

invariably found that a mechanic of the old school, one who has learned his trade in the old way, can always eclipse these others, especially when leaving one place to accept another position.

Mr. Jas. Herriot,—

I think that the subject has been very ably handled by Mr. Humber, and I would like to say a few words with reference to the system and its connection with the Stores Department. I find that the specialization benefits the Stores Department, inasmuch as we know just who to consult in regard to the supply of any class of material, also that any workman who is in charge of special work is always anxious to see that the storekeeper does his part and keeps sufficient material on hand to supply his needs.

Our system of storage of material is also such that material is stored as near the point of production as circumstances will permit.

Mr. T. J. Walsh,—

I think we should hear from Mr. Patterson.

Mr. R. Patterson.

I think a paper which creates a diversity of opinion like this one has, cannot be considered other than a successful one. A paper that brings out such a hearty discussion must be of some benefit. I am very pleased to see that Mr. Humber has accomplished this.

A large shop can specialize on different classes of work and it depends a great deal upon the classes of work how far that specialization can be carried successfully.

In a very small shop it is a little difficult to specialize to any extent especially where the work is of a varying kind, but even then it should be done to as large an extent as possible, as it would make even a smaller shop more efficient.

Regarding the contract system. In the first place when you start a man on contract you want to pay him a fair wage, pay him as good wages as other mechanics are being paid in your locality. After that you want to make your prices fair. You do not want to take a man who can do the work the quickest and base your contract on his working capacity, but take a good average man and make that your standard. This gives every man the chance he deserves. A man who cannot make contract will endeavor to improve himself to such an extent that he will be as good as the average and the first class man will be able to make the highest wages, which is only fair, as the man who can do the most work should receive the most