

ways into large systems has necessitated several general passenger agents for one system, who report to a passenger traffic manager, the latter being in command of the passenger department and responsible to the president, or sometimes to a vice-president, who directs both freight and passenger departments.

I have briefly traced the organization of the passenger department as it to-day exists, and it may be of interest to say something of the nature of the duties performed by the staff at headquarters. The main divisions of this staff are:—

1. Tariffs and tickets.
2. Excursions.
3. Advertising.
4. Immigration and colonization.
5. Statistics.
6. Accounts.
7. Refunds.

I presume the majority of persons have no idea of the labor and expense necessary to provide ticket agents with the fares, tickets, and instructions in relation thereto required to expeditiously and correctly sell tickets of many different classes to practically all places of importance on the American Continent over, in round numbers, 250,000 miles of steam railway tracks, and, in addition, over numerous lake, river, and ocean navigation lines. Local tariffs on the principal railways with large mileage are issued in divisions, the fares from each station on the division to every other station on the same division being carefully shown, calculated on the mileage at the legal or maximum rate per mile authorized by the railway company's charter or approved by the Railway Commission. Competitive fares of other lines must be watched and met where it can be done judiciously without lowering the local fares to an unprofitable extent. If there are 100 stations on a division the total separate fares to be calculated and printed in the local tariff of that division would be 10,000. To facilitate the issue of tickets from a station on one division to any other station on the same railway, each agent is provided with an inter-division tariff, which contains fares from junction stations on each division to all stations on the railway which, by one