

Comparing the average calling rate per hour as shown in the above tables, we have the following:—

Hour.	Montreal.	Toronto.
8-9 a.m.	86	112
9-10 "	160	223
10-11 "	198	252
11-12 "	178	231
12-1 p.m.	170	206
1-2 "	152	202
2-3 "	164	231
3-4 "	181	223
4-5 "	174	246
5-6 "	146	253
10 hours.	1,609	2,179

a difference per operator as between Toronto and Montreal of 570 calls per day of 10 hours, or a difference of 57 calls per hour, being an excess in the case of the calls answered per operator in Toronto of over 35 per cent over the number answered per operator in Montreal.

The higher calling rate in Toronto, as illustrated by these statistics, was fully borne out by the statements made by operators in the company's employ at other cities, who gave evidence before the commission, and by the statements of the company's own officials. Mr. Dunstan, in his evidence on this point, said, 'They (that is, the operators in Toronto) carry a heavier load, answer more calls than operators in cities of the same size elsewhere. . . . I took a memorandum this morning which will, I think, illustrate. I find that a certain date, December 10, 1906, (the date to which the above statistics refer) in Montreal, where the operators are working the long day. . . . They answered 230,281 calls with 3,429 employees' hours. . . . At Toronto under the high pressure system on the same day the operators answered 246,785 calls. In other words, they answered a great many more calls in Toronto, with a reduction of about 40 per cent of the staff.' How this high rate of operating was effected will be seen from the methods of operating which we now describe.

V.—THE METHODS OF WORK AND ELEMENTS OF NERVOUS STRAIN.

*Duration and rapidity of work, how limited.—Features of operating which increase amount and intensity of work.—'Team work' and its effect—increase tax upon energies in operating.—Supervisors and their duties—while assisting in some cases adds element of strain in others.—Evidence of Miss Maud Orton.—Evidence of Miss Isabel Dickson.—System of calling out unanswered numbers when board crowded—adds to pressure.—Elements of strain subjective in their nature.—The monitors and their duties.—Efforts of surveillance on operators.—Impatience of subscribers reflected by glowing of lights.—Effect of lights upon operators.—Effort of hanging or snapping of instruments.—Effect of abuse and harsh words used by subscribers.—Possibility of injury arising from shocks.—Evidence of Lily Rogers, Laura MacBean, Hattie Davis, Laura Rockall.—Evidence of Emily Richmond as to loss of use of left ear.—Physical strain of stretching at Switchboard.—Evidence of Hilda Walton as to loss of right arm.—Excessive height of switchboard at Toronto Main exchange.—Part played by special senses a distinguishing and most important feature of telephone operating.—Wherein other occupations differ in this particular.—The exhaustion, one of nervous rather than of physical energy.—Effects on health from strain of operating illustrated.—Statements by local manager.—Testimony as to illness caused by overwork.—Evidence of Maud Orton, Minnie Hamm, Theresa Corcoran, Maria Strong, Laura Rockall, Emily Richmond.*

**D**URATION of employment and rapidity of work may each in their way be limited by restrictions, which it is quite within the power of the management of a company to control. The number of hours to be worked per day is a matter of schedule arrangement. The speed of operating depends primarily, as has been pointed out, upon the number of lines for which each operator is responsible, and the size of the switchboard. These are the 'mechanical limitations,' so to speak, which are placed upon the calling rate. There are features, however, in the methods of operating, which regard for cost and efficiency of service have made the common practice, designed with a view to exacting from each operator, an approach to, if not actually, the maximum of service of which she is capable; they play an important part in increasing the amount and intensity of the work performed. These features which relate primarily to the method of operating as it has been carried on in practice are deserving of some consideration.

In the first place it is to be noted that an operator's duties are not confined to the subdivision of the board to which she is specially assigned. The subdivisions though a certain width, are sufficiently narrow to admit of an operator reaching over to the subdivisions on either side of her own. If an operator finds that calls are coming in at the division of the board, either to the right or to the left of her own, at a rate more rapid than her sister operator is able to properly overtake, she is expected to assist in making the necessary connections. The evidence given before the commission indicated that operators were so placed that the more skilled and efficient would be able in this manner to assist the less expert. In other words, each operator becomes one of a team of three, who work in conjunction in the manner described. Mr. Dunstan in