

business will not prosper if he have defects of temper and behaviour of this description, and it will not be long before there will be disputes of all kinds between him, the proprietor, and the patrons. When once the character of the manager is established to the satisfaction of the proprietor, the latter should have a written contract drawn up between himself and the manager, by which the latter must bind himself to make no goods but those of the best quality, under pain of summary dismissal "without recourse." This power of instant dismissal is indispensable, for the losses caused to a factory of even moderate size by the want of skill on the part of the manager amount to a considerable sum in a very few days, and it is a matter of great importance that the proprietor should not have to keep a bad workman for days after his want of capacity, or his want of industry, has become evident. In such cases, in the immediate dismissal of the man lies the only chance of safety. The manager must be held responsible for all losses that arise from his own fault, and be liable to recoup the losses to the patrons out of his salary; to insure which, his wages for one month shall always remain in the hands of the proprietor. To say, that a proprietor must always distrust a manager offering himself for a low salary, may perhaps be unnecessary. A skilled operator is always worth his price, and it is better by paying a high salary to secure the right of exacting a strict contract from him, than to pay a low salary, and thereby to be compelled to accept a loose contract, to the disadvantage of the proprietor. A capital plan exists in some factories, by which the manager is paid, in addition to his salary, a certain percentage on all cheese that fetches "the top of the market." I have seen this practice operate greatly to the advantage of both manager and proprietor.

That the manager should always feel himself under the observation of the proprietor, is absolutely necessary. His assistants should be selected by the manager, for he will generally be the best judge of the men whom he has to manage, and it will aid in the smooth-running of the establishment to let him have his own way in this matter. (1)

In any dispute that may arise between the manager and a patron, the proprietor, who is situated as a judge between the two parties, must not decide in favour of either from fear of incurring his displeasure. He should strive to arrange matters pleasantly, and avoid as much as possible lowering his manager in the eyes of the patrons in general, on account of some, probably, trifling fault.

*Of the proprietor in his relations with trade.*—In his special department, the proprietor of the factory has necessarily to enter into transactions with certain firms: the choice of these firms is not a matter of indifference. If it be unwise, as I said before, for the proprietor to behave stingily in his bargain with the manager, it is equally unwise in him to seek for cheapness alone in his purchases for his factory. He will want rennet, colouring, salt, calico, boxes, tubs, in addition to the material he manufactures. He owes it to his patrons, to his manager, to his own reputation, to purchase none of these things except they be of the best quality. If he is not a good judge himself of these articles, he should entrust the purchase of them to his manager; thus making him answerable for their quality, and rendering it impossible for him to plead

the inferiority of the matters in question as an excuse for having made bad cheese or bad butter.

*Of the manager—his qualifications.*—The manager, it is hardly necessary to say, must be thoroughly skilled in every thing pertaining to his work. I may add, that skill in his trade will not, alone, answer the purpose: he must be devoted to it, make a study of all the new inventions connected with it that are brought forward yearly, learn the use of all the systems of management in vogue, and of all the new machines invented, that he may be able to work with them if requisite, and not run the risk of losing a good engagement through ignorance of these things. He must know how to read, write, and calculate; know English and French, and be acquainted with everything necessary to render him independent in his factory, so that he can direct his assistants properly in the performance of their duties, and never find himself at their mercy, or exposed to their criticisms, through errors which will infallibly cause them to lose confidence in him, and thereby lead them to be guilty of insubordination.

And if, as I have previously observed, the proprietor owes certain duties to his manager, no less is the manager bound to the discharge of certain duties towards the proprietor, which duties he cannot properly discharge, unless he possess the five following qualifications. *courtesy*, *honesty*, *activity*, *cleanliness*, and *sobriety*. Whatever other qualifications he may possess, if the manager is rude, dishonest, lazy, filthy in his habits, or intemperate, he will never be worth his salt. The *honesty* of which I speak does not consist alone in not stealing the milk, the butter, or the cheese of the factory; but in regarding himself as the proprietor's representative in the establishment; in treating his interests as if they were his, the manager's, own; and, in protecting them, always within the limits of justice, when any conflict of rights arises between the proprietor and the patrons. His *activity* should be exercised over every part of the work, from the most important down to the most trivial detail. It involves an incessant watchfulness over the operations of manufacture, especially of those which are performed by his assistants. *Cleanliness*, in dairy-work, is half the battle. It must be scrupulously exact. The factory itself must be kept in a condition of regular and absolute cleanliness. Every source of foul odours, every cause leading to putrefaction, must be peremptorily expelled. Sour milk, dirty vessels, stagnant water (*slops*), the fumes of tobacco, all must be banished from the factory. During working hours, at least, the manager must be tidy in his dress, and clean as to his person. *Sobriety* does not alone imply abstinence from strong drink, which interferes with the quickness of perception, induces laziness, and causes the committing of gross faults during the making of the articles in question; but it also implies the absence of bad habits, such as smoking, chewing (*and spitting*) in the factory. It embraces, also, the *moral* sobriety which forbids the use of oaths, bad language, and the habit of giving orders to the assistants in a rough and brutal manner, a habit which, more than anything else, tends to create bad feeling between the manager and his assistants, than which nothing is more injurious to the proper working of a factory. To sum up: when an inspector, in the discharge of his official duties, enters a factory, he should neither see, smell, nor hear anything to inform his eye, his nose, or his ear, that anything abnormal or irregular exists in the establishment.

*The manager—how he should behave to his assistants.*

—I remarked, just now, that the proprietor ought, as far as he conveniently can, to leave the hiring of the hands to the manager, to secure as much ease as possible in the working of the factory. Anyhow, whether they be hired by the one or the other, there is only one way in which the manager can

(1) Very right, indeed. Also, beware Mr. Proprietor, of forcing a private pet of your own on a manager who knows his business. I saw once a most thriving factory broken up from this folly. The principal director had a pet who, he insisted, should assist the manager. The latter, a most valuable servant, did not choose to submit to what he felt was an unworthy style of treatment; he sent in his resignation; the customers he had brought with him deserted the factory, and down it went.