

*The*

# Globe

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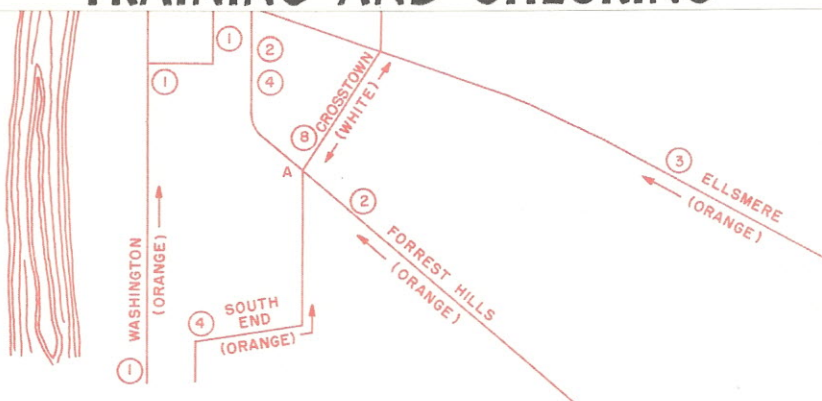
SEPTEMBER 1961

ISSUED BY THE GLOBE TICKET COMPANY IN THE INTEREST OF THE  
ELECTRIC RAILWAYS AND BUS TRANSPORTATION INDUSTRIES



(The twelfth and last of several issues on this subject)

## "TRAINING AND CHECKING"



# GLOBE TICKET COMPANY

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*A Nation-Wide Service*



## Instructions

Restrictions, drafted for use as line clauses on transfers or for publication to the public in schedules or bulletins, are made up to indicate to the riding public on what lines and at what transfer points each transfer will be accepted, provided

it is presented on the proper date and within the intended time limit.

In that form this information is not suitable for instructions to drivers. The conductor or driver is not interested in knowing on what lines the transfers from his route are acceptable. What he needs to know is, what transfers he may accept and at what points, and he is interested in having this information made available to himself in as simple and clear a form as possible and in a form which makes it possible for himself to quickly refresh his mind, while operating his vehicle, should he have doubt at times about the validity of a certain transfer.

From the principles laid down with respect to acceptability of transfers it is necessary, therefore, to write simple instruction sheets, suitable for drivers' use. On pages 3 and 4 appear respectively an imagined map of an urban transfer system and a sample instruction sheet for one Line (No. 4) in one direction, that indicates what transfers may be accepted at each transfer point or area. Color, in addition to Line name, is used for simplified identification in certain areas.



In order to have these instructions readily available to drivers, we consider it quite practical to have them made up in large type, if possible, mounted on stiff cardboard and lacquered for permanency. Quite a number of companies are doing this. These cards can then be made available to drivers at the dispatcher's office, for use on each route.

### *Training*

Such cards, however, cannot take the place of thorough training of all operators in the points which they must observe with respect to transfers. When inaugurating a new transfer system it is indispensable that a thorough course of instruction precede the start of the new method, in which the reasons for the new system, the results which it is designed to accomplish, and the means by which it does so are made fully clear to operators. Such training would not be complete without careful and ample practice in the functions required for proper execution in the issuance of transfers as well as in their acceptance, with accurate reading of signals and proper observance of restrictions.

Provision should also be made to include retraining of operators, if as a result of regular checks or for other reasons, operators are found to be below par in performance.

### *Checking*

A transfer system once adopted should be rigidly and permanently enforced, for no matter how well devised, it is only as good as the extent and effectiveness of its enforcement. Laxity in enforcement of one part of the system will be reflected in the deterioration of other parts.

For this reason, it is necessary to train operators carefully, and in order to maintain satisfactory standards, practical checking methods should be followed through regularly, in order that necessity for retraining may be detected without too much delay.

As long as operators are human, we must expect them to lose the effects of their original training as time goes on, no matter how effective their original instruction may have been. It is not reasonable to expect any system, no matter how simple, to be carried on as originally taught. Humans don't work that way.

No system, therefore, no matter how simple, practical, and efficient can be expected to work well without sound supervision, exercised by effective routine checks.

In order to be effective, the checking methods used need not be cumbersome and expensive. Rotating test checks, checking one or two lines at a time, are quite effective.

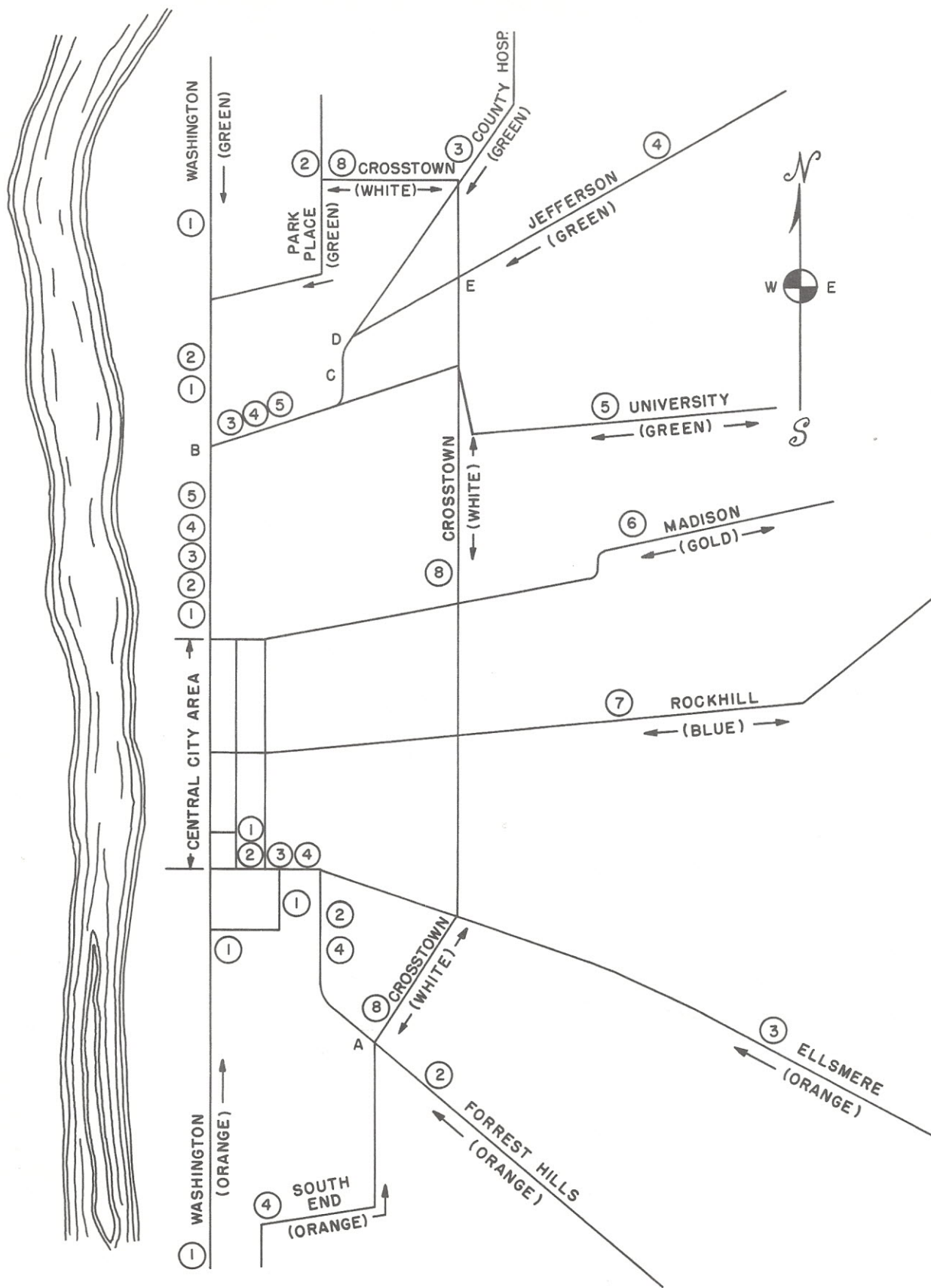
A practical plan calls for a complete check of the transfers taken up on one line or two lines per day, on small properties perhaps those from two or three lines per week. For proper effectiveness it is good to work on a schedule that will insure every line being checked once per month or thereabouts. The rotation naturally should be varied each time around, so that operators will not be able to forecast the date on which their routes will be up for checking.

In order to make it possible to intelligently check the transfers taken up on one route, the operators should be instructed to bundle separately the transfers accepted on each run in each direction. In cases where important restrictions must be observed along certain sections of routes, it may be advisable even to insist on separation for each run of the transfers accepted up to a certain point on the route, and those taken up beyond that point.

Most companies facilitate this by furnishing their drivers envelopes pre-marked for each run or part of a run, and the drivers simply place transfers into the respective envelopes, as they receive them from passengers.

The transfers received are timed through this separation, since the scheduled time for each run or part run is known.

In the office, the transfers, separated in this fashion, can then be checked for the following points: (continued on page 5, lower half)





**TRANSFER ACCEPTANCE  
INSTRUCTIONS**

**ROUTE: 4** From South End  
**DIRECTION:** North

Accept transfers, provided they show valid date and time limit:

AT TRANSFER POINT	FROM ROUTE	COLOR
A*	8. CROSSTOWN	White
Central City Area	ALL Orange, Blue and Gold transfers, except 4.	
B	1. From WASHINGTON	Green
	2. From PARK PLACE	Green
C	5. From UNIVERSITY	Green
D	3. From COUNTY HOSP.	Green
E	8. CROSSTOWN	White

\* For simplicity the transfer points in this example have been designated as A, B, C, etc. In actual use they should of course be designated by their proper street names.

For date—by the date shown. On punch—serial—or symbol dated transfers also by the consecutive number, in order to counter check whether the transfers were issued on the date shown, or whether they might not have been held over.

For line—by the line of origin indication, to determine whether each transfer was acceptable on the line and possibly in the section of the line in which it was received.

For direction—by the direction signal, if any, to determine if properly accepted when issued in the direction shown.

For time—by the separation for runs or part of runs, to see whether accepted within the time limit. Also for proper time cutting at issuance. The issuing operator is identified by the serial number on the transfer. This emphasizes the importance of the recording of serial numbers when issuing transfers to drivers.

For other signals—for observance of other signals that may be used on the transfer.

Checking for these points goes far toward determining performance and toward improvement of performance through the psychological effect of regular checks, unpredictable as to the time of their application to any specific route, plus the desirability for retraining furnished by these checks.

Such checking should be supplemented, however, by the usual supervision and spotter work to determine proper handling of transfers in the actual operation of issuance and acceptance, courtesy with respect to transfers, registration and also control over the number of transfers consumed by each driver through comparative checks of transfers received and returned unused.

It is good never to lose sight of the fact that, in the handling and control of transfers, no matter whether sold or issued free, we handle something that has a cash value—now more than ever—it has a bearing upon our cash revenues.

*(This is the twelfth and last issue of our GLOBE TROTTER on the subject of THE TRANSFER CONCEPT. We hope that you have preserved these issues in order that they may on occasion serve for reference. In order to facilitate this we shall send you an INDEX issue next month. We hope that the full series, so equipped, will be useful to you.)*

