardless of conditions, has been the subject of most favorable comment by railroad and industrial men who are in a position to know, and regardless of the difficulties that we are encountering, I am confident that the traffic organization of our line will be equal to the occasion and do their share toward bringing the property out of the troubles that it is now experiencing. When this desired result has been obtained, it will be largely due to the indefatigable, aggressive and good-natured traffic men who have faced adversity shoulder to shoulder in a most brilliant manner.

In connection with the solicitation of LCL traffic, in the New York territory, we have about thirteen states to look after and with a limited force, it is almost impossible to make the calls we would like to make in connection with this class of solicitation. My thought is, a great deal of good could be accomplished by getting up circular letters. In making our calls we do not neglect the LCL shipper, but representing the territory we do, and being compelled at times to handle advice letters and correspondence accumulated on our desks, it is impossible to give LCL solicitation the attention necessary. Believe the circulation letter will have the desired result and hope our people will give me the same kind of a letter that has been sent out in C. F. A. territory.

E. McAuliffe.

Just a word about coal traffic which is the only traffic feature I have any relations with. Coal tonnage on the Frisco last year constituted approximately one-sixth of the revenue tonnage. It is not the highest paying tonnage, but the lowest cost tonnage and heavy coal carrying roads are invariably prosperous roads.

Our mining districts are badly scattered, the mines are generally small and we have but two large industrial centers using our coal, as Saint Louis does not take coal from mines on the Frisco. I believe our percentage of gross is a very fair one. Our commercial tonnage last year increased approximately 24%, almost one-fourth and business conditions were not extra good as compared with the year previous. Material improvements have been made in loading and the car loading last year increased 4%. There seems to be a growing sentiment on the part of large consumers that a car of coal is loaded when level full. We disagree with that view. A coal car is not a coal car, but a vehicle for loading any commodity that can move in an open car. We have a large amount of equipment, including foreign equipment and when loaded to level capacity and then crowned up, the car is still loaded less than the physical capacity of the trucks. It is our duty to get all the coal on a car that the car will carry. In some cases cars are loaded carelessly with ultimate loss to somebody, but we have a moral right to ask for maximum loading.

We are working in a number of states to the end of raising the rates on coal to a limited extent and only in certain spots where the rates are weakest. In your travels and meeting with operators, when complaint is made, explain we are not attempting to increase the coal rates, but trying to pick up some weak spots. Sometime ago while in Fort Smith an operator made the statement that I was the only Frisco representative who ever called on him. I fear we do not call on the coal shippers and coal consumers as much as we should. Am not perpared to say that you can do much for the coal shipper, but if a representative of a competing line calls on him frequently and there is any best to the proposition, the other fellow will get the business.

There are various angles to the coal business; long haul; a large percentage of our operators operate on two or more roads and their shipments to both lines go to competitive points and they will route the long haul business over one line and the short-haul over the other. Where you can, call on the shippers and consumers of coal. I take it Mr. Reilly expects me to do this. I know every operator personally, but cannot reach them frequently enough. The Frisco have been very liberal in their fuel purchases and we have endeavord to burn fuel so as to let other people get the kind of coal they require at minimum cost.

C. A. Forrest.

The Frisco, thru' its officials, has been very kind to the Southeastern Agencies. None of our men are disgruntled and all are working to meet the conditions that are different in each section. In some localities our working arrangements are better than in others. We find the S. A. L. working with the I. C. and M. & O., where as out west they may be working very close with us. We are trying to watch all of these little details. Our men are traveling six days a week.

Think it would be a good idea to pick out the important points in each monthly letter and send to the outside men as we are frequently asked as to conditions at various points along our line.

R. B. Merrick.

We are handling the agency about the same as has been brought out in the talks made here. Business is not very good and prospects are it will not improve for some time. We are closely watching all short-haul business and making special solicitation of oil-well supplies to Oklahoma. Have no thru' package cars from Pittsburg territory to St. Louis for points on the Frisco.

C. S. Hall.

We receive quite a few advice letters from Agents stating consignees are agreeable to Frisco routing. Have a very nice LCL business and handle about fifty cars a month to Saint Louis for points beyond. Average number of calls made about 14 or 15 a day and attempt to see both carload and LCL shippers.

O. M. Conley.

Think outside men should be furnished with briefs and decisions of the I. C. C. as shippers are always glad to get this information. U. S. Cast Iron Pipe Co. give us immense tonnage, but we are often able to get haul only to Mississippi River. Small shippers pay more attention to routing orders than the larger ones. Most effective way to control business is to get routing on the original order and next to this comes routing order on letter-head of consignee. Quite a lot of LCL business is controlled by dray loading; for example, if a concern has 4,000 pounds for the Santa Fe and 2,000 pounds for the Frisco, instead of splitting the load, they would send all to the Santa Fe and if the conditions were reversed, the load would go to the Frisco. A heavy load to some one depot will control the traffic.

On a six weeks test of LCL routing orders we find 20% cover shipments to local points; 40% on mail order houses and

firms that as a rule don't respect; 10% are ineffective on account of received too late or after shipments move and controlled by heavy loading of drays; 30% effective on competitive traffic. Our solicitation of this traffic is C. & E. I. thru' Saint Louis, altho' we are compelled to take some business at the Missouri River. Routing orders not respected where competitors have thru' package cars and can give better service. The percentage of effective advices varies in different parts of Chicago from 95% in a district of small shippers to 20% or 30% among the large concerns.

Isaac Benson.

On acount of no T. F. A., can't get around to see shippers as often as would like to. In making various towns in the territory, always aim to see the big shippers first and then call on as many small shippers as possible. Travel five days a week as it is necessary to be in the office Saturday to clean up correspondence.

J. W. Kelley.

Milwaukee territory produces a great deal of freight for the Frisco Have plenty of cars, but there is not much movement at this time. Working early and late and calling on new shippers when opportunity permits. By specializing on single cars we were able to make a good showing during April. T. F. A. working six days a week and producing good results.

W. T. McNamara.

Doing our best to keep the efficiency of the office up to the standard. Conditions below normal at the present time, but prospects bright for the future. Spending as much time in the territory as possible and T. F. A. out six days a week. In some towns shippers refuse to see T. F. A. on Saturday and have arranged to put him in smaller towns where he can see shippers.

J. M. Kirk.

We are specializing on LCL traffic. Have four daily package cars from Louisville to the Frisco at Saint Louis, which have been the means of controlling to us a considerable movement. Spend three days a week in Louisville and three days in the territory. One of the most effective means of solicitation has been in calling on the Local Agent and Bill Clerks. Get information as to who is shipping to our territory and what they are shipping. Shippers frequently inquire as to decisions of the Interstate Commerce Commission. Have had some trouble in securing furniture cars in the past and lost some business on this account. Shippers also inquire as to crop conditions along our line and think the idea to furnish outside men with a resume of monthly letters a good one.

W. B. Biddle.

This discussion has developed what we knew ourselves; our inability to reach the LCL shipper by direct solicitation. There is only one thing we can do and that is reach these people by some other method than direct solicitatiou and that was the theory on which we developed this plan of asking you gentlemen for a list of all shippers in your territory who might have business to move via the Frisco. I am going to ask Mr. Gengenbach to tell you of the plan we have been following and what we have discovered in connection with it and the information we get will be sent to you to supplement your list. We are following this up regularly by going to Seventh Street Station and going over the LCL received from connecting lines, getting a list of the people shipping over our road which develops the fact that shippers we did not have on our list are shipping 4,000 and 5,000 pounds a week regularly via the Frisco.

E. F. LeFaivre.

The Twin Cities and the territory to the Northwest in a few years will be the best producing territory in the United States. C. & E. I. recently got out a circular letter to shippers in this territory which has done considerable good. Do not have many LCL shippers. Shippers will not respect routing on railroad forms for the reason their business is so vast it would be an expense to them to attempt to match routing orders with customers orders, but if Frisco routing is shown on original orders it will be respected.

J. C. Sartelle, General Agent, Santa Fe Lines, St. Louis.

(Introduced by Mr. Biddle). It has always been my ambition to re-establish the former relations between the Santa Fe and Frisco and believe an arrangement of that kind will serve the interests of both companies better than any I know of. About a year ago we opened up the California route and with the cancellation of the H. & T. C. contract, we have made a satisfactory arrangement with the Santa Fe on Texas traffic.

Mr. Sartelle read a circular issued by Mr. Hershey outlining to Santa Fe people just what business they would solicit via the Frisco to Texas and Louisiana points and on which they would give us their undivided support. The instructions issued to my force here are in line with these instructions. We have a route to Texas with the Frisco and it is Frisco first, last and always. We are opening up a large territory to the Frisco in Texas. We are giving up revenue by entering into this arrangement, but we figure we will get enough business between us to off-set the loss of revenue thru' the Missouri River gateway. We have had some delays, but the shippers in Saint Louis have been kind to us and want to give us time to work out this new arrangement. We have keen competition with the Cotton Belt to Texas, but so far as the Santa Fe is concerned, we will put our shoulder to the wheel and work with you tooth and toe-nail.

D. H. Hillman.

What atention is being paid to inbound freight on which the Frisco can get a haul? Our solicitor puts in more time soliciting inbound freight than outbound.

D. F. McDonough.

There is a large movement of California business from the south and shippers have been asked not to route on account of

some low rates which will be in effect during September via the Canal. (Mr. Reilly.) Not over 25% of the traffic can be sent thru' the canal. No definite rates in effect. Conditions in the territory favorable except pig iron and don't know when the market will open up. Handling a good share of pipe from the Birmingham district.

C. A. Redden.

Am new in the territory and not very familiar with conditions. Have water competition on inbound business. Have no thru' package cars via Frisco, but C. & E. I. has car from Chicago. L. & N. and Seaboard have three day service to Jacksonville. Expect to have about 15,000 boxes of oranges next year.

E. F. Edgecomb.

No grain moving in, but outbound movement fairly good. Indications are from July on we will not be able to furnish enough equipment to handle the business. Have about 3,000 customers in the city with five solicitors making about 2,500 calls a month, leaving about 500 which we cannot see in a month. Agents on the Northern Division are very active and send us many advice letters.

R. E. Buchanan.

Business in the Memphis territory is very good, altho' we are not getting much lumber on account of not having transit. Making about 15 calls a day. Handling considerable merchandise from St. Louis and Chicago and our service is very good.

F. J. Lawler.

We are getting good results and reaching the shippers. All routing orders are placed personally. T. F. A. on the road six days a week.

F. P. Jeffries.

There are no two soliciting conditions alike and no two territories alike and therefore there can be no set rule for solicitation. Evansville furniture moves largely to Texas and competition is keen for the movement beyond Saint Louis. Equipment controls most of this furniture and vehicle shipments.

S. M. Wallace.

Everything running nicely, claims in good shape; merchandise cars from Saint Louis running on schedule with few exceptions. Grain people are lined up nicely and the Santa Fe give us their undivided support and we work very closely with them. Believe we should put on a package car to Waco as the best we can do now is fifth morning. Think we could work up a nice business to Waco with a thru' car. The Cotton Belt solicit on the S. A. & A. P. and the M. K. & T. have men on the S. A. & A. P. soliciting freight at exclusive points. LCL business on the S. A. & A. P. is being tied to the M. K. & T. Of the grain movement from the vicinity of Waco and Temple we handled 250 cars thru' New Orleans and about the same number thru' Memphis.

W. C. Lewis.

Everything in the territory in good shape. Merchandise cars have been off schedule, but we are improving the service.

J. T. Brooks.

I represent the only outside agency in Texas off the line. Information as to movement of cars coming from other agencies by mail is of very little use. Outlook for the future very bright. Believe we should solicit the line of the S. A. & A. P.

C. E. Wynne, Jr.

Believe we should receive telegraphic information on cars sold, as when the information comes to us by mail it reaches us after the Cotton Belt man has gotten in and secured the business. Santa Fe are very friendly and we have up proposition of handling pointers direct with the Santa Fe agents.

F. C. Reilly.

Matter of telegraphing information will be left to our men and when necessary wire information is all right. It will be up to you to decide whether or not telegraphic information is necessary.

W. C. Smith.

We get out of Springfield in seven different directions and handle about 90% of the outbound business. Have as high as 1900 local shipments in one day. Inbound LCL shipments are routed largely by the Traffic Bureau who send out routing twice a year. 90% of the merchandise originating in C. & E. I. territory moves C. & E. I.

A. H. Stevens.

I represent a territory which is an Empire in itself. Eight magnificent states. We do not realize the opportunities we have in that part of the middle west. It is growing and growing rapidly. We recently handled 500 tons to Idaho via C. & E. I., Frisco and Union Pacific. We handled over 100 cars going to that part of the west for the Phoenix Construction Co. Have 600 tons marked up for the copper mines at Miami. Crop prospects never better. Colorado, Utah, Idaho and Montana will have 100% crops and the question is, where will the railroads get the equipment to handle. Frisco is handling more tonnage into the Denver territory than any other foreign line represented in Denver. We have the support of the Rock Island; co-operation of the Union Pacific on eastbound business and our relations with the Santa Fe are most pleasant. Seaboard business is very good and Central Savannah business is steadily growing.

F. D. Armstrong.

One of our largest patrons does not pay attention to routing orders, assigning their shipments by tonnage and territory. Cypress lumber is controlled by instructions sent with order and any instructions following original order are not observed. LCL business not very heavy, but that which moves west is controlled to the I. C. and Frisco. Coffee is controlled by consignee. We are handling considerable to Kansas City and St. Joseph.

D. L. Ewing.

I have visited a good many agents and superintendents during the past few months and think we will eventually get the agents educated up to the point where they will see that routing is placed on the original LCL order. Merchandise at Kansas City is considerably off, but other lines are showing similar decreases. Agents are all trying to get C. & E. I. routing on merchandise from our territory.

F. C. Reilly.

Chas. Hall is sending out a circular letter as to what is to move from the west and I know each of you will give attention and try to control business to the Frisco-Santa Fe. The Waynoka route has been a winner with us and we expect to make it more so.

G. F. MacGregor.

We have made special solicitation of lumber from off Rock Island short lines in Arkansas and Louisiana during the past six months. Today pine lumber is off 30% and hardwood about 50%, but during the past few months when lumber business was normal, we showed heavy increases in lumber movement. Inbound business into towns on these short lines has been increased. Some Traveling Freight Agents form a habit of calling on only a regular list of patrons, instead of calling on new people. We are endeavoring to overcome this in the Southwest and make new acquaintances and friends. 50% of our business to the C. & E. I. is Rock Island lumber thru' Chaffee and we must overcome the advantage of Illinois Central divisions by harder solicitation on these lines.

W. B. Biddle.

How do you handle a man who refuses to deal with you or your traveling men?

G. F. MacGregor.

One of our patrons had a claim against the N. O. T. & M. which had been declined and he would not give the Frisco any business in or out of Memphis. I endeavored to find out his habits and where he spent his time out of the office and made it a point to see him every day when he came down town. Fortunately one Sunday I met he and his wife and had a talk with them. On Monday the Solicitor went out to see him and he said some very nice things about me and gave the Solicitor a car for Augusta. He is now giving us 50% of his business. Some solicitors make the statement they cannot get business on account of claims. We endeavor to get the papers and go to the man and show him why the claim was turned down. In other cases we find we are able to pay the claim as the clerk handling did not give it the consideration that the head of the department would.

S. S. Butler.

The first thing I want to do is to impress on our representatives that we have a regular railroad. We have spent a great deal of money and are rendering first-class service. The fast freight from New Orleans to Houston durlug the month of April averaged 25% ahead of time. This train makes third morning delivery in north Texas which is not surpassed by any line. We want our Southeastern men to help us out on busines thru' New Orleans and can assure you you are perfectly safe in routing any business thru' New Orleans via the N. O. T. & M.

E. S. Stephens.

This is one of the best meetings I have ever attended. We hope to have all representatives in Chicago later on in the year and at that time we will possibly follow up what we have started here.

H. C. Conley.

There is a great deal of difference between soliciting conditions on the line in that part of the country where the towns are small and solicitation must be thru' the smaller towns and smaller shippers, and the territory represented by you gentlemen, controlling big centers like New York, Chicago, Detroit, etc. If we were to go out in our territory and find one man with as much business to move as one of the big manufacturing concerns, we would fall dead.

Do not believe we can pay too close attention to the question of LCL solicitation. Package freight from the Seaboard territory is very heavy. While certain houses have been arbitrary about accepting routing orders, believe we are getting away from that and the big concerns are coming to recognize the wishes of the customer who buys their goods. We are urging the country buyers to route their shipments at the time they make their purchases.

Whenever we have an aggressive, intelligent agent, we do not have claim troubles, because he gets behind them and cleans them up. When anyone complains to us of claims we get the papers and go into them thoroughly. We encourage agents and T. F. A. to hunt for the man who has a grievance and endeavor to remove it. The loyalty of Frisco men helps to make loyal friends out of our patrons. We are getting bigger results from our efforts in the way of solicitation west of the river than any other line.

E. Gengenbach.

LCL traffic is probably the hardest traffic to solicit, in fact the greater part of it cannot be solicited at all. It is more a matter of instruction than solicitation. We must build up the reputation of the railroad.

The work we are doing is largely a matter of study. We have not proceeded far enough to reach any results. We started in C. F. A. territory with a merchandise chart, showing the time it takes to get merchandise from a jobbing point. Following the distribution of this chart in C. F. A. the average weight of merchandise cars run up from 11,000 to 13,000 pounds. This LCL movement properly worked out is a great foundation for carload traffic. We find that the man who gives us LCL shipments during the week, gives us a carload at the end of the week. We have now a list of some 8,000 or 9,000 shippers in C. F. A. and 10,000 shippers in Seaboard territory and we are putting the lists in alphabetical order and will be able to

show whether each man has given us any business or not. We find many shippers shipping freight over our Seventh Street platform who are not on the list and who we do not know.

J. H. Doughty.

I am thoroughly impressed with LCL business and have always liked to solicit this traffic. When a man becomes Traffic Manager of a large concern he sometimes overlooks the small man such as the Commercial or General Agent and wants to deal with officials. The Solicitor is the friend of the little fellow. It is the Solicitor who helps the shipper. Don't believe you can gauge the value of a Solicitor or Commercial Agent by the opinion you get from a Traffic Manager.

W. B. Biddle.

The only thought I had in mind was the general opinion is current today among solicitors that the gentlemen to whom they report and to whom they are responsible for results, expect them to see the Traffic Managers as often as possible. I wanted to find out how often it was necessary to call on these gentlemen, having in mind that no railroad is able to put enough men in the field to see all shippers of freight. My thought was a study of that situation would enable you to make up your mind whether you should go to see Mr. Brown once a week or make less frequent trips.

E. F. Tillman.

Too much stress cannot be placed on the work of and co-operation of the Local Agent. I might be able to say considerable more if some member of the Operating Department were present.

W. B. Biddle.

I have been connected with three of the largest railroads in the western country and have had to do with the direction of solicitation; I have always been interested in that connection. I have helped to organize the Traffic Departments of the Santa Fe, Rock Island and Frisco and want to say, the only object in calling these meetings is to help you seek out for yourself new ideas and new methods. The soliciting department of the Frisco is the strongest in the United States today in my judgment and it is simply the method you are pursuing in this work. I know it is not as good as we can make it and that is our idea to keep after it.

E. S. Stephens.

Would it be good practice to adopt at Chicago, St. Louis, Kansas City, system of notifying shippers on postal cards, all cars forwarded to connecting lines?

This question was discussed and it was decided to hold it over until next meeting.

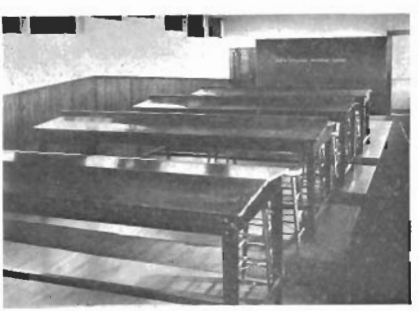
All representatives attending this conference were: W. B. Biddle, J. A. Middleton, F. C. Reilly, D. L. Ewing, G. F. Macgregor, H. C. Conley, E. Gengenbach, J. H. Doughty, S. S. Butler, W. C. Preston, E. S. Stephens, J. C. Sartelle, W. C. Connor, Jr., C. S. Hall, J. W. Kelley, J. M. Kirk, C. A. Forrent, E. F. Tillman, F. J. Lawlor, W. C. Smith, Isaac Benson, H. C. Conley, C. C. Lewis, A. H. Stevens, R. B. Merrick, J. T. Brooks, W. T. McNamara, S. M. Wallace, C. E. Wynne, Jr., R. E. Buchanan, E. F. LeFaivre, C. A. Redden, E. P. Edgecomb, O. M. Conley, D. H. Hillman, F. D. Armstrong, D. F. McDonough, F. P. Jeffries, E. Imboden, J. A. Hawkins.

Connie Mack?

"Mack" the sheep loader of Menard, Texas, on the Fort Worth and Rio Grande Division, has the reputation hard to beat. His record is one car every five minutes. "Mack" is in the two year old class, and weighs seventy-five pounds.

A Requisition

To you Mr. Foreman a Jack I do send,
With his upper jaw broken for you to mend.
Don't be afraid, he is gentle and calm,
He has worked the devil out of many a good man.
If he tries to bite you, or tries to kick,
Just fix his old jaw and send him home quick.



Apprentice School Room, North Shops, Springfield, Mo.

Woman's Department

MRS. E. G. NEWLAND, *Augusta, Kansas, Editor*

On waking he found himself on the green knoll whence he had first seen the old man of the glen. He rubbed his eyes—it was a bright, sunny morning. "Surely," thought Rip, "I have not slept here all night." He recalled the occurrences before he fell asleep..."Oh that flagon! that wicked flagon!" thought Rip, "what excuse shall I make to Dame Van Winkle."

We have all been amused by the misfortunes of Rip Van Winkle, and have laughed at the absurdity of the whole story. I wonder how many of us realize that we have some Rip Van Winkles on the Frisco. Some of our women and men too, are asleep, as they have been for years, as far as their duty is concerned, and the possibilities which life holds for them.

When Rip awoke from his long sleep, he was astonished at what he saw, and George Washington, Bunker Hill and Seventy-six were meaningless words to him.

We meet Frisco women every day who say they have never heard of the Safety League and some even say, "What is this Safety First? I don't know what it means." What wicked Flagon is causing this sleep which is more dangerous to them than was the sleep which made Rip Van Winkle an old man, which whitened his hair and stiffened his limbs? It is the sleep of ignorance or indifference and the awakening may find them widows, their children fatherless, and only when it is too late will they realize that they have been guilty of contributory negligence.

The flagon of pleasure seeking has dulled their sensibilities to everything but dress, card parties and movies. Life, that most precious possession of man, the fleeting hours of which can never be regained, is being frittered away. The character which might be developed and made a blessing to the world is being dwarfed and weakened by idleness and selfishness.

The operators of the Frisco are striving to teach conservation and economy; to show us how to make the very best use of time and material. I wish I could awaken Frisco women to the possibilities this plan holds for them, if applied to their own lives. So much energy, so much intellect, so many golden hours are being wasted.

The foregoing does not apply to the largest number of Frisco women, I am very glad to say. For the most part they have been found faithful, earnest wives and mothers and a band of noble women. But it is possible even some of these may be asleep. They feel that because they are kept at home by the cares of the household and do not have time for calling, for lodge and church work, that they have no part in Safety First. On the contrary, they are the ones to whom Safety First is of vital importance, for they are more dependent on the bread-winner, more helpless by reason

of the little children, and in all probability they have greater influence than the childless butterfly.

Our operators are doing all in their power to make the work of running the Frisco Railroad as safe as possible, and it is only being on the square with them to do our utmost, individually and collectively, to aid them in this undertaking.

I am quite sure that for the most part it is only a lack of knowledge and understanding of Safety First that causes the indifference shown by some of our women. And this is the mission of the Woman's Department of *The Frisco-Man* and the Woman's League, to teach and preach Safety First. We are making good progress too, for our fame is spreading rapidly.

It seems incredible that anyone could be opposed to the Safety First movement, or fail to be an earnest advocate, but we have not all reached the light of day. I sometimes hear the remark from Frisco men, "They don't pay any attention to the important things and make a big fuss about something that doesn't amount to anything." To these men, if there are any among the readers of *The Frisco-Man*, I would like to make this suggestion: Submit to your Safety Committee the proposition which you think should be looked after, and ask them to consider it. Then attend the meeting of the committee and see for yourself the thorough manner in which your question is discussed, *not* by the officers of the road, but by your own fellow workers. They decide on and make a report of their recommendation as to its merits. If the thing you know to be wrong is not righted, it will be because everyone, just like you, has knocked about it, instead of making an effort to have it remedied. You are asleep to your own best interests when you refuse to fall in line with Safety First, not realizing that you reap the greater benefit.

I hope to see the time when all the Rip Van Winkles will wake up and I trust their sleep will not be so prolonged that they will, like Rip of the story, find only unfamiliar faces and a deserted and desolate home.

Though a number of Frisco women attended the Joint meeting of the Red River and Southwestern Division Safety Committees, Sapulpa, Okla., May 26 and 27, the attendance was not large enough at any one session to warrant the election of officers for the two divisions, and it was decided best to have a "get together" meeting in July, the intervening time to be used in working up the meeting.

Mrs. Newland will attend the meeting of the Red River Division Safety Committee at Sapulpa, Okla., in July, and will organize the Red River Division Branch of the Woman's League at that time. Every woman on the division who can possibly do so, should be at Sapulpa, and any who cannot possibly attend should send in her name by some member of the committee.

Mrs. Newland has received a new supply of the badge pins and will take enough with her to meet all requests. She will remain in Sapulpa after the meeting of the Red River Division Committee to organize the Woman's League on the Southwestern Division.

Some misunderstanding seems to exist among Frisco people regarding the object of the league and as to what is expected of its members. Every reader of our department should take pains to explain, whenever opportunity offers, that there are no duties connected with membership which will interfere in any way with the duties of the busiest wife and mother. The influence in her own home and

among her friends, if exerted for Safety First, is our greatest asset, and this is what we are working to gain. Our League is not a lodge to which you must pay dues, or spend hours which you need for the home duties in attending meetings. The organization is simply and solely for the purpose of strengthening and concentrating our influence for the safety of our loved ones. Surely there is no Frisco woman so blind to her own interests that she will pass such a question lightly by.

Editor Woman's Department:

I am delighted to be called a member of the Woman's Safety League, as I have always been a strong advocate of the safety cause, and believe the influence of the feminine members of the Frisco family will have more bearing on the men than all the circulars that could be issued. Some men are in the habit of giving circulars regarding this movement little attention, but when the woman approaches, husband, father or brother to impress upon him the seriousness of Safety First, cautioning him to be watchful at all times, good results are sure to follow.

"Blessed are those servants whom the Lord when He cometh shall find watching,"—(Luke, 12-37.) Had the man of the house known the hour the thief was coming he would have watched and not had his house broken into. Therefore, if the man with the crutch, with one leg, had he known the hour an accident was to happen would have been watching, and ninety-nine times out of a hundred the accident would have been avoided. Be ye therefore watchful at all times.

MRS. O. B. DAVIS,
Wife of Yard Foreman, Hayti, Mo.

Editor Woman's Department:

Through *The Frisco-Man* I have read much of the efforts of Frisco women in their campaign for Safety First.

Many women are directly interested in pushing Safety First to the front, but our greatest drawback lies in the fact that we—or a great many of us—do not know just what to do to promote this great work.

I believe one of the causes of accidents may be laid to the fact that we never mention work to father, husband or brother. They speak of something that has occurred during the day—tell us of some incident—and we show no interest; in fact, at the first opportunity we change the subject. Here is where there is room for improvement. We should listen eagerly to what our men have to say regarding their work and, if they are willing to tell us of the different uses of the various tools, machinery, or whatever it may be, we should try to learn all we possibly can and let Frisco men know that their wifes, mothers and daughters are greatly interested in their work and their safety. If we do this, they will go to their work in better spirits and will work in a more safe and satisfactory manner than the man who goes to his duties discouraged and troubled over some trivial family matter.

Perhaps I should introduce myself as the wife of a station agent, and we have been railroading for the Frisco five years. Keep the good work going.

MRS. B. A. BARRETT,
Holmes Park, Mo.

Safety Thoughts of Safety Women

Extracts from letters received by Superintendent of the F. W. S. L. from Frisco women.

I am sure the women can accomplish

much in this great work after they are well organized and ready for work. My husband is employed as roadmaster, and has been with the Frisco twenty years. With best wishes for the success of F. W. S. L.

Mrs. L. Ramey, Cape Girardeau, Mo.

I am very proud of my badge and feel that we Frisco women can be of great aid to the men in our Safety First movement. I will endeavor to do my part as a member of the Woman's Safety League.

Mrs. John Stroud, Sapulpa, Okla.

I am heartily in favor of the Safety First movement and hope to soon see every employe of the Frisco a strong advocate of the cause.

Mrs. E. Bradshaw, Ozark, Mo.

We should all be proud to wear the F. W. S. L. badge and to be counted one of this vast army whose high calling is to advance Safety First in the various ways which are daily brought to our notice. Let us get to work and show by our zeal and persistence that the Frisco men have an auxiliary that have pledged themselves to put their shoulders to the wheel and help push Safety First to the front where it belongs. I hope that we, as a live organization, may, ere the year 1914 comes to a close, show what the Woman's Safety First League has accomplished by united effort to avert accidents and bring about safety for the employes of the great Frisco family.

Mrs. G. W. Greener, Springfield, Mo.

The F. W. S. L. pin is beautiful and one that I will gladly wear, remembering its aim, and you can rest assured I will always be found working with the motto "Safety First" in my mind and doing everything in my power to promote the cause.

Mrs. J. L. Greenup, Scammon, Kans.

I am heartily in favor of the Safety First movement and am ready and willing at all times to do what I can to further its interests believing it to be one of the very livest, nearest-to-heart movements of current times.

Mrs. J. E. West, Lockwood, Mo.

Employes Blacksmith Shop—Kansas City, Mo.

Fair Tonnage

With the most valuable load she ever carried, engine 1245 was snapped just outside of the round house at Francis, Okla.

The young ladies, with two exceptions, are relatives of Frisco men. Those shown, from left to right, are: Misses Myrtle Harden, Felma Johnson, Ona McKnight, Grace Russing, Edith Davidson and Grace Turner.

"Wot was that last card oi dealt ye, Moike?"

"A shpade!"

"Oi knew it! Oi saw ye spit on yer hand before ye picked it up."—*Obermayer Bulletin.*

B. S. Shirk is appointed Assistant Superintendent, Springfield and Clinton Sub-Divisions — Chadwick and Aurora branches with office at Springfield, Missouri, effective June 14.

100 Years Service

Talking over old times the other day, the three veteran engineers who make up the group shown in the accompanying reproduction, found that their service with the Frisco totals just 100 years.

Engineer George Daniels, who runs between Fort Smith and Mansfield, has a record of thirty-five years to his credit; Engineer W. H. Van Horn, who runs between Saint Louis and Newburg, Mo., has rounded out thirty-one years; and Engineer James Gates, who also runs between Fort Smith and Mansfield, boasts of a record of thirty-four years.

The picture was taken at the home of Engineer Gates at Fort Smith, Ark.

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Is one of many reasons that have influenced a large number of Railways to adopt BOSS LOCK NUTS as standard.

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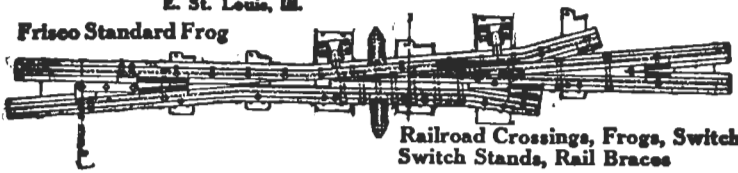
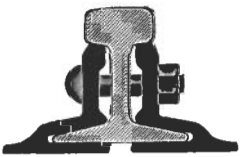


Railroad Crossings, Frogs, Switches, Switch Stands, Rail Braces



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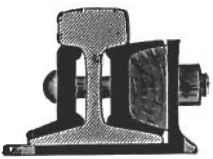

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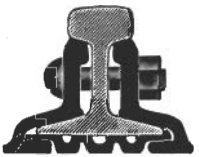

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The talent of success is nothing more than doing what you can well, and doing well whatever you do without a thought of fame.

Longfellow