

direct them properly: let him intrust no operation to their care except such as they can execute properly, and never allow them to endanger the well-being of the factory by their ignorance or carelessness. If he has any apprentices, he should impart to them all his knowledge of the system of manufacture, and strive to teach them their duty in such a manner that they may do him credit. For he may make up his mind to one thing: if any one whom he has taught fail as a maker of cheese or butter, the first excuse the man makes will be: Oh, I was never properly taught by Mr. ——. The manager ought to see that his men are honest, sober, active, and orderly as long, at least, as they are under his immediate control. His orders should be given with firmness, but at the same time with mildness, and, if he wishes to preserve his authority over the men, he should be careful not to have to correct any orders given by mistake, neither must he ever allow any order once given to be neglected on purpose or from evil design. One act of disobedience brings others in its train, want of respect follows, and a good understanding between the manager and his assistants is soon at an end. All that I have insisted upon implies an increasing watchfulness over his men on the part of the manager.

*The patrons—their relations with the proprietor.*—Of all the duties owed by the patrons to the proprietor of a factory, the principal one is to deliver no milk at his establishment that is not absolutely pure. Any person who skims his milk, who keeps back the strippings, who puts water or any other adulterant into his milk, who delivers his milk in a dirty or in a sour state, is a thief. A severe character, but a just one. He robs the proprietor, who by his act is exposed to the chance of delivering goods inferior to the sample in quality, and has to pay damages to the purchaser in consequence; he robs his brother-patrons at the same factory, for he takes part of the sales-money which, by rights, should be theirs, the amount of which he has reduced in proportion to the quantity of bad milk he has delivered; he robs the buyers of cheese who perhaps make their purchases at a season when the defects caused by his bad milk are not obvious, though they may become apparent after the dealer has them in his store, when he is sure to lose by his purchase. (1)

Another duty of the patrons is not to keep on bothering the proprietor because the season is bad, and the cheese does not bring the price they expected. If the trouble they give causes the proprietor to close his factory, though he has done his duty honestly by them, they will be responsible *in foro conscientie* for all the injury they have caused.

The most villainous of all the faults of which patrons are guilty is envy. In good seasons, if no accidents happen in the manufacture, the proprietor does well, and gets a good return for his capital. This is only fair, for his risk is great. In spite of every care, it will happen that inferior cheese is made, and it does not take many bad cheeses to cause a serious diminution in the expected profits. With such risks as these to run, what moneyed man would be ass enough to invest in the dairy business sums that may not return him more than six or seven per cent., at most, even if he meet with no losses. That is about the interest that money invested in first-class mortgages reaps, and the inventor has no need to run about hunting for the payment, which seeks the capitalist in his office, without trouble or risk on his part. Nevertheless, I have known patrons so desirous of setting their feet on the neck of an unfortunate proprietor, who had no written contract with them, as to force him to manufacture their

milk almost at a loss, at the risk, on his refusing, of seeing his factory closed.

When once the patrons have signed a contract favourable, in the first instance, to themselves, and in the second to the proprietor, they should behave with justice and liberality to him, that their mutual relations may bear the impress of the most perfect honour and honesty.

*How the patrons should behave towards the manager.*

—If the patrons behave properly towards the proprietor, they will rarely fail to get on well with the manager. Circumstances, however, will occur, where, whether by accident, or by negligence, the patrons bring bad milk to the factory. They must not be offended if the manager points out the defects to them, and begs them to take more care. On the contrary, their duty is to search out the cause of the damage, and put a stopper on it for the future. If, on the other hand, the manager makes some mistake in weighing the milk, the patrons are not to shout out at the top of their voices: He is robbing us! but they should ask calmly for an explanation, and if this is given in the presence of the proprietor, it will seldom fail to make matters assume a more cheerful appearance. The important point in a matter of this sort is, not to impute to the one who turns out to have been in fault the slightest suspicion of having acted thus on purpose, unless the contrary is clearly proved. (1)

M. Chapais went on to say that many people were trying to reduce the number of middlemen between the patrons, who furnish the milk to the factory, and the purchasers of the butter or cheese. "It would be difficult," continued he, "to find a farmer possessing a sufficient number of cows and a factory in complete working order, all under his own control, and the products of which he would have the right of disposing of himself, but an approximation to this is proposed as follows. A dairyman, skilled in making both cheese and butter, having certain funds at command, might establish a factory, and buy the milk from the farmers at a price to be fixed in the following way. For instance, in the district of Montreal, an agreement should be made to sell the milk by the measure of one gallon = 10 lbs., and these ten pounds of milk should be estimated for the month of June, let us say, at the highest price paid for cheese on the Montreal market during the ensuing month, July in this case; it being settled that it takes ten pounds of milk to make a pound of cheese, and taking from the price the two cents for the proprietor's profit. To be clearer, I will give an example: If July cheese be worth ten cents a pound, at Montreal, on the average, the price of June milk would be eight cents. (2) The buyer, while paying the highest market price for the milk, would not be exposed to losses arising from the fluctuations in the same market. This system would oblige the proprietor to utilise the whey and skim-milk in feeding pigs and calves. An objection to the plan comes from some who say, that it would deprive the farmer of the skim-milk and whey which he wants for his young stock; but, in it, there is nothing to hinder him from keeping back such a quantity of milk as may be required for family use, and to supply the household with butter, and, at the same time, to furnish his pigs and calves with milk sufficient for their wants.

J. C. CHAPAIS.

(From the French)

(1) It seems to me that neither Mr. Macfarlane nor M. J. C. Chapais have a very exalted idea of the moral temperament of the patrons of the factories.

A. R. J. F.

(2) I am now, February 28th, paying at the rate of 28 cents a gallon for milk and something else! And the worst of it is, that my purveyor, although he knows what my business is, gravely—very gravely—looks me in the face, and protests that he makes no profit from his cows!!

A. R. J. F.

(1) According to Mr. Macfarlane, who lectured on factory work at Huntington on the 10th February, patrons are constantly dropping pints and half-pints of water about. He more than hinted that their women-folk derived all their best bonnets and shawls from this source!

A. R. J. F.