

# SAFETY FIRST

## **Join Hands in Safety First**

*A. H. Anderson, Section Foreman,  
Quick City, Mo.*

Old and young alike place a value on life that cannot be purchased by gold. Let us therefore join hands and push the accident prevention movement along—strive to reach the goal—Safety First.

Could we but realize what it means to our loved ones at home to know that we are all working together for the protection of life and limb, we would work harder to prevent accidents to ourselves and our fellow-employees.

It seems to me if we would keep our minds more on eliminating causes which result in accidents, instead of planning on a good time when our day's work is over, or when our run is made, we would get far better results in this accident prevention campaign.

We all share in the benefits to be derived from Safety First and it is our privilege, and we should make it our

duty, to aid in promoting this movement which means protection for ourselves and our families.

I would rather be a tramp and divide my "hand out" with one more hungry than I, than to be the murderer who brings sorrow to the family of some fellow worker—probably some gray-haired mother or father.

Safety First is the precaution which should govern everyone from the plow boy on the farm to the officer in the navy.

## **Soap Safety**

The following communication received by the Frisco from The Proctor and Gamble Manufacturing Company of New York, will be of interest to all, as it is an evidence of the attention our work in the promotion of Safety First on our lines is attracting:

We have just enlisted in the large army of "Safety First" crusaders, and having read of your miraculous achievements in this world-wide spreading movement, I make inquiry if you could furnish us with any detailed information regarding organization and methods.



The Day Force, Newburg, Mo. Assistant Day Foreman Skelton at right and Boss Boiler Maker Craig at extreme left (standing). Many of those who make up the group are "old timers" in point of service.

## TRAFFIC TALKS FROM TRAFFIC TEXTS

*Impress upon all that the chief and in fact the only reason for maintaining Traffic Agencies is the securing of traffic and the establishing of close and satisfactory relations with shipping and traveling public—both present and prospective customers.*

*Everything is subordinate to this, and office work should be restricted to the closest possible limits, should be thoroughly systematized and confined to what is absolutely necessary to successful solicitation. The general features of office work should be standardized.*

*Every traffic man is a Traveling or Resident salesman and the same principles that apply to selling goods are equally applicable in the sale of transportation.*

*Holding our present customers.*

*Making new ones.*

*Knowing the shippers in your territory who do business that we could handle.*

*Finding out why certain shippers do not patronize us.*

*If shippers have left us finding the reason and trying to get them back.*

*It is recognized that no soliciting force that this or any other company can ever have, can thoroughly and frequently cover all the territory and see all the shippers; but complete information as to all shippers will enable you to personally call on the most important ones and use your time to the best possible advantage.*

F. C. Reilly, assistant freight traffic manager, in behalf of our Traffic Officers, extended a cordial welcome to the Outside Traffic Representatives who met at Saint Louis, May 15, for the purpose of discussing solicitation.

J. A. Middleton, freight traffic manager, opened the meeting with an interesting address upon "Efficiency in Solicitation."

Mr. Middleton said in part:

We are satisfied that the soliciting force on the Frisco is today the best of any road in the country, but there is and always will be room for improvement. We can and will continue to be in the lead. This can be accomplished by each one studying the work just as we would any other problem. Conferences such as this, followed by similar ones with your own men who are unable to be here, will certainly suggest new ideas.

We urge all of you to bring your best thought to bear on this question of new and improved methods for getting the Frisco before all the shippers in this country and give us the benefit of your suggestions, both here and after you leave here.

We know that everyone is doing his best. Perhaps some could do better if the way could be pointed out. We have all a lot to learn, and if we are all as enthu-

siastic and determined as we believe we are, we will be agreeably surprised at the results that can be accomplished in another twelve months.

### Some Suggestions.

No one thing appeals more to a business man than prompt handling of matters in which he is interested. As far as possible, all inquiries should be answered the day received. When this cannot be done, a letter of a dozen words, acknowledging receipt and stating that the information is being obtained will convince anyone that it is receiving due attention. This costs only two cents and in the aggregate would not take an hour's time a month.

Advice should be sent to all interested of important shippers who divert their business or with whom you are unable to establish satisfactory relations. Perhaps some of us can help you.

How would it do to keep traveling freight agents in the home town for a week or a month—as long as might be necessary to obtain complete and up-to-date information as to all shippers at agency headquarters who ought to be giving us business, and follow this up by concentrating in the same way on the other large towns in each territory, making a thorough job of each place? This would be live information and would serve as a basis for a long time to come.

Now, you will all agree with me this memo is an excellent sermon in itself on the work of each representative of the Traffic Department, and if each one of us will bear its several paragraphs in mind constantly, we will find that we are doing

better work and reaching a higher standard.

When the Directors of any of the big commercial houses call in their salesmen for conference, the object sought is to learn from these salesmen the business outlook as it appears to them from their personal observation and the personal contact which they have with their customers from day to day, to organize their business campaign for the immediate future along the lines which experience and careful judgment suggests as being most likely to insure good returns.

A good solicitor, like a good salesman, is a careful student of human nature, as well as a good hunter with a keen scent for the game, which we call tonnage. He is able to distinguish between the man whose business requires daily or persistent solicitation and the man on whom it is polite and wise to call on only occasionally—where particular tact is necessary—in short—to know how to differentiate between customers.

In these days of improved methods—greater efficiency—better understanding between carriers and shippers—it is appropriate that we secure so far as possible, the views of the men employed by the large tonnage contributors as to the present method of solicitation.

I have here a file of correspondence between Mr. Biddle and the traffic managers of a number of the large industrial concerns, undertaken with a view of developing the extent to which our interests were served by Solicitation.

I have made extracts from a number of them which I believe will be of benefit to all of us and possibly suggest some ideas which would improve our work.

I will first read to you Mr. Biddle's letter which brought out the replies:

(Mr. Middleton here read a letter which Mr. Biddle addressed to various large commercial concerns regarding the value of the freight solicitor and the replies indicated various opinions of the different traffic managers.)

Now there are a number of good suggestions in this correspondence, but their variety and the differences of opinion expressed make it clear that it is impractical to lay down any hard and fast rules to be followed in the work of solicitation.

Our success in this work depends largely on your mental attitude—your good judgment—your ability to decide where frequent calls are necessary, and again where only occasional calls are better.

So far as possible, you should arrange your visits with some definite results in view. Some specific tonnage that you have knowledge of—transact your business promptly and get away.

We are striving and straining to increase our business; to improve our standing with the public—to make the Frisco a synonym for good service—and for progressive methods—and your diligence and earnestness will count largely towards enabling us to reach to top notch.

Assistant Freight Traffic Manager Reilly followed Mr. Middleton and said in substance:

Solicitation covers a great deal. We want

to get more business for the Frisco. The increase we would like to see and can properly expect must come from our field men—the men in the field who are on the soliciting organization. Many of you gentlemen have a large force to command, a force that needs education. Many of your men have been taken out of the local office; billing desk—they have been educated only in a limited way and in a certain branch of our service and need constant supervision and encouragement to bring them forward, to show each and every day some improvement in them, not being satisfied with what we did yesterday, but expect some improvement for tomorrow. I have talked with many men all over our system; talked with subordinates and feel that many are not thoroughly equipped; that is, they can improve. The heads of the office know how to do these things; re-consigning cars, tracing, etc., but many of our under-men should be taken in and taught. As Mr. Bently says, our men should be posted on I. C. C. matters. This is hard—we are all trying to do it—impress on your men the necessity of reading these decisions and keeping posted. We must conform to these decisions. The more our men know the better they will become. It has been the practice to work the carload shipper, frequently overlooking the small lots that can be picked up to advantage and with very little effort. Carload shippers are growing. In the past the consignee had a great deal of weight in the routing of his business, but the shipper today tries to control his business by reason of getting cars at initial point, service, etc., and is constantly urging customers to permit him to control carloads.

Package freight is in itself express service. We pride ourselves in the handling of package freight just as expeditiously as express service. We have Red Ball trains that move on passenger schedule. Find out where our merchandise is coming from, who gives it to us, what road originates it, are we getting freight from people we do not know. We are striving to use every avenue to increase our package freight—watching cars as loaded to see that sufficient tonnage is allotted to package cars and it looks as if the success of the railroad of the future is going to be the road that can handle merchandise business. One hundred pounds from a shipper does not look like very much, but many shippers have dozens of one hundred pound shipments every day and in the aggregate they amount to considerable. We have over 600 Agents on the Frisco all trying to increase this merchandise business—trying to control to our rails more freight. It is very hard to follow a routing order thru a large house, but they are coming from 600 agents and we want to help get them before the shippers. Package freight is only 6 per cent of the actual tonnage on the Frisco, but it constitutes 25 per cent of the revenue.

Mr. Middleton touched on claims. It has been my experience when calling on shippers to discuss these matters and I have picked up small claims that we have failed to analyze and which have been drifting along for several years and straightened them out. It is the little difficulties that the shipper appreciates and in straighten-

ing up these little matters, we remove difficulties of months and years standing. This applies to Loss and Damage as well as overcharge claims. We should not have overcharge claims, but we are doing the best we can and trying to settle promptly.

Another question of great importance is securing maximum or long haul for the Frisco. The Frisco has a large number of connections at Saint Louis and we take freight for all parts of the world and on account of that we are short-hauled frequently. We have connections that are pleasant and help us, but the hardest thing is to get the car on our rails--when we get it, let's earn the most money for the Frisco.

From a traffic standpoint the C. & E. I. and Frisco are one railroad and we do not want to lose sight of the fact that when soliciting for the Frisco we are likewise soliciting for the C. & E. I. and when soliciting for the C. & E. I. we are also soliciting for the Frisco.

The following are extracts from addresses made by other traffic representatives:

**W. C. Connor, Jr.**

To be a successful solicitor of traffic is a worthy ambition of any railroad man, and as railroading has become a profession, it is difficult to succeed in this particular branch of the service unless one becomes a student of men and conditions.

It has been our policy in the New York territory to endeavor to impart a good influence on both our industrial and railway friends. I mean by this, instead of looking at the unpleasant situations that arise, we exert an especial effort to see only the bright side, for we confidently believe that, in so doing, we are helping to create a healthy condition.

The time has long since passed when the routing of traffic was based on sentimental conditions. In talking over this feature with one of our Traffic Officials recently I made a statement to the effect that, in my judgement, the amount of business secured from New York territory, considered in our care, account of any personal fondness that existed between any of our officials and our industrial friends, was small in comparison with the total business handled. I also mentioned to him that the successful solicitation of traffic in this territory was largely due to the individual efforts of the representatives who are most active in that direction. The man who is on the ground the most and shows human intelligence in his appeal for business, is the one who is considered the producer in New York. It is not a question of personal popularity, nor the solicitor who tells the funniest story, or the so-called "mixer," but the man who is direct, specific and honest in his dealings with the trade, that is accorded the greatest consideration. In other words, a man who attempts to capitalize on his personal popularity alone is not accorded any serious consideration, and is rarely effective for any length of time.

In our solicitation of the larger industrial concerns, instead of trusting important matters to memory, we carry a dock-

et which contains all matters that are likely to come up for consideration, and when we cannot successfully put over a proposition, we resort to the tactics of requesting a continuance of same until we can successfully dispose of it. We find this a most effective means of handling solicitation matters, as in a great many cases conditions arise in the minds of industrial men that will influence them to favorably consider a proposition that previously they have declined. As a matter of information I beg to state that we have successfully closed out matters of this character that have been on the docket for a period in excess of two years.

In the New York territory a great many of the railroad men confine their solicitation to traffic from the territory over which they have jurisdiction and make only a slight appeal for business from territory other than their own. This has afforded us an excellent opportunity to make inroads on some of our competitors who are inclined to feel that if a car does not originate in their territory, their General Freight Agent will overlook giving them credit for securing same. In our dealings with industrial traffic managers, we unhesitatingly state to them that, notwithstanding the fact that business originates outside our territory, we will give credit for securing same just as much as if it had moved from a point within the New York territory.

How many of the general run of solicitors give serious thought to the expenses incurred by them by reason of their employment by their respective companies, based on the actual results secured. How many of us present have ever figured out the number of satisfactory calls that we make every working day, based on the salary, plus expense account, which we receive. If we did so, we would doubtless find that, regardless of the results obtained, we are, in most cases, receiving a fee in excess of that paid other professional men for service rendered.

To be a successful solicitor one must be manly, active, courteous, patient and untiring in his dealings with his fellow men, and if he has the interests of his company at heart, he will adapt himself to an aggressive policy, for any solicitor who fails to produce when he practices the five rudiments just mentioned, should be eliminated, thereby getting out of the way of men who can replace him and be a success.

I consider that the personnel of our present organization compares most favorably with that of any organization of which I have knowledge. The loyalty that is always expressed by them, regardless of conditions, has been the subject of most favorable comment by railroad and industrial men who are in a position to know, and regardless of the difficulties that we are encountering, I am confident that the traffic organization of our line will be equal to the occasion and do their share toward bringing the property out of the troubles that it is now experiencing. When this desired result has been obtained, it will be largely due to the indefatigable, aggressive and good-natured traffic men who have faced adversity shoulder to shoulder in a most brilliant manner.

In connection with the solicitation of LCL traffic, in the New York territory, we have about thirteen states to look after and with a limited force, it is almost impossible to make the calls we would like to make in connection with this class of solicitation. My thought is, a great deal of good could be accomplished by getting up circular letters. In making our calls we do not neglect the LCL shipper, but representing the territory we do, and being compelled at times to handle advice letters and correspondence accumulated on our desks, it is impossible to give LCL solicitation the attention necessary. Believe the circulation letter will have the desired result and hope our people will give me the same kind of a letter that has been sent out in C. F. A. territory.

#### E. McAuliffe.

Just a word about coal traffic which is the only traffic feature I have any relations with. Coal tonnage on the Frisco last year constituted approximately one-sixth of the revenue tonnage. It is not the highest paying tonnage, but the lowest cost tonnage and heavy coal carrying roads are invariably prosperous roads.

Our mining districts are badly scattered, the mines are generally small and we have but two large industrial centers using our coal, as Saint Louis does not take coal from mines on the Frisco. I believe our percentage of gross is a very fair one. Our commercial tonnage last year increased approximately 24%, almost one-fourth and business conditions were not extra good as compared with the year previous. Material improvements have been made in loading and the car loading last year increased 4%. There seems to be a growing sentiment on the part of large consumers that a car of coal is loaded when level full. We disagree with that view. A coal car is not a coal car, but a vehicle for loading any commodity that can move in an open car. We have a large amount of equipment, including foreign equipment and when loaded to level capacity and then crowned up, the car is still loaded less than the physical capacity of the trucks. It is our duty to get all the coal on a car that the car will carry. In some cases cars are loaded carelessly with ultimate loss to somebody, but we have a moral right to ask for maximum loading.

We are working in a number of states to the end of raising the rates on coal to a limited extent and only in certain spots where the rates are weakest. In your travels and meeting with operators, when complaint is made, explain we are not attempting to increase the coal rates, but trying to pick up some weak spots. Some time ago while in Fort Smith an operator made the statement that I was the only Frisco representative who ever called on him. I fear we do not call on the coal shippers and coal consumers as much as we should. Am not prepared to say that you can do much for the coal shipper, but if a representative of a competing line calls on him frequently and there is any best to the proposition, the other fellow will get the business.

There are various angles to the coal business: long haul; a large percentage of our operators operate on two or more

roads and their shipments to both lines go to competitive points and they will route the long haul business over one line and the short-haul over the other. Where you can, call on the shippers and consumers of coal. I take it Mr. Reilly expects me to do this. I know every operator personally, but cannot reach them frequently enough. The Frisco have been very liberal in their fuel purchases and we have endeavored to burn fuel so as to let other people get the kind of coal they require at minimum cost.

#### C. A. Forrester.

The Frisco, thru' its officials, has been very kind to the Southeastern Agencies. None of our men are disgruntled and all are working to meet the conditions that are different in each section. In some localities our working arrangements are better than in others. We find the S. A. L. working with the I. C. and M. & O., where as out west they may be working very close with us. We are trying to watch all of these little details. Our men are traveling six days a week.

Think it would be a good idea to pick out the important points in each monthly letter and send to the outside men as we are frequently asked as to conditions at various points along our line.

#### R. B. Merrick.

We are handling the agency about the same as has been brought out in the talks made here. Business is not very good and prospects are it will not improve for some time. We are closely watching all short-haul business and making special solicitation of oil-well supplies to Oklahoma. Have no thru' package cars from Pittsburg territory to St. Louis for points on the Frisco.

#### C. S. Hall.

We receive quite a few advice letters from Agents stating consignees are agreeable to Frisco routing. Have a very nice LCL business and handle about fifty cars a month to Saint Louis for points beyond. Average number of calls made about 14 or 15 a day and attempt to see both carload and LCL shippers.

#### O. M. Conley.

Think outside men should be furnished with briefs and decisions of the I. C. C. as shippers are always glad to get this information. U. S. Cast Iron Pipe Co. give us immense tonnage, but we are often able to get haul only to Mississippi River. Small shippers pay more attention to routing orders than the larger ones. Most effective way to control business is to get routing on the original order and next to this comes routing order on letter-head of consignee. Quite a lot of LCL business is controlled by dray loading; for example, if a concern has 4,000 pounds for the Santa Fe and 2,000 pounds for the Frisco, instead of splitting the load, they would send all to the Santa Fe and if the conditions were reversed, the load would go to the Frisco. A heavy load to some one depot will control the traffic.

On a six weeks test of LCL routing orders we find 20% cover shipments to local points; 40% on mail order houses and