

'I have acted as relief at the switchboard, which means relieving those at a quarter to 12 to 1 and coming back to the office and filling in the other time till 5 o'clock.

'Q. That would be 5½ hours?

'A. Yes.

'Q. And that was during your five-hour day?

'A. Yes.

'Q. So that would only be an extra—?

'A. Quarter of an hour.

'Q. During the time that the girls were away at the C.P.R. (switchboard) the regular girls—did you take the switchboard?

'A. I did.

'Q. Was that in addition to your other hours?

'A. Yes.

'Q. So that you put in your regular hours with the Telephone Company and then did the regular work for the—?

'A. C.P.R.

'Q. Making how many hours per day for the C.P.R.?

'A. Four hours.

'Q. And your own 5 hours in the office?

'A. No, I worked at the C.P.R. all the time, from 8 till 6.

'Q. That would be 8 to 12 and 1 to 6?

'A. Yes.

'Q. That would be 9 hours.

'A. Yes.

'Q. Did you get any extra pay for the extra 4 hours?

'A. Nothing.

'Q. And how long would that be going on?

'A. I had that 4 weeks and some days that happened at holiday time. I have always given two weeks in the summer time and got no compensation for it.

'Q. Given two weeks to whom?

'A. To the C.P.R., sent by the Bell Telephone Company.

'Q. And got no remuneration for it at all?

'A. No.

'Q. Did you volunteer to do that?

'A. No, I protested against it many times, and they told me that Mr. Maw requested that I should be sent there.

'Q. So you went against your wishes?

'A. Yes.

'Q. And got nothing for it?

'A. Nothing for it.

'Q. Did anybody make any remark to you about your objection to that?

'A. I was told that if I did not wish to stay there they could easily fill my place.

'Q. In the service?

'A. Yes.

'Q. Who said that to you?

'A. Miss Bogart.

'Q. Any other words that she said?

'A. Well, I said I would not stay there, and she said: "Don't say you won't to me, I can easily fill your place."

To sum up: The five-hour system, so far as quantity and duration of employment were concerned was shown by actual experience to be such only in name; the five-hour schedule was merely the basis of an arrangement under which the employees were obliged on a certain number of days in each month to perform seven or six and a half hours service at the five-hour rate; on other days to work two continuous five-hour

stretches, or ten hours at exactly double the five-hour rate; at all times to be ready to work without remuneration an additional 15 minutes, either before or after the five-hour period, or both, and in at least one case, to give, on pain of dismissal, service without compensation for several hours each day over a period of two weeks or more.

The Rate of Speed of Operating.

It remains to consider the *intensity of employment*, or the rate of speed at which work was performed under the five-hour system within the hours during which the operators were engaged each day. In the work of telephone operating this is a factor equally important with that of the duration of employment. The two are inseparably connected, and a proper appreciation of the one factor cannot be had without a regard for the other.

For an intelligent understanding of this side of the problem it is necessary to briefly outline the nature of the duties of a telephone operator. This may, perhaps, be most easily done by describing in a general way the method of operating a switchboard in one of the exchanges.

On entering the operating room of the Main exchange at Toronto, one sees from 80 to 100 young women seated beside each other on high chairs opposite a key-board which extends in the form of a semicircle around the three sides of the room. This board, which lies in a horizontal position, is a little over a foot wide. The position of the operator in regard to it is the same as if she were seated at a table. Joined to this board and rising vertically at right angles to it is another board filled with small holes which represent the points at which wires connect with the exchange. This board extends around the room in the same fashion as the horizontal board, and is marked off into divisions or sections, there being one division to every three operators. Each section of the board is subdivided into panels, the upper half of which are made up of small sections containing holes all of which are numbered, each small section resembling somewhat a honey-comb in appearance. These holes indicate the points at which connections are made with the several wires running out of the main exchange. Each operator has before her on the upper half of these panels, on what is known as 'the multiple,' the number of every telephone connecting with the main exchange, the lines being looped throughout the entire board through the multiple portion, so that any one operator can reach any one line she is asked for. The lower portion of the vertical board is also subdivided into holes, accompanying which are rows of glasses covered orifices, set closely together in parallel rows. Within each orifice, and beneath the glass, is a miniature incandescent lamp, which is extinguished except when serving as a signal. These holes indicate the point at which subscribers' 'phones run into and connect with the exchange. Suppose there were a total of 8,000 telephones running into the Main exchange. This number would be distributed over the entire semi-circle board, so that each operator will have before her a certain number of 'phones for which she is directly responsible. This number at the Main exchange, Toronto, averaged between 80 and 110. On the horizontal board in front of the operator, and removed a short distance from the base of the vertical board, are two rows of small plugs attached to cords, which extend beneath the board, the points of the plugs alone appearing above its surface. Parallel to these plugs and a little nearer to the operator are two rows of glass-covered orifices similar to those on the lower half of the vertical