

THE PULLMAN CONDUCTOR.

WHAT HE SAYS FOR HIMSELF, AND HIS OPINION OF HIS EMPLOYER.

As a railroad train was swinging around a sharp curve a passenger in the sleeping-car was thrown against the inside window of the state-room so violently that his elbow went through the glass. The Pullman conductor came promptly to the rescue, asking if he was hurt.

"No, I'm not," answered the passenger good-naturedly. "but the Pullman Company's dividends will be cut down this year by the price of one pane. I suppose the stockholders can stand it, though."

"The Pullman stockholders won't have to," said the conductor. "It comes out of the X, Y, and Z. Railroad Company, to whose train we are attached. I shall make out a damage slip; the train conductor will certify it; the repairs will be made at the end of the route, and the railroad company will foot the bill. There's mighty little, I tell you, except ordinary wear and tear, that the railroad company doesn't pay for. If there is a scratch on the side of this car at the end of a run the X, Y, and Z. pays for it, not the Pullman Company. Why, the very gas in the lamps over your head is paid for in the same way. We furnish it, of course, but we run it through a meter and turn in our bills for the amount used, at so much a foot."

change, even if some other concern put in a little lower bid. For example, I knew of a case where our company's bid was three cents for one division over which a rival company wanted only two and a half cents. But we got the contract because the regular patrons of the road preferred the Pullman cars to any other, and the railroad company thought it would be safer to stick to us."

KEEPING TRACK OF TICKETS.

"With so many agents and conductors selling sleeper tickets, don't the accounts get mixed up sometimes?"

"When they do the difference comes out of the man who sells the ticket—the company never loses a penny. The system of auditing is the most perfect in the world. If you look at your 'passenger's check,' which I gave you when you paid for your berth, you will find that it is punched so as to cover every conceivable point—the number of your berth, the date, the amount, whether you paid cash or by ticket, or travelled deadhead, and all the other particulars. The same punch went through a duplicate, which I keep, and from which I make up my returns to the company. If the money and tickets I turn in do not correspond in every way with the slip on which I make my returns I have presently from the auditing office, and if the balance is against me I have to make it good either by paying the difference out of my own pocket or by correcting the mistake in a way that is

"Are conductors and train hands charged for their meals like other persons?"

"Not the same amount. On a buffet-car we pay about half what you do; on a diner we pay perhaps 35 cents for the meal that costs you \$1."

"Do you have to serve an apprenticeship, like a train conductor, before you get your regular work and full pay?"

"No, not exactly. Most of us, though, serve first as substitutes, and then get a permanent appointment when a vacancy occurs. Our way of breaking in a new man is to send him out on a long run with an old conductor. On the trip out the new man does nothing but follow the old man about and watch what he does, the old man explaining everything as he goes along. On the return trip the new man takes the punch and goes ahead, the old man following along to correct his mistakes. Then the new man, if he shows reasonable intelligence, is considered ready to take a car on a trip all alone."

"When a man is on the substitute roll he is expected to report at the station every day, just like a permanent conductor. A conductor is required to report, in most cases, an hour before the train starts. If he does not, the substitute is told to put on his uniform and make ready for the trip. If the conductor then fails to appear a half hour before the start, the substitute goes in his place, even though the regular man may come along ten minutes later. If the substitute takes the train out he gets the conductor's salary, but nothing for a 'lay-off.' The company pockets the money it would otherwise have spent on the conductor's salary during his lay-off, and in that way compensates itself for—well, its disappointment in a tardy man, perhaps."

CLEAN FREQUENTLY.

"Your cars must require pretty constant cleaning."

"They do. Each time they reach a terminus they are supposed to be thoroughly cleaned and aired, the bedding especially. Once in a while, of course, they miss it on account of bad weather or through getting into the yard late, and having to go out promptly again. But on the whole, our housekeeping is pretty cleanly. We are particularly instructed to avoid risks from infectious diseases. If a passenger is taken ill with anything that looks like measles, or smallpox, or a communicable fever, we telegraph ahead to the first station at which he can be sure of medical attendance, and when we arrive there he is carried carefully out on his mattress and turned over to the care of a physician. All the bedding he has used is burned at once, and the car itself is cut out of the train at the first possible point and fumigated thoroughly, as well as specially cleaned, before it is permitted to be used again."

THE S. P. C. A.'S NEW HOME.

A HANDSOME BUILDING, IN MADISON-AVE., NEARLY FINISHED.

The roof of the new home of the Society for the Prevention of Cruelty to Animals is now on, and except for a scaffolding and a screen directly over the Madison-ave. entrance, hiding the work now being done on a bass-relief of heroic size, the outside of the structure is finished. Inside the work of plastering and decorating is going on rapidly, though it is not far advanced, and it is more than likely the building will be ready for occupancy early in January.

The society's new home stands on the north-west corner of Madison-ave. and Twenty-sixth-st., directly across from the Madison Square Garden, and diagonally opposite the old University Club. It stands on the grounds of the old Cogswell house and stable, which afterward became known as the Munoz house. The structure is of Indiana limestone, of a grayish-white tone and of a plain design, save for its Colonial entrance. It is four stories in height. The bass-relief spoken of, which is still uncompleted, is to represent Justice and Mercy holding between them the seal, the insignia of the society, which represents a worn-out horse fallen in the shafts of a heavily laden cart, his driver unmercifully beating him and an angel in the background stepping forward to interpose. The figures of Justice and Mercy are to be eight feet high and the ellipse of the seal nearly six. All is being cut out of a block of limestone.

Only the executive offices, the editorial rooms of "Our Animal Friends," the organ of the society, and the records and library which, together, comprise thousands of volumes, will go in this building. The animal shelter will remain where it is, at the foot of East One-hundred-and-Second-st. (It is here that all the homeless and "not wanted" cats and dogs are taken), and there is an ambulance-house that is thoroughly adequate on East Twenty-second-st., a block away from the present headquarters.

Several considerations induced the society to build a permanent home of its own, the chief of these being that in the present headquarters at No. 10 East Twenty-second-st. the working force is greatly cramped, and, secondly, that as things are now, in a dwelling-house little altered, there is much danger of destruction of the records by fire. The "strong room" of the present building can hold only a small part of these records. In the new building the "strong room" will be sixteen times as large.

In actual floor space the new building is not much larger than the present structure—only 30 by 95—but, built with certain ends in view,



BOSTON'S NEW SUBWAY—LOOKING NORTH IN TREMONT-ST., SHOWING AN ENTRANCE.

"How much does the Pullman Company pay for all this luxurious insurance?" asked the passenger.

"The honor of its patronage, chiefly. Half the world probably supposes that the X, Y, and Z. Company charges the Pullman Company for hauling its cars and letting it tax the travelling public \$2 or \$3 a berth. Nothing of the sort. The X, Y, and Z. Company pays the Pullman Company so much a mile for the privilege of having one of its cars attached to this train, and the Pullman Company makes whatever additional profit it can out of the trip. What is more, the X, Y, and Z. Company is obliged under its contract to haul this car, whether any passengers ride in it or not. That's another point, you see, where the Pullman Company has the big end of the whip. About the only important obligation to which it binds itself in return is to have a car always ready to go on a train that calls for it, and at certain stations and in certain emergencies to have two or more cars at hand. That isn't a very heavy drain on its resources."

"How is the amount regulated that shall be paid per mile by the railroad company to the Pullman Company?"

BY COMPETITIVE BIDS.

"By competitive bids. When one of these contracts runs out the railroad company invites proposals from the Wagner and the Pullman and the Mann companies, and any others that are in the field, and they bid so much a mile for such-and-such runs. Then the railroad company usually gives the contract to the lowest bidder who can furnish a satisfactory service. The bids often vary with different divisions of the same road. On a division that has a pretty straight, clean track and well ballasted, for instance—one that doesn't rock a car to death—the bids may go down as low as a cent a mile. On a division that is rough and crooked and full of sharp turns, or sandy, so that it wears out the journals, they may go up to three cents. The palace-car companies have come to have a pretty general understanding of how much will pay them for the wear and tear, so the bids of the several companies don't differ a great deal as a rule. This will account for the fact that the same palace-car company will run its cars for a good many years with the same railroad company, and renew its contract over and over again. There are cases here and there, too, like that of the New-York Central and the Wagner companies, where the railroad company owns a controlling interest in the palace-car company, and then the union is permanent, though the two corporations may remain outwardly separate. Then, again, some railroads have a certain regular passenger patronage—the same people riding back and forth many times a year; and these people become so attached to a certain kind of sleepers or drawing-room cars that it would seem unwise for the railroad company to make a

satisfactory to the company. A new conductor sometimes blunders by footing up the values of the tickets he takes in the same column with the cash. As far as the company's income is concerned, that is all one thing; but the company will send back his returns for correction, because it is only by having separate footings that it can keep exact tab on all its agents. If you bought your ticket at the window in the station, that agent turns in what you paid as cash, and I should turn it in as a ticket. Then, if the right amount of cash doesn't come in, you see, the company holds the ticket-seller responsible, and not me."

"You are also responsible for the buffet, are you not?"

"Yes, to a great extent. The company stocks up the buffet with what it believes will be needed for a certain time, and charges this to the porter. He serves the passenger, and marks off what he serves on a printed blank, which he gives to me. I write in the prices, make the footings, collect the money and send it in with my returns. The office which has charge of the buffet makes a regular examination of the stock left on hand, compares it with the reported sales, makes the deduction and holds us responsible. If it finds that there is a difference between the returns and the cash I pay it if it is due to my mistake in footing up, or my neglect to collect from some passenger; but if it appears that the footings and the collections correspond, but that the porter has failed to check up for me some of the things he has given out, the difference is deducted from his \$15 a month."

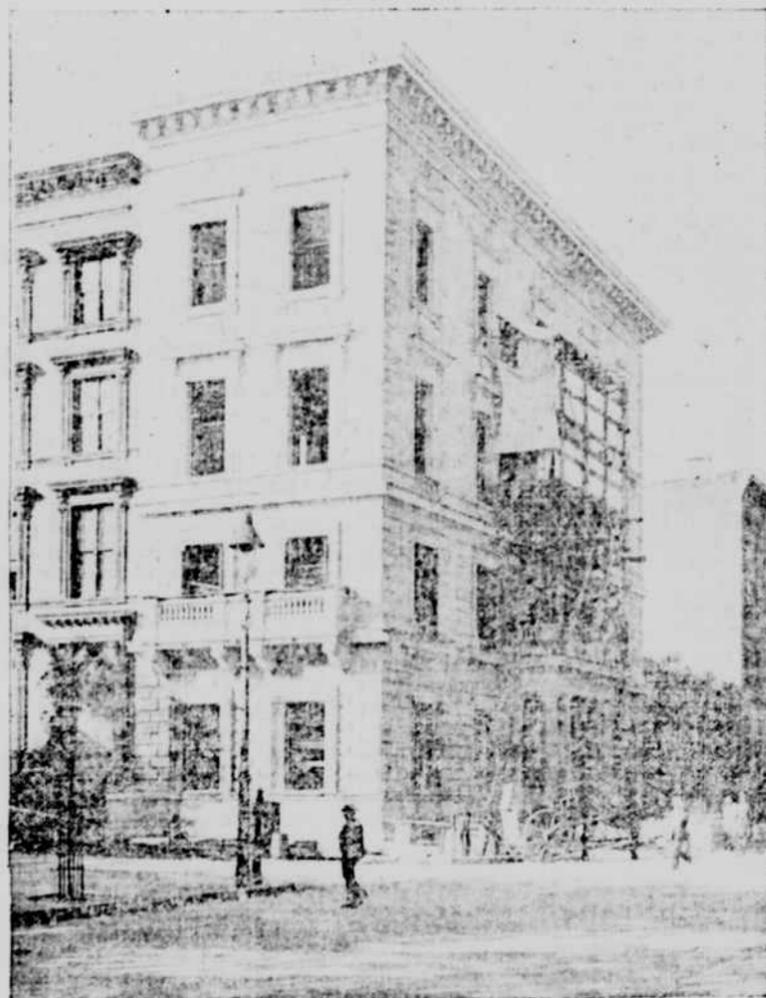
"But some of your food must spoil before it is used?"

"Of course; but that has to be regularly condemned, just as it would be in the Government service. The condemned stuff is credited to the porter's account and destroyed."

THE DINING-CAR SERVICE.

"How is it with the dining-cars?"

"The tendency seems to be for the railroad companies to get rid gradually of the contract dining-cars and run their own. This is found, in many cases, to be more economical. Dining-cars do not have so many appliances covered by patents as sleepers and palace-cars, so that practically anybody can build them without the danger of treading on the toes of a monopoly. A palace-car company, when it runs a dining-car, charges the railroad company a guarantee of so many meals on each run. On runs, therefore, where the dining-car patronage is irregular, it often pays the railroad company better to have its own cars and take its chances than to guarantee so many meals which may not be sold. If you will notice, most of the dining-cars which are under separate ownership are on roads where the amount of patronage is so steady that the railroad company takes almost no risks."



THE NEW BUILDING OF THE S. P. C. A. AT TWENTY-SIXTH-ST. AND MADISON-AVE.

"And what becomes of the old cars?"

"If they are still in fair condition, but are simply past first-class service, they are repainted and refitted in a lighter way, and turned into 'tourist cars' on the Western roads, where emigrant and second-class travel is extensive. They will often last a good many years longer when their heavy fittings have been taken out."

Here the train drew up at an important station, and the witness was excused.

every inch of space is to be utilized. In the basement will be the big "strong room" and a perfectly equipped little printing office. On the first floor are to be placed the public offices and the room for the inspectors. On the floors above will be the president's private office and the rooms for the clerical force, magazine, library, etc.

The new building, exclusive of the land, will cost \$150,000.