

through the united action of the employes. Let them see that this is sound business sense, good for both employer and employe.

A switchman does not derive any pleasure from getting his foot mashed off through the carelessness of the engineer and the company does not enjoy losing the services of an experienced employe because of a preventable accident, neither does the careless engineer enjoy getting fired;

but this regret all around does not bring back the switchman's foot, the engineer's job, or the company's experienced man.

Any one can see that it would have been infinitely better for all concerned had the accident not occurred and it could have been prevented just as thousands like it could have been prevented, and in the future, through the medium of Safety First, will be prevented.

A Cow Shepherd

R. C. Shepherd, bridge dispatcher, Memphis, Tenn., ranks well up among our veteran employes, having rounded out twenty-five years of continuous service. Since his connection with



the Frisco Mr. Shepherd has been constantly employed at Memphis and during his years of service has never missed a pay day.

Mr. Shepherd is the owner of the

eight months old Jersey bull shown in the reproduction and states that the animal is the finest of its age on the Frisco lines.

Poe and Gang

Herman Poe, bridge foreman, Central Division, and part of his gang



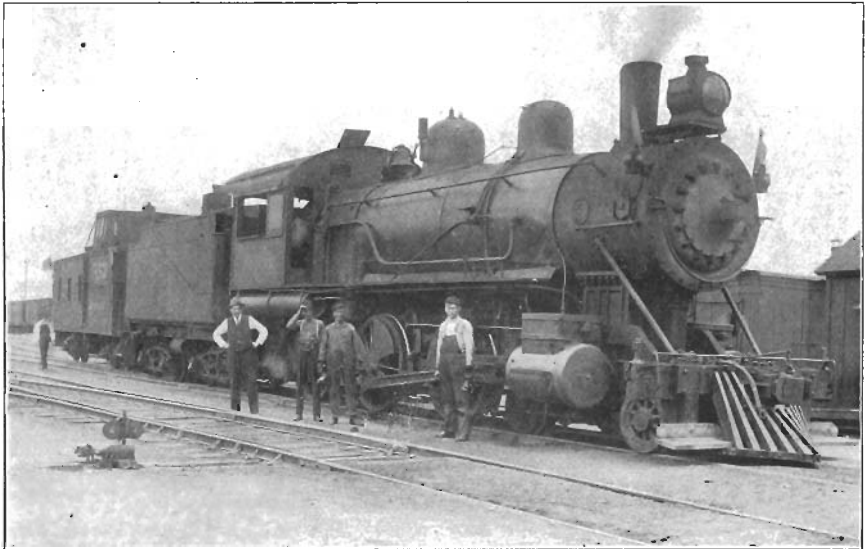
are shown in the accompanying reproduction.

Mr. Poe has been connected with the Frisco for the last twenty-five years, serving both in the track and B. & B. departments.



View of yards and station, Jasper, Ala. From left to right may be seen passenger train No. 992, extra 954, switch engine, and I. C. R. R. extra

No. 658. At this point the I. C. goes over the Frisco's track to Birmingham, Ala.



Engine 771 leaving Memphis for Harvard Yards. Left to right are, C. C. Hedrick, conductor; C. H. Shell,

flagman; J. A. Murray, engineer; J. M. Wells, fireman.

“Go To It”

Address delivered to Apprentice Boys at Springfield, Mo., Shops, October 3, 1913, by George M. Bassford, Chief Engineer, railroad department, Joseph T. Ryerson and Son, New York, N. Y.

Last August the speaker had the privilege of standing on the deck of a staunch steamer bound through the St. Lawrence River from Prescott to Montreal. From a quiet, harmless current the river changed to rapids with a tumult of conflicting waves, as high as a small house, with swirls and whirlpools, and with rocks threatening to smash the steamer into splinters. Through these dangerous rapids the pilot stood at the wheel—intent on taking his charge through safely. His face was a study. He thought of nothing but the task before him and the responsibility of his position. He was tense, alert, apparently nerveless, confident. Approaching the point of greatest danger I watched his every movement. With a deft turn of the wheel we slid into a smoother part of the tumult. Then with a quick change he steered for the roughest waters of them all, but always to escape the rocks that were ready and willing to do their worst. It is a thrilling and an inspiring experience, thrilling because of the danger and inspiring because of the skill, knowledge and ability of the pilot.

These qualities in the pilot are most admirable, most important, but very rare. It is given to but a few men to perform such conspicuous service. The service is inspiring, but still more so is the essential without which the pilot would wreck his steamer in her first passage through the rapids. I refer to the workmanship of those who built the boat—her engines and her equipment. What if a single split key was missing in the steering gear? What if the tiller rope had been imperfectly inspected that morning? What if a follower bolt had been left loose in one of the pistons of the engines? What if any one of a few thousand nuts in the machinery had been set up cross-threaded or a bearing had been set up too tight? If so, several hundred people would pay with

their lives for the poor workmanship. Think for a moment what workmanship means to a train load of passengers running at high speed under a mountain along a river bank. The man who laid the track, those who maintain it, those who watch it for rock slides, those who build the engines and the cars, those who made the material of which rails, locomotives and cars are made; all these as well as the men who run the train—perhaps a thousand men are involved in the safety of this one train. All the work of all these may end in disaster if one single workman fails to do his duty. So great then is the importance of workmanship.

Here is what I mean.—You are fitting up a crank pin that is somewhat worn and you have it nearly right. Don't leave it that way of your own accord and don't listen to the older workman who tells you it is good enough and that the bosses won't think any more of you for doing it right. Do that job right as your moral obligation to the world and to justify you in living and holding your head up as a man among men. A crank pin left a little rough is sure to heat. It may heat enough to crumble the brass and strip the whole side of the engine, perhaps kill the engineer or fireman and ditch the train. The boy or man who does slovenly work in a railroad shop may be the murderer, perhaps of his own father or brother. Bear this in mind in every job you do. Perhaps you have not thought of how the engineer depends personally and individually upon you on every foot of the road that he drives his engine over. He *doesn't know you, perhaps, but that makes no difference.*

Everybody depends upon good workmanship. Good workmanship is a part of nobility. Poor workmanship is evidence of moral degeneracy. There is nothing the industrial world needs as much as it needs good workmen, and

yet it is difficult to find them. Far too many good men must be employed to discover and correct the defective work of the inefficient and the unskilled. The greatest curse of industry today is its dead load of those who lack the desire to take pains with the work of their hands and brains. A sloven could become a genius if he would take pains with his work. The safety of thousands of steamers and trains today lies not alone in good workmanship, but also in the consistent elimination of poor workmanship. This should not be true and would not if we had enough of such apprenticeship as this and if enough of our railroads had officials inspired as are those of the "Frisco" to place before their recruits the opportunities which you enjoy.

You are the most fortunate boys in the country. You and a few others on railroads providing up-to-date apprenticeship. Do you appreciate this fact? See what is being done for you? You are ingrates if you do not sit up nights to show your officers that they are wise in spending stockholders' money so lavishly to help you. What are you doing about it to indicate to them that the scheme is worth while and that you are worth so much of their thought and trouble? It costs the government some money to train a high officer in the navy. Think for a moment of how Perry, Farragut, Dewey and others proved that it was worth while to train them. It is necessary to train naval men, and everybody understands this fact. I have for years thought it even more important to train apprentices than naval men, but too few people have been broad-minded and far-sighted enough to provide apprentice opportunities. You ought to be thankful that your lot has fallen here under such leading officials as good fortune and good judgment has brought to the Frisco. If you do your part you will some day see and understand this if, perhaps, you do not understand and appreciate it already.

For your own sakes and for the satisfaction that it will bring you, I implore you to make a job of your side of this bargain. You are receiving a liberal education, such as no school or college can give you, and are not only

paid for getting it, but are being provided for in this organization while obtaining it and after it is attained. The slang phrase, "go to it," is the word for you. Then remember what Franklin said, "Plough deep while sluggards sleep," and the immortal words of Longfellow:

"The heights by great men reached and kept,

Were not attained by sudden flight;
But they, while their companions slept,

Were toiling upwards in the night."

Franklin was the son of a poor man. He learned the printer's trade and in a long life of extraordinary usefulness he proved the wisdom of another of his undying lines, "He that hath a trade, hath an estate." Bear this in mind when by mere temporary increase of wages you may be tempted to quit for a better paying job before your apprenticeship is completed.

Speaking of sons, lets us consider three kinds of sons.

Sons of Rich Men—These have school advantages, also college and automobiles, boats, with lots of time to use them. Do not envy these. With almost no exceptions they have no real pleasures. They give the world nothing. They are helpless hangers-on, parasites, living off the lives and work of others. They are tired of everything and the world tires of them. It is difficult to be charitable toward them.

Sons of Comfortable Men—These really have some chance and they form a respectable class. They may go to college, and if they do, they go with a purpose. They work. They take important places and feel the responsibilities of life. They are usually worthy citizens.

Sons of Workingmen—These are sons of the class that has made this glorious country, the class that has done and will do the big deeds of the world, the class that makes everything we need, the class that makes possible the greatest of all the facilities we need—transportation. This is the class that knows the best happiness of life, the pleasure of doing, and doing well, a necessary piece of work for the wel-

fare of mankind—for work alone is noble. I congratulate you upon being of this class, the class that the world cannot get along without and the class we are most proud of—real Americans.

It is not conceivable that there is any higher attainment than to fulfill this specification:

First—Be a man.

Second—Be a workman.

Third—Be a good workman.

Fourth—Be an intelligent one.

Fifth—Climb as high as you are fitted to climb.

Sixth—By good work fit yourself for promotion, and no force can keep you down, always remembering that advancement may as well mean improvement in one's present work as in official promotion.

You will hear men talk of the good old times—past—never to come again. You will hear them say there is no chance for boys today. Do not forget that there is something more permanent even than the mountain—progressive improvement. These times are better than any that are past. They present opportunities better and more promising than ever were presented before—if we know how to use them.

For some years I have tried to state in a few words the object of modern apprenticeship as I understand it. This seems to represent the idea as well as I can state it now—

To recruit the ranks of mechanics with efficient, capable, thoughtful young men, prepared to establish themselves and contribute to the success and happiness of mankind. To produce competent workmen who know what they are doing, why they are doing it, and who appreciate the place of their product in a completed whole. To supply capable, constructive, self-reliant citizens who will understand that good workmanship produced without waste is of itself and for its own sake sufficient inspiration for the best endeavors of which a man is capable.

The purpose is not to train leaders, but followers; not presidents, but workmen, who will appreciate and profit by their advantages and will keenly feel the responsibility of assisting in the training of others. We need

to build up the organization with skilled thinking workmen, who recognize their obligations to their fellow-workmen, their employers, the world and themselves.

I may be talking to the future president of this road or of the United States. Some one has said that of the forty-seven railroads having offices in New York City, forty-six have presidents who have risen from the ranks. These men by reason of their knowledge, ability and forcefulness, have risen to the leadership of vast properties. It is, therefore, stated that any employe of a large organization may become its official head. It is also said to be possible for any native-born citizen of the United States to become president of the nation. This possibility for advancement in a country devoid of hereditary class distinction is both a blessing and a menace. It is a blessing as a democratic principle and a menace as a cause of awakening ambitions unsupported by ability and preparatory achievement. Men become presidents after long preparations as progressively successful subordinates. They advance because they are good workmen or they do not advance at all. If we make it our business to be good workmen and find and fill the place for which we are fitted, we shall have no complaint to make of an ungrateful world.

It is unfortunate that anyone is saying that apprenticeship is necessary in order to supply foremen, superintendents and higher officials. Considered from the standpoint of numbers alone, this is a mistake. Remember that the best possible officers can do little with multitudes of incompetent workmen. Be a good workman and let the leadership come to those who can command it.

Climb—yes, as high as you can, but remember, the safest climbers who continue to rise are those who step on every round of the ladder as they go. Those who climb and help others up have support for their positions, whereas those who climb alone or try to pull others down stand alone in great danger of a fall.

Here on this fine road and in a relatively small number of other places,