THE IMPERIAL OIL REVIEW

Published Monthly by IMPERIAL OIL LIMITED, at 36 Church St., Toronto.

The purpose of this publication is to provide service to the members in which their opinions, suggestions and experiences may be exchanged and to acquaint them with interesting and useful information about the Company's business.

NOTICE.—The active cooperation and interest of every employee is essential to the continued success of this publication. Please address all communications to THE IMPERIAL OIL REVIEW, 36 Church street, Toronto.

Nineteen-Nineteen

On the threshold of this new year please join for a moment and, in all seriousness, ask yourself the question, "What of the future?" Gibb has wished you the best of health, happiness and prosperity, and as lightly have accepted the wishes for your success which they reciprocated. But mere wishes and hopes accomplish nothing. If you would really attain success you must plan and do things.

Success is only born of intelligent action. There is nothing passive about it. Successful performances are directly proportional to the number and quality of the attempts made, alwayswordpress, of course, that these same attempts are guided by sound, clearly defined and reasonably-attainable aims.

Define your aims now. Consider the matter thoughtfully while you are yet young. Make your objective big, at least big enough to be worth striving for.

Remember the golden age, the age of opportunity, the age of success for you is before you, not behind. Of the past nothing remains but memories; life deals only with the present and future.

Plan your work on an intelligent basis, back up your aims and ambitions with good, solid, hard work. Keep a strong heart and have faith in yourself and in your opportunities, and who is there who can say what may not be written of you in the pages of the future?

A Happy and Successful New Year to you and yours!

Co-operation

Oh, who is it that shears us on?
In office, shop, on saloonman’s seat,
And has a “can” for every “must”?
Who’s always there to help each one?
In warehouse, still, on truck-truck seat?
It’s us, my boy! It’s us all of us!
Not they, or you, or me, but us.
Oh, who is it that helps us on,
In typing, files, or selling “gas”?
And gets results, without the flax?
Who lends a hand to all and every task?
And tightens, tightens every detail?
It’s us, my girl! It’s us all of us!
Not they, or you, or I, but us.
Oh, who is it whose glowing glory,
As great and better things go through?
Who shares the load from crest to crest?
Who, every IN-DEED, knows
What profits by what we do?
It’s us! You bet, it’s all of us!
Not they, or you, or I, but us.

Be Natural

Artificiality is one of the greatest snares into which people allow themselves to drift. It effectively cancels personal charm and entirely shuts out the natural ability which every one of us has been endowed with. Be perfectly natural in all your thoughts and all your actions. Exercise fully your natural ability, but do not seek to clothe yourself with powers that are not yours. Be your common sense at all times. This does not mean that you must analyze everything to find out what is common sense and what is not, but rather that you give yourselves to the practical work and endeavor to exercise good judgment in all your decisions. Be logical and reasonable.

Give mature consideration to all matters that come within your care. First thoughts are apt to be snap judgments given on the impulse of the moment. Second thoughts are not ways best, but if you do think twice be sure to exclude all outside influences. Let your decisions be just the natural decisions of the natural man.

Artificial personality is just as dangerous. It accomplishes nothing, and in the long run always defeats its object.

"To thine own self be true." Be Natural. Be yourself.

Petroleum — The Master

I AM POWER
I drive the locomotive over mountain and desert. The swift automobile is my chariot. I soar in the clouds whenever men ride the dizzy aeroplane or the majestic floating-airship. The stealthy submarine and the stately liner go their ways by my permission. I make the spindles in a thousand mills and you can hear me roar in a multitude of foundries. My strength never lapses. Peak loads are a joy to me.

I AM SPEED. Whenever men would go quickly, I take them.

I AM RIGHT. Without me the lamp would be dim, the dynamo could not draw electrons from the air, nor any wheel move moving thing do its work softly—for I am also Lubrication and Silence.

I AM EFFICIENCY. Men do their tasks gladly and better when I am their fellow, for I am clean and sweet in all my work. The steam leaping from the flames to the water at my touch, and the engine speeds on with certainty when my hot breath drives the blades.

I AM ECONOMY, for I am the spirit of concentration.

I AM SAFETY. By my use accidents are prevented. I cheer the land with a myriad useful flames and ignite the storm with unquenching keels.

I AM ORDER, for I am alone master of the submarine.

I AM THE HUSBAND OF NATURE, as new as she is, the power is where I am. In the chambers where I am, I am the father of all machinery.

I AM THE GRANDCHILD OF ELECTRICITY.

I AM THE PROFIT in business—I AM SUCCESS.

I AM THE FUEL of civilization.

I Am the Lamp of civilization.

I AM THE LAMP, the Anak Weeping.

I AM LORD.

I AM PETROLEUM.

—I AM PETROLEUM.

MARKETS

—THE IMPERIAL OIL REVIEW

THEREFORE THIS AND EACH SUCCEEDING YEAR

President's Speech at Sarnia Conference

"We cannot ignore the lesson of the Brotherhood of the Battlefield."

I T is now more than four years since I had the pleasure of attending any gathering which did not contain the reminder of the war—reciting the names, war wounds, munitions, food or Victory Loan. They have all grown part of our lives. Into each we successively threw our energies and all of our thoughts that were not monopolized by our boys in service. Now, passing on the threshold of peace and looking back through these critical and anxious years, we realize that whatever we did and however engrossed in our tasks we seemed to be, our minds never really stayed from these boys whom we thought we knew so well, but who, in the way they have worked, the way they have died, have given us most of our best understanding of the Divine spark in humanity.

"Almost as routine as the daily work of the soldier's life, they have done the unbelievable, the impossible, the impossible, which of our wildest flights we never dreamed possible.

I AM ECONOMY, for I am the spirit of concentration.

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I AM THE GRANDCHILD OF ELECTRICITY.

I AM THE PROFIT in business—I AM SUCCESS.

I AM THE FUEL of civilization.

Abalisk's Lamp is not a fairy tale; I AM THE GENIE OF THE LAMP.

I AM PETROLEUM.
were separated, the capitalist and the laborer lost the other’s point of view with unfortunate results in every way. These large industries have come to stay, and Capitalism is here to stay unless we are prepared to preserve our economic life; but is that a lost personal touch to be restored. That is why we are here tonight.

A Family Organization.

There are some things for which Imperial Oil Limited has always stood and one of these is fair treatment of its employees. We have always tried to maintain fair working conditions even with the tremendous expansion of the Company’s activities which have been forced upon us during the past five years.

"Now we want to deepen, if possible, the good will which we feel has always existed between the men and the men of Imperial Oil Limited and to make people feel it is worthwhile to enter the employ of the Company and also to remain in the Company throughout the years of their active life.

"So, tonight, we propose a fuller measure of partnership than has hitherto existed. We had you welcome to this our third meeting of the Company and the men for the mutual benefit of all. We are glad that this first meeting is held in the Sunniva Works and for many reasons. You are the oldest men, the men who have been here the longest, who are the largest refinery in the British Empire; you have never had a difference of opinion with the Company; you and the Company know what mutual cooperation means and the past; we have shared each with the other in a way that has been a pride and source of inspiration. It is most fitting that you should be the pioneer industrial societies to demonstrate and work out the more liberal industrial relationship plans that we now propose.

Joint Conferences.

"The agreement governing this new relationship between the Company and its employees, which is submitted to you, provides for conferences between employees’ regularly elected representatives and members of the Company on the subject of wage adjustments, hours and all matters of mutual interest; it gives to every employee who believes himself to be injured from unjust treatment or unfair conditions, access through his elected representative to the General Superintendent and higher officials of the Company and the right of a conference upon his grievance; it assures the continuance of the policy which has always protected the employee from discrimination on account of membership or non-membership in any church, society, fraternity or union, and it provides other conditions beneficent to the Company for twelve months shall become insured for an amount, depending, of course, on his years of service, at the rate of $425 a year for the first six-five-six he can retire, and on his retirement he assured a reasonable amount to care for himself and family during the rest of his years. There may be many conditions where he would be put upon the pension fund without having to wait for sixty-five, where ill-health from any cause makes it impossible for him to go on. Then it will be a case for the Executive of the Company to say whether that man has reached the point where he ought to be put upon it regardless of the fact that he may be a very long way from sixty-five years of age.

The Pension Fund.

"You might be interested in a case in knowing what the pension fund is, how much it will amount to, is it worth while to be put upon it. We propose that for every man or woman who has reached the age of sixty-five, before or after retirement, has twenty years of service up to 75 per cent. of the average wage of that person for a period of ten years. Is it worth while?

"See what this will mean. I say it for the man who is married and has children. I know at the age of twenty we look forward to sixty-five as so far away in the distance that it has no interest to us. At thirty we think the same, but when we are forty-five and forty, and we get within fifteen or therethrough the age of sixty-five, you and I both know that the future becomes to many of us a matter of vital importance. Why is it that a person who has been in the service of the Company for twenty-five years and whose average pay has been $800, that person will receive $490 a year for the rest of his life. He will be able to go into any business that he wishes excepting of course he is not going to go into one that is in competition with the Company.

Insurance and Annuities.

"On the first day of January we propose that every one who has served

Mr. G. W. Mayer

the Company for twelve months shall become insured for an amount, depending, of course, on his years of service, at the rate of $425 a year for the first six-five-six he can retire, and on his retirement he assured a reasonable amount to care for himself and family during the rest of his years. There may be many conditions where he would be put upon the pension fund without having to wait for sixty-five, where ill-health from any cause makes it impossible for him to go on. Then it will be a case for the Executive of the Company to say whether that man has reached the point where he ought to be put upon it regardless of the fact that he may be a very long way from sixty-five years of age.

That is the Pension Fund and it will be approximately as closely as possible the existing pension if the employee’s entry into military life and with an eye to his welfare and progress of this sort of man.

Sick Benefit Plans.

"On the 1st of March we propose to establish a Sick Benefit plan by which we will not be left with the adoption of the changes that have been taken in this case is not within the four corners of the Act for the reason, it may be, that a man was not injured in his employment. He left work at 6:30 and was injured at 7. We propose that if you are at the theatre, or on the walk, someone might, and you must maintain an injury, that you will be cared for by this fund existing at the time of that injury that had been suffered by you in the course of your employment at the works. That is, a man is in the employ of Imperial Oil Limited twenty-four hours of the day and 365 days in the year, regardless of sickness or accident and where or under what circumstances it occurs.

"Now you ask about the men who have endowed. It is a very important question. We cannot go into figures, but you know among the five thousand employees you have paid roll of Imperial Oil Limited between Hallick and Victoria, there are a great many who have endowed. From the outset of the war, the Company has not only maintained but also been being only temporarily absent and made provision to supplement the measures of the Government and of the employees for the relief and comfort of those who were, or are, dependent upon them. I do not want to put too restricted a meaning on the word ‘dependent’ as those who fall forward under conscriptive law. I do not want to give the impression that it shall apply only to the men who enlisted in the ordinary sense.

Reinstatement of Soldiers.

"The Company proposes that each of the employees who has been in the service of the Company for twenty-five years and whose average pay has been $800, that person will receive $490 a year for the rest of his life. He will be able to go into any business that he wishes excepting of course he is not going to go into one that is in competition with the Company.

Mr. G. W. Smith

work be left. But there is one thing that he will be able to do. He will be able to put his name upon the pay roll of Imperial Oil Limited and he will be able to draw the pay that the position he left would draw at this date if he had stuck to it over the period where he was serving you and me. Though he cannot do the job he left he is going to get work he can do and he is going to continue the pay he left, no matter what job his will be.

War Service Counts.

"The status of these men in respect to the life insurance, sick benefits and annuity funds maintained by the Company will not be in any way impaired by their war service. You see what that means. The man who went away and served two or three years will have that credited to him when he returns and just as he would have had it if he had stayed in the service of the Company.

"The time in which they were thus engaged is that period of time. That time period had been spent in the actual service of the Company. For all purposes of this character the employee’s length of service with the Company will be considered without regard to any interruption through his military duties, and members of the Army and Navy returning to the Company’s service will be exempt from medical re-examination in respect to their continued status in these benefits and insurance funds.

"What does medical examination mean? Does it mean that you are going to subject a man before he can get into the pay of Imperial Oil Limited to a medical examination that he has to have a certificate of being healthy and sound in every way? Nothing of the kind. That is not part of the plan. Our thought regarding medical examination will be to see that when a man comes on the pay roll of Imperial Oil Limited he is placed in a job in a work that will not be injurious to whatever condition of health may be at the time. There are many jobs in connection with Imperial Oil, you can understand, where a man who is disposed to weak lungs should not go. We are not interested in where else. He may have some other particular weakness, and the purpose of the examination will be to see that put that man at the job that will mean good health and efficiency in his work.

Two Important Points.

"Now there are two things about the plan I want to make clear. They are not without their difficulties and they have nothing to do with the rate of wages the men are to receive. The Company, as other men, will be settled on its own merits, and enables them to purchase of the men sitting around a table with a like number of men representing the Company, each trying to see the other’s point of view.

DON’T STOP TO TALK ABOUT IT. DO ANOTHER."
An Appreciation

Since the announcement of the new Industrial Relations plan was made, expressions of commendation and appreciation have been very numerous. Not the least gratifying of those conveyed from employees in every department and from all branches of the Organization from the Atlantic to the Pacific.

Such as we would like to reproduce them, all space forbids. We have, therefore, selected one as being typical of them all. It speaks not only of the pleasure which the employees receive the announcements, but it also testifies that loyal spirit which exists throughout the rank and file of the Organization.

Mr. W. J. HANNA, President, Imperial Oil Limited, Toronto, Ont.

Dear Sirs—

We, the Employees of the Imperial Oil Limited, of the Regina Refinery, are greatly pleased and greatly gratified with the nature of the Christmas Telegrams conveyed to us in your Christmas Letter.

The wholesome spirit of your letter makes it plain to us that the interests of your Employees are receiving high consideration, and shows us in a substantial and pleasing manner that your interest in our welfare is sincere.

We, your Employees, wish to assure you over the signatures of those delegated to represent us, that we are highly appreciative of the benefits which you have bestowed upon us. We further assure you that we are proud to be in the employ of this Company, who, by their acts, are blazing a new trail toward the betterment of conditions surrounding the Industrial Workers in Western Canada.

We feel that the spirit of this letter will convey to you the understanding and feeling that you will have continued loyalty and hearty co-operation in the future.

We are, on behalf of the Employees, Yours very truly,

- Signed -

Moses M. B. Sarge (Office)
E. C. Hubertson (Machine)
L. R. O'Kelly (Power)
J. W. Day (Masons)
A. McGowden (Boilermakers)
G. Cowan (Painters)
W. M. Keating (Carpenters)

Don't Drift like a Ship Without a Rudder

I NEEDED not tell you with what delight I find myself the old town again to-night, and surrounded by the boys that I have known so many years among whom I worked so many years. I came here when Sarnia was much smaller and when the Imperial Oil, as a company, did not exist. Along with most of you I have seen the Plant grow from a very small concern until now we have this great Refinery here, and, in addition, four other refineries spanning the Continent from Halifax to Vancouver. There is a fine city here where we are located, far removed from employees in every department and from all branches of the Organization from the Atlantic to the Pacific.

Regina, December 30th, 1918.

Mr. C. O. Stillman, Vice-President C. O. Stillman was Remindful

Tremendous Growth of Sarnia Refinery

COMMENCING Operations.

"With the inventory taken, we felt that that part of the operation had been completed," said Mr. Stillman. "We have proceeded to Buffalo. That was in January, 1897. Early in May we were located in the Refinery building of Sarnia and we were able to engage enough men so that we could begin to work the plant and that had been in operation, but at that time was closed down. The Company wanted us to see their caretaker who had charge of the property. On arrival there we found a man sitting behind a stove in one of the buildings. Mr. Chamberlain said, 'I wonder what we have here.' I answered, 'This looks like the caretaker,' and sure enough it was, and this, my friends, was our introduction to Dick Robinson, the eldest employee here in Sarnia. It looks like a great deal of suspicion. I said, 'My friend Robinson, there is an invention of this plant.' He was quite agreeable, so we started out, and looking around, we counted four stoves, two or three oil burners and a few old pumps. Dick followed us from place to place. I imagine he thought we were going to walk off with a still or boiler, but after a while we convinced him, I think, that we were honest.

N O W we get closer together than ever before. We are all fellow-employees; your interests are ours; our interests are yours. We want you to know that we are always ready to meet you and discuss fairly and reasonably as man to man. If any man, or number of men, think things are not what they ought to be, let them ask their representatives to get together with us and talk it over. This is not your work, it is not the Directors' work. It is our work, we and you together, and we Directors have to work, just as hard as you have.

But if we work together we can show the country that we have a real democracy in which the human employee can feel that he has the same rights, the same protection and the same consideration as the highest official in the Company.

Taking an Inventory.

"Now there are some things that may interest you in regard to the early days of the Company, away back in 1897, when Mr. Chamberlain and I came to Sarnia from a company that had been in operation, but at that time was closed down. In the beginning we thought about the property. On arrival there we found a man sitting behind a stove in one of the buildings. Mr. Chamberlain said, 'I wonder what we have here.' I answered, 'This looks like the caretaker,' and sure enough it was. I, my friends, was our introduction to Dick Robinson, the eldest employee here in Sarnia. It looks like a great deal of suspicion. I said, 'My friend Robinson, there is an invention of this plant.' He was quite agreeable, so we started out, and looking around, we counted four stoves, two or three oil burners and a few old pumps. Dick followed us from place to place. I imagine he thought we were going to walk off with a still or boiler, but after a while we convinced him, I think, that we were honest.

We are all proud of our record in money and men and labor for the Empire.

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We are all proud of our record in money and men and labor for the Empire.
IMPERIAL OIL LIMITED
Office of the President
Christmas Day, 1918

Dear Fellow Employee:

On this Christmas Day I wish to announce that, becoming effective January 1st, 1919, the Eves of all employees one year or more in the service of the Company, will be insured with the Equitable Life Assurance Society of the United States, in connection with the Annuities and Benefits Plan of this Company, and other employees in like manner as soon as they have completed a year of service. The amount of insurance will be graded according to earnings and length of service, with a minimum of $500 and a maximum of $2,000.

I want also to announce that on February 1st a plan for old age pensions will become effective, and on March 1st a Sickness Benefit Plan; all the above to be administered by a Committee, to be known as the Annuities and Benefits Committee, under the direction of the Board of Directors.

No medical examination is required for insurance, and the entire expense of the various plans is to be borne by the Company. The benefits will have no bearing on the question of wages, this in the future as in the past, to be treated on its merits. All this I trust the employees will accept as a guarantee of our interest in the well being of all connected with Imperial Oil Limited, in Canada.

I take advantage of this opportunity to express to you the pride of the Company in the war record of its employees, the faithfulness and zeal with which your duties have been performed during the past year, and to wish you all, for the Directors and myself, a very Happy Christmas and a New Year filled with all the blessings of peace.

Yours very truly,
W. J. HANNA,
President

Helped to Make Better Soldiers.

"I want to take this opportunity to thank Imperial Oil Limited for the consideration given me. The sums of money which my employer have made me a better then sent there and remained until 1897, when I came to Canada, and am thankful to say I have lived here ever since and have enjoyed it.

In closing, I ask you to remember that you are not working for us, but that you are working with us."

CPL. JACOB TOHJONS.

MR. STILLMAN'S NOTEBOOK

YOU SAY YOU MEAN WELL. THAT'S NOTHING.

THURSDAY, December 19, was a momentous day for all associated in Imperial Oil Limited. In the council room of the Board of Trade at Sarnia there gathered the chief officials of one Company and some fifteen delegates representing the employees at Sarnia. At this meeting the new plan of Industrial Relationship was inaugurated. The plan is to apply to the whole Imperial Oil Organization throughout Canada and will embrace all divisions and plants and the reserves at Sarnia, Halifax, Montreal, Regina and B.C.

Sarnia was chosen as the place at which the announcement was made because the parent plant of the Company is located there and also the largest number of employees of the wage-earning class are employed at that plant. The arrangements for the election of working-men's delegates as carried out at the Sarnia plant will be duplicated at the other plants.

Representation in the proportion of one delegate for every seventy-five employees of each trade is the scale adopted. Election of these is entirely free from supervision by the Company's officials and in secret ballot. The delegates thus elected will sit in joint committee with an equal number of officials appointed by the Company. All questions of wages, of grievance, etc., of rules for betterment of working and social conditions of employees will be dealt with by this committee.

In addition to discussing this plan, the gathering listened to a most important announcement by Mr. W. J. Hanna, in connection with a system of Insurance, Old Age Pensions and Sick Benefits. These will be absolutely without cost to the employers and will be guaranteed by special reserves set apart to meet the estimated expense. The policy now proposed has been under consideration for a long time. Arrangements have been working on it for more than a year. The decision is one that will reflect the spirit and aims and desires of all those who guide the Company's destinies. It is in every way a true evidence of the big co-operative spirit that has marked the Company's dealings with its employees from the very outset.

Plan Enthusiastically Received.

All the proposals were enthusiastically received, the employees' representatives in particular commenting most favorably on the proposed plan. It may be said here that these delegations were truly representative of the staff of employees. Their election attracted a great deal of interest, and in closing practically 100 per cent. of those eligible recorded their choice of delegates. It shows the great enthusiasm which the workers, both men and women, manifested in the proposals, and what the fifteen elected representatives said may be looked upon as coming directly from the mass of employees.

The Hon. W. J. Hanna, President, was in the chair, and after proposing the toast, 'The King,' introduced Messrs. C. O. Stillman, G. W. Mayer and G. H. Smith, Vice-Presidents; Victor Ross, Hector Charlesworth and Dr. D. Strachan.

The President, referring to the great interest evinced by Mr. Walter Treagle in the proposals that were to be made that evening, and indeed in anything that pertained to the welfare of Imperial Oil Limited, said: 'Mr. Treagle has very wide interests in oil, representing every branch of the industry from the Atlantic to the Pacific—at any rate reaching to the Gulf of Mexico and to Canada, but I think I can fairly state that there is no spot where Mr. Treagle's heart is more certain centred in connection with Imperial Oil Limited and its business in Canada, than here in the City of Sarnia and the Refinery. I say this without reserve or qualification because it is so.'

Mr. Hanna next spoke of the responsibilities which Dr. Strachan had undertaken as his assistant in Industrial Relations. He said that Dr. Strachan was charged with the organ-
Mr. Englehardt's Support.

Following this, he spoke of Mr. Englehardt, from whom he had received a telephone call just before coming to the meeting. Mr. Englehardt was a charter member of Imperial Oil and has been connected with Imperial Oil from the day of its incorporation, some forty years ago. "Mr. Englehardt has been very busy, as no doubt you know, in different services in this Province for many years, but there is no one who has been engaged in the oil industry in Petroleum, or in the history of Lomilion, who has not for Mr. Englehardt a love and respect that is the lot of few men to enjoy from acquaintances it has been their opportunity to meet. Mr. Englehardt's ties with his work, and that is impossible for him to be here to say to this gathering how right he that his heart is in the movement we are here to launch, but that he has his meeting with every success."

Mr. Hanna then turned to the main subject of the meeting, the adoption of the proposed plans for closer union between employees and officials. His words were inspired and must ever stand as monumental in connection with the broad generous proposals which he officially announced in another speech at considerable length. His remarks are given in full on another page of this Review.

Mr. Hanna was followed in the speech-making by Mr. C. O. Stillman, Mr. G. H. Smith and Mr. G. W. W. Shaver, whose words are also reported in other columns.

Dr. Strahan read the text of the speech which had been prepared for his acceptance at that meeting. His words were listened to with very great attention, and the manner in which they were accompanied upon by later speakers left no doubt that the plan had the full approval of all.

After the proposals had been read, the President gave charge of the meeting to Mr. W. J. Gilchrist, Superintendent of the Sarnia Refinery. In doing so, he invited questions from any one who might be in doubt regarding any point in the plan. He stated that he was glad to give that opportunity to the employees, who had no chance of considering the items in full; if there were any questions that came to mind on hearing the proposals for the first time, he hoped there would be no hesitation whatever in asking them.

The speaker went on to say that it would be very easy, and also an advantage, to form a band among the employees. There was plenty of material and it only needed someone to take the initiative. He referred to the Standard Oil Band that had made the rounds in San Francisco prior to America entering the war. A band of that description was a better advertisement than a billboard advertising Premier Gasoline. He would secure the men to cooperate to the full in such a movement; and in closing he repeated that the plan of making provision in proportion to the length of service would meet such cases very well. Given time to study the matter in full it would without doubt prove a very good thing for all employees.

A "Well-regulated Family."

Mr. James Gilchrist said that the idea was not to refrain from opening his remarks by congratulating the men in the Works on their excellent judgment in selecting their delegates. As to the plan which was soon to go into effect between the Company and the employees, he was sure that all present after having heard it explained, could not but feel that it was going to be a great benefit to both employees and Company.

Mr. Gilchrist went on to say that it was a fact generally recognized that there has always been a splendid degree of co-operation in the Sarnia Plant, but that this could be improved. He believed that the good feeling which has always existed at the plant is in a large measure due to the system of co-operation at the beginning of operations by our good friend, Mr. C. O. Stillman.

He then added that without further occupying the time of the assembly, he was sure that the more thoroughly this plan was studied, the more every one would be those connected with such a splendid organization would benefit by this new arrangement.

Speeches by Delegates.

The delegates of the employees were then called upon to express their opinions of the plan as far as was possible. Many more were from having heard it read over during the early part of the meeting.

Mr. Vidal, the first to speak, remarked that he was confident in his high standing member of the entire plan, he was voicing the sentiments of every employee in the Sarnia Works. Co-operation was one of the first things to be approached in the late war, the result was evident. An exodus of confidence between employee and employer, and especially in a large concern like ours, was bound to work out successfully.

The speaker went on to say that it would be very easy, and also an advantage, to form a bond among the employees. There was plenty of material and it only needed someone to take the initiative. He referred to the Standard Oil Band that had made the rounds in San Francisco prior to America entering the war. A band of that description was a better advertisement than a billboard advertising Premier Gasoline. He would secure the men to cooperate to the full in such a movement; and in closing he repeated that the plan of making provision in proportion to the length of service would meet such cases very well. Given time to study the matter in full it would without doubt prove a very good thing for all employees.

Mr. Barely was not sure that he could say that anything was more important than the previous two speakers had said, but stated he would like to suggest that there were other things that we should co-operate in work for the Imperial Oil Limited.

Mr. Noble added that he expected to have quite a lot more to say at the regular meetings. He had already given a few hints from the floor and another that might improve conditions and he thought might take up a few minutes on his own account.

The Oldest Employees.

Mr. Thomas Montgomery spoke of it as a wonderful plan, and said he was sure it would be fully appreciated by all employees. He was of the opinion that they should cease to be employees of the Company. He said: We have not had the hand that had given the delegates some idea of how long he (Mr. Montgomery) had been connected with the Sarnia Organization and that he had Dick Robinson and the speaker down as being probably the two oldest employees. Dick had him beaten by a few days, but they were both very glad to be still in the ring. He agreed with Mr. Noble and would hold a lot of his remarks until some of the later meetings, especially as there were other speakers to follow.

Mr. McCobb stated that he had in some little idea of the contemplated plan, having heard it worked up in detail with the Directors. From a position of that standpoint of those employed in the Accounting Department, he knew it was a well-regulated family with hardly any trouble at all, and when he understood Mr. Hanna's proposition regarding what the Company was about to place before the members, he felt he would be grateful if he did not have the opportunity to express the appreciation he felt and the pleasure he had in working for a Company who thought so much of such a fact - and he would look forward to as giving them such consideration.

"But," continued Mr. Noble, "makes a man feel more comfortable, and at the same time easier in his mind, when he feels that he is doing something for him while working, or if sickness overtakes him, he is protected; and that he is protected instead of working an office. When the two work his family is assured protection."

Concluding, Mr. Dobson mentioned the satisfaction and relief it is to know that you are doing work. He, for one, would not be so far from the Company if it was work, that the time was away from work.

He concluded by saying that he was sure that for many employees the satisfaction and relief it is to know that you are doing work. He, for one, would not be so far from the Company if it was work, that the time was away from work.
Dr. Daniel Strachan

For the next two years he was assist-
ent to the Rev. Dr. Thompson at Sar-
na, Ontario, after which he spent a
year working among the cotton
mill operatives in Augusta, Georgia.

Upon his return to Canada, he set-
tled in Hespeler, Waterloo County,
where he remained for the next four
years. Leaving Hespeler, he ac-
cepted a call to be the Minister of St.
John's Church, Brockville.

He stayed in Brockville for twelve years and
then came to Toronto. This was in
1917 when he became Minister of the
Rosedale Presbyterian Church.

Dr. Strachan was recently appointed Assistant to the
President to Industrial Relations.

The Imperial Oil Review

January

1929

The New Agreement

Text of the Understanding Between Company and Employees.

BEFORE reading the details of the new agreement relating to em-
ployment, let us consider the relationship of employees at the joint
conference Dr. Strachan and the representatives of the
company. He said that his responsibility consisted in seeing that everybody got a
square deal. In general terms he meant that he was first to find the
right of every question before making any recommendation to the
Directors.

The application of such a principle is very far-reaching. It means right
relations between the Company and the men. It means right
conditions for the men in the plant, and right conditions for the men in
their homes. Right treatment for those who are sick, and every
clear preference for those who have given their days to the service of the
Company.

Dr. Strachan went on to say that the Company expected him to speak
for them in this matter and that any statements which he made were ab-
solutely without reservation. The whole scheme is the outcome of the
Directors' desire to leave no stone unturned to secure the betterment of
the plant, better working conditions for the men and everything within
reason that would be of value in enabling employees to live a right true
life.

This is a matter that they have been asked to elect their representatives, to meet
together to discuss matters in which they were interested, and to make this
possible the Company had drawn up an agreement.

The agreement obligated both sides, the Company and the Employees. If
the Employees thought it was all right it should be signed forthwith in order
that all should know it was not some illusive scheme. He then read the
text of the agreement.

I. EMPLOYMENT DEPARTMENT

The employees of the works will be organized at each of the
companies, the chief officer being responsible to the Super-
intendent of the Works, and to have the
following duties:

SUCCESS IS THE RESULT OF WISE INVESTMENT

Annuities and Benefits Committee

M. H. Powell

A. J. Wolcott

G. O. Dean

A. M. McQueen

BEWARE OF THE LURE OF FALSE ECONOMY
Illustration notice; this list to be posted conspicuously in each department:

1. Violation of any law
   Special attention is called to the following:
   (a) Carrying concealed weapons;
   (b) Fighting or threatening injury to another; drunkenness; conduct which violates the common decency or morality of the community.
   (c) Stealing, or making mischief resulting in the injury or destruction of property of other employees or of the Company.
   (d) Cruelly to animate the property of other employees or of the Company.

2. Violations of the following safety rules:
   (a) Carelessness in regard to accident and safety of fellow employees.
   (b) Riding on standard or narrow gauge equipment or on any moving machinery where not assigned.
   (c) Running up blocks or cranes.
   (d) Violation of rules governing employees in repairing or oiling of moving machinery.
   (e) Failure to wear safety goggles that have been provided.
   (f) Smoking or carrying matches other than safety matches or having open lights or fires without proper care where such practice is forbidden.
   (g) Failure to immediately report accidents or personal injuries to the nearest authority where possible.
   (h) Insubordination (including refusal to perform work assigned) or use of profane or abusive language toward fellow employees or officials of the Company.
   (i) Absenteeism from duty without notice and permission from Superintendent or Foreman, except in case of sickness or cause beyond his control of a character that prevents his giving notice.
   (l) Having a disease that on account of his own careless- ness will endanger fellow-workers.
   (m) Changing working place without orders or probing around the works away from assigned place.
   (n) Failing or refusing to give testimony when accidents are being investigated; or making false statements when application and physical examination is being made.

III. RIGHT OF APPEAL

Any employee who feels that he has been unjustly treated or subjected to unfavorable conditions, has the right of appeal to the General Superintendent and the higher officials of the Company. If he shall first seek to have the matter adjusted by conference, in person or through his regularly elected representative, with the Foreman or Superintendent of his department.

After such appeal shall be taken to the next higher authority, it shall be first considered in a joint conference composed of the employees' representatives in the division affected, and an equal number of representatives of the Company. The result of such conference fails to agree unanimously as to a fair adjustment, an appeal may be made to the Executive Council at the Works, or in case such a Council has not been organized, to the Joint Representative of the Employees' Representatives at the Works for the purpose of forming a Company of Number Representatives.

IV. WAGE ADJUSTMENTS

Future wage adjustments shall be made in joint conference between the employees' representatives and Company representatives held at each of the works at least monthly to discuss any matters of mutual interest. A general wage conference shall be held annually at the call of the President. At all joint conferences the employees' representatives shall not exceed the number of employees' representatives.

Good, Better, Best. Never let it rest.

Our Victory Loan Record

TEN YEARS ago we closed our subscription lists for the First Victory Loan. Though it is most generally looked upon as a beautiful theory, one in a while the actual result will bring tears to our eyes, and we wonder then why our appeal never covered the news to us. We know now that these words are true.

On the day before Christmas we journeyed up to the Davidville Hospital, and there saw for the first time the ward that has been cared for by the girls of the loco Good Cheer Club.

This club is composed of a few of the girls of 30 Church Street, Toronto, who have made it their business to care for the boys sent to that ward that be brought back to health. Week after week they have gone to their own Saturday half-holidays that they might make holiday for the boys.

December 8th was a special day.

The ward was one great show of color and flowers and Christmas. The girls were there, too. They came with apples, oranges, nuts, raisins, figs, dates, chocolate, and a personal letter—with a $5 bill enclosed.

But the girls were there themselves, they gave their own personal services, and made these sufferings less that Canada has not forgotten their sacrifice.

With song and talk and laughter and kindly touch, such as good girls only know, joy and healing and comfort were brought to the patients, and it made us all the happier, broken and well, to come back to our duties, better and happier.

We felt that the girls must have felt how much more blessed it was to give than to receive, how much more blessed it was to give yourself, the only gift after all that is really Best.

We take our hats off to the girls of Imperial Oil Limited who are thus prepared to realize their responsibility to others.

Imperial Honor Roll

Since publishing the Honor Roll, the following list of employees who have been received.

Mr. A. S. Taylor

The Late Mr. A. S. Taylor

[Historic note here about Mr. A. S. Taylor, his contributions, and his death.]

Mr. R. M. Taylor

Our Front Cover

Our front cover picture shows the original building (with tanks in rear) in which refining operations were conducted at Sarnia. The photograph shows the Honorable Mr. Taylor lying in state in the presence of death, the honor guard at his side, and the crowd gathered to pay their respects.]
An Opportune Announcement

The announcement at Sarnia, December 19th, 1918, was very opportune. The continuance of the war and war conditions would not have interfered with the announcement. That our Company was ready to announce the plan just when the whole world, relieved from the terrors and hardships of the past four years, was turning its eyes toward reconstruction is indeed a happy coincidence.

The announcement is the result of a carefully thought-out, accurately-arranged plan. It does not arise from a hasty impulse. It was not hurried or influenced in any way by recent occurrences or developments.

That our announcement comes when all are concentrating their efforts on reconstruction—when all are united in reorganizing and upbuilding Canada's industries, neglected during the war, makes it doubly gratifying to the officials of our Company, and greatly increases its appreciation in the eyes of all in our Organization.