

TO OUR AGENTS, AND ALL OTHERS INTERESTED IN THE SUCCESS OF THE FRISCO.

On January 1, 1912, the *New Agency Plan* was inaugurated on the Western Division and later extended to the entire line.

While the results have been very gratifying, the opportunities for extension and development of the work are practically unlimited.

The experience gained has naturally suggested some additional thoughts, and the more or less frequent changes in the men make it advisable to review the situation for the benefit of all interested.

Everyone in the service of the Company is interested in this work and his co-operation is necessary to its success.

The underlying principle is to increase the prosperity of the Frisco Railroad.

A Railroad is built solely for the purpose of furnishing transportation.

Its prosperity is measured by its ability to create and maintain a market for this commodity.

The market is dependent on the willingness or desire on the part of the people to buy our transportation.

Everyone in the service of the Company can and should be a salesman.

The plan is intended to accomplish this result by enlarging the authority and increasing the responsibility of the men who are directly in contact with the greatest number of the shipping and traveling public.

First in importance is the *Local Agent*, and he is made the real representative of the Company in his community; and his success is measured by his ability to induce his people to transact their business with or through him.

This offers many opportunities to the *live and ambitious* agent.

It is difficult to outline any definite instructions that will cover the subject.

The personal element enters very largely into the question in determining the success or failure of the agent.

A satisfied shipper or traveler is a constant solicitor for us.

We never know when a man or woman may have an opportunity to do us a good or bad turn, and if we can make the people with whom we come in contact - whether they be shippers or travelers or not - feel that we realize our responsibility as public servants and are prepared to serve them to the best of our ability, it will be reflected to our advantage in the business that we receive, in the verdicts of the juries, and in legislation directed towards corporations.

While this is called the *New Agency Plan* and was started with the station agent, the intention is to interest *everyone in the service* in helping to raise the standard of our work and increase our efficiency.

Viewed from this standpoint, the support of the conductor and others in *train service*, who are in daily touch with large numbers of people, is equally important. We have already had very substantial returns from the work they are doing.

Opportunity is constantly open to all of our men, regardless of their position or duties, to help us: often by something they can do themselves, or in making suggestions, or by calling the attention of the agent or other proper party to anything which they think might be of interest.

Next in importance is the Superintendent, who, in addition to his other duties, is now *responsible* for the *traffic* on his division.

From the foregoing it will be seen that this work is primarily a *traffic-getting plan*

and that the Company is relying on the Local Agent and the Superintendent to supervise the work that had previously been delegated to strictly traffic representatives. The traffic officials, however, are not relieved of any responsibility in so far as seeing that the interests of the Company are properly served. Conditions will constantly arise when the advice and assistance of the Traffic Officials will be necessary, and it is clearly understood that the agents and superintendents are to keep in close touch with the proper traffic officials and to communicate with them direct whenever it is found necessary or desirable.

The traffic representatives will be on the line as much as their other duties will permit and will always be glad to come at the suggestion of the agent when they can be of assistance.

Yours truly,

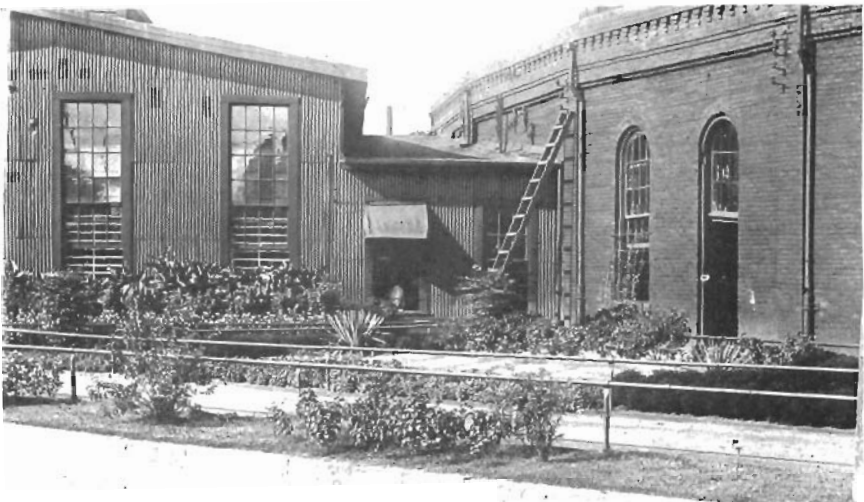


Receiver and Chief Operating Officer.



Receiver and Chief Traffic Officer.

St. Louis, January 20, 1916.



Rear of Round House and Machine Shop, Birmingham, Ala.

Stop Smoking.

*L. C. McCutcheon, Chief Clerk, Office
Supt. F. L. & D. Claims.*

Only those of us who indulge in the practice of smoking can fully appreciate and sympathize with the man who has always enjoyed his smoke and who suddenly through some unfortunate condition, financial or otherwise, finds himself unable to continue the habit.

The circumstances that I am about to relate must have proven very distressing to more than one as I refer to an instance, where, through the fault of a railroad, a whole case of cigars was lost or stolen. I might add that the cigars in question were supposed to be of a very high grade and those for whom they were intended had become so accustomed to them, that the very thought of smoking other or inferior grades was distasteful indeed—in fact these people couldn't smoke any other brand and the manufacturers couldn't afford to make them except on special order.

The party who ordered the case of cigars resided at a point far distant from the place where same were made and shipped. The would-be profitable pleasure of delivering this case of cigars, I am sorry to say, befell the Frisco. I am sorry for it, because someone other than the party intended, is probably smoking them.

That the box was received to be transported to the consignee is not to be denied; the carrier's agent gave a clear receipt and loaded the box with other valuable freight in a car with doors that could be sealed. The doors were sealed, but before this was done, someone, no doubt anxious to secure and enjoy, if possible, such high grade cigars, extracted from the box sufficient number to satisfy his desires in this respect. This fact was ascertained by one of the carrier's check clerks where the package was to transfer to another car to move to final destina-

tion. The box was there in the car—no doubt about that—but it had been tampered with; this was discovered immediately after the seals on the car had been broken. The contents of the package were invoiced and it was found two dozen cigars were missing; the package was reconditioned and supposedly loaded into another car that would take it to destination, record being made of the circumstances by the carrier's employes at the transfer point so that they would be in a position to show that there was no neglect with them.

In due course of time the consignee, not having received his cigars, became peeved and caused complaint to be entered with one of the carrier's officials. The official in question being desirous of retaining the good will of the patron and of showing him that the idea uppermost in his mind was to give patrons good service and not cause them any inconvenience by reason of mishandling their shipments, started an immediate investigation and in a very short time, by checking up his reports covering over freight, located the box of cigars as having checked over at a small way station several hundred miles from where it belonged. It seems that through some mishandling not heretofore unusual at the transfer point, the package of cigars was not loaded into the proper car, but into another that would take it far from its proper course. The carrier's agent at the point where the box of cigars checked over, seeing whose property it was, and being very anxious to show a record of prompt handling, made out a DIIA waybill which indicated to whom and where the package belonged and loaded it into a car passing his station in a local freight train.

But fate ruled that the consignee and his special customers in this case were to go without their cigars, for when the car and the DIIA waybill reached the division point where the package should

transfer to another car that would carry it to its proper destination, the cigars were found to be short. Someone had gotten away with them. It was also determined that in some mysterious manner, although the railroad employes had supposedly carefully supervised the handling of the shipment and the car in which it was loaded from the station where the item was found over to the last transfer point, the seal on one of the side doors had been broken.

The official making the investigation could only come to the conclusion that someone wilfully inclined and who had a passion for good cigars, had stolen this case; and in his chagrin could only apologize and ask the patron to continue to favor the Frisco with his valuable business on the grounds that it would do better next time.

The consignee being of a good disposition, was lenient in this case and let the Frisco off easy, charging only the invoice value of the goods, or what he paid the shippers for them.

The above illustration of an "over" "shortage" and "damage" is similar to several thousand such cases occurring on the Frisco each month. Some of our patrons are not inclined to be as generous as was the one in this case, and decline to give us their business; most of them do not like to file claims; there is no money in it and there is a general dissatisfaction when goods do not arrive on schedule or when they are broken or destroyed. Frisco employes are loyal, and it is only necessary to tell them of the consequences in the way of claims and dissatisfied patrons, to cause them to be more careful and eliminate errors in freight handling.

It must be remembered that railroad-ing consists of something more than running trains and that there are many things for a railroad to specialize on and be proficient in, if it is to succeed—to succeed is to give good service, and make a fair profit in doing so.

A Real Slogan.

"Load 'Em Full and Keep 'Em Moving" is the Central Division's new slogan. It has been adopted by each and every employe from superintendent down to water boy and is already showing tangible results in a saving of time and annoyance to shippers and money to the railroad.

Superintendent C. H. Baltzell has put into effect a new plan under which every agent on the Central Division forwards direct to his office a report on car movements. By means of this report superintendent's office can tell at a glance just how many cars are in each yard, how long they have been there, and the reason for their being there. When a car is reported as being on hand longer than is deemed necessary, the station agent or the yard foreman, or whoever happens to be in charge at the particular station, gets a query something like this from superintendent's office: Explain delay car..... at

"What we need," Mr. Baltzell says, "is to get one hundred per cent working time out of the cars we have. If a car stands in the yard a day before it is unloaded, then waits a day while being unloaded and is idle another day or two before it goes out on another mission, it's losing money for the railroad. Keeping equipment on the move is the best way I know of to make money."

Good Cars.

Care in seeing that cars furnished for grain loading are properly prepared has won for the employes at Snyder, Okla., a record of which they can well be proud.

Agent Broadstreet states that during the 1915 season, seventy-seven cars of grain were loaded at his station representing a total revenue of \$10,069.67. Of this number only one car was reported leaking and that on foreign rails resulting in a claim for \$16.50.

WHAT A RAILROAD TICKET COVERS.

"A railroad sells transportation, but it sells something else along with it. It sells "service." The price of a railroad ticket covers both.

"Transportation means the same thing on all railroads. SERVICE may mean a very different thing on one railroad from what it does on another.

"Service means all the comforts which the equipment furnished provides. It also means the kind of treatment accorded the patron of the railroad while he makes use of this equipment, respectful, courteous, and painstaking attention to his comfort on the part of agents, conductors, brakemen, and porters --this is one of the most important elements of good "service."

"A railroad that has a reputation for good service has an asset of incalculable value. It is service which brings patronage to the railroad. It is service which keeps business once it has been obtained by the railroad's solicitors. Any inattention towards the railroad patron by the railroad employee, any discourtesy, any display of bad temper or an unwillingness to please or to be accommodating, is a partial breakdown of railroad "service."

"Railroad service begins at the ticket office when the railroad patron buys his ticket. It ends at the station where he alights. Between these two points should stretch the railroad smile. It helps business.

"First impressions count for much in life. That is why a smile at the ticket office window and a display of affability, courtesy, and willingness to answer questions and give information on the part of the agent is essential to good railroad "service." It creates in the mind of the railroad patron a pleasant picture of the railroad.

"And this picture is likely to be retained and embellished if later the patron of the railroad is helped on the train by the brakeman or conductor, if he finds his comfort looked out for, his inquiries answered pleasantly, his ticket asked for with a smile, and assistance offered when he alights. All this means service.

"Good service depends not only upon what you do, but upon the way you do it. That is true whether you be a clerk in a drug store or a brakeman on a railroad.

"Smiles are remembered just as well as frowns. The one helps to make service good; the other helps to make it bad.

"A smile is like putting money out at interest. A frown is worse than a bad debt.

"The public prefers that railroad whose service, from the ticket window to the terminus of the journey, is made up of smiles, kind words, and thoughtful acts."