

a source of information from which he may possibly draw, some day, in time to avoid an accident of his own.

Our student has now completed his training course; he has put in his road work under the platform instructors; he has learned how to operate a car; how to collect fares and perform thoroughly his other duties; he has learned his rule book and the meaning of the rules; he has attended the course of instructions and the lectures on "prevention of accidents" in the training school; he has passed his examination by the travelling instructor and has been finally passed as o. k. by the Chief Instructor; he has been given some finishing counsel and friendly advice by the Chief Instructor and has been sent to the Superintendent's general office, where he has changed his training badge and received his regular employe's badge, and has been sent to the division at which he is to be stationed as a trained motorman or conductor.

Our student having successfully passed his examination, our interest in him as a trainer is now gone, but is replaced by a, perhaps, deeper interest in him as an employe, which is shown by a system of follow up. During his training period the new man has gone through so many new and strange experiences, and has had so much and so varied instruction given him, that even the best of men is bound to become somewhat uncertain as to what he knows and what he does not know, and it is for this reason that the follow up man has lately sprung into prominence. How many new men, apparently carefree and full of sangfroid, are not, in reality, but are in fear and trembling during their first trials? How many new motormen on their first trips have not had to swallow hard when their car just grazes a vehicle that swung across the track in front of them? How many new conductors have not wanted to quit because their motorman was over running stops and jerking his car because he had a "green" man on the back? I think you will agree that there are not many new men who have not been thoroughly cast down and discouraged, and it is for this reason that they appreciate the follow up men. If the travelling instructors and they welcome, as a brot the "he Inspector who hops on the car with a cheery "well, sonny, how is it coming?" I consider that the good resulting from some little encouragement like this would more than repay any company for the small extra expense. However, the real idea of the follow up system is to see that our new employes have grasped the main points of their training and that they are assimilating them in good order. Our new men, during their first month on the road, are regularly visited by the travelling instructors and inspectors, who observe their methods and give them a word of commendation if all seems well, and endeavour to nip in the bud any bad habits they may be forming, impressing on the man's mind the idea that he is not forgotten and lost among the crowd, but that he still retains his individuality and is looked upon as a promising factor in the successful operation of the road.

Our new employe is also considered as on probation for 60 or 90 days, during which period he is obliged to attend, in his own time, a series of lectures given weekly, in the training school. These lectures include a thorough resume of the instructions given during training, a course of lectures on the simpler technical points of the equipment and further lectures on the prevention of accidents and rules and regulations, and at the conclusion of these a final written examination is held, on the result of which depends the standing of the new man as a full fledged employe.

We have followed our applicant through the test of selection, through the period of training and through the following up and final examination, and now find him in full uniform, a full fledged employe, a beginner in a calling that demands a man's work, and where ability, energy and grit are needed every minute of every day. And here, I think, we may leave him, with the hope that the trouble and expense taken in his early education may prove to be a fruitful investment and that his services may be long, honorable and profitable to his employers and bring to himself their fitting reward.