

remuneration. If you are hiring a man to do machinist work, when you bring him into your shop you would expect him to be a machinist, because you intend to pay him machinist wages, and though he may not be able to earn contract money for a short time, he will soon endeavor to improve his methods, which will enable him to make a good percentage over his daily rate. It is to be understood that a man when rated is paid that rate per hour for his work no matter whether his contract comes to that or not, so that he always gets daily or hourly rate promised him, then he may make sufficient contract to bring his rate up to such percentage as he is capable of making.

One of the important points in our shop arrangement is a splendid apprenticeship system. A boy before he is taken on as an apprentice has to have a certain amount of education to start with, has to be physically fit and able to pass a medical examination. We take these boys and give them thorough technical education for five years. They attend classes for two nights per week, where subjects of practical mechanics and mechanical drawing are taught them. The teachers, the room, light, material and everything are found by the company, apprentices only requiring to purchase their own personal drawing instruments. In their five year period of apprenticeship a boy is given a good practical education in almost all branches of the trade, so that when you want to advance a man into a position as chargehand, etc., you always know where to find him.

It should be borne in mind that when we take on a mechanic we probably do not expect him to be able to do as much as men who are specialists in the shop, but if after a short time he does not improve, he is dealt with the same as any other incompetent man is dealt with in a shop that is working day work, but I assure you it is much easier to spur a man up to become a better man when he has prospects of being able to earn 35 or 40 per cent. contract in addition to wage which he started at.

In regard to specialization of work. I expected you were going to raise that point to-night, in regard to a man remaining on one job a considerable length of time. One great advantage to the employees and particularly to the company is that when a man gets old in the service you can take him off heavy work and specialize him on light work, so that his experience enables him to hold his own although he may be competing with younger men. A man does not "lay down" because he becomes a specialist for a time. If he is a mechanic he gets machinist work and he gets promotion as he merits it and opportunity offers, just the same as he would in a shop that has no specialization if he adapts himself and is worthy of promotion. Of course there are some men who do not make any effort and become satisfied wherever they are. These men do not look