

# TWO BELLS

VOL. 1

JUNE 7, 1920

No. 1

*A Herald of Good Cheer and Cooperation Published by and for Employees of the Los Angeles Railway*

## BONUS PLAN WINS

### MERIT SYSTEM EXPLAINED IN DETAIL

By George Baker Anderson  
MANAGER OF SERVICE

Under the Merit System an effort is made to give each trainman the opportunity to decide for himself as to how he shall be classified as to his usefulness in giving street railway service to the public and to the company.

If a man means business and is intelligent and sincere, he will profit by his mistakes and get his place up close to the head. If he does not mean business, if he doesn't care what people think, if he figures that all he needs to do is just enough to "get by" he never will be much to anybody—including himself.

The man who doesn't care and therefore doesn't try to be anybody never will be anybody, that's a certainty. But the man who *does* care and who *tries* to do the thing expected of him the best he knows how, is certain to attract attention.

*A man who can't fool himself needn't think he can fool others.*

If he knows he isn't on the square with himself or with his job, let me tell him right here that he isn't the *only* man who knows it—not by a long shot.

#### DESERVING STATE

No, I wasn't getting away from my subject. I have said exactly what I have wanted to say every day since April 9, the date of the establishment of the Merit System.

"Merit" means a state of deserving well; worth, excellence, of a high standard.

The Merit System therefore means: A plan for learning how much a man deserves; how high his standard is; what is he worth.

As the system is worked out in the Los Angeles Railway Service, it includes keeping a daily record of a man's efforts to deserve recognition and reward. It means, also, keeping a record of the other things I have spoken about—of the "don't care" and the "won't try."

### Boxes on Cars Are Not For Club Lockers

THE Los Angeles Athletic Club furnishes members with lockers and a lot of other conveniences that are not found on a street car. The Los Angeles Railway aims to make working conditions on the cars as comfortable and convenient as possible for employes.

The little tin boxes placed on cars are for the distribution of A-Z-U-R-I-D-E or re-routineing folders and any other matter the railway wishes to furnish the public. They are not for use as an S. O. S. for transfer pads or other supplies. Use of the boxes for this purpose may result in an absent-minded passenger taking some of a trainman's supplies and get others out of the habit of taking literature the railway places there.

### Veteran Motorman Plays Traffic Cop

Motorman S. N. Cupp, who holds cap number 1017 and persuades a Mesa drive car over the Grand avenue route, began work as a motorman but has seen the job and city develop to the point where he is also a traffic officer. Often at the Eleventh street and Grand avenue turn he has to direct auto travel for a few minutes and then pilot his car through. Motorman Cupp has been with the company since March 8, 1901.

#### WHY HE WAS FIRED

First Trolley Conductor: "Why was Kelly fired?"

Second Trolley Conductor: "His car struck a man at Steenth street, and carried him a block on the fender. After collecting a nickel from him, Kelly, in the excitement, forgot to ring it up—and the man was a spotter.—*Southern Public Utilities Magazine.*

Ben Franklin said, "Honesty is the best policy," but Ben was all wrong; honesty is not a policy, it is a principle.

### 2140 MEN EARN EXTRA CASH IN MAY

Figures compiled from the Merit System records at the end of May show a healthy condition among trainmen. With a total of 2263 trainmen on the pay roll, 2140 earned the bonuses. Demerits were assessed against 112 men for varied offenses. Thirty varieties of charges are recorded in the Merit System records.

Of the 2140 men who earned the bonus many have scored more than 100 per cent by being awarded credits and keeping clear of demerits. The majority of men show an unmarked card of either credits or demerits which gives them 105 per cent efficiency for a month's clear record.

Platform men should bear in mind that they are privileged to report to their division superintendent any act for which they believe credit should be given, such as taking in an old pass, or any of the items for which credits are allowed. Several men won credits for tying broken trolley wires and reporting dangerous conditions. In a number of instances such credits served to offset demerits and bring the efficiency record back to 100 per cent.

Not accounting for passengers was the principal offense. Missing out on trips and reliefs came second with 20 men demerited, and 14 were scored for oversleep. Ten charges of insolence were recorded.

### "Shorty" Plays Host So Bring Your Own

"Shorty," C. A. Morrison, boss of Division five, was host to superintendents of the other divisions out 54th street way, May 28, when matters of general interest was discussed. "Shorty" invited them to come again and to bring their own cigars next time.

*If you don't think little things count consider the "stinger" of the wasp. It is 1-32 of an inch long.*



## Editorial Comment

### The Purpose of "Two Bells"

**T**O trainmen throughout the country two bells means go ahead. It means co-operation between conductor and motorman, indicating the car is clear so that they may proceed in mutual safety.

Such is the spirit intended for this little newspaper to be published by and for employes of the Los Angeles Railway. To GO AHEAD is the aim of every man with a spark of ambition, if not for himself, then for his wife and children, or for a wife-to-be. The Los Angeles Railway offers many opportunities to the man who seeks to advance himself.

The Merit System enables efficient men to earn a cash bonus that will be paid at the end of the year. It also shows the officials who are the men best suited for promotion. Remember that practically all the division superintendents and other executives of the operating department were trainmen who were promoted for efficient service.

Just as two bells signifies co-operation between conductor and motorman, so this paper hopes to establish co-operation between all employes from the newest trainman to the general manager, G. J. Kuhrts. It is well to remember that working together helps you just as much as it helps the other fellow.

### The Kind of a Paper You Want

**L**ET'S make "Two Bells" the kind of a paper you want. You would like to see a paper with plenty of interesting news about men of the company, wouldn't you? Sure Pop!

Well, if you know a little news item about some of the fellows, let's have it. Boxes have been placed at all the division headquarters to receive such written contributions. For instance, a motorman or conductor returns after a sickness or a vacation, he gets married, or passes around cigars with the announcement that it's a nine-pound boy, or a hundred and one other things that make interesting news among employes. Perhaps you know of a good joke on one of the fellows.

Come on, let's put this over in good shape.

### Some Excellent Service Rules

Be courteous—courtesy is a cheap asset. Be true to yourself—thus you will be true to everybody. Be prompt, whether for business or pleasure. Be loyal—or else begone. Be cheerful—cheerfulness is contagious. Be careful of your attire—you are judged by your appearance. Be an optimist—otherwise you will be a failure. Be moral—and you'll be respected.

## EMPLOYEE GIVES PLAN FOR SERVICE

To Motorman William J. Hewett is due credit for a suggestion of benefit to thousands of patrons. While the average car rider wants transportation after the first car has moved and before the owl cars are run, still there are many who want to know when the first car goes and also the times of the owl cars. Motorman Hewett, who dignifies car number 1771, saw the need for such information when in the rush of the routing changes it had been neglected by the officials.

He sent the suggestion to the office and it was welcomed. As a result A-Z-U-R-I-D-E, the company's publication for patrons, will give this information full circulation.

Thank you, Bill Hewett, and may your initiative inspire other trainmen to turn in suggestions for bettering service.

### Patron Praises Conductor Maitland

Here is a pretty nice letter of commendation about Conductor F. V. Maitland, cap number 96. He operates a car on the East Fourth and Hoover street line so efficiently that P. T. Porter, a regular passenger on that run, wrote a letter May 26, from which the following paragraph is taken:

"I feel duty bound to report your conductor No. 96, East Fourth-Hoover line, car No. 524, A. M. He surely is a jewel; the way he handled the crowd and collected fares on his run this A. M. certainly merits all the praise possible. He was polite in passing through the crowd and supplied correct information on several occasions within my hearing. And above all, he had a smile all the while—one that makes one feel good in starting out the day."

"I always envy that stout friend of mine."

"Why?"

"On a car I can give my seat to a girl, but he can give his seat to four girls."

A man was sitting at the rear of a crowded car and his eyes had been closed from the time he sat down. Thinking he might have been carried beyond his destination, the conductor called to him to "wake up."

"Oh, I'm not asleep," the passenger replied. "I just hate to see the women stand."

It is easier and better to *think first* than to excuse and make amends afterwards.



# "GET AHEAD" IS SPIRIT OF NEW MERIT SYSTEM

## REPORTS SET RATINGS

All trainmen should understand that these ratings will be governed by reports received from the division superintendents, except in rare cases. With their co-operation and assistance, I believe it will not be long before the great majority of trainmen will be found listed in the 100%-PLUS class. The management will be glad to see every man have a 100% rating or better—to have every man win the full bonus. The man who *tries* will make it.

It seems odd that a man can be better than 100% in anything, as 100% means all there is to it; but under this system the man who renders service of such a character as to entitle him to credits, and especially if his record be free from demerits, should have no trouble in meeting up with the holiday season with a standing of say 150%.

On the other hand, if a man drops below 75%—which means that he is less than three-quarters efficient, and therefore dangerous to the street car service—and has no credits to his record, *he automatically discharges himself from the service.*

## LEDGER OF EFFICIENCY

The Merit System is a sort of ledger account of a man's standing with the public and the company. The entries may be compared, in a way, with the entries made upon a merchant's books which are the basis of the monthly bills to customers. The Efficiency Record is really a monthly account of service rendered—as nearly as such an account can be kept. The Demerits represent something which the trainman owes to the public, or the company; the Credits represent what the public or the company owes to the trainman.

A trainman is presumed to be able and willing to perform a certain amount of service. If he falls short of rendering what is due, a charge (demerit) is entered against him. If he does more than may reasonably be expected of him, or does something unusually well, or acts creditably in an emergency, or strives generally to attain a high standard of excellence, he is credited for it.

The greater the balance of credits the higher his standing, and consequently the greater his prospect of promotion. The greater the balance of demerits against him, the smaller his chances.

With reasonable attention to duty, with a fair understanding of his obligations to those who ride in his car, and with a determination to do his best, he should keep constantly "ahead of the game."

## IN LINE FOR PROMOTION

There are not many things required to enable a man to show a clean record—one which will insure not only the payment of the full bonus set aside for him, but put him in a position where promotion will be pretty certain.

He must be courteous to passengers. There is nothing more sure to bring a man's account up on the right side of the ledger than courtesy and kindness to the public.

He must think of Safety in operation all the time. He should *take no chances.* The man who makes it a rule to take chances invites death to somebody. The careless man is bound to become a car-less man.

He must try to keep his car running as closely to schedule as possible. He may have a good excuse for being late, but for running ahead of time—never. The man who runs ahead of time demoralizes the service. He brings abuse down on the heads of those who stick to the schedule. He makes enemies for the rest of the men, and they would be justified in going to him in a body and demanding his resignation. Nobody wants him in the service and he won't remain there long under the Merit System, for he will automatically discharge himself.

He must be careful, if a motorman, how he handles the controller. The man who does not "feed" properly wastes the electric current, and electricity costs money. Such a man is an expensive luxury.

He must understand how to handle transfers, and must exercise great care to see that he does not hand passengers transfers that the next conductor must refuse. No passenger wants to pay ten cents for a ride he is entitled to receive for a nickel.

He must be most careful how he handles the nickels he receives. A dishonest conductor brings suspicion on all his associates. The conductors who do not turn in all the money they receive from passengers are discovered in time, and for the protection of the great majority who are honest it is necessary that the few crooks be expelled from the service. All honest conductors should rejoice when they learn that the thief in their midst has been found out and put off the job. The dishonest conductor leaves the employ of the company with a record that he dares not show other employers when he looks for a job.

## HOW IS YOUR SCORE?

How is your ledger account? Are you piling up credits, or are you indifferent to your future and build-

## Oh My! Here's A Chance for Free Board

Well, just look at this!

Did you know that the city has an ordinance against motormen passing up passengers without showing the "take next car" sign?

It is a fact and is officially designated among the city laws as Section 5, Ordinance No. 14261 N. S. It provides for punishment of a \$100 fine and 50 days in the hooze govt. It reads as follows

"It is unlawful for motormen to fail to stop for waiting passengers at any regular stopping place unless they let down the sign reading 'take next car' before reaching each point. Sign must be put up after passing the point where waiting passengers stood."

## Please Take Care of Yourself, Says Henry

A traffic officer *orders* you to take care of yourself, an automobile salesman *advises* it, but Conductor Henry Karaatz of Division one *requests* you to be careful. He acts as helmsman for a Stephenson avenue car and when a woman is eager to alight in a hurry he sings out, "Wait till the car stops, please."

That's courtesy. Good work.

ing a record that may hurt you wherever you go—perhaps ruin your future.

Are you trying to do "the best you know how"? If you are, you surely will win out and your future will be assured.

Are you trying to keep a 100% record? Or are you determined to make it 125%, 150%, 200%—even higher?

What do you think of this plan of giving you full credit in writing—a permanent record—for the things you go out of your way to do to show you are interested in your work? Don't you think that month-by-month 100%-PLUS record will be a mighty good thing to show when you may be looking after something better somewhere, some time?

There are 10,000 big employers in the United States looking for the 100%-PLUS fellows. There are many of them here in Los Angeles. But nobody wants the 70% man—the fellow who doesn't care—if he can possibly find the other kind.

Look yourself over, then pick the class you are going to join—and stick!

We'll help you along to the big ledger account if you really mean business.

Ask your division superintendent.



## SAFETY CARS CONVENIENT FOR MEN

They say two can live as cheaply as one, although it is open for debate in these H. C. L. days. Out at the Fifty-third and San Pedro street shops are cars that one man can run better than two. They are the one-man safety cars, three in number. Forty-five have been ordered and will be delivered as soon as good fortune and congested railroads will permit.

They embody the latest features of street car construction and have aroused quite an interest among employes. The outstanding feature of the safety car is that the door will not open until the car has stopped, and the car will not start until the door is closed. This practically eliminates the possibility of step accidents.

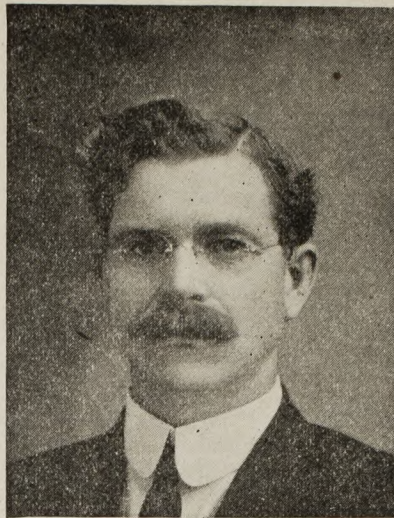
The operator of the car sees the fares are dropped in the box, and issues transfers, then when passengers have entered he can shut the door and devote his entire attention to the controller. They have excellent motors, with a quick pick-up and a fast braking system. They are very convenient for the operator, having an adjustable seat and shades that block light reflection from three angles.

## Did You Ever?

By Herbert Kaufman

Did you ever square a circle? Did you ever walk on air?  
Did you ever seize a catamount and choke him in his lair?  
Did you ever crawl the ceilin'? Did you ever fall a mile?  
Did you ever smash a man full in the face and see him smile?  
Did you ever drop a biscuit in the sea and get it back?  
Did you ever win a motor race while riding in a hack?  
Did you ever plant an acorn and produce an apple tree?  
Did you ever bite a rattlesnake or sting a bumble bee?  
If you think that you'll succeed in life without a careful plan;  
If you think that you can loaf along and beat an earnest man;  
If you think you can lie and cheat and hold the world's esteem,  
Compared with all these simple things, yours is a crazy dream.  
There never was a way by which a shirker could succeed;  
There never was a time when sloth could set the pace for speed;  
There never was a burden that man could lift by drink.  
There's just one way to win in life:  
"Be honest, work and think."

## Hoose Goo



**A** QUARTER century! Ho hum!

That is the record of service for P. C. McNaughton, superintendent of Division three.

He is now in his twenty-fifth year with the company and began as a conductor when a single track run was operated on Maple street to Twenty-ninth street. That marked the end of the world in those days.

The cars were dignified as "jiggers" in those days and have changed more than women's styles. Mac asked them to "step up in the car, please" for 10 years, then was made a transfer clerk at Division two, on extra duty then regular.

Along about May 22, 1907, he became assistant foreman at Division three and later succeeded to the job of boss, now styled superintendent.

## Napoleon Set His Own Pace

The only reason Napoleon succeeded was because he was only 27 and refused to have anybody around who remembered how war had been conducted in the past.

This little slogan adorns one of the executive offices of the Los Angeles Railway and it tells a big story. This company has been doing business for many years, but the times have changed since grandfather was a boy, and so have some of the policies of this company. Today initiative pays bigger dividends than ever before.

Napoleon figured out how he could put over a war lots better than it had ever been done before. You have the big chance to figure out how to handle your job better than it has ever been done before.

Don't forget Napoleon.

## INDIAN DANCES AND FOX TROT LIVEN NIGHT

Everything from Apache dances to the latest fox trot steps featured the monthly employes' dance held May 29 in Recreation Hall, near Division four. The Indian dances were presented by H. E. Burgess, the well known impersonator, who has studied the ways of the red man for years. He appeared in full regalia and entertained the audience with varied numbers.

Charlie Means, who was in charge of the festivities, as usual, and this explains why the dance was a success—as usual. He was helped by C. D. Clark of the dispatcher's office, as floor manager, and Jake Zuber, of the maintenance of way department, as assistant. The floor was in fine condition; the music, the kind that cures rheumatism, the punch, the best since prohibition landed, and the whole affair, bully.

Now Mr. Means has plans under way for some theatrical ventures by the employes and is also considering a dance every two weeks instead of every month. Watch out for a lot of fun this summer.

## Baseball Develops Supt. L. L. Wimberley

If it were not for the great American game of baseball perhaps L. L. Wimberley, the genial superintendent of Division four would be wasting his talents far from the street railway game. In the old days when inter-division baseball was the big event of Sunday, Mr. Wimberley was quite a shark and was persuaded to become a conductor in order to play on the division team. Evidently he was just as good a street car man as he was a ball player—or maybe a little better.

### FOUR KINDS OF HEAD (From one of our conductors.)

**Bonehead**—One who alights from a car, walking around rear end and without looking to right or left, goes head first into a car coming from the opposite direction.

**Sorehead**—One who gets sore at the conductor for trying to keep him or her from jumping off a moving car.

**Bullhead**—One who insists on blocking the rear platform or rear aisle when there is plenty of room up forward in the car.

**Fathead**—One who occupies the space needed for two or three passengers when the car is crowded, or who sits with his legs crossed with his foot sticking out in the aisle for other passengers to stumble over.