The IMPERIAL OIL REVIEW

October 1920

SPRING POLE DRILL IN OPERATION
“More Juice”

Frantic Efforts to Meet the World’s Demand for Power

When Robert Street started feeling with a sponge soaked in turpentine, a cylinder and a flame, he surely started something.

Actually, it was in 1743. This American worked out the first workable internal combustion engine and solved the problem of converting liquid fuel into gas, thus making an explosive mixture by mixing it with air.

Three years later a Frenchman, named Lebon, worked out the idea of using an electric spark for ignition purposes, but unfortunately he was assassinated before he completed his work.

If a Better Gasoline Could Be Made — We Would Make It.

The extraction of oil from shale to replace exhausted oil deposits has already begun in Canada, which has two thousand square miles of oil shale lands. Utah has five thousand, and Wyoming eight thousand square miles of such lands. The shale industry in Scotland has been developed considerably, producing something like 10,000 gallons per annum, but as the areas here are concentrated in a narrow strip of strata, onl limited square miles of land, it remains something of a problem. As the history of the growth of the industry is too long to give here, let us turn to the recent progress and the future.

Sources

In the frantic search for liquid fuel, men turned to every conceivable source, and are still doing it.

The recovery of gasoline from natural gas, the liquifying of gases coming from oil wells (Cushing), the utilization of oil from shale, and even the vaporization of tar oil— all have been developed, as noted above, to a remarkable degree.

However, the processes which rely for their commercial success on the physical properties of the petroleum itself can only develop with the corresponding development of the petroleum industry, and in the present scarcity of gasoline is due chiefly to the scarcity of crude petroleum, it is doubtful if any substitutes derived from crude oil will be of any material benefit.

The only source likely to yield a sufficiently large quantity at a sufficiently low price are the products of the carbonization of coal and shale and products of fermentation.

Imperial Premier Gasoline Vaporizes To The Last Drop—“More Miles Per Gallon.”

Andrew Brown of London, had already put his gas engine to work pumping water as early as 1843, and shortly after this, Forssmann and Marchetti, of Italy, followed with the electric spark. But first of all it was Lebon. Ever since then the internal combustion engine has been climbing steadily up the road of progress, and today it runs so smoothly that we simply take it for granted and turn our attention to the “juice” that makes the wheels go round.

But there’s always a fly in the ointment somewhere. Just as aeroplanes have the motors perfected to such a high state of efficiency that it runs in a foolproof fashion, everybody gets one, and petroleum, that runs on the principle of gaseous —the most dominant power in the world to-day—finds it almost impossible to keep pace with the demand.

Mixtures

This rapidly growing demand for new mixtures has necessitated greater conservation in liquid fuel. Methylated gasoline is being tested for its efficiency, whereby processes are formulated to utilize more fractions of the crude petroleum.

At first only the more volatile fractions were used, but as the demand continued to grow, devices were worked out by which fractions of the heavier vapors could be blended with the petrol to give the heavier mixtures. As these processes of distillation were evolved whereby less volatile fractions of crude petroleum could be utilized. The young process of “cracking” or distilling under pressure succeeded in recovering much of the volatile vapors that were formerly unavailable. Improvements upon this process by Barron, Dewar, Redwood and others have carried distillation further and further into the heavier fractions until to-day almost every available fraction that can be vaporized into motor fuel is now being utilized.

Likewise, mechanical invention succeeded in vaporizing fuels of greater gravity. Mixing devices or carburetors were constantly being improved upon, so that straight paraffin or refined oil is now being used successfully as motor fuel.

Since the frantic search for liquid fuel, men turned to every conceivable source, and are still doing it.

The recovery of gasoline from natural gas, the liquifying of gases coming from oil wells (Cushing), the utilization of oil from shale, and even the vaporization of tar oil—all have been developed as noted above, to a remarkable degree. However, the processes which rely for their commercial success on the physical properties of the petroleum itself can only develop with the corresponding development of the petroleum industry, and in the present scarcity of gasoline is due chiefly to the scarcity of crude petroleum, it is doubtful if any substitutes derived from crude oil will be of any material benefit.

The only source likely to yield a sufficiently large quantity at a sufficiently low price are the products of the carbonization of coal and shale and products of fermentation.

Imperial Premier Gasoline Vaporizes To The Last Drop—“More Miles Per Gallon.”
Always Room On Top

Tips On How To Get There

By M. E. Roberts

The IMPERIAL OIL REVIEW

October

Page 4

Page 5

Always Room On Top

Tips On How To Get There

By M. E. Roberts

The IMPERIAL OIL REVIEW

October

Page 4

Page 5

Always Room On Top

Tips On How To Get There

By M. E. Roberts

The IMPERIAL OIL REVIEW

October

Page 4

Page 5

Always Room On Top

Tips On How To Get There

By M. E. Roberts

The IMPERIAL OIL REVIEW

October

Page 4

Page 5

Always Room On Top

Tips On How To Get There

By M. E. Roberts

The IMPERIAL OIL REVIEW

October

Page 4

Page 5

Always Room On Top

Tips On How To Get There

By M. E. Roberts

The IMPERIAL OIL REVIEW

October

Page 4

Page 5

Always Room On Top

Tips On How To Get There

By M. E. Roberts

The IMPERIAL OIL REVIEW

October

Page 4

Page 5

Always Room On Top

Tips On How To Get There

By M. E. Roberts

The IMPERIAL OIL REVIEW

October

Page 4

Page 5

Always Room On Top

Tips On How To Get There

By M. E. Roberts

The IMPERIAL OIL REVIEW

October

Page 4

Page 5

Always Room On Top

Tips On How To Get There

By M. E. Roberts

The IMPERIAL OIL REVIEW

October

Page 4

Page 5

Always Room On Top

Tips On How To Get There

By M. E. Roberts

The IMPERIAL OIL REVIEW

October

Page 4

Page 5

Always Room On Top

Tips On How To Get There

By M. E. Roberts

The IMPERIAL OIL REVIEW

October

Page 4

Page 5

Always Room On Top

Tips On How To Get There

By M. E. Roberts

The IMPERIAL OIL REVIEW

October

Page 4

Page 5

Always Room On Top

Tips On How To Get There

By M. E. Roberts

The IMPERIAL OIL REVIEW

October

Page 4

Page 5

Always Room On Top

Tips On How To Get There

By M. E. Roberts

The IMPERIAL OIL REVIEW

October

Page 4

Page 5

Always Room On Top

Tips On How To Get There

By M. E. Roberts

The IMPERIAL OIL REVIEW

October

Page 4

Page 5

Always Room On Top

Tips On How To Get There

By M. E. Roberts

The IMPERIAL OIL REVIEW

October

Page 4

Page 5
Imperial Oil Prize Winners

Imperial Tank-Wagon Drivers Exhibit Their Teams at Ottawa Show

By Mr. A. G. Greenfield, Ottawa, Ont.

In addition to the drivers, who worked almost all night and day to clean up the weapons, harness and equipment, Mr. C. Cassidy, from the warehouses, and D. Turney, stableman, with true Imperial co-operation worked considerable overtime to assist in the winning of the prices.

The Winners

The winning horses and drivers were as follows:

First Prize, Class No. 1 – "Bell," 149 – Charles Bransden.

Second Prize, Class No. 8 – "Dollie," 169 – A. Evans.


Proud Records

Every one of the horses entered by Imperial Oil Limited has a long and honored record. "May," 742, won first prize with "Wallace" in 1917, and fourth prize with the same horse in 1918.

Bell and Billie, first prize winners this year, won third prize in 1918. While Wallace, the Blue Ribbon winner in the singles this year, won first in 1917 and fourth in 1918.

This is a record to be proud of, and speaks highly of the care and attention that is always given these horses.

Congratulations

We congratulate the drivers who are responsible for this victory. They are rendering Imperial Service every day in a manner that should be an inspiration to all of us.

Imperial Oil Prize Winners

When Work Is Play

A Trip to the North Coast from Quebec City to Natashquan

By N. W. Beauchy, Montreal, Quebec.

There is a primitive something lying dormant in every man that seems to drive him on to far off places. Call it wanderlust, adventure, romance, or anything you will, the call of the unknown rings insistently in our souls.

The Natives are Good Customers for Candles

Imperial Service

Imperial Service here, as well as everywhere else, is very much in evidence. All the dealers in this country are customers, purchasing Imperial Premium Gasoline, Imperial Royale, Imperial Polarine and Candles, and needless to say, every dealer gives service with every sale of Imperial products. The ideal of Imperial Service—service 24/7 as well as in every Imperial product—is thoroughly understood by those who manufacture, and nowhere is there a closer bond of co-operation.

(Continued on page 17.)
Getting In On The Ground Floor
How Imperial Service Leads the Way to Development
By Mr. F. Terley, Manager, Edmonton Division.

Imperial Service is always a few years ahead of the railroad, building and preparing the ground for the harvest of business that generally follows the arrival of railroads to any new territory in Western Canada. There is always some attraction in any new country that induces even transients to locate there, and these few pioneers generally form the nucleus of the stable population of future years.

It is perhaps not generally known that some of the principal cities of western Canada were originally Hudson Bay trading posts or Royal North West Mounted Police Barracks. Winnipeg was formerly Fort Garry, and Prince Albert and Fort Edmonton and many others were all Hudson Bay posts in the early days. Regina, Saskatchewan, and McLeod, Alberta, came into existence through the Royal North West Mounted Police Barracks being located at these points. They were on the map long before the building of the C.P.R. ever was contemplated.

A great deal of credit is due these organizations for blazing the trail and keeping law and order in what was then the “wild and woolly.”

Blazes the Trail

The same conditions exist today, but perhaps in somewhat modified form. We still have the frontier life. Imperial Oil Limited is right in the van of this new population that is coming constantly to Western Canada, and is being absorbed in all lines of activity.

Agriculture, of course, is the greatest asset in this region, which with its mould machinery and tractors, means that the Imperial Oil salesman has to be alive to the progress of the “hinterland” of his territory. He must get in on the ground floor and establish a connection for the sale and use of the Imperial Oil products, thus gaining a prestige and a goodwill for our products which will be valuable assets to the Company in later years.

No competitor can pry us loose from this business when we have established ourselves at the beginning andacted fairly and honestly with all our pioneer patrons.

The Legacy

The Western Divisions of Imperial Oil Limited have a legacy second to none in its vast undeveloped area of country adjacent to each division. Northern Alberta is still the “Mecca” of the explorer, prospector and settler. Few people realize the great potential business in Western Canada to be reaped in the future.

The Province of Alberta has 88% of the coal resources of the whole of Canada. Coal was discovered and mined by Sir Alexander Mackenzie on the Robson Creek in the Southern part of Alberta in 1784, at what is now known as the Drumheller Coal Mining District. This promises to be a few years hence the greatest coal mining district in Western Canada. The great Mackenzie River, which flows into and out of the Robson Creek, is the only river in the world that is 12 miles wide.

Although business at the time may look very small compared with some of the older established stations, it is only a short time until the policy of keeping in mind this great potential justifies itself. The increased sales at these new points justifies the expense and the energy displayed by the Imperial Oil representative who is anxious to get well established, in time for the business that later on is sure to follow.

By doing this we are rendering a real Imperial Service, a service that is greatly appreciated by the population and the settlers in general.

Most northerly point in Alberta where Imperial Oil Limited have bulk storage tanks, has a very old and romantic history, and is teeming with stories of the great traders who formerly were the only inhabitants of this district.

The traffic in those days was, of course, only by the river and overland trail, but by 1912 there are good sized steamers plying on both the Peace and Mackenzie Rivers. Very seldom is it that the “D. A. Thomas” leaves Peace River Landing for Hudson Hope and Fort Vermilion Clamets without carrying some of the Imperial Oil products in her cargoes. These often have to be transported overland many miles before reaching their final destination.

As soon as railroad transportation reaches any point with sufficient population and business to warrant construction, Imperial Oil Limited generally opens up its well-known service station.

Although business at the time may look very small compared with some of the older established stations, it is only a short time until the policy of keeping in mind this great potential justifies itself. The increased sales at these new points justifies the expense and the energy displayed by the Imperial Oil representative who is anxious to get well established, in time for the business that later on is sure to follow.

By doing this we are rendering a real Imperial Service, a service that is greatly appreciated by the population and the settlers in general.

COAL MINING DISTRICT
A Typical Scene in the West

Imperial Oil Employees at Play
Sarna, Regina and Vancouver Hold Their Annual Picnics

Imperial Oil Limited was thrown open to the crowd. As the committee had rented the place, free dancing was the rule, and an excellent orchestra provided music for those who wished to “tickle toe” instead of sitting around and catching races, or cut hot dogs (by the peck), walk hand in hand (only those under twenty-one appeared here), or ride on the merry-go-round.

Of course, everybody brought a big lunch basket with them and threw the trees of the big park over a thousand employees of Imperial Oil Limited sat down at the close of a wonderful day to enjoy another’s, or wife’s, or child’s in a way that should be a habit, would put this section of Canada into Backyardia.

Of course, picnics come only once a year—a thought that makes the small boy good soldier. Cheer up, sonny, watch us next year.

Regina Revellers
By Miss E. Ross, Regina, Sask.

In spite of the dark clouds which hung overhead and, which like most dark clouds, rolled away, about 250 Imperial Oil employees and their friends set out for Lethbridge, one of the best picnic grounds in the district. The weather was perfect and all enjoyed the day so much that it would be hard to believe they had come to a place of such beauty. The beauty of the place is the perfect ground for a picnic, the flowers are in bloom, the beauty of the place is the perfect ground for a picnic, the flowers are in bloom, and the people are always happy.

Women’s Race
Lining up at Regina Picnic

The CLOWNS
Sarna At Play
By W. C. G. Alexander, Sarna, Alta.

SATURDAY, August 7th, Sarna Imperial Oil Picnic Day, proved the biggest day from both a social and an athletic standpoint that, not only the Sarna branch of the Imperial Oil family, but the city of Sarna itself, has ever enjoyed.

After last year’s wonderful success the various committees in charge of entertainment knew they had a real task on hand, if this year’s affair should even approach the 1928 picnic.

However, the weatherman joined to help and with a perfect summer day to start on, the interesting contests and amusements of nearly every description kept a crowd that taxed the capacity of Lake Hurdon Park, amused and entertained throughout the whole day.

We say “the whole day” for this was an all day picnic. The eager “picnickers” gathered on the corners waiting for “Beach” to convey them to the Park at an early hour on Saturday morning.

As the day progressed, the cars going out to the lakeside, became more and more crowded, and it was soon apparent that the Imperial Oil employees were to entertain a record crowd.

While there were many things to do and countless ways to amuse oneself, the sports and races provided entertainment at varied diversions that would be enjoyed by the spectator with laughter one moment, and hold them breathless with suspense the next. This part of the program might perhaps be called the main “show.”

The big dancing platform was thrown open to the crowd as the committee had rented a place for free dancing was the rule, and an excellent orchestra provided music for those who wished to “tickle toe” instead of sitting around and watching the races, or cut hot dogs (by the peck), walk hand in hand (only those under twenty-one appeared here), or ride on the merry-go-round.

Of course, everybody brought a big lunch basket with them and threw the trees of the big park over a thousand employees of Imperial Oil Limited sat down at the close of a wonderful day to enjoy another’s, or wife’s, or child’s in a way that should be a habit, would put this section of Canada into Backyardia.

Of course, picnics come only once a year—a thought that makes the small boy good soldier. Cheer up, sonny, watch us next year.

Regina Revellers
By Miss E. Ross, Regina, Sask.

In spite of the dark clouds which hung overhead and, which like most dark clouds, rolled away, about 250 Imperial Oil employees and their friends set out for Lethbridge, one of the best picnic grounds in the district. The weather was perfect and all enjoyed the day so much that it would be hard to believe they had come to a place of such beauty. The beauty of the place is the perfect ground for a picnic, the flowers are in bloom, and the people are always happy.

Women’s Race
Lining up at Regina Picnic

(Continued on page 18)
Imperial Products In Holiday Dress

Attractive Displays at Canadian National Exhibition Attracts Attention

"Work and Prosper" the motto of the Canadian National Exhibition typified the activity of the many industries that exhibited their products at the exhibition grounds. Every branch of Canadian industry was here in gala attire proving conclusively that Canada, as a country and a nation, is industrially and economically sound.

Only by seeing the imnumerable exhibits on display here, could one realize the tremendous industrial development of Canada. Manufacturing had increased to such an extent that there was hardly enough space at the grounds for the various industries to exhibit their wares.

**Farm Machinery**

The farm machinery section was larger than ever and many unique devices for attracting attention were being utilized. Farm machinery was in full operation; tractors were悠久移 amid activity all day, some of them moving around in grotesque figures.

- **Imperial Polarine**
- **Imperial Household Specialties**
- **Imperial Farm Specialties**

**Imperial Service**

Needless to say, Imperial Service played its usual important role in enabling the various tractors to demonstrate at all. For through marvels as many of these tractors may be, they cannot move without fuel and lubricating oils. The smooth and easy operation, instantaneous acceleration and reserve power, are necessary to demonstrate. An excellent example of this was the use of Imperial Premier gasoline and Imperial Royalite, while Imperial Polarine makes all wheels rotate at ease.

In order that the many manufacturers, who depended upon us for these products, should be promptly and adequately supplied, Imperial Tank Trucks and Imperial Oil men were always on the job.

**Imperial Household Specialties**


distributing and rendering that unasked-for service which is the outstanding feature of Imperial Service.

**Exhibits**

Among the leading exhibits, the Imperial Oil display attracted universal attention. It was the handsome Impenial Exhibits buildings, which are permanent structures on the exhibition grounds, arranged in a display of Imperial products, that excelled all previous attempts.

In the center of the building, Imperial Polarine—these were the Famous Household Specialties, and Imperial Farm Specialties displays.

The central display consisted of barrels and various sizes of Imperial Polarine containers, Florence, ornamental stoves and flowerers, adding a touch of beauty to the design. As a background, a fine linen curtain was draped from the Imperial shield

The Regina Fair

Imperial Products Have a Clear Field

BY R. L. KEITHLY, SALISBURY, REGINA, SASK.

The annual Provincial Exhibition of July 25th was a decided success, especially from an Imperial Oil standpoint. The united efforts of Mr. H. C. Sandberg, Our city salesman, who had charge of our exhibits, kept them very much in prominence.

Thousands of farmers from all over the Province attended and many were the complimentary remarks we received on our exhibit in the Manufacturer's Building. The photographs of the display were justly fitting, the photograph showing the display to the public, not being able to get a full view.

To the left and right of the Imperial Polarine display were featured our specialty lines and Gilbert & Barker products. It was easily the most impressive exhibit in the building.

Each day the day the details of the display were kept busy explaining the different products to "Old Customers," "New Customers," and those who will eventually use Imperial Oils, while some very nice orders were secured.

**Tractor Display**

The tractor display was larger than ever, owing to the crop prospects, and from the farmers' standpoint, was the outstanding feature of interest at the Exhibition.

There were 30 different engine manufacturers represented with a total of 40 engines of the tractor type, as well as numerous small stationary engines.

One of our motor trucks were kept busy each morning revving the tractors with Imperial Premier gasoline and Imperial Royalite. Kerosene fuel and Imperial Polarine for lubricants. This work was very ably looked after by two of my salesmen, Messrs. Wm. Sheehy and R. S. Curtis,

The tractor people were very appreciative of "Imperial Service" as it meant a great deal to each one of the customers to know that their tractors were going to run smoothly while being judged by hundreds of engine owners and prospective purchasers.
The Imperial Oil Review

October 1969

THE IMPERIAL OIL REVIEW

Page Twelve

EDITORIAL

The Spring Pole Drill

The drilling equipments used in early days to create and engage things. One wonders how the oil pin-
cers could accomplish what they did with such primitive equipment.

The illustration on our front cover shows a spring pole drill at work, in one of the early oil fields near Petrolia, Ont. Foot power was employed for driving the drilling tools into the ground.

After digging through the softer earth down to the surface of the hard way down, the pace and speed of work was curbed up with timber and the slow and tedious job of drilling began.

Fairness Begets Fairness

"Do unto others as you would have others do unto you" is a good motto in general business. Especially it is applicable to our organization where the success of one man is dependent upon the success of others.

As an organization we stand or fall together. We are one large family, each member working for the good of the whole.

We have every opportunity to work out our manifest destiny as a public service institution by being fair to one another.

We have every chance to adjust our relations to the needs of the time and to develop our ideas to the betterment of our work and to discuss with reason. We have the opportunity to develop our ideas to the betterment of the work and to develop our ideas to the betterment of the work and to develop our ideas to the betterment of the work.

The Hardware Touch

Sir George Toumim, publisher of the Waterloo "Duck," speaking at a civic reception in the Agricultural College, Nova Scotia, to the delegates of the Imperial Press Conference, used these words, "It is the human touch we get.

We can be no human touch, unless we ourselves are human—otherwise we have the political and cold, and causes no thrill. Where the human touch, is there sympathy. Where sympathy is, there understanding. Where understanding is, there is sincerity. Run the thing to the last ditch and we find the human touch rooted in sincerity. The last ditch is, in effect, "Does it root?" Sincerity will solve many a problem when expert knowledge fails. The human touch, then, is the way we can do so many things for them and with them. It is easy then, as well as pleasant.

The other day in a Scottish pub, a minister made this confession, "There was a time when I loved books more than men—now I love men more than books." He has learned life's greatest lesson. A man is remembered by his human acts, though he has more important ones which may be forgotten.

P. F. Sinclair

More Juice

(Continued from page 4.)

All this, however, is as nothing compared with the Kinetic Theory of radiation. We have a theory that is no more a theory than that it is a menace to the entire solar system.

The Kinetic Theory

Mr. Oliver Lodge says, "I hope that the human race will not discover how to use this (atomic) energy until it is shown that misery and mortality enough to use it properly."

In 1966 the Smithsonian Institute made a report:

"It is now well established that a helium atom is expelled from certain parts of the radioactive elements. We have a moment of their transformation. The helium atom or alpha ray leaves the transforming atom with a velocity which if unchecked would carry the atom around the earth in less than two seconds.

Were this tremendous power to be successfully harnessed, all power problems would cease to exist. We would glide along swiftly and silently without a care in the world. There would be no apparent force whatever. Like the Cowboy's little cat, there would be no "push or pull, no go, like helter helter the same.

Carry On

In the meantime, we will continue to produce Imperial Premium Gasoline for some time to come, and motorists will continue to look for the Red Ball signs and the G. & B. outfit to "fill 'er up." We have the knowledge that it requires a lot of miles per gallon than any other fuel.

What the distant future has in store is in the shape of a new set of rules and regulations. We may have to operate with a new set of rules and regulations. We may be compelled by means of sun, wind, or radioactive electrons, but whatever our future power will be, our motors will run on wheels, and it will be as if the sun were no longer than the fact that Imperial Polaron motors will be there on the job to "make a good car better."
Always Room On Top
(Continued from page 5)

would seem that mismanagement can almost be defined simply as inability to look ahead. Most of the big business men of our day owe their great successes to their ability to see into the future, to their ability to carry through each day's duties without ever losing sight of the future.

No matter under what heading a business failure may be classified, "lack of capital," "changing conditions," "lack of business knowledge," or what-not—lack of them all lies the one basic reason—lack of ability to look ahead.

The Human Quality

Let every would-be executive give some thought to the subject of the human element, and avoid, as he would poison, any organization in which the dominating influence is characterized by a circulation of ice water. It doesn't get you anywhere. It chills every one who comes in contact with it.

The fine spirit of co-operation and loyalty that is expressed in the very movement of its members, you will find only in those organizations where the human element is taken into account. Confidence and security, smooth and efficient work are the direct results of that human touch in management.

One thing that will tend to bring out the "human side" of a staff and act as a stimulus to those engaged in the work, is the calling of meetings, from time to time, to discuss any problems that may arise or to discover means of betterment. Such a meeting should be composed of the office manager and his chief clerks in each division of the work. These employees should come prepared to offer constructive criticism and ideas upon the work of the office and to receive criticism of their own departments.

Talks of this nature will bring out many points of interest and help, and should be studied by all who wish to improve their work or their department. Such meetings should be limited as to time, held at regular intervals, and if possible arranged so as not to interfere with the routine of the office.

Office Planning

Considerable time and energy is frequently wasted in some offices, due to the faulty layout of the desks of the staff, neglecting needless running around and obtaining information from other points of the office. Take your office space and the number of desks with each clerk's special duties and arrange them so that the work will not flow naturally from one end to the other with the least loss of motion. Put your sales sheets near your pricing desks and ledgers; put your cash sheets alongside your cashier; do not have your credit men sitting by your stock department, when your customers' ledgers are at the other end of the office. If this planning is carefully done much time formerly wasted will be saved and the clerks' energies conserved for the work in hand.

Reports

Reports are many and varied and cover every phase of the work on hand. Every one is used for some specific purpose and for a specific time. Hence, every report should be dated correctly and be properly filled in. Be careful therefore that your reports show what they are intended to show and that they reach their destination on schedule. Considerable worry and needless work will be avoided and closer co-operation obtained with the Head Office, if care is exercised in the proper preparation of reports.

Never send in a report unless you are certain it is correct. If you are not sure of it, write or wire for advice, which is always readily and cheerfully given.

In conclusion it may be noted that the majority of failures in business may be traced to the laying of an unstable foundation at the beginning. Though there are other factors to be considered in addition to those touched upon above, they all lead back to two simple principles: "Be sure you are right then go ahead," and "plan your organization to fit your work."

Growth at Regina

By MESS U. Ross, Regina.

No doubt the picture of the little frame structure will be familiar to many readers of the Review, but more especially will it interest the "pioneers" of Regina refinery. This building once bore the dignified title of "office," being erected when construction was commenced at Regina plant early in 1916, and it was utilized for this purpose by the refinery staff until late in October of the same year. In October, the new office was pronounced completed and ready to be occupied. As may be judged from the two pictures the contrast was very great, and the change one which was appreciated by all. The new office is a brick structure, spacious and nicely finished, and is now used by both the refinery and sales departments.
Sarna Refinery
A Few “Close-Ups” of Imperial Oil Employees at Work

During a recent visit to Sarna we found the good fortune to get a regular, honest-to-goodness “close-up” of the Imperial Oil plant, as well as a few tips on what to do and what not to do at the Sarna Refinery.

The first thing that struck us was the way the workers were in the general office. They were all in suits, as is proper on the job. The office was a large room, with a big window at the back.

“Sara,” you see, is just that: a place where you can get a close-up of the plant, and a good view of the operation. It is run by a group of people who are very interested in the work they do.

The Pump House
Mr. Sirdelow, of the Sarna Refinery, had given us a few tips on his article on the Sarna Pump House, but seeing it is entirely different from hearing about it, we decided to have a look around the pump house.

“Here,” he said, “is where the water goes to the refinery. It is heated up and sent to the refinery by a steam line. The water is then cooled and sent back to the pump house.”

“What do you call it?” we asked.

“Steam,” he replied.

“Steam?” we exclaimed.

“Steam,” he said again.

“Steam,” we said, feeling a little confused.

“Steam,” he said, still smiling.

Sports and Athletics
Wherever we went from department to department we were struck by the enthusiasm of the workers for sports and athletics. Everywhere we went, we found enthusiastic support for the company’s athletic programs.

We never realized before just how important to Imperial Oil Workers the last drop of water and why Imperial Oil Workers hold their bodies under all temperatures. We do know that when we consider the manifold processes of getting which Imperial products have to go to and the workers who make them, we know that it can’t be otherwise.

On our way to stills, we passed the garage where the Imperial Truck is made. Remembering Mr. Gilfillan’s article on “Yesterday,” we decided to see the men who make them. Mr. Thomer met us, spoon-playingly dressed in red, white and blue, and then we learned why our trucks attract such universal attention. Thomer is the man who puts the final touch to the trucks. He knows just what a truck should look like, and, take it from us, every truck looks just like that when he’s through with it.

Potatoes
After we had seen the mechanical department, and the power house and the cinder works and the warehouse and everything else worth seeing, our guide took us by the hand, led us to a handsome car, saying, “Hop in here, learn what a car can do when Imperial Prime Grade Gasoline and Imperial Aviation Gas are used exclusively,” and we did.

Yes, we went to the road to see the gas station for ourselves. We were going to turn in, a big man with a hoe, a bat and a face streaming with perspiration, gave us the “hello.”

“Who are you?” we asked.

“Why, that’s the potato patch,” we were informed.

We realized immediately why our Sarna cartoonist went into raptures over the potato patch—only it wasn’t a patch any longer. It was now a regular field of potato plants, a foot high, and all ready to “burst into bloom,” as the poet says. We asked the man with the hoe, who was taking a Turkish bath with a hoe, if one of the lucky stockholders. Sarna corresponded entitled it a 2,000 cent investment, because he “owed” it right. We have always been suspicious of these twenty to one shots, but this one is sure-enough winner.

A Fast Pace
Just before leaving, we jumped into Captain Cross, the chief-captain.

“Want to see the ‘imperial?’” he asked.

“Sure,” we replied.

“Step on it.” he barked. “Don’t go too fast, that don’t do any good.”

“No, Captain,” we replied.

“Then you go in for that sort of thing?”

“What?” he asked.

“Don’t go in for it. Say, guess you haven’t been here before, and don’t know much about it, Captain.”

Why, our team has whipped everything in reach. Yes,” he added thoughtfully, “they can lick anything.”

We agreed, of course, for he was much bigger than we.

Experience
Teaches us in nothing. Our experience has taught us how to make money. The recent war has taught us the meaning of things that were not even thought of six months ago and made all deliveries to 2,500 miles and over, and drove his team over 3,000 miles.

To add to his honors, he told us how his tank wagon with a hand pump, owing to the stock in the storage tank, being too low to fill up, had to be filled by hand, but this is the result of the hard work of the men who work in the tank wagon.

Occasionally we do hear of such services, and when we do, we delight in giving credit where credit is due. The accompanying photo and paragraphs illustrate how Mr. Charles Anderson carries out his duties as a matter of course. Congratulations, Mr. Anderson.

Charles Anderson, our agent at North Sydney, N.S., was going some on May 2nd. The sweet days being Sunday, and May 24th following, “Charlie,” as he is known to all, says, “We can’t let any of ‘em go dry.”

Mr. Charles Anderson
Gave Imperial Service All The Time there did their duty “as a matter of course.”

Imperial Oil
An Imperial Oil Giant

This is what he does to keep ‘em moist.

Vegetables delivered, 2,263 gallons of gasoline, and in no time done filled his tank wagon six times, made all deliveries to 2,500 miles, and over, and drove his team over 3,000 miles.

To add to his honors, he told us how his tank wagon with a hand pump, owing to the stock in the storage tank, being too low to fill up, had to be filled by hand, but this is the result of the hard work of the men who work in the tank wagon.

Occasionally we do hear of such services, and when we do, we delight in giving credit where credit is due. The accompanying photo and paragraphs illustrate how Mr. Charles Anderson carries out his duties as a matter of course. Congratulations, Mr. Anderson.

Charles Anderson, our agent at North Sydney, N.S., was going some on May 2nd. The sweet days being Sunday, and May 24th following, “Charlie,” as he is known to all, says, “We can’t let any of ‘em go dry.”

And Charlie’s team—they’re a great pair. He swears by them instead of at them—there’s quite a difference when you come to think of it.

—By Mr. H. T. Nelson,
Flying To Alaska

U.S. Aeroplanes On New York to Alaska Flight

Of all the most interesting cross-country flights it is that of four U.S. Army aeroplanes in the New York to Alaska flight.

The squadron, in charge of Captain Street, Fles-Richardson, and eastward to Grand Rapids, Mich., where the turn northwards is made. The area from New York up to Jasper, Alberta, is comparatively easy, considering the regions beyond.

The Canadian Rockies are encountered soon after leaving Jasper, and are known to be a part of the most rugged and inaccessible regions in the northwest part of the American continent.

In flying over this region, the pilots will have to rely entirely upon their ability as navigators, while the success of the expedition will depend largely upon the successful operation of the Liberty motors with which the planes are equipped. Each plane is equipped with mosquito helmets, a supply of concentrated foods, tackle and other things to meet every conceivable emergency.

The first of the four planes reached Saskatchewan on July 25th, where they refilled the gasoline and oil tanks and started on their journey, while later on they refilled at Edmonton.

Our method of filling these aeroplanes was as follows: We attached a T.S. B & B pump to the running board of the tank truck and pumped the gasoline from the compartment directly into the tank of the aeroplane. Captain Street was highly pleased with this arrangement.

He expressed his appreciation of Imperial Service, as well as the high quality of our products.

Imperial Products in Holiday Dress

Imperial Household Lubricant also attracted considerable attention, while Imperial Farm Specialties and the Imperial Polar Line were a constant attraction.

The Imperial Oil Exhibit, as a whole, was a huge success. It demonstrated beyond question, the popularity of the Imperial line.

Imperial Quality and Imperial Service have become nationally known and appreciated, which proves that good work is its own reward.

Imperial Oil Employees at Play

(Continued from page 9.)

should win prizes like this, lubricated as he is by the greatest of all lubricants.

About 3:30 supper was served and the party afterwards roamed about until it was time to board the train for the homeward journey. The Imperial yell: Light Cap, Dark Cap, Water White, Prime, Polarize, Gasoline, rush 'em down the line. Hard Oil, Gangster, Zip Boom Bah! Imperial, Imperial, Rah! Rah! Rah! —brought to an end a perfect day.

Vancouver Outing

By Mr. A. Hoggett, Vancouver.

The second annual picnic of the office staff and warehouses of Imperial Oil Limited took place on Wednesday, August 26th, at Whytecliffe (Blythmore Bay).

The weather was ideal, and the entire company, numbering one hundred and forty, spent a delightful day at one of the most popular of Vancouver's summer resorts. Mr. C. M. Robson, Mr. A. McDowell and other officials of the company were present, and thoroughly entered into the day's enjoyment.

The very diversified programme of events provided much amusement. The fact that such a variety of sports could be held at the same place is in itself a guarantee that Whytecliffe is an ideal picnic rendezvous.

Both on land and water the Imperial Oil employees proved themselves perfect athletes. Lack of space prevents us from giving the long list of events and winners. Suffice it to say that the day was a huge success, while the committees on arrangements had everything moving as smoothly as a car lubricated with Imperial Polarize. Everybody was happy, and everybody looks forward to a "repeat" next year.

There is no better method of promoting good-fellowship than these annual picnics. They bring members into closer contact with each other, and create a spirit of "All for one and one for all," which is the keynote of Imperial Service.
Can You Replace Yourself?

The most valuable man in any organization is he who can replace himself when the need arises. The quickest road to high office lies in the ability to step up to a higher position without leaving a gap.

Every employee should do three things:

- Fill his position to the best of his ability.
- Train himself to fill the position above.
- Train someone else to replace himself.

Be able to replace yourself. Train your assistant to replace you when you step to the next rung higher up. This is the secret to success. It enhances your value to the man above, gives encouragement to the man below and insures your own promotion and success.