

the boilers, which was one of the points brought out in Mr. Westbrook's paper. Some time ago the new management complained of the amount of expenditure for a certain boiler compound we had been using in the boilers at the Pumping Station, and they wanted me to try something else less expensive. I was requested to try phosphate of soda. I had used it before but never with very good results. The next time the boilers were inspected we found so much scale on the tubes that it was necessary to purchase one of those rattlers to remove the scale, and in the end it was just as expensive as using a more costly boiler compound.

After this I tried an expensive boiler compound again and when the boiler was opened yesterday it was found to be almost perfectly clean and free from scale, which goes to show that efficiency is a saving in the long run of both time and money.

No doubt some one would like to ask Mr. Westbrook some questions, and he will be only too pleased to answer them. I will call upon Mr. Wickens.

Mr. A. M. Wickens:—

I was certainly very much pleased with Mr. Westbrook's paper. He has got the idea of system down to a remarkable degree. I am like Mr. Walsh, our president, I am a back number as a machinist, having served my time way back in the 60's in a shop where at that time there were about fifty employees and now there are 540. In this shop there is a very excellent and efficient system which I believe is directly the result of some strict yet excellent rules which were in force at the time I worked there.

There is no man but who can practice this efficiency in his shop, no matter what kind it is, and if your shop is run on a systematic basis with well-satisfied men, you cannot help but get good results.

There are of course some points brought out in this paper which apply particularly to the large machine shop but the majority of them are applicable to any kind of a shop.

A very good point was brought out in regard to starting the new man right, but of course it must be understood to do this and also to keep the men contented the foreman must have a certain amount of knowledge of human nature.

For the last few years I have been connected with boiler work principally, which was touched upon during this paper. There is no question but that the boiler in the average plant is not looked after as carefully as it should be; the average owner of a plant looks upon the boiler as a necessary evil. The position which the boiler holds in a plant is a very important one. If the boiler stops the whole plant stops. Very