

brief outline of the ideals followed on this question by the company of which I have at present the honor to be superintendent. We have endeavoured to divide the matter into three different phases which may be said to be:—selection, training and following up; and I will try to show you by what methods we follow through these different points.

As to the relative importance of these phases, I believe, myself, that selection should be accorded first place, for the reason that while a properly selected candidate will be responsive to, and will be benefited by a more or less thorough training, a candidate not properly selected will soon show his true calibre, notwithstanding any amount of time and thoroughness you may devote to his training, and I think this fact is being impressed upon us more and more each day. The first and most difficult condition which confronts us in our company is the necessity that every candidate for a position of conductor must speak and write the two official languages of our Province, that is, French and English; this, you will easily understand, has a very limiting effect on the number of candidates eligible for the position and renders the work of our Chief Instructor most delicate and difficult.

Other conditions are mostly similar to those that exist amongst the greater portion of our sister companies as regard to weight, height and age; that is, we require candidates for position of conductor in our company to be between the ages of 21 and 40 years, to be of a height of 5½ ft. and to weigh at least 140 lbs. Applicant for position of motorman must be over 21 and under 40 years, and must measure 5 ft. 8 ins. and weigh at least 155 lbs. Applicants must, as is usual with most companies, furnish several references from previous employers, and particularly from latest employers during the preceding two or three years, which references are always thoroughly investigated and kept as a part of applicant's record. Application forms are furnished on which applicant must write his application in the presence of one of the clerks in the training school department, and printed forms are also used to obtain all particulars from his preceding employers, when references do not cover the ground sufficiently. After this formality is gone through completely to the satisfaction of the Chief Instructor, the candidate is turned over to the office of the Chief Examining Officer for medical examination. As our company inaugurated, in 1903, the Montreal Street Railway Mutual Benefit Association, which was afterwards changed to the Montreal Tramways Company Mutual Benefit Association, all applicants must immediately after their selection pass a medical examinations before the Chief Medical Officer of the Association, not only on eyesight and ear and color test, but also pass a full examination for a \$500 insurance policy which is the mortuary benefit of the Association. The applicant must also furnish to the Chief Examining Officer a certificate of vaccination obtained from the officials of the Board of Health Department of the city. This last item is necessitated by requirements of bylaws and regulations of the City of Montreal. After applicant has passed this examination to the satisfaction of the Company's physician, he is directed to the Superintendent's general office, where, on making his deposit of \$10, he is furnished immediately with the official cap, training badge, rule book and pliers and screwdrivers if a motorman, and a punch if conductor. Should the student successfully pass his period of training and be finally accepted as transportation employe this training-badge is changed for a regulation badge number.

Then begins the second phase of the business, that is the training. This is where all companies should unite their efforts, as I am sure that most all operating officials will agree with me that, although we are now paying our men today some 10 or 15c. an hour more than we paid them ten years ago, that we are not getting today any better men or better service than we were at that time, and I also feel that we are certainly not receiving 10 or 15c. worth more of energy and efficiency per hour than we were getting in the last decade. Taking this into consideration, that we are not getting as good a service as we were getting, although paying more for same, I think it is