

register. This order is made out, giving the man's name in full, his occupation, and the name of the foreman under whose immediate jurisdiction he is to work. Upon presenting this order at the time office he is called upon to endorse it, so that there shall be no question as to the correct manner of spelling his name, and as a means of subsequent identification, if necessary. The order is taken up by the timekeeper and entered on the staff record and in the time-book of the register to which he is assigned. The timekeeper then gives the man a slip, carrying reference to the register number, and his number upon such register, and instructs him as to the correct methods of recording his time. The registration or punching of the clock on and off duty by the men at the regular starting and quitting hours is supervised by a clock watcher, an employe who is selected for integrity and satisfactory service, and his ability to identify each and every man recording upon his particular register. As each employe registers himself on duty at one of the regular starting hours, he is handed a day time-card (see exhibit A) by the clock watcher upon which to record a statement of the various jobs upon which he is engaged. The clock watcher checks up the clock record, commonly known as a clock slip, with the list of employes assigned to his register, immediately after starting time, morning and noon, and makes a list of the absentees or possible late arrivals for the foreman's information, thus enabling the foreman to lay out his work to meet such conditions. Immediately before the men punch off duty finally at the regular shop closing hour, they deposit their day time cards, carrying a full distribution of their time, into locked metal boxes placed immediately adjacent to each register and in the commanding view of the clock watcher. A late arrival wishing to start at an irregular hour must first report to his foreman, at whose discretion he will be allowed to start

of his foreman, who, in giving him permission, takes up the time-card and enters upon it the hour at which the man quits and instructs him to punch the clock, after which he gives him a pass-out order carrying reference to the permitted quitting hour, which order is delivered up to the

[EXHIBIT B.]

Form S. & M. A. 7

CANADIAN PACIFIC RAILWAY COMPANY  
CERTIFICATE OF UNRECORDED SHOP TIME.

To  
MASTER MECHANIC. STATION.....  
SUPT. LOCOMOTIVE SHOPS. STATION.....  
SUPT. CAR SHOPS. DATE.....190  
ASST. MASTER CAR BUILDER. DATE.....190  
DIVISIONAL CAR FOREMAN.

I hereby certify that..... clock no.....  
check no..... reported to have omitted to register  
himself at..... was to my own personal knowl-  
edge on duty from..... to.....

Foreman.....Shop  
To.....  
Dept. of the Aud. of Stores and Mech'l Acct's.

I recommend that time be allowed to the above  
employe from..... to..... on..... 190  
in compliance with the Dey Register Regulations  
now effective.  
.....190

Head of Department.  
NOTE.—This Certificate must in all cases be signed  
personally by Head of Department and Foreman,  
otherwise time will not be allowed

gate watchman, who again records the time of delivery, and turns the order into the time office. By these methods the possibilities of an employe omitting to register himself on or off duty, at the regular shop hours or at an irregular hour, are practically eliminated. Should an omission occur, however, it is promptly detected in the time office, where the clock slips and the time-cards are compared, and any inconsistencies are immediately reported to the shop superintendent on a form specially provided for the purpose. The matter of the omission is then taken up by the shop superintendent with the foreman, and he in turn with the employe, for an explanation as to his violation of the regulations. If satisfactory, the foreman is then required to make a declaration (see exhibit B) that, to his personal knowledge, the said employe was on duty between stated hours; the allowance of the unrecorded time is recommended or disallowed at the discretion of the shop superintendent, based upon the facts and conditions of the case. Each omission, however, if allowed, calls for the application of shop discipline, and should an employe become a frequent offender, he is dismissed.

In the event of it being necessary to work any portion of the staff overtime, the respective foremen make requisition upon the shop superintendent for the required number of overtime cards, which, on receipt, are distributed to the men. The overtime card is printed in red ink in order that it can be readily distinguished from the day time-card, which is printed in black ink. The register is punched upon starting to work overtime and upon quitting, in the regular manner. The overtime card, upon which is recorded the distribution of the time to the work performed, instead of being deposited in the metal boxes, is handed in to the gate watchman, thereby serving the purpose of a pass-out order. The gate watchman records upon the card the time at which the man passes out and turns the cards over to the time office.

The clock slips upon which the time is recorded are changed at a specified hour each day by the timekeepers, who at the same time collect the time-cards deposited in the boxes. The hours recorded opposite each number on the clock slip are then ex-

tended into the right hand margin of the slip, and the hours on the day and overtime cards compared with the slip to see that a full distribution has been given, the timekeepers at the same time checking the wage rate as entered on the cards by the employes with the official list. Should there be any discrepancies in the distribution, the card is immediately returned to the foreman for an explanation and full report as to what correction is necessary. All the cards that check out correctly are then returned to the respective foremen for their signature as a verification of the accuracy of the time distribution as given. The overtime cards have to be further approved by the general foreman or shop superintendent. Should the foreman detect any disparity in the distribution, he must make a notation across the card, "Distribution Incorrect," and return the card unsigned to the time office. The matter is then taken up with the shop superintendent, and each case thoroughly investigated. Under no circumstances is a foreman allowed to change the distribution on a time card.

The clock slips are then turned over to the time checkers who, after checking the extensions, cut the slips into 50 number sections, each section dated, and paste them into the time-book, overlapping each other in such a manner as to leave the outside edge on which the total number of hours worked is shown, exposed, under the day of the month represented by the clock slip, so that at the close of the month the timebooks themselves show the complete record of each man's time as well as the total hours' labor performed. The old method of taking the clock slips and entering from these into the time book gave opportunity for errors in posting time to the wrong man, and when it came to the settling of any dispute with an employe, the clock slips had to be located and comparison made with the entries in the time book. Much loss of time is obviated by the method now adopted, and it is absolutely impossible for any time to be credited to the wrong employe or to those not properly entitled thereto as shown by the clock records.

The time of men working away from their home station or temporarily transferred to another station is taken care of on a specially prepared form, the handling of which is as follows: The foreman, on issuing this form, enters the time thereon and instructs the man to punch the clock, and to report at the time office of his home station in order to obtain the signature of the timekeeper. The timekeeper, after checking the time, signing the form, makes entry in the time book opposite the man's number of his transfer to the point stated on the form. This with the object of putting the timekeeper on the lookout for the man's time before closing the check book at the month end. Upon the man's arrival at the point to which he is temporarily transferred, he must immediately report himself to the timekeeper, but in the event of arriving after the timekeeper is off duty, he must report himself to the foreman in charge, who will take up the form, recording upon the same the hour of arrival, and turning the form over to the timekeeper at the first opportunity. On receipt of the form by the timekeeper, the hours of departure and arrival are checked up to see that no unnecessary time has been occupied on the journey, and after entering the travelling time on the form, the man is given a number on the local register and must record himself on and off duty and deposit time-cards, the same as the regular shop employes. Upon the completion of the work, and his return to his home station, the timekeeper will transfer from the time book to the form a daily record of the hours worked,

[EXHIBIT A]

Form S. & M. A.

CANADIAN PACIFIC RAILWAY CO. .... 190

Daily Time Certificate } Name.....  
Clock.....No.....Rate.....

DAY WORK					
CHARGE TO	Com-menced Work	Fore-man's Initials	Fin-ished Work	Total Hours Day Work	VALUE

NOTE—When employe's full time is on Day Work. Foreman signs here.....

PIECE WORK					
CHARGE TO	Com-menced Work	Fore-man's Initials	Fin-ished Work	Total Hours Day Work	VALUE

Piece work hours checked in time office by.....  
Columns headed "Value" to be filled in by timekeeper  
or otherwise. If allowed to start he punches  
the clock and receives from his foreman a  
time-card, upon which the foreman has  
entered the starting hour. Should an em-  
ploye desire to quit work at an irregular  
hour, he must first obtain the permission