The IMPERIAL OIL REVIEW

November 1920

"A KNIGHT-ERRANT OF THE WOODS"
The Extravagance of Speed

Future Demands for Gasoline Can Only Be Met by Conservation

IMPETAL OIL LIMITED is by far the largest distributor of gasoline in Calgary. Canadian gasoline users have learned to rely to a great extent upon our Company to supply this very essential article. Our Company is ready to do its part, as are practically all companies engaged in the oil industry. If careful buying and well directed effort will meet the demand for gasoline, this demand will be adequately met, but the gasoline situation is serious and the time has come when we have a right to expect better co-operation from gasoline users.

With the production and use of motor cars, trucks and tractors proceeding, it must be clear to every thinking man that without a great increase in the production of crude petroleum, it will be only a matter of time before we will be faced with a gasoline shortage that will seriously handicap our essential industries.

Lowering Reserves

During the past few years, the crude consumption has increased approximately 650 per cent. During the same period, the production of crude petroleum has increased only 150 per cent. During the last five months of 1920, the consumption of gasoline in the United States increased 3.2 per cent. During this same five months, the production increased only 13 per cent. In these five months, the consumption in the United States ran at the rate of 4,454,143,825 barrels per year, while production lagged behind at 4,022,085 barrels per year, showing an excess consumption over production for twelve months (computed at that rate) of almost 34,000,000 barrels. In other words, in order to supply the daily consumption of gasoline, 35,931 barrels had to be drawn directly from the reserve stock engines. When the reserve stocks are low, there has been a great reserve of gasoline at any time in Canada, but in the absence of a surplus from the reserve stocks, it is of the utmost importance to make a further increase in the consumption of gasoline in Canada has increased at even a greater ratio than in the United States.

So great has been the demand from Canada’s tractor owners and car owners during the last year that it has been impossible to obtain a sufficient supply of crude to manufacture gasoline enough to meet it, and it has been necessary to import large quantities from the United States. It is, therefore, easy to see why the lowering of gasoline reserves in the United States reflects directly on the situation in Canada.

The situation as regards reserve stock must be viewed with considerable alarm; not only by individuals, dependent upon the supply of gasoline for their commercial existence, but to the entire public. Such is the indispensable character of gasoline and its products in everyday life.

Increasing Production

Imperial Oil Limited is bending every effort to stimulate and increase the production of crude petroleum. Millions of dollars have been devoted to exploration work in the West and North-West or other areas where indications point to a possibility of petroleum being found.

While no extensive supply of petroleum has yet been discovered in this country, through our efforts, it is hoped that they may be successful. Even though the large production of crude petroleum were developed in Canada, it is not likely that the gasoline problems of the future would be solved.

Consumption is not fixed. A supply sufficient for one year may well not last a lifetime. Manufacturers of automobiles, trucks and tractors are turning out their products by the million every year. The demand for motor vehicles gives almost as great a stimulus to motor production as motor production gives to the production of petroleum products.

The raw materials needed in the manufacture of motor cars and tractors are obtained in abundance compared with the supply of crude petroleum. Hence, motor manufacturers keep a steady hand on the refineries. Unless the manufacturers of motor cars and the users of motor cars co-operate to secure a more economical use of gasoline, it will not be long until the supply will not meet the demand and many motor vehicles will be compelled to stand idle for want of fuel.

Better Carburetors

The manufacturers of motor vehicles are constantly improving mixing devices and carburetors. This makes it possible to use efficiently a greater percentage of crude petroleum than formerly, but the supply of coal oil and the supply of fuel oil are as low or even lower than that of gasoline and the demand for coal oil and the demand for fuel oil are increasing as fast or faster than the demand for the lighter product.

Coal oil is still the principal illuminant in the rural districts, while farm tractors that use coal oil as fuel are increasing by the thousands.

Fuel oil is being more and more extensively used in the industries. Many ocean going ships, locomotives and revenue vessels have been equipped with oil burners, all of which calls for a great amount of fuel oil. True economy in the use of all fuel oil products, but especially in the use of gasoline, seems to be the only remedy.

Wasteful Engines

One of the greatest wastes of gasoline is due to the design of our automobiles, the result of which was first produced, little thought was given to the design of fuel supply. We had such an abundant supply of crude that it seemed at that time to be inexhaustible. Gasoline prices or a shortage of gasoline were then of small interest either to the manufacturer or the consumer. Heavy cars with large engines and...
wasteful methods of carburetion were turned out in ever increasing numbers year after year. The idea of getting a certain number of miles per gallon from the fuel never entered the mind of anyone.

**Speed Mania**

Specially constructed cars with engines large enough to run a ship are seen everywhere, while how, long, rakish racing-machines are built for foolish youths (yes, and for even some foolish older men) who think seventy-five miles an hour is a small pace. Even the humble little "diver" boasts of its forty and fifty miles per hour with the same pride that the big "races" of the salmon tracks talk of their championship records.

Almost any magazine you pick up will contain advertisements for motor cars in which boasts are made of the seventy or eighty miles at which the respective cars can be driven—all notwithstanding the fact that good judgment, as well as traffic laws and traffic regulations prescribe a speed of twenty-five miles per hour or less. Manufacturers advertise that their cars will climb any hill on high, others how transcontinental tours are made at an average speed of forty miles per hour.

The motor car manufacturer cannot be blamed. He builds cars to sell, and must pay for what he receives. As long as the mass marketing Willy-type or the waste-ful little car that is "fast enough, in second" is demanded, the manufacture will supply them. As long as the driver of a car considers it a disgrace not to be able to give a stiff ride to a passenger who tries to pass him, the motor manufacturer cannot be expected to give much attention to the problem of the fuel economy.

Aside from the appalling number of accidents and deaths caused by fast driving, speeding is sheer waste. It contributes largely to the increased cost of fuel which, in turn, directly influences the cost of many other things. Of the 40,000 cars, more or less, five million are an hour when he so desires. It is the real cause for the present shortage of gasoline. A car that develops an average speed of from twenty to twenty-five miles an hour serves every practical purpose and need. It should be easy to design such a car that would average thirty miles or more for each gallon of fuel consumed. Herein lies the real solution of the gasoline problem.

**Too Much Luxury**

We dare say that some would raise loud protests were the present designs of motor cars to be modified. The thirty-mile-per-gallon design could be made not only at sacrifice in splendor, ease in riding and convenience in operating. If we replace a seventy-five horsepower engine with one of fifty, and a twenty-five horsepower engined, it would be necessary to use a higher gear ratio and to make more use of the shift. One could not throw the gear into high after a 100 ft. start. Neither would it be possible to boast of how one's car took such-and-such a hill "on high" without losing a stroke. Motorists in Europe, however, seem to get as much service and comfort out of more modestly equipped automobiles as we do from our "speedsters." Many continental engineers design their cars for economy in use and not for speed and display.

**More Gears Save Power**

The sensible engine in a motor car is one that is light in weight and size. It should develop just enough power to meet every practical need, and no more, and it should have a higher gear ratio than now in vogue. In addition to the higher gear ratio, there should be a fourth, geared-up speed, added. There are a few cars now made with a fourth gear, but even then it is only in exceptional, rare cases, that it is used. As a matter of fact, it is almost never used in practice, rarely met with.

"Under ordinary driving conditions a six-cylinder thirty horsepower motor, with a car driving on a level road, will run from 900 to 10,000 revolutions per minute, depending upon the gear ratio and the diameter of the wheels. Under these conditions the engine is operating at low efficiency. If the car were equipped with a fourth geared-up speed for level roads, the motor speed in this case could be brought down to 500 revolutions per minute, with a resultant marked gain in efficiency." The above will show how gasoline is being needlessly wasted at every turn the wheel. And it is not only (Continued on page 6.)
“Hail, Hail!” and the whistle man pulls the signal wire. The donkey man, who may be a cornerstone of the wellhead, is pushing the wheel away and usually out of sight of the hook in the dense timber line, opens the throttle; the driver, who is his associate, and incidentally gets twelve dollars a day. The rigger is a modern knight-errant of the woods.

New loco Townsite

At the new loco Townsite, the donkey-engine and high-load outfit are employed to skin off the logs and stumps in a very dense piece of slashing for the purpose of providing homesteads for Imperial employees. Work was commenced early in July. The picture on the front cover shows an example of this work, such as the very exciting moment of his work. It is hoped that in less than a year from starting, this area will be decorated with villas and bungalows, with flower gardens and boulevards, with water, power, electric light, and a high school, banks, picture shows and a row of business places, all set down amid a quiet, secluded spot, where the mountain and forest and tidewater and rippling stream, combine to make a picture, the centrepiece of which will be home to many happy Imperial Oil workers.

Extravagance of Speed

The expensive cars that err in this respect are low-priced models, and only a few are offenders. Though it is true that they are driven in weight and size, they are in design as far as the savagery of gasoline is concerned. The one precaution that the manufacturer makes in this respect is that the manufacturer make such motors. If every car was re-equipped with a smaller and more economical engine, as soon as possible, and if these cars, instead of sacrificing displacement for luxury for economy and plenty, so that the manufacturer make such motors. If every car was re-equipped with a smaller and more economical engine, as soon as possible, and if these cars, instead of sacrificing displacement for luxury for economy and plenty, so that the manufacturer make such motors.

Imperial Oil Dance

The Fogo Good Cheer Club of Toronto is holding a big dance at Columbus Hall on November 17, 1920, and approximately five hundred Imperial Oil employees at Hamilton and other nearby centres—Hal., Fair, London, and W. H. Smith have the condenser box contains water for cooling the coil. The coil runs along the receiving house, and the condenser box contains a system of coals, valves and pipes through which the pressure is $200 per pound. Mrs. C. O. Stillman, Mrs. Victor Ross, Mrs. A. M. McGuire, and Mrs. R. E. Stagg have graciously consented to be patronesse for the evening. The military authorities have asked the club to take over another ward, where the officers have been driven off as a vapor and there is nothing left but coke. The still is allowed to cool, and the covers are taken from the manholes and the stills is cleaned. Men go into the still and pour the water and oil mixture into a tank, and the condensate is then piped to a convenient spot and piled. This is an old, “petroleum coke,” is similar to coke made from coal. It is largely pure carbon and is used either as domestic fuel or in the manufacture of various types of carbon. This completes the process in refining the petroleum. The process as described is used all for paraffin-base crude. An asphalt base crude will yield little or no lubricating oil, and the refining may be used to produce asphaltic and road oils. At certain stages in the process of refining the petroleum crude, we obtain small amounts of gas oil and fuel oil. This is used to increase the illuminating value of artificial gas made from coal.

Crude Distillation

The first process of refining is done in stills. The crude petroleum is taken from its source at the wells or at the storage tanks of the refinery. The process is shown in Fig. 1.

Diagram showing crude still.

The crude distillation is shown diagrammatically in Fig. 1. The oil is transferred from the storage tanks to the still by means of pipes. The still, “A,” is a steel cylinder of varying size—usually about 14 feet in diameter by forty feet in length and weighing approximately one thousand barrels. This still is mounted on brickwork, known as a “setting,” so that a pipe tree may be made under it. The ends and top of the still are provided with water-holes (“a” in the drawing) to give access to the interior. The top flax also has a dome “b,” to which is attached a vapor pipe “c.” This pipe in turn connects with the condenser coil “d,” which is a series of pipes going into a storage box.

The condenser box contains water for cooling the coil. The coil runs along the receiving house, and the condenser box contains a system of coals, valves and pipes through which the pressure is $200 per pound. Mrs. C. O. Stillman, Mrs. Victor Ross, Mrs. A. M. McGuire, and Mrs. R. E. Stagg have graciously consented to be patronesse for the evening. The military authorities have asked the club to take over another ward, where the officers have been driven off as a vapor and there is nothing left but coke. The still is allowed to cool, and the covers are taken from the manholes and the stills is cleaned. Men go into the still and pour the water and oil mixture into a tank, and the condensate is then piped to a convenient spot and piled. This is an old, “petroleum coke,” is similar to coke made from coal. It is largely pure carbon and is used either as domestic fuel or in the manufacture of various types of carbon. This completes the process in refining the petroleum. The process as described is used all for paraffin-base crude. An asphalt base crude will yield little or no lubricating oil, and the refining may be used to produce asphaltic and road oils. At certain stages in the process of refining the petroleum crude, we obtain small amounts of gas oil and fuel oil. This is used to increase the illuminating value of artificial gas made from coal.

Fuel oil is produced in large quantities from the asphaltic base crude such as Mexican and California crude. These furnish most of the fuel oil found on the market today.

Crudes Vary

The yields or amounts obtained of the various crudes vary considerably, depending on the kind and source of the crude oil. Some crudes yield as much as 50 per cent., so that no exact figures can be given as to how much of each product will be obtained.

The Imperial Oil Review
Keep 'em Moving
Rolling Tank Cars Move the Crops
By W. H. Wincott, TRAFFIC DEPARTMENT, EDMONTON.

"That tank car of coal oil" reached me just in the nick of time, just when I needed it the most." These are familiar marks made by Imperial sub-station agents who are anxious to see that every one of their customers is adequately supplied during the busy season; and these remarks are, in themselves, rewards for the conscientious and untrusting work of the traffic department.

Just now the sub-station agents are being besieged by a great number of farmers, many of whom have to journey scores of miles to get their supplies of Imperial products.

The western farmers' ideas are broadening as the wide acres they cultivate. Modern farming is one of the sciences and the old time slipshod methods with their endless chores and drudgery have been discarded. Gasoline and kerosene engines are now doing all that work which is considered such drudgery in the farm. Automatic power is supplementing man power, and with this advance follows the ever-increasing demand for Imperial products.

Unprecedented Demand

The exceptionally long and severe winter experienced in the west last year, following, as it did, a summer of drought and general crop failure, has caused the demand of horses and mules more markedly upon horses and live stock. The shortage of fodder for the horses left horses in such a poor condition that they were hardly fitted for the heavy work of ploughing and cultivation in the spring. This has given a great impetus to the use of the tractor for farm power, which in turn has created an unprecedented demand for Imperial Royalite Coal Oil and Imperial Premier Gasoline. To be deprived of these essential supplies during the busy season would mean much less both to the farmer and the country at large.

A Big Yield

After a season of wonderful growing weather, the greater part of the west is now harvesting one of the greatest crops in its history. Albertans alone with 4,000,000 acres of land is expected to yield some 25,000,000 bushels of wheat.

At the time of writing, a warm sun has ripened the growing grain past all danger of frost. The hum of the binder, the chug-chug of tractors and happy shouts of busy harvesters that zip up from the harvest fields. Longer hands from the east are helping the fields, the west to gather the grain, more valuable than gold to a hungry world. From sunrise to dusk the work goes on.

In spite of washouts, train wrecks or forest fires, these tank cars must be rushed through on time to supply the eagerly waiting farmers. The arrival of these black, grim-looking cars are welcomed with smiles of relief. Often they are pounded upon and unloaded right on the track before the contents can be pumped into the storage tanks. Their movements are watched by the eyes-cry traffic department from the shipping point to their ultimate destination thousands of miles away.

No wonder the agent smiles when they say that "the car arrived just in time". No wonder the slogan "keep 'em moving" has a deeper meaning to those who are responsible for the supply of Imperial products. It is the essence of Imperial Service.

ONE of the first essentials in business is accuracy. Without accuracy, system would cease to function and all business would be reduced to a chaos of guesswork.

Modern business has become more and more systematized. New filing devices, new methods of checking and keeping records have been perfected so that, with any degree of care, perfect accuracy can now be maintained.

Carelessness

But even the most perfect of systems will fail if those who fill out orders, invoices and report sheets are careless and inaccurate in their work. Carelessness in making reports throw added work upon those who receive them. A little care is needed to eliminate these wasted hours spent in correcting errors. Sub-station agents through carelessness and neglect cause a tremendous amount of unnecessary work for the accounting department, entail a loss of time and money in correspondence and a correction of errors.

In order to eliminate as far as possible errors that are made on invoices and report sheets by sub-station agents, one of our main stations, particularly in the prairie provinces, have been conducting a campaign of education. Salesmen have been advised of the number of errors made at sub-stations in their territories, and have been asked to take the necessary steps to rectify this slovenly method of doing business.

Badly Needed

Such a campaign is vitally needed can be ascertained from the fact that these errors have been made and are still being made.

A report from one main station covering the period from July to July 13th, shows that more than seven hundred errors have been made. The number and nature of the errors made are recorded as follows:

- Hills of loading not attached: 44
- Wrong prices charged: 183
- Invoice not signed: 13
- Barrels not charged: 8
- Errors in extensions: 312
- Sales tax omitted: 98

Total: 203

Needless Errors

According to this station's advice, the above figures show an average of about 35 mistakes per day. Such a simple thing as neglecting to attach the bill of lading to the invoice does not in itself, in so far as one error is concerned, make a great deal of work, but where 44 bills of lading have not been attached for a period of two weeks, one can easily understand the amount of correspondence entailed between the main station and the sub-station agent.

After reading the above given list it does not require a great deal of imagination to picture the unnecessary work that has been brought about by the agent not being more careful in following instructions. Each error means work for someone and the effort expended to rectify it could well be used in some other constructive work in the office. Every one of these errors are unnecessary ones. There is no excuse for carelessness and every one should be employed to eliminate such carelessness from our organization.

Incorrect Forms

To show exactly how these errors are made and to emphasize the difficulty of handling inaccurate forms, we are reproducing a poorly issued form, S-223 sub-station invoice. (Continued on page 16.)
The New Foreman

“The foreman deals with four elements—material, machines, money and men.”

In days gone by, the foreman had to be a driver of machines and a driver of men. His task was to obtain as much from material, men and machines as possible, even if it was at the cost of quality. But times have changed and a new industrial regime holds sway. The human element has superseded the mechanical one. The foreman of today must understand his men as well as he understands his machines. He must be a man builder; he must treat each man as a worth individual; he must be a teacher and a leader of men.

The old-time “driver” of men has ceased to exist and in his place we have the man who instructs, encourages and leads the way.

The World and You

The world helps you along in the direction in which you are going. When you begin to slip and go down the hill, everybody is ready to shove you along towards the bottom. But when you are pushing your way uphill against great odds, everybody is ready to give you a boost. Everybody admires placid, and everybody is willing to “root” for a winner.

Markets of Greatness

Charitable and friendly thoughts towards others, unselfish interest in the welfare of friends, sunny smiles that drive away discouragement, helping hands stretching out to the weak—all these are some of the ingredients the gods use in the making of great men.

Real Values

Some people live in constant terror of someone else—someone who is after their jobs. They imagine office life is a shop “politics” to be working for or against them, believing that something close behind is trying to crowd them out.

They spend more time trying to cultivate the goodwill of those who have influence or “pull” than they do at their work.

The shortest and the steadiest road to the top is work. Good work is the trade mark that makes your stock-in-trade valuable. There is always room at the top for the man who has done his work with the stamp of superiority. He need not rely on rivalry or usurpation of his rights by others. He makes his own job.

Opportunity

“Whatever far over shadows is near.” Ever since the dawn of life there has been a force—it call it curiosity, wandering, adventure, romance—that drives us on to see what lies beyond the hill. Distance lends enchantment, for fancy ever flights to unknown places.

Thus it is in everyday life. Our imagination enhances our values. We envy the other fellow’s job. We desire another’s position. We long to live in other lands. It is the old, old impulse to see what lies beyond the hill.

Like cattle in the field, trampling down luxuriant grass to reach seeming barren dirt; grass beyond, we seek the opportunities just out of reach, while those at our feet are passed by unnoticed.

Opportunities do not lie beyond the hill. They abound everywhere right in our midst. Whether we are workers with our hands in the refineries, or what we make or manufacture whether in production, marketing or distributing, our opportunity to expand awaits us.

Our success rests entirely with ourselves. When we muster our work in all its detail, opportunities will present themselves to us.

Self Culture

The idea that somehow something will turn up to change things for the better is a philosophy that invariably leads to failure. Things don’t happen by themselves. Opportunities have to be cultivated in the same manner that soil has to be cultivated for the harvest it yields.

The harvest you gather is that of your labors. It is on that harvest that depends the seed you sow and the manner in which you cultivate the soil. The freedom and the more you cultivate, the more you reap.

Cheers and Jeers

The man who makes the “world go round” is the man who puts his shoulder to the wheel and keeps it there, beneath the heavy gears of the giants that control the multitude.

The man who pushes for cheers alone, gets the cheers but not much else. It’s the man who pushes in the face of opposition and discouragement, who refuses to listen to either cheers or jeers, that takes his head to the top of the hill.

Present As Well As Future Benefits

Co-operative Investment Trust Demonstrating Its Advantages

TWOSE, who are familiar with the principles of the Co-operative Investment Trust, will have noticed the principal benefits to be derived from it are reserved for those who continue from the very start all depositors enjoy the security which the Co-operative Investment Trust insures to all who participate in it. In accordance with the plan, a depositor who retires under the provisions of the Co-operative Investment Trust receives the full amount of stock which has been purchased and paid for from his deposit, less whatever stock and dividends and withdrawal accruals, and any uninvested balance in his account will be paid in cash. This means, that in addition to the stock which those who retire under the provisions of the Amenity Plan receive, they also receive a cash refund of any balance remaining over and above the purchase price of the stock delivered to them.

Annuitants

Since the plan became operative, four employee-depositors have retired, to whom has been issued the stock which was purchased in their interests for their stock holdings and their own depositors and those of the Company.

The retired employees are as follows:

Mr. W. T. McKee, Toronto.
Mr. James M. Green, who was formerly in our office at Edmonton and later a salesman for Imperial Oil, is now Manager at Calgary, was transferred to Regina some months ago as Assistant Manager. In all of the positions Mr. Green has held with Imperial Oil Limited he has demonstrated a will and ability which holds forth a promise of good things to come from him. We wish him all the best at the helm.
Mr. A. E. Halvorson, who is well known to Revue readers through the many excellent articles he has submitted for publication, will succeed Mr.

Marketing Division Promotions

"Always Room on Top"

Mr. V. E. Green, formerly Assistant Manager at Regina, has been promoted to the position of Manager, which he assumed by the departure of Mr. E. C. Halsey, who left our organization to accept a position in the States.

Mr. S. O. B. Butcher, who was formerly in charge of the Marketing Division in Medicine Hat, has been transferred to Calgary, where he assumed the position of Assistant Manager. Mr. B. Butcher has been with Imperial Oil for a number of years, and is well known to Revue readers through the many excellent articles he has submitted for publication, will succeed Mr.

D. S. L. Patterson as assistant manager at Winnipeg. In Mr. Halvorson we have a very capable man and his efforts will be valuable to the company.

Mr. L. A. Halvorson, who was formerly a salesman at Edmonton, has been transferred to Toronto and will serve as assistant manager there. Mr. L. A. Halvorson has been with Imperial Oil for a number of years and is well known to Revue readers through the many excellent articles he has submitted for publication, will succeed Mr.

(Continued on page 18)
Imperial Progress

Improvements to Marketing Station at St. Malo, Quebec.

By Mr. Montgomery, Quebec, Que.

In a recent issue of the Review its readers learned something about the improvements that were made at the Atlantic Station. The purpose of this article is to give its readers some conception of the improvements that have been made at the St. Malo plant. In keeping with Imperial Oil progressiveness it was decided in the early spring of 1919 to make some extensive improvements at this plant.

Warehouse

The old warehouse was a brick structure, with wooden floor and roof, with stone foundation walls and no basement. In order to take care of the increasing business, it was decided to make the building a two-story structure, with basement, and concrete floors and roof.

The original building, which was 130 feet long by 50 feet wide, was increased in length to 90 feet. On investigation it was ascertained that a sufficient depth and were of sufficient strength to carry the extra second floor and roof loads, as well as the weight of the outside walls.

The first floor, which is of reinforced concrete slab construction, 7 inches thick, is carried on reinforced concrete columns independent of the outside walls, and is designed to carry a live load of 350 pounds per square foot. The second floor is constructed of 6-inch tile and 25-inch concrete, designed to carry, in addition to its own weight, a live load of 400 pounds per square foot. The roof is constructed of 4-inch tile and 2-inch concrete, designed to carry a live load of 60 pounds per square foot. The basement is constructed with 4-inch concrete floor throughout.

Along the sides of the building, running the full length of the building, are reinforced concrete platforms are built. On the yard side, to facilitate the loading of wagons and motor trucks, these platforms are built 8 feet wide, while on the track side, by which goods are received from cars, the platforms are 6 feet 8 inches wide.

The outside appearance of the building was also improved by removing the small wooden frame windows, and replacing them by larger steel safety windows with opaque glass. The building is equipped with a 2,000-pound electrically-operated elevator for handling goods from one floor to another.

In addition to the space allotted for the storage of goods, the 99-foot addition to the north end of the building is used for the housing of six (11 ft. 6 in. by 15 ft.) lubricating oil tanks. These are raised on a concrete floor three feet above the main floor of the warehouse, so that barrels can be carried by gravity on the main floor.

In the basement under these tanks three No. 6 Blackmer Rotary Pumps are installed, which are belt driven from a shaft driven by an electric motor. These pumps are used for unloading tank cars or delivering to storage tanks in the yard or building, as well as for transferring oil from one tank to another throughout the plant.

At the south end of the warehouse, on the second floor, a second story, 30 feet by 50 feet is expected for an office. This is finished in an up-to-date manner, with the modern heating and lighting fixtures.

Tankage

All of the tankage, except Tank No. 7, was rearranged and elevated on new brick and concrete foundations.

Previously this tankage was located on low foundations at the south end of the old warehouse, which necessitated considerable pumping for filling barrels or tank wagons. These tanks, No. 7, No. 8, and No. 9 were placed in another part of the yard at such an elevation that barrels can be filled by gravity on the main floor of the warehouse. In addition to the above, three new (3 by 2 ft.) tank wagons filling tanks were erected on brick and concrete foundations, at a sufficient height for filling tank wagons by gravity.

Other Improvements

In order to care for the motor truck equipment which they have at this plant for distributing products to customers, a brick and concrete garage was constructed to accommodate four 4,000-galons three-ton White trucks.

To care for the wagons and sleighs in use at this station it was decided to erect a new garage, 48 feet long by 30 feet wide and 10 feet high. This is of steel framework and covered with galvanized iron, being fireproof in every respect. It is capable of housing twelve wagons at a time.

The stable, which was old and dilapidated, was remodelled and extended. No. 1 to 6 inclusive, were reconstructed. Provisions have been made for making repairs on the premises.

(Continued on page 18.)

The New Station

After Improvements Had Been Made

The old and new warehouse.

"Commercial Aviation"

A Growing Industry in Manitoba

By Mr. Edward H. J. Hobaek, Winnipeg, Winnipeg, Man.

There is apparently little doubt that aviation will play a dominant part in the commercial activities of the near future. At any rate the members of the Canadian Aircraft Co. intend to develop along these lines in the Winnipeg district and the Province of Manitoba.

Exhibition Work

This enterprising firm of young R.A.F. has six machines in Winnipeg at present. To advertise the advantages of flying there are two machines flying at the country towns for exhibition purposes, and taking passengers for flights, in order to create enthusiasm.

We are pleased to state that all these machines are being manufactured by our products as is very evident by the picture. (Note the steel barrel and can alongside the machine.)

Many Uses

That the purposes for which aeroplanes can be used are varied, can be gathered from the one of the Illustrations in which you will notice the Norris Government has hired the slides for advertising purposes. Another instance of their usefulness occurred in the recent Pilots. It was discovered at the last minute that the nomination papers of three of the labor candidates were unsigned, as at that time they were "resting" at the Prison Farm. They had been taken there after their arrest for completeness during the "Strike." An aeroplane was dispatched to get the necessary signatures.

You will also note that one photograph shows the "Seaplane Spares." The two includes are as follows:

Team Captain (works)—Andy Thompson.

Asphalts (acts) — Horace Carr.

Airship (acts) — A. J. Jordan.

Lightning Bugs (traffic) — Bob Leour.

Polaris (salesmen) — Frank Ryan.

Tomahawks (acts) — Howard Gehrries.

Premiers (act) — Percy Braeley.

Petroleum (acts) — A. R. Richnette.

Micas (works) — J. Findlay.

I.O.S. (traffic) — Bill Camp.

Royalties (acts) — Enrico Calliglah.

Nite Lites (acts) — Horace Sprat.

The Toronto Branch organizes Bowling League

The bowling season is on. Now is the time to get your ten-pin artists lined up for the coming championship contests.

The Toronto branch of Imperial Oil Limited has taken time by the forelock and already organized their Bowling League for the coming season. The following offers were elected:

Honn. President—Mr. F. Sinclair.

President—Mr. H. M. Powell.

Vice-President—Mr. G. L. Thompson.

Treasurer—Mr. E. A. Calligannah.

Secretary—Mr. Rob Woods.

The League consists of twelve teams, an increase of four teams over last year's season. In addition to teams from each department, two teams from the "works" have been included.

The opening night, Monday, September 20th, was a great success. Many surprises were sprung and much championship timber began to show itself.

Bowling

The Winnipeg Division is very fortunate in the aeroplane line. In addition to the above-mentioned company there is another company known as the Winnipeg Air Company, which operates two or three machines for amusement purposes.

All these machines are having a thorough trial with Imperial Petroleum Oil, with excellent results. The writer has been requested to thank Imperial Oil Limited for the business-like manner in which they have supplied "aero gas." The boys declare it identical to that used in France.

Imperial Oil Review

November 1919

Imperial Oil Review

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Imperial Honor Service

What Honor Service Is
Who is to make up the Imperial Honor Service Roll can best be illustrated by referring to the work of those men who have already won a place. These men have proved their loyalty to our Company by faithful and continued service. They have established reputations for dependability. They have kept their customers well supplied with Imperial products and they have taken such excellent care of their motor equipment that this equipment is always an example of tidiness and efficiency.

By being agreeable and courteous to the customers they serve, they have made friends for themselves and for our Company. By the splendid care given their equipment, they have reduced repair and upkeep expenses to a minimum. By carefully planning their routines, they have further reduced the cost of distributing the Imperial products they handle. By careful driving they have avoided accidents.

In a word, these men have, without exception, delivered real Imperial Service to all, and it is men of this character only whose names will be found on the Imperial Honor Service Roll. It is the desire of the Directors of our Company that all men who can qualify be placed on the list as soon as possible.

Qualifying Conditions
In judging a man's qualifications to a place on our new Honor Roll, the first thing to consider will be length of service. Only those men who have been in our continuous employ for a year or more will be considered. Three other qualifications which will be carefully considered are:

1. Care of equipment.
2. Service to customers and company.

The care of equipment must show itself, not only in the tidy appearance, the cleanliness and neatness of motor equipment, but also by the state of its repair and its ability to render service at all times without delay or loss of time. Care of equipment will also show in lessened upkeep and lessened operating expenses and in the length of service which equipment will give.

All of these things are to be considered.

Service
The Imperial Honor Service man must be prompt and efficient in deliveries. He must keep all his customers adequately supplied with Imperial products. He must so route his territory that he will reach each customer in good time, to keep this customer supplied, and he must do this without travelling unnecessary miles or making unnecessary trips.

Salesmanship
Every man who operates an Imperial motor truck should be a salesman. He is in direct contact with the trade and has many opportunities to make orders without interfering in any way with other duties. To become an Imperial Honor Service man, one must thoroughly learn his line so that he can speak intelligently and with authority regarding every product manufactured and marketed by Imperial Oil Limited.

Making Up The List
As the above will show, it is a real honor for any man to have his name on our new roll. It is not going to be easy to qualify, but it will be a pleasure to place on the list the name of every man who merits this honor, by length of service and by fully meeting other prescribed conditions.

All men in charge of motor truck equipment who wish to be considered qualified, should make application by letter to their Divisional Managers. Upon receipt of such applications, Divisional Managers shall submit them with full reports to the Home Office. When applications for recognition and the reports reach the Home Office, they will be carefully considered and a place on the Honor Roll be given to all who qualify.

What It Means
When a man's name has been placed on the roll of Imperial Honor Service, he will have on his nameplate similar to the ones shown in the accompanying photograph, which will be supplied by the Company. These nameplates are the insignia of exceptional service. To own them is in itself a great honor.

A more substantial, but probably even less appreciated feature will be the bonus of five dollars per month, which are to be paid to any man whose name is on the Imperial Honor Service Roll. This five dollars per month will be paid over and above all other compensations as long as the nameplates remain in place on his truck.

Every member of the Imperial Oil Organization will be glad to do honor to those exponents of Imperial Service whose names are on the Imperial Honor Service Roll. The Imperial Oil Review will take off the hat of the men already listed. We are sure that the Imperial Service Roll will grow and multiply before our next issue.

Champions Clash
On September 18th the undefeated champions of Toronto journeyed to Montreal to meet the champions of Eastern Ontario.

With the pennant of the Toronto baseball league series tied triumphantly to their grill, the Toronto Blue Jays set forth with every confidence of victory. However, the Montreal men had ideas of their own on the all-important question of victory, and one of these ideas was to win the game—which they did.

The weather was ideal for baseball, the grounds in good shape and the spirits of both teams keyed up like the string of Ole's violin. After a sight-seeing tour through the city of a most amiable and a pleasant lunch at the Montreal East Retiree's lunch rooms, the two teams proceeded to the battlefield.

President Opens The Game
Mr. W. C. Teagle, president of the Standard Oil Co., New Jersey, and Mr. C. O. Stillman, president of Imperial Oil Limited, were present to give both vocal and bat smashing support to anyone who needed it. Mr. Stillman was called upon to start the fireworks by throwing the first ball to Mr. Lounis, Toronto's first batter. We forget whether it was a strike or a ball, anyway it ended the mighty swinging of the Toronto man. A great ovation was given to the president by some five hundred ardent Imperial Oil fans, who were ever ready to cheer their favorite.

The game progressed evenly at first, but as the Toronto team were unable to solve the mystery of Lahaise, the Montreal twirler, the hitting soon took on heavy odds, on Montreal to win. The Toronto team ran up a game fight all the way through, but the Montreal team were too fast for their opponents. The score was 11 to 3 in Montreal's favor.

Royal Entertainment
The entertainment committee headed by Mr. Raskin, chief cheerist, Montreal, certainly knew how to act the host. They gave the Toronto visitors the time of their lives. There wasn't a slack moment from the time of arrival on Saturday morning to the departure on Sunday night. It was just one continuous round of pleasure, banquets, shows and sightseeing tours—a whirl of gayety which will long be remembered by every member of the Toronto Imperial Baseball Team.
Errors in Sub-Station Reports

(Continued from page 9.)

The first item you will note in issue No. 382 should have been $66.50 instead of $68.50; the second item should have been $24.95 instead of $92.95; the total sales tax should have been $1,241 instead of $1,439, and the total amount of the invoice which reads in its original state $650.50, should have been $5,427.40. These are the kind of errors that take the joy out of life in so far as main station clerks are concerned.

In addition to the errors in figures, the writing is bad and scarcely discernible which calls for much time and more patience in deciphering the outlandish scribbles.

A glance at the cut showing Daily Sales Report No. 60404 should convince anyone how difficult it is for the main station office to decipher some of the figures given. It is not necessary to go into further detail as these errors are self-explanatory. This is the sort of thing that complicates the machinery of the office and lowers the efficiency of the entire system.

Be Accurate

The object of our publishing illustrations of these badly issued forms is to promote more accuracy in making and correcting reports and a better understanding between main stations and sub-station agents so that unnecessary work may be eliminated.

We know that sub-station agents sometimes feel that the main stations are inclined to ask ridiculous questions; however, if they will try to realize the force shown here, and consider the difficulty of tracing and correcting errors, and a better understanding between main stations and sub-station agents would soon eliminate this wasteful method.

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More Co-Operation

As forty stations made five or more errors in the report for the July 31st covering errors made by other stations already referred to, a decided improvement is noted over the previous figures. This proves that errors of this kind can be eliminated by an educational campaign, by assistance from salesmen and by instructive personal letters to the agents.

The report covering the period July 15th to July 31st is as follows:

<table>
<thead>
<tr>
<th>Bills of lading not attached</th>
<th>20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wrong prices charged</td>
<td>113</td>
</tr>
<tr>
<td>Invoices not signed</td>
<td>38</td>
</tr>
<tr>
<td>Barrels not charged</td>
<td>6</td>
</tr>
<tr>
<td>Errors in extension</td>
<td>90</td>
</tr>
<tr>
<td>Sales tax omitted</td>
<td>10</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>27</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>182</strong></td>
</tr>
</tbody>
</table>

A further summary of the situation shows that 32 stations made no errors whatever on their reports, 32 stations made only one error, 50 stations made less than five, and 40 stations made five errors and over. This is encouraging. The total errors have been almost cut in two while the mistakes of not signing the invoices and not charging barrels have been almost eliminated. The number of stations without any errors is growing. With continued effort, along the educational lines already started, errors of this sort should be reduced to a minimum.

Vancouver Imperial Social Clubs

Mr. A. H. Hutton, who has been President of the Club for two years, was re-elected for the third year at the annual meeting of the club on Tuesday, June 24th. The meeting was well attended and a decided improvement was noted over the previous figures, the errors due to carelessness being practically eliminated. Agents are fully aware that invoices must be signed and have bills of lading attached. They are also aware of the fact that barrels must be charged and sales tax added. The errors were due to carelessness and neglect in looking up the price lists, and carelessness or haste in computation. There is nothing difficult about either when a little care is exercised in filling the forms.

If every sub-station agent in the field who has occasion to make out reports with insufficient data, or who has been unwise enough to reference all barrels charged for; sales tax added, and the bills of lading attached—such as were defective the price shown on the invoice is correct and the extension right—the result would be more satisfactory.

A little more time taken in making out orders and totaling up the figures will be more than repaid. A hastily filled invoice invariably has many errors, which require ten times as much time and labor to rectify as the time required to make it out correctly in the first instance.

We should all exercise more care, not only in the handling of sales reports, but in everything else respecting our duties. When signing a letter or a report, we should take just as much pains to see that it is correct as we would take were we signing a cheque. Very little accuracy and a little extra care will save us much worry, time and money, and will make our work much more efficient.

A Whirlwind Visit

Just two days later this tornado from Oklahoma forced his way into the hearts of the people of this city. It was a chance to clear his decks for action, so to speak, he placed the product of this district at the disposal of the people who were in distress.

He wanted to know what kind of stuff that was, anyway. He thought it was a waste of time and trouble, but he had already burned out a set of bearings with the stuff, he doubted whether there was any grease in it at all. He assured our overworked agent that he would have to pay for every bearing the blowed stuff burned out, and that was all there was to it. After the agent had

Imperial Service

ARR you the fellow who took an order from me for truck black, but not before asking the agent over and over again that he would be back if that grease didn't work? Well, I have a lot of money tied up in land and don't want to be kept waiting. I want to be fixed up right now, see? This was the explosive that was hurled by a hard-boiled farmer from Oklahoma to our agent, Mr. A. E. Kaiser, at Vermillion, Alberta.

A new tractor, just unloaded from the car, chug-chugged its melodious way towards the Imperial Oil Station, and Mr. Kaiser with usual Imperial courtesy immediately proceeded to fix up the farmer's tractor.

"What! Ninety dollars for bars!" exploded the farmer from South. "Says you, young man, down in Oklahoma, you jibes barrels away.

Very gently our agent assumed that in the piping times of peace it took considerable money to bring the barrels up from Oklahoma, and considering that it was for his especial benefit that they were brought up, it would not be more than right that we act as custodian of his $900 until he returned the barrels and followed the instructions that he informed the station if anything went wrong.

In the face of this coolness, the problem was how to get by the farmer without actually losing the sale. Everything seemed O.K. The bearings were getting lubrication and appearing to be in good order. A thorough examination, our agent asked the engineer to take him out for a ride so that he might study the action of the bearings and discover the cause of the difficulty.

The Real Trouble

As he trailed along behind the tractor for a quarter of a mile or more, our agent noticed that the exhaust pipe was turned upward, which carried the hot flame and gases to the lower part of the engine and on the propeller. The engine was hot all over, but the bearings were cool. As every Imperial Oil man knows, the exhaust pipe should be turned in such a manner that the heat is blown away from the engine and toward the ground.

Through advantage of a noontime lull, while the customer was gathering his second wind, our agent inquired

There is Always a Room on the Tap for the Man who goes to the Bottom of things.
Imperial Progress

(Continued from page 12.)

Marketing Division Promotions

(Continued from page 11.)
Good Work, Well Done

It isn’t the amount of work you do that attracts attention, it’s the amount of work you do well that counts. Many a promising career has been marred by too much haste. Doing one thing at a time and doing that thing well is the only method by which success can be attained.