

offers remarkable opportunities for providing for widely varying abilities. You have about 20 different kinds of work in the shop offering opportunities to provide for many kinds of boys who are mechanically inclined. Not all your boys are mechanically inclined. Some of them should be in the clerical or in other lines of effort. The various divisions of railroad work should be studied and the personal characteristics necessary for success in each should be established. Then by knowing the characteristics of the boys you may direct them into their proper places with intelligence.

For instance, suppose you know the requirements for the boilermaker, the machinist, pattern maker, pipe fitter, tinsmith, copper smith, erecting shop man, powerhouse engineer, and all other shop department men, and suppose you know the requirements of the locomotive fireman, engineer, brakeman, roundhouse man, the clerk and office man. Suppose you know the characteristics of your boys, you will then be in position to know just what to do with each and every boy and will be able to put each and every one into his particular element.

These personal characteristics listed by Mr. Parish will place a patient plodder, having little initiative, in work which requires frequent repetition of the same task. Then it is a question of manual skill which decides what that task shall be. These boys like to have a task given them which they fully understand. Boys who like responsibility desire a task which they do not fully understand, which involves thought and study as to methods. They are impatient of routine, ambitious to do new things and try new methods. They enjoy a problem and wish to be given one to work out without being told how to do it. In the erecting shop or in the millwright department, perhaps later in the drafting room or test department, these boys will find their greatest opportunity. Others show aptitude in directing the work of others. There are numerous opportunities for them in almost every department.

Time will not permit me to go further into detail in this direction, but this problem of placing the boy in his particular element is, as I see it, the greatest one before you. Let me ask you how you yourselves would have profited by such a plan as this? We usually drift from one line of work to another, losing much time, perhaps years, because no one studies and directs us in such a way as this. How many of us have struggled for several years in a job and have had to be "fired" in order to get us out of a line which we had no business to be in! I maintain that you do not need to "fire" anybody who is willing to work. You may discharge a boy for incompetence in the shop and wake up some day to see him president of the road. This may happen simply because you do not study your boy and because you do not discover inherent ability of a kind different from that which you expect to find. This remark is made to give point to the argument, but to find the future president is not your problem. Your problem is to fill the ranks with men qualified to fill them. You have the material and you also have the responsibility of using it.

It is only when we are doing that which we are fitted for and are intended to do that we succeed and are happy. If we are misfits we are sure to be unsuccessful and unhappy. Perhaps you may not have thought of the possibilities of this kind of individual character study. Perhaps you may not have considered this a part of your opportunity and responsibility.

Tomorrow—Who is thinking about tomorrow? As we understand this word and as we prepare for tomorrow, are we to be judged as to the justification of our being on earth. We are now facing social problems more difficult and more complicated than those of the past, and with more at stake than ever was at stake before. Here we have the labor problem, that of the relations between capital and labor. Are we doing out part to solve it? Who is doing anything permanently to improve it? Are we to leave the solution to selfish interests of some kind?

There must always be a large element of unintelligent labor

ready to follow the leader who talks the loudest and talks the most. From these the unthinking majority of the ranks of labor are and will be recruited. But, there is, and will be, the thinking minority in position largely to control the majority. To these we must look for the solution of labor questions from the labor side. These may be trusted to think and to think straight on this difficult subject. Nothing is to be feared from them, but great and good influence is to be expected from them.

While delayed too long already, there is yet time greatly to increase the proportion of the thinking workers and to contribute in a large way to the improvement of the situation. I do not mean that employers should engage in the business of teaching their side of the question to the workers. I mean that those of the workers, who are to be thinkers should be discovered and should be shown how to think straight.

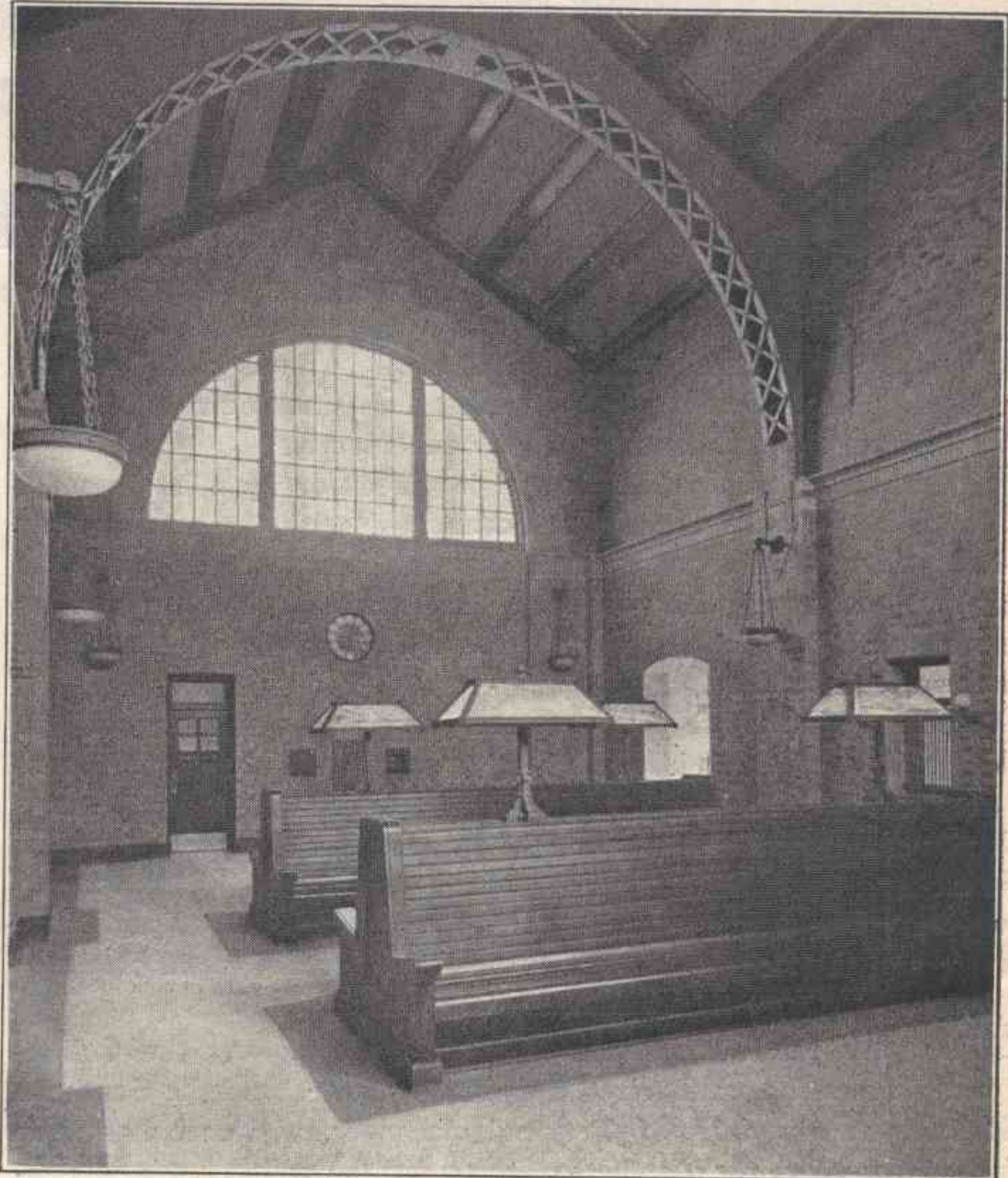
Employers must look to their recruiting systems. Most of them have no system. They take such men as they can secure and then try to fit square pegs into round holes. No wonder that employers and employees are both dissatisfied. Employers must establish apprenticeship, provide training of the hands and must in some way see to it, that the educational development of the mind goes side by side with the training of the hand. One thing more remains. Employers must know their employees. Then the organization must be one in which good men will like to work.

Apprenticeship is on trial. There is much at stake in your enterprise on the Santa Fe. Show by the great success which you will attain that other large organizations must do the same if they would succeed as you are succeeding.

NEW MONTCLAIR STATION OF THE DELAWARE, LACKAWANNA & WESTERN.

The Lackawanna has just completed new freight and passenger terminals at Montclair, N. J., involving the expenditure of approximately \$500,000.

The passenger station was opened on Saturday, June 28. This station is built in the Grecian Doric style of architecture open-



Interior of Waiting Room, Montclair Station.

ing through a colonnade into a loggia leading directly to the main waiting room and train concourse. The walls are faced with tapestry brick trimmed with marble chip concrete. The roof over the main waiting room is of green glazed tile, while that over the lower portion of the building is of red quarry tile, the same material being used for the floor of the loggia.

The walls of the main waiting room are faced with buff colored pressed brick broken with pilasters and a molded belt course 16 ft. above the floor line. This belt course and the molded brick surrounding the large semi-circular arched windows at each end of the main waiting room are gray in color. The floor is of marble chip terrazzo, harmonizing in color with the walls.

Particular attention has been paid to the ventilation, which is secured by register faces concealed by the trusses and by ventilated ridge tile directly connected through the roof beams with concealed openings in the purlins along the side walls. Illumination is secured by two large semi-circular windows in the ends of the waiting room, while artificial lighting is provided by eight semi-indirect hanging side lamps and four lamps placed on the seats.

Two ticket windows are provided in the side wall of the main waiting room directly opposite the main doors leading to the track

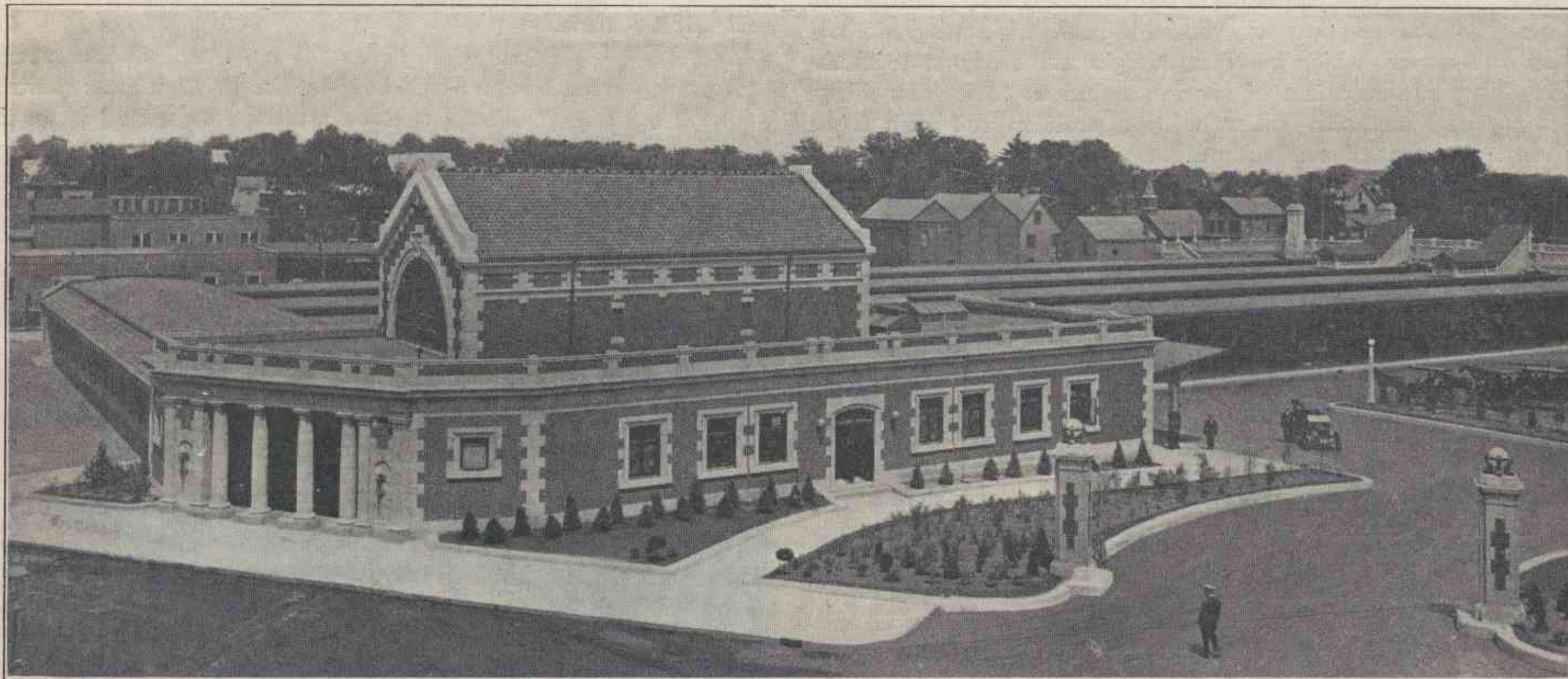
FREIGHT RATE ADVANCES AND THE INTER-STATE COMMERCE COMMISSION.

The opinion by the commission is in full as follows:

In the summer of 1910 carriers operating in official classification territory filed with this commission schedules making general advances in freight rates. These tariffs were suspended by the commission and an investigation begun.

The carriers attempted to justify the advance on the ground that owing to increase in wages and other operating costs the then rates of transportation did not yield a sufficient revenue. After full consideration the commission held, in February, 1911, that the advances had not been justified, 20 I. C. C., 243, and in announcing its opinion the commission said that if actual results were less favorable than then appeared probable the carriers might again bring this matter to its attention.

The Baltimore & Ohio, the Erie, the New York Central Lines, and the Pennsylvania Railroad system now petition the commission to reopen the case and proceed with its further consideration. They base this petition upon the ground that the cost of conducting their business has exceeded the forecast of the commission so that the results are much less favorable than had been anticipated. They assert that today, owing to in-



General View of Montclair Station and Trainshed.

concourse. The hand baggage and parcel room is placed at one end of the main waiting room, while men's smoking room, ladies' rest rooms and toilets are located conveniently.

The heating of the building is provided for by a boiler plant about 800 ft. from the station, connected with the station by a 4 ft. x 5 ft. reinforced concrete conduit in which the pipes are placed. Telegraph and telephone lines and all electric lighting wires are placed in a separate conduit built into the walls of the steam pipe conduit.

Four platforms are provided, serving six tracks, each platform being 17 ft. wide and 650 ft. long, covered with reinforced concrete canopies for about 350 ft. The entrances to the driveways leading to the station are flanked by gate posts built of tapestry brick and surmounted by electric light fixtures of hammered copper. The driveways and all flower beds are curbed with concrete and the driveways are paved with creosoted wood blocks.

RAILWAY TO TEQUENDAMA FALLS, COLOMBIA.—As the Colombian congress has authorized the president to extend the Southern Railway to the falls of Tequendama river, a decree has been issued for carrying out the extension by the railway administration. The entire net income of the Southern Railway will be used for completing this work.

creased costs of operation of various kinds set out in the petition, the net return is no longer sufficient.

The tariffs which were suspended in the original case advanced class rates and certain commodity rates; the suggestion of this petition is that instead of advancing particular rates there should be a general increase of 5 per cent. in all freight rates.

In view of the allegations of this petition the commission is of the opinion that the question of the need of and justification for additional revenue should be further examined by it at the present time. We think, however, that such examination can be made more satisfactorily and more comprehensively in a general proceeding of investigation instituted by the commission upon its own motion than by a further consideration of this particular record. We have therefore determined to deny the petition for a rehearing and have instituted a proceeding of inquiry into the following matters:

(a) Do the present rates of transportation yield to common carriers by railroad operating in official classification territory adequate revenues?

(b) If not, what general course may carriers pursue to meet the situation?

In this connection the commission makes two observations: First. The fact that we have decided to further investigate