

stopped on account of the change in the weather. The farm is undoubtedly doing a splendid work for Manitoba, and the great mass of correspondence flowing in upon the superintendent shows that this work is appreciated. 1. Mr. Bedford seems to be in thorough sympathy with the work, and it speaks well for the management, that within such a short time since the establishment of the farm, such splendid results have been accomplished. The usefulness of the farm will no doubt be greatly increased in the next few years, by which time the farm will have been brought under a more perfect state of cultivation, and many experiments now being made will have time to develop results.

PATRONS OF INDUSTRY.

THE COMMERCIAL has received several letters, making various inquiries about the order known as Patrons of Industry, and some of our correspondents have even requested that THE COMMERCIAL should make an active campaign against this order. We have, however, said very little about the order, partly on the ground of indifference, and partly because we have not had an opportunity of studying up the aims and objects of the new order. We must confess, however, that we do not share to any considerable extent in the alarm apparently felt by several of our correspondents, in regard to this order. If the merchants of Manitoba will attend to their own business, and conduct their business on a proper basis, we do not think they have very much to fear from the Patrons. All they have to do is to leave the Patrons alone, and though they may be occasioned some inconvenience, and perhaps in some instances may lose some trade, they will come out all right in a short time. History will no doubt repeat itself in regard to the Patrons, and the history of the last decade or two, shows that ordinary mercantile business has not been seriously injured by these movements, which like a wave have swept over the country at intervals. What the commercial community of Manitoba has most to fear from, is the credit system. This is a menace to prosperous commercial progress, in comparison with which the order of Patrons is hardly worthy of serious consideration at all.

A movement has been started in Manitoba among merchants, in opposition to the Patrons. It is not, we understand, to be an active opposition, but simply a passive one. One of the objects of the Patrons is, we believe, to arrange with one or more merchants at each point, to supply them with goods at 12½ per cent advance on invoice cost. Merchants who submit to an agreement of this class, are known as Patrons' storekeepers, and the Patrons agree to give all their custom to the Patrons' store. Merchants are certainly justified in refusing to make any such agreement. If they are wise, we think they will refuse to do so. The passive opposition to be given the Patrons is simply an understanding among the merchants that they will not enter into any agreement with the order, in compliance with the demands of the Patrons. There is nothing objectionable in this, for merchants either individually or collectively to refuse to enter into any such agreement as that asked by the Pat-

rons. We do not, however, believe that these agreements made between Patrons and merchants will continue in force long, and it is only a matter of time when they will fall through, and very likely the merchants who make them will suffer more than those who refuse to consider the Patrons proposals. Those who do enter into an agreement with the Patrons are very likely to resort to dishonest means to deceive their customers who are members of the order. The agreement, we understand makes it necessary that merchants shall show invoices when called upon to do so by the order, and it is already stated that false invoices are being used in these cases. At Elkhorn, in this province, the merchants have formed an association and pledged themselves not to enter into any contract with the Patrons.

We may in some future issue undertake to discuss the various points in the programme of this order. In the meantime, however, all we have to say to merchants is, just to keep cool, don't get unduly excited over the movement, and firmly refuse any unreasonable demands of the Patrons.

Good Business Suggestions.

In the regulations suggested by the President, and recently published by the Secretary of the Treasury, some excellent rules for business are laid down. They are applied to the "efficiency record" of employees in places known as the classified service, and are to be used as a basis for promotion. There are seven of them and include punctuality, attendance, industry, aptitude, accuracy, conduct and ability.

These elements of efficiency may be very properly applied to all business conduct. Young men would do well to consider them seriously and look for their hidden meaning, or seek to realize the whole meaning of them. It would be well to secure a copy of the rules and read them thoroughly. It is too often the case with young men in business that they simply try to hold their positions. They are not interested in the business or welfare of their employer and do not possess within themselves ambition enough to do their work so as to merit promotion.

Some explanations are given in connection with the above rules as to what is meant by the different elements. Punctuality means, in short, to be on time. The office hours are fixed within certain limits, if an employee is late he loses \$1.00 for each five minutes of delay. That seems rather a severe rule, but it would work in nine cases out of ten. After an employee had been late a few times he would soon be cured. Punctuality is a great time saver, and time is money. In the busy life of the present day if a man gets behind at the beginning, he is likely to either remain behind or have an overlast-ing hard time of it to catch up with the tail end of the procession. The expression is a common one, that "some men have three hands, a right hand, a left hand and a little behind hand." It is sad to state that there are to-day too many three handed young men.

By attendance, more is meant than simply to be present in the office. The term in its fullest sense means that a man should be occupied all his time, seeking all the while to get at a full understanding of the business in all its details. According to the rules, if a clerk neglects his work, \$1.00 is deducted for every five minutes lost, except in case of sickness.

In regard to industry the rules explain that clerks are expected to be both prompt in their attention to duty and to manifest no disposition to shirk.

A young man who possesses within himself the elements of success will not require the

watchful eyes of superior officers to enforce his regard for such rules as are outlined herewith. He will be able to cultivate any one of the elements, for each is susceptible of cultivation. Take, for example, the habit of punctuality and of giving careful attention to the work in hand. The more industrious a man is, the less disposition does he show towards idleness, and the more careful will he be to do his full share. The readiness to receive instruction and the readiness in applying such instruction to a quick performance of work will increase as it is practiced.

If a man once begins to be careless and slovenly in the performance of his work he will go from bad to worse, while, on the other hand, if he cultivates accuracy he will grow more and more to find enjoyment in his employment, and it will be a pleasure to him to see everything done exactly right. His behavior should be practiced until it becomes natural and then it will be easy.

Small details in the office where employed, such as rude speech, conversation during office hours, lack of courtesy toward superiors and uncouth habits, will all have their influence against a man's promotion. Good conduct, combined with other qualities will recommend an employee to his superior.

Ability, even, is a quality which may be improved upon by cultivation. Very much that we call natural ability is simply a resolute determination to overcome all obstacles that are in the way, no matter at what cost of time and labor. There is, to be sure, such a thing as dullness and stupidity, which belongs to man and he cannot help it, but such cases do not pertain to the condition of the average young man of to-day. If a man lacks education let him attend an evening school, of which there are a number in the cities, or he can improve his mind by well chosen reading matter. Where there's a will there's a way, and a young man who really desires it will find plenty of chances for self-improvement.

A man ought to think about the business in which he is engaged as if it were his own, and seek to improve it in every possible way. His employer's interests should be his interests and he should serve him even better than he would himself.

Any young man who starts out with a fixed determination to be punctual, faithful to his attendance, energetic in his work, apt in his performance, accurate in whatever he undertakes, careful of his conduct, with a determination to improve himself, thereby increasing his ability, that young man is sure of promotion. Every employer is looking for just that kind of men, and the eminent positions of trust will be occupied by these men who have proven themselves worthy. —Exchange.

Maintained His Credit.

"In my earlier career as a merchant, I always made it a point to maintain my credit," said a well known merchant. "It was a hard struggle at times, but I never failed to pay a note or bill at maturity. It frequently took the profits to convert my goods into money, but I preferred this course rather than hurt my credit by having notes protested." A good name, in the very nature of things inspires good credit in mercantile circles. A merchant of good character and standing has the respect of the importer and jobber, and they are anxious for his trade. They offer him the best terms as an inducement to sell him. No retailer can hope for success who is under distrust or suspicion. He cannot buy his goods right. The jobber will not sell him unless for cash, or if he does take the risk of credit, he is sure to get the top price for his merchandise. —Exchange.

The Standard Loan and Savings company, of Toronto, have decided to establish agencies in Winnipeg and other Manitoba points. R. J. McNichol, the company's inspector, is at present in the province.