business to know something of the value of goods he is selling, and if there is any responsibility, to know enough to locate it where it fairly belongs.

There is another subject that does not practically come within the province of my talk, in regard to the marketing and selling of cheese, and I hope that at the proper time and place it will be thoroughly discussed and a mutual understanding be arrived at, whereby those who are engaged in the cheese industry of this state can derive a profit from this mutual gathering of the cheese makers of Wisconsin. It seems to me that the beneficent laws of this grand republic could be extended to cover an industry of the magnitude of the cheese industry in this state the same as it covers the grain and stock industry, whereby we might receive some inspection that would be disinterested.

Now, these are a very few of the points which have suggested themselves to me upon this topic, and I will say to you, gentlemen, that I am glad to see so many of you here today. I consider this convention one of the grandest and one of the best educational enterprises in the state in this line of business, and furthermore, I wish you all the success that attends the deserving this coming year. Gentlemen, I thank you for your attention.

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AS A CHEESE MAKER WHAT KIND OF A POSITION SHALL I ACCEPT?

Charlie Johnston, Dixon, Wis.

Mr. President and Gentlemen of the Convention:

*The subject assigned me is one upon which any cheese maker should be glad to get a chance to air his views before an intelligent audience like this, demanding what he considers his right before engaging to run a factory.
I will state my own experience in this country. The gentleman for whom I am working has always insisted upon a cheesemaker taking in all kinds of milk. If it was too bad they run it into the whey tank. After I had engaged to him and he was driving with me out to his factory, he said to me, "You must take in all milk that comes, no matter what its condition." I remonstrated with him and he said to me, "You do not have to guarantee your work, so it does not make any difference to you." I told him to drive me back to the station and to get some one else. That my reputation was worth just as much to me as his factory was to him. But he took me out to the factory and I soon found out that he had a number of good patrons who took good care of their milk, and they informed me when I told them that no bad milk would come into that factory as long as I was there, that if they had continued to run the factory and take in bad milk and their good milk had to make up for the loss that they would have sold their cows. I have had no trouble. They soon found out that they could not send poor milk there and I believe I have had as good milk, if not better, than any other factory in that country. And there will be a big increase next season.

My employer is satisfied and I do not believe would return to the old system.

In engaging myself as a cheese maker I would insist that I should be supreme in the weighing stand; that I should have good utensils with which to work; that my factory should be a good substantial building; and, that when I received over four thousand pounds of milk per day I should have an assistant and that my whey tanks should be so that I could cleanse them every morning and that there should be proper drainage for that purpose. Then I would agree to make a good, marketable cheese. I would stand all losses that were due to my own carelessness, or my inability to make such a cheese. I would not guarantee its flavor.

I think that this agreement would be fair to both myself and employer, as well as a protection to the patrons and all concerned.
DISCUSSION.

Mr. Michaels: Don’t you think you have put that estimate a little bit too high, a man handling four thousand pounds? I have made more than that myself, but I don’t want a man to handle over three thousand pounds of milk for me and do it alone.

Mr. Johnston: I agree with you there, I put the outside limit. I have handled seven thousand pounds of milk alone,—in Canada. Of course, it was only for a short time in the fall of the year, but I consider four thousand pounds is enough for any man to handle; more is an injustice, to the man and his work.

Mr. Pearson: Am I correct in understanding that before Mr. Johnston went to this factory the rule was to receive all the milk that came there, good, bad and indifferent, and then to put the worst milk directly in the whey tank, paying full price for it?

Mr. Johnston: Of course, I only know by hearsay. The competition was pretty keen and they insisted on the maker taking in all kinds of milk; they didn’t want to send home anybody’s milk, that was the idea, and if the milk was too bad for the maker to work it up, they were in the habit of running it into the whey tank, and of course the proprietor of the factory had to pay for it. He would rather do that than send it home.

Mr. Pearson: It would also be better to do that than to put it in with the rest of the milk to make cheese out of it. What was the moral effect on the patrons of seeing their milk go into the whey tank?

Mr. Johnston: I don’t know whether they saw it or not.

Mr. Pearson: How much wages ought a man to get that is handling four thousand pounds?

Mr. Johnston: He should get fifty dollars a month and board himself.

Mr. Pearson: The year around?

Mr. Johnston: Well, of course, I don’t know anything about
that; I think he should. I think it pays to pay the cheese
maker good wages, and if he doesn’t make a good article you
can simply tell him you are paying good wages and you expect
him to make a good article.

Mr. Marty: That looks rather little to me for a good cheese
maker, and if it should be for only part of the year, I don’t see
where the education is paid for, and even if it was the full year,
it doesn’t pay.

Question: Would you ask the cheese maker to guarantee his
make on fifty dollars a month?

Mr. Johnston: I would ask him to guarantee his work on
the shelf.

Hon. Faville: Is fifty dollars about the average paid cheese
makers? I know that fifty dollars isn’t enough for a man who
is competent to manage four thousand pounds of milk. (Ap-
plause.) Fifty dollars and board is only a little more than we
pay ordinary farm hands, where they have no responsibility,
only to use their muscle. Here is a business where we need
the very best education that a man can have, handling one of
the most delicate products of nature, and I say fifty dollars a
month handling four thousand pounds is simply ridiculous, and
if the business has gone down to that level, you better quit it.

A Member: But if you hire a man and pay him five hun-
dred dollars a year, and you run a factory on four thousand
pounds of milk, where are you going to get any money out of it?

Hon. Faville: I know a butter factory that is running to-
day and paying their foreman a hundred dollars a month, and
they are making money at it, because he is a superior maker,
and any man that can’t earn more than fifty dollars making
cheese hadn’t ought to go in a factory.

Mr. Marty: I don’t know about wages in American cheese
making, but I know in Swiss cheese making we get men for
thirty-five dollars a month. I have never had any trouble in
getting average wages for six months of a hundred dollars, and
there are any amount of cheese makers who get that for six
months.

Mr. Johnston: I don’t believe in any cheese maker throw-
ing himself away for nothing, but you take a cheese factory where they make up four thousand pounds in the flush season, which will bring it down to two thousand in the fall of the year, and even,—if you run late, to one thousand,—and there is no chance for you to make any money if you pay such prices.

Mr. Monrad: How much does the farmer pay at your factory for making?

Mr. Johnston: A cent and a quarter a pound. Of course if a man is making his cheese up for two cents or a cent and a half, he can afford to pay higher wages. I don't believe in coming here to run down wages, I want all I can get, and I want to see every other man well paid, but you will find lots of cheese makers in this country making cheese for thirty-five dollars and boarding themselves and guaranteeing their work too.

A Member: With supplies at the prices they now are, and the prices of cheese, I don't see how cheese makers can get any more. I really can not see how a factory can pay more than fifty dollars a month at the present time, because making is getting lower all the time, and there is more asked of cheese makers right along, they are guaranteeing everything, and I guess we will have to guarantee to the farmers pretty soon that their cows will give so much milk.

Mr. Johnston: I think if cheese makers would combine together in some way,—competition is very bad, a man comes along with a can of bad milk and the first man refuses to take it and the next will take it right in, and say that the man who rejected that milk did not understand his business, or he could have made good cheese out of it.

Hon. Faville: If the cheese maker is simply a hired man and the proprietor orders him to take the milk, he can't help it.

A Member: He can quit the factory I suppose.

Mr. Monrad: If he is a married man, it isn't so easy, you don't want to see your children starve.

Mr. Johnston: The idea is this. If a man has got a good reputation and he takes in bad milk, he can't make first class cheese out of bad milk, and he can’t keep his good reputation.

A Member: I have had a little experience in the northern
part of the state. If a man brings a can of poor milk and I refuse it, he goes to the next factory, and they take it, even if they have to throw it away, and tell that patron that they have made good cheese out of it and that I don't know anything about the business.

Mr. Marty: That is a sure thing, if the poor milk goes to the next factory, it will be all right when it gets there, and the cheese maker who refused it doesn't understand his business.

Mr. Miles: I think one trouble about this business is that the cheese makers are too sensitive. When these fellows bring poor milk, let them go, give them to understand that if they have got some other place to take it, they can take it, they will soon find that the other fellow can't afford to pay for it. There is no man on earth that can get as much cheese or as good cheese and it's bound to show at the end of the month. I think every man should have enough sand in him to send that poor milk away.

Mr. Sweeting: I have thought many years it would be a good way to get around this question for the cheese makers to have a convention in each and every dairy county in this State, and meet two or three times during the cheese season and talk those matters over among themselves, and then if you have a dishonest cheese maker drive him out of the business, all work against him, and where you have an honest cheese maker work heartily with him. If you have dishonest patrons, drive them away, and if you have honest patrons work for their interests, and they will certainly work for yours.

Prof. Ruddick: It strikes me that you have very much the same difficulties to contend with that we have and that you have this very serious evil of the small factory. That seems to me to be at the root of the whole question. If you have larger factories there is not the same question about securing decent wages for the men who operate them. I find that in larger factories the tendency is to pay enough money to secure good men, and there is money enough in the business to warrant that being done. I quite understand that where competition forces the price of making down to one cent and a quarter in small factories, of course there is not money enough in it to pay suffi-
cient wages to secure good men, but that seems to me to be the greatest evil in this industry on this continent, that is, the ruinous competition amongst small factories. It makes it impossible to pay sufficient wages to encourage the right class of men to remain in the business. As I told you last night they have been through that in New Zealand, and the tendency is strongly towards large factories; they pick out their men carefully and pay them enough to keep them. I have known of men managing factories in New Zealand to make as much as $1,300 a year and do not guarantee anything, though I am afraid they are coming to that. The first cheese factory in New Zealand still has its first maker, and that man has made quite a little independence out of making cheese. It seems to me that if something could be done to encourage concentration so as to build up larger factories that it would solve a great many of these difficulties.

Another point, in examining some balance sheets and statements in New Zealand, I was struck by the fact that while the price paid for the milk averaged from 70 to 80 cents per 100 pounds in every case it was the big factories that paid the higher prices. Of course they are well managed. Everything costs about double over there because most of their supplies are imported from this country or Denmark, and they have to charge more for making, but it shows up very plainly under the cooperative system where the balance is paid over to the farmer. They see it at once and it makes a striking illustration of the value and importance of having large factories. They are reducing the cost of manufacturing there very largely in that way. It is specially noticeable in the butter making branch of the industry where they are concentrating all the time. Some of their skimming stations take in as much as from twenty to thirty thousand pounds a day and they send it to the central factories. A large number of the cheese factories have put in separators to skim the milk during the winter months, and they sell the cream then to the butter factory, which will pay them the most money for it. In Wellington there are three large butter factories and they bring all their cream by rail forty miles and more.
Mr. Monrad: The trouble here, gentlemen, is that our farmers have not learned to co-operate, and until they learn that they will never be able to get the best results. Petty jealousy prevents it and it is costing the farmers money every year. We want to teach the farmers the beauties of co-operation. It is the same way in Denmark, co-operation is spreading, and the more it spreads the more money there is in it for the farmers, and for the cheese makers and for everybody concerned. Try to educate them up to a sense of true combination.

Hon. Faville: It requires just as much of an expert to take care of four thousand pounds of milk as it does to handle twelve thousand, and do it successfully, and, of course, a factory that runs only four thousand can't afford to pay an expert. I know of a co-operative factory that paid a man first $80 a month. He has been with them a dozen years, I guess. He was offered $100 to go somewhere else. We talked it over and one of the managers of the factory asked me, "What had we better do about it? Our maker is going to leave us unless we increase his wages to $100 a month." And I, without any sort of hesitation, knowing him to be a first class butter maker and that every bit of his butter was first class, I did not hesitate one moment, and said, "Don't you let him go. Keep him; he is worth $100 to you if he is to anybody else," and he is still there. Now, no cheese factory ought to be started that receives less than eight thousand pounds of milk in the best of the season.

Mr. Monrad: Then you would not advise anybody to go up in Northern Wisconsin just now?

Hon. Faville: It would do all right to go there and start on a small scale. We all have to start small, you know. You might start in Northern Wisconsin, knowing that you would not have more perhaps than three thousand pounds the first year, but that the prospects were good for increasing. I am talking about an old established country, where most of these cheese makers come from.

A Member: I think a maker should be paid according to the receipts of the factory. If you have joint stock companies or co-operative companies and bigger factories you could pay
your men bigger wages. In West Ontario, Canada, when I was making cheese there, they had big factories there and they used to run from fifteen and twenty to twenty-five thousand pounds a day. They paid a cheese maker about a hundred dollars a month, according to the number of pounds that came to the factory. He was paid a certain amount and bought supplies, and he made good wages out of it. They don’t hire men by the month at all. I believe there would be more satisfaction if that system was adopted in this country, but the trouble is the factories are too small and you can’t pay the men decent wages.

Hon. Faville: And you can’t have a decent factory, you can’t have a decent curing room.

A Member: I calculate that if they can’t build a factory that a man can afford to guarantee his goods in, they better close it up.

Mr. Marty: I always had an idea that the Cheddar cheese business was a great business, that they could get along lots easier than we can, but I see now that they need buildings the same as we do. I am very glad to find out that the Cheddar cheese makers are trying to work along the same lines that we are trying to work on. I think it will be to our advantage if we all try to work the best we can in the same way.

Convention adjourned to 2 p. m., same day.