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WHAT SHALL I DO?

Fifty Profitable Occupations

FOR

BOYS AND GIRLS

WHO ARE UNDECIDED AS TO HOW TO EARN

THEIR OWN LIVING

BY

JOHN SIDNEY STODDARD

AND

THE AUTHOR OF "PRESTON PAPERS"

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INTRODUCTION

No one knows so well as the teacher how dependent upon her opinion a large majority of her pupils are for their choice as to an occupation; and perhaps no one else knows just how difficult it is to get *definite* information as to how any work may be begun, with no one to lend a helping hand to the young aspirant.

In their own work as teachers the authors found it necessary to "post-up" along lines which were not already made familiar by experience; and when the Editor of *The Classmate* — in which some of these chapters first appeared — asked for information as to advantages and disadvantages to be found in still other occupations, no known source of knowledge was neglected in the search for details. Large business proprietors were interviewed; professional men and women were

called upon; clerks, salesmen, and working people in the special lines were asked for their experience and observation; and notes were made from all.

The following extract from the *Woman's Home Companion*, written by Carrie E. Garrett, thoroughly voices our own thoughts:

"Nature does not give to the ordinary mortal a specific label of his calling, but implants certain tendencies which are not so positive as suggestive. Sometimes the latent force lies asleep for years, until something happens to call it forth. And then, as a rule, it is merely a bent, a bias, which leads a man on, step by step, gives him as much encouragement as he needs, but does not in its early stages assume the form of a positive vocation. It seems to be at first largely a matter of faith; and thus the young disciple finds it hard to explain to others the inward urging which he feels toward some particular vocation; and perhaps he is obliged to bear some criticism for his reluctant attitude toward other, perhaps more lucrative, callings. Even he himself will at times feel a sense of impotence and despair, and have fears that he is on a false trail. But again the suggestion — the whispers of a man's

true vocation will be heard; and in spite of himself he picks up the thread and presses onward.

"If parents would seek for their children, not that which seems best or most expedient for them to do, but that which they can do best, we should not have so many jaded, joyless workers. Some unfortunate children are predestined to perpetuate the 'firm,' just as if they were bees or silkworms born to the family calling. If John's father is an established bird-fancier, John is expected to be a bird-fancier, too, though he may secretly aspire to medicine or cabinet-making. It is said that on the death of Canova, the Italian sculptor, an Englishman asked his brother if he meant to 'carry on the business.'

"Then the old bugbear 'gentility' often creeps in (even in democratic America) and dooms to such polite callings as school-teaching, book-keeping, stenography, and other pen-and-ink crafts, many girls with cunning fingers and a quick eye for color, who were divinely appointed to be milliners."

This book has been compiled with two thoughts in mind:

1. To turn the attention of the pupils toward their life work; and

2. To enable them to reach out into what might seem impossible without this detailed information.

Believing that it will be helpful to many and an inspiration to some, it is sent on its mission.

THE AUTHORS.

NEW YORK, October, 1899.

WHAT SHALL I DO?

How a Teacher Assisted Her Pupils in Choosing Profitable Occupations

"You said you'd talk with us some day about our lifework, and you never have," said Charley Mills, reproachfully, to the "Little Teacher," as everybody called her.

"Well," she replied, going over to the window where one of the big boys had put up a hook for her hat and cape, and hanging them on it, "as this is a cloudy day and not much going on outside of the usual lessons, I'll redeem my promise after the last class in arithmetic."

"Oh, good, good, goody!" shouted Bertha Davis; "I've been wanting to know just what I'm good for this long time!"

So when the last question in decimal fractions had been answered, slates and books put away, the Little Teacher said: "First tell me, please, just *what you want to be or do.*"

"I don't care," said Robert Reed. "The world owes me a living; and I guess I can make it pay up somehow."

"The world owes you just what you'll work and strive for, as it does everybody," replied the Little Teacher. "We get just about what we plan and pay for in this life."

A thick silence followed this startling proposition; but of course it lasted only a few sec-

THE LITTLE TEACHER AND HER PUPILS

onds, when tiny Belle Marvin piped out in her thin little voice: "I don't know what I want to do. Everything is so hard to learn, and it takes so long."

"Everything that is worth while requires effort, to be sure," responded her teacher,

cheerily; "but every effort makes the next one easier; and you'll find yourself learning your lifework and doing it almost before you realize how hard you've worked."

"I can't do much with only one leg to get around on," said little crippled Lewis.

"Oh, yes, you can," said the Little Teacher, encouragingly. "Only the other day I saw a cripple in New York, with both legs off, selling pencils; and I am told that he has earned quite a fortune."

"I wish I could work at something to travel with," said Johnnie Fowler; "I want to see things, and people, and places."

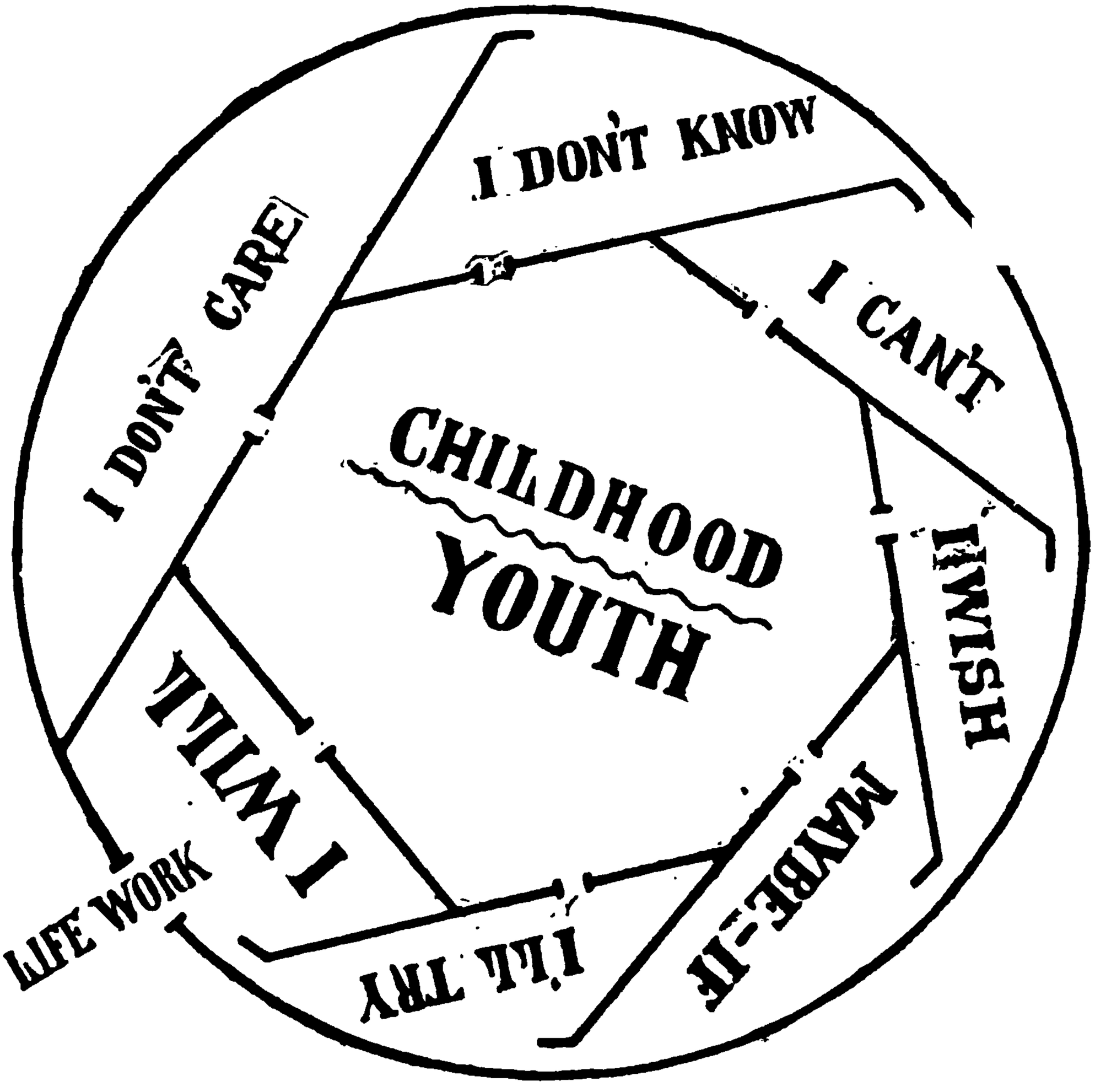
"The doors of the world will open very easily to your touch, I think," was the confident comment.

"I'm going to try to earn lots of money. I want to be rich."

"Money is a good servant, and wisely used — as nearly all is that is earned honestly — is a means of much good; but it has to be dug out by the hand of industry. There are plenty of ways to earn all you want, if you will only stick to it."

"I'm going to college first of all," said Jim Henderson. Now Jim was the very

poorest boy in the school, and this announcement was hailed with surprise. Turning quickly to the blackboard, the Little Teacher



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drew a circle, filling it in as shown in the diagram.

Then turning to the school, she said brightly:

"The circle is typical of our mental condition in childhood and youth, the rooms on either hand representing types of the boys

and girls who will soon be our only men and women. At first we are all in the large central room, the doors open all around us, but only one having a door open to the outside world, the one marked 'I WILL.' We may all enter that just as easily as we may go in at any of the others, for 'All are architects of fate.'

"But even if we have made a mistake and begun by going into the wrong room, we need not stay there; there are two outlets to each — one opening ahead into the next higher grade, just as we are promoted in school; the other opening into the general room, across which we may again push our way to the front, and come more quickly to the open door of 'I WILL.' All good and great men and women have had to make this choice, find out where they were and what they could best do, then do their level best to make a success of whatever they undertook.

"I want to see each of you do something worth while, and be somebody whom all can honor for integrity, industry and courage. And *it is only a question of what you want* to be, have and do, that decides. Poverty, ignorance, ill health, lack of moral qualities, any-

thing, everything may be overcome, once your will is aroused to its best effort. Determination will knock down many obstacles that you find in the way; but it must be determination, not a merely weak 'I wish.'

'Tender handed stroke a nettle
And it stings you for your pains;
Grasp it like a man of mettle,
And it soft as silk remains.'

"Now for a few days I am going to let you think over what you want to be or do; then each of you who cares to may write out on a slip of paper just what you would prefer under favorable circumstances, and we will discuss it in open meeting and look at its advantages and disadvantages, and see if we can not improve the one and do away with at least some of the obstacles at the outset. Good night."

Great was the humming and busy the buzzing of voice and tongue as the girls and boys from "District No. 8" went down the long lane to the highway, for this was a "way back" school, but a "way up" teacher, whose thought was to inspire each to a higher life and noble deeds through the everyday opportunities of the common lot.

The papers came in by dozens on all sorts of occupations, and we will outline a number of them for the other girls and boys who want to do and to be.

"I HAVE thought I'd like to be a hospital nurse," said one of the papers which the Little Teacher opened first. It was from a girl—none of the boys mentioning this as their preference—but when she read to the school from the slip of paper, the Little Teacher said:

"This is a good choice, for various reasons: it is a fine way to do good, and gives an incentive to study, besides affording opportunity for it. Outside of your patients, who may be from any or all classes and conditions in life, it brings you in contact with cultivated people; and this is always desirable."

"Isn't it awful hard work?" asked Della Gardner, who had written on her slip: "I'd like to find an easy job with big pay."

"Yes, and no," answered the Little Teacher, with the good-humored smile for which she was distinguished. "*Awful* is a relative term, as nearly all are that are descriptive (I don't like the word in this sense, for it's incorrect) and while the work would seem hard to you

now, it would not ten or fifteen years later, when you are stronger and when you have become accustomed to hard work, as all must who intend to succeed at anything. Easy work is easily paid for."

"What is the pay?" inquired Nellie Wilson, the girl who had made the selection.

"It varies, as everything does, according to

TRAINED NURSES

Children's Ward in M. E. Hospital, Brooklyn, N. Y.

where it is practiced; but, unlike most professions, the pay begins with the work, and in most hospitals the students receive their 'uniforms,' and anywhere from eight dollars to twelve dollars a month during the first year,

with a small increase the next year. When ready to go out for herself (or himself — for this is a good business for the boys too) the graduate will command from ten dollars a week to twenty-five dollars, besides board; so it makes a good salary. Then, too, it gives one a chance to make friends among those she takes care of; and a really good nurse is almost sure of continuous work, some even being so popular as to get no vacation for several years in succession; though I think they ought to take one at least once a year, as the drain on sympathy increases the physical outgo."

"Ain't there lots of night work?" inquired Arthur Graham.

"There *is* night work (*Don't* say 'aint') in all hospitals; but there are two or three sets of nurses, and no one is on duty for day and night work too. In private nursing, however, this is not always true; for if the patient needs night care, the nurse often has to give it, even after a pretty hard day — though this is not the rule."

"I shouldn't think anybody could stand it to do both," suggested Arthur.

"They don't have to, as a rule; but in order to become a nurse one has to be *able* to 'stand it' if necessary. The examination is quite rigid

and calls for certain physical as well as mental and moral qualifications."

"What are they?" from Della.

"I'm not sure of all; but I know that no one who is too young — say below twenty — or too old — say above thirty-eight — would be received, even on trial; and the educational test is, on the average, about like a good grammar grade examination."

"How do students get into the hospitals?" asked Lois Lacy.

"By application to the superintendent, matron, head nurse, or board of managers. Write to any of these, in the hospital nearest you, unless you are determined to go to New York, Philadelphia, Boston, Chicago, or some large city at once. State briefly your desire, and ask for terms, about the qualifications, and for general information — always enclosing postage for reply."

"I should think anybody might do something else after leaving school, and then take up nursing later," said Della.

"One may, and this is another reason why it is a good choice. If you get into the wrong room at sixteen, seventeen or eighteen years of age, and later think that you can begin nurs-

ing, it is easily remedied — that is, if you don't stay in the wrong 'room,' too long."

"I'd like to begin now," said Nellie.

"Well, so long as you have an invalid mother and younger brothers and sisters you do not need to wait for admission to the hospital to begin your practice," said the Little Teacher. "A good family nurse is almost as necessary as a good family physician; and remember, that one of the very first qualifications needed is that of self-sacrifice. Your patient's good is to be considered in preference to your own comfort. Once you establish a reputation for kindness and care of the sick, your outside friends and neighbors will be calling on you, too; so that even before the regular hospital age, you will have created a demand for your services."

"I've got an uncle ("'*Have* an uncle' is rather better form—beg pardon for interrupting," said the Little Teacher) who's a doctor now; but he used to be a hospital nurse," said Frank Wells.

"It often happens that a nurse studies medicine after a course in the hospital, and sometimes pharmacy besides, or instead; and both of these are good. Then, too, it sometimes happens that the bath girls in a sanitarium get

their inspiration for a life work at nursing while giving the baths — this, too, paying from ten dollars to twenty-five dollars a month besides board, from the beginning."

"I believe *I'd* like it myself," said Frank.

"I WANT to travel, and don't much care what the work is, so that it's honest," was the slip of paper that gave the text for the next day's talk between the Little Teacher and her school.

"I like the ring of this. Here's a girl who wants to get around and see places, people, and things, and is willing to work her way. This almost ought to have come from one of my boys; for, although a real lady will be a lady anywhere, and will do anything with dignity, I am old-fashioned enough to prefer to see my girls choose things to do which will not interfere with their domestic tastes and instincts. I value the home so highly, and the womanly devotion to it, that I am still a little jealous of all inroads upon it, even while I am sure that it is going to be better for us as a race to have more intelligent and broader-minded mothers."

"Don't you think we ought to think of these points in choosing our life-work?" asked Edith Graves.

"Certainly, and that is why I am calling for an open discussion of ways, means, and results; for, with so many of us to think and talk about it, we ought to be able to get an all-around view of the question — better than any of us could alone."

"I don't see any more harm in a woman making her living while traveling than in her traveling without any object in view except to go and to see," said Fred Fisher.

"There isn't," replied the Little Teacher; "but, in choosing a lifework, there are many things which are essentially a woman's work, and which she'll continue doing after she goes into her own home — nursing the sick, cooking, sewing, teaching, etc.; and if she has been doing any one of these, the change will be much less than if she has been engaged in some work entirely outside of this."

"But I don't see that that's any real argument against it," persisted Fred. "Won't a woman who has traveled and seen so much, and done something to support herself while doing this, have more resources to draw from for her family life than if she had merely been from house to house, as a dressmaker, for instance?"

"Yes, I think she will," replied the Little Teacher; "and I don't mean to take 'narrow' views, even if my prejudice stands in the way of some occupations which were once followed only by men, but which are now open to all who have push, perseverance, and tact. This last

A YOUNG BOOK CANVASSER

is one of the first requisities of a good salesman or 'book agent'; *not* the gift of conversation, as so many judge, for a main dependence, but the golden gift of silence many times will make the sale; or, if speech is used at all, after the simple setting forth of your wares, it should be with great discrimination."

"I'd get mad if people didn't buy what I had to sell," said Robert Reed.

"Then you would be a fizzle," laughed the Little Teacher. "A good salesman will invest largely in good nature; and by means of it he will compel custom where another would lose it."

"How do you know what to canvass for?" asked Della.

"I would select something that I was in love with myself," was the reply; "then I could not only recommend it honestly, but with enthusiasm. Some people find their forte in selling little things at a low price, while others make their success on large deals, as farming tools, pianos, furniture, etc., depending on the one large sale for the salary or commission or both."

"Do drummers get a commission and salary too?" asked Harry Freeman.

"Sometimes," was the reply; "and sometimes only one. Again it often happens that a salary is promised, and advances of money paid for current expenses, and the amount deducted from the regular commissions. Each house or firm has its own plan."

"How's the best way to begin?" inquired Belle Norton.

"I would begin among strangers, not too far from home, and with some little thing that had real merit, but which did not call for a large investment at the beginning. I know of one boy in the country who began with a capital of five dollars, buying tea, such as retails at twenty-five cents a pound. He bought at less than that, by ordering in quantity. He made a special bargain for his supplies in this line, taking orders on his first trip for coffee, spices, baking powder, flavoring extracts, and soap. He traveled on foot, and stopped at every farmhouse, and exchanged tea for meals and bed, selling out in less than two days, and going back with more money than he had put into his venture, a nucleus of regular customers, and orders for goods that he did not carry, but which were to be delivered by him on his next trip. As they were all light, as his commission was, he started on foot as before, in the meantime having made another short trip in another direction, and with equal success. This time he made the trip count both ways, for he bought eggs on the return trip and turned them in to his dealer. In a short time he was doing a good commission business, with a horse

and wagon, which he first hired, and afterward bought."

"How about book canvassing?"

"Books, papers and magazines can all be sold *by the right person.* But one must choose wisely, and adapt the literature to the people. Publishing houses are always on the lookout for good agents; and as a rule they pay well, from seven hundred dollars a year upward, after the agent proves his ability and integrity. Some houses pay what seem like extravagant salaries; but, as in other things, these come to the people who stick to the business, and who make other things in their lives subordinate to this. And this occupation has advantages — travel, some leisure, opportunity to study human nature, *and good pay* the year through."

"I WANT to teach — I don't care who nor where," the next paper said.

"That's good. I'm glad to find those who love this work; and it lies all about us — at home, in the neighborhood, in Sunday school, everywhere, there must be teachers. One of the boys wrote this; and while some are of the opinion that it is not a man's natural business, there will always be an open field for those who choose to work in it, and at fairly good pay — ranging all the way from four dollars a week in the country districts to the principal's place in the large cities at two thousand dollars and upward yearly."

"Can anyone begin in the country and get into the city schools?" asked Spencer Kellogg.

"Yes; and it isn't always a question of politics, either, as some would have us think, but a result of hard study and successful practice, which brings the culture and experience necessary to get the place on merit alone."

"Why, *do teachers study?*" asked Minnie Williams, in surprise.

"Why, certainly; and the best teachers are those who *keep right at it*, studying children, plants, rocks, books, everything," responded

THE TEACHER AS A HELPER

the Little Teacher with enthusiasm, for this was one of her hobbies. "I know of one man who is principal of one of the state normal schools, distinguished for his knowledge of the natural sciences, and who has picked it up by persistent study alone since he began teaching.

He started with botany, and for two years studied little or nothing else. Then astronomy, geology, mineralogy, zoölogy, physiology, attracted him in turn and claimed his close attention, while others were frittering away the leisure which he used to so good account that now, less than forty years old, he is considered good authority on any of these subjects."

"I have heard that many of our best men and greatest women have been teachers at some time of their lives," said Edna Miller.

"This is true; but too often the profession takes in 'tramps' who only want to teach long enough to earn money to enable them to do something else. Teaching and canvassing are often but a means to an end; but the most successful in either line are not the ones who come for a term or a year, but who stay five, ten, twenty years."

"Anybody might do that, though, until old enough to go into the hospital to study nursing," said Edna, who had a leaning toward both occupations.

"Yes," replied the Little Teacher, "and there's always plenty of opportunity for a teacher to try her hand at nursing, even while teaching." The children knew this, for their

school had recently been visited by measles and mumps, and each sufferer had been visited in turn by the Little Teacher and nursed for an afternoon, evening or night; and each could testify that teaching did not spoil a good nurse in her case — for she excelled in both.

"But doesn't teaching make anybody cross?" asked Maymie Hayden, and then she blushed at the thought of what her question might imply — particularly when she saw Fred Fisher nudge Henry Freeman in recognition of the "break."

"I think it *has* that tendency," was the frank reply; "yet not cross, perhaps, so much as dictatorial or 'bossy,' as you boys sometimes say. Still, it doesn't follow of necessity — although, the position being one of superior power and knowledge, with others constantly looking to the teacher for information, advice and help of various kinds, it has that effect somewhat — but so have other places. I know a young lady, cashier in a big city store, whose everyday work of disciplining her subordinates is written on her face, and finds constant expression in her manners toward others — even her friends. It is the *heart* rather than the work that makes one 'cross.'"

"I'd rather scrub or take in washing than teach school," said Della Gardner. "You *can't* please everybody, and if you don't there's a row."

"Well, there needn't be," replied the Little Teacher, decisively. "Tact is just as useful here as anywhere; and the right kind of teacher is the parents' best friend as well as the best friend of the children. Then, too, she comes in social contact with all kinds of people, and that of itself is educational; and no matter how great the financial distress of the country, her pay is sure."

"Not if the trustees turn her out," argued Della.

"There are always more trustees and other schools," observed the Little Teacher, gently. "But even so, as a rule the trustees are on the lookout for good teachers, and do not 'turn her out' except for cause."

"But it's awful hard work to look after so many children and lessons *in* school, and so many examination papers and programs *out* of it," persisted Della.

"Yes, but as I told you about nursing: 'All work is hard that is worth while,' and nothing is easy that is worth doing. Teaching has

these compensations all along the experience: An opportunity to *help* a great many; to make friends in great numbers; to increase in intellectual power; certainty of pay even in dull times; a chance to see the world (for good teachers are in demand everywhere); to add other kinds of work to their own during vacation; and, except in large cities, it gives a good social position, for teachers are among the leading people, as they should be."

"I WANT to be a printer, and maybe a reporter or an editor later on," wrote one of the boys who had handed the Little Teacher his paper to be discussed.

"This begins at the right end of the work, for one who wants to be an editor should go through all the preliminary steps first, not only for the practice, but because his editorial work will be done better. We seem to strike a series of occupations that furnish work for both sexes, and this is one."

"Why, do *women* do newspaper work?" inquired Della Gardner, with interest.

"Yes, and in nearly every department," was the reply. "Mrs. Margaret Sullivan began when she was but sixteen as a contributor to the *Detroit Free Press*. She now occupies, and has for years, one of the best places on a leading paper in Chicago, getting the same pay as a man would who did the same work. Mrs. Cynthia Westover Alden, now editor of the 'Woman's Page' of the *New York Tribune*,

began as a reporter, but soon rose from the ranks."

"How about printing, and the way to begin?" inquired Charley Bates.

"There are good arguments both for and against this part of the work," she replied.

NEWSPAPER WORK

"First, the *fors:* 1. It opens the door to a large field of knowledge. 2. It is an easy road for climbers. 3. It cultivates keenness, observation, and accuracy. On the other hand, I find: 1. The associations are not always good, seldom of the best. 2. The en-

vironment is seldom agreeable or healthful, although in our own State the inspection laws have greatly improved the old conditions. 3. Organized labor leagues make the work subject to 'strikes,' 'boycotts,' etc."

"But that last is true of carpentry, masonry, and other things that people work at," said Charley.

"Yes; so that the same objection would prevail, to the same extent, in these lines of work. However, we are discussing printing as a business, or as a part of newspaper work," replied the Little Teacher.

"How early can anybody begin?" asked Harry Hoard.

"As early as he can wash the ink rollers, do up packages, run of errands, and be generally useful," was the answer. "When he begins in this capacity, he is called the *printer's devil;* but he has an opportunity to learn the technical terms, later on to set type on small or unimportant jobs, and to spread out by little and little until he is a fully fledged *compositor* — although it may be a long time before he gets a *case* of his own, but must depend upon haphazard work from someone else's case."

"How's the pay?" he next asked.

"Good — that is, fair to middling. Except as an extreme case, no young boy or girl is valuable to an employer during the first three to six months of service; and the pay only covers expense for board, at first — and is often less than that — say from two dollars a week to five dollars."

"But when the trade is learned?" asked Della Gardner.

"Pay is usually reckoned by the thousand ems — that is from twenty-five cents to fifty — and a fair compositor will earn anywhere from eight dollars a week to fifteen dollars, depending upon the locality, the cities paying more than country offices as a rule, but the greater expenses usually balancing that."

"And isn't proof-reading a part of this kind of work?" asked Aurelia Weeks.

"Yes; and also of magazine and book work. All proof-readers should be good spellers and grammarians, and have a keen eye for form, space, etc.; but the proof-reader on a newspaper needs more than this, for he (or she — this is also a good business for girls) needs to be a sort of walking dictionary, almanac, cyclopedia, biographical index, geographical

gazetteer, and various other things in one, as he is expected to find all the mistakes that anyone who handled the work has made. An expert gets from eighteen dollars a week to forty or fifty dollars, according to work and locality."

"How might I begin?" asked Aurelia.

"First, by looking out for, tracing, and correcting errors of the kinds mentioned. Practice until you can detect errors at sight. For a place, go to your nearest printer and ask for the first vacancy; and when you get a foothold *don't let go*, but make yourself indispensable. Never mind if the work *is* hard. Stick to it and make it pay. If the first door doesn't open at your knock, try the next. *Keep trying* until you get in, and then stay there; but *keep climbing*. Newspaper work takes in 'all-around' qualities and pays for them, too, whether as reporter, contributor, correspondent, or in any of the ways already mentioned. The great trouble with beginners (and young people generally) is that they value their dignity too much, and are unwilling to do anything which they fancy lowers it; while *real* dignity cannot be lowered. Again: they too often put a false value on their service and time, and are not content to a little more than pay expenses

while learning that which will be of life-long service."

"But it takes *so long* to learn anything," sighed Fred Whitney.

"Oh, no," responded the Little Teacher, cheerfully. "One may learn to split wood or carry water in a few minutes; and there must always be 'hewers of wood' and 'drawers of water' as long as we live; but while the service is easily learned and readily paid for, the pay is *not* large, nor should it be in proportion to that which requires years of preparation."

"Well, I'm going in for newspaper work, and I believe that I'll begin by trying two ends at once — printing and correspondence, for our paper has no correspondent nor reporter at the Corners; and I always go home Saturday to stay until Monday, so I can get the news as well as not," said James Henderson, conclusively.

"Good; I am glad to hear you say so," said the Little Teacher. "Success to you. I know of one boy who bought a five dollar press when I was teaching in Western New York, and he began printing cards, circulars, handbills, letterheads, etc., and after a time he got out a little news sheet, about 4 x 9, as I

remember it, with a few personals and a few advertisements. He sold them at a penny each, and soon got out another. Finally his irregular newspaper became a 'regular' and weekly, at fifty cents a year, and later enlarged and improved at a dollar. Then he took his mother, and later his married brother, into the business, which had grown; and finally he sold out to them and connected himself with a large Chicago paper. Anyone may begin small, and yet grow into a great industry or business of almost any kind. In beginning as a reporter or correspondent, be observant of spelling, punctuation, capitals; write on one side of the paper; paragraph properly; send it to your local paper, and without expecting to realize a fortune from your first effort. If it is accepted, you ought to be satisfied, and later you can spread out into other papers; and *as soon as you can do something worth while* the pay will come."

"I THINK that dentistry is a good business, and shall study for that — after leaving college," was on the next paper.

"This is one of the professions which calls for scholarship as a base. There is no trade nor business where intellectual culture is not a good beginning or foundation; but the 'professions' require it. I have a New York friend who will be in town to-morrow, and whom I may be able to get in here to talk to you on dentistry for a few minutes, although she's a very busy woman. She is proprietor and manager of a large business on Sixth Avenue, employing from a dozen to fifteen men; and she knows a great deal more about this kind of work than I do; for I have taken pretty good care of my teeth, so that I've never even had one filled," said the Little Teacher, smiling, after reading this paper.

The boys and girls smiled too, in sympathy, as usual; but they didn't believe that the New York woman would have anything to say that

would interest them half as much as their daily talks with the Little Teacher. Besides, the very name — New York — carried so much weight and force with it, so much dignity and distance, that they were sure beforehand that they

A MODERN DENTAL PARLOR

wouldn't like her; and when the pupils of District No. 8 *didn't like* anyone, that person might as well tramp!

They were pleasantly surprised, therefore, the next day to see a small lady, who spoke with as much enthusiasm and in as soft and sweet a voice as the Little Teacher, greet her,

who at once introduced the guest by saying: "This is Dr. Rankin, of whom I told you yesterday, the lady dentist."

Dr. Rankin plunged right into her subject in a most businesslike way that at once won the hearts of those who really wanted to know about the ways, means, and results.

"Dentistry is a good business, and *it pays;* that is, it pays if you will 'dig' for the pay, as you must in anything to make a success of it. But for a boy to study it merely to have 'Dr.' tacked on in front of his name, and think that because he has this he can idle away most of his time fooling with the girls or playing base-ball, or any such nonsense — why he might as well dig ditches at once; for he won't get any more money out of it.

"Then again, if anybody is afraid of hard work, or dirty work, he'd better choose something besides dentistry. Last week I got a letter from a young lady who wants to come and work for me; but she wrote that she wanted to come in at nine in the morning and go home at five in the afternoon, and do nothing but the fine gold work. I have no use for her nor for any one with so topsy-turvy ideas.

"Your teacher asks if there's any chance for a boy (or girl) to work his way through a dental college, and I at once reply: *No.* Get your money first; and if you have to pay board, it will cost about one thousand dollars a year for all expenses. The course is three years; that is, it is for five months in each year, beginning in October.

"True, we hear and read in story-books that such and such a dentist worked his way through the entire course; but such a case is very rare, although one may help himself during the vacation (from March until October) by working at whatever he can, and so make a little ready money to give him the start and push ahead.

"She asks me to tell you how I began. When a little girl I went into a dental office to work — and I was to do the cleaning and keep the office in order for patients. I found that by getting up early I could get the oilcloth cleaned, spittoons and windows washed, and the office in order by nine o'clock. Then the day was mine; and the operators were good to me, letting me stand by the chair to watch when an operation was going on. I was interested, and helpful about waiting on them; and I began to read and study on the subject.

I was soon promoted, and some one else was set at the scrubbing; though it often happens now that I do these things in my own office, if both our porters are busy, and the operators happen to be men who are too dignified for manual labor.

"Let me tell you two or three things: *Don't be afraid* of your dignity, nor of soiling your hands. And *if you want to get to the top*, be content to begin at the bottom. Don't be discouraged if things seem a bit slow. Set your goal high and keep climbing; but *don't attempt* to carry your life work in one hand and all sorts of amusements in the other. Once you set yourself to accomplish something and be somebody, and do something for humanity, don't weaken until you've done it. Save your time and your strength, your interest and your money, for your life work, whatever it is, *for at least fifteen years.*

"By that time you will have commanded the success for which others will weakly wish while sitting idly by.

"Oh! Your teacher asks about entrance examination, tuition, and where girls are admitted. The fees count up to about two hundred dollars a year; so if you don't have to pay board

nor buy clothing, you can get along for less than three hundred dollars a year. The examination is about like the regents'; but a college diploma passes you in. I know of only two dental colleges that admit women — both in Philadelphia, and each on the same terms as men.

"I shall be glad to see you again, and to hear from any who mean to study dentistry, but must go now. One word more! Anyone meaning to study this business has to understand drawing, chemistry, etc.; *so improve your time now*," and with a parting smile she was gone.

Great was the buzz and general the evidence of satisfaction after the door had closed — for although Dr. Rankin had hit hard with some of her home thrusts, she had won attention by her interesting talk.

"I SHOULD like to have some kind of out-of-door work, if I knew of anything that I could do," wrote Lilian Sidney on her slip of paper.

The Little Teacher thought for a moment, and then said: "That's good, for I think most women are too much in the house any way; and, Lilian, I think I can suggest something along that line which will not only prove a source of profit, but also of special interest to one who is as fond of the study of insect life as you are. How would bee-keeping do?" to which several of the girls responded: "Oh, wouldn't that be lovely!" while Lilian cried: "Why, that's just the thing! for we always have acres and acres of buckwheat and clover, and I know that bees just love those blossoms."

"Isn't it lots of trouble to keep bees?" inquired Della Gardner.

"The trouble of keeping bees," said the Little Teacher, "is not great; and it gives as quick and large returns as any out-of-door work that

I know of. Just give the bees a fair start, and the less they are meddled with the better. Many fail at this point by either neglecting the bees through fear of the sting or over-attention to their comfort."

THE YOUNG BEE-KEEPER

"But I read the other day of a man who was stung to death," persisted Della, the objector.

"That might possibly happen if the bees are made angry while swarming," said the Little Teacher; "but the bee-keeper will avoid doing this, and will also protect herself by gloves and veil."

"How much money does it take to begin?" inquired Russell Miles. "I should like to go into the business, if it doesn't break my bank."

"That would depend upon the price of a swarm and hive in your neighborhood," said the Little Teacher, "for you can begin on as small a scale as you choose, as one stock will produce two more during the season, making three in all."

"You couldn't get very much honey from them," interjected Della.

"That depends," said the Little Teacher, quietly. "The amount of honey taken from one hive will vary according to the honey-producing blossoms and the industry of your bees."

"How much do they usually make?" inquired Lilian.

"About fifty or sixty pounds is the average," was the reply; "but sometimes a hundred pounds, and even two hundred, have been taken from a hive in a single year."

"I should think that every farmer would keep bees," said George West, a New York boy, who was spending the summer with Russell.

"So should I," said the Little Teacher, "for

bees can be kept almost anywhere, and are known to go long distances for honey. In one place that I know of, where there were no honey-producing materials near, the hives flourished, although the faithful bees had to carry their tiny loads of sweets three miles."

"Doesn't it take forever to learn bee-keeping?" inquired Della, aggressively.

"Hardly," was the smiling reply. "One advantage of bee-keeping is that no previous experience is absolutely necessary to success, although a general knowledge of the honey bee's habits will be found useful."

"Does it make any difference what kind of bees you stock up with?" inquired Lilian.

"Well, yes," replied the Little Teacher. "In that, as in nearly everything, there are good, bad and indifferent types. An Englishman named Boswell once said: 'It is with bees as with a wife — you should never take one on the recommendation of another person.' But in the case of the bees, you will have to do this at first. Read all the literature on the subject, use your judgment, and go ahead."

"I have heard that the sting of a bee is a sure cure for rheumatism," observed George.

"So have I, but I should never go into the

business merely to ward off that disease. There are surer results than freedom from rheumatism in a bee sting, and 'good money' in bee-keeping."

The little human hive was industrious in looking up informational facts for the next few days; but no stings were reported for treatment.

"I PREFER to go into business on my own account," and "I want to be a banker," were the next two papers that the Little Teacher opened.

"I am right glad to see a disposition to do something besides work on a salary, among so many of you," was her first comment; "for although not all of you may be fitted to bear the responsibilities and burdens of business at the outset, it is the disposition to do this that makes valuable clerks and other help. I should hardly expect anyone to throw down tools or work the minute the clock pointed to a certain hour who later meant to be master in that same work."

"Don't you think that every business ought to have a certain time to open and close?" inquired Della, who was on hand, as usual, to see the objections. We could not very well get along without such characters as Della; yet sometimes the other girls, and even more frequently the boys, would have been glad to

have her "make less music on the wrong note," as one of them expressed it.

"I do, most certainly," was the gentle reply,

AT THE BANK TELLER'S WINDOW

"but I don't think that the heavy accent should always be on the closing time. I have sometimes thought that if those who watch the clock closest for that hour, were equally ready for the opening, and as ready to improve each passing

moment as they are to take advantage of the last one, there would be less of the differences between employers and clerks. But there's a good deal to be said on both sides; and I'm glad, Della, that you've called attention to it."

"What kind of business would you recommend for a boy that doesn't care to get rich, but who wants to make a comfortable living?" inquired one of the older boys.

"That depends largely on his tastes, education, advantages — that is, as to home, money, family, social position, health, etc. All these are to be considered, together with the needs of the community in which he wishes to settle, and what he desires to make his goal."

"Don't you think we all ought to earn all that we can?" was the next inquiry.

"Yes, other things being equal, I do," said the Little Teacher; "but the trouble is that other things are not usually equal. If one makes great gain, it isn't usually done honestly — and I use that word in its broadest sense; that is, it may cost the man who piles up the dollars more than their worth in integrity, health, friendship, justice, wisdom, ethics, or something else to which he has a divine right. But I by no means want to discourage the accumulation of

riches honestly gotten. Money is a good friend, one of the best — only, see how you get it."

"Would you advise me to go to a commercial college?" asked one of the boys.

"Not as a rule. If you have no other way of learning the business that you want to adopt, and that is the only thing left, go; but if you can go to someone who is conducting just that kind of business, and say that you want to begin at the bottom round and work your way up, in nine cases out of ten you'll be given the first vacancy. John D. Rockefeller began his commercial career as bookkeeper in a small business house in St. Louis. To-day he is one of our richest men, and employs a man at ten thousand dollars a year to look after his charities only. So in banking — if you want to begin as a messenger and wait until you are actually competent to do other things before insisting upon your promotion, you can learn a little at a time, and save money, too."

"Is the city or the country the best place to begin?" asked Fred Searing.

"That depends, again," was the cautious reply. "If you want to become a specialist in some department, go to the city where the business is conducted on a large scale, and you

will be put into your corner to do your little part of the work; but if you want to learn it all, go to the nearest opening where you can get the necessary all-around training."

"Is banking very difficult to learn?"

"Not at all, for one with a decided taste for the details of the work and a fairly good 'head' for figures and finance; although a banker must do a great deal of hard work before he earns his living by cutting off coupons."

"Nothing seems hard to you," said Della.

"Well, why should it? Hard and easy are always relative terms; and things are largely one or the other as we make them so. Now, I know of a lady who holds a very responsible place at the head of a large establishment. I have no doubt that some of you would think that her place was a wonderfully hard one, as it takes all her time, even her evenings; and sometimes the manager is actually unjust in his estimate of her work, which is really without any equal. But does she go on fretting about it? No, she says to herself that it is a part of her duty, to help make things easier for him, and that this is one way for her to do it. She knows that he has great responsibilities and that he has many things to annoy him, and

that she ought to do all that she can to relieve him of both; so she puts up with a great deal that others would resent, and after eight years she has become so familiar with the great business that she is as nearly indispensable as anyone can be."

"Are our studies here any good in our future work?" asked one of the smaller girls.

"Yes, my dear; and they should be more so. They might be if you each knew just what you were going to be or do, and your studies could be somewhat regulated with that end in view."

"I've been especially interested in your talks on electricity, and think I'd like to work at something in that line," wrote Carl Gates on his slip of paper.

"I am not much surprised to know this," observed the Little Teacher, thoughtfully. "There is a fascination in science that mere business can never hold for a student. But a worker may gratify a great variety of tastes in doing electrical work; for it is getting into many walks of life where other things have heretofore furnished the motive power. One may be a cook, engineer, physician, janitor, street-car driver (motorman, I should have said) manufacturer, or any of dozens of things, and yet depend upon this subtile fluid for his business, and upon his knowledge of its power and properties for his progress."

"Is it good pay?" inquired Carl.

"Yes and no, as usual," was the smiling reply. "It pays if you are industrious, thoughtful, intelligent, and interested in your work and in

its development, as nearly everything can be made to pay, or can be left to merely afford a living."

"I know of an electrical bell maker who has grown rich by the manufacture," said Frank Winship.

"Yes, and very likely while others by the score, through competition or other business considerations, have failed. No life can be sure of immunity from loss; and only those who go into any line of work with the expectation of sticking to it ought to count upon success. Remember what Dr. Rankin told you last week about devotion to business as a necessary element."

"Yes," said Carl, "but don't you think that electrical work has more open doors than most kinds of work?"

"It certainly has a great many. Telegraphy, alone, held the list for some years; but now we are all the time learning new powers, and how to apply this energy to every-day affairs."

"Then, too," said Carl, "I don't see how anyone can help studying, and even inventing, when he is dealing with anything that has such quantities of unknown things about it yet."

"That is a good point, Carl; for when we

have exhausted anything, we have no further incentive to study, and then we begin to stagnate."

THE LINEMAN AT WORK

"I don't think that electricity is a very safe thing, though. Do you?" inquired Della Gardner.

"Well, yes," replied the Little Teacher; "Edison seems to find it so, and Tesla, and other experts who work in or with it most of their waking hours. Of course a great number of accidents come to our notice; but most of these are the results of carelessness or foolhardiness; and the man who is not careful had better select some business of a character that does not so unerringly pay him in wages of his own soliciting."

"What do you mean?"

"Why, that there are dangers even in so common a thing as carpentry or painting; but that even if one is careless in either of these, the effect is not necessarily fatal — a man may fall from a high scaffold, and yet get nothing but a broken leg; or while painting a high church steeple, his swing may get loose and he be dropped far enough to shake him up a good deal without killing him; and that, although he may have been grossly careless in either case, it may not carry the same number of chances for sure or instant death as if he handles a live wire without thinking."

"I should think that something with less danger would be better," said Della.

"I should think that it would be best of all to learn to think," replied Carl.

"Yes, that always pays," said the Little Teacher; "but for the boy who wants to do electrical work, it is essential, if he wants to live out his days."

"What other things do you know of that are managed by electricity?" inquired Carl.

"Oh, elevators are run in large buildings, clocks wound, streets and houses lighted, boats propelled, houses protected by burglar alarms, doors opened and closed, sewing machines run, and other machinery in factories; great fans are moved in large stores, restaurants, factories, etc., to cool and purify the air; church organs are pumped; plants are helped in their growth, and houses are heated by this same wonderful force. Doctors, too, are using it in the treatment of disease, and there is no little good accomplished by it in this way."

"Dear me, it is a wonderful help," said Mabel Stevens.

"Yes, and the wages, even for the lower divisions of the work, are good; besides which the business has a large space at the top, toward which any boy — or girl — may look

and aspire. A business may be a good one that simply provides for daily needs; but one that opens the door to a larger life is preferable, and this is one. We may better look ahead a few years, in choosing our business, to the time when we shall be forty, fifty, or seventy years old; and see what the prospects are for health in any given business, for personal culture, and for social enjoyment as we go along, as all these help make life a pleasure and a profit to others as well as to ourselves; and we owe it to the world to do something for others, as others have already done for us."

Civil Engineering

Including Surveying, Bridge Building, Road Making, Etc.

"My choice would be to study civil engineering," is what the Little Teacher found on the next paper, written by James Barber.

"Will you tell me just why you selected this occupation, James?" she inquired.

"One reason is that it would take me out of doors so much; and you know that my lungs are not over strong."

"I particularly like this business for boys; it is essentially manly," said she; "and although there may be reasons why a man should cook, or clerk in a dry goods or millinery store, I really prefer to see him doing work that is peculiarly fitted to him."

"Don't you believe in the New Woman?" asked Della Gardner.

"Why, yes; I believe in all women, old or new; but I do like to see men doing work that presupposes muscle as well as brain."

"Is the grade of scholarship high that fits a boy for civil engineering?" inquired James.

"Yes; and yet it is not from a literary standard, for you do not need to study Greek or Latin; but you should have a thorough course in mathematics and be familiar with physics. Here, as elsewhere, too, the more practical you can make your acquired knowledge the better for your work. Accuracy, also, is a potent factor in this line of business; and you can be training in this even while doing your every day lessons. It may not be of vital importance that your penmanship be like copper-plate; but every word and letter should be unmistakably plain."

"Can you suggest any way in which I can hurry up?" asked James.

"Oh, there are several ways in which you can be carrying out your final designs," was the encouraging reply. "First of all, get your arithmetic and algebra lessons thoroughly; and then invent problems of construction, applying the rules of measurement that you have learned."

"I know a feller who surveyed a lot for his father, and got it correct, just from what he had learned in arithmetic," said Charley Upham.

"I suppose the word that you meant to use was 'fellow,'" said the Little Teacher; "but 'boy' is a better one. However, that does not in the least take from the importance of your point, which is a good one."

"I think that we all ought to use what we learn here," said Mabel Stevens.

THE SURVEYOR

"True," answered the Little Teacher; "and if you have a goal in view, definite, like civil engineering, and know just what studies will be of the most help to you, why, you can give them the most attention, even though your school course compels the study of something that you do not now see the use of."

"For instance?" suggested James.

"Well, just for instance: Suppose that you were called upon to build a bridge, pier, aqueduct, or anything in your line, and had to make plans for the support of the structure from underneath — can you see that your knowledge of geology might be helpful in telling you what kind of soil or obstruction to expect in the route?"

THE RODMAN

"Why, yes; though I never thought of that before."

"Suppose you are out surveying in woods or mountains, and getting all covered with perspiration, and still have to keep at work until the line is run. Would not your knowledge of physiology and hygiene be useful, in telling you how to care for yourself and your helpers, and so prevent sickness?"

"I shouldn't wonder."

"Nor I. But it is a good business that you have chosen, James, and one that is not overcrowded. It is healthful, too; and your lungs will gain power while you gain dollars in your work."

"Where can one learn all that the work needs, outside of college or a trade school?" was the next question.

"As in many other kinds of work of which we have been talking, the very best teaching is that which is applied as you go; so I would say here as elsewhere, after you have exhausted your own resources, try to get into some one's company where, for your help, you will be instructed in what you want to know. To be sure, there is a great deal of trouble in this line in some large cities, where the labor unions try to limit the number of apprentices so as to keep up the price of that class of work; but in the country districts that is not true, and a boy — or girl — who really wants to work is in demand."

"Did anyone ever get rich at civil engineering?" asked Della.

"Roebling, the man who built the Brooklyn Bridge, connecting that city with New York,

made a pretty good living. So have many, many more, Della, who have followed this business; and yet what one earns or saves depends more upon the man, as a rule, than upon the business."

"I think that's why men who earn money easily spend it so quickly," said James.

"At any rate that is almost always true," was the reply. "Still, that does not detract from the value of any business as such."

"Where did Roebling get his education?" inquired James.

"The one who began the bridge was a German, and studied civil engineering in the Polytechnic School at Berlin. He came to this country when he was about twenty-five, but did not live to see his last bridge completed. This was done by his son."

"Could anybody begin surveying on his own hook without waiting for a complete course?"

"I don't know of anything to hinder, unless it is the size of his hook," was the playful rejoinder; "and if the survey proves up, he might take in small orders from his neighbors; though he will do but little more than practice-work until he has completed the necessary study."

"Well, there will always be this kind of work to do and lots of it; so I guess I shall settle upon this," added James. "If you go into anything like stenography there's too much competition."

"Competition, of itself, is a good thing for business. The main difficulty is that it too often has the effect to lower the grade of work or goods; and that is always bad. But even in places where there is great competition, there is always a demand and a place for the very best, even at the additional price; so that it pays to aim high, even in stenography," was the Little Teacher's comment.

Plumbing

The next slip of paper which the Little Teacher opened read: "What about plumbing as a means of livelihood?"

It had been handed in by matter-of-fact Walter Beecher, whose very look indicated that he was not afraid of hard nor disagreeable work.

"Plumbing is a very good trade," responded the Little Teacher; "and fully as important as any in the building line that I know of; for the health of our families depends largely on that part of the work being well done."

"How do you learn the business?" inquired Walter, who was after information.

"There are two ways," responded the Little Teacher. "One is by attending a good trade school, which may be found in any large city; and the other way is to serve an apprenticeship with a boss plumber."

"Which is the better way?" inquired a boy who was sitting at the same desk with Walter, and who desired to help him get all the facts in the case.

"I hardly know," responded the Little Teacher, and the young people wondered if they had at last struck a theme on which her knowledge was limited; "but," she continued, "the opinion in the trade is, that while the trade schools may teach the theory in a reason-

"WIPING" A JOINT

ably short time, they do not turn out so practical workmen as the actual plumbers do. They claim that to 'wipe' a joint of lead pipe on the workbench, and to do it when the pipe is in actual position, are two very different things, and that in many instances the graduate of the trade schools, starting out on his first

job, knows little more than the ordinary plumber's helper; so if I were a boy (for there are no girl plumbers) and wanted to learn the trade, I would prefer to serve as an apprentice."

"How long does it take to learn, and how much does an apprentice get?" inquired Charlie Morgan.

"Why, that depends," responded the Little Teacher, using her favorite expression. "The intelligence, industry and perseverance of boys vary, and so does the character of the employer; and all these make a difference; the average, however, is four years — after which the boy becomes a junior plumber. Apprentices usually begin at three or four dollars a week; and the wages increase each year until he is a full-fledged workman. As a junior he gets, on an average, twelve dollars a week; while a journeyman gets from three to five dollars a day."

"Do plumbers own their own tools?" inquired Harry Belmont.

"Oh, yes," said the Little Teacher; "the same as carpenters, masons, etc. No plumber would think of applying for a job without his 'kit,' as his bag of tools is called; and the cost is from twenty to twenty-five dollars."

"What advantages has plumbing as a business?" inquired Walter, who wanted to know the highest and best he might expect.

"Well, let me see," reflected the Little Teacher. "In the first place it requires but little capital to start in business for yourself, which I think should be everyone's ambition. Of course, you might have to begin on a small scale; but with tact and determination the business would grow. Plumbers and gas men are not in the business for fun, and history doesn't state that they are in it for fame. They work for money, and are rarely disappointed."

"But isn't the work very unhealthful?" asked Della Gardner, who had been waiting for some time to get in her usual list of objections.

"We might think so from some of the things the men have to do," responded the Little Teacher; "and yet those engaged in the business say just the contrary; and who ever saw an unhealthy-looking plumber?"

"Well, the work is hard and dirty, and I wouldn't want my brother Leslie to be a plumber," persisted Della.

"Oh, as to that," said the Little Teacher, "I don't consider that a very weighty argu-

ment against the business. The boy or girl who is afraid of hard work, or of soiling clothes or hands, will lose many an opportunity to gather in 'filthy lucre'; and if your first consideration is an easy job you will generally find yourself without any," and the Little Teacher opened the next paper. "Besides," she added, looking up for a moment, "I want to say that you are all within reach of every day help of anything that you can do or use with your hands. The man who has invented the latest and most ingenious typewriter, which is rapidly pushing others to the wall, because of its simplicity and of the great variety of work which it will do, *tested* the lessons in physics and mechanics which he learned at school, and with such tools as he could command made a steam engine when he was thirteen, using an old pistol barrel for a cylinder and his mother's iron teakettle for a boiler. *Learn to apply* your lessons, and to invent ways ,and means in the use of such tools as are at hand."

Poultry Raising

The next paper that the Little Teacher opened said: "I should like to live at home on the farm, along with Papa and Mamma, and yet do something that would make me independent, so far as money goes."

"Well," said she, turning to Louise Reed, who had written it: "What do you like to do about the farm now?"

"O, not much of anything," said Louise, discouragingly, "except to feed and take care of chickens."

"That's just the thing!" said the Little Teacher, at once seeing the germ of a generous poultry farm rising before her. "You can combine pleasure with great and steady profit, and have work and pay the year round, by raising poultry for the market."

Several of the other girls and boys thought that they, too, saw in this an open door to immediate and successful employment. "Tell us about it, do," cried several, with the enthusiasm which is contagious.

"I'll try to answer your questions now or later," was the ready reply; "but I am not sure as I know just what you wish to find out about it."

"I'd like to know, first of all, if I can begin with a dollar, as that's just what my purse is good for to-day," said Louise; "and I'd prefer not to borrow."

"You can make it do," said the Little Teacher, "if you have any place where you can keep your flock for a time; though in the end I should advise you to select the very best spot at your command, and build a poultry house where you can do your work systematically, and carry on the business on a larger scale and scientifically."

"What's the first thing?" asked Louise.

"A hen," said the Little Teacher, "a dozen eggs, and some food."

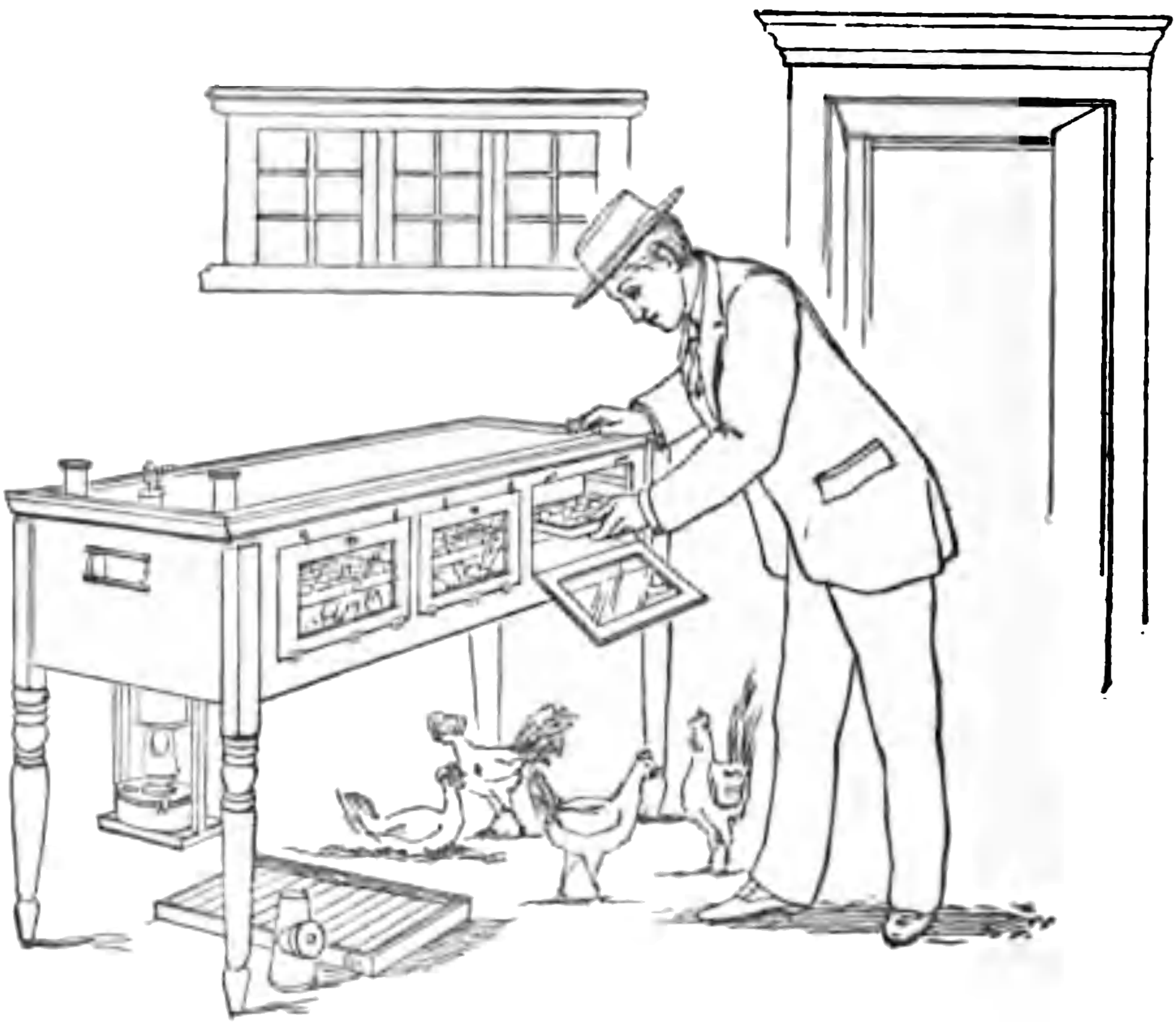
"Can I get all these for a dollar?"

"Yes, if you're not too fastidious as to kind, nor too ambitious as to quantity and quality of food," was the reply. "You can get an ordinary hen at from twenty-five to forty cents; a dozen eggs of a common kind will cost all the way from ten to twenty-five cents; and you have the rest for screenings, which will keep

the hen well fed while sitting, and give you a start on the meal which the baby chicks must have on arrival."

"Then what?"

"Well, then you must manage to keep them



AN INCUBATOR

fed until you have some broilers; and your young flock will furnish these in about two months, if you feed them carefully and do not let them run about. It will pay you better in the long run, however, to invest in more 'mother' hens in the beginning, and more

eggs; and when the chicks come out put them all under one hen, and let her play that she's the matron to an orphan asylum of chickens, while the rest return to the work of egg-producing; for therein will be a large part of your income."

"About how many should I get?" was the next inquiry.

"If you have room for so many I would say: Get a dozen hens and a rooster. The work of caring for so many is not greater in proportion, and your harvest begins much sooner. Still, like you, I don't favor debts; but unless you can raise the amount for the investment, you can begin as suggested, and buy a 'sitting' of eggs from pure stock later, using your young crowers for your first broilers—always saving about two for the flock, one of which can be sacrificed later if both thrive. One is absolutely indispensable; and to make it secure, I used to manage in that way."

"You? Did you ever keep hens?"

"I thought you always lived in the city."

"I didn't know that you ever did anything but teach school and answer questions," were some of the comments.

The Little Teacher laughed and said: "I

have lived mostly in the city, but I have kept hens twice. The first time it was up in Northern New York, where I was teaching."

"Would you mind telling us where? It seems so much more real when you tell the name," said Della Gardner.

"It was at Watertown," was the reply; "and we had a large barn on our place that I thought could be used for a henhouse, as we didn't keep a horse then."

"Did you make any money?" asked Louise.

"Yes; it was not a large business, but growing at a rapid rate when I left, to go back where I had been teaching before. I had had my hens less than nine months, but they had given us all the eggs that we could use or wanted to use, in a family of six; chickens ditto; and besides paying for themselves they had netted me over thirty dollars. That was not bad for a winter trial."

"When is the best time to begin?" asked Hiram Jones. "I am interested, myself."

"I wouldn't hesitate to begin at any time, but spring is the best, all things considered."

"And what is the best kind?" asked Louise.

"That depends," said the Little Teacher, "upon whether you want to deal mostly in eggs

or in chickens. Some hens that are good mothers are proverbially poor layers; and *vice versa*. Then, too, some chickens are of a larger frame or build, and weigh more in a given time, so that the expense of getting them ready for market is less than with others. Again; it will depend somewhat upon the market to which you mean to take them. Some of the larger fowls are of so coarse a grain or flavor that marketmen will not buy them at all; while to private customers they sell more readily than the smaller and more delicate kinds, unless your private customer happens to be of the particular sort."

"And one advantage in keeping hens is the fact that you can sell everything that comes from them, in the shape of feathers, fertilizer, oil, and everything, as well as eggs and chickens," said Leslie Gardner.

"Yes, I was coming to that point," said the Little Teacher; "and to the further one that by care in the way of appearance when the chickens are taken to market, the price may be greatly enhanced. And one other thing—to secure the very best results, kindness is a factor, as well as good food regularly given and in variety, a spotlessly clean living place,

plenty of water, a good runway, and the chance to dig, for hens are naturally industrious, just like boys and girls."

"Is there any danger of getting too many?" asked Louise.

"Yes, unless you provide accordingly. No more than twenty should be kept in one flock, and a dozen is better. But one henhouse and yard may be so divided and otherwise arranged as to accommodate hundreds."

"Well, I rather think that I'll invest my dollar," said Louise.

"I'd like to go into business with you," said the Little Teacher, "furnishing the necessary capital to do a large business, and let you do the work; then we'd share alike in the profits."

"O, I'd like that," said Louise, clapping her hands; and so the Way-Back Hen Farm was projected!

"WHAT I mostly want is something that will give me a moderate salary, regular hours, and a place that will not take all my time; for if I do well, I want to marry and have a home of my own. How about clerking?"

The Little Teacher did not laugh, as some of the children did, when she read Wayne Gallup's inquiry, for she saw the earnestness between the lines, and the honest purpose to do something that would not take him too much from his family life and interests.

"I like to hear that," she commented. "I believe that home should be looked forward to by all; not in the silly way that so many do, but as a future probability, for which we may prepare. The boy who chose this business looks ahead to a time when he can own a little house with a garden spot, near enough to his work to allow him to walk — which will be rather necessary if he is to keep well and yet be confined to a store life."

"What wages can anyone get at that?" asked Frank Ripley.

"All the way from a dollar a week, which is the lowest that I have ever known any store-keeper to pay, even to beginners in the country, up to two or three thousand a year in large cities, when one has become experienced," was the reply.

"Why, I did not know that clerks ever got so much as that!" exclaimed Della.

"Nor is the last named sum a common one, for clerks," said the Little Teacher. "But Frank asked what any one *could* get, not for the average, which varies, like the pay in other work. In village stores it is not an uncommon thing to find competent girls working for three or four dollars a week; while boys or men get from seven to twelve, according to their ability and adaptability."

"Just what do you mean by 'adaptability' in that kind of work?" asked Frank, adding: "I thought that anyone could clerk."

"And so anyone could, if he would try hard enough," was the bright response; "but here, as in some other places, courtesy becomes an important factor; and the boy who is all snarled up when everything doesn't suit, is

going to be distanced by the one who has learned both patience and politeness, and that 'one' may be a girl. In fact, adaptability means even more than that, for it means that you can deal differently with different people. For instance: A customer may come in who is

CLERKING

particularly tiresome because she doesn't know just what she wants, and you will have to help her to decide; while the very next one might consider that an impertinence on your part."

"Yes, and then some people are always coming in 'just to look around,'" said Frank Johnson, "when they've no notion of buying."

"True; but even then you must do your best

to show goods, and to do it pleasantly and thoroughly; for even when they have 'no notion of buying' then, they will often tell some one else who has, or keep the information on hand for future use for themselves. But greater than that is the fact that the store must keep up its reputation for having obliging clerks."

"But it's awfully hard to have to wait on such people sometimes, when you might have been waiting on some one who would buy," said Carrie Loveland.

"Nevertheless, the employer's interest must be consulted," replied the "Little Teacher" as the children in No. 8 loved to call her. "And very often the hardest customers to suit are those who pay in the least money. Then, too, there is a difference in the ability to hold custom, and to wait on more than one at a time. I know a young man who was so popular in a country store that there was always a long line of customers who were waiting their turn for him to wait on them, while some of the other clerks had to turn in at whatever else came up to do. If they had been equally efficient in pleasing, they would have been just as well able to hold the custom. His employers

gave him a present, every Christmas, of one hundred dollars, simply because of that; and they paid him fifty dollars a month, while the others got only forty dollars, and at Christmas five dollars. A girl whom I knew, went into a bookstore to help as an 'extra' at holiday time, where all the clerks were men. They were experienced, while she was new to the work; but she had one quality which they all seemed to lack, and that was 'tact'. If she was in the far end of the store, and saw a customer coming up the steps, she was at the door first, and opened it, which was a thing that had never occurred in that store before. Then she was ready to wait on the person, at once, and often had two or three looking over goods while she was doing up parcels for another, so saving time for all. This made her very popular with customers; and her employers were quick to notice it, and before the holiday rush was half over they had offered her a permanent place, with a salary equal to that of the man who had been with them longest."

"Wasn't that great? I'm glad that a girl did that," said Della.

"A clerk may begin as cash boy, or girl, errand-boy, wrapper, or whatever his years

and capacity suit him for; and the wages will be about in proportion. But if he is diligent, attentive, honest and accurate, he can look for promotion, and that before many years. At the same time, if he doesn't get promoted, he would better ask himself what the matter is, and try to remedy his faults. Most men are glad to pay all that one is worth; but few men want anyone around, at any price, who is afraid to do something more than he is actually getting paid for, in dollars and cents."

"Just what do you mean by that?" asked Wayne.

"I mean that salary is not all that there is in clerking, any more than it is in anything else. You are learning a business; and your shortcomings are at the expense of your employer. By the time that you are really worth something to him, you may be sought for by some one else who has had none of the trouble in fitting you for that better place. Your employer knows this, from the beginning; and he naturally feels that you owe something to him for taking you when you had no experience, and giving you the chance to learn."

"I see," said Wayne; "I had not thought of that before."

"Too many never think of it," was the grave reply; "but no bargain can all be shown on paper."

Book Keeping

"I WANT to be a book keeper. I like to write, and am good at figures."

"Book keeping is clean work, and as nice for women as for men," said the Little Teacher, as she opened the paper which had the above remarks in it. "And while it is somewhat of the same nature as a clerkship, it carries rather more responsibility, and therefore rather better pay."

"Just what is the pay?" asked Alice Gill, the girl who had written the paper.

"I have never known one who even began as helper for less than three dollars a week, and that when entirely without any technical knowledge of the work, for there is always so much that one who is a good penman can do to help the business, even if he doesn't know how to post the ledger or make out a trial balance," was the reply. "From that, the pay goes all the way up into the thousands, again dependent on the person, the place, and outside circumstances. But a book keeper should be so

honest that his employer could trust him implicitly, not only to do his own work well and thoroughly, but to report to him when anything seemed to go wrong, and not wait for it to be found out, as the young lady did who had charge of one of the New York City branch post offices, recently. She discovered a shortage of three hundred dollars, and instead of going right to headquarters, to have it rectified, she kept it to herself, dreading when the thing should become known, and she be blamed for dishonesty."

"What happened?"

"She was arrested, and as she is now awaiting trial, I can not tell you what the final result will be."

"That wasn't fair, if she didn't take the money," said Della.

"She had the responsibility of the books," replied the Little Teacher, earnestly; "and when one has charge of anything for another, his first duty is to that other; and no weak pity for some one else, who is doing the wrong thing, should prevent exposure. At all events, she should not have ignored the rights of her employer, in this case the city post-master, who, in turn, was responsible to the government."

"Is book keeping very hard?" was the next question.

"Yes, and no, are both good answers to that inquiry. It is not difficult work for one who is accurate by nature and from training. But a small matter will sometimes serve to make things hang fire for days in the monthly or weekly posting of the ledger, or in making out a balance sheet. A small item may have been charged up to the wrong account, or it may have been credited when it should have been charged. I have seen a book keeper spend three whole evenings trying to find where two cents had gone astray in his accounts for the annual stock taking."

"I shouldn't think that was worth while," said Della.

"Not if we only thought of the financial value," was the serious answer. "But it is the very large question of honesty and accuracy in such a case; and no one should be willing to sacrifice either for the sake of a little inconvenience."

"How about the hours for a book keeper?" asked Nettie Hurlburt.

"As a rule they are shorter, that is there are fewer required, to make a day's work, than for

a clerk — as the mental discipline is harder, requiring more direct and minute attention to details than that of clerking. In stores where the clerks have to get in at eight o'clock, the book keeper usually has a half hour's leeway,

BOOKKEEPING

and about the same at night. Then, too, it is easier to do the work ahead for a half day, a day, or a week, even, and so get away from it once in a while; although, even in a book keeper, employers prefer those who ask for but few holidays beyond those granted by law."

"Where can anyone learn book keeping?"

"It is taught in most high schools, and in some grammar schools; and there are many business schools or colleges, all over the country, where it is taught. One may get a text book and paper, and familiarize himself with both theory and practice, so far as the simpler forms are concerned; and, as in some other things about which we have talked, I should recommend anyone to begin the work as helper to a competent person, even if the service had to be given in exchange for the instruction, for some weeks. So many of the minor points vary with different houses, that about all that one can do, at first, is to learn, and learn to apply, the general principles. Then these can be adapted to the methods of the house where employment is had."

"On the whole you like the business?" one of the boys asked.

"Yes. There is nothing in it that is dangerous to health, as in some kinds of business, if I except the confinement indoors; and I am always prejudiced in favor of things that take one out of the house somewhat. But this objection can be overcome, by using all possible spare time in walking, riding, rowing, or

wheeling. I know of one book keeper, in a New York banking house, who lives in Plainfield, N. J. He lives there on purpose to be obliged to take the little walk to the street car, night and morning, and the ride on the ferry boat, so as to get a taste of ocean air; and so he has kept fairly good health for more than twenty years, although his desk requires a light, most of the time, it is so dark."

"How much can such a man earn?"

"Oh, about twenty-five hundred dollars. But you will see that his expenses must be greater than those of a book keeper in Smithville. Here he could board for about three dollars a week, walk all the way to his work, and be at no expense for street car, steam car, or ferry, in going to the store. There he must pay about double that amount for board, and have the other expenses besides; while if he stayed in New York City, his board alone would probably be about eight or ten dollars a week."

"I WANT to sew. I would rather be a dressmaker than just a seamstress, or even to be a tailor, for you can put so much fine art into dressmaking."

"That is true, and you can put 'art' into almost all the work that is done by hand; and whether you do or not makes the main difference between the real artist, or one who has and exercises good taste, and the artisan, or common workman," said the Little Teacher, as she read this paper. "And I like this for one other reason, and a very strong one: This is one of the kinds of business that will always be in demand, and everywhere, at living wages. It is one of the useful things; while some of the best paying things are really less practical for plain every-day people than this. I like to see an intention to work, to do work that some others are apt to overlook, in choosing what they will do, merely because it is manual (done by hand) or is not so fashionable as the lighter kinds of work. I want you all to think that

all work is worthy, and that that is especially so which helps to make life easier or pleasanter for your fellowmen. Dressmaking is hard work; but it pays, and almost from the start."

"Where should one go to begin?" asked Harry Aldrich. Then the boys laughed, and the girls did, too; for whatever the boys do the girls are pretty sure to. But Harry was not a bit discomfited, as he said: "Oh, you needn't laugh just yet, nor at all, until I give you fits, dressmaker's fits," and then he laughed, with the rest.

"I didn't know that the paper came from you, Harry, although I thought that the writing looked suspiciously like yours," was the Little Teacher's comment. "However, I am not going to take back what I said when I thought that the paper was from one of the girls."

"But do men ever make dresses?" asked Della Gardner.

"Why, yes," interrupted Harry, who was anxious to display his reasons for choosing a somewhat feminine business. "Some of the biggest dressmakers of Paris and New York are men."

"Or at least they carry on an extensive

business in that line," was the modification which the teacher added, "even if they don't do the actual sewing, and fitting."

"Men can design, just as well as women," argued Harry, in further defense of his choice; "and as cooks they beat women all hollow, and get great salaries, even outside of hotels."

"While you are at least partly right, Harry, and I am glad (if you want to do something in this line) that the doors are open to you, it is but natural that some will think that you ought to do something which is more frequently done by men, than dressmaking."

"I can't see why I should ask anybody except my father and mother what I had better do," began Harry, with some warmth, but suddenly added: "I beg your pardon, Little Teacher. Let's get at the facts and figures, the ways and means; for I'm not the only one in school who wants to know about this kind of work," and he looked mischievously at Louise Barclay.

"Thank you," said Louise, simply, and the Little Teacher went on:

"The very best thing to do, while you are yet in school, is to study drawing, color, textiles, etc., and then take every opportunity as

it comes, for sewing, designing, fitting, etc., as all these are helped by practice. Deft fingers do not come by chance, any more than a clear head or a clean heart."

"How will drawing help?" inquired Louise.

DRESSMAKING

"Drawing is too little understood in its general effects, not to make your question a perfectly natural one, Louise. It teaches observation, for one thing; and you will need to give close attention to details if you learn dressmaking. Then, too, it teaches accuracy, which is too often left entirely out of the program, no matter what the intention is for

future work. In designing, if you can express your own idea, which must first be done with pencil or brush, you are independent of a helper for that part of it."

"I see, and thank you

"Dressmakers don't get enough to keep them from starving, here," vouchsafed Della.

"Why, I hadn't heard of a case! Has anyone actually starved while dressmaking?" asked the Little Teacher.

"Not exactly," replied Della. "But there are six or seven dressmakers here; and only one makes a decent living, and that's Frank's mother."

"Just why? Do you know?"

"Oh, some of 'em are no good. Miss Finch never gets her work done when she says she will. Mrs. Teel is sure to get hers all covered with spots, especially if it's an Easter dress, or for a party. And Miss Oliver never sews on a loop, puts in a pocket, or more than half finnishes up her work," said Della, with conviction in every tone and emphasis in every sentence.

"Well, there could hardly be a better argument for some really good dressmaker to settle right down here in Smithville, where there are

almost a thousand people, and only one good dressmaker to do the work for the town. I'm not surprised if the ones who are careless in their work, or in keeping their promises about it, don't get rich at their chosen occupation. But let some one go into it with the intent to do every bit of the work with conscience, and she will be able to earn a living at dressmaking, and a good one, anywhere."

"Which would you do — go out by the day, or take work home?" asked Harry.

"That would depend, for a long business. At first I think that I should want to go out, among my customers; for a great deal hinges upon your knowledge of their means, as to what will be most suitable in material; upon their duties, as to the style of the garment, etc. Then, too, when you work at home, you are more likely to be interrupted by other customers, and so you do not accomplish as much. One other reason, and then I will hear the other side: It does you good to come in contact with other homes and people, even if some of them are a little below your ideal. You have opportunities for gain which you can never get by always staying within the shelter

of your own home, however pleasant that may be. On the other hand, in some families, you will not think that they pay you quite enough deference, especially if you happen to sew for people who do not affiliate with those who, as they express it, work for a living. But you will be able to put the disagreeable things in the background, when you stop to think that there is no place which does not have some objectionable feature, something which you would like to have otherwise. But dress-making pays, and pays well, whether you sew at home, at so much for a garment, or away, at so much a day. In the beginning, an apprentice will ordinarily be expected to give her time for three or six months, according to how long it takes her to become useful; although some girls are so from the start, and begin at fifty cents a day. From that up to two dollars a day, is a common price, even in some of the smaller places; while in New York, Chicago, and other large cities, quite an ordinary dressmaker will command from three to five dollars a day, and then be rushed most of the time."

Many a stitch was set with greater care, by the girls who had been interested in the talk

on dressmaking; and the lessons in drawing had increased attention, from the fact that they were or might become foundation stones to business.

Government Positions

"The Government is a good paymaster, and I should like to work for Uncle Sam," was what the Little Teacher read from the next paper.

"I am not just sure whether the writer wants to be a soldier, sailor, letter carrier, policeman, or clerk for Uncle Sam, nor whether he wants the place in Washington or elsewhere; so I shall have to generalize. Most government positions now come through appointment, according to standing indicated by examination papers, upon which the merits of the candidates are judged."

"When are these examinations held, and where?" asked Kit Reed.

"Several times a year, and in various parts of the United States."

"Is the pay pretty high?"

"Yes, and it pays to study up for these places, in Washington."

"How can we?" asked Fred Johnson.

"There are certain kinds of information

required for some things, and other kinds for others; so that what you want to know will depend upon what you want to do. For instance, for one who wants to be a postal clerk on a mail train, a fair knowledge of geography and a good memory for names are indispensable. But for further details I will refer you to a book published in New York: *How to Prepare for a Civil Service Examination with Recent Questions and Answers*, by Hinds & Noble."

"What makes you say 'memory for names'? Isn't memory always memory, whether it is for names, dates, or anything?"

"I think not. I am not so good a student in psychology now as I hope to become; but I believe that one may have a good memory for one thing and be lacking elsewhere. I am almost inclined to think that one may train the memory along certain lines until it is keen in that direction, while it has gained nothing in any other."

"I see," said Sue Eddy, who had asked the question; "but what is the first step to be taken, if we want to get a place in Washington, and we live in Smithville?"

"Write to the Civil Service Commission,

Washington, D. C. Get information as to the requirements, first. Then, if you are deficient in any particular, study to help round out the deficiency. Next, ask about the nearest coming examination, when and where it is to be held, not forgetting that a letter requires enclosure of postage, if the answer is a favor to you."

"I thought that you had to have lots of 'pull' to get any kind of a job in Washington," said Della.

"That used to be so true that many people who were unfitted for anything else, and who had been promised 'influence' by friends or politicians, spent months in idly waiting, when diligent work at some honest labor would have been much better, and especially in the cases that came to disappointment in the end. But things are different now; and the civil service rules of 'according to rank in examination' first, and of merit after appointment, prevail, at least as a general thing; although I should hardly dare say that nothing goes by favor, even now."

"How do salaries average there?"

"All the way from seven hundred dollars a year, upward, into the thousands."

"Whew!" and Frank Gage whistled his surprise.

"When you come to think of it, that is not so very great, for you must take living expenses into consideration again; and in Washington these are high."

GOVERNMENT POSITIONS

"I don't see why they should be," said Frank. "It is much warmer there than here, so that it ought not to take so much fire or clothing to keep one comfortable; and I have heard that food is somewhat regulated by climate, so that foods should be cheap there too."

"Yes, but while it may not take as much fire there as here, if the fuel is more expensive in getting to its market, it may cost as much as here, by the year. And while the sorts of food that are required there may be cheaper than they would be here, it is possible that the one item of rent would more than outweigh the cost of food."

"How about the working days?"

"They are shorter than here, or than any other place where I have ever been. It would be difficult to find many government clerks in place before nine o'clock in the morning, or after four in the afternoon. That gives plenty of leisure for study or whatever one is most inclined to do. But there are good places, where Uncle Sam is paymaster, nearer home than at Washington: One may carry the mail from a railway post-office to one that is some distance from the road. There are places in the custom houses and internal revenue districts. Once in ten years a census of the population is taken, and that always calls out efficient help. The army and navy are recruited by young men who want to serve their country while making a living; and these places are open to all."

"What would you advise about going to Washington, if you wanted to work for the government?"

"If not inclined to be too homesick, I should say that it would make a very helpful and pleasant experience, no matter what comes forward for a future business."

"I SHOULDN'T mind learning stenography and typewriting," was what the next paper contained; and the Little Teacher thought just a moment, after reading it, before she said anything. Then she began gently, even for her: "This does not have quite enough enthusiasm to suit me. It is true that enthusiasm may not be one of the general requisites, like ability to spell; but it does carry value; and the typewriter or stenographer who merely 'wouldn't mind' learning either, does not set out with quite enough vim, and would be likely to be so indifferent in spelling, careless in the use of capital letters, punctuation, and formal parts of the correspondence, as to put him on one of the lower shelves and keep him there."

The little school was quite still, while the teacher spoke, for she seldom said much that was not actually on the other side of the question, at least until after the advantages had been shown up. Presently she went on:

"I have seen so many boys and girls begin this work when they had not even a fair knowledge of grammar, and then would wonder why, with the stories they had heard of what had been done in this field, they, of all, should be without a reasonable compensation."

"But I thought that it only took a few weeks to learn, and that it would pay well from the first," said Lena Anthony.

"It may be learned in a few weeks, if the mind is mature and well trained; or *they* may be, for there are two distinct kinds of work mentioned, although so often used together. But few young girls or boys are either careful enough to copy accurately or to hear correctly; and in dictation these are necessary. At the same time, the mind should be so well cultivated that if the employer uses a word in haste, which he would not on thought, the stenographer can suggest a substitute."

"Oh, I never thought that you had to do any correcting!"

"In many places that would not be required; but in most positions you will be supposed to at least be familiar with common idioms, and also to recognize references to current events, as well as to historic people and times, so as to

put them in proper shape when the notes are transcribed. Then, too, one must be able to see that the work follows a general meaning; and if given in 'Choctaw,' or loose language, it must be made correct, before going to the letter sheet."

"Dear me! That ought to be worth lots of money," said Della.

"It is worth a great deal of money" (with a slight accent on the descriptive adjectives to imply the correction of language); but too many who go into this business forget that it, like other kinds of literary work, requires a long training and a good foundation in essential studies, before the work of either sort can be satisfactory. This puts a great number of incompetent people on the market; and that keeps the price of the average worker down."

"What is the lowest wages you ever saw paid?"

"I never knew of any, personally, that received less than three dollars a week; and they were all in places where, by proper attention to improvement, they might gain promotion. One thing, however, makes against progress, perhaps more there than in many other places, and that is the reluctance to adverse criticism.

Most typewriters hate to do the work a second time, even though the first has been so carelessly done that the sheet is marked for corrections in half a dozen places, while it should be their pride to send out a clear copy."

TYPEWRITING

"What is the most that you have known to be paid, for good work?"

"I have not had so extensive acquaintance among this class of workers, as among some others; but I have known girls who earned twenty dollars a week, and men who have been paid almost double that; but these were exceptional cases, and these girls or men would

earn good wages at anything that they undertook, because they would aim high, and consider no pains too great to reach the aim."

"Do private secretaries have a fairly easy time?" asked Theron Ripley.

"Some of them do, and others not. Some employers demand more than can reasonably be expected, and others are very lenient. But the pay in such a place is generally good; and the work is more likely to be of a confidential sort than elsewhere — although I think that everyone who serves another, and especially so if he serves for pay, should be a mason, so far as talking with others about the employers' affairs is concerned."

"I know what you mean; for when Mrs. Dent asked Georgia Huffman what Mrs. Bickford was going to do with that old piano, when she got the new one, Georgia drew herself up, and said, with just a little sting in the end of the words: 'I don't discuss Mrs. Bickford's business, except on her request, Mrs. Dent'; and Mrs. Dent got real sort of huffy about it."

"Georgia did right; and on the whole that was a fair answer, if she wasn't rude in the delivery of it. No one ought to ask questions of a clerk, secretary, or other servant, that they

would not ask of the employer; and all ought to discourage that form of gossip as well as other kinds."

"How about the hours for a stenographer's day?"

"These are usually quite reasonable, beginning anywhere from eight to ten o'clock, and closing from four to six, according to location."

"Does one need to go to a business college or typewriting school, to learn?"

"No; nor is it always best to. If you buy your own typewriter, the dealer will show you the main points in working and caring for the machine; and you can probably study out most of the characters in stenography by yourself, or at least with the help of some one who has made a success of it. But I would go to a school for points and forms that did not come readily, if time were an element to consider; that is, if I wanted to utilize my efforts at once, after I had found out my weak points."

"It seems to me as if you thought anyone could learn anything, by just trying."

"I do think that more can be done in this way than we have begun to find out yet."

"I WANT to do something with books; but I don't fancy going out as agent, nor yet waiting on troublesome customers in a store," was what the Little Teacher read from the next paper that she opened.

She waited, just a moment, and then said, a bit sadly: "I don't quite like the tone of this paper. It seems to be a trifle supercilious, as though written by some one who is too indifferent to take pains with a customer who may be a little hard to suit; and the writer also seems to convey the idea that the work of agent or clerk is not quite up to grade. I may be mistaken in just what was meant; but there is but one thing left for such a person to do, and that is to find his level, which will come more quickly through contact with the world than in any other way. A very good way, though, to work among books, and at the same time avoid the two commoner means, is to fit one's self for doing a librarian's work. This is clean, quiet, 'genteel' enough for the most fas-

tidious, and is a good opportunity for self-improvement, which, after all, is worth more than the money that any kind of work brings in."

"How would you begin?" asked Harry Hoard.

"I should first make friends with the nearest librarian to whom I had access, and ask for the privilege of helping him, at every opportunity. I should expect to hinder more than I helped, for a time, although I would try not to, and would take pains to 'catch on' without asking questions when the librarian was either busy or tired. It is quite a knack to know when questions or help are opportune."

"That's so," said Wayne Gallup. "When my father comes home all tired out, I can't do a thing with him; but if I ask for almost anything in the morning, before he goes away, I'm pretty sure that he'll only want to know that I will make good use of whatever it is, and it comes."

"Then, too, there is a certain way of asking questions for the sake of getting information, which appeals to anyone who can tell you what you want to know. In little things like this, one may learn just when to proffer a request for hints, and when help will be acceptable,

and in what way it will be most effectual," added the Little Teacher.

"How much money is such a place worth?" asked Harry.

"Librarians command all the way from five dollars a week, up to several thousands a year, the place itself being one factor in the matter of price, and the ability of the librarian — not only in serving the public, but in keeping his subordinates at work harmoniously, is another factor. Some excel in executive ability, but have not pleasing manners; while others, who can always help bring and hold customers, do not know how to manage help. All these are essential points, in a good librarian."

"I've seen some of that, in our Sunday School work," observed Lily Parsons.

"That is a pretty good place to watch for such traits and others," assented the Little Teacher.

"Don't most of the libraries have to be kept open on Sunday?" asked Della.

"Perhaps not most of them, although some of them do, certainly. This is one more way in which great good is done, as it serves to keep many young people from the streets, who would otherwise be learning things less desir-

able than those found in a public library. Then, too, some of the libraries are designed especially for the working people, those who can not, perhaps, visit them on any other day."

"Yes, but it makes a pretty hard week for the librarian," objected Della.

LIBRARIANS

"Possibly. And if a librarian, or anyone else, is merely looking for an 'easy job,' where he only needs to put in his time, and that in very small portions, he had better go somewhere else than to a library, where there is always plenty of work to be done."

"I believe that I should like that, though," pursued Harry. "Do you know what any special librarian is paid?"

"I have known about two or three — but none of the more important ones. The Reynolds Library, in Rochester, New York, used to pay ten dollars a week to the lady who stood behind the railing from eight in the morning until six at night; and some of the young ladies in the Aguilar Library, of New York City, work for seven dollars a week. But once one is known as a good librarian, with up-to-date methods, and some satisfactory experience, the matter of salary is likely to adjust itself, as in other cases."

"Isn't there a Librarians' School, or something of that sort, where you can get the 'kinks' in a regular course?" asked Harry.

"I think there is, but am not sure. I believe, however, that if you will write a brief note to Mr. Melville Dewey, our State Librarian, at Albany, enclosing a self-addressed and stamped envelope, you can get the necessary information. I am sure of one thing — that there is a national association of librarians, and that they have a very interesting meeting, once a year, which it would pay you to attend, if you

have an idea of going into this work. No matter what you do, it is well to take advantage of every opportunity to pick up information and experience in that line."

"Thank you. I will write tonight," said Harry. "I like the prospect."

Later, the Little Teacher read from a letter (that was sent in answer to one of inquiry from her) by the Railroad Secretary of the Young Men's Christian Association, at West Springfield, Mass., Mr. John Wesley Hagan, who wrote: "The training necessary for a good librarian is deemed so important by the officials of the public library in Springfield, which is the largest in New England outside of Boston, that they have a training class; and each year, after the students (or future librarians) have completed the course laid out for them, they are graduated and are given positions according to their standing in the different branches of study, as vacancies occur."

"I WANT to do something where I can keep on learning as long as I'm in the business; and the foreman of *The Gazette* said that I'd never find anything in that line quite equal to printing. Can you tell me how and where to begin, what the pay is, etc.?"

"I like the tone of this inquiry, too, for it shows that Sarah is looking ahead, which I think we all ought to do. Until recently printing has not been considered one of the fields for women; but for some years it has been open to them, and at fair wages, with a wide outlook for self improvement to any who take it up. No one who is afraid of dirt should think of this, however, for most of the offices are both untidy and disorderly; and few of those with which I am acquainted are fit places for a young girl to be in, for other reasons. On the other hand, many of the printing houses that do hire girls and women find the men more careful both of their language and work, because of woman's presence.

The pay is good, after the trade is learned; and one who is skillful may look forward to good results in his purse. At first the pay is about two or three dollars a week, in a city office, for boys, and about the same for girls. A boy will be set at washing presses, cleaning up whatever needs cleaning, and doing almost anything that no one else is anxious to do — but this is true almost anywhere. Girls are sometimes shown favors in this line; but they should neither demand nor expect them; for when a girl goes into business, she should do it on business principles; and one of the very first of these is to give value for value, every time."

"But girls don't begin to get the pay that boys do," objected Della.

"There is a business reason for that, too," said the Little Teacher. "Girls are not always expecting to do this one thing all their lives, as most boys are; and so they do not always take the same pains to become thoroughly competent in the line of work which they have chosen."

"Well, I think that they make up for that by being more conscientious," said Della.

"I am not sure that you are either right or

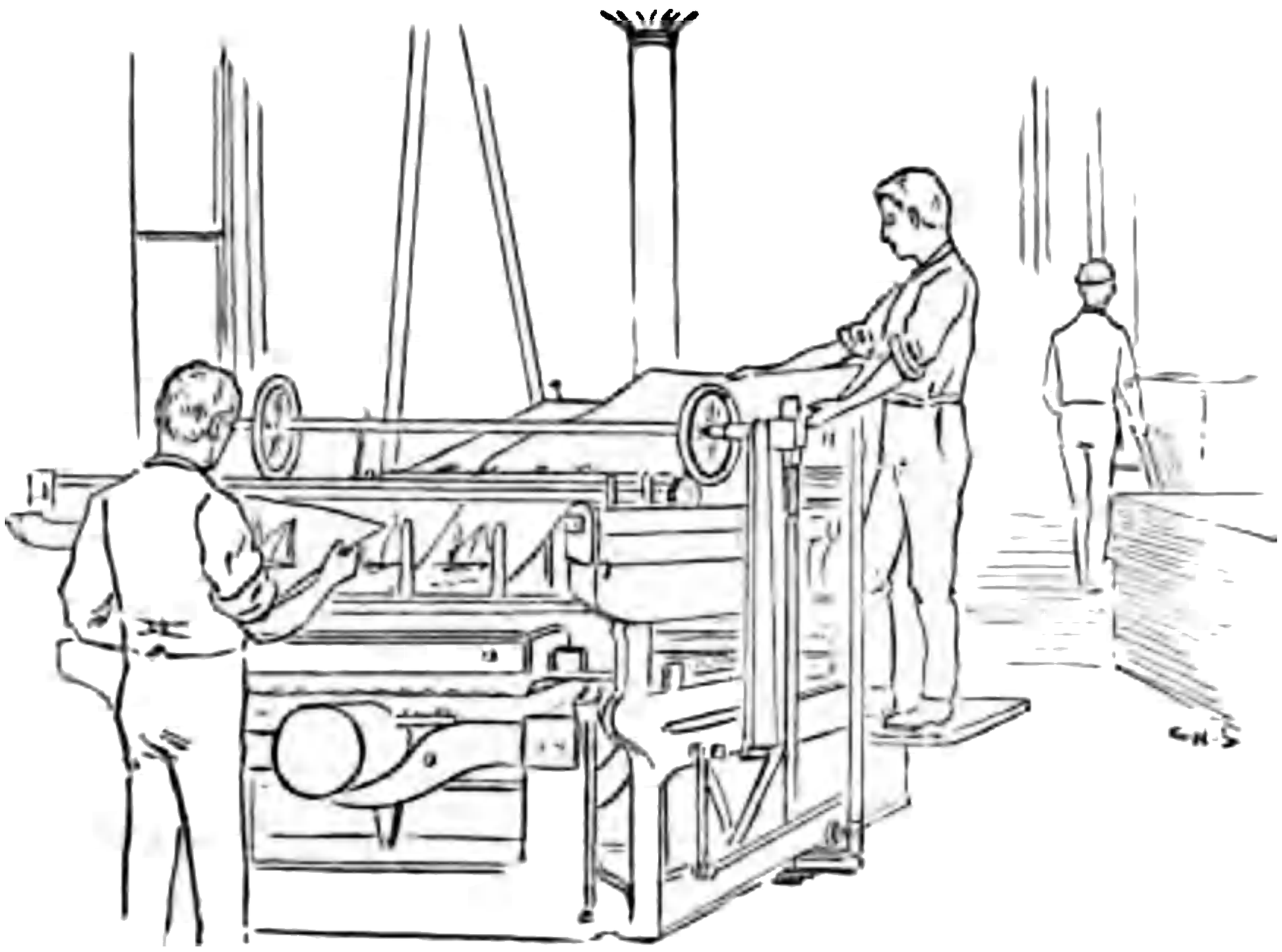
wrong there, for to me it has seemed more like a question of the individual than of sex. However, to get back to the main point: If I wanted to study the trade of printing, which I consider a very good one, I would first try to get a place in the office which was the nearest to my own home, nor make any change until I was competent to take charge of that or a similar place. If the opportunity was not open for me there, then I would go where I could do best; and it might be in some other small place, for a good printer can find work almost anywhere."

"I thought you had to belong to a Union, to get work in an office," said Marty Fellows, who spoke but very seldom.

"Most of the larger offices are run by union men, now," said the Little Teacher, "but there are many that do not hire anyone who belongs to any labor organization; for in case of a strike it might throw them out of any opportunity to finish up work in hand or to take any more. But all this has to be taken into account, when one goes into any kind of business. But here, as elsewhere, I would say: Aim to own a business, yourself, in time, and work toward that object."

"Do you know of anyone who started with nothing, but who finally bought or earned the business?" asked Della, with incredulity in every tone.

"Yes, and I can quote at least two conspicuous instances," was the quick reply: "One of



PRINTING

my little friends, some years ago, Allan Eddy by name, got another boy of his own age interested; and he and Clute Noxon bought a little five-dollar hand press, and began by printing cards for the other school children, then for some of the business men of the town; and later they did some circulars for one of the churches. There was no paper published in

their village (Macedon, N. Y.); and after a time they started a little bit of one, giving home news, and carrying enough advertising to pay the expense, so that their subscriptions were net cash for them. The little paper prospered, and was soon enlarged; and the first time that I went to California I sent them some letters from there, which were published in a good sized newspaper, with a patent outside; and now the paper is indispensable to the townspeople, and is ten or twelve years old.

The other case is that of Mr. Charles J. O'Brien, 227 William St., New York City, who owns one of the largest printing plants in the place, having ten or a dozen linotype machines, and employing a large force of men. He was one of several children, the rest girls, whose father died when Mr. O'Brien was only about seven years old, and he had to take hold and help maintain the little family. While he was learning his trade, an opportunity came for him to change his business and to do something that had more money in it, at that time, than his trade promised him for some years. On talking it over with his mother, she advised him to stay where he was and finish learning his trade, so as to make something of

himself; and although obliged to leave school so early, he has acquired a really good all-around education, so that men of letters and business men find him ready to talk on whatever subject comes up."

"You spoke of linotype machines. What are they?" asked Sarah Nettleship, the girl who had inquired about printing.

"In the largest establishments these machines are used to set the type, instead of having it done by hand. They work on a little the same principle as the typewriter, so far as the operator is concerned; and one machine will do the work of several hands."

"I should think that that would reduce the wages," said Della, always ready for the opposite side of the question.

"And in one way it may have done so, by reducing the number of men required in any one establishment; but most of these men would find work elsewhere. On the other hand, Mr. O'Brien tells me that since he took on the machines his own work has greatly increased, because he can do so much more in a day than he could before; and that the men who could earn only fourteen or fifteen dollars a week, now earn from eighteen to twenty-five dol-

lars. It is one more case of 'survival of the fittest.'"

"I thought that there was too much competition now to make printing pay," said Della.

"There will always be good work and pay for it in this line, as in most others, at the same time that there is careless work, for which no one is ready to pay even a low price. Here, as elsewhere, I would say: Do your level best, and do it as a habit. If you establish a reputation for thorough work, you will hardly suffer for want of the work or the pay."

"How about the hours?"

"Most offices open at half past seven, closing at half past five, with half an hour at noon and a Saturday half holiday."

"I HAVE an idea that I should like to be a 'Hello' girl, if it isn't too hard work, and would not take too long to learn."

You might have thought, after all that had been said about the value of preparation for business, and the necessity for hard work in all kinds of it, that no one would have dared to say just this. The Little Teacher was a trifle more serious than usual when she said:

"I am inclined to think that some home work would be better for this writer; but telephone attendance does not call for any great waste of grey matter; nor is it particularly hard work. If one is only after pin money, and if the questions of advancement in business, self-improvement, and opportunities to go deeper into a field of labor, do not count, this would do very well. But on general principles, I object to public offices for any but extremely sensible girls, girls whose self-poise will not allow even such a familiarity as the calling of her a 'hello' girl. I wish that the girl who

wrote this could see just how much of the attitude of the world toward her depends upon her own estimate of herself and the freedom with which she allows herself to be spoken to and of. So far as the business itself goes, it pays fairly well, considering the superficial requirements of the operator. I have never known less than four dollars a week to be paid; and in some of the large establishments ten dollars is the salary. Some of the hotels pay that and board, which makes a very comfortable living."

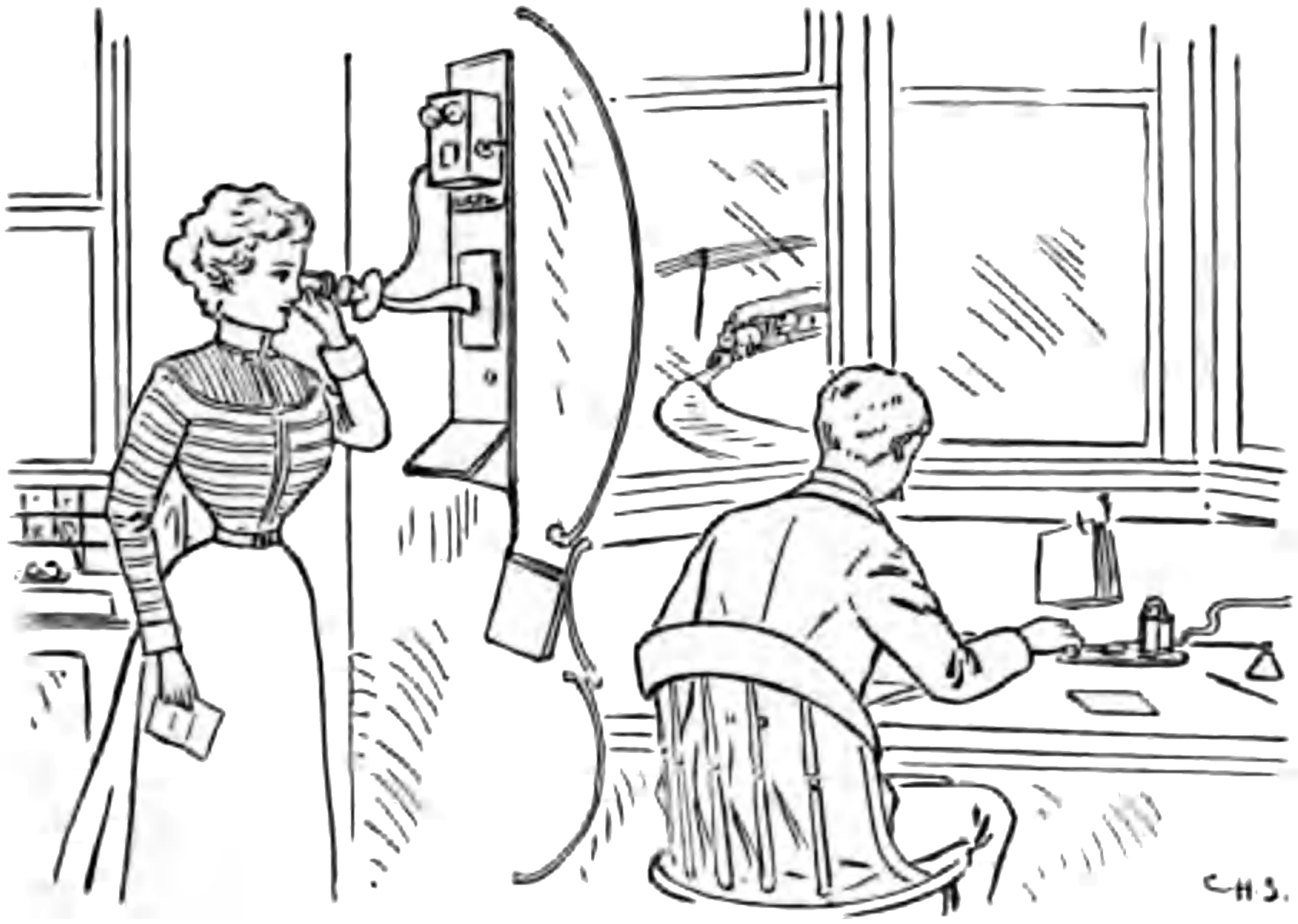
"Do you like telegraphy for girls?"

"Yes, on the same conditions that I like any public place for girls. I am never quite sure that I want to go back to the old-time schedule, when there were only three things that a woman could do, with dignity: Teach school, wash dishes, or sew; and yet I hate to see, as I do, and almost every day, that girls are injured by the rough and ready style of speech and manners which they adopt, as they go out into the business world."

"Yes, but wouldn't these same girls get that same style, in a way, if they didn't go to business?" asked Della.

"I'm not sure but they would; for a real

lady will be a lady anywhere; and a dignified girl can dignify any position. But about telegraphy: That has been a good paying field, although I do not think that to-day the salaries are quite so good as years ago, when



TELEGRAPH AND TELEPHONE OPERATORS

fewer people were ready to go away from the beaten paths, in order to earn a living."

"I have heard that telegraphy and telephoning gave operators nervous prostration," again objected Della.

"Both kinds of business have this tendency," was the reply; "but those who go into either can do away with some of the bad effects, by

extra precautions and care. The metal bands which the girls at the telephone switch board wear, on their heads, are conducive to nervous prostration; while the continuous contact with electricity in the telegraph office sometimes has a like bad effect. So do some other things that are otherwise quite desirable."

"Which is the better pay?" asked Ida Bird.

"A girl may not safely count on getting more than ten or twelve dollars a week, after she has practiced telegraphy two years, and is usually started at less than in some other things — twenty-five dollars a month being considered good for a beginner, with a semi-annual advance of five dollars a month, until she gets twice that amount, if she does well. There are a few larger salaries paid, but these are scarce; and ten dollars a week is about the average."

"What are the first steps to be taken?"

"If a girl or boy has a friend who is a telegraph operator, the friend can often be persuaded to lend a hand, and allow the would-be learner an opportunity to pick up the work, by little, doing odd jobs about the office in return, and finally will let him send and receive messages. I know of one little girl whose father had charge of the village telegraph office,

simply because everybody trusted him; but he had to hire an operator, as he did not understand the business. Kitty was twelve years old when the business men of the town determined to have the office; and she watched the young man who did the work, until she became interested and asked him to teach her. He was glad to do so; and in a few months, as he had a chance to get a larger salary elsewhere, Kitty was installed as operator, with less than three months' actual practice. But she was both diligent and painstaking; and as she was also polite and accommodating, the officers soon told her father to pay her more than he had paid the young man. In the mean time, her younger brother became interested, and Kitty taught him all that she had learned; and by the time that she was seventeen she had quite a class of pupils, among them several who could relieve her of duty, when she needed or wished to be away for a day. Then the inevitable happened, for a larger office near became vacant, and she was asked to take charge of it. Her brother took her old place, in turn teaching a younger sister. But if there is no other way, one can go to a school or college where telegraphy is taught.

Telephoning is usually learned at the switch board, in the central office. A new girl may come in with but few qualifications except medium stature, good eyesight, good hearing, and a pleasant voice and manner, all of which count in this business. She will be set at work on the night force, most likely; and at first all that she will do is to watch the one that she is supposed to help. She will see how messages are taken and sent, connections formed and cut off, numbers called for and found, and will learn to attend to it all without loss of time nor (visible) patience; and soon she will be able to really help. As places are vacated on the day force, the most competent from among the night help are taken; and it will not be long before the learner is in the way of appointment. The future then rests with her, so far as that goes."

Interest grew in both these ways of earning a living; and the Little Teacher had nearly all that she could do to look up data here, there, everywhere, in order to answer the questions which fairly rained in upon her, now that the young people were fairly awake to the importance of how and what to do—to earn an honest living and at the same time to better their own condition and to give something of value to the world

Veterinary Surgeons

"I love horses, dogs, cows, and other animals; but I don't want to be a farmer. What can I do that will keep me in the company of what I like?"

This paper held the interest of the entire school — perhaps because most of the pupils had one or more of these pets.

"All the great naturalists have had this love of the animal kingdom, I think" observed the Little Teacher, thoughtfully; "and it is not hard to find men who are not naturalists who seem to think more of a horse or dog than they do of their wife or children. But this paper may come from some one who would do well to study the lives and habits of domestic animals, with especial reference to curing them when sick. A good veterinary surgeon makes a fair living almost anywhere; and if he chooses to add stables for the purpose of letting horses and carriages by the day, he can even get rich in some places."

"What is a veterinary surgeon, any way?" asked James Barber.

"It is one who cures the sick, or at least treats the sick, in the animal land."

"Oh, a horse doctor?"

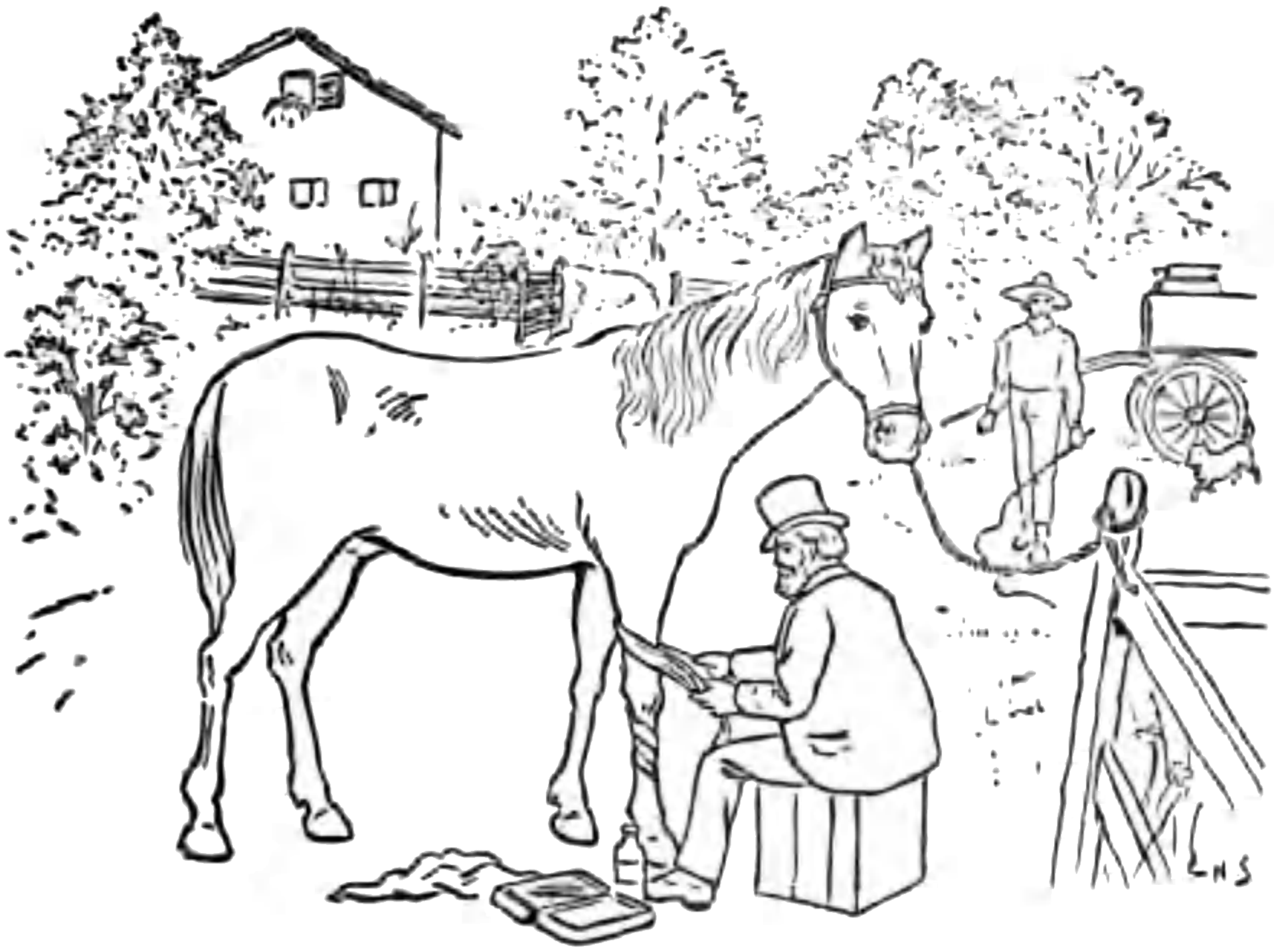
"Yes, and a cow doctor, and dog doctor, and general animal doctor" she smiled in reply. "Generally each neighborhood, even in the country, will have some one who is authority on these things; but to become a practitioner, one should take a thorough course of study, and then use a great deal of time in observation, for much will be learned in that way."

"Does it require a license, or certificate, the same as a physician or dentist has to have, before he can practice?"

"No; and yet all these things have weight when you are 'under fire' for business. If it is known that you are well prepared for anything, your customers will have more confidence in you; and once that is established it is not a mere question of dollars and cents, even when some one else comes along and tries to oust you by offering to cut rates."

"Oh, I've seen that done" said Della; "and right where I used to live. There was a man that had taken care of all the horses, dogs, and cows, for miles around, for years. He was awfully high-priced, too. But one day a young

man came along, and stuck up his sign, on his own barn, that he had rented, offering to 'go halves' on prices for all cases that came to him for a year. But he had to walk away just as he came, for nobody wanted him."



VETERINARY SURGEON

"There is a little danger, however, in this, as in almost any work that requires brain power," added the Little Teacher; "and that is, that after getting a good start in the business, the man will rest on his oars, and neglect opportunities for learning more and more of his profession, trade, or business. No matter what we take up, we should at least *keep awake in*

it; and it is fatal to progress to fall behind the advance guard."

"Can anybody begin this kind of work at home?" asked James.

"Yes, if he is known to be kind to animals, studious, and thoughtful; but no one would think of trusting a dog with a broken leg to a boy whom they had seen shying a stone at a cat, dog, or other helpless animal."

James did not blush, but another boy did, so he must have been in the habit of doing it, and James asked: "Would it do any good for me to go into the butcher's, when they cut up carcases, to see how the parts are placed?"

"I should say that that would be a very good thing to do. You might also study how to relieve pain, through your chemistry and physiology. Sometimes just a little help at the right point will give you the initial case which may prove your start on your life work. Watch the opportunity doors, for they swing both ways; and you want to catch them at the open side. This is not limited to those who want to study or practise veterinary surgery and treatment, but is true for all. One more thing, though, James, for you: Keep one eye on what your animals like to eat, and 'persuade'

them with as many tid-bits as you can muster, while making friends with them. I have seen a whole herd of cows, and Jerseys at that, come running up to the yard when they heard the voice of one they loved, and from such a distance that you would not have thought the voice could be heard so far. Guard, not only your acts, and see that they are all kind, animal-ward, but keep a screw on your voice also, that it may never even sound impatient. These things will make friends for you in the animal world, and often in your chosen business; for with many a man (and a few women) it is a clear case of 'Love me, love my dog.'"

"I WANT to do something that will not take me away from home all the time. I like cooking, sewing, housework, and laundry work; but I don't want to be a servant in somebody else's house," was one paper, and the next was: "I should think that a boy might learn to fix up things around the house and barn so that he would be able to earn money on the farm, even if he didn't plough and dig."

"I believe that there is a good field for each of these writers," said the Little Teacher, thoughtfully. "I will answer the girl's inquiry first: In almost every family there are certain things to be done which require outside help. You can easily select your own kind of work, and by perfecting yourself in it, secure a side-door trade which will allow you to dispose of a part or all of your time, for a consideration, to busy housekeepers, who can not afford, or do not want, to keep help all the time, for these purposes."

"But just how shall I begin?" asked Martha Waters.

"You might make a good loaf of gingerbread, if you decide to begin as cook; divide it into sections, and take one to each prospective customer, saying that you will furnish gingerbread once a week, or once in two weeks, or twice in a week, according as you find the demand for it, at such a price, and ask for orders.

With fine laundrywork as a choice, you might do up some lace, or muslin, or a dress, to start in with a sample, and show what you have done, besides telling what you propose to do.

Or, if it is darning stockings, gloves, table linen, or repairing clothing, first show that you can do it, and then get your patronage. As custom increases you can hire help at home, on the less particular parts of the work—and make your business pay as well as you can.

So, for the boy who wants to 'tinker' instead of tilling the ground: Use the tools whenever possible, and get as well accustomed to handling them as you can. See how they operate when in order, so that when out of repair you can fix them with but little delay. Minutes are sometimes worth hours to a farmer; and the boy who has learned the place and use for rivets, screws, nuts, etc., may become the

most valued help on the place. If you see a chair that is beginning to get shaky, don't wait until it breaks down, before you fix it.

And all the while try to accumulate the things that you are most likely to need: Glue, nails of various sorts and sizes, files ditto, pincers, knives, an awl, anything in the tool line that you can either save from the scrap heap, make from 'leavings,' or buy, should find a home with you.

And keep plenty of oil on hand, for use on iron, steel and leather. Oil up the machinery when you get a chance, and see that it is kept under cover. Polish up the hoe, shovel and spade, and sharpen them if you can. Your father will be delighted to see you taking an interest in these things, even if he wishes that you were fonder of the hard work of the farm."

"What ought I to charge for such work?" asked Martha, and Fred Heath said: "That's just what I was going to ask."

"I would put my price low enough so that it would not cost a woman more to get her loaf of gingerbread than she could make a rich cake for; nor so that she might think it cheaper to throw away the stockings than to have them

mended. So of the other things, Fred, and it is always better to charge too little than too much."

"Can you think of other things that one may do, and not stay away from home?" asked Mary Hannahs.

HOME WORK

"Yes, for there is almost no limit to what you can do to help at the homes where no one is hired for that purpose, and even in some places where there is such help. I know of one woman who built up a large custom in cleaning lamps and filling them neatly, going two or three times a week; another who took entire

care of the family mending for half a dozen houses; one who baked beans every Saturday, delivering them Saturday night, on her way to the post-office; another who made salad dressing by the gallon, and sold it among people who could better afford to pay her a quarter of a dollar a pint for it than to undertake to make it, and perhaps spoil the ingredients. One woman took in proof-reading, while still another made a specialty of doing up fine laces. Another hulled corn and sold it at ten cents a quart; and another put up fruit, going by the day, hour, or charging by the can, according to what had to be done. I have a cousin who mends coats; and a friend of mine darned enough stockings while in college to keep her in pin money and pay her graduating expenses.

You can sew on buttons and keep a large stock on hand, always supplying a near match for any that are lost. You can fix over carpets; make over children's clothing from grown people's; polish silver; do the weekly sweeping, baking, or do the ironing.

You can look after the bedding, putting away furs and woolen goods, or do a hundred things that more than one tired woman will be glad to pay you for doing, and which will

at the same time allow you to make your home in your own home.

In a large village, or in a city, these things would be even easier to get hold of as a means of livelihood; and I sometimes wonder that so many people are always out of work, when there is ever so much to be done, so many things left over because there is no one to do them."

"Oh, I think that's 'cause so many people are too proud to do anything menial," said Della Gardner.

"*Be*cause they are proud (with a slight accent on the omitted syllable) they should be glad that an opportunity is at hand to be helpful instead of eating and wearing what some one else has paid for" was the warm answer. "We ought to have none of that silly pride which looks down upon labor of the hands, for honest work of any kind ennobles the noble man or woman who does it—or at least it may do that."

I DO so love farming; but I cannot afford to spend my life doing nothing; and Father says that there's no money in it now. How can I manage?"

"There is some show of truth in what this father says," observed the Little Teacher; "and yet I think that if the boy who wrote this will look around, among the places that are for sale under foreclosure, he will find as a rule, that where the farms have failed it is partly due to extravagance or mismanagement, quite as often as it is to depreciation in prices, or to exorbitant taxes, all of which must be considered."

There was a little murmur of surprise when Nettie Hurlburt said, quietly: "I wrote that paper. I believe that if a woman did not have to get her living from the farm, even now it might be made a pleasant life. Of course it is hard work; but almost anything is that pays, and some things that don't pay are hard to do."

"True, and even now farming may be made

to pay, and to pay fairly well, if one will but be content with small gains and a moderate estate, where most of the work can be done without hiring help. I am not quite so sure that a woman would do as well; and yet if she really loved the life, and I don't see how she could help it, even a woman may do well in this department."

"I had a pet idea," said Nettie. "I wanted mainly to raise fruit, and incidentally poultry and bees; and when you gave us those talks on bees and poultry, it made me more eager than ever; but I haven't said much at home, for father is so down on the entire business that I haven't had the courage."

"Suppose you begin modestly, with a small strawberry bed, a few currant bushes, black cap, gooseberry, and red raspberry bushes. Later on, after you have fully cultivated all the ground that he has allowed you, and reinforced your first stock, you can add such things as you deem pleasant or profitable — lettuce, onions, peas, beans, etc."

"I should be so glad" said Nettie, "for my head is always better when I am out of doors; and I need to earn my own money, that is if I ever have any."

"One thing that most farmers neglect, and which would help show them where their leak is, is bookkeeping. A simple set of books will show the cost in both time and labor for any crop, and the receipts from it. Then if it does not pay, it can be abandoned, after a thorough trial; but I should not be surprised to often find that what one has thought unprofitable for one reason was entirely so for another reason; and that in some instances the thing was actually profitable when it had been deemed otherwise."

"I know one thing," said Nettie; "I will not bite off more than I can chew, in the beginning, and so have a big failure, if one comes at all."

"That is a wise decision. Go slowly, and cultivate every inch of ground thoroughly and scientifically, making your crops rotate often enough to renew the soil, and enrich it whenever you can. Keep the corners and borders under high cultivation, also; and market your produce as near home as you can, to save expense.

Look after the details yourself, until thoroughly familiar with the necessities; but don't tie up to anybody's dogma, so long as you have brains with which to plan experiments, and

eyes with which to watch effects. Listen to all the advice that comes your way, but sift it before taking; and strike out for yourself, fearlessly but cautiously.

"Read scientific books, papers, and magazines, and especially those that treat of soil,

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climate, weather, animals, and chemistry. Then you will be in the line of progress.

Don't get too anxious to pile up dollars, but put every one that you save where it will draw moderate but sure dividend.

Keep a little money on hand, never using

your last installment except in a case of emergency, for which you must always be prepared, no matter in what business you embark. Money, like fire, is a good friend, but a bad master."

"Will not nearly all this apply to farming in general?" asked David Parker.

"Yes, I think so. Not all land is adapted to all kinds of crops; and but very little tillable soil is fully cultivated. Too much haphazard work is done, and too much thoughtless work. Many farmers do a thing because some one else did or has, and individual thought is not often enough applied.

Then, too, there is a great deal of good land, South, and West, that is waiting for just the right one to take hold of it, and make money from what has been left over. Too much ought not to be attempted, even on a general farm; but 'A little farm well tilled' ought to be a source of income and a joy forever."

"I think that farmers have more leisure than anyone else." This was from one of the smaller boys, but the Little Teacher was on deck at once, with:

"Not necessarily. But the leisure is more likely to be in the winter, when there is in-

creased opportunity for study and self-improvement. Still, I think that there is always compensation for the farmer's hard work, in the fact that so much of his time may be spent in reading from Mother Nature's wonderful book, and in watching the various forms of life that its pages unfold; so that, to be a farmer is to have one of the very best chances for self-culture. That is always a consideration which is not to be overlooked."

OTHER papers were handed in later, some of which indicated a wish to till the soil in one way or another; and as the Little Teacher felt like encouraging every kind of occupation that kept the coming men and women close to nature and her life, rather than drew them toward the marts of trade and commerce, she lumped several of the topics into one talk:

"I am sure that there are many who would be successful in the cultivation of fruits, flowers, etc., or who, by a little special study of soil, climate, chemistry, and plant life, would even do well as market gardeners and farmers."

"*How* does chemistry help farming?" asked Paul Stevens, adding: "I thought that that was one of the things that doctors and druggists needed to know, but that it was of but little use to a farmer."

"Your idea is as common as it is erroneous," replied the Little Teacher. "Moreover, I could tell you that it helps almost any avocation to know about things that are entirely outside

of it. Quite recently the title of Musical Doctor was conferred upon Mrs. Theodore Sutro, of New York City. She is the only woman who has ever received that degree, I believe; and right on this point she says that even a woman who wants to make a profession of music should read and study outside of that, in order to become proficient in it. She cites many and notable instances of famous musicians who mastered the intricacies of the law, or something else, as well as of the piano keys. But chemistry is one of the most practical studies that one can take up, and especially for farmers or cooks, as it teaches not only of the properties of things when taken alone, but of the changes that they undergo when combined. *You* know how a poor soil may be fed, and made productive, even after it has become much wasted, perhaps worn out. Just *how* to build up a poor soil, or restore one that has run down, ought to be of special interest to the man who is to make his living from it; and chemistry helps him to understand just this. What will do for one soil or climate may be the very worst thing for another; and you know, without much thought, that what might be good at certain times and under given condi-

tions, might need to be entirely changed for other times and conditions. So, too, in housekeeping: The woman who has a practical working knowledge of chemistry is going to set a better table, that is, a more wholesome one and with fewer blunders, than the one who does not know the difference between an acid and an alkali, nor the effect of either one."

"Dear me!" said Della. "What a lot there is to learn!"

"And how strange, isn't it, that we can learn so much in school that will help us afterward!" said Julia Gallup.

"That is one object of all study—to fit us to land on our feet, no matter how often we fall or get thrown down in life's struggle," said the Little Teacher, cheerily. "A farmer or a market gardener has a great deal of pleasure mingled with his hard work; and he also has a great deal of time and many incentives to study, and for self-improvement in many ways."

"Why can't girls 'farm,' too?" inquired Della.

"They can, if they are not too much enslaved by the traditions of custom, dress, or other conventionalities. But a woman will have to keep, or hire at odd times, men to do work for which she is not strong enough. For this reason,

that side of farming which includes fruit or flower culture, or both, is especially adapted to her smaller body and weaker muscles, although with this kind of work she will find herself growing both larger and stronger. She may make a specialty of growing berries, peaches,

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apples, currants, any of the fruits or flowers that are best adapted to her climate and soil."

"Does it pay?" asked Julia.

"Yes, indeed it does. I know of a little girl in Spartanburg, South Carolina, who began the cultivation of violets when she was only about ten years old, and in three years was doing a good business, for a child, amounting to about

three dollars a week—outside of her school hours. Some take up one flower, and bring that to perfection; and others find more profit and pleasure in having a variety, so that when one has done blossoming another follows. You must begin small, though, and not be too ambitious at first. As you gain experience, and money, you can easily advance, and with little danger of loss, if you are watchful, and not too easily diverted from your purpose."

"Would you advise one to buy a farm if he had to go in debt for it?" asked Harry Hoard, with a bit of anxious care in his tone.

"Now that depends entirely on the young man. If he is industrious, not too fond of gaiety, persevering, studious, apt to learn, and has no responsibilities for anyone except himself, I should not mind his going in debt, even for a farm. There are many people who would never save a cent if they did not actually have some obligation to meet. These *need* a small debt, to balance them. Others would be so worried by it that they could never be at their best; and they should avoid debt as they would the smallpox. Still others have not enough sense of responsibility about payments to make it safe for them, morally, to run in

debt. Then, too, some do so much better if they are what they call 'independent' although no one of us is really that, actually; but such natures need perhaps just that training. There can be no hard and fast rules in these things; but my advice would be: Buy a small plot first, paying for it as you get it. Work it up to the highest point, studying soils, rotation of crops, value of soil foods, and utilizing every inch of ground, early and late, banking the profits until another purchase can be made. I would also say: Never get so much on hand that you can not oversee all departments yourself. Then train your helpers, and reward them according to their efforts, so that they will not only be interested but will find pleasure in the work and in serving you, and will stay with you even after they have become really useful. There is a great mistake made, sometimes, by men who have competent help, but who fail to see the use of trying to hold those who are tried and true. And the help is often in equal danger, by running away from some little thing which is of no real importance, and which may be infinitely more than overshadowed in the very next place found. All these points

are worthy of attention, and of careful consideration."

"I believe that there is money in farming, even now," said Nellie Davis.

"Yes, there is. Some years the returns will be both slow and small, and some may result in entire loss, as in any business; but, by watching and working, the average is as good, all things considered, as for almost any small business, and it has large compensations."

By this time some of the boys who had been slow to express themselves became wide awake and full of interest, wanting to know about mechanical trades that had not been mentioned, such as machinist, carpenter, cabinet maker, glazier, bell hanger, etc.

"I don't want anything that will keep me in the house too much, nor with my eyes glued to a book. Neither do I ache to go around dressed up all the time. I'd rather do something that will let me whistle and sing if I take a notion, without getting my ears rapped for it, and that will use up some of my surplus strength. When that is low I don't feel half so much like fighting; and if I can take the 'fight' out in my work, I'd like it. Can you recommend anything?"

And then the Little Teacher laughed most heartily. "I know just how to sympathize with that boy, even if I never stood in his boots," she said. Then she added:

"It is fortunate that we shall always need

hewers of stone, and drawers of water; for a trade or profession which does not call for physical strength would be an absolute damage to no end of boys and men, who need to use up some of their vitality in this way, or they'll continually be in mischief. For such boys there is good work in felling trees, digging in mines, working on roadbeds, etc., to say nothing of the mechanical trades."

"What are they, and what is the pay? For while I don't want to loaf my life away behind a counter, I don't want to lie in a pauper's grave, either."

The Little Teacher was just a bit disconcerted when she found that the writer of this inquiry was one of the big boys, and a son of the richest man in the neighborhood, who had already mapped out a career for Lyman, as a lawyer first and in Congress later. She well knew that whatever she said would carry an influence of about a thousand pounds to the square inch, for she boarded at Mr. Angell's, and the family consulted her on almost every topic of special interest.

"A carpenter works out of doors most of the time and gets from two dollars to four dollars a day. Stone masons do even a little

better, but the work is interrupted more during frosty weather. Blacksmithing is always in demand, for every neighborhood. This is also a kind of work where it is comparatively easy to own the business yourself; and I am ambi-

MECHANICAL TRADES

tious for each of you to have the responsibility of something which will bring out whatever talent you have. Most people never know their own power, until circumstances arise which put them on their mettle. But in this day and age no one who is determined to win, at anything, needs to be discouraged."

"I believe that I'd like blacksmithing" observed Lyman; "although I'd never thought of it before. Who was it that you were telling us of the other day, that began life as a blacksmith, and then became famous as a scholar?"

"That was Elihu Burritt, and a very good one he was too. Yet he became so wise, and so distinguished for his wisdom, acquired while working at the anvil, and during his leisure, that he was known as 'The Learned Blacksmith.' We will take up the study of his life for our next lesson in literature. That is pretty steady work, throughout the year, and is sufficiently muscular to satisfy almost any one. Hugh Miller, the famous geologist, worked as a stone mason, from the time he was seventeen until he was thirty-four; but in the intervening time he had acquired a practical knowledge in his chosen field of science. Lincoln was a rail splitter before he was a lawyer; Garfield was a canal driver; Grant was a farmer, Franklin a printer; and Lucy Larcom, one of our sweetest poets, was a factory girl. All these are bright examples of what may be done in spite of surroundings or occupation; and they show that even in the selection of one of the mechanical trades, no

one need be afraid of losing all chance to do something that will live, and live to benefit others, long after he has passed away."

"But don't you think that other things are nicer?" asked Della.

"Yes, and no," was the calm reply. "Nice is a relative term. A man may be too 'nice' to wear overalls or a soft hat, and yet be a rascal; while another may not even hesitate at breaking stones for a living, or cleaning streets, yet be a much 'nicer' man in reality than the first named. Personally, I should prefer some of the other kinds of work; but I have seen engineers, for instance, who looked upon their engines with a feeling that was almost affection. These were not merely mechanics; they were enthusiasts — and if anyone will try to find the bright side of whatever work he has to do, the drudgery will be greatly lessened; and in time he will get the benefits from his drudgery."

"Why I never thought that there *could* be any benefit in drudgery! How odd!!" exclaimed Gertrude Hill.

"Oh, I suppose it seems so" said the Little Teacher, brightly. "Most of us forget the blessedness of drudgery while experiencing its

unpleasant features. But now think, for just a moment, each of you, of whatever you have had to do that you have almost hated; and see if from that very thing you have not, already, felt some definite benefit."

A silence came upon the little flock, and serious faces scanned each other thoughtfully, as one and another grew light with pleasant memories.

Finally Della said: "Well, I used to hate to take care of Leonard, when he was little; but I learned how to amuse him and manage him, so that now if I wanted to go out as nurse girl I shouldn't be afraid to try."

"Then your drudgery has given you skill, patience, and courage. Next!"

"I just about hated to do errands; but I found that I could get quite a little chance to ride my wheel, that I wouldn't have if some one else did them; and it helped my memory too, for my mother would only tell me the things once, and she wouldn't let me write them either, so if I didn't do them as she told me, I just had to go again," said Wayne.

"Ah, then *your* drudgery made you careful, which ought to help you all your life; and it improved your memory, at the same time

that it really gave you some out of door pleasures that you would not otherwise have had. You will find that even mechanical trades have their compensations, aside from the fact that they give opportunity for a quieter life than some other things do; and the pleasure that one gets from study is, perhaps, greater where the daily labor is separated from that kind of life than it is if the work is of itself literary. I am sure that there will always be abundant work for the artisan; and even if the pay is seldom great, and the hours long, with but little hope of distinction in that special line, it carries just as good a chance for character building as any. It is honest, therefore honorable; it is productive, and therefore useful and ennobling. So, while there may be more desirable walks of life for some, those trades or occupations that require manual training have premiums in their hands for many more people than other kinds of business carry. One may always come to the top round of any ladder; and it is never safe to say that even a mechanic is not to shake the world by his wisdom, gained while at his daily labor."

"What other mechanical trades do you know about?" inquired Charlie Davis.

"Machinists, in the various kinds of work, are likely to do pretty well. Sewing machines, bicycles, typewriters, agricultural implements, and other things, will always require skilled workmen in their manufacture. Some men get as high as three or four dollars a day; but the average is much lower, and the work inclined to be somewhat irregular, even to those who have climbed the ladder. Cuts in wages are to be expected, and the closing of shops for a part of the year. Still, I am always glad that some want to take up this kind of work; for it is a very important phase of the world's need, and it is all honorable."

"Do you know about wagon building?"

"Not much; and yet I fancy that that, too, is mostly done by machinery now. Since factories are no longer dependent upon water for power, motion of wheels, etc., invention has increased; and much that used to be done laboriously by hand, and only by experts at that, is now done by machinery, requiring but one operator to do what many used to do."

"That seems pretty hard for those who have been in any of these things, doesn't it?" asked Della.

"Yes, and no," was the cautious reply." It

would be very hard, undoubtedly, if other things did not progress, too. But they do. Men that used to earn three dollars a day, at mechanical labor, paid more for their rent, food, clothes, and tools, than they do to-day. The hours of labor were longer, and there were fewer holidays. Consequently, although they actually earned more money, they wore out faster while earning it than they do now. Education, too, is easier to get now, for the facilities are greatly increased; and men who once could not afford to spend much time in school may now piece out what they did get, by way of books, papers, magazines, lectures, concerts, travels, evening schools, etc., so fitting themselves for work that can't be done without brain application. And there will always be a demand for brain power, in every place; so that it will pay to cultivate brain and body too."

"Is not more attention given to the body now, than was thought necessary years ago?" asked Millie Converse.

"Yes; but none too much, as a rule, even now. It pays to keep well and strong, no matter what our business is. But in choosing a life work, I would say, on general principles:

Avoid the more hazardous kinds, and take those, at first, if you can, that do not lead you away from home, nor into temptation. True, we all ought to be strong enough to withstand these harmful influences; and by proper cultivation of thought and habit we may. But if there is a danger spot of any kind, the very best way is not to purposely run into it. Home is the safest place on earth; and all that helps it helps the entire world; so that it is a good plan to do all that is consistent in building up home and country."

Others had good thoughts, and the mechanical trades were not tabooed by that school.

ANOTHER asked: "Is there any money in mining? I want to go up to Montana, and I am told that I could do well there, if I was willing to work in the mines."

"I have no doubt that you could. I do not know the prevailing prices in mines now; but presume that they are somewhat lower than when I knew about them, nine or ten years ago. I have a friend up there, though; and I will write to him and find out for you. At that time four dollars a day was a common price, for day laborers; while superintendents always get a good salary. I have just had an inquiry for someone to go to Idaho, to look after the mine owner's interest at one thousand dollars a year and expenses."

"Whew! Don't I wish that I was ready!"

"I wish that you were, Frank. I anticipate some trouble in filling this order, if one may call it an order. I have offered the place to two young men, one of whom is a typewriter, and only getting ten dollars a week; but he didn't

want to go so far from home. The other had but recently made a start at canvassing, and was reluctant to give up the gain he had made in his new work, for any other job."

"Such a place as that ought not to go begging," said Della.

"It may have to, though, so far as I am concerned. I have sent word to a young man who is secretary of the railroad branch of the Young Men's Christian Association, in an out-of-the-way place, at fifty dollars a month; but I have no idea that he will take it. The business is one with a hole at the top, in many ways; but it requires some fitness, and a lot of tact, for there would be men to be managed, and a good general display of skill. Not everyone can handle subordinates successfully; and tact is not so common as it is needful."

"It doesn't take much scholarship, though," said Frank Gage.

"But even here scholarship has its use," was the quick response. "A knowledge of chemistry, and laboratory practice, are almost essential in metallurgy; while in mining nothing comes amiss."

"What are the chief objections to the work?" asked Della.

"One is the distance from home, friends, literary centers, and the refinements of civilization. With some these would not matter; but they are the very people who stand in most need of them, as a rule. On the other hand,

MINING

there is many a young man in the East who would be better, stronger, and more manly, if he were to rough it for a few years. The life is not all rose colored; nor is it entirely barren of good points. It is one that I should not hesitate to offer to one who was not afraid of soiling his hands, nor of running into danger if the

work required some hazard, as it is likely to at times; and who loved the freedom of the out of door life."

"I suppose that all work is more or less dangerous, any way; so that wouldn't affect me," said Frank. "How can I get a place?"

"That I am not prepared to say, at present, unless you know of someone there who could help you when you are ready to start. But there are mining schools that fit one for just such duties. I know that the University of California includes a School of Mining, and presume that others do.

There are about five hundred mining companies in this country and they represent millions of dollars. So it is not unlikely that there is a good opening for any young man who has the ability to work, which may be found at almost any time."

Not many days later the Little Teacher came into school radiant, waving a letter from Anaconda, Montana. "Here's our information, down to date, both as to prices for labor, and of living. When I was there that was one of the problems, for it is so rocky a part of the country that most things have to be brought from long distances, and consequently it costs a

great deal of money to keep house, or to board. But it all seems greatly lessened now."

Although urged to "Read it right away, quick" ("Quickly, I suppose that you mean!" she said smiling), she thought it best to preserve the regular order of lessons, and to use the letter, and the paper which accompanied it, at the end of the day, "As a sort of dessert," she explained. So lessons were conned and recited, new ones assigned and explained as usual; and by half past two, all were as eager as may be to hear the news from the distant state. It made Montana seem nearer and more real, to have a letter right from headquarters. It read:

ANACONDA, MONT., Aug. 14, 1899.

My Dear Miss Smith: (There I did not mean to tell you her real name!) Your letter came last night, and I hasten to reply. I am greatly interested in your talks with the boys and girls of your school, as you may remember that I was in the same sort of talks some years ago, when I was a listener to your helpful suggestions to your pupils at M——. This seems to me like a very practical line for teachers to take up; and I quite wonder that more of them don't talk on such topics once in a while. It would certainly be for the good of all concerned. I didn't know this, though,

when you were talking to our "Working Club."

The scale of wages that I send is what is paid here, in this city, and is absolutely correct. Day laborers get two dollars and fifty cents to three dollars, for a day of ten hours; miners three dollars and fifty cents, for eight hours; smelter furnace man three dollars and fifty cents; first-class stationary engineer four dollars to four dollars and fifty cents; second class three dollars and twenty-five cents; laborer with horses and wagon five dollars, all for ten-hour days; plumbers six dollars; stone and brick masons seven dollars, for nine hours; amalgamators six dollars, and copper ladlers four dollars, for eight hours; carpenters four dollars and fifty cents; machinist four dollars, his helper three dollars, and boiler makers four dollars, for ten hours.

There is a School of Mines, nearly done, to be completed in the early fall, at Butte, Montana. There is also one at Denver, Colorado, and another at Houghton, Michigan.

I send you a paper, by current mail, which will give you further information..... Wishing that I may serve you again, I am,

Faithfully Your friend,

WILL C. CONVERSE.

Then the *Standard* was opened, the mining news and notes read and discussed, and the market prices looked over. "I see that living

is cheaper there than when I traveled in that state," said the Little Teacher. "Prices on the advertised dry goods and groceries are about the same as for those in New York City. Shoes are also at practically the same price, and so the boarding cannot be far different. Oh, here is one thing! The paper gives the production of metals for 1898. It will give us an idea of the number of men that must be employed to mine them. Let us see what it says:

		QUANTITY	VALUE
Gold,	fine ounces,	2,538,677.87 . .	$5,247,912.91
Silver,	" "	14,818,661.98 . .	19,159,482.17
Copper,	" pounds,	216,979,354.00 . .	26,102,616.29
Lead,	" "	21,403,592.00 . .	809,055.79
		Value of production . .	$51,319,067.16

We can hardly appreciate these large figures and their values; but they show that Montana has use for a great many men. The varieties of work required are indicated in the wage scale of Mr. Converse's letter; and we all know that where there are so many men employed, woman's work follows as a close second. There must be housekeepers, cooks, laundresses, dressmakers, etc., and clerks, teachers, stenographers and other women workers

must find or make places there, also. So I should consider Montana a pretty good state for a competent person to go into for work or business. I dare say that Mr. Converse would answer any reasonable question that any of you would care to ask, about the place; but be sure, in writing to a stranger for information, to enclose a stamped envelope, addressed to yourself."

That finished up the lesson on Mining and Metallurgy, but not the talk about it, by any means; for several of the boys had already seen a chance to use some of the heretofore somewhat seemingly surplus information which had been accumulating, since the advent of the Little Teacher, in their district, and they became straightway anxious for more!

"WHAT has Life Insurance to offer, as a business?" was on the next paper.

"Life Insurance carries great inducements for the right sort of talent, in either man or woman, and in many capacities. The successful solicitor can earn an immense premium bonus, and without hard manual labor; although he must have just the refinement of tact that knows how to read and deal with human nature. The manager of an agency must have good executive ability; he must know how to get and to hold good agents, and how to work one part of his territory without neglecting any other part of it. He must be a court of last resort among his solicitors; and while able to train new help and show them how to make their assignments pay them, he must also be able to secure the confidence of his patrons, and to do this continuously. He must be in close touch with headquarters, and able to disarm any little feeling of envious jealousy of those who hold similar positions, but who are

less successful. He must study how to please, and yet sacrifice nothing of his principles."

"I have heard my father say that he didn't believe there was an honest man in that business," said one of the girls.

"It is too often true that dishonest men find their way into this, as they do into anything that promises immunity from manual labor; but the most successful man that I ever saw in this business was thoroughly honest in it. He conceded good points to other companies, in which he had no interest, except to divert business that would naturally have gone to them, into his own channels. While he always gave credit where that was due, he had made himself master of their weak points also; and by studying the current literature of the entire business, he kept informed not only as to news, changes in rates, officers, etc., but also of the common points of attack, and was ever on the alert to meet and to get rid of the worst places in his policies, and to persuade his company to add improvements, and to get up new and original designs, to cover certain cases that came to his knowledge which could not be met by anything they had on hand at that time."

"Why, is there more than one kind of policy?" asked Della.

"Yes, and many more. Some kinds of insurance are just adapted to poor men, who want to provide for their families in a small

SOLICITING INSURANCE

way, and to whom the annual payment of twenty or thirty dollars is quite an item. Others are good as an investment, the amount coming due at the end of a certain period, whether death has come or not; and some are payable at death or at the end of a given time. So it is well for the solicitor to know, not only

all these things, but something of the circumstances of the one that he is talking with about it."

"It must take a long time," objected Della.

"It does, and that is one reason why so few make a real success of the business. If a man would only go in as a student, learning something new every day, and not expect to make a big commission from the first, more people could be found who do well in this work than is generally the case. The man of whom I spoke took just these pains. He first studied his own company: How long it had been in business, what capital was invested, how many policies had been matured and paid up, what kinds of policies were issued and how they differed from each other, what the best kind was, for any probable customer. Then he studied other companies; and he found where they were superior to his own, and what he had in the way of offsets. I do not need to say that he also studied out the problems of finance connected with the business, and could show just how the cost of insurance compared with banking, as an investment, and with real estate loans. He was ready to answer questions, and to say that he didn't know if that

was the case, but would always add: 'I will try to find out,' and then did it. That is more than most agents would do. As a rule they hate to say that there is anything that they don't know; and so they often put themselves in an embarrassing position."

"What was that man's name?" asked Della. "His name was William Stoneburn; and he lived in Newark, New Jersey," replied the Little Teacher.

"Did you say that women made good solicitors?" asked Mary Wallace.

"Yes, there are some companies who make a specialty of catering to classes of people where women are in the majority, as to business women, professional women, teachers, etc. For this work a woman is more likely to succeed than a man is. Some of the largest companies have a regular 'Woman's Department' now, with a woman of energy, tact and perseverance, at the head of it."

"I should like it if I could make it pay," said Mary.

"And that would depend entirely upon yourself. I knew one woman who went into the work just to get money with which to pursue a favorite avocation later; and in the first

week she made eighty dollars on her commissions. That was a most unusual case, however; and I am inclined to think that she was the kind that would make a success of anything. She went into that for a purpose; and because it promised her the big dividends that she wanted, she compelled herself to like it; and as she liked it she could throw her entire self into it for the time being. That, if backed by common sense, will often carry, as against college bred learning, although I advocate both. While you have the opportunity, get all that you can in the way of any information. It will be useful to you sometime, and will never harm you."

"How much is the usual commission?" asked Mary.

"The ordinary solicitor gets about thirty-five per cent., on an average; but some of the agencies pay as high as fifty per cent.; and some go even as high as seventy-five per cent.; but that is in extraordinary cases. This means thirty-five, or forty-five, or sixty-five per cent. of the premium, which, as we learned in our A Class in arithmetic yesterday, means the money that is paid in, by the insured, and not the face of the policy. So you can see that if you could

get someone as often as twice a week, say, to close up a bargain with you, for a policy that would cost thirty dollars each, your share, even at thirty per cent. would be eighteen dollars."

"Is it all a commission business?"

"Not at all. Some companies pay a few of their solicitors good salaries; and nearly all the agency managers get an 'allowance' that more than covers the expense for rent, etc.; and they in turn, occasionally pay some of their solicitors a salary, instead of a commission. The other is the common way, though. And all the officers are salaried. One man that I know of gets, or did, as much as the President of the United States."*

When this topic came up for study, in the B Class in arithmetic, you may be sure that the lesson had unusual attention, for its points had been applied beforehand, vesting it with a reality which held attention and paved the way for earnest study of the problems, rules, and principles.

*President McCall, of the New York Life Insurance Company, received a salary of $75,000.

Publishing

"There are two or three more kinds of business to which I want to call your attention; and then we will take up a list of possibilities, in which some of you may see something that holds out a promise for you. Among the things that are adapted to certain people, and yet a little out of the common, is that of publishing. A man (or a woman) who goes into this needs a variety of information, a great deal of tact, and some money. Even then he will be likely to make little progress for a long time, and should be content if at first he pays expenses. If he even gets behind, occasionally, it is no more than he might in any kind of business; and by watching the market, feeling the public pulse, as it were, he can learn about what will be likely to be acceptable, and how to bring it before the public. The art of advertising amounts almost to a science; and it is a part of every publishing business, whether the publisher sends out a morning newspaper, or any other kind, a magazine, or books."

"Does a man need to understand printing, in order to succeed as a publisher?" asked Theodore Little.

"Not necessarily, and yet it is all the better if he does; for then he knows better how to estimate and prepare copy, or to have it done. And so of book binding. He may know absolutely nothing about that, and yet be a publisher of very successful books. But if he does know anything of this mechanical part of the business, he will be able to look carefully after some minor details that would help swell his profit and loss account on the wrong side of his ledger."

"I should think that he ought to understand bookkeeping, too," said Della.

"He certainly ought, but no more, perhaps, than any other business man. No one ought to be dependent upon any other individual, for help, farther than he is obliged to; and if the busy man must delegate any of his work to others, it should be in the line of unimportant details, if there are any such, which may well be considered doubtful. But a fair working knowledge of bookkeeping is almost essential, in order to protect any business, and business manager, against the possibility of dishonesty

in a place, and at a point, where so many make a shipwreck."

"It seems to me that there is no kind of knowledge that isn't of use to a business man," said Gertie Hill; and again she spoke with the same seriousness that she had before.

"That is true, and I believe absolutely so. I once heard a brilliant lawyer say that his most important case turned on his knowledge of cooperage; and that he gained that while earning money by making barrels in order to attend the Law School at Albany. And I have heard more than one sermon that depended for pith and point on some homely illustration, taken from some common thing, but used in a way that showed a complete understanding of the subject. But as to publishing: There are some dangers that can well be hung out as signal lights, and avoided from the first: Paying too dearly for matter. A publisher soon learns that while a great name will sell a book or magazine article, for a time, the public will not be cheated in this way for a great while, but will turn to other and less well-known authors for their fun or for their information, if the work of the much-advertised is not fully up to the standard. 'It is not the

name that we want, but the work,' said the editor of *The New York Observer*, in writing to a would-be-contributor, who had a long list of references. And 'If your work is no better in proportion, than what we can get at less

PUBLISHING

than half your price, why should we pay it?' asked a well known publisher of another, whose work they were holding in abeyance to hear about the price charged. On the other hand, there may be danger of paying so little that the one who has the working skill will not find it pays him to put his best effort into

it, and that is bad for both parties. Another thing that the publisher will have to fight, is all kinds of delays. In order to have a book well received, it is sometimes a good thing to have it advertised in advance of publication. It must be out on time, then, if typesetters, proof reader, and book binders, all have to be made responsible for their several parts under penalty of loss for non-fulfillment of promise to complete at a certain time. This can be managed, in part, by having the contracts so drawn that copy shall be delivered at a certain date, proof sent, revised, and pages made up, at other specified times, and all payment for work be held dependent on conditions named."

"But it seems to me that that would work a hardship on the people doing that part of the work," said Della.

"Certainly it cannot, if they come up to the requirements of the contracts which they have accepted; and if they do not, why, then it seems to me that that is just where the hardship ought to fall, and not on the publisher, whose loss will be great in any event. The pay may be made proportionate to the time; but after a certain amount of delay or trouble,

the publisher should not be obliged to accept what would only be dead stock. On the other hand, if he is known as poor pay, or slow pay, his business will be more than likely to 'run emptyings' rather than 'fillings' for his purse; and he will find not only that he can not command talent, but that because he can't, he can not command the market."

"How can a woman go into that business?" asked Lida Lowell. "I should think it would be hard for her to deal with printers, book binders, and other people."

"No harder than it is for her to deal with merchants, if she goes into the dry goods or millinery business. She can learn how to manage, if she has a little hard common sense; and she really needs that anyway, and anywhere, even if she never goes into business of any kind. I know of more than one woman who has gone to work in a country newspaper office, and after giving several years of hard work and study to that kind of business (perhaps learning all about typesetting that was possible, and the care and preparation of copy, the business part also, the getting and holding of advertisements and job printing, fixing up the various departments of the paper, etc.) has

finally bought out the original owner and run the entire business and with success. I know of one woman in New York, too, who from being a casual contributor, became assistant editor on a monthly magazine, then managing editor, and in less than five years from the time her first article appeared she was owner of the entire outfit, hiring her printing, binding, etc., and paying an advertising man to look after that part of the work. There is nothing in the business that makes it any harder for a woman of brains and energy than any business would have. But the book business is a good place to begin; and it may be done in a small way, and with little risk. Mrs. Lilian Cole-Bethel, of Columbus, Ohio, has published a number of books, in this way; and there are others doing the same thing in a larger way, notably Mary Wood Allen, of Ann Arbor, Michigan, and Dr. Alice B. Stockham, of Chicago, now president of a large publishing company. The Woman's Voice Publishing Company of Boston, is composed almost entirely of women, and does a large business."

And so the talks on what to do, and how, as well as how not to, went on, increasing in

interest and holding the attention of many outside the school, for the talks were discussed at the homes and public meetings throughout the district.

"I SHOULD like to decorate walls, and ceilings. I don't know whether I'd rather be a fresco painter or a paper hanger." This came from one of the boys who had said that he "did not seem to have much use for figures," but who spent all his spare time in drawing impossible flowers, sketching crude designs, and coloring the pages of his books with the water colors that he managed in some way to get hold of, although his teacher did not know how he could even earn the money for them, as he had little ambition to work in any of the ways that the other boys of the school did; and as he was an orphan, who had been "bound" to one of the district farmers, she rightly judged that Harold had no friends who would be likely to minister to his artistic tastes and necessities. Therefore, she was glad to know that he had found an occupation which he thought beforehand could give him pleasure as well as profit.

"The two don't need to be separated, al-

though they don't necessarily belong together. But a paper hanger will be quite likely to do well anywhere; and by making arrangements with a wholesale dealer, he can do not only the papering for an entire community, if he does not have a competitor, but he can also make a little money by buying for his customers. He can take orders, from samples that he can easily carry with him; and by charging for his work at so much a roll, he can make the estimates as to entire cost of papering a room. This involves quite a little mental calculation, though; but every business man should be able to compute his own work."

"That's so. He might never know whether he was being cheated or not, if he didn't. I never thought of that," said Harold, frankly—and I will stop long enough to say, here, that Harold took hold of his arithmetic with a new interest, as soon as he saw that it was to be a part of his life plan. Too many young people do as Harold had; and many of them do not find out that what they should have learned at school would have been very helpful in their later life, until they consider themselves too old for study; although some of the wisest men and women of the world keep right on

studying, all through life. But Harold soon asked:

"What made you say that paper hanging is better for a country business than fresco painting?"

"I don't believe that you really need to ask that, if you stop to think a moment," was the response.

"Is it because so few country places have any frescoing to do?"

"Precisely so. In choosing a business you should select one that is adapted to your own surroundings, if you do not choose to make a change, or one in which you stand a reasonable chance to build up a demand for it. All houses require someone to do the papering, even in the country; and with a little skill, you might easily build up a regular business of your own, in almost any section. If, on the contrary, you were to select fresco painting, you would need to go into some city, where there were private houses and public buildings that called for such a finish. It is good pay, and there is a field for it; but it is not in the rural districts."

"What are some of the best points in paper hanging?" inquired Harold, who, by this time had gotten thoroughly waked up to the ques-

tion of earning his own living, and in some other way than by following the plow.

"One thing, perhaps, that we might say of it is, that it has its times and seasons; and that these are mainly spring and fall. This

PAPER HANGING AND DECORATING

rather leaves the matter of selection of custom and customers to you; and if you want to arrange to be away for a stated length of time, it will, not in general, interfere with your desire. Then again it is possible for you to manage the work ahead of the demand for it; and by putting an extra low figure on your

own work, you may be able to persuade some of your regular customers to let you do some parts of your work a little outside of the usual time for it, so 'keeping your hand in' most of the year. There are always those who are glad to take advantage of a bargain, even in their house repairing."

"Wouldn't it be a good idea for a man to be a painter as well as a paper hanger?"

"Yes, it might, in a small place; although the two are distinct trades. But the more of an 'all around' person one becomes, the less likely he is to be out of a job at any time, in any place. It is a good thing to be a specialist, and to be so well grounded in some one thing that no one can go ahead of you; but if, with that, you also can adapt yourself to the requirements of other times, people, and places, you are more than doubly fortified."

"Are there any objections to painting, frescoing, or paper hanging?"

"Yes, and the trade, business, or profession, which is ideally perfect has yet to be brought to my notice. The smell of the paint makes some people so sick that it is impossible for them to endure it. Some who follow this trade have 'painters' colic' regularly. And it

is all work that has to be done mostly in doors, therefore with a smaller chance for a good health while pursuing it than some other things have. The man who does it should make it a practice to get as much out-of-door exercise as possible, daily and regularly. Then, too, there is a strain in the reaching, the stepping up and down on ladders, and in other unnatural positions, etc., which produces some physical discomfort; and the effects of these should be overcome by contra motions. A young lady whom I knew, that had to hold all her work on her lap, in an office, because she was too short to sit at an ordinary desk to write, overcame the natural tendency to stooped shoulders and a curved spine, by making it a rule to straighten up, once an hour, and by a slight motion of her shoulders bring them back, until they almost touched, without losing her grip on her pen. Whenever she left her chair she moved her arms back, with her elbows bent, until they, too, almost touched. So a man who is doing any work that is likely to promote ill health, or a bad figure, may overcome these tendencies if he chooses; but too often he doesn't think, or thinking he is unwilling to take the trouble. I have even noticed some members of my school

who carry the marks of their occupation on their hands, in their gait, or somewhere else about their person."

Then they all laughed, for while this was said so politely and kindly that no one could take offense, it was no secret that the Little Teacher did not approve of crape under the finger nails, tartar on the teeth, nor any amount of clay nor other accumulations on the hands; and these things had not yet all been taught out of the pupils at No. 8, although they were really improving in these little matters.

Music

"What can you tell me about music to make a living by?" was on the next paper.

"Music comprises a great deal," said the Little Teacher. "It may mean vocal music, as teacher, or as leading singer in a church choir, or on the stage; or it may mean to hold some subordinate position in any of these places; or it may mean instrumental music, as teacher, or as perfomer in a club or an orchestra, or as accompanist for concerts, or organist for some church, or as a 'star' player, like Paderewski. Music takes in a great variety of things that may be done, and done well; and like almost everything else, it also carries the possibilities of failure with it."

"Tell us about them all, won't you please?" asked Della.

"I wish that I knew more about them all;" was the gentle reply. "But perhaps what I know will help. Where shall I begin?"

"How about boy singers?" asked Theron Ripley.

"I have known teachers in New York who would take boys who had good voices and train them for singing in a choir, generally for the Episcopal Church, and do it merely for the sake of having some one to do that part of the work. But as a rule, in the city, musical teaching comes high; and it is not always a good investment. I knew of one young man, though, who learned to fill a place where the pay was two thousand dollars a year for two services Sunday, with one during the week. This was for ten months of the year, the rest being his own time to command, with only the injunction that he should do nothing in that time that would in any way injure his voice."

"My goodness! I should think he had a snap," said Fred Tyler, then checking his rising blushes, he added: "Honor bright, I didn't mean to use that slang; but it hopped right out before I thought. I'm awfully sorry, and I will try to be more careful."

"I thank you for the promise, Fred; and I feel sure that you are trying. But, to return to the boys, and their music. I don't know that he had such an easy time, after all. You forget the many years of hard work that he had put in before this, and that even now it meant a

great deal of self-denial to keep his voice in trim. He had to do a certain amount of dynamic breathing every day, and to take a certain amount of exercise, of a given kind, in order tc keep him up to his best, as he was always

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expected to do, in order to earn his salary; for even churches, or theatrical managers, don't pay for what they don't expect to receive good value for; and it means do your level best, if you get a place that pays two thousand dollars a year for a hundred and fifty odd days' work of any kind, even in New York. Then, too, he had to keep good hours, in his sleeping,

and to forego many of the common pleasures of the table. He had to study, too, and practice, a great many times when he would have much preferred to do something else."

"Who would have thought that it meant so much to be a singer?" asked Della.

"It means a great deal to be anything that is worth your while," said the Little Teacher seriously, even for her. "Mrs. Cary was a distinguished teacher of the piano, in western New York, a few years ago, having her headquarters in Rochester. I have heard her pupils say that she would not take anyone into her classes that would hesitate about promising to give three or four hours, daily, to practice. That means a great deal of time; but if less were suggested, she would say: 'Oh, I don't believe that you want to study music yet. You only want to play with it. When you get all through the play period, and are ready to settle down to good hard work, come to me and I will talk with you. I am too busy now to say anything more. Good day,' and the speaker would be dismissed. As she was conceded to be not only one of the best, but the very best teacher in that part of the country, her classes were always full; and she

had a constant demand for pupil-teachers, people believing that she could so inspire her pupils, that it was better to get her work at second hand than to take someone else's. She had a large, and a paying business, from her music; but it did not come by chance."

"What are the opportunities for teaching music, in the country, both vocal and instrumental?" asked Lida Lowell. Lida had a small organ, which she had really "outgrown" as it were; and she was trying to make herself believe that she could earn a piano. Knowing this, the Little Teacher had kept one eye on Lida while talking, and was glad now to say, without seeming intrusive, for Lida was more reticent than some of her pupils:

"They are generally very good. Almost all families of average standing have an instrument of some sort nowadays, with one or more members that want to learn. I would not be afraid to begin in almost any common farming section, and get up a class in any kind of music that I could teach; but of course the organ and piano are the most common instruments. If the teacher can add singing to the instrumental work, all the better. Make the price low enough, and it will be all right.

Then, too, with the help of the class, it is possible to give a good entertainment that will bring your talent to public notice; and a small admission may be charged in most places. All these things will help the business."

"Can one teach singing in that way, too?" asked Wayne.

"Oh yes. The day for singing schools is by no means past; and they are more or less profitable, too, according to the popularity and proficiency of the teacher."

"What is a fair price for lessons?"

"Usually a teacher who is getting up her first class in piano lessons, or on the organ, has twenty-five cents a lesson, in the country, and fifty in the towns and small cities. In larger places a dollar prevails; and the country teacher may become so capable as to command that, though but rarely; for when she reaches 'high C' she goes to the city, to carry on her own studies still further."

"Can girls in the city do anything to pay their way, while studying vocal music?"

"Yes, it is sometimes done; but it is better not to draw so heavily on the bank of health as this necessitates. I know of one young

lady from Alabama who went to New York to study church music, so that she could sing in a choir. She had some taste for drawing, and utilized that, by making patterns for a down town tradesman, at so much a dozen; and that helped her to eke out her small savings through the first year. Before that was closed she had an offer from one of the Pittsburg churches to sing for it at eight hundred dollars a year. Wishing that Pittsburg was nearer New York, so that she could take advantage of the offer and yet not give up the opportunities for culture, she said no, and went out as book canvasser through the summer, and back to her study at its close. That year she gained even more than before, in vocal power, and also had a chance to earn a little by its use. The third year she had a fine chance to sing in one of the near-by cities, at a thousand dollars a year with enough time to study more."

"Do such chances come to anyone that wants to study for concert or opera singing, or for any such thing?" inquired Lulu Johnson.

"Some such opportunities are generally open; but as a rule they do not come by chance. And in many instances even honest

effort is left to mourn their loss. This is not the rule; but it may happen that one with talent and with great patience, and capacity for study and self-denial, will be obliged to exercise all four, long before any apparent result will come from the efforts. Music is a noble and an inspirational profession; and I should be glad to see some of my school enter the lists. I have a number of books that tell about distinguished musicians, such as Patti,[1] Paganini,[2] Ole Bull,[3] and others. We might take them up for supplementary reading, soon."

"Doesn't church practice injure the voice for concert work?" asked Della.

"If it is chorus work in the church, and the concert singer means to be a soloist, it might be bad. I am not so good authority on singing, nor on any kind of music, though, as on some other things. But the field is both wide and with good chances of success for those who go into it," said the Little Teacher, by way of closing the subject.

[1] Patti, Adelina Maria — an operatic singer, born in Madrid in 1843.

[2] Paganini, Nicolè — an Italian violinist who lived from 1784 to 1840.

[3] Bull, Ole — a Norwegian violinist who was born in 1810, and died in 1880.

"I SAW some women at the 'Pure Food Show,' in one of the large department stores, in New York, while I was there in the summer. They were showing up goods and getting customers for their firms in a new way," is what the Little Teacher read next.

"Yes, the business of 'demonstrating' as it is called, has grown to quite large proportions, and is one of the most recent that has come up for women to do."

"I should think it would be hard on the voice," said Della, on the *qui vive* for the dark spots of the picture.

"Not if the voice is rightly managed" was the reply to the suggestion. "Here, as in some other things, attractive manners count for more than lung power; although that is not to be despised, but is to be cultivated and kept on hand for use in an emergency."

"What sort of foods could be sold in this way?" asked Minnie Ingersoll.

"Nearly all, if not quite, that can be sold

over the counter," said the Little Teacher. "The demonstrator is really a sort of 'advance-agent' for new preparations, as well as sales-man for standard ones. Cereals, canned goods, jellies, liquids, flours, salt, spices, almost every-thing is arranged so as to give prospective purchasers a sample, or taste; and this often brings a customer."

"I should think it would cost a lot to do that," said Della.

"The price of a large lot would supply quite a line of samples," said the Little Teacher, just for fun, adding: "especially if the lot was on Fifth Avenue, in New York." Then more seriously, as Della recognized the misused word (lot) with a smile. "It is one method of advertising, and that is a part of the legitimate expense of any business. If one is a good demonstrator, she will not only make immediate sales, but will also bring the new (or old) product to those who had never heard of it, or who had been prejudiced against it. She will be judicious in the distribution of samples, generous but not wasteful. She will follow this up with a setting forth of its good qualities, and a proposal to purchase; and all will be done so pleasantly, so graciously, and with so

ladylike a manner that if there is objection, it will disappear in most cases. As a rule, even if the person who has been solicited does not want the product that day, he may later; or if not at all, he will tell someone else of it, and of what is claimed for it."

DEMONSTRATING

"I should think that it would take some money to pay for that sort of skill" said Jane Robinson. Jane was one of the older girls, and had always listened with great attention, but had done little if any speech making on the topics discussed.

"Demonstrators earn all the way from seven dollars a week to twenty dollars, although I know of but two or three who get more than ten dollars; and twelve dollars is considered good pay," was the reply.

"It must be clean work, and not too hard either," said Jane.

"It is clean enough, but is by no means one of the easy kinds of work. As a rule a demonstrator is a part of a big show, with a great crowd, a brass band and perhaps two or three of them, in a large building, with people coming, going and stopping at the booth or counter nearly all the time. To all who stop, even for a moment, she is expected to be affable, offer a taste, or sample, or circular of information, as the case may be, and possibly all three. It is a nervous strain, and one which only those who have been in some similar business can begin to understand. On the other hand, the demonstration may be in some store, as a regular department, so that the saleswoman gets personally acquainted with some of her customers. She even may make some friends among them, just as she could elsewhere. Again, she may be called upon to travel for her firm, demonstrating a week or two in

one place, then moving to another, for a month, may be. In this way she has one advantage, which is not to be overlooked: She gets more 'clear' money than if she stays in the same place, for her company gives her an 'allowance' for board and traveling expenses, which is likely to be more generous than she has been in the habit of allowing to herself. I know of a young lady, in fact she was once an associate teacher of mine, who cleared fifteen dollars a week in this way."

Jane was intent, now, to catch every word, and asked: "Did you say that other things besides food were so shown?"

"Oh, yes. I saw a lady's maid, in white cap and apron, dressing shoes, free of cost, to anyone who would allow a sample of a certain kind of dressing to be tried on the shoes, in order to introduce that sort of shoe dressing. Among other things that I have so seen brought before the public, by demonstrators, are: Soap, perfume, other toilet articles, wearing apparel, kitchen utensils, writing materials, games and toys; in fact the list is too long to complete. But the business is good, and the firms that employ such help numerous."

"Would you be good enough to give me a

list?" inquired Jane. "I think that that is about the thing that I should like to try."

"Nearly twenty-five thousand women have already proved to be a success in it, so there is great encouragement for you to begin," was the earnest reply. "The Curtice Bros., Rochester, N. Y., use a large number of young women. They send out soups, catsup and other canned goods. And there are very many firms in New York and other large cities that employ demonstrators for their goods."

"I LIKE to make pictures, and wish that I could go into a photograph gallery and learn how to do that sort of work."

The writer of this was one of the younger boys; but he meant it all. He had been in the habit of saving, sorting and classifying whatever pictures he could get hold of, of any kind; and his scrap books were marvels of neatness, taste, and utility, for one could hardly mention any person, place, or topic, that Robert had not some sort of an illustration for the conversation.

"The work is a good one, and equally as well adapted to girls as for boys. In fact, many of the leading artists prefer a woman's deft fingers to those of a man."

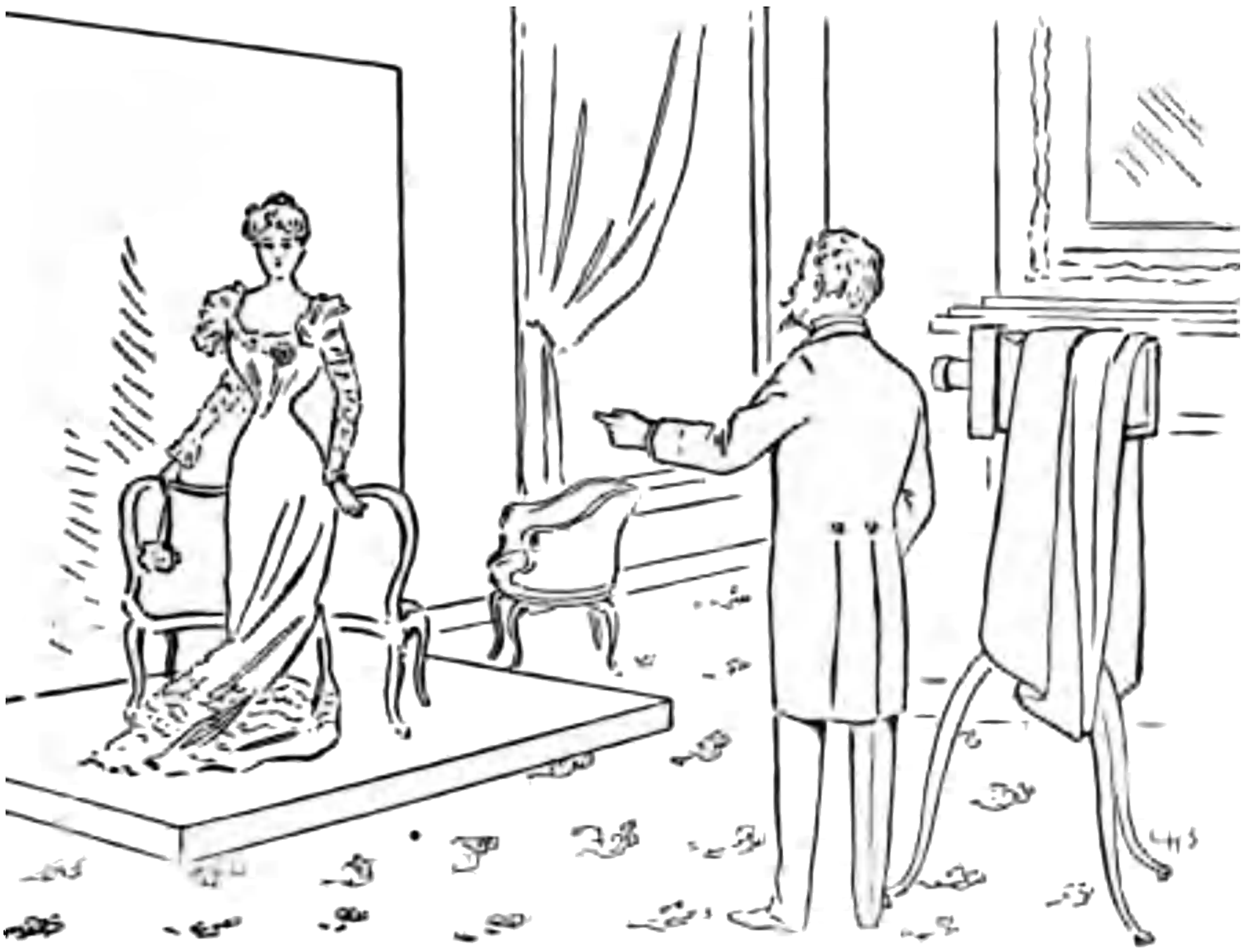
"Do you know about the requirements and the pay?"

"Fortunately, yes. Mr. Rockwood, who is one of the leading photographers of New York City, says that a woman is more available than a man on all the work, except the

heavy out-of-door work with large cameras. He also says that men are never equal to women in general photography and that even in the department where men have the necessary ability, women are so much more conscientious that they can be used for every grade of ability, from that of pasting the photographs to the elaborate finishing in water color, India ink, etc. He employs a great many women, and starts the girls at five dollars a week, while they learn to mount, spot and finish the pictures. Men, doing the same thing, would be likely to get at least a third more, on the ground of intentional permanency. This is a woman's most serious handicap—or rather the understood lack of intended permanency operates against her success in any calling where skill depends largely on long practice. Marriage comes, as it ought to, to the best women, as a rule; and no matter how fascinating their work or business or profession has been, they are ready to drop it all, and to go into the higher work of home-making, which is right. Mr. Rockwood says that he gives his help plenty of time for luncheon. They come at nine in the morning and stay until five. So the hours are not long, nor the work heavy."

"But aren't the chemicals nasty?" asked Della.

"I don't like the word you have used, for I don't think that it expresses just what you mean. To be sure the chemicals are not all like polished ivory, to handle; but so long as



PHOTOGRAPHY

you know what they are, and that they mean bread and butter for you, to say nothing of shoe leather and concerts, why, you can easily learn to look beyond their disagreeable odor, to what the handling of them will purchase for you in comfort, pleasure and luxury."

"I thought that some parts of the work paid

as high as fifteen to twenty dollars a week," said Henry.

"The retouching does, at least in the large cities. But the demand for help in this line is not great; and one needs to give careful attention to details for years, before he can expect to command high wages. It is a fair occupation for anyone, and doubly so for women. But one who goes into it needs to build broad and deep, even more than in some other things."

"I know something about the Mr. Rockwood, of whom you spoke. He said once that a man who wanted to be a photographer should combine the manners of Chesterfield with the humor of Dickens, the art of Rembrandt, and then be a small edition of Shakespeare in his knowledge of human nature," said Seymour Stoddard.

"Just that combination of qualities would insure success in almost any line, if these were all laid on integrity as a foundation stone," replied the Little Teacher.

"DON'T you think that most all the advantages of a business life are on the boys' side?" came next.

"I am sure not," said the Little Teacher, and more emphatically than usual. "Why, to-day there are ever so many men who wish that they were women; for they claim not only that women can do all that men do, but that they are more successful than men in some lines of work which have but recently been opened to women. I heard the proprietor of a large newspaper in Rochester tell a lady, who had been in to see him about life insurance, that a man in her place would have been refused admission to his office, he was so busy, but that he had not refused her because he knew that she would be brief and state her business in a few words, and then go. I heard another man in New York say almost the same thing to a lady who had called to get an advertising order for a paper on which she worked. And both women were successful."

"Yet," said Della, and it is only right to say that the paper came from her, "everybody writes for boys, and tells them what to do and how to do it. Nobody seems to think that a girl ever needs any advice; and she has to do anything that she can find to do, and to be just whatever happens to come her way."

"Oh, I don't think that, Della," was the very slow answer. "And I am sure that when you think of the way that women everywhere have risen from really small beginnings to a larger field, you will agree with me that it is more a question of individual than of sex. Remember what Dr. Rankin told us. And think of Lucy Larcom, Rosa Bonheur, and other distinguished women. They were not all born to the masculine purple; and yet they overcame obstacles, and did something worth while."

"It is always easier for a boy to get a place than it is for a girl," persisted Della, almost doggedly. "And everybody is ready to give him a lift, while nobody seems to want girls around until after they have had experience."

"It requires about the same qualities for success in business for a girl that a boy must have, if he would carry off any of the business prizes," reiterated the Little Teacher. "Even

if a boy gets 'lifted' into a place by someone else, he must maintain it by fidelity, just like his sister; and if he wants promotion, he must be willing to pay for promotion by attention, accuracy, industry, and the other essentials of success."

"Would you mind telling us what are some of the essentials of success?" asked Wayne, abruptly.

Before replying, the Little Teacher paused, and then said sweetly: "I shall be happy to. But as the term is so near to an end now, I think that we had better put away our talks on business, for a few days, and review our books. Before the very last day of the term, I will get something in shape for you, I hope. However, I want to read you a little thing about success for girls that I found in *The Classmate*. It is by Mary Lowe Dickinson, distinguished for her work in the 'King's Daughters' organization. I will give you some of the very best extracts:

'The road is as clear a one for her as for a boy. It is true that he may owe his first place to the fact that his father has a friend in some business that will take him in; but after he gets the position he has to keep it by the same quali-

ties that make it possible for a girl to keep the place which she had to secure for herself. If he rises to a higher place, he must go up by the same road of industry, promptness, integrity, and capacity to do things, that will just as surely move a girl upward if she can take the same steps.

'Girls who need to work find themselves glad to take anything. Having secured something, they too frequently cease to look for something higher. They do not make up their minds that they must have something better, and set themselves to work to get it. They keep a restless fever of discontent at the poor wages and the hard work which they have, forgetting that the very way in which they perform that work and the very spirit which they put into it mark them as fit for nothing better or as fit for something very much better than the place they hold.

'We put a boy in a place low down at the beginning of a business. If he settles down and is quite easy in that low place, we soon mark him as unfit for anything better. If he himself has the determination to rise, he will prove himself of such value in the place he occupies that the establishment will find a place higher up for him, rather than let him go. If he is of value where he is, he knows perfectly well that he will be of value elsewhere; and his employers know that, and that if they let him

go, he will find a place for himself somewhere else.

'The same thing is equally true of a girl. She holds success in her own hands. She ought very early to learn that the real success doesn't lie in the large wages and the advanced position, and many, many noble girls have learned this through the training that life has given to their own character. The inward success may always be her own. For the outward success she may wait, but that, too, is hers; and the road to it lies through making herself of such value in the position that she now has that it will be impossible that her merit should be concealed.

'Industry, energy, courage, strict honesty, conscientiousness, and courtesy — these are the stairs by which, if she makes up her mind to do it, a girl as well as a boy may climb straight to the top.' "

IT was with curiosity, mingled with delight, that the pupils of "District No. 8" found envelopes on their desks, a few mornings afterwards, addressed to them individually, outside, and each having an invitation within as follows:

Yourself and friends are cordially invited to be present and take part in

A SURPRISE PARTY

at the Schoolhouse, at 8 o'clock,

Wednesday Evening, March 18.

Each pupil was also given an invitation addressed to his parents; and volunteers were asked to deliver one to each of the trustees.

Expectation ran high, and questions were piled up at the rate of ten knots an hour; but the Little Teacher only said: "Wait and see. I don't want to disappoint you; and my plans may not work as I hope to have them."

Then she asked each one to do something, or to be ready to, for the occasion. Committees were appointed, for decorating the room, for providing lights, extra chairs, and music. A reception committee was also appointed, and some were asked to do other little things, the main point being that each one had a part, and one for which he was able and willing to assume the responsibility.

As a result, there was a great crowd of expectant people there, young and old, before the hour named, for it does not take much genuine enthusiasm to call out a good sized crowd, as a rule.

The room looked fresh and bright, having been so recently garnished by the industrious and zealous committee having that in charge. Lamps were here, there, and everywhere, brilliant as it was possible; and as it was warm, for March, the windows were all opened a little, at the top and bottom. Spring flowers stood about, in pitchers, bowls, and vases, gathered and arranged by the willing hands of the little band. But what first astonished them all was the number of men and women who came in, shook hands with the Little Teacher, and were given a place on the platform, by her. Who

were they, and how did they get here? Why were they here any way? And what was in store for all?

As if she anticipated these and other questions, the Little Teacher said, as soon as the audience was seated and quiet:

"I hope if anyone present can say a word that will help the young folks, in the line of success, in their work, that the word will be spoken. I have asked some of my out of town friends to meet us, believing that we could all get something helpful from their recital of experience and observation, and shall be glad to hear from others, as the theme suggests a thought." As she introduced one after another of the men and women who had come at her request, to give a five minutes' talk, or a three minutes', or even one, it was apparent that her own success was due largely to enthusiasm in her work, sacrifice for it, and industry in its pursuit. It was as good as a book, to listen to what some of them said. You will find their addresses in the next chapter.

WHEN the leading trustee came to the platform, at the request of the Little Teacher, he said: "I have a letter here, from *Dr. J. T. Davidson*, of *London*, and addressed to our young folks. I will read the part of it, where he talks of character:

'An excellent character is a fortune. To be generally respected and to be beloved is better than to own all the wealth of the world. Few persons are indifferent to the esteem in which their fellow-mortals hold them; and, as Thomas Carlyle shrewdly remarked, even the man who occupies the highest social position is, to some degree, dependent on the position of the lowest. You do not need that I should urge you to pursue wealth; leave men alone for this; they are bent on making money. But we are told of something more valuable still: Of something that is to be chosen rather than great riches, and is better far than silver and gold. Moreover, it is something within the reach of all of you. Wealth you may never be able to acquire; it may be your destiny to be poor all your days; but here is a possession within the

reach of everyone. You may be worth a million of money; yet you will be poor, if you have not this. The meanest pauper on earth is he whose character is worthless. No amount of credit at the bank will secure you a good name; but a good name, apart from its intrinsic value, may open to you avenues of splendid success.

Many a lad has good stuff in him that never comes to anything, because he slips too easily into some groove of life. It is commonly those who have a tough battle to begin with that make their mark upon their age. Beethoven said of Rossini, that "He had the material in him to have made a good musician if he had only been well flogged when a boy, but he was spoiled by the ease with which he composed." Thousands of young men have turned out failures because they relied for a good name upon their excellent parentage, or on the patronage of friends, rather than on their own personal exertions.

It is an honorable ambition for a young man to wish to "get on"; it is a still nobler ambition for him to wish to "get up," to stand high in the respect of all who know him; but if you are hoping to reach this in any other way than by your own steady self-exertion, ah! my dear boy, you are looking through the wrong end of the telescope, and your prospect can only be dim and disappointing. The next

thing I have to say is that *the pursuit of a good name must be begun in early life.* Remember, it is not a thing that can be created suddenly; it takes years to establish; and when youth and adolescence are gone, it is next to impossible. It will not shoot up in a night, like Jonah's gourd at Nineveh, but is the work of years.'

"There is some food for thought in this letter, and I hope that none of us are too old to profit from it. I take pleasure, now in introducing *The Honorable John Wanamaker, Ex-Postmaster-General,* distinguished for his business success."

After looking at the row upon row of bright young faces, Mr. Wanamaker said: "There is but one true way to get things, and that is by paying the right price. By your toil, your faithfulness, your diligence, you win what shall be put into your hands. So let it always be. If you try to get a thing without toil, without honest endeavor, it will not be worth anything to you. You will say: 'I obtained this for nothing, and I can get another and another for nothing.' And it will take out of you, besides your own self-respect, the spirit of effort; and it will dwarf you, and you shall be that much less a man.

We can only really get what we deserve to have in this world and the next; and that is my speech to you to-day as your friend. Keep on in the line of earnest endeavor, upon which I congratulate you to-day; and you shall find the flowers at your feet, and the music farther on, and still higher up the friends to greet you and smile upon you and bless you, and far beyond it all the Best of Friends to give you welcome, when all this weary world and its work are behind you — a Friend who shall say: 'Well done, good and faithful soldiers, enter into greater joys and blessed rest.'

Intelligence, unless vitiated by immoral habits, will always take and keep the foremost place, even in occupations that seem least to need it. In raising cattle on an extensive scale, which has already become one of our great industries, young men of superior culture, literary and scientific, are at this moment taking the lead, both in business arrangements and in their power of control over the rude physical strength under their employ. But more than all else we would have our young men assured that there is no success worth having that is not deserved. There is more happiness in winning a place by one's industry,

probity and faithfulness, than the place itself can yield. The man who attains affluence or a high position by dishonest or unfair means must needs despise himself; and the possession of the whole world would not be a sufficient offset to self-contempt. In fine: The way to true success in this world and the way to heaven are the one and the same. There are no rules for an active, busy life so essential as the precepts of the Gospel. The career on which they are not the guiding principles is a failure, though it seems successful. The life which they govern has the promise of both worlds.

I heartily agree with *Ex-Mayor Hewitt* of *New York City*, who said: 'I will not admit that mere wealth is success. I have given my children the best possible educational advantages. I am not trying to leave them wealth, nor do I care whether their education has aided or injured their ability to make money. Others may regard money-getting as success. I do not. If I were offered a fortune without education, or an education without fortune, I should unhesitatingly accept the education.'"

Andrew Carnegie, the great steel manufac-

turer, who happened to be in town visiting an old school-friend, had been invited by the Little Teacher, to say a few words to the young people about successful men in business. This is what he said:

"The man engaged in the agricultural army has nothing to fear from capital. Our greatest mercantile and business houses, and our most stable financial institutions were organized by men who have served their apprenticeship. The great factories of our country were founded and are managed by mechanics, men who began on the lowest round of the ladder. Edison was a telegraph operator. Corliss, Cheney, Roebling, Spreckels — all and many more captains of industry — were poor boys with natural aptitude, to whom a regular apprenticeship was scarcely necessary. In the mercantile, commercial and financial branches of business, which are all under the law which drives business affairs into large concerns, the poor clerk takes the place of the trained mechanic in the industrial world. Claflins, Jaffrays, Sloanes, the Lords, the Taylors, the gigantic houses of Jordan & Marsh in Boston; of Field in Chicago; Barr in St. Louis; Meldrum & Anderson, Buffalo; Newcomb, Endicott & Co., Detroit;

Taylor, Cleveland; Daniels & Fisher, Denver; Horne, and Campbell & Dick, Pittsburgh — all these and the corresponding houses throughout the country, as far as I am able to trace their history, have the same story to tell. Claflin, Jordan, Lord, Field, Barr, and the others, were all poor boys.

In banking and finance, it is an oft-repeated story that our Stanfords, Rockefellers, Goulds, Sages, Fields, Dillons, Seligmans, Wilsons, and Huntingtons came from the ranks. The millionaires who are in active control started as poor boys, and were trained in that sternest but most efficient of all schools — poverty. I asked a city banker to give me a few names of presidents and vice-presidents and cashiers of our great New York City banks who had begun as boys or clerks. He sent me thirty-six names, and wrote he would send me more next day. Here are a few of the best known: Williams, President Chemical Bank; Watson & Lang, Bank of Montreal; Tappin, President Gallatin National; Brinckerhoff, President Butchers' and Drovers' Bank; Clark, Vice-President Corn Exchange Bank; Cannon, President Chase National; Cannon, Vice-President Fourth National; Montague, President

Second National; Baker, President First National; Hamilton, Vice-President Bowery Bank; and so on.

Young educated men have one important advantage over the apprenticed mechanic — they are open-minded and without prejudice. The scientific attitude of mind, that of the searcher after truth, renders them receptive of new ideas. Great and invaluable as the working mechanic has been, and is, and always will be, yet he is disposed to adopt narrow views of affairs, for he is generally well up in years before he comes into power. It is different with the scientifically trained boy; he has no prejudices, and goes in for the latest invention or newest method, no matter if another has discovered it. He adopts the plan that will beat the record, and discards his own devices or ideas, which the working mechanic can rarely be induced to do.

Let no one, therefore, underrate the advantage of education; only it must be education adapted to the end in view and must give instruction bearing upon a man's career. The young practical man of to-day working at the bench or counter, to whom the fair goddess, Fortune, has not yet beckoned, may be dis-

posed to conclude that it is impossible to start business in this age.

There is something in that. It is, no doubt, infinitely more difficult to start a new business of any kind to-day, than it was. But it is only a difference in form, not in substance. It is infinitely easier for a young practical man of ability to obtain an interest in existing firms than it has ever been. The doors have not closed upon ability; on the contrary, they swing easier upon their hinges. Capital is not requisite. Family influence, as before, passes for nothing. Real ability, the capacity for doing things, never was so eagerly searched for as now, and never commanded such rewards.

The law which concentrates the leading industries, and commercial, mercantile and financial affairs, in a few great factories or firms contains within itself another law not less imperious. These vast concerns cannot be successfully conducted by salaried employees. No great business of any kind can score an unusually brilliant and permanent success which is not in the hands of practical men, pecuniarily interested in its results.

In the industrial world, the days of great corporations seem likely to come to an end.

It has been necessary for me to watch closely, most of my life, the operations of great establishments that are owned by hundreds of absent capitalists, and conducted by salaried officers. Contrasted with these, I believe that the partnership, conducted by men vitally interested and owning the works, will make satisfactory dividends, when the corporation is embarrassed and scarcely knows upon which side the balance is to be at the end of a year's operations. The great dry-goods houses that interest their most capable men in the profits of each department succeed, when those fail that endeavor to work with salaried men only.

Even in the management of our great hotels, it is found wise to take the principal men into partnership. In every branch of business this law is at work, and concerns are prosperous, generally speaking, just in proportion as they succeed in interesting in the profits a larger and larger proportion of their ablest workers. Coöperation in this form is fast coming in all great establishments. The manufacturing business that does not have practical manufacturing partners had better supply the omission without delay; and probably the

very men required are the bright young mechanics who have distinguished themselves while working for a few dollars per day, or the youths from the polytechnic school. Intances constantly occur where the corporation, unwilling to interest a promising practical man, loses his services, and sees an interest given him by some able individual manufacturer or commercial firm who are constantly on the lookout for that indispensable article — ability. It has not hitherto been the practice for corporations to reward properly these embryo managers; but this they must come to, if they are to stand the competition of works operated by those interested in the profits.

Corporations, on the other hand, as I desire to point out to practical young men, have one advantage. Their shares are sold freely. If a worker wishes to become interested in any branch of manufacturing in America today, the path is easy. For $50 or a $100 he can become a stockholder. It is becoming more and more common for workers so to invest their savings.

There are many well managed corporations whose assets and prestige enable them to earn satisfactory returns; and no better evidence of

capacity and of good judgment can a workman give to his employers than that furnished by the presence of his name upon the books as a shareholder in the concern. Workingmen have a prejudice against showing their employers that the wages they earn suffice to enable them to save; but this is a mistake. The saving workman is the valuable workman; and the wise employer regards the fact that he does save as *prima facie* evidence that there is something exceptionally valuable in him.

It should be the effort of every corporation to induce its principal workers to invest their savings in its shares. Only in this way can corporations hope to cope successfully with individual manufacturers who have already discovered one of the valuable secrets of unusual success, viz.: to share their profits with those who are most instrumental in producing them. The day of the absent capitalist stockholder, who takes no interest in the operation of the works beyond the receipt of his dividend, is certainly passing away. The day of the valuable active worker in the industrial world is coming. Let, therefore, no young, practical workman be discouraged. On the contrary, let him be cheered. More and more it is be-

coming easier for the mechanic or practical man of real ability to dictate terms to his employers. Where there was one avenue of promotion, there are now a dozen.

The enormous concern of the future is to divide its profits, not among hundreds of idle capitalists who contribute nothing to its success, but among hundreds of its ablest employees, upon whose abilities and exertions success greatly depends. The absent capitalist stockholder is to be replaced by the able and present worker.

I have been asked to go farther, and state the qualifications necessary for the promotion of young practical men. George Eliot put the matter very pithily: 'I'll tell you how I got on. I kept my ears and eyes open, and I made my master's interest my own.'

The condition precedent for promotion is, that the man must first attract notice. He must do something unusual, and especially must this be beyond the strict boundary of his own duties. He must suggest, or save, or perform some service for his employer, which he could not be censured for not having done. When he has thus attracted the notice of his immediate superior, whether that be only the

foreman of a gang, it matters not; the first great step has been taken, for upon his immediate superior promotion depends. How high he climbs is his own affair.

We often hear men complaining that they get no chance to show their ability, and when they do show ability, that it is not recognized. There is very little in this. Self-interest compels the immediate superior to give the highest place under him to the man who can best fill it, for the officer is credited with the work of his department as a whole. No man can keep another down. General ability will not down. It will be noticed that many of the practical men who have earned fame and fortune have done so through holding on to improvements which they have made. Improvements are easily made by practical men in the branch in which they are engaged, for they have the most intimate knowledge of the problems to be solved there. It is in this way that many of our valuable improvements have come. The man who has made an improvement should always have an eye upon obtaining an interest in the business, rather than an increase of salary. Even if the business up to this time has not been very prosperous, if he has the proper

stuff in him, he believes that he could make it so; and so he could.

All forms of business have their ups and downs. Seasons of depression and buoyancy succeed each other, one year of great profits, several years of little or none. This is a law of the business world, into the reasons of which I need not enter. Therefore, the able young practical man should not have much regard as to a choice of the branch of business. Any business properly conducted will yield, during a period of years, a handsome return.

There are three great rocks ahead of the practical young man who has his foot upon the ladder and is beginning to rise: *First, drunkenness*, which, of course, is fatal. There is no use in wasting time upon any young man who drinks liquor, no matter how exceptional his talents. Indeed, the greater his talents are the greater the disappointment must be.

The second rock ahead is speculation. The business of a speculator and that of a manufacturer or man of affairs are not only distinct but incompatible. To be successful in the business world, the manufacturer's and the merchant's profits only should be sought. The manufacturer should go forward steadily, meet-

ing the market price. When there are goods to sell, sell them; when supplies are needed, purchase them, without regard to the market price in either case. I have never known a speculative manufacturer or business man who scored a permanent success. He is rich one day, bankrupt the next. Besides this, the manufacturer aims to produce articles, and in so doing to employ labor. This furnishes a laudable career. A man in this avocation is useful to his kind. The merchant is usually occupied distributing commodities; the banker in providing capital.

The third rock is akin to speculation — indorsing. Business men require irregular supplies of money, at some periods little, at others enormous sums. Others being in the same condition, there is strong temptation to indorse mutually. This rock should be avoided. There are emergencies, no doubt, in which men should help their friends; but there is a rule that will keep one safe. No man should place his name upon the obligation of another, if he has not sufficient to pay it without detriment to his own business. It is dishonest to do so. Men are trustees for those who have trusted them; and the creditor is entitled to all his capital and credit.

For one's own firm, 'your name, your fortune and your sacred honor;' but for others, no matter under what circumstances, only such aid as you can render without danger to your trust. It is a safe rule, therefore, to give the cash direct that you have to spare for others, and never your indorsement or guarantee.

One great cause of failure of young men in business is lack of concentration. They are prone to seek outside investments. The cause of many a surprising failure lies in so doing. Every dollar of capital and credit, every business thought, should be concentrated upon the one business upon which a man has embarked. He should never scatter his shot. It is a poor business which will not yield better returns for increased capital than any outside investment.

No man or set of men or corporation can manage a business man's capital as well as he can manage it himself. The rule, 'Do not put all your eggs in one basket,' does not apply to a man's life-work. Put all your eggs in one basket and then watch that basket, is the true doctrine — the most valuable rule of all.

While business of all kinds has gone, and is

still going rapidly, into a few vast concerns, it is nevertheless demonstrated every day that general ability, interested in the profits, is not only valuable but indispensable to their successful operation. Through corporations whose shares are sold daily upon the market; through partnerships that find it necessary to interest their ablest workers; through merchants who can manage their vast enterprises successfully only by interesting exceptional ability — in every quarter of the business world, avenues greater in number, wider in extent, easier of access than ever before existed, stand open to the sober, frugal, energetic and able mechanic, to the scientifically educated youth, to the office boy and to the clerk — avenues through which they can reap greater successes than were ever before within the reach of these classes in the history of the world."

This long speech was received with tremendous applause.

One of the older boys then read the following extract from one of Chauncy M. Depew's recent speeches: "I never met a self-made man in my life who did not firmly believe that he had been handicapped, no matter how great his success, by deficiency in

education, and who was not determined to give his children the advantages of which he felt, not only in business, but in his intercourse with his fellow men, so greatly in need. It used to be a popular theory that strong men who had won great places in the business world, would have been ruined if they had been educated. The better belief is that, on account of genius and special capacity, they succeeded in spite of their disadvantages."

Before introducing the next speaker the Little Teacher stated that Russell Sage, who has amassed a fortune of fifty million dollars, believes that any man of good intelligence can accumulate a fortune, at least a moderate one, by adopting three principles — industry, economy and patience. He places no reliance on luck. A mind capable of directing one in the right course makes success almost certain. He says:

"A young man should start out in life trusting in God and resolved to attain a position of self-dependence. He must so conduct himself as to command the respect and confidence of all with whom he comes in contact. The way in which he is regarded by others will have a powerful influence on his future.

Without economy no man can succeed, even if he should be placed in circumstances where there are large gains. His gains would not be lasting, for he would not be prepared to withstand reverses, which are likely to come to anyone. A man must be ready for set-backs.

It is the careful, prudent way that makes a man master of the situation — the controller instead of the follower. This is true not only in business, but also in politics, religion and every occupation in life. Judgment must be exercised in saving as well as in spending.

It is safe to advise a young man to save all he can; and he will find that the saving of his first hundred dollars will teach him to save the second, and so on, until he has laid the foundation for a fortune that may, by good management, be made a large one.

A man's health has much to do with his success in life; and it behooves him to look well after his bodily condition. Ill health will deprive him of energy, which he must use to achieve success.

The young man must work on a salary until he is able to comprehend the value of money, and also the source of supply, and the ease with which it may be dissipated.

He must read books and newspapers, to keep posted on the topics of the day and the course of human events. It would be well for him to attend debating societies, to qualify himself to stand on his two feet and express himself in an intelligent manner.

Learning acquired by a young man in his own room after his labors of the day are over, is hard gained and, for that reason, more lasting than the education acquired in the great institutions of culture. The young man who is taught in a fashionable college is a house-plant; while the young man who cultivates himself is an out-door growth and better able to stand a severe drought or a severe storm, which all are subject to in the variations of life.

The question of choosing a business is a serious one. As a rule, a young man should adopt the calling for which he has a preference. If he has no particular choice, it would be well for him to try different occupations until he finds one that suits him. Once a young man is installed in the business that he is suited to, he ought to stick to it. Young men have sometimes entered employments reluctantly and after a trial became fond of

them. A young man must be determined to succeed.

After all, there is one great lever, and that is will power. Without it very few men succeed.

It depends on the circumstances whether failures betray incapacity in a man. If a failure is due to a cause not general, then it may be attributed to a lack of foresight and understanding. A shrewd merchant will not stock up with unsalable things; a shrewd farmer will not plant his ground to raise unsalable crops. Both the merchant and the farmer must find out what is most salable and act accordingly. There are exigencies, to be sure, like contagions, disasters, combinations, strikes and boycotts, that cannot be foreseen. The prudent man of business has prepared himself to stand losses from such causes; and when the troubles have passed, the fact of his having weathered them makes his financial position in the community stronger than ever. The coal trade well illustrates the uncertainty of things. A mild, open winter cannot be foreseen, and may bring great dullness and loss in the trade.

Then there is the march of improvement.

This is an age of competition, and it requires energy and perception to meet it."

H. C. Brown was the next speaker. Here are parts of his speech:

"Granting that a boy starts out with good health, good morals, and an ambition to be somebody, I see no reason why he should not obtain almost any position to which he may aspire. That some boys achieve the goal of their desires with more rapidity than others, cannot be denied; and it is to a consideration of these qualities which have helped them there, that I would direct your special attention.

To begin with, I regard punctuality as of prime importance. Oh, how I do appreciate a boy who is always on time! How quickly you learn to depend upon him, and how soon you find yourself trusting him with weightier matters! The boy who has acquired a reputation for punctuality has made the first contribution to the capital that in after years makes his success a certainty.

The next thing that interests me most is a boy's habit of doing his work in a way that betokens an intelligent appreciation of the situation. Nothing disgusts me more than to see work done in such a fashion that no sane

man can understand how it came to be done that way. Undoubtedly errors will occur, and instructions be misunderstood. But, even then there is an intelligent way of blundering. It is easy in these cases to see how the error occurred; but a mistake that is unaccountable on any common-sense basis whatever, is very discouraging and destroys confidence. Carefulness is the only way to avoid complications of this kind, and every boy should bear in mind that 'Want of care does more harm than want of knowledge.'

The next thing that has a great deal to do with the marring or making of a boy's career is Deportment — and with deportment I would also include Dress. A boy is, to a great extent, a man on trial; and first impressions are lasting. If he goes to the store in an untidy condition he simply handicaps himself so much. If he chews, smokes cigarettes and reads trashy papers, he must be an extraordinarily smart boy who can counteract the depressing influence of these unbusiness like attributes. Misfortunes never come singly, and a boy of this stamp is also usually profane and slangy. If, on the other hand, he always appears neat, if his clothes and shoes are always

well brushed and his collar clean, it is not only a sign that he respects his employer, but, what is even more important, that he respects himself. Such a boy is usually polite and courteous in his intercourse with those about him; and you can judge for yourself the effect of this on business men. It cannot be overestimated.

A habit that it is well to form at this juncture, is that of saving. It isn't likely that the amount a boy can save at first will be very great; but the principle of saving, once inculcated, will last forever. No mother having the welfare of her boy at heart will ever allow him to neglect this important duty. Not merely for the sake of gain, but as a wise and desirable means to an end; for men grow rich, not on what they earn but on what they save.

"Some books that will be helpful in this connection, and that cannot fail to do a boy a world of good, are Smiles's 'Self Help,' Smiles's 'Thrift,' and James Platt's 'Business.' Let me say just a word about that most overrated of bugaboos — influence. I often hear it said 'O yes, he'll get along; he's got influence.' Don't you worry about that influence. In every department of human life there is an urgent demand for boys of ability; for boys

who grasp the situation for themselves and become at once part of the motive power that drives the business. It isn't policy for a firm to keep down a boy of that sort; it isn't good business and they *don't do it!* All this talk about influence is sheer nonsense. What a business man wants is the best possible service he can get. All other considerations are secondary.

If you are troubled just now because some big customer of the house has a son right above you, don't worry, but work. Nothing counts like downright good, honest, hard work. Everything gives way before it."

John Wesley Hagan, from New York, Business Manager for The New Education, a monthly magazine for teachers, followed Mr. Brown, and said:

"Success has its price, and everyone who gets the goods must be willing to pay in advance. It does not come at any reduced rate, but is always worth all that it costs.

Anyone can drift with the tide, but it is only the iron willed swimmer and determined rower who makes headway against it. The first thing for you to determine is: 'What do I really want?' and then get it.

Thoroughness is one of the first stepping stones. Do well whatever you undertake. I once heard a very successful man say that if he was only tacking down a carpet, and should bend a tack, while driving it, he would take time to pull it out, straighten it, and then send it home again.

Industry is another elemental factor. Nothing is promised to the idle or the lazy, except poverty; and the promise is pretty apt to be fully redeemed. To the diligent, there is almost no limit for acquisition, whether it is mental, physical, social, or spiritual.

Begin now. Now is all the time that is promised us. Yesterday is gone, and to-morrow may never come. One year or a dozen of early application helps prepare for future ease in that line. Be industrious to-day."

By this time the other guests of the evening, patrons and parents of the pupils, were thoroughly interested, and the meeting was thrown open for any and all to put in a word of cheer, hope, encouragement or advice, to the young aspirants for clerkships or for becoming employers. Some of the remarks were a bare epitome of what the Little Teacher had already said; but they all passed muster, as being practical. Here are a few of the best:

"Be bright and cheerful. A cheerful heart will improve your chances for appointment and promotion. If it is something which belongs to you, no amount of soap will wash its shadow from your face."

"What can you do? That is the question which settles the business for you."

"The man who would advance in this world must not trust to others. Do not delude yourself with the idea that in case of need your friends will help you. *Rely on yourself.* Know your own strength and resources. Be above

wanting help, and you will find, as with success, so with favors and help: When men think you above wanting assistance, and the world sees all others helping you, they do the same. Men will push you along if you seem to be going along, but if you falter on the road, they generally hesitate."

"Unless you are able to work, and do work, you are a useless encumbrance. Better be a worker, no matter how humble the occupation; earn what you consume. There is scope in work for all, from the lowest to the highest. Industry is a noble thing."

"Be courteous. Courtesy, as a mere business quality, is worth its weight in gold. A courteous salesman outsells his surly and unaccommodating fellow-salesman, three times over. A courteous man always predisposes people in his favor; he creates an agreeable impression everywhere; he makes people willing to serve and anxious to keep him. Many a man of very ordinary mental force has achieved striking success in business, simply because of the kindliness of his spirit and the courtesy of his manner."

"Be thoroughly in earnest. Charles Dickens once said of himself: 'Whatever I have tried

to do in life, I have tried with all my heart to do well; whatever I have devoted myself to, I have devoted myself to completely. In great aims and in small, I have always been thoroughly in earnest.'"

"Give yourself a thorough preparation for the work you have chosen as a life-employment. It does not matter so much *what* you learn as *how* you learn. The great point for business life is to induce proper mental and bodily habits, so as to make both capable of bearing the wear and tear to which they will be subjected; to develop in them the power of grasping facts easily and completely, in a methodical manner."

"Prepare yourself to fill the position. Begin when you begin to walk."

"Don't waste your time. There is no danger of your being too well informed."

"If you are poor, thank God and take courage; for *He* intends to give you a chance to make something of yourself. If you had plenty of money, ten chances to one it would spoil you for all useful purposes."

"The young man of fair intelligence, of genuine courage, ready to take hard knocks, to push towards the foremost place, to watch

for and seize the opportunity, to work steadily at his task, to be frugal, to be economical, and to be honest, need not vainly wish for *luck*. Such a man will always have luck; for whatever there is of it lies in intelligence, endeavor, and integrity."

"Know your business. Be good for something. Encourage and develop some one talent for the use of which the world offers a money value."

"After all," said a newspaper man commenting on an appointment, "it isn't such a long distance from a grocery store to railroad presidency for a forceful man."

"If you are knocked down, get on your feet again, hurt but not killed, ready to fight again and again. Square up at every misfortune with renewed courage and vigor."

"You must try and try again. Perseverance is as good or better than natural talent; the one may not bring success, the other must."

"Never lose heart, no matter how heavy the trouble."

"Excessive sadness cannot help anyone; you may be depressed at times, but need never lose your manhood over any trial."

"Let it be said of you: 'He hath done what he could.'"

"Whatever thy hand findeth to do, do it with all thy might."

"Failure has its value if it teaches us our faults. Previous success has made us buoyant, conceited, defiant, reckless; the penance is inflicted, knuckles are rapped, and all genuine souls are better for the reprimand. No man is overwhelmed by adversity unless he has been over-elated by prosperity. A man must recognize the kindness of punishments."

"We ought to cultivate happiness. We ought to have the home filled with what is beautiful. We ought to let the sun shine into our lives."

"If you cannot enjoy life, don't try to prevent others from doing so. Don't throw a shadow on the human heart. Don't try to stop the sun from shining."

"Our successful men did not feed themselves in boyhood on cigarettes and late suppers, with loafing as their only labor, and midnight parties for their regular evening dissipation. Such trained bodies often give out when the strain comes in business."

"Thurlow Weed was so poor in boyhood that on a cold March day he had to wrap pieces of cloth about his bare feet in place of socks and shoes. Luxury raises few such men, but

many a 'barefoot boy' has climbed the ladder of success by sheer energy and honesty. A fair start in life, as in numerals, is naught."

"It may rest you to help another fellow."

"People seldom improve when they have no model but themselves to copy after."

"A man who will can go anywhere and do what he determines to do. We must make ourselves or come to nothing. We must swim off, and not wait for anyone to put cork under us. Grapple like a man, and you will be a man."

"The whole secret of success, is steadiness, sobriety, industry, and economy. There are few lessons more important for boys than that the smallest income — no matter how small — will make a man independent, if he will only live inside of it, and compound his surplus."

"Whether a boy is from farm or city, rich or poor, weak or strong, talented or not, will and work are sure to win. Wishes fail, but will prevails."

"Labor is luck. It is not usually the most brilliant scholar in the college class that wins the higher place in after life. His very smartness is his peril, for he depends upon it rather than upon hard work, which is the winning

horse in the race of life. Much as he seems to lag at the start, smartness is far behind him on the homestretch."

"In the morning of life come the hard-working days. Hard work never killed a man. It's fun, recreation, relaxation, holidays that kill. The fun that results in a head, the next morning, so big that a tub could hardly cover it, is what kills. Hard work never hurts."

"Do everything well. Always do your best. Learn to work carefully. Never slight anything you do, if it is only the writing of a postal-card or the sharpening of a pencil. Whatever is worth doing at all, is worth doing well. It is by doing things well that we learn to do them better; and it is by faithfulness in doing little things that we prepare for doing larger and more important things. Those who do small things carelessly are never entrusted with larger things."

"Young men, you are the architects of your own fortunes. Rely upon your own strength of body and soul. Take for your star self-reliance, faith, honesty, and industry. Don't take too much advice — keep at your helm and steer your own ship, and remember that the great art of commanding is to take a fair share

of the work. Think well of yourself. Strike out. Assume your own position. Put potatoes in your cart over a rough road, and small ones go to the bottom. Rise above the envious and jealous. Fire above the mark you intend to hit."

"Energy, invincible determination, with a right motive, are the levers that move the world."

"Don't drink. Don't chew. Don't smoke. Don't swear. Don't deceive. Don't read trashy novels. Be in earnest. Be self-reliant. Be civil. Read the papers. Advertise your business. Make money and do good with it. Love your God and fellow-men. Love truth and virtue. Love your country and obey its laws."

"It will not do to be perpetually calculating risks and adjusting nice chances. That was all very well before the flood, when a man could consult his friends upon an intended undertaking for a hundred and fifty years, and live to see its success for six or seven centuries afterwards; but at present a man waits and doubts, and consults his brother, and uncles, and his particular friends, till one day he finds that he is sixty-five years of age, and that he has lost so much time in consulting first

cousins, that he has no more time to follow their advice."

"In doing anything in the world worth doing, we must not stand shivering on the bank, thinking of the cold and danger, but jump in and scramble through as well as we can."

"Faith without works is dead. If nothing turns up, turn something up. A man advertised in the *want* department of a New York daily: 'I am able and willing to work and must have employment within twenty-four hours.' He was in demand at once."

"It was Daniel Webster who said: 'There is always room at the top.' The nearer you get to the top the more room. Climb."

"Doors do not open to a man until he is prepared to enter them. The man without a wedding-garment may get in surreptitiously; but he immediately goes out with a flea in his ear. Whenever men have arrived at a point where they were thoroughly prepared to go up higher, the door to a higher place has swung back of itself, and they have heard the call to enter."

"The grand mistake that young men make during the first years of their business life, is in idly waiting for their chance. If these early

years are not fully employed, either in study or other work, the question whether the men will ever rise to occupy a place where there is room enough for them, will be decided in the negative."

"Work seeks the best hands, as naturally as water runs down hill. It never seeks the hands of a trifler. The man whose only recommendation for work is that he needs it, will seldom get it."

"If you are a diamond, be sure that you will be found. Audacity never got ahead of merit."

"Don't depend too much upon your family—either the dead or the living. You will be just as well off to date your 'ancestry' from yourself. Give it a good, honest start."

"Don't be above your business, no matter what that may be; but strive to be the best in that line. He who turns up his nose at his work, quarrels with his bread and butter. He is a poor smith who quarrels with his own sparks. There's no shame about any honest calling."

"Don't be afraid of soiling your hands; there's plenty of soap to be had. You cannot get honey if you are frightened at bees, nor plant

corn if you are afraid of getting mud on your boots."

"Above all, avoid laziness. There is plenty to do in this world for every pair of hands placed in it; and we must so work that the world will be richer because of our having lived in it."

"To be willing to begin at the bottom is the open secret of being able to come out at the top."

"This old maxim about striking the iron when it is hot is out of date. Young men of today must strike the iron until they make it hot."

"The cry about all the good situations being filled is nonsensical. Electricity alone has made a quarter of a million good salaried positions in ten years."

"Life never ran smoothly yet, and can hardly be expected to change its character for us; so we must take it as we find it, and fashion it into the very best shape we can by industry, patience, and good humor; and we shall often find that an excellent will is a capital substitute for want of power."

"One thing is quite certain, it is useless crying over spilt milk, or brooding over our

miseries and troubles; we must try and make head against them. Look around and see what changes are wrought, not by time, yet in time, for, not mankind only, but all that mankind does or beholds, a perpetual methodical industry—securing a continual growth, and maintaining an ever increasing, self-perfecting vitality."

"The man that works is to him that is idle as light is to darkness."

"Man can only be happy by the full exercise of his faculties; and we should all of us let our small world know that our particular part of the universe is in motion."

"Do the very best you can where you are. Fill the place you are in *chuck full*, even to bulging out over the top."

"Be careful of your spelling and capital letters. If you do not know how to spell a word, look it up. Carelessness on your part in this respect may be the cause of the rejection of your application. Very often a capital letter omitted on the envelope address causes the letter to pass into the waste-basket unopened."

"Faithfulness and trustworthiness are more valuable than intelligence, for they are very much harder to find and can't be bought. You

cannot frighten intelligence into anybody, nor threathen trustworthiness out of him."

"The best employee is one who has affection for his employer, as well as respect. Affection is a plant of slow growth; it cannot be forced. It is, however, very sensitive, easily chilled or totally blighted."

"When you put a responsibility upon the shoulders of anyone, don't take it away at the first mistake. He will have to make several before he learns how to properly use his authority, and another would have to go over the same ground."

"Don't intimate to an employee that you consider him a blockhead; for his irresistible conclusion is, that if so, you are another for keeping him. A man isn't stupid by preference; hence, a dull comprehension is his misfortune, not his fault. It is even useless to reproach him for having incorrectly represented himself as skillful. That was probably his honest conviction."

"Don't keep continually discharging your employees and hiring others in search for better men. Those you already have are probably all right if properly developed; and a man's value to you ought to grow in proportion to his

length of service. If you don't sufficiently remunerate faithful and intelligent service, you will never get good men, or at least you won't *keep* them."

"Stop looking for that *ideal* employee. He's in business for himself. Besides, you and he couldn't get along together. He would be too independent to suit you, and you would appear simply silly to him."

"Everyone, from the office boy up, is contributing his quota of the brain part of the capital. Consequently you should not dole out their wages as if it were charity."

"Labor and capital, capital and labor, will never be in true harmony until we reach that golden age when the Golden Rule shall be the universal law, when we shall each do for others as we would that they should do for us."

"Without integrity ability is valueless. How painful it is to see the shattered wrecks of many seemingly noble vessels at starting — good appearance, every business qualification but the ruling power — conscientiousness — that should direct and decide every action between man and man — the ballast to our nature, absent. Such are not considered swindlers by the law, though they are morally dis-

honest; they are clever in many things, and their specious ways gain for a time a transient prosperity; but although they are deemed knowing — not to be taken in, men of the world — they lack the quality of all others necessary to make a large or solid business."

"Avoid plausible men. They trust too much to their power of speech, often like whitened sepulchers' beautiful without, but full of rottenness and corruption within—fit simile for much of the trading habits of our time."

"Integrity is the foster-parent of credit. Who would trust his property to another, looking to the law alone for repayment? Without this quality it would be simply impossible to do the trading of the world; business would degenerate into petty traffic, and society retrograde into barbarism. Integrity is to business what courage is to the soldier, zeal to the advocate, or impartiality to the judge; it estops a man from taking advantage of another's unskillfulness or inexperience, and induces him to make any sacrifice rather than not pay his debts promptly. The law should regard all debts as a trust, and make every man account for the property that has been confided to him."

Doing and Not Doing

"Sir," said a lad, coming down to one of the wharves in Boston, and addressing a well known merchant; "have you any berth on your ship? I want to earn something."

"What can you do?" asked the gentleman.

"I can try my best to do whatever I am put to do," answered the boy.

"What have you done?"

"I have sawed and split all of Mother's wood for nearly two years."

"What have you not done?" asked the gentleman, who was a queer sort of a questioner.

"Well, sir," answered the boy, after a moment's pause, "I have not whispered in school once for a whole year."

"That's enough," said the gentleman. "You may ship aboard this vessel, and I hope to see you the master of her some day. A boy who can master a woodpile and bridle his tongue must be made out of good stuff."—*Independent.*

Do It Well

BY REV. S. EDWARD YOUNG

Superintendent of Christian Endeavor Work among Life-Savers

Fifty years ago this coming summer, a college student was appointed to survey a tract of "crown land" in eastern Nova Scotia, — a barren region about fifty miles in length and thirty in width, much strewn with granite bowlders and traversable only by foot or very steady steed.

There was no likelihood that his measurements would ever be tested or his lines run over again, for the soil was unfertile, and the timber insignificant and unmarketable. But that student handled his chain and compass as under the eye of Omniscience.

Ten years ago a Princeton Seminary "theologue" conducted a religious service in the center of the district, and his meeting was attended by everybody but one man in an area of thirteen hundred and fifty square miles (forty-five miles one way by thirty the other). It is proper to add that there were at the time within those bounds just twenty-six persons.

Gold had been discovered there; the "leads" were vertical, and fortunes depended upon the

accuracy of surveyors' conclusions. Experts with theodolites had tramped and retramped the whole territory to locate to a hair's breadth the most nearly perpendicular veins.

Peter Grant, the Halifax merchant, a stockholder in one of the mining companies, told me on the ground that, after all their tracing and computing, the government's finest surveyors gave at last the meed to the college student of forty years before, and in every instance pronounced his lines unshakable.

Should anyone desire to see the student who did the work, he may find him, laden with honors won by Christian scholarship and rich in the gratitude of the religious world, rounding out a grand, long life at McGill University, Montreal, Canada. He is none other than Sir William Dawson. I give the facts as I received them from Mr. Grant. The application is too obvious to need specifying. — *The Golden Rule.*

A Secretary's Alphabet

Miss Martha E. Race, when the secretary of the Florida Christian Endeavor Union, conducted the conference of district secretaries at the Washington Convention. She prepared a fine printed program, carefully systematized,

and on the back of this program was this alphabet of adjectives, describing the qualities of a model secretary. He should be:

Accurate, Businesslike, Conscientious, Determined, Energetic, Fair-minded, Gracious, Helpful, Intense, Just, Kindly, Lenient, Modest, Never-failing, Open-hearted, Persistent, Quiet, Resourceful, Systematic, Tactful, Unbiased, Vigorous, Willing, Xcellent, Youthful, Zealous.

These are just as good qualities for others as for Christian Endeavor secretaries.

The Best Boy's Story I Ever Heard

That was what a lawyer said about this story that I am to relate to you: "It is the best boy's story I ever heard."

"We have had a good many boys with us, from time to time," said Mr. Alden, the senior member of a large hardware establishment in Market street, Philadelphia, "as apprentices, to learn the business. What may surprise you is that we never take country boys, unless they live in the city with some relative who takes care of them and keeps them home at night; for when a country boy comes to the city to live, everything is new to him, and he is at-

tracted to every show-window and unusual sight. The city boy, accustomed to these things, cares little for them; and if he has a good mother, he is at home and in bed in due season. And we are very particular about our boys; so before accepting one as an apprentice, we must know that he comes of honest and industrious parents.

But the best boy we ever had is now with us, and a member of the firm. I used often to say to him: 'Jones, your memory is worth more than a gold mine! How do you manage to remember?'

'I make it my business to remember,' he would say. 'I know that if I can remember a man and call him by name when he comes into the store, and can ask him how things are going on where he lives, I will be very likely to keep him as customer.'

And that was the exact case. He made friends of buyers. He took the same interest in their purchases as he took in the store, and would go to no end of trouble to suit them, and to fulfill to the letter everything he promised.

Well, affairs went on this way until he had been with us eleven years, when we concluded

to take him in as a partner. We knew that he had no extravagant habits, that he neither used tobacco nor beer, nor went to the theater. He continued, as at the beginning, to board at home; and even when his salary was the very lowest, he paid his mother two dollars a week for his board. He was always neatly dressed, and we thought it was very probable that he had laid away one or two thousand dollars, as his salary for the last two years had been twelve hundred dollars. So when we made him the offer to become a partner in the business, and suggested that it would be more satisfactory if he could put some money in the firm, he replied:

'If ten thousand dollars will be any object, I can put in that much. I have saved nine thousand four hundred dollars out of my salary, and my sister will let me have six hundred.'

I can tell you I was never more astonished in my life than when that fellow said he could put in ten thousand dollars, and the most of it his own money. He had never spent a dollar, or twenty-five cents, or five cents, for an unnecessary thing, and kept his money in a bank where it gathered a small interest. I am a great believer in the Bible, you know, and I

always kept two placards in big letters up in the store. On one was this text: 'He that is faithful in that which is least, is faithful also in that which is much;' and the other, 'He that is diligent in business shall stand before kings, and not before mean men.' And Frank Jones's success was the literal fulfillment of those two texts. He had been faithful in the smallest things, as in the greater ones, and diligent in business. That kind of a boy always succeeds," concluded Mr. Alden. — *Wide Awake.*

Use Your Minutes

"I can't do it. I haven't time enough."

"Yes, you have."

"I don't see how you make that out," replied the first speaker, who was discussing with a friend the advisability of taking up a certain course of scientific reading. "I work at my desk in the office from 9 o'clock to 5 o'clock every day except Sunday; and I must take recreation in the evening."

"I'll prove to you that you can. You get up at 6 o'clock, say, have breakfast at 7 and finish at 7:30. That gives you an hour to study before going to work. You have an hour for your luncheon, and then you manage to spend

another hour every afternoon over your pipe and newspaper, don't you?"

"Yes."

"With less time than that Garfield became a classical scholar. Gladstone became one of the most widely read men in the world. Disraeli made himself a famous author, and Edwin Arnold wrote his 'Light of Asia.'"

"Yes, but they were men of genius."

"True; the genius of hard work. I will cite another case of which I have personal knowledge. Some years ago I knew a bright young man named Leslie Bulgrove. He was a post-office clerk in Indianapolis, Ind. He was one of the most accomplished men I ever saw. He devoted his three hours of leisure every day to various pursuits. He divided them with unvarying method. This is what he did in five years. He had read and committed to memory all of Shakespeare's plays. He could read Latin, Greek and French fluently. He was an expert flute player. He was one of the best natural historians I knew. In addition to this he was proficient in every line of fencing and marksmanship, and although he did not weigh more than 130 pounds he could strike a ninety-pound blow with his fist. He simply in turn devoted

half an hour a day to each subject. He kept this up unremittingly for five years, and finally attained such a degree of proficiency in each that he might have been called a master. The secret of his success was hard work. He wasted no time. It is true that he might have devoted his time to more profitable studies and had he done so he might have made a great name for himself. I only instance his case to show you that you, and almost every man of your acquaintance, waste enough time every day to make him great had he devoted it to its proper use."—*New York Mail and Express.*

An Eye Opener

"A business firm once employed a trained young man, whose energy and grasp of affairs soon led the management to promote him over a faithful and trusted employee. The old clerk felt deeply hurt that the young man should be promoted over him, and took occasion to complain of it to the manager. Feeling that this was a case that could not be argued, the manager asked the old clerk what was making all the noise in front of their building.

He went forward and returned with the answer that it was a lot of wagons going by. He

then asked the clerk what they were loaded with, and again he went forward and returned, reporting that they were loaded with wheat. The manager again sent him to ascertain how many there were, and he returned with the answer that there were sixteen. Finally he was sent to see where they were from, and he returned, saying they were from the city of Lucena. The manager then asked the old clerk to be seated, and sent for the young man, and said to him:

'Will you see what is the meaning of that rumbling noise in front?' The young man replied: "It is unnecessary, for I have already ascertained that it is caused by sixteen wagons loaded with wheat. Twenty more will pass to-morrow. They belong to Romero & Co., of Lucena, and are on their way to Marchesa, where wheat is bringing $1.25 a bushel, while it costs only $1.00 at Lucena. The wagons carry 100 bushels each, and get 15c. a bushel for hauling.'

The young man was then dismissed, and the manager turning to the old clerk said: 'My friend, you see now why the young man was promoted over you.' This illustrates the tendency of our times, for we are rapidly advancing

into an age when concentration of energy and grasp of a subject in detail in the shortest possible time are requisite for advancement."
— *Am. Journal of Education.*

Young Men in Business Offices

BY ERNEST L. THURSTON

HOWEVER varied the requirements of the business world, there are certain general qualifications always expected in the young man that may be called upon to fill an office position.

The young man must be honest, not because honesty is the best policy, but because it is right.

Moreover, the young man must be a gentleman in the true sense of the word. That is, he must have a character distinguished by strict integrity, forbearance, self-possession; a character to which dignity, self-respect, and courtesy have become natural.

Especially must he show these characteristics toward his employer. Herein lies a weakness in thousands of young men now in office. The employer is treated, behind his back, as a butt for rough jokes. His actions are made fun of, his plans and orders criticised. In the employer's absence the young man is far too likely to pretend that he owns the place. He

treats visitors with scant courtesy, and injures both his employer and himself more than he knows. Many will judge the employer by their reception by his clerk.

Yet further, the young man must be neat. Neatness is a token of refinement, and in itself lends dignity. It includes the avoidance of anything that is loud, eccentric, lavish, or even fastidious in dress. One must dress to suit his position, so that he may sink into and become a part of it.

From the standpoint of his work, three keys to the young man's success are promptness, industry, and common sense. Let him reach the office two minutes before, rather than five seconds after, nine o'clock. He must remember that the business of the day should go like clockwork. If he is out of time by even the slightest degree, he may throw the office work out of adjustment to a far greater extent.

He must be industrious; not merely, however, in the sense of being always at work. One may work hard and accomplish little. True industry involves system. Despatch is the soul of business, and *method* is the way to it. There must be a fixed time for each duty, and the performance of it must be regular.

The young man must keep his accounts in proper order; must learn to file his papers properly. He must do his regular work each day without waiting for orders. He must not delay at any time, for that assistant will prove most satisfactory to his superior who neither puts himself forward nor lags behind, so as to attract attention to himself. Besides being industrious, the young man must show a good supply of practical common sense. To a greater or less degree, he is sure to be left to his own responsibility, and thus he must learn to decide wisely, first, small matters, then others of more importance, to which his superior has neither time nor opportunity to give proper attention. He must not be inferior in a position in which he can be superior. A fourth-rate something makes, at best, little more than a first-rate nothing.

Yet further, the young man's leisure hours must be properly occupied. In far too many positions the regular work may be completed within a few hours, and much time is thus left free. If this time be spent in staring out of the window, or in gazing at the clock whose hands move so slowly, the young man indeed finds life irksome. The day seems twice as