ONE HUNDRED PER CENT DIVIDEND ON REASONABLENESS


Moved by Delegate Hampton, seconded by Delegate Callum: "That there be inserted in the Minutes of the meeting a resolution to the effect that it is the feeling of the delegates on the Annuities and Benefits, elected last December, that the Plan under which the Sarnia Works has been operating this year, has given entire satisfaction and that both the Company and the employees are to be congratulated upon having adopted a Plan under which every question regarding the welfare of the employees in the Plant (which has so far been brought before the delegates' meetings) has been settled in an entirely satisfactory way both to the Company and the men; and that they further wish to express their confidence that there is no question which is likely to come up before the delegates' meetings in future, which, in their opinion, cannot be settled to the entire satisfaction of the Company and the men."

Carried unanimously.

TOM NOBLE
FRED VIDAL
BERT BAKERS
JAMES P. PURVIS
H. WALTON, Sr.
WM. McCUTCHEON
ED. ALLAN
ARTHUR DOWING

B. CALLUM
F. STETTSBURG
J. HAMPTON
G. RICHARDS
R. MILES
J. ALLAN
J. BURNS

THE INDUSTRIAL REPRESENTATION PLAN

BETWEEN numerous industrial disorders at the opposite ends of the gamut of human emotions, lie the hopes and aspirations of hundreds of thousands of industrious, high-spirited men in every calling, whose thoughts have been possessed with the desire to offer to the industrial world in this day of readjustment and flux, some suggestion that may ease the burden of living for those who produce the country's wealth and lead the nation back to contentment and a mental poise which makes for the enrichment of the psychological as well as the physical condition of the millions who have a living to make by working for it.

It was some such aspiration as this, sensed rather than expressed, which led all the workers in this company, the executives and the employees in every department, into the adoption of their now well-established Industrial Representation Plan. It was in no spirit of patronizing philanthropy that the experiment was launched by the Directors of this company, but inasmuch as with the industrial army, quite as truly as in the military, the element of success lies in a perfect morale, so it was believed any system which would invigorate the feeling of equality and an opportunity for the expression of the views of all, which would send men about their work with the calm consciousness that so long as the industry flourished their welfare was safe, would have a tendency to establish an esprit de corps, which must, in the long run, bring results in contentment, efficiency, harmony and mutual profit.

The Imperial Directors had from the inception of the industry always regarded the men on the payroll as human beings rather than as numbers on brass tags. The Industrial Representation Plan which they inaugurated to give expression to this spirit is now a smoothly-working machine by which the employees can get together and discuss upon equal terms any questions that may arise as to working and living conditions.

The men elect their representatives once a year, one representative to about forty men, and so arranged that every craft in the refinery is represented. The Company appoints a like number of representatives from their own executives, and these constitute the council for the year.

All wage adjustments are made in council, subject to the approval of the Directors. Everything concerning working conditions, etc., can come before the council, and if any man has a grievance he can have it settled by the council, with the privilege of always appealing to the President.

No discrimination is made by reason of membership or non-membership in any church or social organization or union. Anything for the betterment of the men, better working conditions, can be proposed in the council, and the employees are encouraged to help in the improvement of sanitation and in developing the spirit of recreation and education.

That in an industry, such as the oil industry, there are other things to be taken into consideration than the simple arithmetical calculation by which a certain number of hours of work are purchased for an amount of money, was the hypothesis upon which the Directors of Imperial Oil Limited predicated their experiment when they resolved to formulate the Industrial Council system. This system has already become known throughout the oil industry and has recently been attracting attention in every other Canadian industry of importance from Halifax to Alberta.

In the great changes that have come with the cessation of the war and the entirely new element of almost half a million men returning from the front with new hopes, ambitions, aspirations and ideas, there was the makings of as severe a test of the Plan as any to which it could ever be expected to be submitted. The full extent to which the Plan has met the situation to the satisfaction of all, is set forth in these pages.
THE PLAN AT THE REFINERIES

The great war was fought that there might be decent relations between nations; so one of the lessons we have learned from the war is that there should be decent relations between man and man in the industries of the world.

But surely another lesson that we have learned from the war is that the end desired can only be secured by co-operation. In the war there had to be different ranks for discipline; but when action began officer and private fought side by side—they fought together—they suffered together—and they died together.

In every industry there must be different ranks for the sake of efficiency and the general carrying-on of the work; but there is no reason why there cannot be the closest kind of co-operation, in which the work of the whole becomes the interest of everyone.

When the Industrial Representation Plan was decided on, it was believed it was the natural expression of the present day spirit in industry; the putting into effect of that growing feeling in the heart of every workman, that his best work can only be done when he is enabled to realise that the Industry belongs to him, rather than that he belongs to the Industry; that when he has an equal share in creating and co-operating, he can then take an equal interest in all that concerns the work.

The vital thing about this or any other scheme is, "Does it react to the benefit of the worker in actual practice?"

We cite in the following pages two cases, one in Sarnia and one in Halifax; the oldest refinery and the newest refinery.

Several meetings of the Councils had been held and the meetings at first exhibited signs of a newness that of necessity characterises every new scheme; but at each meeting the men were feeling their way towards that complete organisation of industry, which was to reflect and express its essential partnership.

On March 1st last, by the vote of the Councils at every refinery, the standard day was made an eight-hour day; the men to receive the same daily wage as they formerly received for a nine-hour day.

At Sarnia.

On April 29th at a full meeting of the Sarnia Council, one of the members upon behalf of himself and others, brought up the question of wages and advanced a new wage scale.

After some discussion it was decided to vote to appoint a Special Committee of the delegates to confer with Mr. Gilchrist, the superintendent, and draw up an advanced schedule for submission to a full delegates' meeting.

That meeting was held on May 1st, to which was submitted the recommendation of the Special Committee, covering a new wage rate over the whole works.

The recommendation was canvassed by the Council very carefully and was finally accepted, and a vote to this effect to the Directors for consideration was carried unanimously.

It is interesting to note that with no modification except for the aggregate betterment, the recommendation submitted by the Sarnia delegates, was approved by the Directors.

Conference at Halifax.

At Halifax, a special meeting of the Council was held on May 17th, and Mr. Elsworth, the superintendent, opened the proceedings by stating that the object of calling the meeting was for the purpose of investigating the high cost of living, as prevailing in this locality, in relation to the rates paid for labor, and asked for a general discussion of the subject. It was then suggested that six committees be formed representing the six divisions in the Works, and that one foreman be on each committee. This was carried and the committees were forthwith named. These committees set about their tasks in a thoroughly business-like way. They compared the retail and wholesale prices of the various articles that enter into the upkeep of an average house, for the years 1914, 1917, 1918, and 1919, and then calculated the different increases in wages since 1914. It may be of interest to note the report of at least one committee representing Division No. 3:

"After going over the various phases of the increased cost of living in this locality, it is the consensus of the opinion of this Committee, that while in the last few months there has been no appreciable change in the cost of living, the increase in wages of labor has not quite kept pace with the increased cost of living during a more extended period. This Committee would therefore report that it is their feeling that the labor rate must be somewhat increased in order that the laboring men may be enabled to enjoy the same standard of living as before the war."

(Signed)

A. SWINEMAN.
E. GARRISON.
W. G. HOLLIS.
W. CAMERON.
J. DEX.

All the committees then met and reported on their investigations, and from their report a general report was drawn up and submitted to the full Council. It is in part as follows:

"It is the feeling that the increases in wages, granted by Imperial Oil Limited, since the commencement of the plant at Halifax, have not quite met the increased cost of living in this locality. This condition is not so marked in the case of those men who are drawing the higher scale of wages as it is in the case of the lower waged or laboring man."

"The reason of this we have found to be in the fact that since the explosion at Halifax, the shortage of housing has been very marked, and the landlords have charged exorbitant rentals and as rent forms the large part of the family budget of expenses in the case of the smaller salaried man, it has then made his living expenses rise in a greater proportion than in the..."
case of the man having a greater monthly wage in which rent becomes a smaller proportion of the total family budget.

"We, therefore, recommend that an increase in the scale of wages should be granted to the employees of this plant, in which special consideration should be given to those men who are now drawing the lower rates per hour. Mr. Superintendent, your committee is therefore satisfied to pass these recommendations on to you without mentioning any definite amount of increase, and ask you to compare these with any Government statistics you may have, and from a consideration of the whole, that you will draw up as soon as it is possible for you to do, a new scale of wages to be adopted in this plant, embodying the change which we feel should be made in our scale of wages, to make it equitable with the cost of living throughout the various classes of labor." This report was carried unanimously.

In sending in his report to the Directors, Mr. Elsworth said: "From a consideration of the delegates' recommendations, together with these two records of the cost of living and my knowledge of local conditions, I would recommend an increase, based on the decreasing percentage for increasing wages, as shown on the graph enclosed herewith."

Mr. Elsworth found what he believed a fair increase for the lowest paid men, and a fair increase for the highest paid men, and with these two points established, a straight line was plotted between them on the graph and on the above principle a complete wage rate made out.

The new rate was approved by the Directors and when submitted, unanimously accepted by the men of the plant, and a unanimous vote of thanks tendered the Board of Directors.

The procedure was marked the same at each refinery and as a result a very substantial increase in wages was put into effect over the whole system, the increase dating from the 1st of May, 1919. Every meeting was enthusiastic and employees through their delegates entered fully into the spirit of co-operation represented in the new Industrial Relationship Plan. Many suggestions were offered. All of them were good. Some were immediately adopted while others showed the way to an even closer unity in the future.

THE Industrial Representation Plan is not merely or largely for the adjustment of wages. A glance at the five months' record will show that. We have instanced the cases of Halifax and Sarnia dealing with the adjustment of wages. We would like to illustrate the variety of things that came before the Joint Conferences during the year.

Children's Playgrounds at Ioco Refinery.

Ioco is new. A few months ago there was nothing there but the forest. Everything of course exhibits signs of newness and yet the inhabitants, mostly the employees of Imperial Oil Limited, are very rapidly laying the foundations of their future city. Church and school privileges are already established for the child population is even now considerable.

At one of the Joint Conferences last year, delegate Flowers (who is still unmarried) brought up the question of playgrounds for the children. He presented the case so convincingly that vigorous steps were at once taken to provide an adequate and safe play-
taking a real pride in the appearance of their plant. At the spring meeting of the Joint Conference, some of the delegates brought up the question of making the grounds around and inside the refinery more beautiful and, after some discussion, the Conference appointed one of the men the official gardener of the plant. His work has already proved the worth of the suggestion.

In the Montreal Refinery, there are now flowers growing everywhere. Every unoccupied open space is now a flower garden, and the men are as proud of these flowers as they are of their baseball team. It does help far more than words can describe, to walk through the Montreal Refinery and see their fountain playing in the yard and to see flowers and foliage on every hand.

The Joint Conference is a real thing and is expressing itself in a great variety of ways.

A FIVE MONTHS’ RECORD

| Joint Conferences | 22 |
| Questions settled | 119 |
| Top Items Divided as Follows: |
| Wages | 38 |
| Working Conditions | 10 |
| Promotions and Discharges | 3 |
| Hours of Work | 11 |
| Industrial Representation Plan | 10 |
| Sanitation, Housing, Social | 16 |
| Miscellaneous | 29 |

EMPLOYEES INSURED

| Number Insured | 2,983 |
| Aggregate Insure | 82,562,695.00 |
| Deaths | 13 |
| Policies Paid | 8,105,880.00 |
| Average Payment | 8,502.00 |

Waiting for the Pistol

Three little hood mains ready for the starter’s signal.

Hautman, representing the Acid Works, and delegate Hanley, representing the Car Reapers, expressing the officials of the Company appreciation of “the liberal scale of wages which became effective May 1st and assuring the officials that the new wage scale would be entirely satisfactory, and highly appreciated by employees in the plant.” This resolution, upon being put to a vote, was carried unanimously.

Athletics

EVERYone sportsman knows the meaning of “playing cricket.” It is a great thing for a boy to be taught the spirit of real sport, to know what it is to “play cricket”; to play the game whether he is winning or losing.

In this country we don’t seem to have time to play the game of cricket, but we do practically the same thing, we play baseball and tennis.

Imperial Oil Limited is fast gaining a reputation for the development of amateur sport and at many points we have real teams in baseball, soccer, and tennis.

Baseball and tennis are now organized at Iona, baseball, tennis, and soccer at Regina; baseball, tennis, server and golf at Sarnia; baseball at Toronto; baseball at Montreal; baseball at Halifax.

The Directors are glad to encourage the development of amateur sport in every way and their substantial help this year in providing equipment has given a very decided impulse to sport at many centres.

Note This.

The very latest subject discussed by the Halifax delegates was the formation of an Orchestra. We understand it is formed and weekly practice has begun and that already they are talking about their first public appearance.

Marketing Department

So far, the Industrial Representation Plan is in operation only in the refineries and only among the employees who are known as hourly wage men.

It might seem at times as if Imperial Oil Limited want only the refineries. Such, of course, is not the case. The refineries can only keep on refining when there is a competent staff of men and women to get the refined products to the hands of the consumer.

This staff Imperial Oil Limited possesses. The Marketing Department of Imperial Oil Limited is as loyal and faithful and competent a lot of men and women as possessed by any company on the continent.

Consistent with an increase in the wages at the refineries, there came a notice to every Marketing Division, saying that the raise was granted to everybody—salesmen, office staff, tank car drivers, girls in the filling stations, and so on, and that this increase was to date back from the 1st of May.

The surprise of the increase was as delightful as the increase itself, for it came at least unlooked for.

OLD AGE PENSIONS

“When I have to give up my position” has an ominous sound. Why? Because I may have to live a few years longer with nothing to live on.

One of the causes of labor unrest today is the fear of old age and nothing to live on. The Directors of Imperial Oil Limited appreciated this when they made effective their Old Age Pension Plan.

If an employee has served 30 years, he can now retire at fifty-five years of age.

A salesman in Toronto West District retires this month at the age of fifty-six. He will receive during the rest of his life $60.07 per month. A garden and a few chickens must look good to him and forever done with early trains and hotel life.

An old lady in Toronto East District had been in the habit of spending an hour or so each day for many years, cleaning up a small office at one of our plants. She was on the payroll though naturally she did not earn much. On June 1st, she was made an annuitant on $92.00 per month. No doubt a “Ford” is now part of her equipment.

One of the features of the Plan is that consultants do not forego their insurance with the Company. This is kept up for them.
THE BOYS ON OUR BOATS

No one class of employees is more necessary to Imperial Oil than the boys who man our boats. From April to December, seven days a week, twenty-four hours a day, through storms and sunshine, rain and fog, heat and cold, these lads are attending to their part of the Company's business and in practically every case they are doing it well.

There are not many of us, who do our work on land, in comfortable offices or well-appointed refineries, who give much thought to the employes who live on the water; and yet these are the men who, by their faithfulness, make it possible for the refineries to run, by carrying to them the crude oil, and who are always "standing to" ready to deliver the finished products to our various marketing ports.

We took our first trip on one of the boats the other day. It was a perfect June day and the "bonnie lassie" was boarded somewhere near the Welland end of the Welland Canal.

The Returning Soldiers

There were five hundred men in the fighting forces in France who had gone from Imperial employ. When these lads enlisted, special care was taken that their dependents should not have to sacrifice anything. Each case was looked into and the Company very willingly shared the financial responsibility when necessary.

Now these boys are coming back and wherever possible are given places in the Company's employ. Not only so, but in so far as it can be done, it is proposed that these lads shall not suffer loss by reason of their absence at the war, but will go on the pay roll at the place at which they would have been had there been no war and they had been giving continuous service. In the matter of Insurance and Old Age Pensions, their time spent in the service of the country will be counted as time spent in the service of the Company.

The terms of the agreement entered into by the Company and the men when the Industrial Representation Plan was put into effect, that every man should have a square deal, will have a generous interpretation when it has reference to the men who fought for us and who desire to come back into the Company's service.

THE PLAN FROM LABOR'S OWN POINT OF VIEW

Evidence Given Before Royal Industrial Convention, Halifax, June 5th.

C. A. Lucas, a strong believer in English trades unionism, and employed as a worker with the Imperial Oil Company, was the first man called. He first explained that, in general, the cause of the unrest was, as he put it, a psychological one, namely, that the people everywhere had been in a "state of murder" for four years, and the psychological upsetting had its effects in men's attitudes to all things in life, including industries. They were not to be blamed for their mental and pathological condition. He stated that the method obtaining between the officials and men of the Imperial Oil Company worked well against unrest. All was peacefully arbitrated. In case of a possible difference between the company and the men, the former had twelve of their own and the men twelve of theirs represented at a meeting called for the purpose of settling the difficulty. He thought that the unrest was also caused by a high cost of living; but with the Imperial Oil Company, as in the case of a recent meeting between the men and the company, it was shown that the more skilled employees were getting a satisfactory wage, but that the unskilled worker was not, this was at once remedied and the unskilled worker now is paid on a scale which meets the high cost of living.

M. M. Wakefield, also a worker with the Imperial Oil Company, on being called, stated that the labor unrest was due primarily to lack of a living wage. His own employees had the right method, and no unrest existed among the men employed in the Imperial Oil Company—they got paid sufficiently to meet the high cost of living.

From Labour News, Hamilton, May 2nd

IMPERIAL OIL LIMITED
Sarnia

One of the most popular and successful establishments in Canada, and one that has in every way shown that it is entitled to the confidence and support of the workers, and one that we are pleased at this time to bring to the attention of our many readers, is the Imperial Oil Limited.

The above company is known in all parts of the country, and has by reason of its fair-dealing methods and the satisfaction that its product is giving, continued to increase its large business, and we are sure that they will continue to meet with success in the future, for there is no concern in this line that is proving to the general public that it is more entitled to success than is the Imperial Oil.
I believe in this plan, because I feel that any medium which presses upon varying opinions to sit down face to face week after week in an open unencumbered exchange of views must result in a fairly even balance of the rights of each being ultimately established. In all the negotiation conducted under no plan, I cannot remember when labor has lost ground neither are labor nor our associates at dreamers enough however to believe that they have found the panacea for all the ills of the Industrial world. It is difficult to devise machinery for the adjustment of the human relations, but in practical operation, the Industrial Representation Plan of the Company has proved a most advantageous one and other attempts at the solution of modern industrial problems which had come under my observation.

Daniel MacLean