

humble opinion, formed from a knowledge, personally gained, of a system adopted by a leading railway which has proved successful to such a degree that I feel warranted in bringing this under your notice.

It partakes somewhat of the nature of a "Civil Service" adapted to railway service. The employees in the Operating Department are divided into classes: First, Second and Third. For example, a brakeman enters the service in the third, or lowest class. After a satisfactory examination at the end of six months he is promoted to the second class, and at the end of eighteen months' further satisfactory service he is promoted to the first class, with an increase of pay upon each promotion. And so on through each branch of service, the length of service and the amount of increase being adjusted to meet the requirements in each case. This schedule of rates and the terms of promotion is adjusted and agreed to by a conference held yearly, or oftener, if necessary, between the company's officers and delegates sent from the different classes of the different branches of the service. Everyone entering the service is required to sign an agreement that they will be governed by this schedule or other regulations issued from time to time.

The system has been the outcome of a gradual movement in that direction and is now so elaborated as to cover almost every point. At the conference any friction or grievance is discussed amicably and adjusted, and friendly feeling and confidence is fostered and encouraged. This system is a protection to the employee, it secures to him certain promotion and increase of pay, which is a strong incentive to good behavior and continuance in the service; it is a protection to the company and public, and its tendency is to keep faithful, experienced men in their places. A man cannot be dismissed or reduced in his class without trial, and has recourse direct to the highest authority. The causes of dismissal or other punishment are published. An employee from another company cannot be taken into the service to the detriment of any one already employed. It does not debar men from joining unions. They elect their best informed and most level-headed men to represent them at the conferences, irrespective of position or union connections, the agitator is suppressed, and men of cool, honest purpose selected instead, commanding and receiving the respect of their officials.

The whole system gives stability and character to the service, brings the employee regularly in contact with his officers, establishes and maintains friendly relations and kindly interests, and inculcates a spirit of tolerance on both sides; yet it is merely a beginning and is capable of being enlarged upon and improved as the times admit. When men are opposed to such a system, learn