CANADIAN

CONTRACT RECORD

A Weekly Journal of Engineering, Public Works, Tenders, Advance Information and Municipal Progress

This Paper Reaches Every Week the Town and City Clerks, Town and City Engineers, County Clerks and County Engineers, Leading Civil Engineers and Contractors throughout Canada, and Purchasers of Municipal Debentures.

VOL. 17.

TORONTO, M

No. 43

THE CANADIAN CONTRACT RECORD

PUBLISHED EVERY WEDNESDAY

As an intermediate Edition of the Canadian Architect and Builder.

THE G. H. MORTIMER PUBLISHING COMPANY of Toronto, Limited,

Subscription Price, 82 per annum, payable in advance,

CONFEDERATION LIFE BUILDING, TORONTO Telephone Main 2362.

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OTTAWA, ONT.

Architectural Competition for Departmental and Justice Buildings.

Competitive drawings are invited for Departmental and Justice Buildings to be erected for the Dominion Government at Ottawa. Ont.
The author of the best design will be awarded a premium of \$5.000, the second best \$4.000, the third best \$5.000 and the fourth best \$5.000 and \$5.

By order, PRED. GELINAS, Secretary.

Department of Public Works,
Secretary,
Ottawa, December 12, 1906.
Newspapers will not be paid for this advertisement if they insert it without authority from this Department.

ILES OF WATER PIPE

Sealed tenders addressed to the Chairman of the Fire, Water and Light Committee for the supply of thirty miles of assorted water pipe and quantity of specials for the City Water Works, will be received at the office of the undersigned up to a.30 p.m. on

FRIDAY, MARCH 1, 1907.

FRIDAY, MARCH 1, 1907.

Specifications and forms of tender may be obtained at the office of H. N. Ruttan, City Engineer, Winni-Each tender must be accompanied by an 'accepted cheque or draft payable to the order of the City Treasurer, or cash deposit for the sum called for in the form of tender supplied, which will be subject to forfeiture in case or failure on the part of the contractor to enter into a written contract with approved sureties if called upon to do so.

The city reserves the right to reject any or all tenders or to accept any bid which appears advantageous to the City of Winnipeg.

C. J. BROWN,

City Clerk's Office, Winnipeg, December 8, 1906.

CONTRACTS OPEN.

OSHAWA, ONT.—Debentures will be issued for \$2,400 for the purchase of

CHATHAM, ONT .- Plans are being prepared for a new waterworks station to cost \$19,000.

PORTAGE LA PRAIRIE, MAN.-The Bank of Montreal will erect a new building here, next year.

ESTEVAN, SASK .- It is rumored that the Roman Catholics of this town will erect a new hospital.

HAMILTON, ONT .- Trebles, Limited have decided to make large additions to their present premises.

PORT ARTHUR, ONT. — G. F. Clarkeson is completing arrangements for the establishment of a large lime producing plant in this town.

LETHBRIDGE, ALTA. — George Taylor is about to erect a large green-house on Second streets

OWEN SOUND, ONT.—The City Council are considering the question of purchasing a fire engine.

LACOMBE, ALTA.—The Presbyter-ians of this town have decided to build a new church to cost \$12,000.

ST. CATHARINES, ONT. - Debentures will be issued for \$3,000 with which to purchase a school site.

MAPLE CREEK, SASK .- The Town Council have decided to expend \$2,000 for extension of waterworks system.

FORT FRANCIS, ONT.—Russell Bros., of Winnipeg, Man., have decided to establish a foundry and machine shop here.

ST. LOUIS, QUE. - The Town Council have decided to purchase a fire engine with a capacity of 800 gallons per minute.

NEW WESTMINSTER, F. J. Lynch has purchased a lot on Clarkson street on which he will erect a cigar factory.

LONDON, ONT.—Bids were opened December 18, for purchase of \$130,000 debentures, but owing to low price offered, the sale was deferred.

SASKATOON, SASK.—A site has been secured for the new post office and customs house, and tenders for the erec-tion of the buildings will be called for shortly.

WEYBURN, SASK. — Robinson, Walsh, Greig & Leavens have purchased a site corner Souris avenue and Second street, on which to erect a hotel to cost

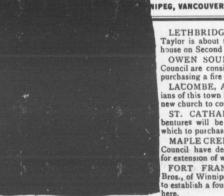
MEDICINE HAT, ALTA. — J. D McGregor will commence work immedi-atley in connection with his irrigation scheme. A pump will be installed cost-ing \$5,000,000.

SARNIA, ONT. -On January 7, 1907, the ratepayers will vote on the question of spending \$25,270, for construction of sewers and water mains, and erection of a storehouse.

ST. ANDREWS, N.B.—G. Murdock, C.E., of St. John, N.B., is preparing a report on the question of installating a sewerage system, and also the construction of a wharf.

BRANDON, MAN.—Morris & Doug-las have decided to erect a new theatre to cost \$50,000, and have instructed A. & W. Melville, architects, Winnipeg, to prepare plans therefor.

LA TUQUE, QUE.—A company is being formed, in which John Breakey, President of the Quebec Bank, and W. Hanson, of Montreal, are interested, for



PEMBROKE, ONT.—Tenders will be received up to January 5th, 1907, by J. P. Sarsfield, chairman of the Waterworks Committee, for the supply of steel pipe, specials and valves.

PORT ARTHUR, ONT.—The Railway & Municipal Board have granted the application of the town for approval of a by-law to extend the waterworks system, at a cost of \$50,000.

REGINA, SASK.—The Winnipeg Oil Co., Winnipeg, Man., may erect a large warehouse here.—Mr. Smith, of Smith & Ferguson, will erect a large block of buildings on Rose street next year.

WOODSTOCK, N.B.—It is reported that the Dodge Manufacturing Co., of Indiana, have acquired the business of the Holaton Foundry & Machine Co., and intend to erect several new buildings.

SINTALUTA, MAN.—G. G. Barbe will receive tenders up to December 29 for masonry, plastering, carpentry, gal vanized iron, heating, painting and glar iug necessary in the erection of a bric school here.

ST. JOHN, NFLD.—A large hotel to be erected here at a cost of \$100,000 among those interested in the proje are: W. A. McKay, North Sydnet N. S., R. Taylor, Halifax, N. S. an Z. Garmeau, Ouebec, Oue.

Z. Garmeau, Quebec, Que.

BRANTFORD, ONT. — The Cit
Council have granted a franchise to th
Dominion District Steam Heating Con
pany, of Toronto, for the establishmer
of a plant for distribution of steam an
hot water for heating purposes.

STRATFORD, ONT.—The Grand Trunk Railway have taken out a permit for the erection of a new round house, cost \$8,000.—The Stratford and St. Joseph's Radial Ralway Company are seeking permission from the Dominion Government, to operate an electric road from this city to St. Joseph.

VANCOUVER, B. C.—P. Burns & Co. have purchased property on which they will erect a block of buildings.—
The Royal Bank have purchased property on Government street and w llerect a new buildings.—Tenders will be received up to January 21st, 1907, by W. W. Northcott, City Purchasing Agent, for the supply of 4,000 feet of six-inch and 10,000 feet of four-inch cast iron water pipe.

EDMONTON, ALTA.— The ratepayers have passed by-laws authorizing the expenditure of \$121,000 for new payements, \$119,000 for street car rails, and \$45,000 for an incinerator.—A pipe line will be laid connecting the Strathcona pumping station with the city water mains, estimated cost \$6,000.—The City Commissioners have been authorized to purchase a \$,000,000 gal'on turbine pump.

OTTAWA, ONT.—F. Gelinas, Secretary, Department of Public Works, will receive tenders up to January 17th, 1907, for construction of a wharf at Baddeck, N. S., and up to same date for construction of a wharf at Middle County N. S.,—The Grand Trunk Pacific Railway will shortly take tenders for the construction of the following portions of a new road: Moncton to Chipman; Grand Forks to Quebec bridge; La Tuque forty miles westward, and from Lake Abitibi eastward one hundred and fifty miles.—The Quebec Central Railway will extent their new line to connect with the Temiscouata Railway at Cavana, 150 miles from St. George, through the La Fomine Valley and along the river and fronter line.

MONTREAL, QUE.—It is reported that O. D. Slavey, an American hotel

manager, in conjunction with Montreal and American capitalists, is planning the erection of a twelve-story hotel on the southwest corner of Domnion Square. He states that the plans have already been prepared for the structure, which will cost \$1:25,000.—The Bank of Toronto have decided to defer the erection of their new building, to be erected corner of St. James and McGill streets, till the spring of 1908.—A. Bruce Smith, Manager of Telegraphs, Grand Trunk Pacific Railway, will receive tenders up to December 31st, for delivery of \$3,000 cedar telegraph poles 25 feet long, and 2,000 30-feet long.—A. Ferland has purchased a lot on St. Andre street, and A. Pickard has purchased vacant property on Demontigny street.—The Mount Royal

addition with a serve cooke's context. Corner Mutual street and Queen street east.—A by-law providing for the issuance of \$125.000 car-route debentures will be submitted to the ratepayers, January, 1997.

WINNIPEG, MAN.—R. Filer, of Montreal, Que, contemplates the erection of a large apartment house, corner Langside and Cornish avenues.—A Roman Cathol c church is to be erected at Fort Rouge and another in the western part of the city.—Tenders will shortly be called for the supply of a 1000 h. p. generator and a 500 h. p. boiler for the city.—Joseph Bernhardt has purchased the store and s te owned by John Leslie and will erect a hotel.—It is reported that the Y. M. C. A. will make additions to their premises.—Tenders will shortly be taken by the Provincial Government for poles, wire, crossarms, etc. necessary for the construction of telephone lines throughout the Province of Manitoba.—A. & W. Melville, architects, are preparing plans for a new theatre to be erected at Brandon—The Fire, Water & Light Committee have recommended that the well known as No. 1 be deepened to the same level as No. 2 and the old pump of well No. 1 be sunk to the new level. The cost of the changes will be about \$12,000.—C. B. Smith, C. E., states that tenders will shortly be called for the work necessary in connection with the proposed power development at Point du Bois Falls.—The Imperial Syrup Company will erect a factory for the manufacture of macaroni. — The Grand Trunk Pacific Railway have purchased a large block of land, about four miles west of this city, which they will use as yards, and will a so rect workshops.

FIRE

Forge building of the Nova Scotia Steel & Coal Company, New Glasgow, N. S., damage \$5,000.—Richardson's dry-goods store, Reach & Company's grocery store, and adjoining buildings, Calgary, Alta., loss \$50,000.—J. L. Thornley's shoe store, Fernie B. C., loss \$2,000.—Residence of W. J. Schwigler, Port Arthur, Ont., loss \$6,000.—Mill of T. Lefebore & Company, Montreal, Que., loss \$25,000.—Charmandy Block, North Bay, Ont., loss \$6,500.—Lalonde & Miloy's planing mill, Winnipeg, Man., loss \$6,000.

CONTRACTS AWARDED.

PETERBORO, ONT.—Erection of military buildings for Dominion Government: Robt. Clinkscale, this town, contractor.

HALIFAX, N. S.—Erection of round and engine houses for Intercolonial Railway: M. E. Keefe Company, Halifax, contractors.

VANCOUVER, B. C.—Erection of a bridge on Third street: Askeu & Kennedy, Vancouver, successful tenderers at \$749.

SEAFORTH, ONT. — Purchase of town debenturers: Wood, Gundy & Company, Toronto, successful tenderers at \$55,111.

LONDON, ONT.—Supply of 1,200,000 feet of lumber for McClary Manufacturing Company's storage building: G. H. Belton, London, Ont., successful tenderer.

SYDNEY MINES, N. S.—Erection of station, freight house and other buildings for Intercolonial Railway: Chappell Bros. & Company, Sydney, N. S., successful tenders.

WOODSTOCK, ONT.—Installation of a heating system in Collegiate Institute: McEachren Heating & Ventilating Company, Galt, Ont., successful tenderers at \$2,900.

WINNIPEG, MAN. — Erection of steel tower and water tank for Lake of the Woods M lling Company: Ontario Wind Engine & Pump Company, Winnipeg, successful tenderers.

TORONTO, ONT. — Erection of grand stand at Exhibition Park, F. Ho'm*s, Toronto, successful tenderer at \$216,465.—Erection of Horticultural Building at Exhibition Park: E. R. French, Toronto, successful tenderer at \$90,000.

successful tenderer at \$90,000.

AMHERSTBURG, ONT.—\$12,244.-45 4½ per cent sewer debentures have been awarded to W. C. Brent, Toronto, at 97.09 and accrued interest. O her bids received were: Wood, Gundy & Co., Toronto, 97.75; Aemilius Jarvis & Co., Toronto, 96,576.

AN OPPORTUNITY FOR CEMENT USERS

The third annual convention of the Natural Association of Cement Users will be held at Tattersall's, Chicago, January 7th to 12th, and as usual the Ideal Concrete Machinery Company, of South Bend, Ind, will prepare an exhibit, to which, through this publication, they extend an invitation, to not only their many customers, but those who will also attend the Convention because of their interest in the great possibilities embodied in the use of concrete in its various forms.

This Company is never at a standstill, and from year to year add parts, accessories or attachments to their famous "Ideal" block machine, which gives their customers an opportunity to add to their equipment.

During the past year they have perfected a complete brick machine, which can also be used as an attach-

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ment to their well-known block machine.

An extensive set of friezes and belts courses so arranged as to give perfect return corner effect, will greatly please and interest contractors,

The new Model "E" interchangeable 24-inch block machines will also be shown. New face plates in endless variety. Porch pier block molds with fluted corners, and round designs, will further prove that this Company intends to remain in the the lead.

Their stellar attraction, however, around which centers the great interest of this splendid array of new features, will be the Ideal concrete mixer, which they at last have brought to that perfection detail which entitles it to be classed an "Ideal."

Our readers are cordially invited to inspect this exhibit, and we can assure them that at the headquarters of the the Ideal Company, they will find a corps of attendants who will be pleased to explain as well as demonstrate by actual operation everything shown.

NEW COMPANIES.

St. Paul Cobalt Mining Company, Limited, Cobalt, Ont., incorporated, capital \$600,000. Directors, A. G. Terrill, S. F. Nelson, and H. Gibson.

Anthony Blum Gold Mines, Limited, Toronto, Ont., incorporated, capital \$100,000. Directors, J. G. Shaw, J. Montgomery, and J. G. Strong. Coleman & Quebec Mining Company, Limited, Ottawa, Ont., incorporated, capital \$1,000,000. Directors, V. O'Connor, R. Mason, J. Wilson, A. T. Shillington, and J. Carss.

Algoma Custom, Smelting & Refining Company, Limited, Sault St. Marie, Ont., incorporated, capital \$250,000. Directors, T. H. Pollock, J. Hermann, W. H. Green, H. Appleton, and A. Dunsmore.

Stellar Silver Cobalt Corporation, Limited, Sudbury, Ont., incorporated, capital \$1,000,000. Directors, J. F. Black, J. H. Morin, and C. McCrea. Delaney & Pettit Sand Paper Company, Limited, Toronto, Ont., incorporated, capital \$50,000. Directors, C. Delaney, C. S. Pettit and G. H. Pettit.

The Vulcan Company, Limited, London, Ont., incorporated, to manufacture furnaces, stoves, etc., capital \$100,000. Directors, R. W. Shaw, E. W. M. Flock, and F. G. Mitchell.

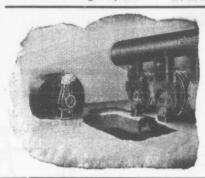
Mitchell.
Old Chap Mining Company,
Limited, Cobalt, Ont., incorporated, capital \$1,000,000. Directors,
W. H. Franciss, R. G. Coan, and
Fay W. Libby.

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Portland Cement...

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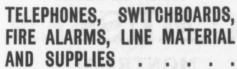
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ing Company, Limited, Arnprior, Ont., incorporated, capital \$40,000. Directors, Wellington M. Howe, W. A. Cameron, R. Richardi, S. R. Rudd, M. Havey, J. J. Neilson and J. G. Ledgerwood.

Cobalt Silver Prince, Limited, Cobalt, Ont., incorporated, capital \$1,000,000. Directors, S. D. Maddin, D. Crawford, H. Campbell, H. H. Lang, and F. Finn.

Cobalt Chief Silver Mining, Limited, Toronto, Ont., incorporated, capital \$600,000. Directors, J.W. Mc-

Donald, G. J. Valin, T. Brown, Eva L. Bradley and Gertrude Cherpaw.

Flanagan & Cameron, contractors, have commenced business at Fort William, Ont.

A new contracting firm at D'Israeli, Que., has been registered. The members are H. Beaudoin and F. Soucy.

Canadian Portland Cement Company, Toronto, have declared a 3½ per cent. dividend for half year, payable January 2, 1907. Rhodes, Curry & Co., of Amherst, N. S., have received an order for several narrow gauge, twenty ton flat cars for the Anglo-Newfoundland Developing Co., of Grand Falls, Nfld.

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Let us tell you how the "Miles" will pay for itself over any other machine in three months' operation.

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CALENDAR ANNOUNCEMENT.

Messrs. F. H. Hopkins & Company, railway and contractors' supplies, Montreal, have issued their 1907 calendar, which is a first-class one for office purposes, being printed on green paper and the figures being large and distinct. It illustrates some of the different lines handled by this firm, who will be pleased to mail one, free of charge, to any of our readers upon request.

ERRATUM.

In the description of the R. Forbes dam at Hespeler, Ont., which appeared in the last issue of the CONTRACT RECORD, it was stated that the old dam was "a modern struc-ture." The word "modern" should have been "wooden."

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Messrs. M. A. Stewart and G. G. Powell, assistant roadway engineers, City Engineer's Department, Toronto, will assume the duties now devolving upon Mr. W. M. Mc-Phail, who leaves the city's service on December 31 to assume the management of the Western Bitulithic Paving Company, with headquarters in Winnipeg.

JOHN CALT

C. E. and M. E. CONSULTING ENGINEER and EXPERT

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Canadian Cobalt Corporation, Limited, Toronto, Ont., incorporated, capital \$1,000,000. Directors, J. W. Bayne, G. B. Strathy, R. R. Perry, L. C. Todd, and J. E. Riley.

Nepigon Mines Limited, Toronto, Ont., incorporated, capital \$5,000,-000. Directors, J. H. Black, J. Ferguson, L. P. Sandbach, G. C. Campbell and A. M. Wiley.

Keewatin Silver Cobalt Mining Company, Limited, Toronto, Ont., incorporated, capital \$1,000,000. Directors, J. G. Shaw, A. Montgomery, and others.

Walkerville Carriage Goods Company, Limited, Walkerville, Ont., incorporated, capital \$40,000. Directors, T. E. Crocker, H. P. Crocker, F. H. Galusha, and A. W. Acson.

The Silverado Mines, Limited, Cobalt, Ont., incorporated, capital \$1,500,000. Directors, A. S. Galoska, H. Wallace, and others.

United States Cobalt Company, Limited, Toronto, Ont., incorporated, capital \$3,000,000. Directors, Robert McKay, G. Grant, and others.

Western Oil & Coal Consolidated have been granted a license to do business in the province of Ontario. A. Mills, Toronto, attorners

Dominion Heating & Ventilating Company, Limited, Hespeler, Ont., incorporated, capital \$40,000. Directors, E. McNally, M. A. Secord, and Lillian Reid.

Peerless Larder Lake Mines, Limited, Toronto, Ont., incorporated, capital \$1,000,000. Directors, F. Hicks, W. F. Thomson, and others.

Davis Silver Cobalt Mines, Limited, Toronto, Ont., incorporated, capital \$2,000,000. Directors, G. W. Kenyon, G. A. Stanton, and others.

Jury Copper Mines, Limited, Sault Ste. Marie, Ont., incorporated, capital \$1,000,000. Directors, C. R. Shaw, C. H. Williams, and others.

Canadian Hardware and Manufacturing Company, Limited, Toronto, Ont., incorporated, capital \$50,000. Directors, W. S. Harrison, W. H. Elderson, S. M. Linn, and W. J. McManus.

The Iroquois Pipe Line Company, Limited, Chatham, Ont., incorporated, capital \$100,000. Directors, H. D. Symmes, W. E. Woodroof, and D. A. Coste.

Gold and Silver Mountain Mining Company, Limited, Cobalt, Ont., incorporated, capital \$1,000,000. Directors, D. H. McAndrew, R. Russell, and others.

Burroughs Larder Lake Mines Company, Limited, New Liskeard, Ont., incorporated, capital \$500,-000. Directors, S. Read, J. E. Whyte, and others.

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Company, Limited, Winnipeg, Man, incorporated, capital \$2,000,000. Incorporators, J. S. Hough, A. C. Ferguson, C. Williams, C. B. Lindsay, and W. M. Graham, all of Winnipeg.

Maritime Dairy Company, Limited, Sussex, N. B., incorporated, capital \$98,000. Incorporators, J. D. Prier, S. H. White, W. J. Mill, H. P. Robinson, all of Sussex, N. B., and others.

Northland Mining Company, Limited, London, Ont., incorporated, capital \$250,000. Directors, T. H. Smallman, J. Smallman, G. H. R. Harris and Amelia A. Harris.

Algoma Steel Bridge Company, Limited, Sault Ste. Marie, Ont., incorporated, capital \$40,000. Directors, A. Y. Bayne, M. Mc-Collum, C. L. Brown, M. B. Stone, and A. B. Hillier.

British American Cobalt Mines Limited, Toronto, Ont., incorporated, capital \$3,000,000. Directors, J. Black, A. J. F. Ross and others.

Cobalt Bullion Mines Limited, Haileybury Ont., incorporated, capital \$1,000,000. Directors, A. T. Budd, H. P. Glidden, J. Mac-Kay, P. J. Montague and F. Pottage.

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THE HUMAN SIDE OF THE ENGINEERING PROFESSION

(AN OUTLINE)

By V. KARAPETOFF, Cornell University.

FUNDAMENTAL THOUGHT: Professional usefulness and personal satisfaction depend on the right conception of life and on the degree in which thus conception of life is manifested in daily activity.

PART I.-WORK AND CONDUCT.

There are three essential requisties for an efficient and successful engineer:

A. Sound professional knowledge;

B. Knowledge of business forms and of human relations;

C. Good and strong character.

A. Professional Knowledge. A man who knows only "how" to do certain things, but does not know "why" they are done so, usually remains in subordinate positions. Get into the habit of analyzing; also, have your knowledge systematized.

In order not to get "rusty" you ought to do some study, or at least some reading outside of your daily routine work. This outside work may be classified, in an ascending scale of difficulty, as follows:

 Keep notes on your regular work, with sketches, samples of calculations, etc. On separate notes keep matters of doubt to straighten them out at a future opportunity.

 Read regularly at least one periodical relating to your specialty, and keep some kind of a general index on at least one subject in which you are particularly interested.

3. Be sure about the fundamental laws, facts, and assumptions on which your branch of engineering is based. If you are but recently from college, you can go over your old books and notes; otherwise read a good modern text book.

4. Gradually get familiar with more advanced books treating of the various branches of your profession; go from time to time to the public library and see if there is anything new in your specialty.

5. Select some one branch of engineering, if possible somewhat different from that in which you are regularly engaged, and devote some time to it. Know more than the next fellow does; it will pay you.

 Do not miss any chance to make an original investigation; this will develop your thinking, increase your self-confidence and raise your standing in the profession.

7. Inventing is the highest form of the engineering activity; there is no reason why you should not bring some improvement into the work in which your are engaged. Concentrate your mind on one thing, work patiently and persistently, and you will be sure to achieve something that will be new and useful.

B. Knowledge of Business Forms and of Men. You naturally expect some day to occupy a responsible position in your profession. This is impossible without a sound knowledge of established business forms and of human relations in general. Here again there are several stages of study and observation. Take up as many of them as your ambition, time, and ability will allow.

 Observe the characters of men you are working with; in particular, the influence of their previous *Abstract of an address delivered before the New York, Electrical Society, October 31st, 1006. experience and education, of their age and temperament, of their views on general life questions, etc.

2. Observe things that make them efficient and happy, or that are impediments in their work; things that they would like to have and the main things that they object to.

3. Observe critically your superiors and their ways of acting towards their chiefs and subordinates. Do this without malice, but rather with a sincere desire to find out the best way of conducting the work, when you shall be called to perform their duties. Make for yourself a clear mental picture of an ideal man in a certain position, and try to follow this ideal in your own business life.

4. Observe and read about general business systems adopted in large modern commercial and industrial enterprises; in particular,

(a) Subdivision of the duties of various officers, and their correlation;

(b) Correspondence, accounting, orders, receipts, etc.;

(c) Causes of loss, waste, inefficiency, etc., and possibble remedies.

Merely knowing the facts is not sufficient: you must see cleaely the necessity for a certain organization. Only then will you find a right place in it for yourself and efficiently discharge your duties.

5. Do not get "rusty" on general life questions; read books on history, economics, philosophy, etc., with the view of finding the underlying facts and motives in human relations. Do not adhere too readily to a traditional school; work out your principles for yourself, and be willing to change them when new evidence is laid before you. A man in a responsible position must be a well educated man; he meets a great many—men, and has to face new situations. Therefore he must be well informed on things in general, and ought to be able to judge about them.

C. Training of the Character. Engineering and business knowledge are the necessary conditions for usefulness ("success" and usefulness are not always the same), but the proper development of the character is the third necessary condition.

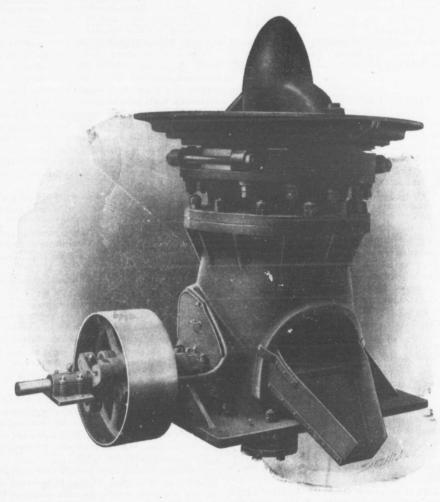
What is the use of having a profound knowledge of engineering, if you have not the necessary perseverance to achieve results; or to have a knowledge of business forms and relations, if your temper is such that nobody cares to be associated with you in business.

Practice daily the qualities of the character that you find essential for a good citizen and a good business man.

 Work patiently on any problem until a result is achieved. If it should be impossible to get satisfactory results, at least make clear to yourself the nature of the hindrances.

2. Be honest in all things; do not be afraid to confess your mistakes or your ignorance. Train your character by doing your work cheerfully.

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3. Keep down your selfish personality and ambition. Do not let them interfere with your business. The highest goal of personality and ambition is to have your part of the work done in the most ideal way.

4. Be generous, polite, and considerate to others; there are no circumstances where you would be justified in breaking this rule. Remain dignified even

under unjust reproof.

5. Work with the understanding that your activity of today shapes your future. You need not trust to chance; your opportunity will come when you are ready for it.

PART II.—UNDERLYING MOTIVES.

(A THEORY OF LIFE.)

Some men are happy and efficient in their work without having any clearly defined conceptions of life and its purpose. In a great majority of cases, however, a lack of a workable theory of life brings with it a decrease in possible efficiency and in personal satisfaction. It is of importance, therefore, to know.

- A. What are the principal limitations and wrong beliefs that are hampering engineers in their work.
- B. How these limitations can be removed by work ing out a theory of life that gives a general meaning to man's activity.
- C. How an engineer's work is shaped, when his underlying motives are illumined by such a theory of life.
- A. USUAL LIMITATIONS that prevent an engineer trom being fully efficient and happy in his work.
- Belief that he is underpaid; abnormal striving after money.
- 2. Belief that his efforts are not appreciated by his employer; also that there is no chance for promotion.
- 3. Lack of knowledge, theoretical or practical; lack of general education; a deficient knowledge of business forms and human relations. This is often accompanied by a belief that he has no time for study; in cases where a man has not exercised his mind for a long time, he has also to contend with his own mental apathy.
- 4. Deficiencies in character, such as weakness, roughness, egotism, narrowness, pedantry, absentmindedness, laziness, etc.
- 5. Lack of enthusiasm due to the absence of a guiding and unifying purpose in life. This is particularly noticeable in very young men who are just beginning to form their own conception of life, and in older men who already see the end of their usefulness and cherish no more illusions.
- B. A THEORY OF LIFE. Each man must work out for himself a practicable theory of life; this will make his acts and words, thoughts and feelings, harmonious and consistent. The experience of humanity past and present is the material to work on; his reason is called upon to interpret this, and his conscience is the court of final appeal.

The following is an example of such a theory of

1. The Universe, including man, is governed by an Infinite Intelligence, which is manifested in man as his conscious life. There is no meaning in a man's life if it be detached from other men's lives. In proportion as he becomes conscious of this one, infinite life, common to all men, his own life becomes reasonable and harmonious, and the fear of poverty, sickness, old age and death gradually disappears.

2. The highest purpose of life is to work for the realization of the above ideal conditions of life on earth. We do this either by actually removing certain hindrances and fetters (practical work), or by making this great work clearer to others (literary,

educational work, preaching, etc.).

3. Once this attitude is understood, the real compensation for the work consists, not in money and notoriety, but in the state of consciousness reached. This is manifested in particular:

- (a) In a clear and definite program of life, and a ready answer for all difficulties (doing your best).
- (b) In a state of harmony and good fellowship with all men, through the understanding of that life which is common to all.
- (c) In a freedom from tear, anger, jealousy, apathy, and other limitations caused by the assumption that life is an accidental chain of phenomena and circumstances.

WORK ILLUMINED BY HIGHER IDEALS. Once he has obtained a workable life-theory, all of the limitations enumerated above, that prevent an engineer from being efficient and satisfied in his work, can be removed by actually applying this theory to his daily work.

- 1. The belief that he is underpaid or not appreciated enough loses its power; the man works no more for a company or corporation. He works for his conscience sake, and finds his true compensation in the results of his work.
- 2. He is full of desire to do as much as he can, and not as little as he is allowed to. For this reason he wants to know much and have his knowledge in a practical form, ready for use. He is active and studious all the time, and the expression "mental lethargy" is incomprehensibe to him.
- 4. He frees himself from possible shortcomings in his character by keeping the ideal of perfection continually before his mind's eye. He no longer finds difficulty in handling men and in treating his co-workers and chiefs aright; he has a sincere ympathy for them, tries to help them, and to make their work more pleasant and efficient.
- 5. He is full of enthnsiasm, for he is aware of the infinite importance of his life and work. His work is infinite as is Life itself; and each problem solved brings with it a higher and more important problem, brings more truth and light into his consciousness.

Conclusion—(Credo).

 Make yourself ready for a broader and higher field of activity; then your opportunity will surely come.

2. The true purpose and value of engineering activity lie in providing better and easier ways for satisfying ordinary human needs. This provides more leis ure and opens new possibilities for a higher spiritual and intellectual devlopment of humanity.

3. The engineer's personal satisfaction consists in knowing this high purpose of his vocation, and in giving his service at a maximum efficiency. The other compensation is a result and not the purpose.

^(*) It may seem presumptuous on the part of the writer, who is not a philosopher by trade, to formulate a "theory of life"; this he gives, however, simply in order to illustrate what a practical doctrine of life (not a "canned" religion) may be. For the author personally this doctrine is the truth he believes in and according to which he tries to shape his life; for others it may serve merely as an example. He hopes that by criticizing his metaphysics readers may make their own conceptions on the ubject clearer to themselves, and in this way be indirectly benefited even by a theory presumably wrong.

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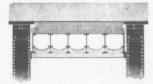
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	No St	raiji Test.	Sp	Resi Te No. 1	Initial N	Final	ı dy.	7 ds s.	28 dys.	3.mos.	ı yr.	ı dy.	7 dys.	28 dys,	3 mos.	ı yr.
1903	20	O.K.	3.135	2.1	162	345 -	307	701	783	827		74	214	299	367	
1904	44	O.K.	3.150	2.0	132	342	300	744	848	914	938	86	262	354	401	427

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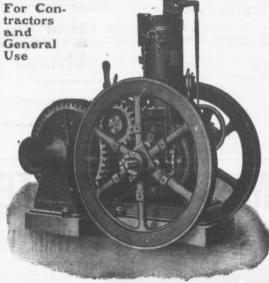
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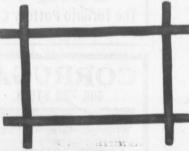
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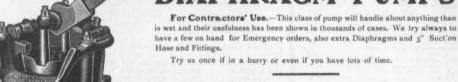
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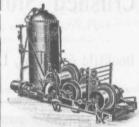
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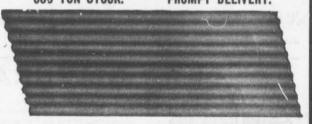
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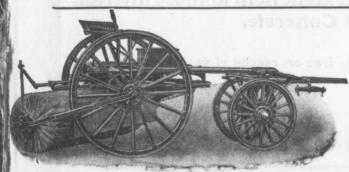
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