

appears at much better advantage as an additional feeder than as scrap, the steel will, apparently, greatly outlast the copper under the conditions of service, and as the cost of the steel was only about 10 per cent. that of new copper it would seem that the renewal with steel was an economical one.

TRAINING OF TRANSPORTATION EMPLOYEES.

By A. Gaboury, Superintendent, Montreal Tramways Co.

During the last few years the demand of the public for improved facilities in rapid transit and increased luxury of rolling stock, added to the always rising wages of car men and increasing general expenses has put many grey hairs in the head of the operating man, and the problem of how to meet all this increasing expenditure while the humble and non stretchable 5c. piece still remains our base unit of revenue, calls for a close analyzing of conditions and scientific methods of meeting them, that were not dreamt of in the earlier days of our industry.

Possibly one of the most important factors in the handling of electric railway traffic, and one to which the least attention has been paid in the past, is represented by the men on the cars, and we have just begun to recognize this truth and to appreciate what far reaching effects will result from some attention to details in the selection and training of new men. The day when we picked up any man out of a job, put him on a car under a regular man and after a few days expected him to be an experienced car man has gone by, and we now appreciate the fact that not every man is by nature fitted to be on a car, and that it requires something more than the mere desire to wear a showy uniform with brass buttons to make a car man who is capable of making a good use of the large amount of his employer's capital that is represented by a modern car.

The main difficulty in the engaging of new car men is the choosing of the right subject at the start, as most of us have found out by experience that many a man who, on first view, looked a most likely subject has turned out the very reverse, and many a man whom we were inclined to pass over has, by pluck and perseverance, developed qualities that have shown him to be "the right man in the right place"; nevertheless, the successful engaging of new men is peculiarly dependent on the superintendent of employment or other official in charge, and his success in turn depends, to a great extent, on his ability to judge human nature and to select or reject the right or wrong material.

When we have once accepted an applicant our first duty should be to see that he is carefully looked after and properly started out on the right road, and I cannot emphasize too strongly the importance of this point of getting a man started right. The ideas that he gets, and the impressions made on his mind during the first few weeks of his training are indelibly stamped on his memory and as early impressions generally mould a man's future habits, we should be sure that the instructions given him will mould his habits after our own pattern.

To get a new man to understand and realize that he must submit to discipline is the first and most important move in getting him started right and I think we will all agree that it is also the most difficult. A "green man" coming to us from some other line of business, where discipline is practically nil, finds this new and strange to him, and his natural disposition leads him to rebel against it. It is at this time that all the tact and judgment of his instructors are needed to impress on him the need of discipline and to get him to appreciate the why and wherefore of the various rules and regulations. The test of a new man's idea of the need of discipline comes after he has finished his training, is on the list of spare or extra men and has been on the road for some few weeks in charge of a car. At this time, although he is paid at a fair rate of wages, his daily hours of work are so uncertain