

DEVELOPING AGENTS.

Life insurance managers are coming to appreciate more and more that salesmen should be carefully trained in order to increase both their chances to succeed, and the degree of their success is being recognized more all the time. There are still some managers, however, who fail to realize this. They still cling to the antiquated idea that "a salesman is born, not made," and they work on this assumption. Some seem to feel that new men should have no difficulty in becoming acquainted with those details of the business which are so simple and familiar to the experienced man, yet so necessary to the success of the life insurance salesman. Others feel that the less a salesman knows about life insurance the better off he is. There are actually some who give one the impression that when they give a man a contract they feel that they have done enough for him and it is then up to him to make good. How erroneous these ideas are! Yet this is a common expression: When I started in the business I was given a bunch of applications and a rate book and told to go out and get business."

DEVELOPING MANAGERS.

Making a great effort to secure new agents and doing little to develop and keep them is as short-sighted a policy as that of companies which spend dollars in securing new business to cents or less in keeping it on the books. Time and energy spent in properly developing the men already in the agency force is far more fruitful than hiring new recruits if they are to be neglected after they sign a contract. It should not be understood that the idea of securing new blood is discouraged for that is necessary to fill in the breaks which are sure to come no matter how well trained salesmen are. In fact these breaks in the ranks must be looked for in one direction at least, for every manager should develop his men to such a degree that the company will want them for managerial positions in other fields. There is nothing lost in bringing about this result for it is a great help in securing agents for one to show that he develops them so carefully and successfully that they graduate into higher positions. Besides this, the more men the company takes from his agency the greater his prestige, and the more of his men there are managing various territories of his company, the greater factor he becomes in the field force.—*Argus*.

PERSONAL PARAGRAPHS

Mr. W. B. Meikle, managing director of the Western Assurance Company, Toronto, is on a visit to Europe.

Bankers will congratulate Senator James Mason, general manager of the Home Bank, on his election as President of that institution in succession to Mr. Eugene O'Keefe, whose retirement is due to ill-health.

Mr. L. Goldman, managing director, North American Life, Toronto, spent a couple of days in Montreal this week. He informs us that the business of his Company throughout the Dominion is entirely satisfactory in every department. Mr. Goldman is very popular with the agents of his Company. He visits them frequently, with very beneficial results.

INSURANCE NOTES & NEWS

An ounce of fire prevention is worth a ton of water after the fire is ablaze.—*Insurance Post*.

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The Yorkshire Insurance Company has purchased the Eagle Insurance Company of London, which does a life business.

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It is stated on behalf of the Prudential of America that while it is the youngest of the large companies in the life insurance field it ranks second among all the companies of the world in the amount of insurance in force, over 2 billion 211 million dollars.

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A pillar of commerce, a chief factor in commercial credits, a *sine qua non* in all the immense business of this country, fire insurance should be fostered and encouraged instead of harassed, worried and unreasonably taxed, as it has been by many of the States for a long period of time.—*Insurance Age*.

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According to the *Insurance Age*, since 1883, the assets of fire companies, both American and foreign doing business in the United States, have been multiplied by more than four, the income by about the same figure, and the risks outstanding have grown by a multiple of about six. That is to say, assets at January 1, 1883, were \$151,215,907, income, \$90,265,273 and risks in force \$8,652,264,489. At January 1, 1913, the figures are, assets, \$679,659,784; income, \$381,724,687; risks in force \$52,374,127,000.

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The various States have made life insurance the subject of increased taxation, the result being that in the last twenty years over \$135,000,000 has been collected from the policyholders by the States, diminishing the refunds and increasing the cost of insurance so much. The companies in the United States now pay a tax of 2.08 per cent. on the total premiums. A business conducted solely for profit would regard a tax of that amount on its gross receipts as most oppressive, while 85 per cent. of life insurance is not conducted for profit, but is done by mutual companies. In addition to the impositions of the various States the Federal Government is now threatening to impose an additional income tax.—*Edward A. Woods*, of Pittsburg.

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It was mentioned recently in this column that the Canadian Order of Chosen Friends had decided to allow rates to remain as they are. The following is a comparison of the Chosen Friends' rates with those decided upon by the National Fraternal Congress as being consistent with safety:—

Age.	C. F.	N. F. C.
22	.62	.96
24	.64	1.01
26	.66	1.07
28	.68	1.14
30	.70	1.22
36	.76	1.51
40	.86	1.76
44	1.04	2.07

The assets of the Order are but \$29.21 per thousand.