

paid better wages. This is one of the points I want to call your attention to. You must be satisfied with your wages until you fully prove your ability to earn more. If you expect to get one hundred dollars per month next year, you must earn it this year. The man who neglects his work because he considers his wages inadequate cannot reasonably expect to receive any better wages, and he cannot be a very desirable man at any price.

How is your employer to know you are worth more wages unless you demonstrate your ability by actually earning it? You will say that this is not fair. I agree with you; it is not fair, yet it is reasonable. This looks like an inconsistent proposition, but it's not. You certainly should have full remuneration for your services, and on the other hand you should not expect promotion until you have earned it; and you must be careful and not overestimate yourself. It sometimes occurs that a foreman considers himself overworked and underpaid, and gives up his position with the impression that he has been ill treated. A man from the ranks steps in, systematizes the work and does all that the disgruntled man did and more, and then thinks the task easy. The other fellow overrated himself; he was not able to do the work, and his excessive estimate of his worth blinded him to the fact.

You cannot place too high an estimate on the value of system. If you neglect to systematize your work, you will be obliged to deal with emergencies continuously. Your haphazard methods will wear you out and make heavy inroads on your employer's dividends. And this is another point you should hold in view—the "dividends." And do not get in the habit of letting things "pull through." If there is anything going wrong, check it at once. Don't get in the habit of waiting for things to adjust themselves, because they just won't adjust, not by a jugful; they are sure to get worse all the time.

When you have a man that cannot bear correction when he is not doing right, dissolve partnership with him at once, assuming, of course, that the correction has not been given in the form of abuse. And do not forget that success is the reward of eternal vigilance and application. D. H. Bloomer, in *St. Louis Lumberman*.

SOME POINTS IN MILL MANAGEMENT.

THERE are some points in regard to the management of a lumber manufacturing business that are so evident that it seems unnecessary to call attention to them, and yet they are among the points which most frequently are ignored. Of more importance than the most modern machinery, of more importance than the arrangement of a mill, is the personnel engaged. In the saw mill there are three critical positions upon the proper filling of which largely depends the success of a saw mill management. These positions are those of sawyer, edger and trimmer. They are important for three reasons:

First, the importance of the work these men have to do in fixing the quality of the output of the mill. The sawyer is most important in every particular, for in the matter of quality he has the primary influence, as he handles the logs. The edger man can lose from 25 cents to \$1 a thousand on the quality of all the lumber that passes

through the edger if he be careless or ignorant. The man in charge of the trimmer can raise or lower the grade and the selling value of the stock in a marked degree.

Secondly, upon these men depend very largely the volume of the product, though most of all upon the sawyer. The lumber he cuts the rest must take care of, and a fast and yet careful sawyer can often increase the capacity of a single band or circular mill 25 per cent. above a man who is not first-class. In mills where there is no esprit de corps, where the ordinary hands about the establishment are intent on seeing how little they can do for their wages, the sawyer of the first class is thoroughly hated, for there is no getting away from the work he throws upon them. The lumber comes through and must be disposed of somehow, and the only way to dispose of it is to put it through the regular process. Yet this does not affect quality provided the edger and trimmer men are of efficiency in proportion to the sawyer.

The third reason why these men are of especial importance is that, locating the sawyer and trimmer at either end and the edger man at the centre of the mill, they form, if they are of the right sort and interested in the work they are doing, a sort of perpetually present set of deputy foremen. Nothing that is going on in the mill in relation to the running of the machinery, or the way it is handled, or the work of the other hands can escape them. In giving these men a pre-eminent place, we do not at all minimize the importance of the filer or the inspector. The former may command as high wages as the sawyer, but his work is that of the expert, done in seclusion, and beyond the furnishing of properly fitted saws he has no influence.

Many a mill fails to be satisfactory to its proprietors, simply because of a penny wise and pound foolish policy in the selection and handling of those principal men in a mill. An ordinary modern mill can better afford to pay \$10 a day to either sawyer or edger man than to have a poor one. The foreman of a mill can have no more valuable assistants than these if they are efficient and well disposed toward him and the proprietors.

This question of good will is one that is not often given due consideration. A thoroughly well posted mill man said recently: "I would not have in my employ as superintendent or foreman of any department a man who was not on good terms with all the other foremen, or at any rate with those with whom he comes in contact. The woods foreman and the mills foreman must be friends; the yard foreman and the planing mill foreman must each be in touch with the mill foreman, and the man in charge of the shipping must not be at outs with the head of any other department. I should expect them to form a sort of cabinet in my interest, always prompt to consult each other about any improvements to be made or defects to be remedied. If I had a foreman in my employ who would come to me with any complaint about any other department without first having gone to the head of that department in a friendly way I would 'fire' him instantaneously. If the yard foreman sees that stuff is coming out of the mill unevenly sawed, he will at once call the mill foreman's attention to it, provided the feeling between them is what it ought to be and I am to make money, and it will not be nec-

essary for him to come to me with a thing like that; and so on through all the departments of the mill.

"Then, again, I believe in paying my men just a little more than anyone else in the neighborhood does. I know that this policy cannot be followed universally, for if all of us were trying to pay our men more than anyone else we would soon bury ourselves under expense, but there is no danger that men will be overpaid, and I believe that from the foreman down to the common laborer this policy is a money-making one. I need not pay my laborer more than four or five cents more than does my neighbor, but if I do that he appreciates the fact, and I get many times the extra expense out of him in the form of faithful work, and, besides that, have the pick of the men in the surrounding country."

These are ideas which are to be commended to the attention of many lumber manufacturers. There is a disposition to magnify the value of machinery and to underestimate the value of brains; while the fact is that the more costly and intricate the machinery, the higher the class of brains to control it and get from it the best results.—*American Lumberman*.

LEGAL DECISION OF INTEREST TO LUMBERMEN.

AN important judgment was rendered at Quebec on June 30th by Judge Caron, in the case of John Livingstone, of Montreal, against Frank Ross, of Quebec. The plaintiff contended that he had an option from Mr. Ross upon all the Ross property, including mills, limits, etc., in Buckingham and elsewhere in the county of Ottawa, and that when he proffered the amount in payment therefor, Mr. Ross repudiated his written agreement. Hence the action which was to compel Ross to carry out the contract or to forfeit \$500,000. The defendant denied certain allegations of the plaintiff's declaration, and further stated that prior to August, 1897, the plaintiff requested him to employ him as a broker for the sale of defendant's mills and limits in Buckingham, that the plaintiff was in communication with Messrs. Kenneth, Blackwell and Wilson, of Thos. Robertson & Co., of Montreal, and Mr. Wilson's father, a member of the Imperial House of Commons, all three reputed to be very wealthy, and desirous, according to plaintiff, to purchase property for the manufacture of pulp and paper. His letter giving the option to plaintiff was, he alleges, intended to be only an authority to the plaintiff to negotiate the sale of the Buckingham property to the above named parties and to no others, and it was never contemplated that it should be an option in favor of the plaintiff personally. Judgment was given for plaintiff. The case will be appealed.

CANADA'S COMMERCIAL AGENTS.

FOLLOWING is the correct official list of Canada's Commercial Agents in Great Britain, British possessions and foreign countries:

- J. S. Larke, Sydney, N.S.W., agent for Australasia.
- G. Eustace Burke, Kingston, Jamaica, agent for Jamaica.
- Robert Bryson, St. John, Antigua, agent for Antigua, Montserrat and Dominica.
- S. L. Horsford, St. Kitts, agent for St. Kitts, Nevis and Virgin Islands.
- Edgar Tripp, Port of Spain, Trinidad, agent for Trinidad and Tobago.
- C. E. Soutum, Christiania, Norway, agent for Sweden and Denmark.
- D. M. Rennie, Buenos Ayres, Argentine Republic, agent for Argentine Republic and Uruguay.
- In addition to their other duties, the undermentioned will answer inquiries relative to trade matters, and their services are available in furthering the interests of Canadian traders.
- J. G. Colmer, 17 Victoria street, London, S.W., England.
- Thomas Moffat, 16 Church street, Cape Town, South Africa.
- G. H. Mitchell, 15 Water street, Liverpool, England.
- H. M. Murray, 40 St. Enoch Square, Glasgow, Scotland.
- Harrison Watson, Curator, Imperial Institute, London, England.