

it is only a small invaluable article, whereas if they knew the value of same they would realize what a waste it is.

The point I was getting at is this—are the men going from the shop to the stores for small articles such as split pins, cotters, etc., or is a small supply of these kept near them all the time. I have in mind a system, and probably Mr. Westbrook has also seen the same system, in large manufacturing plants, where a certain section of the floor space near the erectors is railed off and reserved for "finished parts and material," which will be called for when erecting.

In this store, or near same, is kept all the finished castings and parts as they leave the machines; there is also delivered to this store the necessary quantity of bolts, nuts, cotters and small parts, (usually carried in general stores) which will be used in completing the finished machine. These are charged directly to the job, when issued to this store.

By this system the erector has all the parts close to his hand, and it is not necessary to have a mechanic leaving his work to go to the general stores every time some small article is required. Should there be anything left after the order is completed, the article is returned to general stores and order credited for same.

Mr. Wallace H. Robb,—

I would just like to supplement Mr. Westbrook's paper with a few remarks relative to the salesman's side of the efficiency question. I have not anything to say to you about my present methods, but I have in mind a gentleman who is a considerably older hand at that business than I am, and who is considered quite a successful salesman.

One time there was a question came up in his house of some hinges and an electrolier that required attention, and his wife had spoken to him about same and asked him to fix them, but he told her to get a mechanic to do it.

She mentioned this to me when I was visiting them one day, in a sort of a bantering way, about what a poor hand he was at looking after mechanical things in his own house. "Well," he turned to me and said, "I have always considered that my time is more valuable to me outside selling my goods and talking to my customers than being at home doing the work of a mechanic."

This merely supplements Mr. Westbrook's remarks about the mechanic doing the work of a labourer and serves to point out that in some cases it costs less in the long run to get a man to do a job for you than to do it yourself.