

TELEPHONE

TOPICS



JANUARY

1932

L.R.L.

This was the Spirit
of
Christmas



Employees in nearly every Telephone office provided practical gifts for needy children. Story on page 440.

TELEPHONE TOPICS

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JANUARY, 1932

No. 9

Most Gratifying, Says the President



MR. JONES

As a New Year message I want to express my hearty appreciation of the co-operative effort of employees during the year just passed, especially with respect to the sales program.

It is a tonic in times like these to sense the pull-together spirit of our organization. Instead of passively accepting present conditions as uncontrollable, each one of us has made it his business to inform himself regarding the services the Company has to sell, and then to pass on that information to others within our social circle of friends, neighbors, relatives.

The demand thus created has been most gratifying.

The stabilizing effect of this demand is apparent. We needed those additional work units in order to provide employment; we needed the revenue to pay for the work done. You have shown during the past year what can be accomplished in this way towards helping our Company, our fellow-workers, and ourselves.

Let us keep up the good work.

M. B. JONES, *President*

We Shall Successfully Meet the Problems



MR. ESTABROOK

The most important and least predictable factor in the situation ahead of us in 1932 is on the revenue side.

While we cannot control revenues in the same ways or to the same extent as we can expenses, we have proved that even in this factor we are far from being helpless.

Revenues grow with sales.

Without the wonderful demonstration of interest and effort—outside their direct responsibilities—shown by employees in all departments and in all places, we would not have come through 1931 as we did.

We have one thing in our favor as we enter 1932—we have the benefit of our experience. We do not have to learn what our problem is. We do not have to organize to meet it. We are not in doubt as to the methods of attack. We are certainly much less in the dark as to the results to be expected from a given effort in a given time.

Therefore, we have reason to feel that we can go at our problem more intelligently and more effectively and more extensively than we could last year, and that this should yield even better results.

Coupled with a glow of pride and satisfaction at the way in which all our forces helped to meet the difficulties of 1931, I have full confidence that—working together as a team—we shall successfully meet the problems that lie immediately ahead.

ROBERT F. ESTABROOK, *Operating Vice-President*

The Outlook is Good. More Power to Employee Sales!

There is absolutely no question in my mind but that this Company owes a substantial part of its success in weathering adverse business conditions as well as it has, during the past year, to the remarkable sales record established by the employees.

Selling is a hard job! Every employee who has ever sold a main station or an extension or any other kind of telephone equipment or service knows that, as a rule, a successful sale is only made after a number of unsuccessful attempts. Therefore, the huge volume of employee sales which has been achieved by the employees during 1931 is the best possible evidence of the perseverance and ability of the men and women who made the sales.

The whole proposition is just a circle. The employees increase, by their sales, the annual revenue of the Company; the Company profits by the increased revenue; and, in one form or another, the Company passes back to the employees a substantial part of this profit.

The outlook for 1932 is good. True, general business conditions may continue poor for some time yet. But this past year has shown that telephone service is important enough to hold its own in bad times, and that telephone employees know how to convince people of the true value of the service. In other words, they know how to sell, and a company that can sell has little need to worry. More power to Employee Sales!



MR. MOORE

FREDERICK E. MOORE, *General Auditor*

We Have Confidence, Born of Experience

My congratulations to the men and women of all departments on hanging up new sales records during the past year in face of a most trying business situation. By such sales, and by more rigorous economies, our losses in revenue have been largely counteracted.

During 1932 general business conditions may create problems more difficult than ever. If so, how shall we meet them?

Most of us have improved our knowledge of the many items of service we have for sale. Most of us have become skilled in presenting the value of these services to the customer. Most of us have acquired the patience and persistence necessary for continuous and consistent sales results. We have confidence, born of experience, that we can sell.

Our accomplishment in 1931 has built up greater ability in selling, greater alertness in eliminating waste both of time and materials. We have done all these things enthusiastically and intelligently, without impairing service.

Because of this I am confident that, no matter what 1932 may bring us, the same energy and enthusiasm coupled with our greater experience will bring about ever-increasing success.

A. SCHULTZ, *General Manager, Northern Area*



MR. SCHULTZ

Every New Telephone Helps to Keep Our People Busy



MR. DARLING

The splendid record established in our All-Employee Sales Work during 1931 is a source of great personal satisfaction to all of us in the Southern Area. We know that every plant man, every engineer, every operator, every commercial employee—in fact, every person in our several departments—has had a hand in this accomplishment. The total number of sales made is in excess of 55,000, and the annual revenue involved is more than \$1,630,000. Coming in a year which has been a trying one for every business, large or small, these sales have an importance which cannot be measured merely in figures. Every new telephone or item of auxiliary equipment sold has contributed toward keeping our people busy at a time when most businesses are operating on greatly reduced volume. We have been able to carry on through the year with only a small reduction in stations and in

volume of traffic handled, and I know that the holding of our business at this high level has been the result of cheerful and whole-hearted cooperation all through the Area.

We are now turning a hopeful and determined face toward 1932. And when I say hopeful and determined, I know I am speaking for every person in the Southern Area. Hundreds of you have told me so. Those of us who have been able to contribute to the large volume of Employee Sales during the past year are out to better our 1931 records. Those of us who have tried, but have been less successful, are just as keen as ever to do our part. And each of us is better equipped, as a result of another year of training and experience, to do a bigger sales job in 1932 than we did in 1931, which means we have a very high mark to shoot for.

HENRY E. DARLING, *General Manager, Southern Area*

Facts, Figures, No Fads

Northern Area Sales Plans for 1932 Are Based on the Experience of 1931

BY R. W. WHITCOMB, Sales Manager



Mr. Whitcomb



THE year 1932 must find its promises in the accomplishments of 1931. It will begin as 1931 began. Its first month will be the twenty-eighth in a series of downward movements that will constitute a depression record. If there should be an upward movement in business during the year, and few economists would think otherwise that improvement must find us with a sound, alert sales program, ready to assist other businesses with sound recommendations for their communication problems, ready also to stimulate the use of the telephone services.

Just as the basis for the activities of 1931 was found in the experience and results of 1930, so 1932 must look for guidance to 1931. Results must be analyzed. More important, the reasons for doing the things that were done must be reviewed. If they have stood the bitter test of 1931, as well as of 1930, it will be well to prescribe "more of the same" in 1932.

It is best to establish principles. Figures can be overlaid on a framework of principles. The same figures, by themselves, might lead to the repetition of the eternal, "Yes, but why?" It is not enough to say, "We should make 5,000 contacts," or "We should sell a lot of this service." The answer is properly, "But why 5,000? Why not 500 or 50,000?"

There are two basic principles upon which Northern Area sales programs have been built. The first is that the sales program must be based on and be in accord with the market. That implies a market analysis. When the market has been analyzed, it is possible to decide what to do about it. But whatever is decided must match, major item for major item, with the market analysis. The program, in its scope, must parallel the market. Another way of saying that would be that the sales program must express the collective improvement of customers' services on a two dimension scale, one dimension

being quantity, or the amount of coverage, the other being quality, or the net average change.

That is the first principle. The second is that the results of sales activities must be easily discernible in the results of the Area's financial operation and in its development figures. Of course special records are kept as to the result of sales activities. But the test of those figures is found in the income account and the development report.

With those two principles firmly in mind, there are found to be some accompanying, or corollary principles. One of these is the principle of simplicity. Sales staffs are relatively small. Their attention must not be distracted to things not very important.

Another of these principles is very similar. It is the principle of "no fads." Selling is a relatively exact science and sales management is quite similar to it. There are vast storehouses of knowledge on sales representing the experience of many people over many decades. Every successful sales idea has basically been used before. So have the unsuccessful ones. It is best not to do again that which has been found in the past to be unsound.

Still another is the proper application of the principle of objectives. In selling telephone service it is dangerous, in fact, it may fall little short of being vicious, to take last year's result and establish it as the half-way mark on this year's objective. Objectives in telephone sales must be based not only on the analysis of the market, but there must be taken into consideration the facility situation, the construction program, and more than all, the fact that objectives may not properly be established on a dollar of revenue basis, nor an item of sale basis, but upon a certain effect on the customer's service. To express a true sales objective, that is, to state the composite effect of the service to be sold to customers, in terms of contacts, dollars of sales, or items of service, is a balancing operation.

A useful and complete analysis of the market for telephone service, including all the special services, is this:

Business Market	Residence Market
Users	Users
Non-users	Non-users
Transient Market	
(Continued on page 456)	

We Aim to Get Them All

*Thorough, Systematic Canvass is Basis of
Southern Area Sales Plan for 1932*

By E. N. WHITE, *Sales Manager*

IN laying our plans to meet 1932 business conditions, we hope for the best, and are prepared to meet any conditions that may arise. As I see it, the need for an effective marketing campaign varies inversely with the condition of business. The poorer business is, in other words, the more intensive and thorough is the sales effort required.

At present our sales program is based on the idea of covering our market to the utmost. We contemplate trying little that is new, as this does not seem to be the time for experimenting. Rather, we have culled from past experience all that seemed most productive and most profitable, and have constructed our plan from these component parts.

A large part of the success of our 1932 sales plan will come from the organized sales effort of all employees in all departments. Each department is set up to function as an integral part of the sales organization.

The two largest operating departments, Plant and Traffic, have developed definite sales programs of their own which tie in closely with the general plan.

The Traffic Department has a program which provides for systematic coverage of the opportunities for sales that present themselves in Traffic work. Such sales leads as "slow answers," "busy reports" "no telephone," "analyzing A B tickets," and the like, will be handled by Traffic as a part of this plan. The Traffic people have the will and the organization to pull their weight in the boat and then some.

The Plant people are similarly prepared to take advantage of their opportunities for selling. Plant forces are particularly fortunate in that so many of them have access to the customer's premises and can get first-hand knowledge of what is needed in the way of telephone service. Judging from past performance and from the spirit shown at the recent sales meeting in Ford Hall, the Plant folks will be hard to beat.

To be effective, marketing must be selective. To be adequate, it must be wide in scope. Obviously, we must first determine what our Southern Area market is, and to what extent it may profitably be covered.

The sales plan for 1932 provides for covering our market completely. The plan also contemplates that in such a coverage we shall obtain maximum sales at minimum cost.



Mr. White

To accomplish these results, a complete market file of all of our customers and prospective customers has been prepared in each of our Divisions, from which our sales effort may be so directed that duplication of canvassing and consequent customer irritation may be avoided and results may be accurately recorded.

In developing the mechanics of such a plan, particular consideration has been given to the importance of reducing to a minimum clerical operations performed in the field. This has been accomplished by placing all preparation and reporting work in the Division offices, thereby leaving the sales forces in the field free to devote their entire effort to the training of our sales people and the actual selling of our services.

Our total market consists of all our 455,000 business and residence users and our 362,000 non-users. These fall naturally into various classifications which are known as sales projects. One user may be included in more than one project, and for this reason the total market by projects considerably exceeds the number of users in the Area. This arrangement of markets by projects coincides with a system-wide method of sales reporting, which has been accepted by the associate companies. There are, in all, fifteen of these projects. The major ones are:

Business Exchange

1. Large business users (2,800)
2. Medium business users (9,600)
3. Small business users (69,000)

Residence Exchange

1. Regrade prospects (271,000)
2. Extension and miscellaneous sales prospects (374,000)
3. Non-users (362,000)

Business Toll Projects

Residence Toll Projects

In distributing our customers among these projects, we have capitalized information made available by our commercial engineers, who, in their work, acquire a mass of knowledge that is indispensable in sales planning.

Having determined the nature and extent of our markets, we must next decide the question of proper coverage. For our purpose, proper coverage in any of the projects results from commercial sales effort applied from any of the following sources:

1. Assigned canvassing work
2. Canvassing of Employee Prospect slips whether or not a sale results
3. Customer initiated contacts resulting in sales
4. Unassigned company initiated contacts resulting in sales.

The basic record of all assigned work is the market card. One of these cards has been prepared for each of our customers and will contain all available market data, so that from it an intelligently prepared sales contact may be made. Canvassing assignments will be made by the Division Sales office, giving consideration to the judgments of the local managers in the selection of the market to be covered.

The card itself will serve as a medium of reporting sales results to the Division office, as well as a permanent source of market information.

This card is the backbone of our sales plan, functioning as it does as a means of directing sales effort by the Division Sales managers, as an up-to-date and complete compendium of information necessary to make an intelligent canvass and as a medium of simplified sales reporting.

From this card, the Commercial employee making the canvass can easily determine:

1. Customer's name, address, telephone number
2. Type of locality
3. Type of house and approximate rental
4. Customer's present telephone equipment
5. When, by whom, and with what results customer has previously been canvassed
6. What customer is a prospect for

7. Miscellaneous information helpful in closing a sale, such as:

- a. Record of busy line reports
- b. Excess message and toll usage
- c. Reports of "Bell Rang," "Slow Answer," "Don't Answer," and "No Telephone"

This information enables the employee to treat each case on its own merits; to talk specific facts, not generalities, in short to cut his cloth to fit the case.

In preparing this plan, we have at all times attempted to be considerate of the problems of the field people, the ones who are doing the actual selling. Salesmen should not be hampered by clerical requirements. For that reason, we have minimized reporting effort in the field and centralized reporting work in the Division offices where it can be handled more efficiently and less expensively.

All sales contacts are reported on forms provided requiring only a few check marks to indicate the result. In reporting, field forces need not concern themselves with the projects as such. It will only be necessary for them to designate what they canvassed for, what their results were, and the Division Sales office will allocate the effort and the result to the proper project.

These reporting media (market card and sales memorandum) are routed to the Division Office, together with the seventh copy of the service order if a sale resulted. This seventh copy is a positive confirmation of the fact that a sale actually was made, and in addition, furnishes necessary reporting information.

The volume of contacts is great and to keep the reports manually would be a tremendous task. For that reason, and also for the sake of accuracy, we utilize machinery to record results and to prepare summaries.

When the report of the contact reaches the Division office, a clerk translates the check marks and the information from the service order to a little 3" x 7" results card by punching holes in certain coded positions. One girl can punch some four thousand of



Here's the shop at 245 State Street, Boston, where the Southern Area keeps, by machinery, the records on which its sales plan is based.

these cards a day. To the human eye, these apparently random holes in a card mean nothing, but the electric sorting and tabulating machines are uncanny in their ability to summarize these transactions and translate them back into accurate and intelligible sales reports.

Our primary objective is, of course, added revenue to be obtained at a reasonable cost. We want to know at the end of 1932 that we have thoroughly and systematically canvassed our entire market and that we have done so without duplications of sales effort which are not only wasteful but may lead to customer irritation. We want to know what sources our sales are coming from, what projects are the most productive, what our sales costs are for the various projects. All of these things are essential for future sales planning; but, most of all, we want revenue and we are out to get it.

C. L. Ovitt Retires

ON December 1 the stockholders of the Northern Telephone Company, Enosburg Falls, Vt., transferred their holdings to the New England Tel. & Tel. Company, and this transaction marked the retirement from the telephone business of C. L. Ovitt.

More than any other man, Mr. Ovitt is responsible for the development of the telephone industry in Northern Vermont. He installed the first telephone line in Enosburg in 1883 and since that time he has been president of the Northern Telephone Company.

The Northern Company was organized in 1898, and in that year Mr. Ovitt negotiated with the New England Tel. & Tel. Company, the first connecting company traffic agreement effective in Vermont.

Mr. Ovitt was secretary and treasurer of the Vermont Telephone Association from 1920 to 1930, and during that time became well known to all telephone men in Vermont and has been responsible to a large extent for building up one of the best telephone associations in the country.

He is a member of the United States Independent Telephone Association and of the Independent Telephone Company Pioneers.

In 1906 the Northern Telephone Company constructed a central office building at Enosburg Falls, the first telephone building in the state.

Mr. Ovitt, starting with a single wire line and two telephones in 1883, has had the satisfaction of promoting the growth of the Citizens Company to 2,000 stations, the Central Company to 1,700, and the Northern Company to 1,700 stations, a record of service in the interest of the public and the telephone industry of which he has every right to be proud.

Mr. Ovitt is on his way to Florida, travelling by easy stages through the West to California and then through the south to St. Petersburg for the winter.



Vermont's first telephone building at Enosburg Falls was erected in 1906 by the Northern Telephone Company under the direction of C. L. Ovitt (inset).

His many friends will not be out of touch with him for he will return to his home in Enosburg in the spring, and he will always be welcome wherever telephone men gather.

E. J. St. Clair of St. Albans has been made general manager of the Northern Company.

They Don't Hold the Line

A RECENT poster advertisement of the Swiss Telephone Administration is of particular interest to us because it gives us a basis of comparison between our toll service and that of one of the representative countries of Europe.

This poster sets forth in strong terms that one can, by use of the telephone, reach any other European city or village in the short time of from ten to twenty minutes at a very reasonable cost. In Europe this is extremely good service and a service of which the Swiss Administration is proud. However, in our telephone system with distances usually much greater than those spoken of in the advertisement we have an average speed of service of 1.2 minutes per call. In other words our toll service is ten or more times as fast as that given the Swiss telephone patrons.

Another interesting aspect of the poster is the language used in the advertisement. At the top of the poster there is "Telephenez avec l'etranger!", "Telephone the foreigner" sounds a bit cold and matter of fact for an ad. which is supposed to carry a convincing message. In the idiom it is undoubtedly correct. The poster also carries a map of that particular part of Europe to which the advertisement refers, as well as insets bearing on rates to these points and to North and South America.

Capitol and Lafayette

They are Two New Dial Offices Just Come to Life in the Bowdoin Building

BOSTON'S historic North and West Ends went on the dial at midnight on December 12, and with the cut-over, which incidentally was the largest we have ever staged, the new Bowdoin Building, erected last year in Bowdoin Square, went into service as an operating building.

Two new dial offices, Capitol and Lafayette, now serve that area. Capitol is a well-known telephone name in Boston, but Lafayette was not entered in the directory until last spring and was assigned to a certain number of telephones in the Harrison Avenue building which, with the recent cut-over, went into the Bowdoin Building.

Lafayette, by the way, was so named because the Marquis de Lafayette, during his sojourn in Boston, lived at the corner of Beacon and Park streets, which is in the area served by the new office.

With the cut-over there disappeared from the telephone scene the old Haymarket-Bowdoin and the Richmond offices, after long years of service in their respective sections of the city. Although a farewell party was held for these offices there were few tears shed that they were to be abolished, as time had begun to wreak its ravages upon them. Employees who moved from them to the Bowdoin building tell you that they have suddenly taken on a new lease of life in their modern and pleasant surroundings.

It is pretty trite to say that the cut-over was a complete success. Although it was the biggest in number of lines that we have yet experienced, it was undertaken from beginning to end with the utmost

smoothness. Many months of planning before actual work began was no less carefully and precisely executed than the job itself. To mention specifically the persons, or even the groups that contributed to the success of the job would require a book bigger than we have. So we have to be content with saying that everything clicked all the way through, with every department carrying out its share of the work efficiently and on schedule.

On the night of December 5, or, to be exact, in the early morning of December 6 there was a preliminary cut of some of those telephones in the Harrison Avenue building which had previously been assigned to Lafayette. Thus the Bowdoin Building switches and switchboard were working with somewhat of a load a week before the big throw.

After the big cut-over the two offices worked smoothly and well. Every contingency had been taken care of to see that the customers got good service. There are many important patrons in that area, including newspapers, hospitals, the North Station, the State House and hotels. There are more than 600 P.B.X.'s served from the two new offices.

The Bowdoin Building is located at the corner of Bowdoin Square and Chardon Street on time-honored ground. A hundred years ago that section was a flourishing residential district with homes and gardens of the most influential people in the city. Since then many interesting things have happened. Originally our site of two adjoining lots was given by John Coleman, Boston merchant to his sons-in-

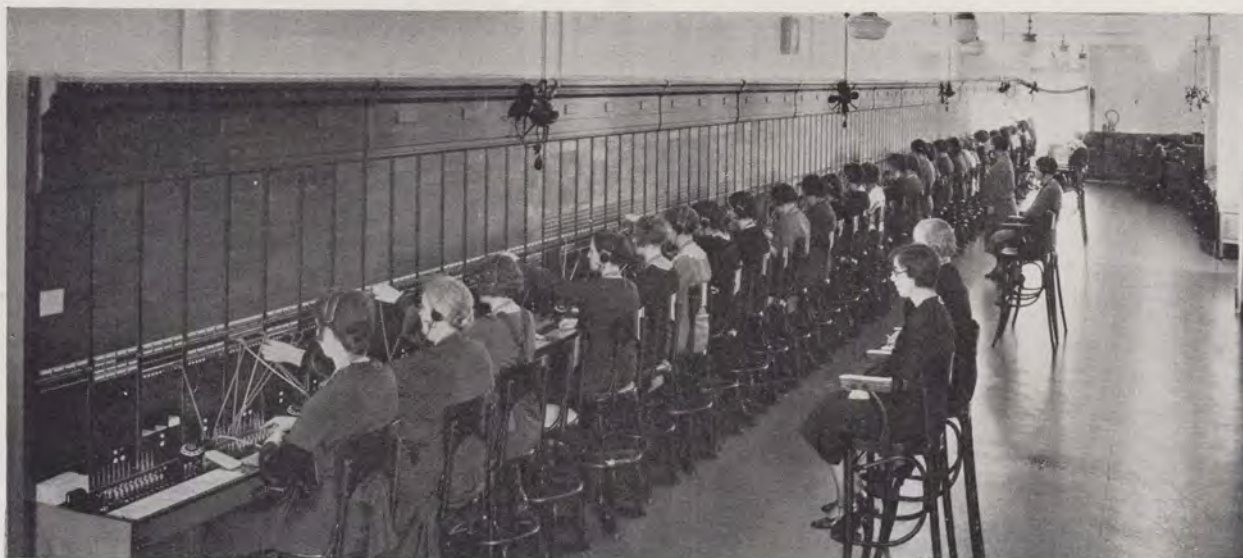


Attractive office of Manager C. K. Neilson and his staff of Capitol-Lafayette on the first floor of the Bowdoin Building.



THE BOWDOIN BUILDING

Beautiful telephone structure in the West End of Boston, which houses the two new dial offices, Capitol and Lafayette.



The Dial "A" Board on the sixth floor of the Bowdoin Building is the first of its type in New England. Margaret T. Connell, Dial Chief Operator, is shown in the foreground sitting in the first Supervisor's chair.

law, Peter Chardon and Dr. Thomas Bulfinch. A house was built on each lot. Three generations lived in the Bulfinch house and then it was bought by Joseph Coolidge, who married a Bulfinch.

An occupant of the house at one time was Charles Bulfinch, who designed the State House and many other notable buildings. Eventually the Colonial homes on this land were replaced by the old Baptist Tabernacle, a four-square granite structure and then by the Coolidge Building, which was razed to make way for the Bowdoin Building.

From whatever angle you see it, the Bowdoin Building stands out majestically on the West End skyline. Captain Monroe, who runs the ten-cent motor-boat trips up and down the Charles River Basin and entertains his passengers with poetry and wit, now points to it as one of the landmarks.

Architecturally, it is of the so-called vertical type and is in keeping with what is getting to be a distinctive Bell System design. The windows and doors in the first story are enframed in bronze and the main entrance is of the same material. But essentially the building depends for its beauty on the careful handling of mass, rather than the introduction of ornamental features wrought into the materials.

Entering the front door one passes into the main corridor where patterned terrazzo floors, marble dado and bronze trim with ceilings in colors make a pleasing impression. One of the features of the corridor are the built-in telephone booths that are especially attractive and useful to the visitor to the building.

At the right as one enters is the spacious office of Manager C. K. Neilson and his staff of the Capitol-Lafayette Unit. Here the staff members sit at walnut desks, sufficiently separated to make it easy and convenient for customers to come and sit beside the service

representative to transact business. This office is attractively furnished and decorated. Around the room are comfortable customers' rooms for the use of patrons desiring to place a number of calls in privacy.

Across the hall is the commercial office of Manager R. C. Colby of the Liberty-Hancock-Hubbard unit. This office likewise is an attractive place for the employees and for the public. As in Manager Neilson's office, the workrooms are in the rear and out of sight of the visiting customers.

While we are still on the ground, it may be well to mention that the Bowdoin Building is of ten stories which brings it up to the height permitted by the building laws. But in anticipation of a change in those laws, and possible future needs, the foundations of the structure are made strong enough to permit



Special P.B.X. positions used in training at the Bowdoin Building. Every conceivable type of call was passed from this board to give the operators practice in handling their new equipment.



Two views of the office and staff of Manager R. C. Colby of Liberty-Hancock-Hubbard Unit.

the addition of five more stories, sometime in the future. Incidentally fifteen stories suitable for telephone requirements are equivalent to thirty stories of usual office building loads.

To insure dependable footing and also to reduce vibrations from the nearby subway, the foundations of the building were carried down to solid rock. This was accomplished by sinking 57 caissons, each about six feet in diameter, to a depth of almost 70 feet below the street level. The caissons were filled with concrete, any one of them capable of carrying a load of 3,000,000 pounds.

The basement and sub-basement contain intricate power, heat and ventilating equipment of the most up-to-date order. The ventilating system is designed to provide filtered heated air to the switch and operating rooms for the benefit of the equipment.

The second and third floor are given over wholly to the dial equipment, which is now humming merrily under the watchful eye of a force of main-

tenance men. Of interest to those who understand the technicalities of it, on the second floor there is a separate double-sided protector frame, cabled to a main distributing frame for cross-wiring purposes. This arrangement allows the greater number of central office units in a given frame without resorting to "U"-shaped frame or right-angle frames.

For the present, offices occupy much of the upper floor space, except on the fifth, sixth and eighth floors.

On the fifth is the test bureau, with a test desk that is new and the latest development for testing station equipment in a metropolitan area.

The operating room occupies the sixth floor. In it is a 48-position "A" board which is the first installation of its type in New England. It is equipped with many operating refinements that help give good service more easily. Five two-positions sections of "B" board embrace the very desirable feature by which calls coming in on any trunk automatically select the first idle operator. This distributes the load, and is particularly advantageous when, during light load hours, a few positions are adequate to handle the entire line of board.

The pleasant, well lighted, modern operating room is in strong contrast to the old Haymarket and Richmond offices from which the Bowdoin Building force of operators came, and the girls certainly appreciate their new quarters.

At rest period they go to the eighth floor where are the cafeteria and the retiring room. The dining room is not only pleasant, but equipped with the most modern appurtenances. In the kitchen are all the latest types of equipment for preparing and serving food. The rest room is the gem of the building. Beautifully fitted and furnished, it looks out over the Charles River Basin and Cambridge.

We take considerable just pride in the Bowdoin Building, and the West Enders do so likewise. They



The Capitol-Lafayette "B" Board.



Scene at the Parker House when a farewell party was held in honor of the passing of the old Capitol Manual Office.

will tell you that it marks the beginning of a rebirth of their section of the city which has seen many vicissitudes in the various cycles of its growth and is now about to blossom out into its own as soon as a few more modern buildings begin to dot its skyline.

The cut-over of the service completely places downtown Boston on the dial, with wire centers at Bowdoin Building, Harrison Avenue and Belvidere Street.

The project represents a tremendous investment that will be increased as growth of the business demands.

Farewell to Old Office

THE passing of Capitol as a manual office was signalized at a farewell dinner in the Parker House on December 1 when 200 employees and former employees of that office foregathered. As a pleasant reunion the party was a huge success.

Manager Gordon Joyce was master of ceremonies. He introduced Mr. McKnight, Mr. McDonnell and Mr. Schmidt. Miss Hogan, chief operator, was ill and unable to attend, but she was remembered by a

gift, as was also Miss Gillis, acting chief operator.

Frances Mikalo Lannan and Grace Chadwick entertained with vocal selections and Miss Chadwick also played selections on the accordion.

Much credit is due the committee in charge, including Lena Daly, Catherine Burrell, Laura Savage, Katherine Murphy, Thomasenia Murray, Anna Floyd, Mary O'Rourke, Margaret Ferriter, Birdie Murphy, Mary Vickery, Mary McLean and Frances Van Tassel.

William J. Burden

WILLIAM J. BURDEN, formerly special agent in the Metropolitan Commercial Department, and who retired on February 20, 1921, died at his home in Lancaster, Mass., on November 27.

Mr. Burden, who was well-known in the Metropolitan Division, had thirty-eight years' service at the time of his retirement. Since that time he had been active in the affairs of Thomas J. Denver Chapter, Pioneers of America.



Members of the Flying Squadron who did an excellent job with the subscribers in the area.



C. T. Stringham, who made the connection for the first message.

TELETYPEWRITER	
12-3-31	11:00
Westfield	11:00
13	
Springfield Republican	
Springfield Mass	
15	
Springfield Republican	
18-19	27
101 46	1 00
10 20	0 00
26	8
	27
	140

SPFD OPR.... SPRINGFIELD 15 ...OK....

THIS IS THE DAILY NEWS. ... GO AHEAD PLS....

..THIS IS WESTFIELD.. WESTFIELD DEC 3..

A copy of the ticket on the first switched teletypewriter business.



Elizabeth Scullane, instructor, who typed part of first message.

First Switched Teletypewriter Message

TO the Western Division goes the honor of handling the first switched business in our territory over the new Bell System teletypewriter network.

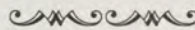
The connection was made on December 3 between teletypewriters in offices of the Springfield *Republican* in Westfield and Springfield, so that the Westfield correspondent of the newspaper could transmit news items to his office and have them instantly transmitted in the form of "copy."

As the accompanying reproduction of the ticket shows, the teletypewriter message consumed 27 minutes, during which period a number of news

items were sent to the Springfield newspaper.

Elizabeth Scullane of Manager McLaughlan's office, who is assigned to teletypewriter instruction work, passed the order for the first use of the service and typed some of the news items so that the newspaper people could see how easy it is to operate the machine. Miss Scullane then turned the keyboard over to the customer who completed the message. The result was said to be highly satisfactory.

The switching in the central office was done by C. T. Stringham, A. T. & T. telegraph repeater attendant at Springfield.



Pierce Talks to Stamp Club

ALLEN PIERCE of the O. & E. Department of the American Company told the Stamp Club members of his thrilling experiences as an airmail pilot at the monthly meeting of the club in December. Mr. Pierce, a former Naval Air Force pilot, opened up many of our mail routes after the war.

The speaker brought with him a fine collection of stamps and covers which he exhibited after his talk.

The meeting this month on the 13th will be the last under the present officers. The first year of the club has been an interesting one and the membership has grown from thirteen to thirty. If interested, drop into Room 211, 119 Milk Street, Boston, for the next meeting.

Motor Safety First

Safety first means security always.

A rash moment may cause a lifelong regret.

Fewer accidents will occur if courtesy is shown to the other driver.

Exercise extreme caution in busy sections.

Trains do not slow up at grade crossings, you should.

You must *think* for the children.

Fight against taking chances; it does not pay when driving.

Inspect your tires and brakes continuously.

Replenish your Safety First Kit when necessary.

Signals should be used as prescribed by regulations.

There is no excuse for a reckless driver.



Oh, boy! What a time, when the boys and girls got together for the big Christmas party at Providence!

A Merry Christmas, Indeed

Telephone Employees Did Their Best to Bring Holiday Cheer to Needy Children

We regret that time and space do not permit of more extended reporting of the Christmas charity work. What follows is merely outline, and the few photographs are simply typical of the work. It would be impossible to print them all. We have delayed publication of this issue to make this mention of the best Christmas work that telephone employees, working together, have ever done.

CHILDREN to whom Christmas this year looked dreary; children who couldn't remember that they had ever before tasted milk; children so poorly clad that they had to be wrapped in blankets to attend a party—these, if childhood memories last, will not soon forget that telephone folks fed them, made them warm and happy, and restored their faith in old Saint Nicholas this past Christmas time.

The telephone family got to work early, and labored late to undertake the task of caring for hundreds of children whose need was especially pressing this year. Probably no less than 7,000 children throughout New England are wearing whole new outfits of clothes these cold days, clothes given them by their foster fathers and mothers in the telephone organization.

This year the program worked better than ever before because it was undertaken on a larger scale and was directed centrally. The result was that with proper co-ordination purchasing was more efficient—just one item. To Leon W. Weir, Assistant to the General Manager, Southern Area, went

the responsibility for heading up this undertaking. Leon called on the field to co-operate with him and thus, by standardizing the work, make it more extensive, complete and effective. Day and night for three weeks he and his staff labored procuring the clothing and organizing the work with the result that they were able to purchase an outfit of clothes for each child for less than \$5 that would ordinarily retail for no less than \$12.

One of the tasks was to get manufacturers to co-operate, which they did heartily, with the result that hardly a thing was bought at a price more than cost. Nobody made a nickel on the deal, and ob-



Members of Bell Post, American Legion, Playing Santa Claus to a group of children.



Santa is there, but you can hardly find him, crowded away among his admirers.

servers wondered how many of the makers of the clothing broke even, if they did.

The heartiest co-operation was met in most quarters. The telephone Christmas work would have been much less wide-spread were it not for the goodness of these producers who entered into the spirit of the move with enthusiasm.

The same spirit was evident all over the territory. Where food and other articles were given instead of clothing, local tradesmen helped the telephone folks play Santa on a large scale by setting rock-bottom prices. The result was that every cent did about three cents' worth of work.

It was known, of course, at the outset that the territory this year particularly, was full of worthy children. It was no difficult decision to cancel all office Christmas parties in favor of these kids. The great problem was how to choose the worthiest cases and keep out the less worthy.

In Boston the question was easily settled by apply-

ing to the Boston Council of Social Agencies for the names of children. The Council procures its names from various organizations of all races and creeds throughout the city. We asked for the worst cases and got them. After the names had been obtained, experienced persons in our organization were sent out to investigate them. It was expected that some reports would come back of cases where the need was not great, but in all except two or three, our investigators uncovered not only need, but utter destitution.

It was the job of the investigators to meet the parents, determine the need, and mark down the size in different items of clothes for the various children of the family. This done, came the huge task of summarizing the requirements for purchase. Naturally many of the orders came in late, giving added burdens to the purchasers, but everything was delivered in due time. New England highways were full of trucks for a while, flitting from factory to central office with loads of clothing.

This part of the job—the buying—was worthy of an experienced merchandiser, and probably many a business man would refuse to attempt to fill some of the orders in the brief time allowed. However, the Christmas spirit is different.

Based on the experience of last year, systems were soon worked out for handling the details of packing the individual bags and seeing to it that the proper sizes got into the right bags. A large corps of volunteer workers took care of the detail of this work all over the territory and we heard of no Johnnies getting Mary's shoes, etc. These workers tackled their jobs with a vim and turned the work out in short order. In some offices the girls made special bags for the children. At headquarters, for example, the Accounting girls sewed more than 400 stockings, decorated them and filled them with candy, fruit and nuts.

You had merely to drop into one of the Christmas



Elizabeth O'Neil, Mary D. McLean and Eleanor Oulton hand out milk to the kids at the General Offices party.



One of the big parties at the Bowdoin Building, Boston.

parties to see how completely worked out were the plans and arrangements. Never a hitch, plenty of workers, everything smooth and effective for the pleasure of the children. Telephone people have a genius for putting over affairs of this sort. A newspaper man who attended one of the parties declared that of all the many that he had attended during the Christmas season, he thought that the telephone parties were the most efficiently conducted, the happiest and most sincere of all. It is safe to say that experienced welfare workers could not run a party any smoother or give the children any better time than can the telephone folks.

If there was a detail overlooked, we haven't heard of it. The children's mothers, who, of course, didn't know us and may have had some misgivings, were definitely told just what was to take place, when to have the children ready and when to expect them home.

Hundreds of operators, stenographers and clerks undertook the job of foster mother to groups of kids, went to their homes for them, played with them and cared for them with tenderness and solicitude. About every telephone man who owns an automobile used it sometime during Christmas week to take children back and forth. Many of the kids had never before been in an automobile, and boy, what an experience to go and see Santy in this fashion! Eager eyes popped from little heads as the cars neared the telephone buildings.

Of course a few things happened. Notably, Jerry Coughlin, International President of the I. B. T. W., offered to bring in a group from Cambridge. Not liking the looks of the neighborhood, Jerry decided to accompany the foster mother up the dark stairway to the small tenement. While he was inside, someone stole his automobile; so Jerry, the girl and her charges came to the party in a cab.

From Eastport to Pittsfield, from Provincetown to Newport, Vt., there were parties, or some definite effort made to help the poor. There were incidents

touching, humorous, tragic, but in general a hearty good time with plenty of Christmas cheer prevailed. One theme ran through them all—that this is a Christmas for children and not for self. However, you can't discount the fact that the older folks had a swell time doing it.

In some of the smaller offices, of course, only a handful of children were entertained, as against more than 1,000 who came to the Bowdoin Building, Boston, to three parties on successive nights given by District No. 1, the 245 State Street crowd, and by the General Offices. Wherever possible there was a Santa Claus and a Christmas tree with entertainment.

One of the first parties of the season was given by Alexander Graham Bell Post, American Legion, at their headquarters on Sunday afternoon, December 20. Spending money that they had made at a dance the Legion boys laid themselves out for the children and sent them home with a big bag to remember the party by.

Each district in the Metropolitan Division held a big party and entertained many children.

In the Southern Division the Christmas work was wide-spread. On December 21, District No. 1,



A store? No. Just one of the stocks of children's clothes ready to be distributed in one of the Metropolitan Districts.



Children of all creeds, colors and races were at this big party, enjoying the entertainment, the food and the gifts.

Providence gave a party to 375 poor children in the Elks Auditorium. The Providence people were able to get many local business men to co-operate. The Elks gave the use of their hall free. Fay's theatre sent three clowns. The Travelers Club gave the Christmas tree. The Musicians' Union furnished a ten-piece band free, and Gordon Press turned out the printing matter without charge.

Alexander K. McLellan Chapter, Telephone Pioneers of America, Providence, contributed the receipts of a recent bridge party to the Christmas fund.

Pawtucket gave a party for 50 children. Woonsocket provided clothing for fourteen children. Fall River sent out 70 baskets of food and some clothing. New Bedford gave 100 baskets of food. Even out on the island of Nantucket where crime and poverty are negligible, the staff did their share. All the Cape Cod office took part according to their means and the local need.

So the story goes. Hardly a central office or a telephone group of any size, but pooled their funds and made especial efforts to see that children were made as happy as possible throughout the holiday season.

The New Hampshire District cared for 500 children, providing in many cases shoes and clothing of the same quality as was given out in Boston and elsewhere. The two Massachusetts Districts of the Central Division took care of 700 children. In Maine our people, co-operating largely with organized charity, looked out for 250 families.

In the Western Division the work was carried out as elsewhere, with emphasis given to co-operating with the Community Chest directors in an area where the chest idea is highly developed.

In Pittsfield, telephone people worked largely through local charitable organizations. In Worcester employees gave a large sum of money for use by the Associated Charities of that city. Springfield employees contributed generously to provide food and clothing to members of 100 needy families in the City of Homes. Vermont telephone workers also made substantial offerings to the cause of cheer for the poor at Christmas. Their work was done mostly through local charitable organizations.

One thought more. Of course these parties all cost money. And, of course, the demands from other sources are extremely heavy this year. Most of us know neighbors, maybe relatives, who need help. So this Christmas effort is only a part of the work that most of our people did this year. Those who collected the money tell you that everybody gave willingly and gave as much as he or she could. Some gave very large amounts. Certainly the total was a surprising sum. But certainly nobody's money did any more, if as much, because, as mentioned before, every cent did thrice its duty.

Now that Christmas is over the condition that makes the need still exists. We hear that telephone people consider their Christmas work one thing, their general charitable efforts under existing unemployment conditions, another. So, no doubt, through the winter other fine work will be carried on in the hope of making life pleasanter for those in unfortunate circumstances.



These State Street girls, acting as waitresses, served 350 children in a minute and a half. And what a feast!



Switchboard in New York where those long, long distance calls are handled.



Botafogo Bay, Rio de Janeiro

The Voice Rolls Down to Rio

"I've never seen a Jaguar
Nor yet an Armadill—
O dilloing in his armor,
And I s'pose I never will,
Unless I go to Rio
These wonders to behold—"

THUS, in the "Just So Stories," writes Kipling. Were the poet to visit Rio today, it is doubtful if he would find there—except in a zoo—the two animals in which he expresses such intense interest. Around the upper reaches of the Amazon, more probably, he would discover them, for travelers in Brazil bring back strange tales of its thousands of square miles of jungle and even stranger tales of its jungle people and its jungle animals.

Not that Rio is without wonders for the visitor to behold: beautiful esplanades, marvelously kept parks, impressive government buildings, business streets teeming with traffic, a harbor unsurpassed—marvels enough for one city to spread before the surprised stranger.

And now, a new wonder—one of which Kipling, for all his fantastic and utterly unbelievable tales, never even dreamed when he wrote:

"Oh, I'd love to roll to Rio
Some day before I'm old!"

If the poet were to be granted his wish today, he would find Brazilians sitting in their homes and offices talking, by radio telephone, with friends or business associates in New York, Chicago, San Francisco, Montreal, Havana or Mexico City—or in any one of thousands of other cities or towns reached by a far-flung international network of wire or radio telephone channels. Borne by ether waves across 4,800 miles of land and sea, the voice of North

America has gone "rolling down to Rio" and the voice of South America has come back in reply.

The new radio telephone service was opened on December 18 with impressive ceremonies in which representatives of the United States and Brazilian governments and others exchanged international greetings.

Secretary of State Henry L. Stimson represented the United States in the ceremonies. The Brazilian Minister of Foreign Relations, Dr. Afranio de Mello Frenco, was scheduled to talk with Mr. Stimson, but was prevented from doing so through sudden illness. The official greeting from Rio de Janeiro was accordingly given by Dr. Cavalcanti, Secretary General of the Brazilian Foreign Office.

Secretary Stimson said, in part:

"I firmly believe that personal conversations, whether between private individuals or government officials, go far toward obviating misunderstandings and enhancing good relations and sympathetic feelings.

"It impresses me greatly to think of our voices bridging the vast distance between Rio de Janeiro and Washington. I cannot help but feel that it is symbolic of the close and friendly relations which bind our nations and which, through the privilege of personal contact offered by this new means of communication, will be made even more cordial and mutually beneficial."

Dr. Cavalcanti, speaking in Portuguese, the national language of Brazil, expressed similar confidence that the new service will prove an important factor in bringing into even closer relationships two which already are "intimately connected by a policy of good will and complete harmony."

The program was opened by T. G. Miller, vice-president of the American Telephone and Telegraph

Company, who talked with Carl Sylvester of the Brazilian Telephone Company.

On the northern end of the radio channel the service is available to all Bell-owned and Bell-connecting telephones in the United States and to those in Canada, Cuba and Mexico which have heretofore been within reach of Bell System lines. At its southern terminus the circuit connects with some 104,000 telephones, serving a population estimated at 9,500,000. These include all telephones in the Brazilian states of Sao Paulo and Rio de Janeiro and many others in the southeastern part of the state of Minas Geraes.

The connection for the new service is over a short-wave radio telephone channel between the transatlantic stations of the American Telephone and Telegraph Company—the transmitting station at Lawrenceville, N. J., and the receiving station at Netcong, N. J.—and stations operated by the International Telephone and Telegraph Corporation near Rio de Janeiro. The latter stations connect with the lines of the Brazilian Telephone Company.

Four South American nations are now within reach of the United States by telephone, service having been in operation to Argentina, Chile and Uruguay since April, 1930.

Interest in the practical development of the telephone was awakened almost as early in Brazil as it was in the United States. In 1876, a few months after Alexander Graham Bell had first transmitted a complete sentence of speech by telephone, he had an interview with Dom Pedro II, Emperor of Brazil, who was then visiting the United States. The telephone was not mentioned, for Dom Pedro's only interest in Bell was because of the latter's work in the education of the deaf.

Some time after this interview, Dom Pedro went to Philadelphia to visit the Centennial Exposition and, by a curious coincidence, Bell also went there in order to be present when the official judges of scientific exhibits made their inspection. While passing through the building in which Bell's modest exhibit was displayed, the Brazilian ruler was surprised to recognize the young teacher whom he had met in Boston. Bell described his invention and Dom Pedro courteously asked if he might see it demonstrated.

There are few more dramatic pictures in the history of communication than that of the South American emperor standing, surrounded by the centennial judges, who included Sir William Thomson (Lord Kelvin), Joseph Henry and other leading men of science, and holding to his ear the receiver of Bell's telephone while the young inventor, some distance away, spoke into the transmitter. Suddenly Dom Pedro looked up, an expression of astonishment on his face.

"My God, it *talks!*" are the words he is said to

have uttered as he heard Bell's voice coming to him over the wire. He carried back with him to Brazil an enthusiasm for Bell's invention which, in 1877, led to the installation there of the first telephones used in South America. These were used on private lines, but in 1879 the Brazilian government granted a concession for the providing of local telephone exchange service and the following year the first telephone company in Brazil, Companhia Telefonica do Brazil, was organized.

Garden Club Grows

THOSE who attended the first regular meeting of the Telephone Employees Garden Club on the evening of December 3 were highly enthusiastic about the prospects of the Club. About thirty-five members enjoyed an interesting talk by D. G. Reid of Hovey & Co., on the subject of "Bulb Forcing for Winter Growth." Mr. Reid also spoke of many of the smaller bulbs which are not so well known and which are very much worth while. An informal discussion was held when members asked questions and exchanged ideas.

Heads Legion Welfare

ONE of the major activities of Legion Posts throughout the land is its welfare work, and among members of Alexander Graham Post it is paramount.

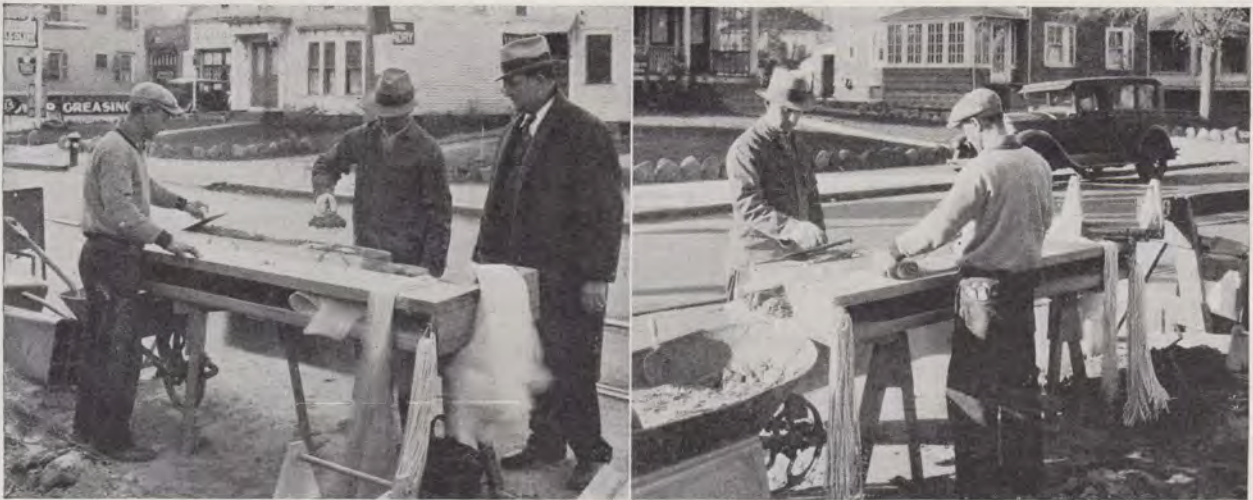
It is carried out under the direction of Vice Commander William J. Welch, who assigns various members of the post to help out on various projects when necessary.

The most recent undertaking along this line was the big Christmas party given on Sunday afternoon, December 20, to nearly 100 worthy children.

The Post recently held an Athletic Night when a number of celebrities in the sporting world attended, as well as night club and theatrical artists who furnished entertainment.



William J. Welch, Vice Commander in charge of Legion Post Welfare Work.



Left: Troweling the first layer of mortar for the bandage, Foreman Alfieri looking on. Right: Rolling a mortar bandage.

Latest Underground Wrinkles

*As Told to G. W. Russell by Pasquale
Alfieri, Conduit Foreman, Southern*

WHILE passing through the town of North Attleboro recently, I noticed considerable activity of unusual nature. Curious, I pulled up to the curb and seeing "Patsy" Alfieri, the District No. 4 conduit foreman, I asked him what it was all about. Just then a workman passed with a wooden tray containing something which resembled a cross between a Swisscheese and a stick of dynamite. Realizing that Patsy's presence meant that conduit construction was under way, I sought to associate the material in the tray with conduit. Patsy then explained to me that he was using the new mortar bandage for conduit joints. This type of joint was being given a trial for the first time in our territory. Upon further inquiry, I learned the "why and wherefore" of the bandage.

In making the old trowel joints, it was impossible to back-fill the trench until the concrete had hardened. Even then an expert was required so as not to break the joints. Difficulty was experienced in making the concrete stick to the muslin, particularly if the muslin happened to be dry. The conduit in the trench had to be lined up before making the troweled joint.

The Telephone Company for some time have been making trials and tests of different types of joints in order to overcome the difficulties experienced with troweled joints. After a limited experience with several suggested types of joints, it was decided that the mortar bandage had sufficient worth to warrant an extended field trial.

The special tools necessary for the preparation of mortar bandages are a wooden table with facilities for placing the various materials at easily accessible points, a galvanized metal tray in which to form the bandage, and a wooden carrying tray for transporting the bandages from the bench to the workmen in the trench. Other tools necessary are trowels, shovels and wheelbarrows.

The materials used are ordinary cement, sand, "Celite," cheesecloth, waterproof paper and tapes. "Celite" is a patented, absorbent material which prevents the bandage from drying too rapidly and makes it more plastic.

Great care must be exercised in the preparation of the mortar. If the mixture is too thin, it will slip inside the bandage, leaving practically no mortar at the top corners of the conduit to seal the joint. The bandage will also be sloppy and mushy, making it difficult to handle. There is, too, the danger of forcing the mortar out of the ends of the bandage. The mixture can be too dry, making it impossible to form the bandage evenly and smoothly around the joint. One of the tests for proper consistency is to fill the bare metal tray full of mortar, then raise the tray to a vertical position. If the mortar does not flow from the tray it is the proper consistency.

Now that the mortar has been prepared, we can proceed to make some bandages. One employee is stationed on each side of the bench as shown in the accompanying illustrations. The wide cheesecloth,

which forms the exterior of the bandage, is placed lengthwise in the tray, the edges being divided equally at each side. The mortar is then troweled into the tray and evened off until the tray is about half full. The small reinforcing cheesecloth shown at the end of the bench is now placed over the mortar and another layer filling the tray full is added. After this has been smoothed, the waterproof paper, shown in the compartment of the bench, is added. While the sides of the large or exterior piece of cheesecloth is being folded over the mortar in the tray, the tapes or strings are being placed on the adjacent bench. The tray is then merely lifted and dumped on to the tapes, where they are rolled into convenient form for easily handling.

In laying the conduit the distance between joints must first be measured off. The bandage is laid on the bottom of the trench and opened enough to permit the placing of the conduit. The exposed surface of the bandage is smoothed or patted with a wooden stick to bring some of the cement paste to the surface. The conduit is then put into place. The bandage is pulled up from each side tightly and lapped over the top, smoothed or patted to assure uniform distribution of the mortar filling and force some of the concrete paste through the bandage. The bandage is fastened into place by means of the two tapes. After several sections of conduit are placed, it is possible to align the conduit in the trench, after which back-filling operations may be started.

Patsy left no doubt in my mind but that he was distinctly in favor of the new method. All the disadvantages of the old type joint are eliminated. Patsy was particularly impressed by the feature which allowed him to back fill the trench immediately after the conduit was laid.

Knowing that cement was composed in part of a strong alkaline material I inquired as to the reaction of this on the hands of the men who handled the

bandages. Patsy explained that if the men take the proper precautions before handling the bandages, that is, taping the hands with friction tape and wearing cotton gloves, no trouble is experienced.

I inquired if there were any other new features connected with this conduit job. "There certainly are and always will be," said Patsy. He cited the S. B. type manhole frame and the cable rack supports.

The S. B. manhole frame is used primarily to provide additional head room in a manhole which had been reduced by the regrading of a street. On this particular job, old oval-type manholes were being reconstructed with those of standard size. The old duct system was so near the top of the new manhole that very little clearance was provided between the duct entrance and the roof of the manhole. This space was so limited that the additional clearance made possible by the use of the new shallower frame was welcome.

The other feature, the use of the cable rack supports, provides clearance from the walls of the manholes to rack the cable. The racks are type "S," for use in splicing manholes which provide $3\frac{1}{2}$ " clearance from the wall, and the type L for use in loading manholes which provide an offset of $7\frac{1}{2}$ " from the wall of the manhole. The offset which these supports provide will allow the cable to be racked in such a manner that it is possible for a splicer to work on or behind a cable with a minimum amount of moving.

The methods described above are being given an extensive field trial on new underground construction in the Attleboro and North Attleboro Area of the Southern Division where the present conduit carrying the N. E. T. & T. Co. and A. T. & T. Co. toll cables is being increased by from 8 to 12 multiple tile ducts to provide additional facilities for new underground cable. Manholes along the route are also being rebuilt to care for the additional ducts.



Loading carrying tray with mortar bandages for workmen in the trench. Right: Trench in N. Attleboro, showing new type of conduit construction, using mortar bandages.

All in the Day's Work



Gertrude Knott

ABOUT 4.00 A.M. on November 3 Gertrude Knott, night operator at Portsmouth, got several calls from a woman who appeared to be very much excited. Mrs. Knott questioned the woman and found that there was a bad fire in the nearby town of Eliot, and that the fire alarm wouldn't work. The woman was so excited that she could not remember the names of the firemen whom she hoped to call. Mrs. Knott suggested that she might recognize the names if they were read to her, and began to read the names of the Eliot customers from the directory. The woman recognized several names and Mrs. Knott put the calls through, notifying the firemen of the location of the fire.

Realizing that they would perhaps need assistance other than that of the fire department, Mrs. Knott called up about a hundred customers who lived in the vicinity of the fire and asked if they wouldn't lend their aid. This they gladly did.

In a letter to the manager at Portsmouth, Giles E. Fernald, clerk of the Eliot Volunteer Fire Department, said in part:

"The Eliot Volunteer Fire Company wish to express their sincere thanks, through you, to Mrs. Gertrude Knott, for the efficient service rendered on the morning of November 3, in calling the members of the fire department in person, when our fire whistle failed us."

While on the way from Maynard to Lowell on December 9, Line Foreman E. M. Quinn and Linemen P. R. McDougall and F. J. Bennett found Samuel Klegerman of Tyler Park, Lowell, lying amidst the wreckage of his combination truck and grocery store, over the embankment at Gallagher's Crossing in North Acton. Klegerman's machine had been struck by a passing train.

The men extricated Klegerman from the wreckage and examined him. A careful scrutiny showed that no bones were broken. He was suffering from lacerations and bruises about the head. These they bandaged carefully; and making a stretcher from their blankets, they carried him to a nearby home. A doctor was summoned, and after treating the injured man, had him removed to the Lowell General Hospital.

Mrs. John Sullivan of St. Albans, Vt., signalled the operator, Dorothy Rushford, about 9.30 P.M., on December 6, and asked her to get a doctor and her son right away, as she was too sick to try to get

either. Miss Rushford got a doctor within a very short time, and soon after that she also located Mrs. Sullivan's son. A few days later Miss Rushford received a note from Mrs. Sullivan thanking her for her kindness.

Andrew Bowser, one of the Central Division Plant men, has recently developed a knack for finding pocketbooks. He recently found two, and returned them to their owners. From one of these people, Mrs. F. J. Phillips of Arlington, he received the following letter:

"Although you refuse to accept any reward for returning my purse, I do want to write and thank you again. You will never know how grateful I am. You are a business asset to the company with which you are connected."

Plant Heroes Honored

JOSEPH LYNCH and Antonio Carvotta of our cable placing force were honored at a recent safety meeting in the Bowdoin Building, by the National Electric Light Association for saving the life of Ernest Freelove, an employee of the Union Paste Company of Medford, who received an electric shock while he was operating a barrel hoist, and was rendered unconscious.

Mr. Lynch was awarded the Insull Medal for saving a life which had been threatened by electric shock; and Mr. Carvotta was awarded a certificate of assistance. The men shared equally in the rescue work but the Insull award specifically states that the medal goes to the one who first applies artificial respiration. Mr. Lynch had first applied the prone pressure method and Mr. Carvotta relieved him. They relayed in the work until they were finally rewarded with a gasp from the victim. Then by skillful manipulation they managed to bring Mr. Freelove back to consciousness.



At the presentation to Plant men Lynch and Carvotta. Left to right: James E. Murphy, Antonio Carvotta, Joseph Lynch and John L. Hughes.

The rescue took place on July 9, 1930. Mr. Freelove in some manner got a shock while on his regular job. The manager of the Union Paste Company knew that there were some telephone men working in an adjoining building. He felt that they would know what to do for one who had received an electric shock. He summoned them and they quickly went to work on the prostrate man. It was due to the fact that they were working so near, and that the manager had presence of mind enough to call them, that Mr. Freelove's life was saved. Any more delay undoubtedly would have proved fatal.

Lay Armored Cable in Vermont

ECHOES of the great flood in Vermont in 1927 are still making themselves felt in some degree among telephone people. In the reconstruction after the flood the Rochester railroad construction, and highway construction, made it necessary for the White River Valley Telephone Company to re-route their cable one mile south of Rochester village over a wooded hill. The removal of the trees at the foot of the slope later caused landslides. On several occasions the cable went out on account of these slides and it was deemed necessary to rebuild the section; consequently armored cable was laid in a ditch around the hill. In just fifty-five minutes 2,350 feet of 69 pair 16.19 quadded cable was put in place.

The job was the first of its kind in Vermont. The cable, mounted on a flat car, was easily reeled off into a trench along the track where it will be safe from any future floods—as long as the railroad is, at least. The job is one of the type where the recently-developed tape armored cable is ideal to meet the special local requirement.

The cable in this troublesome section is now free of landslides and all the other enemies of cables.



White River Valley telephone crew laying armored cable in a trench, from a train, in first job of its kind in Vermont.



Are we learning anything from this depression?

Some folks are more observant than others. Some are gifted with analytical minds. Still others fail to profit by experience, unless the lessons are pointed out to them.

Won't you of the analytical mind and the more highly developed power of observation give the rest of us the benefit of your thoughts on this subject? What can we as individuals do to protect ourselves and our families against future depressions?

Write me your thoughts on the subject so that I may pass them on to others. These thoughts may be the means of helping some fellow-worker to make better plans for the future.

It has been estimated that about one billion dollars of currency is being hoarded by the people of this country.

Undoubtedly this figure is an exaggeration of the actual amount but whatever the correct figure may be—it represents a vast amount of money kept out of circulation.

How much more sensible it would be if the overcautious persons who have adopted this practice of hoarding would take their money out of hiding and invest it where it would be useful to others and profitable to themselves.

Possibly some of these folks are not carrying enough insurance on their lives or could advantageously invest in an annuity contract with a good insurance company. Or perhaps some credit union or co-operative bank could use this money, or some of it at least might be spent for some useful purpose. Any such investment would bring this hidden wealth safely out into the open to the regret of the moths now feeding on it.

— Charles F. Donahoe.

Lieut.-Col. R. W. Hanson: "What's the report, sir? Are we making any progress on the Eastern Front?"



Col. F. A. Cosgrove: "The Infantry is engaging the enemy all along the line, you say!"

Brief War Nets 4,900 Extensions

THE WAR is over! The extensions sales campaign carried on in the Northern Area during the period December 1 to 15, inclusive, was a tremendous success. The Telephone-Soldiers in this war game overwhelmed the Red forces of Station Loss and in their place put 4,901 entries on the black side of the ledger.

There were some who did outstanding sales jobs during this period and their work is to be highly commended. However, the great success of the campaign was not due to any one or any group of individuals; but rather to the hearty co-operation of everyone in the Area. The Plant, Traffic, Commercial, Accounting, Equipment and the various subdivisions of each department pulled together on the proposition, and in typical telephone manner; having been shown what the problem was, they not only met it, but left no doubt as to the successful outcome, by going over the bogy set. It is, then, to all departments from the General Office right down the line to the operating units, that the credit for the success is due.

In true military fashion with all branches carrying out the assigned duties, and with every project moving with military precision victory could not be denied.

Each of the Divisions, and the departments in each of the Divisions, entered into the spirit of the "War Game" in great style. "Tin hats," rifles, machine guns, posters, war maps, military titles, military parlance and everything of a military nature was used in keeping up the spirit as well as the letter of military practices in the campaign.

The campaign was replete with humorous and interesting incidents. It is not possible to recount them all. We shall tell you of one that started ominously and ended happily.

The 5th Infantry, U. S. Army, is garrisoned in Portland Harbor. Out of respect for that organization or just by chance, the Portland traffic people called their organization the 5th Infantry and that naturally made District Superintendent F. A. Cosgrove, Colonel of the 5th Infantry Telephone Army. Mr. Cosgrove and his newly found title might have gone merrily on without any mishaps, had not a package of mail signed by him and bearing insufficient postage been opened at the Post Office. Since the documents inside were in military parlance, the Post Office employees sent the package back to the Colonel of the 5th Infantry at Fort Williams. An officer on the Colonel's staff called the Telephone Company and asked for Colonel Cosgrove. Sure enough, Colonel Cosgrove came on the line. "What is the idea of impersonating an officer?" asked the Army man, or words to that effect. Colonel Cosgrove very diplomatically told of the "War Game" that he was in, the authority for his commission, his deep respect for the soldiers of 5th Infantry Regulars, and the fact that he was sorry that this misunderstanding had arisen to cause any annoyance at the Fort. The officer who heard the story congratulated Colonel (?)



Captains Three! Madeline M. Welch, Forest; Delia F. Flaherty, Preble; and Myrtle H. Grace, Toll; all of Portland.

Cosgrove upon the idea and wished him the greatest success with the plan. Thus one who came to censure went away praising.

We have been unable to get complete results of individual attainment in all departments, in all the Divisions. The officers in charge of the campaign are loud in their praises of all of the soldiers and brought out forcefully that it was team work that won the war. With that in mind we print the accomplishments of some who did outstanding work, knowing that others there are, whose totals were unavailable at this time, but who did equally well or perhaps had more sales than some mentioned; and also that the campaign brought ample glory for all since its successful conclusion was the result of the work of all.

In the Traffic Department, Donald Heath, of the Central Division office, made a strike when he landed a P.B.X. with 51 extensions, six trunks, and more to come. Nellie J. Mahoney of Lawrence sold ten extensions. W. B. Brigham of the General Office went right to work when the campaign opened and by some very fine sales work, managed to get ten extensions in an area that had been pretty well canvassed before. Mary E. Collins of South Deerfield, Mass., made seven sales. Alice Glassmire, Dorothy O'Connor, Anna Tomisini, all of Springfield, sold six extensions apiece. Helen M. Maguire of Stockbridge sold six extensions. Labelle Briggs of Manchester, Vt., sold six extensions.

The Plant men in all the divisions did a fine job, and while we haven't a full report on their activities the leaders in the divisions were: A. C. Dugan, Western Division, 9 extensions; G. Peppin, Eastern Division, 9 extensions, and W. Sadlier, Central Division, sixteen extensions.

The Commercial people were not to be outdone by their colleagues. They did a fine job in prosecuting

the war. Among their leaders were, Gene McLaughlin, Springfield, 21 extensions; J. O. Belnap, Pittsfield, 19 extensions; and H. H. Ames, Worcester, 10 extensions. In the Central Division Fred Bennett led the field with 14 sales. The Eastern Division returns were not completed at this time, but it is certain that other excellent individual performances were turned in. Florence Braly sold 15 extensions and Corruth Chapin sold 14.

The Central Division turned 1,849 extensions during the campaign. Of this number Plant sold 863; Traffic, 629; Commercial, 324; and Accounting, 33.

The Eastern Division turned in a grand total of 783. This job was distributed among the departments as follows: Plant sold 304, Traffic, 312; Commercial, 163; and Accounting, 4.

The Western Division sold 2,257 extensions, spread among the departments as follows: Plant, 717; Traffic, 1,151; Commercial, 360; and Accounting, 29.

These figures, together with 12 extension sales, turned in by the General Office, Engineers, and Central Office Equipment bring the total up to 4,901.

During the campaign the Northern Area employees also sold 111 extensions in the Southern Area.

It was a great war while it lasted.

Maj.-Gen. C. W. Baier's Western Division Traffic office certainly looked warlike during the recent War Game. Maj.-Gen. Baier and Col. Hiland may be seen planning an attack.



Part of Their Job is to Audit \$90,000,000 Disbursements a Year

By HERMAN D. DOANE

IT was in northern Maine, a chill wind driving powdered snow across the fields, stinging the faces of a small group of men gathered near a heavy truck. The young man with the brief-case glanced up and measured his scant 170 pounds against the 200-odd pounds of well trained bone and muscle that was looking impatiently at a sheet of yellow paper which showed a list of tools in his possession.

The apparently difficult situation was easily handled, however, for the "auditor's man" (who was co-operating with the Plant Department in taking its inventory) explained that it was very important that the Company should know the exact amount of equipment in its possession, that it was unfair to the subscribers if we earned money on things that in reality did not exist, and unfair to the Company if articles in our possession were not included in our books. How could the General Auditor—that mysterious potentate in far-away Boston—swear that the public returns that he made to the government were true statements if we did not help to do our small part? "Oh, I didn't know it was so important. I thought it was just another paper." And the annual inventory of tools went merrily onward.

Now, unfortunately, perhaps, most of the disbursements accounting work is done amid surroundings quite different from a rural setting in the good old Pine Tree State on a crisp winter morning, but nevertheless there exists that human touch in our work that enlivens that endless stream of figures that passes through our hands, so that they become symbols of the work carried on and not mere ciphers. The word "accountant" calls to your mind a picture of a very precise, colorless fellow with an unpleasantly long nose which is always poking into other people's business. But we are not like that—at least we hope not.

It is our duty to account for the disbursements of the company, amounting to about 90 million dollars

a year, so it can be easily imagined that the Auditor of Disbursements and his force of about 400 workers have very little spare time during working hours.



"Oh, I didn't know it was so important. I thought it was just another paper."

As in the operating departments, the Company's territory is divided into five divisions, the disbursements accounting office in each division being in charge of the Division Auditor of Disbursements. It is of interest to note that the Metropolitan division office, located at 245 State Street, Boston, is one of the largest of its kind in the entire country. The Central Office Equipment Installation Department, whose activities, of course, embrace the entire territory

of the Company, enjoys the distinction of having an accountant all of its own. We shall speak of the General Disbursements Accounting Department later on. Now, having split up the work territorially, let's see how it is carried on.

On the Division Auditor's staff, there is a Field Accountant, whose duty it is to supervise the field reporting, to maintain close contact with employees who actually do the work which we record. This is a job on which much responsibility rests, for the quality of the reports from the field is the test of his ability. The summarized reports that the directors of the Company peruse so carefully in their nook in the northeast corner, 11th floor of the Executive Building, cannot be any better than the original papers upon which they are based, so with this thought in mind, the field accountant sets forth, armed with the latest accounting routines and instructions. Some years ago, his task was that of a missionary, but now that most of the pioneer work has been accomplished, he is able to smooth over rough spots that appear from time to time, and to explain what new wrinkles in accounting have come out, and how to handle them. He no longer needs to announce who he is and what he is, but draws up a chair and talks with Jim, George, or Harry, with mutual benefit. Fascinating work, and a wonderful education in telephony.

When the reports, written by employees inspired by our good field accountant, arrive at the division disbursement accounting office, they are carefully scrutinized by a group of workers under the leadership of the Accounts Supervisor. This individual is responsible for the verification of coding and computation, pricing, etc., on papers—and this is no small job. At first thought, this work may seem similar to the duties of the field accountant, but that is not so. The field accountant's activities are mainly educational—he shows how a thing should be done—while the Accounts Supervisor and his force see that it is done correctly. He must exercise skill and careful judgment, for no book of instructions was ever big enough to cover all of the cases possible in the telephone business. In plant accounting, probably the most important line of distinction, on which many decisions are made, is the line between current expense and capital expenditure—one borne by the subscriber and the other by the investor. Here, as in many other situations, the spirit of the law must be obeyed even if no letter exists. The accounting decisions handed down by the Accounts Supervisor in a year's time would make a Supreme Court Justice turn green with envy.

The summarization of all the papers which have been prepared so carefully is accomplished under the supervision of the Reports Supervisor. Upon him falls the burden of the production work, the completion of about 35 reports each month, in addition to the many special jobs that come his way. The big chief of all reports is the "X-A," or Monthly Summary of Expenditures, which shows every penny spent by the Company in each division for the current month. The "X-A" period is a very busy time indeed, but the atmosphere of the accounting office is quite different from the hustle and bustle that might be expected. It is marked by a spirit of quiet concentration and the hum of a well-oiled machine running at full speed.

THE date for this report's delivery in Boston has been set and it must be ready and correct in all details. Now the taking in of the "X-A" to headquarters is not much of a thrill for the disbursement accounting folk of the Metropolitan and Central divisions, and the Central Office Equipment Installation Department, but for those situated out of town, it is a most pleasant little journey. All you have to do is to chain yourself to a brief-case and take

the train to Boston. Why the chain? Well, I'll tell you a story. Once upon a time a certain supervisor set forth with his "X-A" toward Boston on the train; the said train arriving in Boston without mishap. Now in the bustle of departure from the train, the accounting man unwittingly exchanged brief-cases with a young lady who, we may assume, occupied a neighboring chair. There was a most distressing moment at the office, for the accountant, when the brief case was opened. Now what he saw in it is neither of your business nor mine, but the point of the story is—the "X-A" was not there. Luckily, however, the cases were soon re-exchanged with mutual blushes. Hence the chain.

There is a very busy little unit in the disbursement accounting office that maintains the property records. The Inventory Records Supervisor, who is in charge of this unit, has to move fast to keep up to date the records of all furniture and fixtures, and tools, to mention two of the larger classes of equipment. The number of transfers that are reported each month to this property unit seem to indicate that our equipment leads a rather nomadic existence. The most active periods of the year are those of the inventories, tools in February, furniture and fixtures in May, and supplies in August. These physical inventories constitute a test, in one sense, of the accuracy of the reporting and accounting, and it is gratifying to note how closely the inventory checks with the figures on the books. This is especially so in the case of supplies, where the balance on hand as of a certain date is but a small fraction of the total amount that has passed through the account during the current year. This section of the office also maintains statistical records of certain units of our plant such as miles of conduit, wire, and poles, and you would be surprised to see how large some of these figures are.

Some of the offices have results supervisors who make special studies and audits, with the purpose of determining the quality of the current work and how the standards may be raised. Every supervisor, of course, has a similar responsibility, but it is distinctly helpful to have an individual checking the work and making suggestions, who is more or less detached from the high-speed production functions of the disbursement accounting offices.

The last unit of the disbursement accounting office that we will discuss is by no means the least in our hearts—the payroll section. We are about twenty-



..... "The date for this report's delivery in Boston has been set and it must be ready and correct in all details."

two thousand strong, you know, and most of us are paid every week, so it is easy to see that the payroll supervisor is a busy person. Our payroll amounts to approximately thirty-six million dollars a year—no small stimulant to the business in our territory—and it must be interesting to supervise the distribution of this huge sum over the many cities and towns of New England. The accuracy of the work of the payroll division is really uncanny. I can vouch for this personally, for on my weekly check, there is a printed statement: "Not to exceed two-hundred dollars," and never in my experience, has this instruction been disregarded!

In this sketch of the duties of the disbursement accounting office, we have merely touched the main points, and omitted many items that might tend to confuse those not in intimate contact with this branch of the work. We think, however, that it will be sufficient to show that the job of Division Auditor of Disbursements carries a heavy responsibility, and requires an extensive knowledge of the telephone business.

Most mysterious of all accounting work perhaps, to the people in the field, are the activities of the General Disbursements Accounting Department in Boston. Contrary to the facetious opinions sometimes expressed by our industrious fellow accountants, in the division offices, we have many duties in addition to that of watching the fire-house cat stalk sparrows in Fort Hill Park. The Assistant Auditor of Disbursements is in charge of the general voucher and payroll division, the general books of this Company and its subsidiary companies, the reports division, and the invoice division. The reports from the field, described earlier in this text, are delivered to the reports division, and then are checked and summarized for use in the many reports issued by that office.

I shall never forget my first visit to the general books division. I had expected to see an army of clerks (surely such a large corporation must have many bookkeepers) in shirt-sleeves, and wearing eye-shades, perched on high stools, working feverishly on books five feet long and three feet wide. It was an agreeable surprise to see a relatively small force of people working quietly at very ordinary looking desks, and the old cellar-door ledgers were missing entirely. Our general books division might well be called the nerve center of the Company. Its records are the main source of basic information for those who guide the general conduct of the business. It is also a mine of valuable information for those who need other data in addition to those contained in the routine reports.

The voucher and payroll division handles disbursement accounting work of a general nature, and here many complicated problems need to be solved, for its work involves the entire Company. Here,

too, are audited all the vouchers. In making out your traveling expense voucher in a hurry, did you ever carelessly put in for lunch money on the day that someone took you out to lunch? And did the payroll and voucher division overlook that fact? And did you feel like a plugged nickel when reminded of said lapse of memory in due course of time? Your answers are correct.

The bulk of the supplies used by the Company is bought from and through the Western Electric Company since we have found this method to be greatly to our advantage. The purchase of a multitude of items, both large and small, necessitates much accounting work. Our invoice division audits requisitions, shipments and billing, aids in pricing and in many other phases of accounting for materials and supplies as well as general equipment. As the above outline may indicate, the assistant auditor of disbursements is in charge of a force that must solve intricate accounting problems in addition to those of production.

And now we come to the office that is last in my list, but not the least, never the least, in the estimation of those who labor therein—the General Disbursements Accountant's division. The methods section studies changes in accounting procedure, initiates new methods by which increased efficiency is gained, and instructs the field accordingly. The results supervisor measures the production work in the offices and sets up a standard for them. The supervisor of disbursement examinations has a corps of examiners who visit the division offices from time to time to check for accuracy and methods employed, with the purpose of bringing the work to a continually increasing standard of efficiency and uniformity. The work of these three supervisors is particularly well adapted to co-ordinative effort.

In concluding, there is one point that we want to stress above all else. We have tried to show that we in the Disbursement Accounting Department have a great deal of important work to do, work that requires intelligence as well as extensive knowledge but let us emphasize here that our vision is not limited by the initial work papers on one side, and the final reports on the other. We are telephone people first and accountants after. We see ourselves as a part of that instrument of public service—the telephone business. We are an essential part of the business and at the same time are dependent upon the other parts. We know the value of team-work in our own department, and therefore we try to practice its lesson in our part of the whole.

Reflect upon your present blessings—of which every man has many; not on your past misfortunes—of which all men have some.

—*Charles Dickens*

Salem's First Girl Operator Recalls the Time When . . .

BY FRANK H. PARKER

MRS. EDWARD F. HIGBEE, formerly Anna Millett, who now resides at 20 Winthrop Street, Salem, Mass., was the first female telephone operator to be employed at the Salem exchange.

Mrs. Higbee, in talking of her experiences in the early days of the telephone, said that the first central office at Salem was opened early in 1880. It was located on the corner of Essex and Washington streets on the site of the W. G. Webber store.

She says that one day she called on Charles Sanders who was the manager at that time, and applied for a position as an operator. Mr. Sanders admitted that he needed an operator, but was skeptical about hiring young women for that type of work. He thought that young men should be employed. However, he finally consented to give her an opportunity to try operating.

Frank Kelley had been doing the operating—both day and night—up to that time, and he taught Mrs. Higbee how to run the board. The board was about the size of an upright piano. When a subscriber called, a large metal disc, about two inches square, fell and the operator answered by inserting the plug in a corresponding jack. All calls were passed by name in those days. To assist the public, the three local papers published a list each week of persons who had telephones.

Mr. Sanders, who had become acquainted with Professor Bell and had gained some inside information on this new invention, was very enthusiastic about it, and was anxious to have telephones installed in houses and places of business, but the people of Salem were by no means convinced that the telephone was anything but a plaything. They did not take kindly to it at first. By hard work, Mr. Sanders was finally able to secure seventy-nine subscribers and started the exchange. Twenty-one of these were in residences, and the remaining fifty-eight were in business places including the hotels, Salem Hospital, Court House and physicians' offices. There were twenty-four wires connected with the board, and all of the seventy-nine telephones were operated over these wires.

Mr. Sanders was anxious to have the city install a fire alarm system, and was finally able to get an order passed to connect the fire department by telephone. When the operator was notified of a fire she was required to go to a telephone on the wall and ring the fire department and report the location of the fire.

While thus engaged she could answer no calls at the switchboard.

After several months, during which Mrs. Higbee was the only operator, business began to increase to such an extent that Mr. Sanders asked her to engage another girl as an assistant. This was a welcome addition to the office as, up to this time, it had been necessary for Mrs. Higbee to work seven days a week. She was, thereafter, allowed every other Sunday off.

During the first year of her service with the Telephone Company at Salem, connections were established with Peabody, Danvers, Middleton, Lynn, Boston, Gloucester, Lawrence, Haverhill, Newburyport, Ipswich, Nashua, and a few other cities. At about that time a toll board was installed. This necessitated the addition of another operator who was placed in charge of all calls outside of Salem.

At that time there were no poles. Consequently, all wires were fastened to houses. There was much objection to this practice as people were afraid that their houses would be struck by lightning. Later on, poles were placed in the principal streets and the business grew more rapidly thereafter. Soon it was necessary to add other operators as people learned to take advantage of the out-of-town service. The Boston line, in particular, was in great demand.

The Company had very little money at that time, and Mr. Sanders was hard put to it to raise enough funds to pay the operators and line men their wages,—small even though they were. On one occasion, four men who had not been paid for seven weeks were offered their pay in Telephone stock at twenty-five cents a share. This they refused, feeling that it was worthless. One man who was working on the building did take 100 shares. Shortly after the stock was worth \$3 per share. This man was not an employee of the Telephone Company.

After three years' experience in the operating room Mrs. Higbee was assigned to the manager's office as assistant to Edmund W. Longley—now retired—who was later a vice-president of the Company. At that time S. Fred Smith, now vice-president of the Salem Electric Light Company, was the manager.

Mrs. Higbee remained with the Telephone Company five years. During that time the business had increased so that it required the services of seven operators. It has continued to increase through the intervening years until today the Salem operating force numbers 135.

Facts, Figures, No Fads

(Continued from page 430)

This is different from talking about "the extension market," "the regrade market," "the teletypewriter market," and so on. When markets are so spoken of, the speaker is thinking of what the Telephone Company has to sell, not what the customer needs to buy. Yet any one will agree that the salesman sells on the basis of the customer's need for the product rather than his concern's need for the business. He would not make much progress, saying "I must sell you; my company needs the business." He will make progress saying, "This is what your Company needs to do," and then proving his point.

Within that general market classification is ample room for the analysis of the requirements of various types of customers and non-customers, and the devising of ways to tell them of the services to fit their needs.

In our business two general ways are used of reaching the customer with news of better service. One is through contacts by some employee who has a normal basis for contact with that customer, either business or social. This is what is known as the all-employee sales plan. The other is what is known as the regular canvassing activity, where trained and specialized sales people, who are part of the Commercial Department, carry out the main provisions of the sales program.

These are the specific ways. Of course the important influence of advertising in the newspapers and magazines must be present, forming a background for the sales contact, often giving the prospect an understanding of the attitude of the business toward the things in which he is interested.

All-employee sales are at their best when they are made as the result of some normal contact of the employee with the prospect, during which it is a natural thing for the interested employee to assist the customer to better service. When all-employee sales go beyond this point they not only lose in effectiveness, but they overlap with other forms of market coverage.

In eleven months of 1931 for every plant, traffic and accounting employee in the Northern Area there were 8.8 sales. This compares with 5.3 for the twelve months of 1930. It may be that 1932 will pass the 1931 figure. It might be more reasonable to expect it to exceed in some parts of the territory, and fall below in others. In any case the true objective has nothing to do with the 1931 figures; it is rather a way of looking at the job by some 8,000 people, a way of looking that can and will result in many of the Telephone Company's customers finding a definite improvement in their service, at a very small additional monthly cost to them.

All-employee sales activities depend for their success on a healthy attitude of mind toward the job, a knowledge and appreciation of the various services, and an alert interest in the welfare of others.

The market coverage on a planned basis is a commercial function. Wherever a portion of the market is to be canvassed the task belongs to the commercial sales personnel. This type of selling requires special training, preparatory work of various kinds, and continuing supervision. The customer is entitled to receive the mature advice of a trained expert whenever the sales contact is originated by the Telephone Company.

Planned market coverage matches exactly the market analysis. First comes the consideration of the business market, composed almost entirely of business users, that is, present customers for the service. The non-user group is so small that it is thrown in with the residence non-user group. Looking at the business user market, it is found to be composed of many kinds of businesses of varying sizes. It seems reasonable that the problems of one retail grocer will be similar to the problems of other retail grocers; that wholesalers will have things in common with other wholesalers; that the problems of one bank will be similar to those of another bank; and so on. So for the fourth year the Northern Area will, in 1932, group its business customers by kinds of business, and assign each kind for interview during a month of the year.

This has had the advantage of developing familiarity with certain types of businesses, often by specialization; the advantage of permitting helpful material, such as sales aids and special information, to be made available on a systematic basis; the advantage of complete market coverage; and the advantage of developing trends that may come in certain businesses. Where problems of a special character are encountered, such as the extensive employment of the out-of-town service in selling, or the working out of the details of a large 701 type dial private branch exchange, the assignments can be made each month so that the men best qualified to handle such cases receive them. These men are the toll, dial, and teletypewriter specialists who have served the apprenticeships in the hard schools of non-user work and regular scheduled business interviews. Heads of important concerns accord the recommendations of these specialists, as with other trained representatives, the compliment of adoption, as past experience has shown their soundness.

No customer is omitted from these scheduled business interviews because his business is too small. To him, his telephone service is as important as the dial private branch exchange of his large neighbor. To the Telephone Company, his service is always as important as it is to him.

The results on scheduled interviews with business customers have been as follows:

Year	Number	Sales	% Sales	Revenue
1930	69,959	21,895	31.2	\$690,110
1931 (11 months)	60,026	15,719	26.2	547,581

There is no reason to believe that results will be less successful in 1932. That they may be more successful, due to the larger foundation of customers' successful experience with past recommendations, will not be considered a sound reason for increasing the present performance objectives. A program that considers first the communication welfare of customers, uses a performance objective as an indication of quality, rather than as a quantity goal. If the customers' requirements are properly analyzed and recommendations skillfully and tactfully presented, there need be no concern as to sales per cents.

It is natural to raise the question, "But how about toll service?" Every business contact has a four point foundation. (1) Can the public find the business by telephone, *i.e.*, is there the proper directory representation? (2) Can the public reach the business by telephone, *i.e.*, are facilities to and from the central office adequate? (3) Can business be properly handled on the premises by telephone, *i.e.*, are the instrumentalities adequate and properly arranged? (4) Are the telephone services properly used, *i.e.*, is the fullest employment made of local service; inter-communicating service; out of town service; teletypewriter service, and so on?

Essentially, the business market is a retail market. Within his business group, each customer is taken as a separate unit, and his problems receive the individual analysis and recommendation they require.

Here is a real difference between the business user market and the residence user market. The business market is relatively small and highly individualized. The residence market is relatively large and uniform. Business customers are likely to need one or more of a large range of services and considerable assistance in the way they use the service. Residence customers, in large groups, are likely to be, predominantly, prospects for a particular kind of service or change in service. Service use is fairly uniform, and dependent more upon stimulus than upon plan.

Residence user activities, then, group themselves by kinds of services in which customers are likely to be interested, such as extensions and regrades to higher classes of service. Because there is a large volume of contacts to be made, and because the average sale is small, the telephone, in the hands of trained people, is the ideal contact medium. Used by untrained people, and under inappropriate circumstances, the telephone is not a good sales medium. Properly used under favorable circumstances by trained personnel, it is very effective. For some kinds of services, the contacts are best preceded by direct mail.

All residence customers are prospects for out-of-town service. Figures show that during the course of a year more than ninety per cent of the Telephone Company's customers use the toll service. Its use is not limited as to grade of service nor station in life. The requirement is to know somebody in another town. Nearly everyone qualifies. The problem is how to present the idea of using the service more consistently so that the presentation will be acceptable to the customer and the increased use is likely to follow.

There are sales fundamentals to be observed. The activity must aim toward a coincidence of stimulus, willingness, and opportunity. The places to which the customer might talk are the places where she knows people. She is likely to use the telephone when the occasion arises, if there is something to remind her of its use. She will not be deterred by price if the price is associated with the name and address, as the price will always seem low in relation to any reason she may have for calling.

The Northern Area enters its fourth year of experience with the Friends' Booklet. It has become a friend indeed to thousands of families in New England. Sermons have been preached about it. Business men have complimented its purpose. Families have been knit closer together. Friendships have been maintained. And the bread cast upon the waters in the form of almost a quarter of a million Friends' Booklets each year has been returned in toll messages that have been maintained at a pleasing rate during trying periods.

The Friends' Booklet history is as follows:

	Booklets	% with Names	Number of Names
1930	250,466	92.6	727,926
1931 (11 months)	187,651	93.7	699,100

Residence toll development is like the weather, or at least it may properly be subjected to the same comment. The Friends' Booklet has seemed to be a logical way of doing something about it. Tried in experience, it merits a place in the 1932 activities.

There are other residence user activities. But these are the principal ones.

Residence non-users form a great market. As they are added to the list of telephone subscribers, the service of existing subscribers is made more valuable. Main station revenue is the backbone of gross revenue. The sales program must consider it.

The flag has never been pulled down from the fort of Non-user Canvass in the Northern Area. The pioneer canvass was at Fitchburg, Mass., early in 1929, and hardly an exchange in the Northern Area but has, facilities permitting, been canvassed on a systematic basis. Results have varied but they have always averaged well above the objective of five per cent sales. Five per cent. sales is a real objective.

when it is remembered that canvasses are restricted to prospects for whom the canvasser holds cards, and the five per cent. must be made against a canvass figure that includes all those who have moved away since the cards were prepared, those with service in another name, and those who, for one reason or another, seem never to be at home. It is a per cent. against the gross prospect figure. Of course, the contacts are always preceded by direct mail. That has been found helpful:

The non-user record is as follows:

	<i>Prospects Interviewed</i>	<i>Stations Sold</i>
1929	23,691	1,376
1930	71,906	5,346
1931 (11 months)	137,566	8,336

The 1931 figure includes every canvassable prospect. It is a high figure. The activity is worthy of a place in the 1932 program, although the number of contacts might properly be, perhaps will be, somewhat reduced.

More could be said about a sales program. There are matters of sales management, of sales technique, principles and practices that properly have a place in such a discussion. The people who carry on the telephone business have a hearty and an encouraging interest in telephone sales. They realize that before the service is used, somebody must buy it. Only the customer can decide. But because telephone people have this healthy interest in the welfare of the busi-

ness in which they are engaged, telephone sales results can be encouraging in more ways than one.

They are encouraging because they contribute to the maintaining of the position of the telephone business, so that the people who have their money and the people who have their lives invested in it can feel that both are secure, as secure as the times will permit a wise management and an aggressive organization to make them. They are encouraging because they express to the thousands of customers an individual interest that a large but personalized organization has in their communication needs. They are encouraging in times such as these because every improvement made in the communication habits and facilities of the people of New England is a further step in bringing back healthy economic conditions in a New England that has shown its capacity to meet a succession of adverse circumstances and weld from them a compact, loyal, and courageous economic group that turns to its task saying, "This, too, will pass."

Service to Bermuda

AMERICAN business men on vacation in Bermuda are now able to keep in close touch with their offices by telephone. On December 21, service to the islands was open and is available to all Bell System and connecting telephones in the United States, Canada, Cuba and Mexico.



Our booth at the Associated Industries of Massachusetts Exposition, held at the Copley-Plaza Hotel recently, won the award for being the outstanding exhibit viewed by the thousands who attended the exposition. The teletypewriter and its uses as well as the beautiful setting arranged by Theodore Lytle, displays supervisor, proved to be most interesting. The inset at the left shows the plaque awarded for the exhibit.

They Kept an Eye Peeled for Sales

ELLA E. DRISCOLL, Roxbury information chief operator, is always on the alert for possible sales opportunities that come into the information board. Last summer she learned that her girls very often got calls for the Fanny Farmer Candy Shops, Incorporated. She communicated with the manager of the concern and tried to sell him service for each of the stores. This she was unable to do and then she tried to have public telephones put in each of the shops. Again she was unable to make any progress. Miss Driscoll then thought that a 750-A P.B.X. would be good for the headquarters of the concern. Again there was no sale. Not to lose any possibility of a sale, Miss Driscoll tried to sell additional listings and would have succeeded had not the customer desired irregular listings that could not be obtained.

Again Miss Driscoll proved her perseverance and instead of allowing the matter to drop, she turned it over to the Commercial Department as a prospect for a 750-A P.B.X. After several interviews the commercial representative was able to sell the 750-A P.B.X. This sale brings a yearly revenue of \$400.

Ruth McAndrew and Elizabeth Strachan of our Quincy office did a personal service recently which resulted in a sale, a friend, and two satisfied customers.

The *Boston Herald* called Miss McAndrew, service representative, and said that they wanted to get in touch with a certain individual in Weymouth, but learned that his telephone had been disconnected. They were anxious to get the man because he was out of work and they had located a job for him. Miss McAndrew consulted her supervisor, Miss Strachan, and it was decided that it would be a real service to get in touch with the man. Miss McAndrew called four people who had telephones in the vicinity of the man's residence until she finally found one who knew him. The man's wife was called to the telephone and the message delivered. The next morning the man came into the office, paid the outstanding bill, and was extremely grateful for the service that had been done him. We have not only retained a customer; we have made a fast friend.

Ruth Samuels of Melrose has been a sales leader consistently in her office. Miss Samuels never lets a month go by without making at least one sale, and usually several. For the first ten months of 1931 she sold five residence main stations, one residence extension station, one business main station, four business extension stations, two P.B.X. trunks, and one regrade. Besides these sales, she has several handsets and additions listings to her credit.

Catherine Buckley of the Kenmore Central office had a call recently for a home in West Newton. She

noticed that the called party was very slow in answering. So slow in fact, that she feared an abandoned call. She referred the case to the assistant chief operator, Miss Flynn, who ascertained the service of the called party. She found that it was a large house with only a main station. She also found out that on the call in question, the called party had been on the third floor and that it took a long time to get to the instrument on the first floor from there. An extension with handset sale, resulted from Miss Buckley's recognition of a possible sales opportunity.

The Roxbury Information girls are certainly sales minded. Too, they are mindful of the possibilities of the goods we have on our shelves. At a recent welfare committee meeting a party was arranged, and the question of a suitable prize came up. Several of the members suggested a handset for the prize and the idea met with unanimous favor. It went to the holder of the ticket with the lucky number. The winner was not an employee. The handset was installed at the home of the winner the next day, and the installation charge was paid by the Roxbury girls.

Elizabeth Breen, P.B.X. instructor, on one of her routine visits to the Texas Oil Company plant in Chelsea, learned from the manager that some changes in organization were scheduled for the first of the year and that some new departments were to be added to the Chelsea plant. Miss Breen suggested that new departments would mean need for more telephones.

Shortly after that the manager requested that Miss Breen come to see him. At this time he told her that they planned to discontinue a direct line from one of their warehouses to Boston and have the warehouse come in on the Chelsea P.B.X. Miss Breen suggested a tie line from the Chelsea P.B.X. to the Boston P.B.X. in order to care for the business of this warehouse. She pointed out the advantages of such an arrangement. Her talk was so good that she sold a new P.B.X., a tie line, and two additional extension stations. Miss Breen on two subsequent visits to this P.B.X. sold additional extensions. The total result of her sales effort was one P.B.X. with a tie line and four extensions.

While making a minor survey on the premises of one of our customers, W. A. Copeland learned that at a directors' meeting they had decided to remove a main station. He asked permission to look into the condition and after studying the situation found some mechanical trouble. He had the thing righted and explained the condition to the customer. The customer agreed to try the arrangement for a while longer and then decided not to remove the line.



Manager W. E. Bissell of our Bennington office retired on December 1. His friends in the Vermont District tendered him a banquet in honor of his retirement.

Western Division

Associate Editors

MAURICE S. BLAISDELL
SPRINGFIELD, MASS.

LORETTA L. KENNEDY
SPRINGFIELD, MASS.

GEORGE PARKER
RUTLAND, VT.

William E. Bissell Retires

William E. Bissell, manager at Bennington since 1909 and for twenty-six years a telephone man, retired on December 1. His host of friends in Vermont and Western Massachusetts honored him with a banquet at which time they presented him with a purse of gold as a token of their esteem.

Among those who attended the banquet were C. H. Hopkins, State manager; C. H. Pillsbury and John Russell of Montpelier, and Agnes Murphy, chief operator in the local office.

Agnes Murphy and Charles Tidd who arranged the party, thought of everything. They had songs old and new on the program as well as a special jig which was done by Denny Flynn. General dancing was enjoyed by the group before the party broke up.

Bill Bissell comes from Maine and started work with the Telephone Company in Northern New Hampshire and Vermont. He started with the Contract Department in 1905. He worked in Fitchburg and then went to Ayer, Mass., as manager in 1907. He was transferred to Bennington in 1909, and since that time has been manager there.

Mr. Bissell has become very well known in this part of Vermont and is identified with civic and fraternal organizations. He is a trustee of the Bennington Free Library, secretary of the Bennington Battle Monument, director of the Bennington Club, vice-president of the Bennington Chamber of Commerce and a member of the executive committee of the Vermont Chamber of Commerce. He is also home chairman of the Red Cross Chapter.

Vermont Organization Changes

The Bennington manager's area on December 1 was placed under the supervision of the Rutland manager, E. A. C. Smith.

Cedric E. Reynolds was appointed manager at Brattleboro on December 1.

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Bellows Falls Float Commended

The Bellows Falls operators took part in the Armistice Day parade which was held in that town, and made a very good impression. Doris Parker's car was very prettily decorated with blue and white paper and a huge bell on the front was inscribed with the word "Hello." Another bell on the rear had the familiar phrase, "Number, Please." The attractive operators who rode in the car wore white coats and blue berets.

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Alden W. Hannum

Alden W. Hannum of the Vermont cable department was drowned on November 28, when his car skidded on the icy highway and he plunged into the Connecticut River near Windsor, Vt.

Mr. Hannum was but twenty-one years old, and though young in the service was very well known throughout the district. He was a very popular young man who was greatly interested in athletics, and a good athlete himself.

The entire country-side attended the funeral and the Company was represented by a number of officials as well as many of Mr. Hannum's fellow employees.

Nelson King

Nelson King, a plant man, died in Worcester after an illness of nearly three months, on November 18.

Mr. King, a native of Millbury, had been in the employ of the Company for more than twenty years. For a number of years he was in the heavy construction department; and in the horse-drawn vehicle days he was a most skillful teamster. He was later transferred to the building department under Superintendent of Buildings J. L. Morley, where he remained until the time of his death.

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Remains at Post during Fire

Ada Blood, night operator at Bellows Falls, Vt., stuck to her job early in the morning of December 7, while a great fire which destroyed a whole block was raging, and while great concern was felt for the safety of the building in which the office is located. Mrs. Blood, true to telephone tradition, did not let personal danger interfere with her service to the community. She was warmly praised for her courage.

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Margaret B. Phelps

Margaret B. Phelps, a toll operator at North Adams, Mass., died November 9, at Pittsfield.

Miss Phelps entered the employ of the



Margaret B. Phelps

Company in 1921, and made the remarkable record of perfect attendance from that time until 1929. She was well-known in the community where she was esteemed both by her business associates and those whom she served.

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S. C. O. M. A. Notes

The Springfield Central Office Maintenance Association nominated officers for the coming year on November 13. Among those who will enter the battle of ballots for the championship are: F. W. Williams, L. F. Rodiman, H. A. Williams, N. C. Pardee, J. J. Lefevre, C. E. Donovan, and E. L. Bray. There are many nominees for the position of secretary-treasurer also. Among those who will compete for this position are: C. D. Young, N. C. Pardee, J. J. Lefevre, C. E. Donovan, W. A. Spongberg, F. W. Rattman, and E. F. Jenness. There will be five members elected to the executive committee from among the following: E. M. Flagg, H. E. Williams, F. W. Williams, W. A. Spongberg, L. F. Rodiman, J. J. Lefevre, E. M. Bowler, C. E. Donovan, N. C. Pardee, W. A. Felch, L. R. Nickerson, S. J. O'Connor, and F. W. Rattman.

The meeting was closed with an excellent lunch served under the direction of the social committee. Twenty-seven members of the Association were present.

The first half of the bowling season is nearly over. The league has been going strong with the Repeaters well in the van. The Connectors, Line Finders, Selectors, follow along in that order. Spongberg is the individual star of the league thus far.

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Good Work Protecting Cables

The Worcester Street Department, carrying out a big program of street improvement, found it necessary to work around our equipment both underground and overhead. Maintenance Supervisor R. H. Lawton, realizing the great danger to our plant from such work, appointed Arthur M. Warren to act as the Company's representative and to supervise carefully the work that was being done in order that he might, by



Arthur M. Warren, center in the above group, who worked with the Worcester Street department during a program of street improvement and thereby saved our equipment from being damaged by steamshovels, etc.

getting to know the city employees, indicate to them the ways in which they might avoid crippling the telephone plant, or in cases where there was no alternative, to do as little damage as possible.

The effectiveness of Mr. Warren's work is shown by the fact that very little damage was done to our cables, our manholes, or our poles during a long and varied program of street improvement work. This fact undoubtedly saved the Company a great deal of money as well as protecting the service of those sections that were involved.

Mr. Warren, during the work, got to know many of the city officials, the men on the job, steam shovel operators, steam roller operators, men in the Sewer and Water departments; and he found them all very willing to co-operate with him and as anxious as he to protect the property of the Telephone Company that was in the path of their work.

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Teletype Service Carries On

More and more the value of the teletype service which the Company supplies

is becoming apparent. Those concerns and departments of State and City governments that use it are finding it indispensable. This fact was brought home forcefully in a recent occurrence in the Holden Barracks of the Massachusetts State Police.

Shortly after 1.00 P.M. on September 15, the Holden Barracks reported that one of their teletype machines had gone out of commission. Repairman Ralph M. Warren found upon arrival that the power which is furnished by the Holden Electric Company had been shut off to effect repairs somewhere along the line.

Learning of the situation, Wire Chief Harold T. Sargent of Worcester called Lieutenant Shimkus at Holden and informed him that our monitor machines at Worcester were at his service and that he would detail a man to attend the machines and relay all incoming messages and put on the wires any messages outgoing. This arrangement was gratefully accepted and proved highly satisfactory.

Lieutenant Shimkus requested the tape that was used for his records and this was given him. He thanked Mr. Sargent and the Company for their co-operation.



One of the recent sales meetings held in the Western Division. Here the Springfield Plant men are all set to learn more about sales and sales opportunities. Increased sales proved the value of such meetings.



The testdeskmans' training class, held recently at Westbrook, Maine. Left to right: L. R. Ames, Bath; C. S. Libby, Bangor; R. F. White, Augusta; C. E. Clough, Portland, instructor; E. G. Bean, Portland; G. Seabury, Rockland; and J. M. Bonser, Biddeford.

Eastern Division

Associate Editors

EDWARD I. HERBERT, *Commercial*

GEORGE H. HODGKINS, *Plant*

THORNTON L. C. BURNELL, *Traffic*

45 FOREST AVENUE, PORTLAND, ME.

Portland Goes In for Basketball

The Portland District has a basketball team entered in the Local City League this season. This League consists of eight teams, each playing one game per week.

Telephone Team opened their season against the strong Chestnut Street Associates on December 11, and after a fast and furious battle emerged on the long end of the score.

The squad to date consists of Captain Donald Hinds, Niles Nelson, "Luke" Dresser, "Watty" Trefethen, "Spink" O'Connell, "Clate" Abbott, "Freddie" Doull, Henry Finch, George Gardinier, Rex Sprinkle, "Del" Collomy, "Shimmy" Charnard, Carl Lavigne, Fred Sterling, "Dud" Tribou and last but not least, Manager "Gene" Rideout.

Games other than the regular schedule are to be carded and we hope to hear from teams connected with the Telephone Company in other districts.

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A Telephone Pioneer

Linwood F. Jordan of Portland was one of the first telephone employees. He entered the service fifty-two years ago and was a familiar figure in and about the Boston exchanges. At the present time as one of the prized mementoes of his telephone work, he has badge No. 41 of the Telephone Despatch Company.

Mr. Jordan, after three years in the employ of the Telephone Company, resigned

and started to work in the electrical specialty line and has been in that field ever since. He has patented many devices and at the present time has patents on many ideas which have to do with aeronautics.

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New Plant Ratings

The following men in the Eastern Division have successfully passed examinations for new ratings:

Edward M. Tucker, Bangor, and C. W. Hanson, Portland, cable splicer, journeyman; and in the Portland district, Myron E. Wiggan, Central office repairman, Class "A"; Earl R. Johnson and Myron G. Decelle, linemen.

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Julia F. Searles

Julia F. Searles, chief operator at Bangor for nearly twenty-three years, died on November 22 after a short illness.

Entering the employ of the Company in Bangor, her home town, immediately after finishing school, Miss Searles soon became tremendously interested in telephone work. That interest was paramount with her to the last. Soon after entering the Company she was made a supervisor and in 1909 she became chief operator. In her more than thirty years of service she has seen many changes in the Bangor Area and has been a big factor in the successful changes from magneto to common battery and from common battery to dial. She saw the Bangor exchange grow from one of less than a

thousand stations to one of 10,000 stations.

Miss Searles had a penchant for drawing out the best in her people; and the remarkable development of her entire force was a tribute to her ability both as a teacher and a leader.

Besides her work in the central office Miss Searles was identified with many civic projects. She was a constant worker for war relief, was prominent in relief work after the great Bangor fire, and was active during the influenza epidemic.

She was past president of Jasper N. Keller Chapter of the Pioneers, and served a two-year term on the executive board of the National organization. Her ability and personality were known and respected by members of the Bell System from the far places of the country, with whom she had come in contact during her Pioneer work.

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Portland Traffic Sidelights

Sales meetings were held in Portland, Lewiston, Brunswick, Bath, and Biddeford



Julia F. Searles

for the mobilization of the soldiers of the 2nd Army Corps, Major-General F. S. Benjamin, 5th Infantry Brigade, Colonel F. A. Cosgrove. The captains were reported as being ready for duty, and checked out with complete orders for the advance on the Reds during December 1-15.

Toll training classes are being held in Portland. Myrtle H. Grace, toll chief operator, with her instructors, Miss Logue and Miss Hartnett, have completed outward operator training for two classes.

The Portland Forest girls held a very successful candy sale recently and increased their funds for Christmas work by nearly a hundred dollars.

At Portland, Miss Wagner in Preble, Margaret Krum in Forest, Ruby Krum in Toll, came to the district from Pittsfield, Mass. They are comfortably located and are making new friends among their associates.

The District Sales Trophy Contest is tied between Sanford and Westbrook, each having five wins. The office selling the most extensions during the Black War will be awarded the trophy. Captain Cannell in Westbrook and Captain Morrill in Sanford were leading their troops according to latest dispatches from the front. Last word by motorcycle messenger reports Captain Morrill ahead by 2 extensions.

At Thanksgiving the operators in the Sanford office raised funds for a big basket of food. They secured from the district nurse the name of a needy family. The lady of the house said she greatly appreciated their thoughtfulness, but her husband had just found work, and they could get along. She wanted the operators to find some more needy than her family. The district nurse gave them a second name and the basket was delivered.

In Portland, the girls in the Preble office donated food, canned goods, fruit and money to make up eleven Thanksgiving dinner baskets. The work was handled under the Central Office Committee, Miss Harriman, chairman. Through their kindness, eleven families in Portland had a wonderful Thanksgiving.



Aubrey Hill and Morris Appleton at Molunkus Lake. Appleton wasn't fooling when he went out to get that deer.



Madeleine Manchester, Division Plant Cashier, is a big game hunter and a successful one. On the left we have her starting out with her comrades on a hunting expedition. On the right Mrs. Manchester is displaying a few partridge which fell before her steady aim.

Plant Department Notes

Harold Noddin has been temporarily transferred from the Bangor District engineers to the Portland District engineers.

The engagement of Helen M. Olsen of Portland District Engineers to Chester Small of Portland has been announced.

Gus Appelin is transferred from the Division Engineer, Transmission Group, to the General Toll Plant Supervisor's forces in Boston.

C. E. Curtis of the Bangor District Engineers has been transferred to the Division Engineers at Portland, being assigned to the Transmission Group.

H. R. Learson of the General Toll Plant Supervisor's force, Boston, has been transferred to the Bangor District.

Ralph C. Tortman, district plant superintendent, has been on a hunting trip. He claims that although he didn't get his man, as most hunters in Maine seem to do, he did get a deer.

The regular monthly party of the Bangor District wire chiefs group was omitted this month and the money which they would have spent was turned over to the Community fund for the unemployed.

Florian Day of the Bangor Line Assigners has returned from a hunting trip with a fine buck weighing about 225 lbs.

The Bangor wire chiefs are planning to have a basket ball team in the City League.

With the season in full swing, the Bangor Telco League bowlers are showing some fine stuff with the little black balls on the polished alleys. At present we find three teams, Dials, Line Finders and Selectors tied for first, the Cords in fourth, Carriers and Protectors deadlocked for fifth and the Repeaters and Connectors in a tie for last place in the league. Another noteworthy event in the past two weeks was the breaking up of Howard Allen's monopoly on records. Frank Cox smashed the pins high, wide and handsome to cop the high average, and Hal Staples came through with a single string of 136, leaving Allen only his 3-string record of 349. The Bangor boys bowl candle-pins. Talk is beginning to brew regarding a series

of two matches with Portland; although no arrangements have been made yet, developments are expected the first of the year.

The Division plant engineers are starting an out-of-hour Educational Course, consisting of a series of lectures conducted by men familiar with the particular subjects which are to be considered.

The subjects thus far scheduled are:

Sales—Leader, C. H. Bauer.

SXS Dial Operation—Leader, E. Anderson.

Responsibility of Accounting Department to Engineering, and

Responsibility of Engineering Department to Accounting—Leader, W. F. Jortberg.

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Portland Local Talks Sales

Portland Local No. 7 put over a booster sales meeting at Pythian Temple, November 21, with 225 enthusiastic members present.

A fine supper was served, after which the balance of the evening was spent on our sales program. T. C. Davis, president of Local No. 7, acted as chairman.

L. V. Gillis, division plant superintendent, was the first speaker of the evening. He very clearly brought out the facts as to why we should sell service and gave the members his confidence in their endeavors to sell.

R. C. Totman, district plant superintendent; D. J. Desmond, division employment supervisor, an ex-president of Local No. 7; J. J. Coughlin, International president of I. B. T. W., also spoke.

The last speaker of the evening was L. W. Weir, assistant to the general manager, also ex-president of Local No. 7. Mr. Weir opened up with both barrels wide open and kept them open to the finish. He gave very surprising statistics in regard to the number of removals that had occurred during the past year, and very clearly and interestingly stated what we could do to offset this loss of stations.

The meeting proved a big success and sales are now being prosecuted with a renewed vigor.

(Continued on page 467)



The Salem and Manchester Bowling Teams and some of their loyal rooters before the recent match held in Salem. The Salem girls proved to be excellent hostesses; but they drew the line at letting their guests win, and proceeded to win the match handily

<p>Secretary</p> <p>W. E. FARQUHAR</p>	<p>Accounting</p> <p><i>Associate Editors</i></p>	<p>Treasurer</p> <p>P. H. COBB</p>
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Personalities

Beware! A new epidemic has broken out in the office on the Providence Revenue Accounting, especially among the girls on the fourth floor. Curly eyelashes!

The Nit Wits of the Providence Revenue Accounting office, not being a superstitious club, held their first meeting of the year on Friday, the thirteenth. This year they are giving lessons in foreign languages. William Donahue was the first to take the French lesson and is doing nicely. The prizes for bridge were won by the Millionaires.

A most enjoyable evening was spent at the home of Ethel Doughty recently when she entertained a few of the girls, from the Providence Revenue office, at bridge. Prizes were won by Teen Follett, Ruth Wells, and Jessie Walker.

One evening recently, Gertrude Burnham of the Providence Revenue Accounting office entertained her gang. Bridge was played, the first prize being won by Stella Winchester and the consolation by Mrs. Dingee. The table decorations were chrysanthemums with candles to match, and the favors were powder puffs.

We are happy to extend a welcome to Christine Kupec, who has joined our family at the Springfield Revenue Accounting office, and to Grace (Pat) Leary, Ruth Newton, Mary Towle, M. M. Smith, A. Kardokas, and R. Goodrich, who have signed up at 881 Commonwealth Avenue, Boston.

Irene E. Burkinshaw of the Salem Revenue Accounting Department has been appointed health instructor for the Salem office. Irene took a special training course in Boston and is preparing for classes to be held during the coming months.

Springfield Benefit Party

The Springfield Revenue Accounting dance and bridge party, all the proceeds of which go for the benefit of the unemployed, was held December 2.

Salem Bowlers Beat Manchester

The Salem Revenue Accounting bowling team were hosts to the Manchester, N. H., Revenue Accounting bowling team, when an exciting match was held at the Post Office alleys on December 10. The Manchester contingent, about twenty strong, arrived in Salem about 5.30, and after old acquaintances had been renewed and new ones made, the two teams and their rooters dined at the New Essex House and later adjourned to the alleys.

The match started at 6.45 with plenty of noise from the rooters of both teams. The team from Manchester took the first string by 10 pins and Salem cancelled this lead in the second string by coming through and tying the score.

Entering on the third string enthusiasm was running high and it was anybody's game until about the middle of the string when something happened and the pins just would not stand up for the Salem girls. They took this string with a margin of 75 pins.

The scores were as follows:

Manchester: Campbell, 235; Johnson, 207; O'Donnell, 235; Rogers, 262; Dekkers, 238; total, 1,177. *Salem:* McElmon, 242; Smith, 259; Johnson, 259; Commerford, 229; Cassidy, 271; total 1,252



Ida Delorey Transferred

When Ida Delorey left the Boston Revenue Accounting office on November 28 to take up her duties in the Lynn Commercial office to which she has been transferred, she was

presented with a beautiful bag as a parting gift from the Revenue Accounting Association. Miss Delorey was greatly pleased with her present; and together with it, she takes the best wishes of her friends for success in her new position.



Inter-Department Bowlers Busy

As the Interdepartmental Bowling League enters in the last half of the bowling season, we find Metropolitan Team No. 1 captained by "Bill" Hertach well in the lead for top position. A great deal of enthusiasm has been shown throughout the season so far, and competition for prize position is keen among the teams.

We may find that before the season closes on March 7, some of these teams will upset the dope.

The standing of the league is as follows:

Team	Captain	Pinfall
Metropolitan No. 1	Hertach	13,423
Metropolitan No. 2	Phillips	12,862
Gen. Accounting No. 4	Porter	12,893
Secretary No. 2	Wilkins	12,628
Gen. Accounting No. 2	Cheetham	12,643
Gen. Accounting No. 1	McCarthy	12,741
Gen. Accounting No. 3	Conway	12,421
Secretary No. 1	O'Donnell	11,863

High Single: Hertach, Metropolitan No. 1, 126; Byrne, Secretary No. 2, 118. High Three-String, Hertach, Metropolitan No. 1, 340; Sullivan, Metropolitan No. 2, 310; High Team Single, General Accounting No. 2, 500; Metropolitan No. 1, 485. High Team Three-String, General Accounting No. 2, 1,423; Metropolitan No. 1, 1,401.

With the retiring room attractively decorated and the lights dimmed by ornamental red and green paper lanterns, combined with the mellow tones of the orchestra, an atmosphere of jovial sociability was created. Just around the corner in the cafeteria, bridge games were in order. With peanuts, punch, candy, and high bidding, the bridge players had a jolly time. When the scores were added it was found that Helen Lee had won first prize for ladies; B. A. Mortensen, first prize for men; Kitty Meaney, consolation for ladies, and Tom Howard, consolation for men.

Much excitement and suspense attended the drawing of the door prize for which Hudson Richards held the lucky number. At 10.30 refreshments were served.

Herbert Farr acted as "Master of Ceremonies," introducing a progressive and a lemon tag dance, while both he and Gilbert McAnern were instrumental in furnishing the girls with partners.

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Met-Acco Costume Party

The Metropolitan Disbursement Accounting season opened with a costume Halloween party at the Lotus Cottage in Mattapan, attended by about eighty people. The costumes proved to be exceptionally well thought of, and in some cases extremely baffling. Correct guesses as to who was who, reached an overall rating of only 65%.

The party began a little later than scheduled but this was due to the fact that people weren't themselves that night; nor were the doughnuts and coffee to be served until later. The grand march was extra long to enable Messrs. Stanley and Starr to come to decisions. Prizes were awarded by Mr. Stanley as follows: To girls, first, "Jo" Leahy as an old-fashioned bride in long, flowing lace and taffeta gown; second, "Dot" Ryan cleverly disguised as the pickaninny "Topsy;" third, Frances Clover disguised as Operation 95C.

The alluring charms of "Al" MacGregor, the vivacious blonde, won him first prize. Second only to him, was Frank Sullivan as a Russian Cossack. Shadowing Sullivan, peculiarly enough, was a tramp, who turned out to be "Joe" Lehane, in third place.

No vote was necessary to put this down as a successful party; it promises well for future ones sponsored by "Bunny" Starr.

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Salem Revenue Sales Meeting

The employees of the Salem Revenue Accounting Department recently had the pleasure of listening to an interesting talk on sales given by Richard S. Whitcomb, general sales manager. Mr. Whitcomb talked about sales and the extension "War," explaining why "War" was declared and what everyone must do to make the "Black Army" victorious. Judging by the applause at the end of the talk, every minute of the forty-five minutes was thoroughly enjoyed by all present.

Among those present at this meeting were Clyde J. Heath, division commercial manager; Donald Heath, division toll supervisor; W. E. Bevins, district traffic superintendent; J. J. Barry, Salem district manager; G. A. Stevens, Salem manager; and E. L. Bramley, Beverly manager.

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Centadaes Hold Bridge Party

The "Centadaes" of the Central Division Disbursements Accounting office held a bridge party at the Company's quarters at 245 State Street, Boston, on November 21.

Arthur Crafts acted as master of ceremonies and kept things going in an efficient manner. After spirited competition, prizes were awarded to R. E. Rosenburgh, Ruby Hill, James Hart, Ken Weston, Hilda Hill, May Sullivan, Mary Murphy, Margaret Bigley, William Zellis, Nellie Barry, Verda Johnson and Mrs. J. D. Fitzgerald.

Refreshments were served after the play-

ing. At a late hour the party broke up and all in attendance agreed it was another successful social and financial venture in a long series held by the Central Division Disbursements people. Margaret Casey headed the live-wire committee that arranged the affair.

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Accounting Wedding

Mary Gertrude Lynch of the Reports Division in Boston and John Henry Carroll of the Southern Division Disbursements Accounting Office were married recently in Cambridge.

Following the ceremony, which was attended by a large number of friends, a reception was held at the Hotel Continental. "Gertie" and "Jack" chose Bermuda for a wedding trip and are now making their home in Providence.

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Disbursement League Shows Pep

Smash! Crash! Bang! Down they go, row after row. Hits are being made from all angles. Everyone is fighting hard to put their teams across.

What is this all about! It's the Western Division Disbursements Accounting Bowling League which is composed of six teams of four members each.

The prizes which are to be awarded at the close of the season are an excellent incentive to the bowlers. They have turned in such high single-string totals as 103, 101 and 100. The men have bowled high singles of 118, 120, 121 and 132. Plenty of enthusiasm has been shown by everyone, whether players or not; and the attendance at each match has been large.

Following are the captains with their team standing for the first eight games of the season:

Team	Captain	Points Won	Points Lost
1	S. Black	14	18
2	F. Carrigan	20	12
3	F. Jones	15	17
4	A. Butler	21	11
5	M. Hennessey	11	21
6	M. Corliss	15	17

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Disbursements Exceeds Bogey

The Western Division Disbursements Accounting Department has exceeded its bogey or annual revenue resulting from sale by about 10% for the year 1931.

Mary Cramer of the payroll unit deserves special mention as the outstanding salesman of the office.

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R. J. Douglas Rescues Caddie

Robert Douglas of the Western Division Disbursement Accounting Department was enjoying a game of golf at the Springfield Country Club recently. As the foursome, of which he was a member, approached the



The Western Division Disbursements Accounting Office Bowling Team captains. Standing, left to right: Frank Carrigan, Frank Jones, Arthur Butler, and Samuel Black. Seated: Mary Hennessey and Marie Corliss.



Robert J. Douglas who was honored recently by the Board of Governors of the Springfield Country Club for saving the life of a caddie.

eighth tee, one of the caddies in the party, being taken suddenly ill, lost his footing and fell a considerable distance down the embankment into a very deep water hole.

Without a moment's hesitation, Bob plunged into the water and rescued the caddy, who was unable to swim.

At a special meeting, the board of governors at the Springfield Country Club voted to award him a check for fifty dollars and recommendation was made to the National Safety Council of Mr. Douglas's heroic deed.

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Salem Wins Diana

Diana Sayles paid a visit to the Salem Revenue Accounting office during the month of November. Diana, as you know, is the general auditor's sales trophy that is in competition in the Northern Area.

The girls in the Salem office are working hard to make the congenial visitor's sojourn in Salem as lengthy as possible.

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A Providence Birthday Party

There was great excitement and keen enjoyment in the Reports and Results Section of the Providence Revenue Accounting office recently. Lillian Backstrom celebrated her birthday and there were—how many, Lillian?—candles on her cake.

Just before five o'clock the candles were lighted, after considerable effort on Lillian's part and ably assisted by three boxes of matches.

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A Providence Pie-eater's Dream

By DORIS BEEDLE, Verification Clerk

Say, folks, you don't mean to tell me you missed the big contest that was held at the Shiny Vest last night! Why, it was the most exciting time I have ever had. Every table in that place was filled when I entered.

I never saw a crowd of hungrier looking people. When I asked what it was all about, the proprietor of the place said that the girls of the fourth floor of the Providence Revenue Accounting office had challenged the girls of the fifth floor to a pie-eating contest. Well, that explained those hungry faces all right. They had not eaten for days!

What a babble of voices! Doris DREW in cart after cart of luscious pies, and I saw Esther HALL out each quickly emptied cart. You should have seen Hope BarSTOW away those pies, and I didn't see Sally BURDON herself with any too few, either. I am sure Edna UnderWOOD have choked to death if she had hurried any faster. And what a cheering squad each one had! Mildred STEWART stood out like buttons as she shouted "Stella WIN(!) CHESTER little faster!" Marion Lloyd was keeping an eye on Alice Peters and I heard Gertrude WARNER to keep quiet.

"How long has Dorothy BENNET this game?" shouted Madeline Boynton. "She is going to win!" "She MAE DEARY,"



Mary Cramer of the Western Division Disbursements Accounting Office lead the force of that office in sales during 1931.

said Jimmy Sayles, "but I doubt it. Look at MarguerITE."

"Ha! Ha!" laughed Ruth, "WELLS said my dear." Just then I saw Ruth PARKER gum on one of the plates. "Ruth ALBEE darned if you aren't getting careless," said Gladys Johnson. "Why didn't you leave that in Agnes CARR outside?"

All that was soon forgotten as I saw Annie WARD off a few arms as she gave Doris AshMORE pic. I asked Lillian LarkOWICH one was ahead and she said, "Teenie Follett," but I looked and saw Eleanor ConWAY ahead of the others. She had Catherine TRAINOR for the contest, so no wonder. "Genevieve KERWICK, grab this pic." "Quick," said she, "say, I can't move."

"Bill GREAVES so when his side loses,"

said Martha Thompson, "I really hope that one of his girls wins."

"Here comes the prize," murmured one of the now overfed group. And in came Claude carrying a huge, beautifully hand-carved statue of America's favorite dessert. Harry BartLETT Florence LEIGHTON the table just as Mr. Mosses acclaimed the only girl left at the table (the ambulances had claimed all the rest) and shouted, "Jean EWEN!" And so she did.

What a night! What a night!

Eastern Division

(Continued from page 464)

Bangor District Sales

For the ten months to November 1, 1931, eighteen traffic employees in the Company operated offices made 369 sales amounting to \$6,191; while they were making these sales sixteen agents and their employees made 455 sales amounting to \$8,617. A total of 34 employees, 846 sales, and yearly revenue of \$15,091. This represents the effort and sales spirit of these employees of the Bangor district.

In the Company operated offices Sarah Preston of the Belfast office made 47 sales amounting to \$789, while in the Agency offices Frank E. Preble of the Richmond office made 68 sales, totaling \$1,179.

Following is list of employees in both types of offices who up to November had made over twelve sales:

Company Operated Offices

Office	Sales	Revenue
Mildred Haskell	Augusta	16 \$393
Clara Glass	Augusta	16 222
Helen Costley	Bangor	22 303
Mildred McEwen	Bangor	20 333
Julia Nelligan	Bangor	17 135
Minnie M. Allen	Bar Harbor	18 229
Pauline Johnson	Bar Harbor	13 243
Thelma Davis	Bar Harbor	29 402
Sarah Preston	Belfast	47 789
Bertha Shea	Ellsworth	20 248
Ernestine R. Shea	Ellsworth	31 693
Margaret Davis	Ellsworth	22 377
Ruth Caton	Gardiner	22 274
Margaret Donovan	Gardiner	13 180
Margaret Flanagan	Rockland	32 541
Ethel Leighton	Waterville	18 543
Cora Murray	Waterville	13 261
		369 \$6,191

Agency Operated Offices

Eveline Cooper	Sullivan	15 257
Hannah Richards	Blue Hill	29 500
Edward C. Bennett	Bucksport	62 846
Margaret Bennett	Bucksport	23 934
Pearl Harriman	Bucksport	16 341
Amy Ketchen	Oldtown	21 483
Carrie Perry	Millinocket	25 765
Rose Gonver	Orono	49 966
Grace E. Day	Eddington	13 218
Lelah E. Smith	Pittsfield	16 288
Margaret Cloutier	Dexter	20 340
Dolly Croxford	Newport	21 351
Frank E. Preble	Richmond	68 1,179
Florence Colcord	Searsport	15 228
Mrs. C. K. Philbrick	Dark Harbor	34 475
Marion Howard	North Haven	28 446
		455 \$8,617

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Toronto now averages about one and three-quarter million telephone calls every day.



Service Engineers who are now making survey in Arlington and Cambridge. Front row, left to right: Lloyd Henderson, J. A. Bianco, group leader; H. B. Ranshousen, Metropolitan Division sales manager; James Flate, exchange sales engineer; and Charles P. Colligan. Back row, left to right: Leroy J. Higgins, Frank V. Balch, George T. Strahan, Albert E. Fleming, Charles S. Pangborn, A. J. MacNeil, and Alfred W. Crosby.

Metropolitan Division and General Offices

Associate Editors

M. B. DOWNEY, *Plant*

J. H. MASON, *Commercial*

MARY C. MULLEN, *Traffic*

Some Stellar Salesmen

A lot of families in the Metropolitan Division area have telephones today who used not to have them. The reason for their changed status is that when they failed to come to our business offices to order them, our service engineers went out and sold them.

These families are pretty well satisfied with their new service and the engineers are particularly pleased that they have been rolling up an excellent record of their sales.

There are a number of these sales groups and we hope to tell about them in future issues of the magazine, but the one we have in mind at present is now covering Cambridge and Arlington, and doing a sweet job. The members make about 1,000 calls a week. Of these about 600 result in interviews. Some weeks the revenue is as much as \$4,900. There are weeks, of course, when it isn't as good as that, but on the whole the results are well worth while.

Their success is no doubt due to their enthusiasm. No weather is too inclement, no distance too great to send them on the run to a prospect. Their job is crusading to make every family understand that it can't get along without a telephone.

At the head of this group is Joseph A. Bianco, who has 31 years of service and skill in meeting the public. He sets the pace for his group and has kept them among the leaders. George T. Strahan, formerly with the General Engineers, takes care of the records, makes appointments and sees to it that there is no lost motion.

Others of the group are Leroy Higgins, long in experience and full of enthusiasm; Lloyd Henderson, war veteran and experienced plant man; Albert E. Fleming, young, and very successful in selling to school systems and town governments; Frank Balch, a new man who is holding his place among the leaders; Charles P. Colligan, of the Equipment Department, who specializes on town governments and is himself a big wig in Watertown; Charles S. Pangborn, who knows everybody in Cambridge and tackles all the hard cases; Alfred W. Crosby, whose specialty is calling in the evening and getting his man; A. J. MacNeill, well-known veteran, Pioneer, Legionnaire and Equipment man who at home sits on the Wellesley Town Planning Board.

The boys have run across some hot ones. Mr. Bianco asked a Cambridge policeman how to get to a certain street and also tried to sell him a telephone, without luck. He found the street, sold the service, and met the officer on the way out. It seems that Joe had made the sale to the officer's wife, and what that cop didn't say!

Mr. Crosby climbed through a window to permit a woman to enter her home when she had lost her key. Seeing no telephone in the house, he sold her one.

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R. H. Whiddon Retires

R. H. Whiddon, carpenter foreman in the Metropolitan Division, retired on December 12, after twenty-one years of service.

Mr. Whiddon's friends in the Department

honored him with a dinner at the Chamber of Commerce on December 10. Among those present were F. A. Mahan, Jr., L. R. Holbrook, O. G. "Duke" Richards and W. D. Scott.

Mr. Mahan acted as toastmaster and presented Mr. Whiddon with a handsome bill fold which enclosed several bills, a token of esteem from his fellow-workers. Mrs. Whiddon was the recipient of a beautiful bouquet of flowers. Mr. Whiddon thanked his friends for their thoughtfulness and for the gift which it prompted; and through them he expressed his gratitude to all the members of the department both for the part they had in this fine demonstration of friendship and for the co-operation they had given him during his many years of service.

Mr. Whiddon is going to take a vacation for a time and then he is going into business with a friend of his. He plans to do remodeling work and other specialty carpenter work. He points out that he shall find his greatest pleasure in doing something and that the work which he has done all his life is still of great interest to him. He looks with pride upon his long telephone service, and while he will not actually be engaged in that work in the future, he still feels that he is a telephone man.



R. H. Whiddon, carpenter foreman in the Metropolitan Division who retired on December 12, after twenty-one years' service.

Plant Safety Meeting

The supervisory people in the Metropolitan Plant Department, numbering about four hundred, gathered at the new Bowdoin building on November 23 as guests of J. H. Dodge, Division Superintendent of Plant.

Following a meal served on the fourth floor in the new building, the chairman, O. G. Richards, division employment supervisor, called the meeting to order, and Mr. Dodge put "Old Man Accident" on trial for his offenses committed in the Metropolitan Division.

Lantern slides which were projected on the screen during Mr. Dodge's talk showed plainly the improvements in the Metropolitan Division over previous years. However, he said that if further improvement isn't likely he had greatly miscalculated the ability of his supervisors. Mr. Dodge was confident of seeing a decided reduction in the number of accidents.

One of the points clearly brought out was the fact that while medical science has done many remarkable things, it has not yet been capable of restoring life, replacing a lost eye, or missing member. Hence it is vital that we protect the man on the job, insure his safety, and not be open to any charges of failure on our part of not employing the proper safety methods and devices. Eternal vigilance on the part of supervisory people, upon whose shoulders rests the safety of their employees, is necessary to successfully improve our safety program.

Our medical director, Dr. Lynch, who was a guest of the meeting, remarked that he expected a great reduction in the number of accidents chargeable to the Metropolitan Plant Department, due to the enthusiasm and interest manifested by those present.

C. N. Tasker concurred with Mr. Dodge that the responsibility for accident preven-



Police Chief Michael Hughes of Newton shown in his office in the new Police Station in Newton, using the new 750A type P.B.X. which has been installed by the Department. The others in the picture are: left to right, R. A. Davis, Captain Seaver, and James O'Connell, service representative who sold the service.

tion was largely up to the supervisory people of the various departments. He checked with Mr. Dodge's four points; first, that the men should not have accidents because Mr. Dodge asked them not to; second, because of their pride in the Division; third, because they should make a contribution toward the welfare and happiness of the men and their families; fourth, to justify the policy which puts the responsibility for accident prevention where it belongs, in the hands of the supervisory people.

Vice-President Clarence G. McDavitt outlined the manner in which the Theodore N. Vail Committee of Awards functions and the basis upon which awards from this fund are made to people in the Bell System.

Leon W. Weir, assistant to the general manager, discussed the high points of the major accidents in the Company within the last year, and like the other speakers of the evening placed the responsibility for stopping accidents with the supervisors.

J. W. Cuthbert was the official representative of the N. E. L. A., and presented the Insull Medal and Certificate awarded to Joseph Lynch and the Certificate of Assistance to Antonio Carvotta.

During the meeting two motion pictures were shown dealing with operation of motor vehicles and regular everyday duties of a telephone man.



Traffic Engineers

DO YOU KNOW?

THAT—It is proposed to install in the new Post Office building one P.B.X. system which will serve all of the government departments in the building.

THAT—The first hospital installation of a dial P.B.X. in the Metropolitan Division is being engineered for the Massachusetts General Hospital.

THAT—Metal pocketbook holders have been developed and are to be attached to operators' and supervisors' chairs in all Metropolitan Division offices.

THAT—In connection with the building addition recently completed at the Winchester office, the building has been equipped with an oil heating system.



Newton Police Get 750-A P.B.X.

The Newton Police Department which recently moved into their new quarters are extremely proud of their new 750-A P.B.X. which is one of the first installations of its kind in a police department in New England. This modern, flexible intercommunicating system has met with universal favor among the many police chiefs who have visited Chief Michael T. Hughes in his new headquarters. Chief Hughes is himself very much pleased with his telephone equipment, not the least important feature of which is the private intercommunication within the police quarters.

Six telephones are conveniently placed and at strategic points in the building. In order to provide prompt and convenient service, two instruments are at the main desk where calls are first answered and then distributed to other instruments if desired.

Commercial Representative James O'Connell is responsible for the installation of this equipment by the Newton Police Department.



Plant Sales Leaders

The Metropolitan Plant forces smashed all previous records in November with a total of \$89,247 annual revenue, exceeding by about \$15,000 its previous high total made the month before. Over 39% of the 2,400 employees participated in November,



Agatha Walsh and Gertrude Duffy who sold candy at our Milk Street building during the Thanksgiving period. They look as if they had just landed on Plymouth Rock.



The Plant sales leaders for November are, left to right: William F. Kelley, William A. McGunagle, Irene MacDonald, and John B. Lynch.

and 36 1/2% made sales which exceeded any previous record. The sales per employee for the month were 1.18, a new record. In saving stations, 87 employees saved 308 stations, annual revenue \$12,690, not including wire loss of \$4,353 saved, incidentally each figure exceeding any previous one for similar items.

High number of individual sales was made by Wm. A. McGunagle, combination installer, South Shore District, who made 55 sales totalling \$2,059 annual revenue, which included 36 stations saved, this latter being, incidentally, the highest individual number saved during November. Mr. McGunagle's revenue total was second high for the division.

High individual revenue for Plant was made by John B. Lynch, Engineering Metropolitan Division, whose \$9,900 sale topped all others. Mr. Lynch's good work was the result of off-hour contacts on the train, coming to work mornings. He sold a business acquaintance a full-time talking circuit.

Second high number of sales, 42, and second high number of stations saved, 34, were made by William F. Kelly, combination repairman, South Shore District.

Mr. Kelly is one of the "Four Horsemen" and has been doing a swell job both in selling and saving for some time past, and is a big factor in sales activities.

Leading lady for Plant is once more, Irene MacDonald, clerk, line assigning, Northwest District. For ten successive months her picture has graced our pages as an outstanding sales star, as it well might, for in that time, she has made 158 sales, including 147 stations saved, annual revenue \$5,950. Had every plant employee done as well as Miss MacDonald, our sales would have totalled over \$14,000,000.



Traffic Sales Leaders

There is great interest in the sales leadership among the traffic girls; and it is particularly pleasing to see new faces among the top notchers. H. F. Dargan, the chief operator of the Newton North office, has not only interested the force in her office in sales, but believes in the slogan "Do as I Do and we will be up among the leaders." Miss Dargan came through with sales to 16 customers during the month of November and made first place in number of sales.

What a treat! Three traffic girls tied for second place on most customer sales per employee. Susan E. Coffey of Waltham, C. V. De Lappe of Columbia and M. A. Brennan of Dedham, all made one or more sales to 15 customers. Congratulations, girls.

Last month we had a newcomer in the ranks of sales leaders. A. L. Hughes, chief clerk for District Traffic Superintendent Andersen, just to prove that her results for last month were not just a "flash in the

METROPOLITAN DIVISION AND GENERAL TRAFFIC

Sales for November

	Per Cent Participating	Employees Making Sales Direct and Indirect	Cust. Sold Per Employee	Annual Revenue Value
Metropolitan Division, Total	44	35	.52	\$67,138
Div. Supt. of Traffic	83	50	.83	107
Div. Supv. of Traffic	46	24	.54	2,661
Div. Traffic Engineer	62	41	.78	609
Div. Employment Supv.	79	54	.92	501
Dining Service Dept.	6	2	.02	96
Boston Toll	31	15	.18	3,166
Dist. No. 1 (Central)	31	26	.44	9,050
Dist. No. 2 (South Central)	71	49	.81	12,775
Dist. No. 3 (South Shore)	58	53	.80	6,742
Dist. No. 4 (Southwest)	62	55	1.09	13,114
Dist. No. 5 (Northwest)	40	36	.51	9,792
Dist. No. 6 (North Shore)	33	30	.42	8,578
General Traffic (Southern Area)	85	61	1.1	2,012

pan," is in again as revenue leader with 14 customer sales totalling \$623 in annual revenue.

Previously in this article Miss Susan E. Coffey, who has just hit her stride, was shown as one of the three girls tied for second place in number of customer sales. In addition she has won second place in revenue honors as her sales in November produced an annual revenue of \$594.



"Stoliver Club"

Last March an arrangement was made for employees of the State Street and Oliver Street buildings to obtain luncheon at the Boston Yacht Club on Rowe's Wharf by becoming members of the crew of the good ship "Stoliver." These individual memberships will not expire until next March, but as the plan has not proven as successful as anticipated, it is not expected that the club membership will be renewed.

As the money received was more than enough to defray the expenses there was a small balance which the officers in behalf of the membership donated to the Christmas Welfare Fund, thereby closing the account.

(Cont inued on page 478)

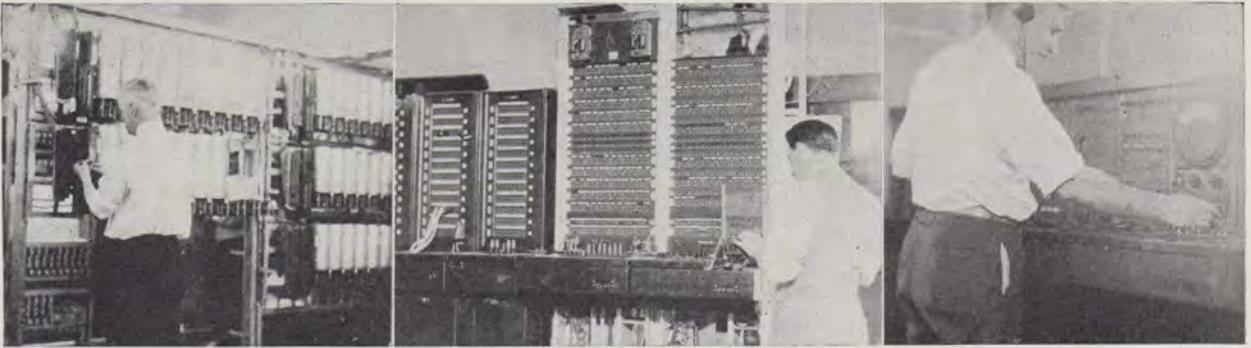
METROPOLITAN DIVISION Plant Sales for November, 1931

	Employees Making Sales	Per Cent Making Sales	Annual Revenue
Div. Supt.	2	50	276
Div. Empl. Supv.	2	33	396
Plant Supt. (office)	7	10	490
First District	119	33	9,753
Second District	97	53	10,409
Third District	139	64	17,686
Fourth District	121	53	8,944
Fifth District	111	62	10,300
Sixth District	92	56	8,472
Div. Plant Supv.	10	33	2,416
Div. Plant Eng.	54	34	14,190
Supr. Const. (office)	5	22	148
Wiring	22	45	1,031
Aerial	15	14	765
Cable Placing	11	18	380
Splicing	33	13	2,222
Supr. Bldgs., M.V. & Supplies (office)	0	0	0
Supplies	3	6	110
Motor Vehicles	5	16	171
Buildings	22	11	1,052
Total	870	36 1/2	89,247

(Over 39% of Plant Employees participated in November)



Those who led the field in traffic sales during November are, left to right: Caroline De Lappe, Mary A. Brennan, Susan Coffey and Helen Dargan.



Left: The framework of the new 701-A P.B.X. which has been installed for the Boston and Albany Railroad at the South Station. Center: The new No. 5 toll test board installed at Fitchburg. Right: Newburyport's new toll test desk.

Central Office Equipment INSTALLATION DEPARTMENT

Associate Editor, PIERCE DONOVAN

New Railroad P.B.X.

Another railroad P.B.X. is in process of installation at the Boston and Albany offices at South Station, where Henry Kersting and his assistants are placing a new 701-A P.B.X. to replace the old 600-C P.B.X. now in use. This switchboard will be a 3-digit multiple type arranged for individual ringing, and will be connected by manual and dial C. O. trunks to the Hubbard Central office.

In connection with this installation circuits have been devised to provide numerous tie lines to calling points of frequent contact in the course of the Railroad Company's business. There will be four tie lines to the 700-C P.B.X. of the N. Y., N. H. & H. R. R. at South Station, one two-way ring-down tie line to the 701-A P.B.X. of the B. & M. R. R. at North Station, three to the 550-C P.B.X. at East Boston, and lines to the Franklin Street ticket office, Pullman Reservations, and Passenger Train Information.

This switchboard will consist of 3 regular sections, a head section, foot section, and cable turning section. The auxiliary equipment consists of: 29 selectors, 29 line finders, 16 connectors, 2 switch frames, 10 dial C. O. trunks, 20 manual C. O. trunks, 10 attendant trunks, 30 manual station lines, 15 club lines, 3 ring-down tie lines, 3 terminating tie lines, 3 intercepting trunks, 200 dial station line multiple, and complete power plant. Assisting Henry Kersting on this installation are the following men: J. W. Hendricks, J. M. Dempsey, F. M. Dwyer, T. F. Donovan, F. R. Oliver, and J. A. Murray.

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Repeaters at Fitchburg

The C. O. installers at Fitchburg have been very busy lately providing this office

with repeaters, test desks, and miscellaneous C. O. equipment. Due to the immediate need for this equipment, Foreman C. E. Davis, who is in charge of this job, was obliged to get the work underway before planning. While Charlie Davis was planning the project, Paul Kincaid guided the early progress of the prematurely started work.

This repeater installation is in connection with the placement of the new Boston-Fitchburg Toll Cable, and consists of 76-22 A-1 telephone repeaters, 2 bays No. 5 toll test, 1-7B transmission measuring set, and 2 sections No. 14 test desk. The old No. 7 test desk was removed, together with some power equipment. It was also necessary to relocate the gas engine, generator and ringing machine to provide space for the new repeaters which are in the same room of the Fitchburg office.

Toll test facilities required with the installation of toll equipment associated with the Boston-Fitchburg cable, will be provided by the No. 5 toll test desk now being installed. The No. 14 test desk will provide high-grade testing facilities not available in the old test desk, and will provide adequate testing facilities for the reconditioning work associated with a future step-by-step dial office.

The following C. O. installers are assisting Foremen Davis and Kincaid: C. J. Berry, W. R. Carlson, J. S. Ecker, J. F. Fitzgerald, C. N. Gallipeau, N. B. Mooney, R. G. Paine, A. E. Richards, F. A. Watson, H. F. Wigglesworth, G. E. Winchester, and F. B. Wilson.

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Newburyport Additions

Down on the end of the Turnpike, in Newburyport, Foreman Carl Morgan and his assistants are building up facilities for the present and immediate future needs of this thriving little city. The Newburyport office now consists of 20 sections of No. 10 local and toll switchboard with a line multiple capacity of 2,200 and 4,180 stations. The additions in progress now will increase the line multiple capacity to 2,500 and the station capacity to 4,480.



All of the Equipment girls gathered at Peg Hanna's new home in Auburndale recently and had a wonderful time with bridge, dancing, music and refreshments.



Left: The men who installed the new equipment at Newburyport recently. Center: George Kelley and Angus MacNeil at the B. C.-B. U. football game. George's son Walter played quarterback for B. C. Right: The men who installed the new P.B.X. at the Boston and Albany station.

The C. O. E. installers are adding one section No. 21, one special end section, a No. 14 test desk, 300 additional subscriber's multiple, 20 additional outgoing trunk multiple, and 340 answering jacks. The installation of trouble position equipment is necessary to operate with the new No. 14 test desk being installed in connection with the program of centralized testing. To install a trouble position it is necessary to use "A" position No. 1 for the purpose; consequently toll position No. 13 is being rewired to an "A" position to care for the normal expected growth. The installation of the special end panel section is necessary to allow a full position load to be carried on the end position.

Although Newburyport would ordinarily come under the supervision of Supervising Foreman Morse, a temporary rearrangement of districts finds this office under Supervising Foreman D. E. Smith. Assisting Foreman Carl Morgan on this installation are the following C. O. E. I. men: E. Whalley, F. A. Colburn, G. J. Robertson, and R. O. Kimball.



Equipment Notes

The big Bowdoin dial office was installed without a single lost-time accident and the job required 178,000 man-hours.

Some of the "hard-boiled" installers working side-by-side with you have aristocratic middle names like Washington, Emerson, Wentworth, Lee, Fremont, Filmore, and Whitney. As a matter of fact,



Fred Dearing is shown with a miniature Naval cruiser, the product of his own planning and execution. Needless to say it came from Santa Claus to Junior.

there are many more, like, Hartwell, Dawes, Canning, Currier, Homer, Page, Crosbie, Fryer, Upjohn, Marden, and Thorburn.

Al Ramsdell of our Eastern Division installers has become the daddy of a bouncing baby.

Bill O'Brien, who tried to stop a speeding auto in Detroit during the Legion Convention, says he is through with conventions.



Major T. L. Williamson, who addressed a group of Regular Army and Reserve Officers at a meeting at the Hotel Kenmore recently, on "The Procurement District."

Anna Dolan has actually posed for three different pictures—Harry Levy is engrossed in Persian philosophy—Peg Connolly has only just completed her 1931 vacation—J. G. Virtuoso fired the first shot for the mythical "Tank Corps" of the new militaristic Sales Army—89% of the Planning Staff are war veterans—87% of these are Bell Post Legionnaires—Jack Hendricks was photographed without his bow tie.



Equipment Girls Go Bowling

Some of the champion male bowlers of the C. O. E. I. Department are watching the formation and progress of the new bowling team recently organized by the girls of their department. This group of Equipment girls have gone in strong for bowling this year—

so strong, in fact, that several of them have been seen limping around the office.

At the present time there are two teams bowling, captained by Anna G. Dolan and Catherine A. Kenires. These teams are composed of the following girls: Dorothy Churchill, Peg Connolly, Edna Hamill, Mae McDonald, Catherine Lynch, Alice Ojala, Florence Paulson, Beatrice Wallin, and Grace Pearle. Like every bowling team a few stars have cropped up and in this instance we find Mae McDonald out in the lead, followed closely by Peg Connolly. When their schedule has been arranged all Equipment eyes will be on these young pin smashers.



C. O. E. I. Men Turn Firemen

A recent fire scare at the Aspinwall exchange started our emergency call system going after a long period of dormant peacefulness. However, like the school-day fire drills, this scare set the protective machinery in motion and found our "minute men" on the job to protect telephone property. The first C. O. E. I. man to discover the fire was Ed. Walsh of the C. O. E. I. tool room, who was passing on his way home. The blaze was next door to the Aspinwall building. Ed. Walsh immediately called Mr. Kiedaisch who was soon on the scene, and V. E. Tyson who stood by for any emergency.

It was only a few minutes before Dick Wolf appeared with Wire Chief Woods, and they posted two men on the roof of the exchange building to guard against sparks.



Gas Company Gets New P.B.X.

Added to the recent string of 701-A P.B.X. switchboards installed by the C. O. E. I. men, is a new one at the Jamaica Plain Branch of the Boston Consolidated Gas Company. This new service will care for 78 initial lines and will have 10 two-way repeating tie lines for incoming service, and 6 two-way repeating tie lines for outgoing service between Jamaica and the 700-C P.B.X. at the Boston office of the Gas Company. It will be connected by Dial trunks to the Jamaica Central Office; and will make for more flexible service.



The Southern Division Plant sales leaders for November. Left to right: Thomas F. Hughes, District No. 1, Providence; J. O. Green, District No. 3, New Bedford; Francis C. MacDonald, District No. 4, Brockton; J. I. Provan, Division Force, District No. 1, Engineers; and W. E. Crabbe, District No. 2, Pawtucket, Division high man.

Southern Division

Associate Editors

WM. E. GEARY
PLANT

LAURA M. WEBER
TRAFFIC

LOUISE G. SHAW
COMMERCIAL

Plant Sales Leaders

District No. 4 leads the field for November, in interviews, in sales, in revenue, and in number of employees participating. Nice work, boys! F. C. MacDonald of the Brockton installation force is high man for this district and second high man for the Division with annual revenue of \$403. District No. 4 boys turned in 484 interviews, resulting in 354 sales with an annual revenue of \$5,511, with 354 employees or 67 1/2% of all employees participating.

District No. 2 comes in second—332 interviews, 297 sales, annual revenue of \$4,874 and 57.8% of the employees participating. Bill Crabbe, installation foreman at Pawtucket, is high man for District No. 2, and also leads the entire division—no new experience for Bill, whose name is among the leaders every month.

E. J. Quinn and District No. 3 are in 3rd place—372 interviews—297 sales and annual revenue of \$4,640. This district is tied with District No. 2 in number of employees participating 57.8% of total employees. James O. Green of the New Bedford wire chief force leads this district, with annual revenue of nearly \$300. District No. 1 takes 4th place this month—349 interviews, 272 sales and annual revenue of \$4,100, and with 43% of the employees participating. Tom Hughes of the outside plant wire chief force is high man for November in District No. 1.

The Division force, comprising the plant supervisor, engineer, employment supervisor, supplies, buildings, and motor vehicles forces—turned in 141 interviews resulting in 75 sales with an annual revenue of \$2,396. J. Irving Provan, who has done some good sales work is high man in this outfit. 'Jip's' sales totalled \$242 in November. He is attached to the District

No. 1 Engineering Staff of the Division Engineering organization. Employees' participation in November reached a high level—over 50% of the plant employees in the entire Southern Division participated in sales efforts.

Others who did a fine job during November include Harry Stewart, Attleboro; Norris Ferguson, Pawtucket; E. W. Hodgkins, Brockton; R. A. Martin, Providence; and Neil Eaton, Taunton. All of these boys were well over the \$300 mark in revenue.

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New Plant Ratings

R. D. Cushing, District No. 1, was recently made a sub-station installer, Class A. In District No. 2 Hector Gregoire was made wireman and combination repairman, and William Glasheen, journeyman splicer.

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District No. 3 Bowlers Selling

As an indication of how our people feel toward the service, let us take a peek at the line-up of District No. 3 Plant Bowling League.

The following teams are listed: Installs, Extension Sets, Switchboards, Wiring Plans, Regrades, Hand Sets, Extension Bells and Additional Listings.

Is it any wonder with a spirit such as this that District No. 3 is doing such a good plant sales job?

The League is going just as strong as the sales. Hayden, a leader in sales, is very consistent. One of his recent scores for one evening was 330. Our friend Butts, with 333, was the star of the evening.

Notice District Plant Superintendent Ed. Quinn, with 288. It is said by the gang that Ed. tries to count his bowling score

like he does his golf score. Sorry, Ed.; too many watching in this game.

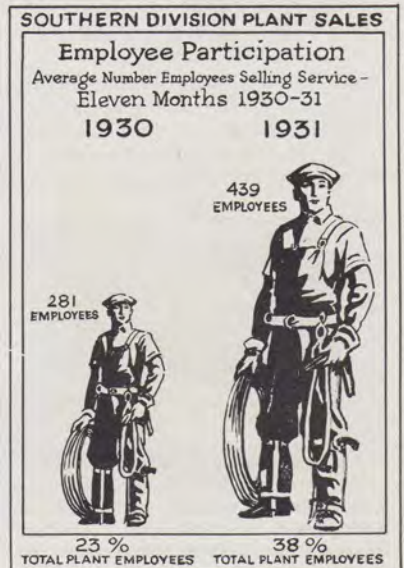
Eight teams are in this League, made up as follows: *Wiring Plans*—E. J. Quinn, Sears, Fanning, Slocum and Lynch; *Additional Listings*—LaFlamme, Cunningham, Jackson, Telford, Booker; *Installs*—Coggeshall, King, Dickison, Fisher, Butts; *Switchboards*—Paradis, Church, Gillis, Campbell, Jennings; *Extension Sets*—Lays, Palmer, Seaver, Chisholm, Hayden; *Regrades*—Waite, Draper, Whitehead, Gautreau, Dodge; *Hand Sets*—Carr, MacKenzie, Labrode, Cormier, Martin; *Extension Bells*—Barry, Lynch, Riley, Jenny, and Regan.

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Plant Employees Retired

Herbert B. Parkhurst of the supply force at Providence, and Cornelius Dugan of the Fall River force, were retired from active service during December, 1931.

Mr. Parkhurst entered the service in 1893, resigning in 1897 and re-entering in 1898. During his long service he had been associated with the Plant Department in Provi-



dence and had spent most of his career in the supply branch.

Mr. Dugan retires after 36 years of service, having entered the employ of the Company in October, 1895. He was connected with the Construction forces in the Southern Massachusetts territory for many years, and has more recently been acting as janitor at the Fall River Central office.

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Dr. Perrine on Television

Dr. J. O. Perrine, associate editor of the "Bell System Technical Journal," and associated with the D. & R. Department of the A. T. & T. Co., addressed a large audience on December 15, at the Elks auditorium, Providence, on "Television, Its Fundamental Physical and Psychological Principles."

The lecture was given under the auspices of the Providence Engineering Society, and was largely attended by members of the society and their friends.

Dr. Perrine is a graduate of the University of Iowa, was a captain in the Signal Corps during the war, and served on the engineering faculty at Yale University. He has been associated with the A. T. & T. Co. since 1921.

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Cape Cod Golf Champion

Frank Brown, combination repairman at Hyannis, entered and won the first net prize at the Fourth Annual Cape Cod Amateur Golf Championship of the Oyster Harbor Club on October 19. This is the second year that Frank has played the Scotch game; and even though a newcomer to the sport, he is bad news to the game's old-time players.

An additional event makes Frank's performance of the day more noteworthy. Just to make sure that everyone would know that he understood the intricacies of telephony as well as golf, he took advantage of a sales opportunity. While waiting to start the second nine holes, he talked service to a customer he happened to meet. After



Frank Brown, combination repairman at Hyannis, who won the Cape Cod Amateur Golf Championship at the Oyster Bay Harbors Club recently.



New Bedford Plant men who by their initiative and teamwork saved the lives of two subscribers. They are, left to right: Elmer E. Howard, Thomas L. Regan and Wayne Church.

five minutes of an enlightening sales talk, Frank walked away with four sales consisting of a main station, an extension, and two handsets.

It was a big day for Frank, and he was proud to carry home the loot which included a silver dish for Mrs. Brown and a bit of additional revenue for the Telephone Company. Frank is sure a good combination man.

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New Bedford Men Save Lives

Thomas L. Regan, combination repairman, New Bedford, while working in the Padanarum section recently found it necessary to call the test desk. He picked a line at random and made his call. While talking with Wayne Church, test deskman, a faltering voice came on the line saying, "Emergency. Get off the line. I want a doctor." The same voice which appeared to be getting weaker called for 470. Mr. Church, realizing that there is no Wamsutta 470, immediately had Clifford 470 put up on test and rang the station from the test desk while both he and the repairman stood by to be of possible assistance.

In the meantime a check was made to determine the number of the calling line in Padanarum. It proved to be Clifford 2745, a four-party residence line, located in Padanarum.

While the check was being made Clifford 470 answered and the weak voice at the calling station said, "Tommy. This is Jack. Get a doctor quick." The called party replied, "I will get a doctor. I will get Dr. Cushman."

Mr. Church checked the parties on the line, and by a process of deduction decided the party from which the call came. The house was only a short distance from where Tom Regan was working. Mr. Church gave that information and Regan immediately set out for the scene of the emergency.

When he arrived at the house he found a door partially opened. He took a box of ammonia inhalants with him and hurried in.

Immediately on entering he found the house to be filled with illuminating gas. He met a man in the hallway who was bleeding freely about the face and staggering around in a daze. He administered the ammonia inhalant and asked the man what had happened. The man replied, "Gas. I guess she's dead," referring to his wife.

The telephone man opened a number of windows and then went out for his first aid kit. He returned, and after looking in several rooms he found the woman prostrate and apparently suffocated. He used an ammonia inhalant, but did not apply artificial respiration because the woman's husband had recovered enough to tell him that she had previously had a shock and that she suffered from high blood pressure. The man also said that he wanted Dr. Cushman, the family physician. Mr. Regan continued to apply ammonia inhalants and wrapped the woman in some blankets. After a time she began to respond to this treatment and the color began to return to her face. Some time later the New Bedford police arrived with the pulmotor, and after some discussion decided to use it. Dr. Cushman arrived soon after and advised that the pulmotor be released. Turning to Mr. Regan he said: "You fellows always seem to be around when something happens."

While these things were going on out in Padanarum, the test deskmen were working on the case in order to expedite relief. Wayne Church called Mrs. Cushman, found out the whereabouts of the doctor and after learning that he was at the Russell Mills School, which has no telephone, he located the nearest telephone with the aid of the Westport Central office.

Elmer Howard, senior test deskman in New Bedford had the Clifford 2745 line supervised all during the emergency, and saw to it that every precaution was taken to get any information that was necessary through to Padanarum.

Tom Regan has availed himself of the opportunity to talk of the benefits of an individual line to the customers in the



Fall River Plant men have been going to school learning all about the 750-A P.B.X. Bill Renfree, wire chief at Fall River, supervised the work, and the instruction was given by H. A. Robinson, division training supervisor.

emergency, and Clifton Wood is making an effort to have telephones placed in the Dartmouth schools.

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Dial P.B.X. Class at Fall River

A class representing installation and maintenance forces at Fall River have just completed a course in the installation and maintenance of the 750-A P.B.X.

The training was handled under the supervision of Bill Renfree, wire chief, with H. A. Robinson, division supervisor of training in charge of the instruction. Classes were started in September and attendance has been exceptionally good throughout the course. The boys themselves requested this instruction to assist them in the sale, installation and maintenance of this latest type of P.B.X. Incidentally, the first 750-A P.B.X. to be installed in the Southern Division was at Fall River. The sale and installation was handled by the Fall River force.

**Plant Sales—Southern Division
Ten Months—1929, 1930, 1931**

	1929	1930	1931
Interviews	5,194	8,163	15,007
Sales	4,049	7,011	12,356
Revenue	\$90,820	\$153,042	\$226,701

% Increase 1931 over 1930

Interviews	84%
Sales	76.2%
Revenue	48%

Pioneer Notes

Alexander McLellan Chapter No. 40, Telephone Pioneers of America, conducted an open meeting on December 16, in the ladies' retiring room at 234 Washington Street, Providence. Following a short business meeting, bridge and dancing were enjoyed. Refreshments were served during the evening and a collection for the chil-

dren's Christmas fund of telephone employees netted a substantial amount.

The committee consisted of J. F. Scott, chairman; Ellen Nelson, William Galletly, Edmund Bardsley and Dennis J. Condon.

November Plant Sales

	1929	1930	1931
Interviews	513	676	1,678
Sales	324	589	1,280
Revenue	\$7,128	\$11,790	\$21,521

Direct Sales were 1,172 or 91.5% of total sales.

Revenue from direct sales—\$17,550 or 82% of total revenue.

District Standing

	Inter-views	Sales	Revenue
District No. 1	349	272	\$4,100
District No. 2	332	297	4,874
District No. 3	372	282	4,640
District No. 4	484	354	5,511
Division Force	141	75	2,396

Southern Div. 1,678 1,280 \$21,521

Employees Participating

	% Total Empl.
District No. 1	43.2
District No. 2	57.8
District No. 3	57.8
District No. 4	67.5
Division Force	30.2
Southern Division	50.

Charles E. Morse

Charles E. Morse, combination repairman at Providence, R. I., died on November 27, as the result of an accident while engaged in his regular duties. Mr. Morse entered the service in May, 1913, and had served the Company for nearly 18 years. For many years he had been assigned to maintenance work in the northwest area of Providence

and was widely known and universally popular with our subscribers in this section.

Mr. Morse was a conscientious workman, always ready and willing whenever an emergency existed. He enjoyed the respect and the confidence of his supervisors and his associates, to a marked degree. He was prominently identified with the Odd Fellows, and at the time of his death was one of the high ranking officers of this order in Rhode Island.

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Plant Notes

Joseph Bagnell, employed for many years in the Plant Department at Brockton, who was transferred a few years ago to the Southern Bell Telephone Company, died at his home at West Palm Beach, Florida, in November. Mr. Bagnell had been in the service for over 25 years, nearly 20 years of which he was connected with the Brockton Plant forces. He was retired on a pension in July, 1931, by the Southern-Bell Telephone Co.

Charley Dunham, R. O. W. agent in District No. 4 and one of the outstanding hunters of the Brockton Area, started recently for the Cape in his car, taking his hunting dog along. Arriving at his desti-



Charles E. Morse



The Taunton Business Office has been changed to the counterless type of office and has been modernized in all respects. The new arrangements have been commented on favorably by our Taunton customers.

nation and opening the rear door, he experienced that sinking sensation, when he discovered not one but six dogs. Yes,—the pups are doing fine.

Ken Burrill, reconcentration foreman in District No. 4, had a most exciting experience recently in escaping from a large and ferocious gorilla which wandered into the grounds of his home in Stoughton. After recovering from the shock, Ken was able to drive in to work, arriving late and in a distraught condition. Associates gave the Bronx cheer and brought out the sleigh for the usual ride.

Local papers and Boston tabloids carried the harrowing details of this event, which ended in the gorilla being shot by the local police force; and being found to be a harmless monkey which had escaped from an Avon amusement park.

Reconcentration forces in District No. 4 who handled the conversion of the station equipment for the recent Sharon conversion, unearthed an old bell box, which, according

to the label date, was manufactured by Charles Williams, Jr., of Boston, under patent date of April 18, 1876, and bearing the stamp of the original American Bell Telephone Company. The old box was in excellent condition and the magneto could still deliver the goods in the form of a healthy spark.

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Student Converses 7,100 Miles

Telephone conversations between college students and their parents are a frequent occurrence in this day and generation, but it is possible that a record was established a short time ago when Miss Maria Morales, a student at Western College, Oxford, Ohio, received a telephone call from her mother in her home at Santiago, Chile, South America, over a distance of 7,100 miles. The young lady had the pleasure of talking not only with her mother but with her entire family.

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Breaks Silence of 20 Years

A telephone call from Baltimore to Water-ville, Me., recently brought a seafaring son in touch with his parents for the first time in twenty years. It was made by Howard R. Pickering, now a pay clerk of the Coast Guard. Pickering ran away to sea two decades ago and had not been in touch with his family since that time.

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For the first nine months of 1931, there was a net gain of more than 6,300 telephones in the District of Columbia, as compared with a gain of about 4,900 for the same period in 1930.

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He Got His Man

A subscriber calling for the Belchertown information wanted the telephone number of the short man with a red nose and who was called the "millionaire."

Willing to Reciprocate

Eddie Cantor, the comedian, tells this story. He was standing one evening at the door of a theatre where he was playing. All the seats had been sold. A little man and his wife were turned away, greatly disappointed.

"Here," said Eddie, "I'll let you have a couple of my seats." He gave the little man two tickets.

The little man was delighted. He gave Eddie his card. "Some day, I hope," he said, "I may be able to do something for you."

Eddie looked at the card. He was an undertaker.—*Forbes Magazine.*

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Out West

A tourist was enjoying the wonders of California as pointed out by a native.

"What a beautiful grapefruit!" he said, as they passed through a grove of citrus trees.

"Oh, those lemons are a bit small, owing to a comparatively bad season," explained the Californian.

"And what are those enormous blossoms?" asked the tourist.

"Just a patch of dandelions," said the Californian.

Presently they reached the Sacramento River.

"Ah," said the tourist, grasping the idea, "somebody's radiator is leaking?"

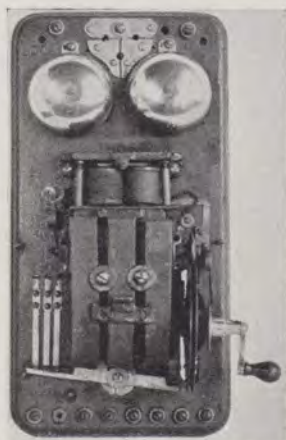
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Nothing Offensive

"Dear Teacher," wrote an indignant mother, "you must not whack my Thomas. He is a delicate child and isn't used to it. We never hit him at home except in self-defense."

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Between 15 and 20 per cent of the length of a telephone pole is underground, the percentage depending largely on its height. A 25-foot pole is set four and one-half to five feet in the ground.



An old type magneto ringer removed from a residence in Sharon, Mass., when the town was recently converted to non-attended dial service. The instrument was manufactured by Charles Williams, the first maker of telephone equipment.



Manager John F. Gannon of Lynn promised the men who are making the non-user sales canvass in his territory that if they made seven sales on seven consecutive days he would give them a turkey dinner. They got the dinner.

Central Division

Associate Editors

FRANK H. PARKER, *Traffic*
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WILLIAM J. HURLEY, *Plant*
MANCHESTER, N. H.

ARTHUR HINDLE, *Plant*
245 STATE STREET, BOSTON

HAROLD M. HOOK, *Commercial*
245 STATE STREET, BOSTON

J. F. Gannon Dines Lynn Salesmen

John F. Gannon, manager at Lynn, Mass., feted a group of 12 non-user men and commercial representatives at a turkey dinner at Hunt's Grill Room at Lynn on the night of December 2.

This represented the fulfillment of John's promise made about a month ago to give them a dinner if they made seven sales on seven consecutive days. This was the only added inducement needed to achieve these results and the men lost no time in completing their part of the contract.

The guests of the evening were John J. Barry, Salem district manager, and John W. Kenney, Jr., division sales manager.

Following the dinner Mr. Barry, Mr. Kenney and Mr. Gannon each complimented the men on their accomplishment. Then every salesman was called upon to tell his experiences on non-user canvasses. The talks were entertaining and instructive, and the non-user group at Lynn proved themselves not only to be able salesmen but also capable after-dinner speakers.

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Framingham Opens New Office

There is a reason for the happy and contented countenances of Manager Barney and his Framingham commercial people lately. The reason is that last month they moved into their new quarters at 141 Union Avenue, in the recently completed Colonial type building, which will house the new Framingham dial office in a few months.

The new office has been designed and equipped to represent the very latest in construction ideas, arrangement, facilities and efficiency. The office is at the right of the entrance hall; and one enters through French doors. The room is of good size and artistically decorated. From the draperies in the windows to the color of the desks one notices the subdued color effect. The office is set up on a personalized basis. It is a real pleasure to work and transact business in this office, due to an especially prepared ceiling which deadens sounds. As one sits beside any of the antique maple desks talking to one of the service representatives, it is next to impossible to hear anyone else talking in the room.

Directly in front of the door inside the office is a glass demonstration cabinet for dial instruction. A representative seated beside this cabinet will show anyone how to use a dial telephone and will answer any questions regarding dial operation which may be asked.

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New Plant Ratings

The following employees of the Central Division have recently passed examinations for new ratings:

Plymouth: Alfred M. James, C. E. Ludgate, combination repairman; Clarence W. Cross, lineman and head lineman; John H. Small, cable splicer; S. C. Ramsay, lineman. Manchester: J. J. Hendzel, M. W. Conway, lineman; C. C. Willey, facilities assigner. Concord: R. H. Sargent, Leo F. Mallon,

E. J. Paquin, lineman; J. L. McAulay, J. H. McGann, head lineman and line sub-foreman. Nashua: B. D. Mann, cable splicer. Salem: R. S. Baker, Class "A" local testman; T. E. DeMontier, Class "B" central office repairman; Fred J. Walsh, Class "B" installer; Jean J. Levesque, cable splicer, journeyman. Littleton: A. A. Bradley, lineman, head lineman, and line sub-foreman; S. C. Ramsay, head lineman and line sub-foreman. Framingham: R. V. Chisholm, cable splicer, journeyman. Lowell: E. F. Scullion, cable splicer, journeyman. Portsmouth: H. R. Noyes, Class "B" central office repairman. Keene: J. L. Wedick, lineman. Dover: H. G. Sproule, lineman. Lynn: Leo F. McGloin, cable splicer, journeyman.

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Haverhill Force Has Party

The enthusiasm and pleasure of the Haverhill commercial people in their new



Florence Tongberg, office coach at Lowell, who recently spent some time in the Laconia, N. H., office instructing the Laconia force in the latest methods and practices.

business office at 20 Merrimack Street was translated into a costume party which was held as a house-warming and get-together in their new quarters on November 17.

Blue and white, the hues of the business office, were used in the color scheme for decorating. A large bell suspended from the center of the main office and supported by long streamers held a gift for each one present. Supper was served, followed by games. Prizes were awarded to Cecelia M. Burchell, John McKelvey and John Evans. A radio furnished entertainment and music for dancing.

Those present were G. G. Bartlett, district manager; Leicester A. Coit, district sales manager; George E. Merrill, manager at Haverhill; Joseph Cochran and John McKelvey of Lowell; and Harry Dickens, Arthur Fuller, Walter Caswell, John Evans, Cecelia Burchell, Florence Johnson, Etta Parker, Mary McKenna, Dorothy Seibel, Anna Mulvancy, Estelle Page and Audrey Cann of the Haverhill office.

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With the Salesmen

James Howarth and George Benson of the Lynn commercial office were canvassing in Lynn for non-users recently, when they came to a street in a foreign section where all the families were Greeks. The situation called for ingenuity. The undaunted salesmen, therefore, hunted up an interpreter in the form of a small boy, and after making a bargain with him for a small sum, started off down the street interviewing prospects. As a result there is now one less non-user.

With all the telephone people in the Manchester, N. H., office intently concentrating on the combing of the exchange for extension sales in the recent Red War, a subscriber blithely walked into the Manchester commercial office of his own accord, and requested the installation of an extension station.

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Newburyport's First Manager

The telephone business is a relatively new industry but few of us ever give much thought to those who were engaged in the telephone business in the early days or the methods that were used to furnish service.

An interesting story has come out from Newburyport, Mass., as the result of a chance meeting between the present Manager of our Newburyport office, David B. Collins, and a man by the name of F. E. Collins (no relation) who was probably the first Manager ever to be appointed in Newburyport.

Mr. Collins' regime dates back to approximately 1880, at which time he was appointed Manager of Newburyport for the Telephone Exchange and Dispatch Company which furnished the telephone service in that City in those days. Mr.

Collins remembers that at that time there were only 150 stations; service was furnished from a board which was built locally; and practically all party lines had from two to five stations.

Mr. Collins still lives in Newburyport, and although his period of service was short, as he resigned when the local company was taken over by the New England Telephone Company in 1884, all will agree that Mr. Collins was truly a telephone Pioneer.

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Plant School at Framingham

A large and enthusiastic group of plant men have been attending a course of instruction on installation work weekly since October, at Framingham.

These classes have been conducted on the foremen conference basis which has brought out many interesting features.

Under the leadership of George Glennon, Rufus Beers and Lester Durkee, elementary electricity, station protection, station wiring and station apparatus were some of the subjects covered.

At his last meeting Wire Chief Walter Newton and Service Foreman Edward Roberts, both of Lowell, gave the men an informal talk on how the installation work was handled in Lowe!

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House-Warming at Lowell

A House-Warming Party was held under the auspices of the Lowell Plant Department employees at their new stockroom and garage, on November 30. This stockroom and garage is considered one of the finest in the Bell system; and its facilities were thoroughly appreciated by the Plant, Traffic and Commercial Department employees and their families who gathered at the party.

Among the 160 people at the party were Ralph Keller, general plant manager; Walter Whitmore, general plant supervisor; T. P. Nihan, general supervisor of supplies, buildings and motor vehicles; and the following Central Division officials: F. E. Tarr, plant superintendent; B. J. Mahoney, supervisor of supplies, buildings and motor vehicles; and Arthur Hindle, personnel supervisor.

The committee in charge was as follows: T. B. Delaney, Andrew A. Goggin, Jr., Michael F. Maloney, Ben Ashworth, Don Erdis, George Murray, Harold L. Peters and Frank Conway, all of the Lowell Plant Department.

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James A. Campbell Retires

James A. Campbell, construction supervisor and joint line supervisor at Manchester, N. H., retired recently after forty years of service with the Company. Mr. Campbell, who has spent twenty-three of these forty years in New Hampshire, was honored by more than three hundred of his friends and associates with a banquet at the



James A. Campbell, construction supervisor in Manchester, N. H., who was honored by more than three hundred of his associates when he retired recently after forty years' service.

Manchester Country Club on the eve of his retirement.

Thomas A. McCabe was general chairman in charge of arrangements, Ruth M. Roherty was secretary of the committee and Florence J. Walsh was treasurer. John Campbell was song leader and Henry B. McKeon acted as toastmaster. One of the features of the evening was the singing of the song, "Jimmie, Jimmie," which was composed for the occasion by Earl F. Newton of Concord. James Byrne with his solos, Frank Robinson with his banjo selections, and Marguerite Healey with a clever dance, all added to the success of the affair.

Among the guests were, F. E. Tarr, B. J. Mahoney, Arthur Hindle, R. C. Marden, Leroy D. Gould, Horace Pellett, and Michael Doriss, of Boston; Joseph McGirr and Al Porter of Lowell; and C. L. Stone of Salem.

William J. Hurley presented Mr. Campbell with a purse of gold and a desk set as tokens of respect from his many friends in the Telephone Company, and Mrs. Campbell with a bouquet. In making the presentation Mr. Hurley gave an interesting talk on Mr. Campbell's activities during his long service. Mr. Campbell responded to the gifts and to the many compliments with a few short sentences that left no doubt as to his gratitude, and his complete pleasure at this demonstration of friendliness on the part of his fellow employees.

The following people acted as chairmen of the various committees: John B. Donahue, entertainment; Earl F. Newton, program; Daniel T. Wilkins, banquet; Henry B. McKeon, invitations; William J. Hurley, printing, and Calvin C. Seavey, reception.

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New Hampshire Men Talk Sales

Two hundred employees of the Telephone Company attended a sales meeting sponsored by Local No. 20, I. B. T. W., at Manchester,

N. H., recently. This meeting was considered the most beneficial sales meeting that has been held in the New Hampshire district for some time. There were in attendance large numbers of employees from all over the state, including those from Manchester, Nashua, Concord, Keene, Portsmouth, Dover, Laconia, Plymouth, Littleton, Woodsville, Lancaster, Berlin, and some from other scattered towns throughout the state.

The very inclement weather did not dampen the enthusiasm of these workers, who had come from distant points to learn, if possible, any new means by which they might increase their already large number of sales. Some of these people had to make a round trip of three hundred miles, in the same evening, to be present at this sales talk. This was a fine example of co-operation.

Richard Whitcomb, general sales manager of Northern Area, was the principal speaker, and he kept the interest of his audience keyed to a high pitch for fully one hour. The other speakers were Jerry Coughlin, International president, I. B. T. W.; Thomas Delaney, International vice-president; Tim Murphy, International secretary-treasurer; Arthur Hindle, supervisor of employment; Donald Heath, division toll supervisor; Jack Kenney, division sales manager; C. A. Morey, D. S. P., N. H. Area; John Whittemore, district commercial manager N. H. Area; Oscar Stanton, district traffic manager N. H. Area; Henry Turner, manager of N. H. Northern Area.

The chairman of the evening was President Frank L. McAllister of Local No. 20, and he was assisted by a very live committee of members of the Local.

This meeting was such a success that the Local intends to hold others of the same kind at a later date.

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Commercial Notes

Russell P. Whyte, manager at Lancaster, N. H., and C. Edwin Howard, manager at Plymouth, N. H., each spent several days last month in the Division office for the purpose of training in the various phases of commercial work.

Dana Ash, manager at Milford, Mass., is a charter member of the board of directors of the new Lions' Club which was recently formed in Milford, with 45 members.

Marion E. Low, cashier in the Gloucester business office, was recently selected by judges of the Gloucester American Legion Post for the title of "Miss Cape Ann," out of a long list of competitors.

The first switch teletypewriter station in the Central Division was installed in working condition at the plant of the Hygrade-Sylvania Corp., at Salem, Mass., on November 30.

The Kiwanis Club of Lowell recently showed its appreciation of our District Commercial Manager Gardiner G. Bartlett by electing him to be a district trustee.

At the invitation of Alonzo J. Ward,



Harold W. MacDonald and Forrest R. Blake at Lancaster, N. H., where they are doing field work for the preparation of exchange and base rate area maps for the former Connecting Company exchanges.

manager of our Nashua, N. H., business office, M. J. Meagher, general directory manager of the Northern Area was the guest speaker at the Monday meeting of the Nashua Rotary Club on November 23. Lonnie Ward was chairman of the meeting and as a result of his past association with the speaker, was able to appropriately introduce Mr. Meagher and prepare his fellow Rotarians for what was to follow. They were not disappointed for "Mike" did his usual good job and scored another bull's-eye. The subject of his talk was "Some Aspects of the Telephone Job," but this does not in any way indicate the many witticisms and clever stories which were added for good measure.

Albert C. Palmer and Edward R. Chasson, commercial representatives of the Claremont and Plymouth, N. H., Areas, respectively, have been transferred to the Manchester, N. H., Area in the same capacity.

Mildred Brown, Albina Guay and Annie Swenson, formerly of the accounting department at Laconia, N. H., have been transferred to the Laconia Commercial office as service representatives.

Anna C. Williamson, formerly of the Traffic Department, has been permanently transferred to the Beverly Commercial office as service representative.

A food sale was held on November 14, in the Claremont, N. H., business office, by the telephone employees for the benefit of the unemployment relief fund.

Thanksgiving Day from now on will have a double meaning for Herbert L. Ellison, toll development salesman in the Salem district. "Herb" was married to Vivian A. Bean of East Jaffrey, N. H., at a home wedding at East Jaffrey on November 26. Miss Bean is a graduate of the Curry School of Expression and Boston University in 1930.

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I had six honest serving men
(They taught me all I knew);
Their names are What and Why and When
And How and Where and Who.

—Kipling

Metropolitan Division

(Continued from page 469)

A detail of the account follows:

Item	Receipts	Disbursements
194 Memberships at \$1.00 per membership	\$194.00	
Club Membership in Boston Yacht Club		\$150.00
Stationery Service		4.60
		10.00
Interest on balance to November, 1931	.60	
Christmas Welfare Fund		30.00
Total	\$194.60	\$194.60
		Joseph L. Crotty, "Purser"
		△ △ △

John A. Molyneux

John A. Molyneux, a group leader, associated with the Malden district for the past twenty-four years, passed away on December 6. He entered the service of the Company on April 27, 1907.

Mr. Molyneux was very well known in the Malden district and will be missed greatly by his host of friends there.

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E. F. Hersey Grateful

In a recent letter to the editor, Eben F. Hersey, retired, desired to thank his many friends and associates in the Company for their remembrance of him on his retirement. Mr. Hersey said:

"I wish to thank my many friends and associates who had a part in the wonderful purse of gold which was presented to me on the occasion of my retirement from active service. I shall always look back with pleasure to the hearty co-operation and the ever willing assistance received from each one during our many years of service together. Mrs. Hersey also wants to convey her deep appreciation for the beautiful flowers that were given her on the same occasion."

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New Plant Ratings

The following men in the Metropolitan Division successfully passed examinations for ratings during the month of November:

George L. Bong, Edward C. Burns, John J. Canney, Leo E. McAdams, and Francis J. Murphy, combination repairman; John F. Condon and Harry E. Morse, sub-station repairman, Class "A"; Maxwell D. Wurtz, sub-station repairman, Class "B"; Herbert T. Evans and Joseph A. Martin, combination installer; William A. Davison, lineman, first class; Martin B. Dowling, Robert J. O'Brien, Henry U. Simmons, and John F. O'Connor, cable splicer, journeyman, and Alexander J. Kirkwood, cable splicer, Class "A."



NOVEMBER (LOST TIME) ACCIDENTS

DIVISION	EMPLOYEES	ACCIDENTS	%
EASTERN	526	0	.000
C.O.E.I.	521	0	.000
METROPOLITAN	2302	1	.434
CENTRAL	1091	1	.917
SOUTHERN	1061	1	.943
WESTERN	1127	2	1.775



RISING RIVER OF CHANCE TAKING

A
D E M O C R A C Y
I N I N D U S T R Y



IN THE PAST TEN YEARS the number of Bell telephone calls made daily in this country has doubled.

The American people do not double their use of anything unless it returns a dollar's worth of value for each dollar spent.

A telephone in your home costs only a few cents a day. Yet it brings to your service the use of billions of dollars' worth of property and the efforts of hundreds of thousands of skilled workers. Fair pay to the workers and a modest profit on this property is all you pay for.

There are no speculative profits in the

Bell System. Everyone, from the president down, works for salary and pride of achievement.

More than six hundred thousand people are shareholders of the American Telephone and Telegraph Company. There are shareholders in every state of the Union. About half of them are women. One out of five is a telephone employee. But no one owns as much as one per cent of the stock.

The Bell System, in the best sense of the word, is a democracy in industry . . . operated in the best interests of the people who use it.

AMERICAN TELEPHONE AND TELEGRAPH COMPANY
