

The form given (Form 3) shows that the left hand column designates the *place* where the man or men were employed, which is also the heading of a particular page in the cost minute book hereafter referred to. The second column gives the names of the workmen employed. Where many men are employed their respective numbers instead of names may be used to lessen the clerical labor involved. In this column a fraction after the name or number of a man means that that portion of the whole shift was worked by this man in this particular place; search below will show the remaining fraction if the man worked his full shift, and reference to the foremen's timebook will confirm the record of a full or fractional shift. The third column shows the amount of the wages of all the names or numbers on that line, and the fourth column gives the total of the labor or wages for that day in each place worked, and this amount is the amount which is posted directly to the page in the "Cost Minute" book, which is headed by the name of the place worked. This "Cost Minute" book will be explained later. At the end of any day the total at the foot of the fifth column gives the total sum expended for labor during the month to the end of that particular day, the sum total of the preceding days being carried forward in red ink to the top of each succeeding page.

At the end of the pay period, whether weekly, fortnightly or monthly, the total of this column shows the total amount of the pay roll, and should agree exactly with the total of the foremen's timebook. The fractions arising from the subdivision of time must be carried out decimally, or there may be a possible disagreement of a few cents in the money total.

The foremen's books are also copied into one large book in the office, which is the original voucher for the pay sheet; in this large time book the names of the men may be classified according to the department in which they work.

Where a mill, or concentrating works, is an adjunct to the mine, the same method should be used, and in fact in all departments whether surface or underground.

In my personal experience this record of detailed labor has been found most useful and well worth the time required from the accountant.

In regard to the matter of pay rolls or pay sheets, they are perhaps necessary where a company store is kept and where the workmen are supplied with goods furnished them by the company, in which case I need not enlarge upon the form, as it is well known to all of you. It must show the total time of each man with the rate per day, and total amount due said man, together with all the items with which he has been debited such as fines, goods supplied, advances made, rentals due, &c., &c., the total of which, deducted from the total amount due, shows in the final column the net amount required to be paid him in a cash envelope or by cheque. In my own experience I have avoided these pay sheets as being cumbersome and usually presenting a soiled and tattered appearance by the time the last name is signed and they are ready for filing away. As an alternative I submit the form of a due bill, Form 4, which I have used with great satisfaction. This due bill is drawn from a stub book after the manner of a bank cheque, full particulars being entered upon the stub as they are entered upon the due bill. This due bill is given to the employee some hours before the pay is ready, and the employee has a chance to compare it with his own record of his time, and debits and credits, and to see the foreman (or the clerk) if any of such matters are incorrect, for rectification. He signs this due bill upon the back, and at the hour of pay he hands it in through the wicket and receives in return an envelope (Form 4A) containing his cheque or the amount of his wages; upon which envelope is printed, as upon the due bill, his time, total wages, deductions and net wages. From these due bills or from the stubs of the same, the accounts can be rendered just as satisfactorily as from the time sheet,

and the only objection that has ever been made to this system is the entanglement which sometimes arises when an employee loses his due bill.

The above method provides a satisfactory system of recording labor costs, embracing the three necessary factors of (1) keeping full time by the time books, (2) aggregating and dividing that time so that correct proportions can be properly charged to the respective accounts by means of the detail labor book, and (3) paying the individual for that labor, by segregating each man's debits and credits on a due bill or pay roll sheet.

*Supplies.*—Next to Labour in importance comes Supplies, under which heading material of every sort which is used in the operation of the property should be included.

To keep a correct account of the receipt and re-distribution of supplies it is advisable and almost necessary to have a building or general storehouse where everything purchased must be received and receipted for, and from which all deliveries for consumption must be made. Articles in bulk such as pit timber, lumber boards and fuel can not, of course, go into the storehouse, but their receipt and delivery should be noted in the books kept in the storehouse by the store-keeper.

Timbermen and carpenters should turn in an account of material used every 24 hours.

Every supply when it comes in should be debited to a "General Stores" account, and a receipt for it given by the store-keeper, if required; everything going out from the storehouse is credited to "General Stores" account, and charged against the particular account or cost heading by which it is used, or requisitioned. Nothing of any kind is too small to permit it to be taken from the storehouse without charging it against some particular account.

In the best practice nothing can be obtained from the store-keeper without a requisition (Form 5); these requisition forms are supplied from the office in the convenient form of a pad to the different foremen or heads of departments. The store-keeper keeps these requisitions when presented and turns them into the office daily, having previously entered upon his "Stores Delivery Book" the name and amount of the supply issued and the account to which it is charged.

The store-keeper may keep a "Stores Received" and "Stores Delivered" book, or he may make a daily report, on slips, to the office. In the latter case the account of stores received and delivered is kept in the mine office, and is perhaps to be preferred.

It is not necessary that the store-keeper should know the price at which supplies are bought or charged, his duty is concerned only with amounts received and again delivered, but a general stores book should be kept in the office, in which should be entered not only the *invoice* cost price of all goods received, but also all freight and transportation charges upon them, together with the amounts paid for handling and distribution of the same, and also the *pro rata* cost of the store-keepers wages, &c. The total of these items determines the actual cost price of each article, which is the figure at which each article should be charged against the various accounts in the cost minute book. There should be no additions for profit, as the results would be misleading. Contractors may be charged an increased price for their supplies if the manager chooses, but such an increase does not in the long run lead to any benefit or cheaper results. Company stores kept for supplying the workman with food, clothing, etc., are of course entirely separate from these supply accounts.

It is usually necessary to keep the storehouse open only at specified times during the day, say from 6 to 8 a.m., 12 to 2, and 6 to 7 p.m.

To prevent waste or petty pilferings it is advisable to take periodical stock takings, and to facilitate this the following form of a general ticket to be kept on the bin or rack in the store-room, or on