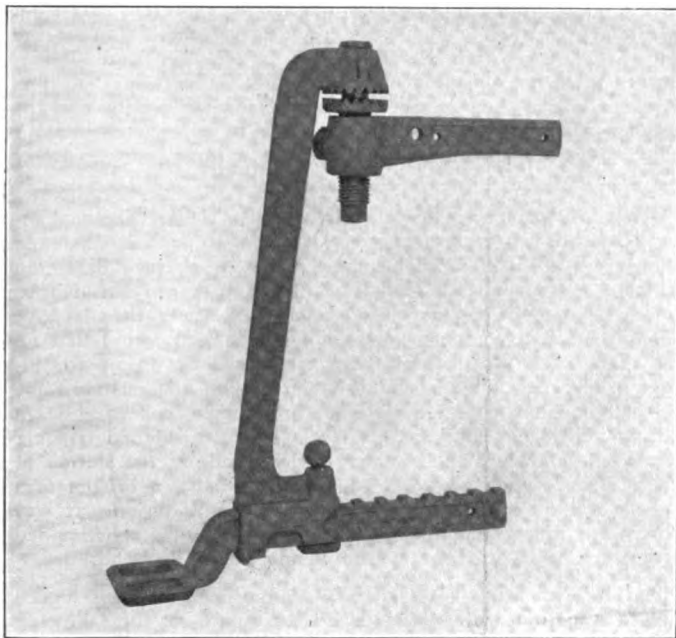


position of the fireman as the coal is used back from the coal gates. A lock is provided which holds it in any position. The hanger is mounted on a rigid hanger bolt about which it may be swung in either direction by raising it to clear the teeth in the face of a shoulder on the bolt. When swung to the desired position it is secured by dropping it into place, the teeth in the hanger engaging those in the shoulder. The hanger may be adjusted vertically so that in case of a warped deck the treads may be raised to provide the proper clearance without the neces-



Adjustable Pedal Removed from the Fire Door

sity of taking the hanger to the blacksmith shop. This adjustment is made by turning the rigid hanger bolt, which is threaded in the fulcrum. One side of the fulcrum is slotted and when the proper adjustment has been made it may be locked in place by means of a bolt provided for that purpose.

## AN INTERVIEW WITH DANIEL WILLARD

[New York Times]

"What is the problem that this company has to face? What is your chief apprehension as to the future?" Daniel Willard was asked.

"As I view the matter," replied Mr. Willard, "the most serious problem now confronting the railroads is the demand—present and prospective—of labor. The two decisions of the Interstate Commerce Commission in the eastern rate case may be said, when taken as a whole, to comprise a bill of rights for the railroads in so far as the relations between the railroad and the public are concerned, and I for one believe that if the principles recognized and outlined in the decisions above referred to are fairly carried out the future of the railroads from that point of view is more encouraging than it has been in many years past.

"Unfortunately, the same cannot be said with reference to the labor question. The arbitrators who in 1912 passed upon the demands of the locomotive engineers employed by the eastern railroads said that owing to the fact that a railroad was a semi-public institution the employees become by virtue of that fact semi-public servants, and as such it was the duty of the public to see, first of all, that they were fairly paid and properly treated; but also by virtue of that same fact railway employees were under certain obligations to the public which must be recognized; that their service was affected by a public use.

"Unfortunately, railway employees, while willing to avail themselves of the privileges that they are rightfully entitled to as semi-public servants, have seemed to forget at times the obligations which they owe to the same public, because when strikes have been threatened or actually brought about the public is always the chief sufferer. In the past the public generally, not recognizing the relationship which must exist between railroad rates and railroad expenditures, has to a large extent occupied the position of an indifferent observer when wage controversies between railroads and their employees were going on.

"Now that it is more clearly recognized that in the end the public, by means of freight charges and passenger rates, must pay all the costs of railroad operation, including wages, it is to be hoped that the same public will take a keener and more intelligent interest in this matter, because in the end such questions under the existing order of things will usually be settled by arbitration, and arbitration generally reflects to a very large extent the existing public opinion. I repeat, this question of the demands of organized labor is the thing that gives ground for most apprehension as to the future."

## CO-OPERATION WITH THE TRAFFIC DEPARTMENT

J. W. Roberts, recently superintendent of car service of the Vandalia, but now general superintendent of passenger transportation of the Pennsylvania Lines West of Pittsburgh, has for some time been practicing a plan for securing the full co-operation of employees in his department with the traffic department of the road. First he called a meeting of the employees of his department for the purpose of discussing the subject, "How can the Individual Employees of This Office Assist the Soliciting Forces of the Freight and Passenger Traffic Department in Increasing Freight and Passenger Revenues of the Vandalia Railroad?" at which he urged the importance of the cultivation by individual employees of the faculty of being constantly on the alert for information which may be utilized profitably for the company, the cultivation of loyalty or a desire on the part of employees to offer a word of recommendation in favor of the railroad when conditions seem to justify that act, and cultivation of interest on the part of members of the families, other relatives and friends of the employees and the employer.

Following the meeting a circular letter was addressed to the heads of sub-departments calling attention to the fact that through association with relatives, friends and acquaintances who are not connected with the railroad company, employees of the department frequently receive information relative to prospective vacation and business trips to points on or reached by the Vandalia Railroad and the Pennsylvania lines, and with reference to prospective shipments of freight inbound or outbound.

Each man addressed was urged to discuss this matter with the men in his respective sub-department, and to urge them to communicate any information of this character to the proper representative of the department directly concerned. In another circular letter Mr. Roberts said that the results of the activity of employees along the line of the suggestions made had been made apparent from time to time, indicating a gratifying interest in the welfare of the company, and while thanking the men for their efforts he urged them to continue to look out for any opportunities for co-operation with the traffic department. "Thirty employees," he said, "with an average family of three persons, and a relationship or close friendship extending to eight to ten additional persons, constitutes quite an important adjunct to a traffic soliciting organization. I am sure that all will join heartily in contributing in the manner outlined their effort toward increasing both passenger and freight revenues."