"Motor Queen"
Imperial Tank Boat Service
on the Muskoka Lakes
THE IMPERIAL OIL REVIEW

Published Monthly by
IMPERIAL OIL LIMITED
St Church St, Toronto

The purpose of this publication is to provide employees with a medium in which their opinions, suggestions and experiences may be exchanged, and to acquire facts with interesting and useful information among the Company’s business.

NOTE—The active co-operation and interest of every employee is essential to the continued success of this publication. Please address all communications to
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Production

The world is face to face with production, and production alone. No matter where you begin in your reasoning or analysis, you must get back to the one question of Production.

There are so many people in the world, and each one requires so much food, clothing and housing and means of locomotion from one place to another; their comfort and well-being and therefore contentment depends on a sufficient amount of the above. As production increases, the standard of living rises. Money, as we understand it, is only worth what we can do with it. The real wages of the worker consists of the goods he can buy with his money and not the amount of dollars he receives. Robinson Crusoe had barrels of dollars, but they were not worth anything to him; he had to produce to live.

Every one in a while we hear it proposed to increase the dollars and thus increase the supply of goods; it is not possible and yet it is proposed to reduce the production and at the same time force upon money wages expecting to have more goods to consume. You can’t have more unless you produce more; you cannot consume until you first produce.

In some parts of Africa, the only thing that is produced is corn and corn meal is the standard of living. If they produced more, they would have more and their standard would rise.

During the war the value of the dollar went down to less than half because production declined. There are certain limits which it is absolutely useless to rebel against; you may find fault with the law of gravity and complain about a stone always coming back to the earth when you throw it into the air; it is going to come just the same and you may as well get used to it.

There are economic laws just as absolute and eternal. Prices depend on cost of production and cost of production depends on labor costs, wages rise, costs rise and hence prices. Men say today, “We are not any better off than we were before with all our high wages.” Of course not. Increased money wages only is no gain unless there is a corresponding increase in production. When production rises, prices must go down. Increased production per capita is the only thing which can raise the standard of living. Increased efficiency and increased production is the gospel of the salvation of Canadian industry and Canadian increased welfare. The worker has no fear that he will not get his share of the goods produced—the world whole is short of goods and will be for years—we must produce if we must live.

If We Never Made Mistakes

Killing pigs is not looked upon as much as vacation, yet the pig-sticker in Chicago who, it is said, earns a bigger salary than the President of the United States.

We have been told that there is a pig-sticker in Canada who obtains a bigger salary than any bank president in the Dominion.

Why are these men paid these big salaries? Not because of favoritism, surely. No, just because they have practically eliminated mistakes from their daily work.

One can hire an aviator for twenty-five dollars the hour and there is one fellow that gets to use up two hundred dollars this average salary every week. He does everybody good. It is real money. He never before attempted it, it is true, but as he himself says, he gets his big pay because in his business he must be 100% perfect; because a single mistake would be fatal.

They tell of a door-man in one of the big hotels in the States who up until his recent death, received a bigger salary than any other employee of the bank, outside of the officials. He earned his salary by doing his work perfectly. Not a mistake was traced to him. He received more than forty dollars a week for the services of his watch. His duties were simple, it is a very enviable record.

There are other men in other callings—many of them obtaining several times the salaries of men doing similar work. These men do not attract the same attention as the fellows mentioned above because we expect men occupying positions like theirs to get good salaries.

The reason why some get more than others is because they do their work with fewer or no mistakes.

Not all of us would like to be pig-stickers; we would not be satisfied even with a job as door-man in a bank, but all of us are interested in our earning power. It may be that few of us can become 100% perfect, but we all can improve in this respect.

By eliminating mistakes, we can guarantee ourselves greater salaries. Just as surely as the day follows night and our salaries will increase in direct ratio as our errors decrease.

Was it not Benjamin Franklin who once said that mistakes cost the country five times as much as taxes and twice as much as food? Let us grumble about taxes or the H.C.O.L. Let us see what we can do on the other side of the ledger by reducing the cost of mistakes.

THE SECRET OF SUCCESS IS NOT A SECRET

The Coal Industry of Vancouver Island

Another Industry That Uses Many Brands of Imperial Oil Products

By Salesman P. E. Corcoran, Vancouver Division.

In 1848. Records show that the Hudson’s Bay Company carried on mining operations on a small scale as early as 1848 and retailed coal at $1.85 per ton. Mining operations progressed very slowly for a number of years, until a larger market was found in California. Then things began to boom and almost immediately some three hundred to four hundred miners were employed.

Business went on briskly for a number of years and the mine was finally bought by the present operators, the Western Mining Company of California. The first disaster to overtake the camp was on May 3rd, 1887, when half the miners were killed by an explosion, nearly 200 men losing their lives. No more heroic deeds were ever recorded than the attempts of the miners to reach their imprisoned comrades. Many of the rescuers also lost their lives, they were overcome by poisonous vapor and five days later were dead before their fellow-rescuers could get them back into the air hole.

When one considers that, in the early days, the safety lamp was unknown and that any kind of a naked light was used, it is remarkable that mining operations were carried on without more frequent explosions.

At present, great care is exercised by the mine inspectors and, in certain parts of the mines, only safety lamps are used.

Two Kinds of Lamps Used.

These lamps are of the naphtha-burning type and, as a result of experiments made during the past few years, the mine officials decided to use nothing but Imperial Queen Goodine in these lamps.

There is also the carbide or pilot lamp used on the miners’ caps in the safe workings that are free from gas. This lamp has superseded the oil-driven lamp, the smell of which would be too strong for even a drunken blizz.

Modern Rescue Apparatus.

Possibly the most interesting thing around a mine is the mine apparatus and pump. This rescue apparatus is on the principle of a diver’s outfit only, they carry air through a tube to the oxygen, the air supply is furnished by a cylinder fitted to it.
in a specified time, he receives a certifi- cate or diploma of competency, exactly like any other person who passes an examination.

The Pulmotor.

The pulmotor is used for rescuesation work. It is a pump-like machine connected to an oxygen cylinder. A

This cylinder usually contains a supply of 88 per cent. oxygen, suffi- cient to last for about two hours. Equipped with this outfit and a safety lamp, the operator can enter a mine after a fire or explosion and, no matter how deadly or poisonous the air may be, he can work from one and a half to two hours.

It requires long and diligent practice to master the art of working with this apparatus on and for this reason the government and the mine owners have erected rescue stations where miners may take lessons and become experts at this work.

Instruction At Rescue Stations.

It is a most interesting sight to see a class at work. There is a glass room built in each rescue station and visitors may watch the pupils at work. The instructor takes a record of each pupil's pulse and respiration and interval and after entering, shows him how to put on his apparatus and supplies him with a safety lamp.

Thus equipped, the pupil enters the glass room, in which a sulfur or bismuthen fire has previously been lit and which has been filled with dust, soot, bricks, planks and timber. A dummy is also placed in the room, weighing about 160 pounds. The conditions are made to resemble as nearly as possible those of the interior of a mine after an explosion.

Instructions hanging on the wall tell the pupil what to do. When he is able to do a given amount of work

The Pulmotor. Cases where people have been dead to all outward appearances for two hours and then brought back to life, are quite common. The most striking case on record is that of a miner who, the doctors claimed, had been dead for six hours but who was resuscitated by this machine.

There are at present seven mines in Namuino and adjacent towns, giving employment to some four thousand men and having a payroll running into thousands of dollars per month. The quantity of coal produced is considerable and is increasing every year.

Imperial Oil To The Fore.

It is highly gratifying to know that Imperial Atlantic Red and Imperial Oil service are playing a large part in this increased production. At present, Imperial Oil Limited is supplying every mine in the Nelsons set up and used in these mines, and it is doubtful if there is any other industry that uses as many different grades of oil and grease in the course of their work.

Imperial Mena Car Grease is used on the large-surface cars, Imperial Menaless Grease for the cylinder blocks of the passenger cars, Imperial Arctic Grease in all the engine rooms and locomotives, Imperial Car Oil on the mine cars of the Haitham type, Imperial Renewal Dynamos and Engine Oil, Imperial Heavy Red Mill Oil, Imperial Arctic Red Oil, Imperial Royal Castor Oil, Imperial Cylinder

A NEW instance of the happy results attending hard work and faithful service is that of the recent appointment of Mr. F. T. McKeen to be assistant to Mr. James McTavish in the management of the New Brunswick Sales Division.

Mr. McKeen's association with Imperial Oil Limited began as far back as 1897, when as a lad of fourteen he began office boy. One year later he was promoted to order clerk and after six years in this department he went on the road as salesmen in charge of the Lubricating Department in the Province of New Brunswick. This position he held until December 1910.

At this time, Mr. McKeen, feeling the country's need and having military training, enlisted for overseas service. He remained in active service until May 15, 1919, and for a large part of the time had charge of supplies and equipment for a large number of men in France.

Mr. McKeen has all along shown tremendous energy and ability. No task was too arduous for him and no difficulty too big to overcome. This proved as much in his early connection with the Company as in his military career for which latter service he was promoted to the rank of Major.

His service with our Company has now been recognized by further promotion and upon his return from Toronto, whence he had been called to receive his promotion, he was showered with congratulations by his associates and friends in St. John.

This is but another instance of how a young man in the Imperial Oil Limited organization can gain promotion through sheer merit. He should be an example and an incentive to every young fellow to give of his best whether he be an office boy, clerk, salesman or executive. The advancement in position is bound to come to him if he prepares himself to be ready for that advancement.

Mr. McKeen's loyalty to Imperial Oil Limited is nearly expressed in his own words, "There may be others as good but none any better."

At Our Gravelbourg Station

Oils, Imperial Compressor Oils, Imperial Cutting Oils, Imperial Gas Engine Oils, Imperial Skid Oils and Imperial Mining Candles are all used in considerable quantities. It can readily be seen that, what a prominent part Imperial Oil products are playing in this important industry.

Great Developments in Progress.

Prospects were never brighter than at present. Prospectors are drilling for coal in different localities, and several new mine are getting ready to open up. With the lumber mill working to full capacity; the establishing of smelters for treating iron ore, of which Vavenby Island has an almost unlimited supply, we are optimistic enough to hope that the day is not far distant when Namuino will be termed the "Pittsburgh of the West."
LUBRICATION EFFICIENCY

One Hundred Per Cent. Record For Imperial Projects at Smith's Falls

RECENT advertisements for Imperial Lubricants have conveyed the thought that lubrication is vital to efficient power production and that the power plant is the "heart" of the works. So, correct and efficient lubrication is the "heart" of the power; in the furtherance of which work, Imperial Lubricants, backed by Imperial Oil Service, are second to none.

It has been our privilege to record the service rendered by Imperial products on many occasions but we are happy to add to that list, the record of the Frost and Wood Company, Limited, of Smith's Falls, Ontario. Their performance of the past features of its own. The story as told by Salmon T. W. Craige, of the Eastern Ontario sales force, is quite interesting.

Famous Farm Implements.
The Frost and Wood Company, Limited, of Smith's Falls, deserves their full share of credit for the heavy burden they carried during the last four years of the war. The farm implements made by this firm are known all over the world and as soon as the call came for greater food production this plant turned over its forces to supply farmers with a large proportion of the necessary extra equipment that would be needed of their record of war work and we hope to hear in the near future that Imperial Oil products are assiduously

Mr. T. H. Hawks
Assistant Manager, Western Ontario Division.

Mr. Hawks entered upon his new duties as Assistant to Mr. F. J. Wolfe in the management of the Western Ontario Sales Division on June 15.

Though a native of Chicago, Illinois, it was in England that he began his active association with the oil industry. He joined the Anglo-American Oil Company in 1911 and worked at stations in London in connection with their gasoline and refined oil trade. Later he went on the road selling oil and also was for some months engaged in auditing at various branches.

In 1914, Mr. Hawks was appointed lubricating salesman on the wholesale and jobbers' trade. This was followed, in November, 1915, by an appointment as Assistant Branch Manager specializing in lubricating oils and government contracts.

Mr. Hawks volunteered for service in France in 1917 and joined the Norton Harjes Field Ambulance Service with the French Army transferring to the American Army when they took this service over. His knowledge of oil products led to his appointment to the Quartermaster Corps (gasoline and oil branch) handling all supplies of lubricants for the army, in which service he held the rank of Second Lieutenant.

At the Fordson Tractor Demonstration recently held at Stettler, Alta., our International Motor Tank Track was on hand to supply Imperial Royalite Coal Oil. Our Agent Swift and Salmon T. Craige state that there was much favorable comment on the superior qualities of Imperial Oil Service to engine owners in that district.

THE ImPERIAL OIL REVIEW
July

THE SIGHT OF TRADE IN CANADA

A HOPEFUL SOUND AT BOSTON BUT LABOR NOT EQUALLY DISTRIBUTED.

An interview by Mr. C. O. Stillman, President, Imperial Oil Limited, especially written for and published in the Canadian Section of The New York Sun, Tuesday, June 3rd, 1919.

The request of The Sun that I set down some impressions of trade conditions in Canada at the present time and the prospective commercial relations between our country and the United States conflicts with one's life-long policy to avoid public discussion; but the critical and fateful period through which we are passing and the very plausible innovation of Tar Sun in inaugurating an international commercial magazine justifies its initial and adventurous departure from an established rule.

At the moment of writing, the eyes of all Canada are fixed upon the clash between respective sections of the population of Winnipeg and Western Canada. Although Winnipeg is undergoing the paralysis of a general strike it would be a misnomer, I think, to refer to the territory as a specifically conflict between labor and capital.

As the issues involved have become more clearly defined, it is obvious that the goal of a considerable percentage of agitators in Western Canada is not better working conditions but the substitution of their own authority for the existing order and that, to attain this objective, labor (both organized and unorganized) is being exploited.

A Difficult Period.
The turmoil and conflict attendant upon the return of Canada's overseas army, the sudden cessation of munition manufacturing and the general depression of this season of readjustment and reconstruction have been brought to a head by certain elements as a strategic momentum to achieve the greatest possible measure of industrial revolution by themselves as dictators.

Although, when so much of the world is being remade and historic changes in its political structure are occurring overnight, war-weary Canada finds itself in the throes of an evolution of new ideas and principles, there is no lack of faith that the spirit, which carried the country through the long years of war, will fail to achieve a satisfactory solution of the great problems of reconstruction. There would be no greater mistake than the misconception, which may possibly have arisen out of press performances, that this is a Soviet or a political revolution of any character have been indulged in by any but a handful of extremists, largely of foreign birth, in Canada. As elsewhere, it is those who made no contribution whatever to the war for the freedom of mankind who are now seeking to take advantage of this period of the world's convalescence to establish a new form of despotism.

Labor Not Equally Distributed.
The most serious aspect in the industrial movement is the fact that while the scarcity of commodities is almost entirely the basis of unrest, the general disposition is to diminish rather than to increase the necessities of human life and progress. This, of course, is peculiar to Canada, as is so marked in this as in some other countries.

The output both of the farm and the workshop was tremendously stimulated by the war, and the crop prospects for Canada—so far as they may be gauged at this early date—are very reassuring. The anomaly of many rural communities in being almost demaunt of labor while considerable unemployment exists in the centres of population, presents itself as a paradox here, but this appears to be unavoidable and perhaps a necessary stage in the period of reconstruction.

As to the commercial future of this country, there is probably less doubt among your readers than in any section of the world outside of Canada itself.

In that wonderful trade expansion in North America during the war, Canada's part and portion was far greater than its relative population would indicate. In every industry, there was a marvellous development and, what was even more important, a general improvement in the quality of the product so that they could become a great factor in the world's commerce. Knowledge, vision, initiative and courage came to commercial Canada during the great upheaval of the war that made chaos in Europe and prosperity in America.

During the fiscal year preceding the war, Canada imported in value 8,977,000,000 and exported 855,000,000, a total trade of $1,022,000,000 with an adverse trade balance of $313,000,000. In the fiscal year ending March 31, 1918, imports had risen to 8910,000,000 and exports to 8,007,000,000, with a favorable trade balance of 891,000,000.

Export Increase Permanent.
While this remarkable trade expansion has been change from nations with an unfavorable trade balance to an enormous increase of exports over imports has been attributed to war conditions, yet the trade returns for the first four months of the first month of the current year warrant the deduction that Canada has consolidated her industrial development and will maintain and improve the position attained during the past year.

For the first four months of the present year, Canada imported $8,203,000,000 worth of goods, as compared with $878,000,000 during the corresponding period in 1918, and exported $823,000,000 worth as against...
Market For America.

To the people of the United States, Canada’s trade expansion is of peculiar interest. Canada’s 8,000,000 people are the United States’ second best customers. During the past year, Canada’s trade with the United States aggregated $779,000,000, nearly one-seventh of the total trade of the United States.

In that period, Canada bought from the United States goods to the value of $845,000,000 and sold to the United States $814,000,000. Our imports from the United States were chiefly in the form of coal, foodstuffs, and manufactured products, while we shipped in return vast quantities of raw material.

With the vast Canadian areas attracting settlers, the people of the United States will readily comprehend the wonderful market which must develop in Canada.

The Canadians welcome trade with the United States. The two markets are complementary to Canadians believe that the United States market affords opportunities for them and that in their own country is a vast field for American commercial activity. There is no hostility, but rather indications of a desire for friendly co-operation in commerce consistent with the economic ambitions of each people.

Canada’s Financial Growth.

As remarkable as the commercial expansion and solidity is the growth of Canada’s financial resource. We are directed to this view by the fact that in the years 1929, 1930, and 1931 there was a steady increase in the amount of government bonds and debentures floated on the Canadian market.

However, the most striking development has been the increase in the capitalization of Canadian banks. This increase has been due largely to the fact that the banks have been able to raise additional capital by the issue of new shares.

In general, the growth of Canada’s financial resources has been accompanied by a steady increase in the volume of trade and industry. This is evidenced by the fact that the value of Canadian exports has increased from $572,000,000 in 1929 to $779,000,000 in 1931.

In conclusion, it may be said that Canada’s financial growth is a reflection of the country’s economic development and should be of interest to all who are concerned with the future of the Commonwealth.

Regina News.

On Saturday, June 21st, Regina Refineries received a visit from about 100 members of the Saskatchewan Branch of the Engineers’ Institute of Canada.

The visitors were conducted through the plant by Messrs. Moore and Dempsey, who explained in detail the various operations of the refinery. The engineers showed a great deal of interest and expressed their appreciation at having the opportunity of visiting Regina’s largest industry.

The tennis courts at the Regina Refineries were officially opened on Saturday afternoon, June 21st. High winds prevailed and interfered somewhat with the play but this did not detract from the interest in the event.

Back in the Fold.

S.S. “Impe-” has been released by the British Admiralty.

The Imperial tank steamer “Impe-” arrived at our Montreal dock on the seventh of May last and a most hearty welcome was given her gallant captain and crew.

The “Impe-” was requisitioned by the British Admiralty at the outbreak of war and since she was taken over by the government, has seen continuous service with the British Navy. Many thrilling experiences were gone through during her four-and-a-half years’ service in the Allied Cause.

The Imperial Tank Steamer “Impe-” now on regular trips from Sarnia to Fort William.

Present At The Falklands.

The first event in close contact with the grim work of fighting was in South Atlantic waters. The “Impe-” was present at the battle of the Falkland Islands when Adm. Sturdee’s command destroyed the German cruisers and destroyers under Admiral Von Spee. At that time she was one of the fleet of tankers carrying reserve fuel for Adm. Sturdee’s ships.

During the remainder of the war the “Impe-” was in attendance on the Grand Fleet in the North Sea and from all reports was a strong favorite with the commanders of warships and with Admiralty officials.

Captain James Clark.

The “Impe-” was under the command of Captain James Clark during the whole period of her war service. Captain Clark is in all sailors when it comes to speaking of his experiences or of his work on war services. Very little can be obtained from him in the way of actual experiences but he did state that he had had the pleasure of seeing several German submarines destroyed. He has one great regret, however, and that was that he was not present to witness the surrender of the German fleet.

In conclusion, it may be said that, at the time, he received orders to carry gasoline from England to France. Our tanker is a sister ship to the S.S. “Impe-”. Until her return in May, she had never been in our own service as she was taken over by the government almost as soon as she was launched.

Now On The Lakes.

Upon her return, she was immediately loaded with a cargo of gasoline at Montreal East. This load was discharged at Brockville and the “Impe-” then proceeded direct to Sarnia.

The “Impe-” has been put on a regular schedule and as one of our Great Lakes fleet will be engaged from now on carrying Imperial Oil products between Sarnia and Fort William.

Captain Clark has now returned to England for a well-deserved holiday. His place on the bridge has been taken by Captain George Fidley, late in command of the S.S. “Surmount.”
OUR SUB-STATION AT ROYTON

Mr. Idiens, is an Enthusiastic Worker for Imperial Oil Limited.

DIVISIONAL managers have many problems requiring careful thought before arriving at a happy solution, but perhaps the most difficult problem of all is that of the selection of sub-station agents. Many things must be considered before making a final choice, and although each district may present some special phase, in every case the same main attributes are desirable in the person selected for appointment.

The position of sub-station agent is exceedingly important, especially when considered in relation to the marketing organization as a whole and when viewed from the standpoint of Imperial Service to our customers. Among other things, unbounded enthusiasm is absolutely necessary, and the agent who is imbued with the possibilities for rendering service to the community at large, finds many opportunities to demonstrate his enthusiasm and willingness to serve.

Imperial Oil Limited is fortunate indeed in having such a splendid staff of workers in all divisions. Instances of the work of many of them have already been recorded in these columns. Many more examples will he dealt with in the Review from time to time, but the present instance has at least one unique feature as will be seen in the course of our story.

In 1918, Imperial Oil Limited opened an agency at Royton, B.C., and the services of Mr. J. Idiens were secured for the position of agent there. Mr. Idiens is of English descent, his ancestors being numbered among the oldest settlers in that district.

Mr. Idiens began to demonstrate his wonderful enthusiasm from the very moment he took hold of the agency and since that time has done a great deal in the district to increase our sales in all lines. In the case of refined oil, he was immediately impressed with the advantage of marketing it in bulk rather than in cases.

Wonderful Marketing Success.

In this connection, he began not only a store campaign but also a house-to-house campaign with the direct result that our sales of bulk oil in the Comox district increased far beyond our expectations. He has had particular success in marketing a tremendous number of five gallon Imperial Oil cans in order to take the place of the cans we formerly supplied with the cases.

If a further demonstration of Mr. Idiens' enthusiasm is needed we have it in the report of a Fancy Dress Ball recently held at Courtenay. This event took place quite recently and there were over one hundred children entered for the various prizes offered for costumes. Participants came from all the surrounding points and many of the costumes were highly creditable and splendidly displayed by the youthful masquers.

The three children of our agent at Royton were entered. His little daughter, Gladys, appeared in fairy costume and also performed a fairy dancing act in such a charming manner that the award of first prize was unanimously accorded her.

The two boys appeared in more pragmatic garb, one being dressed as “Imperial Premier Gasoline!” and the other as “Imperial Royale Coal Oil!” These costumes were rather unique and besides evoking considerable friendly comment, were undoubtedly a striking form of publicity for those two very popular brands of Imperial Oil products.

Through the kindness of the management of the Vancouver division, we are enabled to show pictures of the three members of the younger generation of Idiens and we are sure that all readers of the Review will join heartily with us in congratulating Mr. Rolston on having such an enthusiastic and enterprising agent and also Mr. Idiens himself and his three children on their splendid efforts.

MONTREAL Refinery is enjoying a period of rapid expansion. A few new working tanks are being completed, about a dozen other working tanks will be started as soon as the steel arrives. Three tanks, 114 feet 6 inches by 20 feet, will be finished in June and five tanks, 100 feet by 40 feet, will also be completed this summer. Two new 1,000 barrel crude stills are also under way and steel is arriving for three 1,000 barrel re-run stills.

New Filling Building.

Plans are being made for an additional filling building (about 50 feet by 200 feet) for asphalt packages. This part of the business is growing rapidly, in fact it has necessitated extensive additions to our laboratory to assist this department to keep up with the demand for asphalt specialties which are cropping up almost daily.

A new mechanical shop is also under advisement and it is expected that this will be an accomplished fact in the very near future.

Many changes are being made to the distilling apparatus with a view of further improving the quality of the gasoline and oils.

Special Winter Protection.

Due to the heavy snowfalls we are reckoned with in Montreal during the winter months and also the extremely cold weather, it has been necessary to cover the refinery and storage separators to protect them from being covered with a solid mass of snow or ice. The roofing will be finished about the middle of July.

As we are refining Mexican crude oils, producing gasoline, refined oil, gas oil, fuel oil and asphaltum and solid fuel, it is necessary that we insulate many of our working and storage tanks, doing more of this this than would be necessary in a moderate climate.

The number of men employed is close to five hundred. About 70 per cent, are French Canadians, while the balance are English-speaking, and it may be of interest to the readers of the Review to learn that we are an happy family.

Baseball A Live Issue.

No contention has so far arisen amongst us except the one of baseball, in which a healthy rivalry between the teams from the refinery, mechanical and office divisions is manifest. The teams when on the field clad in their new uniforms are as fine a set of men as you will find in Canada, and it will be hard to find more enthusiasm than they have in the game.

The athletic field is about five hundred feet west of the office and located between the Canadian Northern Railway and Notre-Dame Street, one of the principal highways to Montreal city. When a game is in progress, it is a great attraction for the numerous autocrats. A large sign with “Imperial Oil Limited Athletic Association.” has been put on the field to enlighten any passing stranger that the smiling faces of the players is due to the fact that they are employees of Imperial Oil Limited.

First Boat In “Jocomo” Opens Navigation At Fort William.

The “Sarnoite” which opened the navigation of the Superior was not the only vessel of our fleet to win much honors this year.

Mr. W. J. Harris, the Imperial Oil agent at Fort William sends us the interesting news that the “Jocomo” opened the season of navigation at Fort William. She arrived on April 11th which was some days earlier than the opening of the season for several years back.

The Board of Trade at Fort William gives, each year, a silk hat to the captain of the first boat to. In the award, of course, went this year to Captain G. T. Cross.

It may also be of interest to note that another vessel of the Imperial Oil fleet, the “Imperial,” was second, arriving only three days later.

Mr. E. V. A. Kennedy.

At a recent meeting of the Board of Directors of Mr. E. V. A. Kennedy of Sarnia was appointed an Assistant Treasurer of Imperial Oil Limited. Mr. Kennedy has been identified with the Company’s interests for a number of years and needs no introduction to many readers of the Review. His intimate association with the work of the Company in Canada dates from March, 1919. Mr. Kennedy is a man of wide experience in industrial and accounting matters and a man of exceptionally pleasing personality. The Review joins his many friends in extending congratulations.
EFFICIENCY IS ESSENTIAL

Edmonton Views it as a Basis for Co-operation and Service.

By Mr. J. B. Bryan, Freight Department, Edmonton, Alta.

It is a fact to be regretted that we have not the opportunity to talk with the majority of our agents, except by means of correspondence. For this reason there cannot be just the same understanding between office and agent, such as would result from an occasional personal conversation. However, if this limited article should convince even one agent, who has heretofore held "co-operation" and its attendant benefits in light esteem, the effort will not have been in vain.

The agents of the Edmonton Division know that since January 1st, when we were divided into the "Baby Division," our ambitions have been very true to nature, first a cab, then a trolley. Some day we hope to walk, but we can only get into our stride when we have the support of the whole organization.

What Is Co-operation?

Now the effectiveness of our organization will be gauged by its cooperative results. Can what is it? Scenarios could be multiplied by the score around this word, but in reality it means simply "team work." Nowadays a sports team with little or no co-operation in competition against a team whose watchword is "efficiency." You have the picture in your mind at this moment. Cannot you, therefore, realize the power of co-operation and what it means to us all as an organization?

Co-operation also means "system." Oh, yes, we know the thought which passes through the mind of so many when "system" is mentioned, for this also is a very much misunderstood expression. One may, of course, become a slave to this as to many other things, but the system we are appealing for is not "red tape."

Like all other features of business life, system has its proper place. It must play an important part in our Organization if we are to understand and meet our requirements.

The Value of System.

System in business implies the orderly arrangement of detail work, in the most convenient way. System in correspondence means a saving of time. System in accounting means the prevention of errors (this one feature alone is surely worth a fair trial). System in selling means a closer touch with customers. System in shipping means the careful handling of orders and the best service in freight transportation. In fact, poor old "system" is actually your friend, for it means satisfied customers, better prospects for future orders and satisfied agents. Your reason will tell you this is correct—then co-operate. Just now "Detail Work" was mentioned. You have no doubt heard some very illuminating expressions to the contrary. We are all probably more or less guilty in this respect when it comes to the little uninteresting things, and what a lot of useless worry and friction is caused through our failure to give this important factor its right place.

Useless Detail Eliminated.

It cannot be denied that in the past there has been a lot of detail connected with business which if now in effect would be entirely useless. Present-day methods have cut away all such deadwood, and the pruning process still continues. The modern office is filled with devices for economy of time and safer handling of business that would not possibly and even astound the average business man of the last generation, and so, we argue that whatever detail we, as employees, are asked to perform, we must try to realize that it is of some use, in some way, somewhere.

Perhaps the trouble is we fail to realize that attention to detail is "Duty." One of the most common needs in modern business life today is greater loyalty to duty. It may be called in many cases loyalty to the employer, but on broad principles it is just simple honesty. It is loyalty to oneself that is required or, in other words, a strict sense of the obligations of duty and the fulfilling of those obligations in a conscientious manner.

There are two ways of performing "detail," the conscientious and the haphazard, which takes pains with little uninteresting things, and the other method, which takes only the letter, and gives scant measure of performance—which does as little as possible. The right method is obvious.

All this is not addressed to the agents alone. We of the office know that we also can take the application to ourselves, and in doing so we shall improve by the honest attempt, even though we may fail short of full perfection.

The appeal to the Edmonton division is for office and agent to work closely together out of which harmony, co-operation and system must naturally develop service of the highest type.

In conclusion, we ask you to give this request fair consideration. It costs nothing; it works no hardship; but the ensuing benefits are worth any man's while.

TRY IT.

Tell Him Now

If with pleasure you are viewing any work a man is doing.

If you like him or you love him—tell him now.

Don't withhold your appreciation till the occasion makes ordure.

As he lies, with and unless it's ever his broom.

For no matter how you shout it, he won't really care about it.

He won't know how many tears you shed.

If you think some praise is due him, now's the time to slip it to him.

For he cannot read his tombstone when he's dead.

Money and more and more than money is the current kind and sunny.

And the hearty, warm approval of a friend.

For it gives it a savior, and it makes you stronger, braver.

And it gives you heart and spirit to the end.

If he earns your praise—bestow it; if you like him—let him know it.

Let the word of true encouragement be sent.

Do not wait till life is over and he's underneath the starry dust.

For he cannot read his tombstone when he's dead.


MR. R. J. MCMILLAN, HIS TANK-WAGON TEAM

AS IT IS TO KEEP A POOR ONE UP

IMPERIAL OIL STATION AT LANIGAN, SASK.

Mr. G. E. McFarlane enjoys unique distinction.

MR. AND MRS. G. E. MCFARLANE

Our agent was for some time in business at Squires in the same province and was connected with the work of the Department of Marine and Fisheries of Ottawa.

Seven years ago he was appointed agent of Lanigan for Imperial Oil Limited and has held that position ever since.

We might say many complimentary things about Mr. McFarlane's work but we will forbear and content ourselves by quoting from a letter sent in with his photograph from the branch office.

"When an agent's work is praised both by the Accounting and Marketing Departments, there is not very much more that need be said in his favor. Mr. McFarlane enjoys that somewhat unique distinction."
TWO OF THE IMPERIAL TEAMS

TORONTO AND REGINA WORTHILY UPHOLD HONOR OF COMPANY IN SPORT’S LEAGUES.

TORONTO BASEBALL TEAM. TORONTO

F. G. Hall, C. T. Zipper, A. H. Brown, W. E. Dow
A. Kevette, E. Goldfield

REGENCY FOOTBALL TEAM, REGINA

W. Weishar, F. Conahan, F. Hooking, W. Jones
G. Brown, P. Morin, G. Perdue
A. McInerney, F. F. Munroe, F. Cox, A. Hinkel, S. Marshall

IMPERIAL SERVICE ON THE MUSKOKA LAKES

AN IMPORTANT BRANCH OF IMPERIAL OIL SERVICE THAT HAS PROVED VERY POPULAR.

By SALOMON A. W. STONEHOUSE, EASTERN ONTARIO DIVISION.

For some years just dealers and consumers of Imperial products in the Muskoka Lake region have experienced great difficulty in securing these products. They were forced to depend upon a more or less irregular boat service from Gravenhurst by which route they obtained package goods and other supplies with the exception of Imperial Premier gasoline. The latter product could only be obtained by some as the navigation season would not carry napthas on their boats, in the same way as they did other package freight.

The delay and inconvenience in securing supplies of Imperial Premier gasoline was therefore very great at times because nothing short of a full load could be sent out and even then it had to be shipped in steel barrels, which made it very hard to handle.

Further inconvenience was caused owing to the rocky and hilly nature of the country where delivery had to be made after the Imperial Premier gasoline had been transported to the nearest point on shore. Exorbitant freight rates, too, were charged, and this examination of circumstances was one which had very little in it to appeal to the average consumer of gasoline products.

The thought that naturally occurs to many readers is that to be employed upon Imperial Service in the Muskoka region is a continuous holiday. Noy, this is not the case. The boys are up and at work most mornings before daylight and very often, at night, are splashing along at top speed in order to make falls and bridge in time for the next boat to pass by.

The reason for this is simple. The season is short, the sun hot and when it rains or blows in this country, well, it does—and that’s all about it. So Imperial Service must make full use of every opportunity to make delivery at favorable times and seasons.
Spend Less Than You Make

SAVE:—Saving insures your prosperity, success and happiness. These days a dollar saved is worth three earned.

Save:—It strengthens your character and makes you more self-reliant in proportion as your bank account increases.

Save:—It adds to your true worth to yourself and the estimation in which you are held by your family, your friends and the world. The thrifty man or woman is always admired.

Save:—Because there is more real happiness obtained through saving than it is possible for even the richest to buy by spending all.

Save:—Young man—and young woman, too—save for the home you expect some day to establish. Start today if the start is not already made. If you cannot save on your present income, you never will be able to save.

Save for the rainy day; save for old age; save for any or all reasons you choose; the main thing is—to save. The habit of thrift is worth even more to you than the money it will enable you to accumulate.