

HUTMAN'S HANDBOOK

SEASON OF 1935

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HUTMAN'S MANUAL

1935

I INTRODUCTION

The Club and the Huts - The Appalachian Mountain Club Huts, as is generally known, define but one function of the more extensive activities of the Appalachian Mountain Club, the headquarters of which are located in Boston. The present (1935) enrollment of the Club exceeds four thousand members.

Although we are representatives of a private club, we of the huts are bidding for business from the whole mountaineering public. There are no differential lines drawn between member and non-member of the Appalachian Mountain Club excepting in a limited financial way.

Hut Growth - Despite the current years of depression, the huts have enjoyed a period of territorial expansion, doubling the number of huts from four to eight since 1929. Lonesome Lake was first taken over in 1929, Greenleaf's first year of operation was 1930, and both Galehead and Zealand Falls became active units of the system in 1932.

Reputation - There is little need to speak of the high reputation of the huts as centers of tramping and mountain hospitality. However unpretentious and in some respects inconvenient, the huts nevertheless definitely stand, by way of counter-balance, for that camping intimacy and fun which is not readily found or gained elsewhere. It is this spirit of

intimacy and fun which is the cardinal virtue for each hutman to nourish and develop. This does not imply that the best hut is the one where the guests and the crew are indistinguishable; the demarcation is as that drawn between "served" and "service".

Uniformity - Although each hut has and enjoys its own individuality, taken together the chain of eight forms an integral and unit system. As the chief conscious efforts of past recent years have ^{been directed} for hut development and extension, so this year begins the chief conscious efforts for the integration and tying together of the system. All trucking and ordering will be made from and through the headquarters at Pinkham. In my absence, Rod Woodard, and Stilly Williams, the Assistant Hut Managers, will act as Managers, handling directly requisitions and reports and settling current problems.

II GENERAL CAPACITY AND CONDUCT

Manners - As has been pointed out before, we are the official representatives of the Appalachian Mountain Club and are engaged in catering to the whole mountaineering public. It is commonplace, but nevertheless vital, that conduct shall be gentlemanly and courteous on all occasions. Speech and manner of the crew provide ^{two of} ~~two~~ the main criteria for the judgment by the patrons of the hut. Do not let the "goofer" get under the skin, but pass off his questions easily and intelligently, maintaining complete dignity. Treat the "goofer" with as much

traditions of the mountains - the return on this investment is great. White Mountain literature, although not vast, is quite ample.

Because of the dovetailing of the truck schedule and the "days off" schedule, lagging or anticipating a day or more on the "days off" cannot be permitted, except in rare circumstances and by permission from me ahead of time. It is also essential that I know at any given moment exactly who is to be found at a definite hut, or storehouse.

When reservations at a two-man hut anticipate crowd size, days off should be changed to a more auspicious time. This can be pre-arranged with me.

Accidents - All accidents of incapacitating consequence to any of the crew should be reported to me in the weekly report; this is to be entered under a separate sheet. List the nature of the accident, the date and time it took place, who was in charge, and whether or not it was avoidable. (This information is essential for my report to the insurance company.) If medical aid is needed, rush the man out to the nearest doctor; if possible go to Dr. Shedd in North Conway or Dr. Downing in Littleton. This applies as well for any severe illness. An emergency comparable to an accident or illness is the only time when it is excusable to leave the hut alone, that is, without a member of the crew in direct charge.

If possible, leave some responsible person in charge; if

complete abandonment is necessary, hide the cash box and any valuable personal gear, leaving an obvious note as to where you have gone, probable time of return, and where things may be found.

Guests of the Hutmen - There is no authorization from the Club for any man working in the hut system to entertain "on the hut" members of his family or close friends, except in the case of the special rate given to the old hutmen. When a hutman has guests, either he or they pay the regular charges unless there is an authorization for another rating from the management.

There is no charge to U. S. Forestry Service men on official duty. A reciprocal no-charge policy is maintained between the current hutmen of the Moosilauke Summit Camp and the Appalachian Huts.

Guns - Hutmen who have guns or revolvers should be very careful in the use of these. Keep them in your quarters, where they are inaccessible to the general public. When firing them make sure your targets are well away from the places of traffic.

Liquor - The use of, or manifest possession of, liquors of a higher alcoholic content than beer by the hutmen is not to be tolerated in the huts. This is not a question of any scruples against liquors, but it is an essential policy to be maintained because of the very nature of our business; an ever-

lasting engagement with the public. This policy, more than any other single item, will receive a very severe enforcement if it becomes so necessary.

Beer will be permitted as a refreshment only at the most discreet times, as at the end of a pack, or in the late evening when there are no potentially surreptitious guests in the vicinity. Keep bottles, empty or full, out of sight.

The acceptance of liquors offered by the guests is, however, permissible. This is a matter of your good discretion and moderation.

Of course conduct while on the "days off" is admittedly a matter of one's own and not my discretion, except in hut domains, due respect for one's responsibility to the huts, especially with reference to the use of liquor, requires a high standard of behavior.

III SPECIFIC DAILY BUSINESS AND ROUTINE

Rising Bell - A rising bell or signal of some nature should be sounded at 6:30, thus giving ample time to the guests to prepare for breakfast at 7:00. When the number of guests exceeds ten, all hutmen should be on deck by 6:30 ready to give the cook a hand where it is needed. Unless there is a previous arrangement, or some extraordinary circumstance warrants, meals should be ready for serving at the Promptness in Meals - scheduled times. The time needed for meal

preparation varies tremendously according to the size of the crowd, the number of hutmen available to lend the cook a hand, the type of the meal, and the experience of the cook.

Cook Books - All huts are well stocked with good cook books; "Good Cooking Made Easy" - which is no primer - was put into each hut in 1934. (There will be before the season proceeds too far a separate "Meal Suggestion" digest forthcoming.) Without going into the question of meals too deeply in this place, may it suffice to point out that, generally speaking, the calibre of the meals enjoys an excellent reputation and is clearly on a higher plane than the "simple mountain meals" mentioned in one of the more recent White Mountain publications.

Meal Service - The individual set-up for breakfast and supper has become systematized to: bowl in plate, fork at left, then napkin, knife at right followed by the tea and soup spoons, with a cup placed at the end of the knife. Make a genuine effort for table neatness at all times, keeping the sugar bowls well filled and clean, and washing the sugar spoons after each meal; keep the salts and peppers filled (a few grains of un-boiled rice in the shaker aids in keeping the salt dry), and keep the catsup bottles filled and clean. The service at meals may be best described as a "family service", the main criterion in this the insuring that all have plenty to eat.

Cleaning up - As soon as the meals are comfortably finished, tables should be cleared and barred down with

operation on the Perfection and the Puritan stoves is of assistance. A maintained neatness in the stoves also contributes to the efficiency and intensity of the flames. Keep the wood ranges and air-tight stoves cleaned and polished. The cooking tables and zincs warrant a comparable scouring and cleanliness.

Towels and Dish towels and bar rags should be rinsed out
Bar Rags - following each breakfast. As necessary, a
more thorough job is urged. (An effective
and fairly inexpensive bleaching solution can be made by following
the directions on the chlorinated lime cans for "Javelle".) Keep
an ample and clean supply of towels and bar rags always on hand.

A reasonably strong solution of Javelle Water will remove
the stains from fruit, tea, coffee and such, on the white enamel
dishes.

Goats - The final items of importance in the kitchen
are the two "goats" or garbage cans. The
first should be used for the swill only, and the second for the
cans. It is strongly recommended as an ultimate labor saving de-
vice to wind off both ends of each can and flatten, as they can
then be buried in much less space. A goat more than half full
should be emptied each morning, and afterwards cleaned with a
strong lye solution to be followed by disinfectant spray.

Bunkrooms - Each morning immediately following the dishes
is the time for tackling the bunk rooms. Turn
every mattress which has been used, and once a week turn all

mattresses to prevent the accumulation of moisture or dust. Blankets should be folded in a systematic way and distributed three to a bunk; extra blankets are to be kept in a convenient place and given out only when necessary. Check on the total number of blankets each Sunday morning. Sweep up after the bunks are in order. (The brooms when not in use must be hung in some convenient place upsidedown; do not stand the brooms while idle in a corner, as this breaks the hair stiffness and shortens the life of the broom.) Burn all refuse following the morning clean-up at the regular incinerating place.

Be sure with crowds that all individuals are provided with a bunk. A numbered bunk form will be issued for convenience in handling crowds and anticipating parties reserving. When one sex overflows a bunkroom, the necessary rearrangements are up to the tactful discretion of the hutmaster.

Floors - A thorough sweeping of the kitchen, dining room, and bunkrooms is usually sufficient for all daily purposes, although this often has to be done - particularly in the kitchen and the dining room - more than once a day. A periodical lye washing of the kitchen seems to be the best way in which to maintain a cleanliness there.

Lamps - Be sure the lamps are filled in the morning hours and in good working order for the night; this means keeping the mantles whole and the generators clear. Both mantles and generators are very expensive, and therefore it

is advisable to prevent the guests from lighting lamps. It is essential to heat the generator thoroughly with two matches before attempting to light the lamp. Keep the shade periodically washed, and be sure that all shades are absolutely dry when about to be used.

Wood - Keep a generous supply of wood always on hand for stormy and wet weather. The air-tight stoves, although great heat givers, are correspondingly heavy fuel users. Keep available a rack or lines to dry clothes on wet days.

Toilets - Chemical toilets will function best when daily agitated, firmly but gently by the hutmen only; do not allow the tanks to become full. Toilets at Madison and Carter require, because of the smaller capacity, a closer watching; also in these huts, when an odor arises in the tanks, pour in a little of the recharging solution kept on hand. Before draining, the tanks, should be actively agitated, and while draining there should be constant stirring. The recharge for Madison and Carter is one cup of disinfecting solution to a ten quart pail of water, for Pinkham, the Lakes, and Greenleaf, the charge is one drum of crystals per tank. At Lonesome Lake keep pits well spread with Chloride of Lime.

Bowls and seats should be washed with a disinfecting solution and then dried every day and kept in a very sanitary manner; also paper replenished and a few spare rolls always on hand. Sweep out the toilets each day. Check and replace rosettes as

needed.

Covered pails should be kept in the ladies' toilets for absorbent materials, and emptied daily. Signs should be posted also in the ladies' toilets requesting the ladies to use the pails for all absorbent materials. A supply of absorbent material should be maintained and a convenient coin change receptacle should be in place with change always in it. Additional signs requesting the guests to refrain from agitation of the tanks should be posted if this is found necessary.

Care must be taken in the new huts to see to it that the wash pans and porcelain sinks are always presentable, and that an ample supply of soap and a couple of drinking cups on hand. Keep the mirrors shining. At Pinkham, Zealand, and Galehead, a flexible toilet-bowl tool is available if the bowls plug.

A Twenty-four Hour Job - Theoretically, perhaps, the hutman's job is a twenty-four hour proposition. Actually the day begins - unless one is doing the cooking for the morning meal - about 6:30, moves fairly rapidly until 10:30 or 11:00, and then falls off unless augmented by noon business (admittedly, sometimes "noon" means from 9:00 A.M. until 5:00 P.M.); the final specific activity of the day falls about and concerns supper. Generally speaking, by 8:00 in the evening, the business of the day is done. It may seem on some days as if the "practice" exceeded the "theory" - that is, the day exceeds twenty-four hours work and possesses less than twenty-four hours time - but that is part of the nature of our business.

IV OUTSIDE DUTIES

Grounds - Keep the grounds adjacent to the hut in neat order, picking up the loose paper and refuse often and regularly. Burn the old rubbish accumulations with the refuse from the hut at the incinerating place. Cut down all the dead branches and trees if such an action will mean an improvement in the appearance of the estate.

Trails and Signs - See that the trail and direction signs are in their proper places; always repair fallen cairns. Report any trail sign absences to me and, if imperative, direct to Paul Jenks, Camp Agiochook in Whitefield, who is the current secretary of the Trail Committee and in direct charge of the trail signing. Take out any blowdowns within a reasonable distance of the hut, or on the main routes to the hut. Make it a habit to remove papers and waste laying in the trail.

Meteorological Observations - We are primarily interested in the daily rainfall at the huts (rain-gauges will be supplied with instructions) but in as much as we are closely connected with the Mount Washington Observatory and have been for the past few years, we have taken other observations. A form will be sent to each hut to be concerned with those instruments that are available for more than rainfall observation. An accurate and uniform temporal recording is essential for any validity in these observations.

Radio Schedules - Radio equipment for communication purposes will be in several of the huts where licensed amateurs are stationed. Schedules will be worked out to tie in with the truck dispatching and ordering.

Mountain Wise - It has been intimated before that the good hutman is not only a hard worker but also possesses a certain amount of mountain omniscience. To realize this comprehension specifically and well, one must familiarize himself with the salient facts and fancies, truths and legends, concerning his hut and region. An acquaintance with the more usual flora and fauna is of itself greatly worth while. In short, try to be in a position to talk intelligently with most of the guests and to be omnisciently ahead of a good majority of them.

V STATEMENTS, BILLING, AND ORDERING

Cash Books - An accurate financial statement is the cardinal goal of any cash book. Keep the cash books legible and neat; don't jam or squeeze the entries; always sacrifice paper for clarity.

This year the Hutmaster's Reports have been revised and several new columnar headings have been added. The headings in the cash books are to correspond with this revision; and it will be necessary to use double facing pages in the cash book. Because the lodgings, both A.M.C. and Non-A.M.C., and supper and breakfast are always standard, there is no need to include these as regular

columns in the cash book. (Also, there are not enough columns in the present style cash books). Therefore, for the sake of standardization make your cash book read;

on the left page -

TOTAL	NON-A.M.C.	A.M.C.	SUPPER	BREAKFAST	NO.
HUT LUNCH	NO.	BAG LUNCH	NO.	ORDERS	CHOCOLATE

and on the right page -

PREPARED	NON- PREPARED	NO.	GUIDE BOOKS	NO.	MAPS
POST CARDS	<i>FILMS</i> STAMPS	<i>STAMPS</i> MISCEL.	(MISCEL.)	(MISCEL.)	

The Miscellaneous columns will fit your needs. The "numbers" are to be diminutive figures and entered above the double line in the number column. They are purely statistical figures and not to be confused with the financial figures.

Be sure and include the number of bag lunches issued in the respective number columns. This is to provide a means of checking on the number of bag lunches issued whether the sale is \$.50, or \$.25 (as is the case with the Non-A.M.C. day rate), or \$.00 (as is the case in the A.M.C. day rate).

Under supplies the distinction between "prepared" and non-prepared" foods is in the cooking. A "prepared" food is one which

needs no cooking or heating, such as crackers and raisins. A "non-prepared" food usually is heated or cooked.

Stamps will be included as a regular hut article.

The charge for "guiding" is \$5 per day; \$2.00 goes to the Club, \$1.00 to the guide, and \$2.00 to the "kitty". The "kitty" is the "tip fund" which has always been kept by and for the hut crew and split up at the end of the season. If a hutman guides on his "days off" the entire charge is his.

When small items such as chocolate or post cards promise a lot of transactions each day, it is advisable to record on a separate sheet those items, and enter them into the cash books when they have appreciably piled up. A good system is to keep separate chocolate boxes for the cash and the entries, transferring the accumulations at the end of the day.

One "order" in the cash book "number" entries is defined as one transaction. The criterion is not the number of individuals, but parties served. An order for six coffee, and two doughnuts, for example, is "one" order if placed by the same party.

When the volume of the business demands, a daily, or every other day, financial check-up of the actual and the recorded income is urged; such practice is invaluable in locating and rectifying errors early. If there is a discrepancy in the statement, nine times out of ten this discrepancy will be one of more actual cash than is recorded; the cause of this is neglecting to enter payments. In such cases enter the difference in the cash book in one of the miscellaneous columns, and mark "Positive Error".

When a discrepancy of less actual cash than is recorded occurs, delete the cash book, excepting the columns marked Lodging, Supper and Breakfast, Maps and Guide Books, and with the Hutmaster's report, include on a separate sheet of paper an account of this matter.

The street and town addresses of unknown parties paying by check must be included on the checks. For the convenience of the guests, blank check forms are kept at all the huts. Accept no Canadian money.

For the sake of standardization in the cash books and the reports, the demarcation from one day to another should be drawn following all payments and settlements of the previous night's bills. The new financial day starts with the first order cooking or sale of supplies following breakfast. Saturday night's business, for example, is to be made as a Saturday entry.

Hutmaster's Reports - The Hutmaster's, or the weekly financial reports should be made out by the hutmaster after breakfast on Sunday. With the exception of the Lakes of the Clouds, which gets their reports to Pinkham via a hutman or someone equally reliable before Monday night supper, the reports will be picked up at the respective hut bases personally by the truck driver on the Tuesday truck trip; Carter's report will be picked up on Monday afternoon. Be sure that the report is delivered into the truck driver's hands - do not leave it in the storehouse.

At the Lakes, if the money piles up appreciably during the week and if it is convenient, ship some of it down to me via a hutman heading for Pinkham beginning his "days off" (or via some

responsible person going direct to Pinkham) making a note of that amount which is to be placed in the cash box and sent down as cash with the final weekly balance. When this piling up occurs at any other hut, the money can be picked up on the Friday truck trip.

In the same way as the cash book, be very careful in making out the reports and see that the vertical columns correspond with the horizontal additions. Errors in the reports must be absent. Under financial remarks, include an explanation of any part week salary; the basis per day is, of course, one seventh of the weekly salary. Include also under financial remarks the number and descriptions of meals issued to the trail crew (do not write trail crew business as part of the regular columnated financial statement until you receive a cash voucher from me); all trail crew payments are made direct to me periodically.

The cash book statement is of course to balance with that of the total receipts as shown in the report.

Personal Reports - With the Sunday financial reports, I should like to be included on a separate sheet of paper a personal report each week. This is to mention how things are going in general, the performance of the crew, anything of a personal interest as well as ideas of a constructive nature for the good of the individual hut or of the system. Ideas from anyone in the huts, hutmaster or hutman, are equally welcome. If there is nothing to be included in the personal report, make a statement to that effect.

three-fold: to loan an efficiency and standardization to the ordering, to assure an adequacy and prevent a superfluity on the ordering, and finally to minimize the labor of packing out.

The first inventory is to be taken only at the opening and closing times and, besides being an inventory, serves also as a general condition report. The items explain themselves. Include on a separate sheet details of any vandalism or breaking in. This opening inventory will be sent in as early as possible after the hut is open. Requisitions for items therein included, as floor oils, paints, and oil cloths should be made at the same time as the inventory. (One gallon of floor oil on the average is sufficient for seven hundred square feet of floor.) Anything else considered imperative for replacement or improvement should also be included.

The second inventory is substantially a weekly statement and is to be enclosed with each weekly report. This is to provide you and us a means of checking on the fresh foods and the less heavily stocked commodities. List on the space for films and post cards the amounts on hand and the identification numbers of each of the most heavily sold items, or those items where there is the greatest need. Requisition according to your needs.

The third inventory concerns foods and transient commodities. This is the most detailed of all the three sets. The dates these are due will be announced early each summer; it is always due at the close of the season. The detailed stock statement is primarily a guide for your major season requisitions, and these requisitions should be made on the corresponding inventory dates. We feel confident these inventories will be also an aid in minimizing the labor

of packing out.

Truck Trips - For the first time this year all the trucking is to be done to and from Pinkham. As of past years, trips will be bi-weekly. Orders placed with one trip will be delivered when possible on the next. A regular time schedule, based on experience, will be issued when the season gets underway. The present plan is to truck for Carter on Monday and Thursday afternoons; for Zealand, Galehead, Greenleaf, Lonesome, and Madison on Tuesday and Friday mornings, and in that respective order. The principle reason for the shift to a central buying is - outside of the uniformity and the economy believed to be effected in the actual purchasing - a closer and stronger integration of the system as a whole.

Naturally general merchandise and fresh food delivery is dependent on the truck trips. The choice of provisions will be for the most part dependent on the discretion of the truck driver, as he is in the best position to weigh and balance the orders on the fresh stuff of one hut with those of another, although effort will be made to heed the preferences of the individual hutmen. This season we hope to augment the step made last year of buying a general variety of fresh foods for the hut

Fresh Foods - system, and will be purchasing more fresh meats and vegetables. Of course, as one can easily see, these luxuries are dependent upon and limited by the truck trips and the rather inadequate cold boxes or cellars. Tie in your major butter, egg, and meat orders with the "Weekly Inventory".

Personal Purchases - The truck driver will be glad to make any personal purchases on specific standard commodities for any and all hutmen. Place your orders in a similar way as the hut orders, and use a separate requisition slip. Payment is expected on the next truck trip.

VI OPENING AND CLOSING THE HUTS

Fire One of the first things in opening a hut is
Extinguishers - to charge the soda and acid fire extin-
 guishers (usually Badgers). The directions for this are on the fire extinguishers. Requisition soda and acid needed for a complete recharging. Shake the Pyrene extinguishers to make sure they are reasonably full. (These are left throughout the winter without being discharged.)

Gasoline At the beginning of the season the water systems
Pumps - will be found drained. To start the systems, introduce the gravity feeds from the springs and the suction line from the reservoir to the pump. Replace plugs at the base of the pump and connect unions (with a new gasket cut from the gasket rubber) and the disconnected pipe sections. Check the oil in the motor, clean the spark plug, fill the water hopper and the gas tank, and the system should be ready to go.

Gravity Systems Generally the pipes are removed from the
and Hand Pumps - brook or reservoir during the winter and

either stored in the hut or placed at a convenient point. The Pumps themselves are removed from their bases and generally found stored with the hut equipment. Connect the pipes, where unions are not used, with pipe cement to assure a vacuum. See that the foot valve and strainer are working and holding the water in the pipe so that it is not running back into the reservoir; otherwise it will be necessary to prime the pump each time you use it. Prime the pump and the system should be all set.

Galehead and Zealand have sut-offs, or drain valves, under the hut; these should be closed before starting the pump. There are also at Galehead and Zealand sink drain trap plugs which should be replaced before drawing water. At Greenleaf be sure that the drain valve outside the hut is open before pumping.

General Cleanup - After the fire extinguishers have been re-charged, and the water systems are set and working, a general cleanup is in order. An enumeration of the things to be done makes rather prosaic reading to be sure, but these are nevertheless essential. Wash all the dishes, pots, and windows thoroughly; air and sun-dry the mattresses and pillows at the first fair weather opportunity, making sure that all reparable tears or holes are mended. Replace the broken windows, if there are any.

Hang up the curtains. Store the shutters, seeing that they are well identified, and mattress cages in the customary place (usually the loft), noting and describing any severely damaged shutters. Make sure all winter blankets are permanently marked

Winter Blankets - with a spot of red paint in the corner; fold to expose the paint and store away for the summer. (Winter blankets may be used in the summer during emergencies only).

All floors are to be swept and washed thoroughly with a strong lye solution, rinsed, permitted to dry, and - with the exception of the kitchen - oiled. Tidy up the grounds about the hut and clear them of all refuse.

Opening Inventory and Requisitions - Fill the initial inventories (which you will have in your possession or at the hut the appropriate mimeographed forms) according to the way in which things are found at the hut on arrival, excepting blankets, pillowcases, and silverware, which are to be packed in with each hut opening. Make out the requisitions to correspond with the opening inventory.

Late Hutmasters - Late in the season, in the weeks following Labor Day, when it is necessary that the hut be manned by only one hutman, there are several rules which must be carefully observed if the hut has been left alone.

If possible, leave the hut in charge of a reliable guest. It is suggested for those who anticipate being alone and in charge of a hut for any length of time to get some friend who is footloose for the moment to come up and share the responsibilities of the hut. This friend will receive for his service food and board. In every case of this sort, however, my permission must be received first.

At times when it is necessary to leave the hut alone, lock up the kitchen and hide the cash box and any valuable personal gear. Leave an obvious sign somewhere about the accessible part of the hut saying: the time you expect to return, and where drinking water, blankets and bunks may be obtained. Return to the hut yourself well before supper to care for any over-night business.

A very important duty in the fall is to watch and anticipate temperatures which are below freezing. If a freezing temperature is imminent, drain the outside water system and the gasoline pumps, if there is one at your hut. It is clear enough that a break in the water system would be a great inconvenience and source of unnecessary expense.

Closing Up - The actual preparations for closing, with the exception of the packing out, can usually be accomplished in a couple of days. Packing out, as mentioned has been made before, we hope to minimize, to rock bottom. All perishable goods of value must go, including canned milk, clam chowder, chicken, bottled items, and chocolate; also the summer blankets and pillowslips, the German silver, Guide Books, maps and films.

The actual preparations for closing the hut includes opening and draining the water systems, as well as its valves and the sink traps. At Zealand and Galehead the bowls and tanks of the flush toilets must be sponged dry. Store the kerosene and gasoline containers, the cleaned goats and hut tools, in one of the bunk rooms. With the exception of a limited number of construction (usually old agate) serving and cooking utensils, which are to be left in the

kitchen, all the customary kitchen equipment is also to be stored in this bunkroom; and set up mattress cages. The kitchen has now become the winter refuge, wherein are to be left the winter blankets, the construction service and service gear, and the older kerosene stove with a few gallons of kerosene.

Make out your final report. Draw the statements of stock according to the "Foods and Transient Commodities" and the regular "Closing" inventories on the basis of the articles left at the hut. (A separate statement of the articles which are being transferred to Pinkham will be obtained at Pinkham.)

Nail on the shutters. Empty the soda and water fire extinguishers (The Pyrenes are to be kept charged and left in the refuge) the last thing before going down hill. This observation of the fire extinguisher ruling is very important. In the huts where the actual "closing" takes place when the last shutter is hammered on, leave the hammer in some sheltered place (as beneath the building) to open the hut with the following season, and report where this is left to me.

VII CONCLUSION

The primary aim of this Hand Book, which we trust has been more or less understood, is for the hutman's guidance in a general way. It does not pretend to be more than a working description of the hut system. Its chief value is for the new members of our ranks, although it is advised that the old fellows familiarize them-

selves with the outlines of some of the new policies, witness the innovation of inventorying or the shift in the truck system. The vein of this manual is intended more as a group of suggestions rather than as a closed group of closed rules. No bones will be made, however, concerning some issues, as for example, the question and policy with regard to liquor.

Obviously some parts of the Book need only a cursory reading. Nevertheless, new hutmen will find it to their advantage to refer more than once to the section on the "Specific Daily Business and Routine", and perhaps the old hutmen would benefit by rereading the part on "Statements, Billing, and Ordering".

Although there is prevalent throughout the huts a general and more or less uniform scheme of daily action, each hut, because of its own uniqueness and because of the individuality of the fellows, has its own particular systems and ways of doing things; these must be observed and respected by the new fellows. This does not mean in any way that new ideas for improvements, either of some specific system of doing things, or of a more material object, are not welcomed. One of the keys to the huts includes for its virtues originality, initiative, and responsibility - a good key for almost any occasion - applicable particularly to the huts because of the lack of stereotype.

The best formula for dealing with the public at large - as any applied psychology book will tell you - is to put yourself in the place of the other fellow; visualize what you would want were you in his shoes, and suggest this want or present it to him. Do

not be afraid of using and mixing sense, humor and tact - the demand for these is great.

Boost the other huts, and strive for your own. A reputation is won by the type of meals served, by the general attractiveness of the hut, and by your own personal conduct.

Good luck!