IMPERIAL OIL REVIEW

JANUARY 1921

IMPERIAL SERVICE FLAG

“All for One and One for All, to Serve”
H OW many shares of Imperial Oil Limited are now held within the Imperial Oil organiza-
tion? Is the Co-operators Invest-
ment Trust working out? Have employees who joined the Trust last April been able to sell their deposits regularly? These and similar questions are being asked by the editor by persons of importance nowadays, but the tru-
ness, three of whom represent the Board of Directors and two the em-
jeees at large, state that the detailed report of the operations of the Trust cannot be completed until the close of the fiscal year in April. They believe, however, that the results of the year will prove exceedingly satisfactory to the depositors and will reveal a large ownership of shares to give a proper account for the account of the organization.

An Extra Dividend

The Trust has, of course, benefited by the recent extra distribution by the Company of Victory bonds. All of the shares in the Trust held for the account of employees qualify for this bonus distribution. Depositions of Victory bonds in the Trust, which completed in the first year an extra return upon their investment which could not have been promised them at the inception of the Trust because the year’s results were not then known. The dividend is payable to shareholders of record November 1st, and will be credited to each depositor’s account. No amount of shares actually purchased by that date in the shares in the Trust for the year of the company. Stock purchased subsequent to November 1st is not subject to these dividends as will be declared this year.

Efforts and Results

There are now said to be something over 5,000 depositors in the Trust, and at a conservative estimate they own collectively held some two million shares of stock. Upon these 10,000 shares of stock, the extra dividend is in the form of $5 per share of Victory bonds. It is possible to take an extra dividend out of the business because in years past only a proportion of the earnings have been distributed to shareholders, the holding power being put back in the form of new reffer and plants, equipment, ships, service sta-
tions, etc. As the result of this and of the past year's effort on the part of the employees who have joined the Trust, the shares of the Company have a defini-
tive value to-day. To that value the shareholders in the organization—"if they have given the best that was in them to the service of the Com-
pany—have contributed. Employees who belong to the Trust have now a double interest in its success. They receive wages and they receive diver-
ends, and the amount which comes them in either form depends very large,
ly on them. It is therefore clear that if we as employee sharehold-
ners neglect the ever present op-
portunities to improve the serv-
ice to the business, or the disas-
posal or disregard of the property or the time of the Company is permitted, either in ourselves or in others who may not be shareholders, we lose di-
rectly, not only as wage earners but as owners.

A Test Year

This is going to be a difficult year in which to do business. The mar-
kets for many of our products have become impacted on account of stagn-
ation in other branches of trade. We as a company cannot hope to escape all the consequences of a business depression in this country. If money is to con-
continue scarce and if unemployment is to assume a more serious phase, this Company’s operations, extending as they do to every section of the country, must be affected. It is going to be a test year for us all. It will be years to reveal the weak spots, and it is the efficient, economically-operated companies that will come through with unimpaired resources. There-
fore every shareholder within the or-
ganization has it within his power to contribute directly to the up-
building of the Company in this and the concluding years of the Trust and to add their mite to the value of the stock which will be distributed at the end of that period.

Profits of this Company are not the result of a wide margin between the cost of the production of our com-
modities and their selling price. There is no such wide margin. Profits are simply a concrete accumulation of minute savings on an infinite number of transactions. Possibly hundreds of those transactions come before some one employee shareholder every day, and no one can entirely escape encounter-
ing them. In fact, each hour is filled with opportunities to effect little eco-
nomies and chances improve the return to the individual man or woman to each minor operation. It is the aggregate of these economies which permit the payment of dividends upon the capital employed in the business and of wages for the labor which makes this capital productive.

Three Months More of $75 Stock

The constitution of the Trust pro-
vides that when the price at which the Com-
pany’s stock will be sold to the Trust during the ensuing twelve months period must be fixed before April 1st of each year. This means that during the next three months the price of the stock for the next fiscal year will be established and it is therefore obvious that those employees who have not yet become investors have still another quarter of the fiscal year to take ad-

FullProtection to Dependents

In event of the death of an em-
ployee-depositor the full amount of stock purchased and placed to his credit in the Trust will pass to his dependents. The Company dividends and withhold

immediate

This gives full protection to the de-
pendents of every employee-depositor in the Trust.

Here again, concrete examples may be more illustrative of the benefits derived from the Co-operative Invest-
мент Trust. Recently an employee sold 200 shares of stock, which he should have done in case of his death.

"If I were to become a deposi-
tor in the Trust to the extent of say $25 per month for a period of twelve months, and then should die, would my widow receive?" he was asked.

(Continued on page 18.)
Chief Clerks' Convention

Imperial Oil Head Office and Clerks Meet at Sarnia

"This getting together is a fine thing. It accomplishes much, but it is especially great for the uniformity which must result in the work of the Account Department."

With these few words Mr. McCobb summed up the purpose and object of the Chief Clerks' Conventions Imperial Oil Limited, which was held at Sarnia, from December 6th to 10th. The meetings, which were intended as an interchange of ideas in regard to the standardization of forms, were very successful. From the East and West, representing every Imperial Oil branch in the Dominion, all members emphasized the value of the convention as a means of promoting uniformity and eliminating wasteful and needless detail. The leaders in the discussion were so limited, showing complete mastery of their subject and offering much constructive thought for the improvement of methods now existing. All members were unanimous in the belief that after having met the Head Office and representatives from other branches, a more intelligent correspondence would result from that "personal touch."

Subjects Discussed

The subjects discussed, touched upon every detail of office work and accounting.

The leading speakers covered the subjects thoroughly in brief, after which general discussions were held in which each member had the opportunity to suggest improvements in methods or elimination of needless forms. The necessity of thorough knowledge of the work and the value of instructing members of the office staff were emphasized by all.

Chief clerks should not only know their own work but should be in a position to fill the manager's place. In other words, every office worker should train himself to fill the position above him, and at the same time, train someone else to fill his place.

Every man of ambition looks for promotion. Were the chance for promotion missing, 90 per cent. of the world lose interest in their work. Promotion is the incentive that drives every man to greater and greater efforts.

Imperial Oil Limited prefers to train their own men to fill higher positions—to promote them even to the highest offices in the Company. In summing up the qualifications required in a successful chief clerk, Mr. McCobb advanced four points of emphasis:

1. Get good help.
2. Train your help.
3. Breoey the knowledge of your staff.
4. Prepare yourself.

Banquet

On Thursday night a complimentary banquet was held, at the Commerce Cafe, Chamber of Commerce Building. Mr. W. J. Gilchrist, Sup't Sarnia Refinery, and heads of the various departments, Mr. Sinclair, Chairman of Amateurs and Benefits Committee; Mr. W. F. McKeen, former secretary-treasurer, and representatives from every branch were in attendance.

One of the features of the banquet was the original and strikingly beautiful place cards, each one was hand-painted, and each had a separate scene representing some phase of the oil industry.

The cards were all conceived and painted by Mrs. Gregg, and a hearty vote of thanks was given. All members present united in congratulating Mrs. Gregg upon the skill and originality of her work.

The menu contained some strikingly original dishes; "Puree of Cream Lobster, a la Premier G," "Stuffed Quail with locon Liquid Closs," "Tout with Royalite Sauce," and "Praline Ice Cream," being some of the names listed.

After Dinner Talks

"Seriously full, epicurean in say, FATE cannot warn me, I have dined to-day. And "seriously full," with food of course, the toastmaster, Mr. E. C. Kennedy, called upon four or five gentlemen, each of whom tried to outdo the other with wit and mirth in verbal speeches.

It was inspiring to notice the splendid reception tendered to Mr. T. M. McKeen, former secretary.

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EXECUTIVES AND CHIEF CLERKS AT CONVENTION

Reading from left to right: First row—Mr. T. M. McKeen, Mr. C. Gardiner, Mr. C. G. Roster, Mr. T. C. McComb, Mr. E. V. E. Kennedy, Mr. D. Scott; second row—Mr. A. D. Angus, Mr. J. R. Dunsdon, Mr. A. J. O. Webb, Mr. J. McComb; standing—Robert D. F. Harris, Mr. H. F. King, Mr. B. C. Luskett, Mr. T. D. King, Mr. J. R. Dunsdon, Mr. C. Currie, Mr. T. M. McKeen, Mr. J. R. Dunsdon, Mr. A. J. O. Webb, Mr. J. McComb. (Continued)"
Pandering to Curiosity
A Word for Educational Staff Meetings
By T. W. Lincoln, Edmonton, Alta.

WORK in itself is a drudgery. "Work" though many may agree with this statement, we will not modify it. We will, however, say that work, in all that makes life worth troubling about.

There is decidedly nothing but drudgery in the mere mechanical copying of figures, digging of holes, carrying bricks, chopping wood, and similar tasks, but give the copier an interest in the object or purpose to be reached by the mechanical operations, and the pick and shovel artist get keen to work to make the changes in soil passed through, or curious as to what is to be found in the hole, or what it is for, give the hod-carrier a live interest in the progress of the wall being built, and you have then the necessary ingredient added to work to kill the drudgery. In a nutshell, curiosity is not only the foundation of all civilization, but is also the key to practically all pleasure in life.

Work Not a Bore
To do a thing because we are able to do so, to often drab monotony, but if we are keen to reach and view the results of our accomplishments, we find that it is no longer so much of a bore. On the contrary, it is a source of real pleasure to note the progress, for it is the effect of our work that we are curious to view.

Yet it isn't the end of the task that gives the pleasure. No one is content to just sit and view results just for the sake of doing so. Normally one is far keener to get away from fresh exhaus ters, ever curious to see if previous results can be surpassed, and get on with the previous accomplishment or experience on a new and quicker termination of every fresh effort.

Arouse Curiosity
It is therefore up to us all to see that the sale sheet writer, for instance, is not allowed to feel that he or she is writing sales copy only for the sake of giving the cashier an excuse to hand over a pay envelope. Taking that branch of the work as an example, we might say he should have a wide-sawed in that capacity soon begins to compare and analyze invoices issued by the various agents, thus forming habits of observation. He notes the increasing or decreasing sales of various grades and commodi ties, thus creating an interest in the development of the territory served. He observes the comparative price of different grades of cash or second hand, thereby getting a line on the financial conditions of the country, and so, by arousing curiosity, the sales sheet writer works up an ever-growing interest in the work in hand, that effectively kills the drudgery of the work.

Stimulates Interest
The credit department, which has a proper appreciation of the fact that the stock keeper's transfer made on the goods, or perhaps the action is justified, and that if the action was not taken some good would unjustly be held to pay for a shortage, finds matters running much more smoothly than one who feels that the stock department is just working by guess, and is just sticking snags into the ledgers as a means of getting rid of responsibility. And so we might cite instances in every department throughout the service. The workers in the various departments must have their curiosity and interest stimulated.

Education
The credit department cannot appreciate the stock department's activities, nor vice versa, without some knowledge of the means and methods employed by the various departments. This at least is the point of view expressed in Edmonton. Here we are imbued with a full share of human curiosity and want to know the "why" of our individual effort, and what effect it has on the other fellow's work. We want to know what he does anyway besides look wise and draw salary, and so the suggestion that a series of staff educational meetings be held, was received with great favor and acted upon enthusiastically. Tuesday, November 23rd, witnessed the inaugural meeting.

Mr. MacCabe, chief clerk, opened the ball with a history of the travels of the various agencies from their inception to their insertion in the files. A hearty discussion, with Mr. Turley bearing the brunt, followed in which what wealth of information and interest regarding our salesmen's actions and relations to our world was fairly flowed freely. Had it not been that some of the married men feared a "cold tone", I might say, we'd have been in the session yet.

A Great Success
One thing is sure. Everybody was keenly interested, including managers, stock keepers and even the janitor, although the latter pretended to be merely awaiting our departure before for the sake of the fire. Will there be any but the one invoice book, form S-221 at one time, and that, the lowest numbered book. Same would apply to use of tank wagon invoices, form S-207; credit books, form S-270, and all other forms received.

I would not hesitate to write to my head office for instructions on any point on which I was in doubt.

I would make out my invoices as quickly, if possible, and see if there is not an order waiting for the name of the person or account we are writing to.

I would use my ready recharger, so that all extensions would be properly made. I would be most careful in my additions, knowing that a mistake would cause both the head office and myself an endless lot of work to correct—nobody likes to lose a customer.

I would never neglect to show on the invoice the sales tax, knowing if I do overlook it, that the head office will have to make out and mail a corrected invoice, both to the customer and to myself.

I would always, where goods are shipped by freight, attach bill of lading to yellow copy of invoices before mailing in to head office.

Keeping Track of Barrels
I would never forget to charge my bank barrels sold, and if for cash, I would collect for the barrels as well as for the oil. If I emptied my barrel into the customer's own barrel, I would make a notation on invoice ("our barrel No. so and so", giving the number) emptied into customer's own barrel (C.O.B.) No. so and so.

If a customer exchanged barrels with me, always providing that his barrels originally belonged to Imperial Oil, I would mark invoice as follows: "Our barrel No. so and so exchanged for customer's barrel No. so and so.

Barrel credits I would make out daily. Under no circumstances would I permit myself to receive barrels from a customer without carefully checking and entering same on form S-270.

I would never deduct barrels returned, off the face of an invoice.

Credits
I would never sell on credit without first securing a note from head office, and after receiving word that a customer's account is either too large or overdue—that he had been placed on cash—I would never give him credit until given permission to do so. And in no case, would I allow credit to farmers without persuasion from head office, as this only makes extra work in my head office and causes extra correspondence. I would always secure customer's signature on all invoices, and I would never sign an invoice that has been paid for by check or bank draft. I would have the form S-270, for all deliveries to customers, and an inter-station transfer in covering all deliveries from one Imperial Oil station to another.

I would never believe the fact that all invoices, in fact all forms, must be treated by me in their proper manner, and if I had to cancel an invoice (Continued on page 13.)

O man is perfect, even though his best girl may think he has no significant to comfortably find flaws and weaknesses which were at first undesired of. Though it is not given to us to be perfect, we may at any rate strive to reach as near perfection as our weaknesses will permit. It is every man's privilege, given him at birth, to grow and develop. Thus is it with efficiency. One hammer does not fit every nail, and we will eventually learn to find flaws and weaknesses which were at first undesired of. Though it is not given to us to be perfect, we may at any rate strive to reach as near perfection as our weaknesses will permit. It is every man's privilege, given him at birth, to grow and develop. Thus is it with efficiency. One hammer does not fit every nail, and we will eventually learn to find flaws and weaknesses which were at first undesired of. Though it is not given to us to be perfect, we may at any rate strive to reach as near perfection as our weaknesses will permit. It is every man's privilege, given him at birth, to grow and develop.

Curiosity is the torch-bearer to progress. It prompts us to probe into unknown places—to discover, to learn and to develop.

It is the incentive that leads us to further achievement.
An Appreciated Change
St. John Office Staff Delighted With New Office

A PLEASING social event to mark the opening of the new offices took place on Saturday, November 18, in the new offices of the staff were "at home" to the general public, customers and their friends.

During the afternoon a large number availed themselves of the opportunity to visit the plant, and inspect the modern, spacious offices. The guests were received by Manager James McTavish, Mr. W. C. Garbutt, assisted by Miss G. Buxton and Miss K. O'Malley.

The offices were attractively decorated with all flags artfully draped and festooned around the windows and walls. The electric lights were shrouded with Chinese lanterns, and on the desks were silver bowls of roses and pink carnations.

The New Offices

The new offices occupy 4,000 square feet, and designed to accommodate a staff of thirty-five, besides a commercial manager.

The large, airy main office is furnished in light tortoise shell color, which matches the tint of the walls and the cashier's oxidized brass cage.

There are two cloak rooms fitted with racks and hangers, ample space for the use of the girls for the girls. The girls' rest room has been equipped with chairs, dressers for kitchen utensils, and electric stove and every convenience, in order that they may have a hot meal at noon, if they so desire.

The fixtures of the rest room and the woodwork of the offices are all of Douglas fir, stained mahogany. The entire floor space is covered with battleship-grey linoleum. The electric lighting is all indirect, and a safety panel on the wall gives a means of cutting off the source of any trouble. A private telephone exchange has been installed with seven stations throughout the plant.

Splendid Quarters

The visitors expressed surprise and admiration at the newly equipped offices, and many compliments were paid the management on their excellent new quarters.

Refreshments were served from a handsomely appointed tea table, coped with a large reflector and silver basket of American Beauty roses, silver candlesticks with rose shaded lights, a cast oil glass, and crystal rose hand holders at the four corners completed the charming table arrangements.

Presentation

A pleasing incident was the presentation of a case of pipes to Mr. B. A. Albert, a member of the staff who has been with the Company for seven years, and is now relieved by Superintendent John Reid, in a few well chosen words, made the presentation.

Some New Dances

An orchestra, composed of members of the staff, assisted by Mr. Russell McTavish, furnished music for the dancing. The programs were: McTavish Grand March, Polonaise Waltz, Premier One Step Queen Fox Trot, Royal Waltz, Waltz, Two Step, Mias Axe One Step, Avenue, Diamond Axe Waltz, Eureka Fox Trot, Tango, Tank Wagon Skale, Candle Waltz.

All the personnel of the staff assisted in serving the refreshments. Mrs. G. Buxton served coffee and Mrs. Kingsley Shleder served the ices. The pretentious for the evening were Mrs. J. H. Currie, P. W. Storey, and Mrs. John Reid.

The happy event was brought to a close before midnight by the all joining hands and singing "Auld Lang Syne," after which all stood at attention and sang the National Anthem.

It is needless to say that the entire office staff at the St. John office heartily appreciates the change. The splendidly equipped new office will be an

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A Triumph in Aviation

Imperial Service and Air Service Co-operate

By A. G. Greenfield

Imperial Service and Air Service Co-operate

BY A. G. GREENFIELD

Ottawa, Ont.

WHEN word was flashed to the Air Board at Ottawa that "Air Commander Tylee and Pilot Woodcock have completed the first transcontinental air flight," few realized the significance of the event.

On October the 17th, the flight from Halifax, N.S., to Vancouver, B.C., was successfully accomplished, an achievement, the magnitude of which is not fully realized by the majority of our people. This triumph of air navigation will play a dominant part in the future development of Canada. Its possibilities extend beyond ordinary conception—possibilities which only the future can bring forth.

Safety First

One of the most important factors in the success of any enterprise, campaign, or business venture is "Safety First," and the Air Board of Canada realized this when they planned their transcontinental air flight.

Early in January of this year, shortly after the Air Board was formed, the representatives of our Company at Ottawa was requested to report to the Director of Flying Operations in regard to oil and petrol (gasoline). The final outcome of the interview was that we received orders for delivery at Edmonton, Calgary, Vancouver, B.C., and Vancouver, B.C., with other deliveries to be specified later.

Thorough Tests

Early in July a trial flight was made by Col. Leckie to test the effect on the airplane from Halifax, N.S., to Lake St. John in the Quebec district, when Imperial products demonstrated their efficiency for aircraft service. Later on exploration flights from Lake Simcoe to Ottawa were made by Col. Leckie in an Aero seaplane, using Imperial gasoline and oils. Other experimental flights were made into Jasper. Hudson Bay districts. While in August, Capt. H. Allen Wilson made a seaplane trip from Halifax to Ottawa.

Trans-Continental Flight

The latest venture in aircraft transportation was a transcontinental flight from Halifax, N.S., to Vancouver, B.C., complete reports of which appeared in the daily papers throughout the continent.

Col. Leckie, D.S.O., with Major Basil Hobbs, D.S.O., left Halifax on the morning of October 21st, in a Fairy Fighter ship, with a range of 1,500 miles. The flight was one out of an accident at Whidbey's Point on the St. John River, it was necessary to commence the flight to River du Loup in an H.S. 2-l, which was dispatched from Halifax. F. G. which was "standing by" at River du Loup, then continued the trip to Winnipeg. Leaving River du Loup early on the morning of the 8th, the seaplane arrived in Ottawa at noon, where slight engine trouble was experienced.

This was soon remedied and the flight continued next morning. After stopping at Imperial Oil Limited dock at Saulie, Marie to replenish the supply of petrol, the airplane continued for Winnipeg, where they arrived on the evening of October 28th.

This was the pre-arranged point for Col. Leckie to transfer the flight to Air Commander A. K. Tylee.

The Second Stage

On the morning of October 11th, Air Commander Tylee with Pilot Capt. J. B. Houy-Houy in airplane D.H. 9, left Winnipeg on the second stage of the transcontinental flight. It was intended to make Moose Jaw on this lap of the journey, but was found necessary to land at Regina for a supply of petrol. Here the relay machine, in charge of Capt. C. W. Clandamo, with Col. Tylee, left for Medicine Hat, where they arrived at 2 p.m. that day.

The Last Lap

From Medicine Hat, Capt. G. A. Thompson took charge of the flight. Owing to unfavorable winds, fog, and other conditions, experienced in passing over the Rocky Mountains, Col. Tylee and Capt. Thompson did not arrive at Vancouver until October 17th.

While this transcontinental flight took longer to complete than was anticipated, the Air Board considers it was not an actual success, as it dramatized the possibility of overcoming one of the greatest obstacles of aircraft transportation across the Dominion of Canada.

The work is being carried out by officers of the Air Board, "was not being done against time, but rather to see how soon a short time could be spent on the flight, and how short a time need be spent on the ground in order to make a safe flight from Halifax to Vancouver." The distance from Halifax to Vancouver by air is 3,100 miles, and the actual time spent in the air during the

(Continued on page 18.)
New Year Resolutions
We have reached another milestone in life's great highway, but before proceeding on our way we pause a moment for reflection.

We glance up the road and wonder what awaits us beyond the bend. We glance back over the road that lies behind and remember the many milestones we have passed. We recall the many mileposts—the mistakes that took us off the trail—and we remember the stony rocks, the slippery bridges, the obstacles we had to treed before we could get back to the main road.

Experience has taught us many things. We see now how we could have avoided many obstacles that impeded our journey and instinctively we resolve to avoid those obstacles should we meet them again on the road that lies before us.

We resolve to stick to the road—not be led astray by blind trails or by the wayside. We resolve to avoid dangers. Even some that are not apparent, and to put forth our best efforts to reach that destination—success.

Equal to All
Time is the one thing in which all men are equal.

Sixty minutes in every hour is given to each of us, twenty-four times a day. It is ours to do with as we please. We may utilize it in our own advantage; we may use it for the good of others; or we may waste it carelessly aside if we so desire.

Success or failure rests in the way in which this precious heritage is utilized.

To conserve time, to utilize every possible moment that your work or play, requires intelligence and skill of the highest standard. Genius is but a great capacity for hard work—for concentrating every faculty on the job in hand—for utilizing every minute.

Napoleon said that the reason he beat his enemies was because they did not know the value of five minutes.

Is It Sensible?
To figure THAT SOME DAY WHEN YOU GET that rate, YOU'LL START TO save money. IF NOW, you don't have anything. If you get 700 per cent. SALARY.

There's a reason why you can't change your ways. But it's A Valuable one. And it's not hard to acquire.

One-TENTH of your salary MAY NOT seem Very much to you NOW. But it's extremely IMPORTANT to you IF YOU SAVE it now. When you GET OLDER and WISER. An account in a SAVINGS BANK is a MIGHTY GOOD UMBRELLA for your LITE.monds. And one NEVER knows WHEN THE RAINY days will come.

If you HAVEN'T SAVED until now, YOU SHOULD START to save now. You may be MIGHTY THANKFUL. You've read what's WRITTEN HERE MANY TIMES in the past.

While you're DOING it, you might CUT OUT this article and Paste it in your scrapbook. Where you are SURE to see it at EACH NEW day's start.

It may then REEMIND YOU When you NEED money. And the world, "GOOD MORNING." about money, you MUST SAVE every day to practice REAL THIEF.

Safety First
Webster gives the definition of accident as "a happening, a falling. An event that takes place without our foreknowledge or purpose. An undesigned, sudden and unexpected event: chance, contingency, often an unforeseen occurrence of an afflicting or unfortunate character.

Caresness, unconcerned, thoughtlessness, unselving, negligent, want of pains or thought. The Report of the Workmen's Compensation Board for Ontario for the year 1919 gives the following particulars:

| Number of accidents in 1919, 4400, of which 429 were fatal. Compensation amounted to $1,992,829, or $14,000 per day. 100,000 people were dependent upon the injured for support. Time loss for the year, exclusive of man power by death and permanent disability was 37,163 working days. Average time loss in temporary disability cases, 172 days. Average cost of all accidents in which compensation was paid was $32.80 per accident, of which $30.71 was for compensation and $14.09 for medical aid. There were 1,906 fractures, 1,110 sprains and wrenchings, 1,241 burns and scalds. 8,344 accidents caused by handling objects. 3,907 falls from workmen, 1,740 from falling objects. 693 from moving trains and vehicles. |

Who Am I?
I am more powerful than the combined armies of the universe.

I have destroyed more men than all the wars of the world.

I am more deadly than bullets, and I have wrecked more men than the invention of war.

I spare no one, and find my victims among the rich and poor alike; the former in the streets because of their wealth; the latter in their homes because of their poverty.

I hoist up to such proportions and cast my shadow over every field of labor, from the turning of the grindstone to the construction of every train.

I massacre thousands upon thousands of wage earners in a year.

I lurk in unseen places and do most of my work silently. You are warned against me, but you heed not.

I am relentless. I am everywhere: in the home, on the street, in the factory, at the railroad crossing and on the sea. I destroy, I win, I plunder. I bring sickness, degradation and death, and yet few seek to avoid me. I destroy, crush and main.

I give nothing and take all.

I am your worst enemy.

I AM CARELESSNESS.

Instructive Hours
Meetings at Regina
With the busy season well over, the staff resumed the regular monthly meetings that had been cancelled, during the fall rush. Many suggestions and ideas were brought forth for discussion, each one from the members of the staff. These meetings are held regardless of the season, every third Friday in each month. As the results and advantages attained were more than worth the time spent.

For those of the Imperial family who wonder why these meetings are held, you will readily see the possibilities of improvements and heartier co-operation amongst all the staff, the chief clerk to the office boy, the bookkeeper to the stenographers, and so on. These discussions would be of great benefit to the betterment of all operations.

To illustrate how these meetings bring workers and suggestions, at the Regina meeting it was suggested that a little more thought, all necessary supplies and meeting in the evening, with the company taking care of weekly supplies, could be received on Saturdays morning during the clean-up period, and ink wells could be refilled and everything would be in readiness to begin work at 8:30 Monday morning. This would save considerable confusion and interruption during the week.

As another example, it was suggested that water be used instead of Derma for stencil work, as it gave the desired result and would be a saving to the company. These suggestions may seem trivial, but when put into effect in all divisions, the result would no doubt be most desirable.

It is quite possible that other divisions may work to a similar plan, and suggestions, that could be used to advantage would be welcome.

Help Us to Save
We reproduce on this page two cards which are now being placed in conspicuous places at each of the Imperial Oil Refineries. Every Imperial Oil employee can be of great assistance in helping the Company to save by picking up every thing of value that he sees lying around on the grounds. Thousands of dollars are lost every year through the loss of material and tools at the various plants.

To the Company, to save, the employee also helps himself. The prosperity of every Imperial Oil worker is dependent upon the prosperity of the entire organization. Help us to save by picking up the loose material around the plant.

A DOLLAR SAVES IS A DOLLAR EARNED
HELP US TO SAVE
The Imperial Oil Review

January 1912

I would—

(Continued from page 7.)

I would invoice, I would mail both white and yellow envelopes. I would mail the white one across the face of it in large letters, initialing the cancellation. In all other cases I would always mail the white copy of invoice to customer, the yellow to my head office.

Cheques and Collections

I would accept a stranger’s cheque, without having some mark by which knowing “honor thy father and thy mother, but the stranger shall be as one of the modern business motto. Thousands of dollars are lost every year on fraudulent cheques.

I would assist my head office whenever possible in making collections, knowing that when accounts become delinquent, orders may be cancelled, and I would thus lose business.

I would at all times be prompt in answering letters and error memoranda from my head office, knowing that they must have a good reason for writing me.

I would make it a point to deposit all monies, cheques, Post Office orders, etc., with the local bank, as per arrangements and guarantees to secure from them a “certificate of deposit” or form S-25, to mail in with my cash report, form S-25.

I would make one exception to this, and that would be a cheque I would have to pay exchange, I would mail into head office listed on cash report with my “certificate of deposit.”

I would always list properly on the daily cash sales report the left-hand side of form S-253 all tank wagon invoices, form S-257, and all cash sales of transportation, if possible, and to see that the totals are properly filled in and that these totals are properly distributed and checked for the right side of form S-251.

Any collections I would carefully list under “collections,” fill in the totals and properly list my “certificate of deposit and exchange” cheques.

Checking Reports

I would carefully check all my reports before mailing, and see to it that reports were mailed daily, or every mail train passing through my town.

I would see that envelope was properly addressed and sealed, was weighed by postmaster, and that it carried the proper amount of postage, knowing if it arrived at 2c. short postage, that my head office would be billed an additional 2c., having to pay 4c. in all.

Taking Stock

I would arrange my stock in the warehouse according to my printed sheet, if any, and all should be easily checked by the salesman when taking a verification, and by myself at the end of each month when filling in my inventory of stock on hand.

I would keep my plant clear of weeds and debris, and at all times be in a position to give a creditable report.

Chief Clerks’ Convention

(Continued from page 4.)

He looked the picture of health, and when called upon for a speech, he responded heartily, emphasizing his continued and undying interest in the oil industry, and wishing everyone God-speed in their work for Imperial Oil Limited. Mr. Sinclair then thanked the others for their cooperation and pledged the success of Imperial Oil Limited and its employees inseparably a part of Canada’s prosperity.

The Last Meeting

The last meeting held on Friday, December 15th, consisted mostly of a general review in which the real value of the hard work that had been put into preceding sessions was summed up. At this concluding meeting, Mr. P. F. Sinclair, Chairman of the Amities and Benevolence Committee, outlined the work of the clerks in filling in forms connected with the Amities and Benevolences Plan. He pointed out that this plan required more in the way of personal contact, more education and more appreciation of the value of the plan. He also stated that he had been pleased with the work all the clerks had done in the time that they had been working.

It was proposed to fly our flag on the mast of the Imperial Oil Limited, and the International Petroleum Limited, and also the colours flown in the flags of Great Britain, including the flags of New York, Chicago, and Pennsylvania.
How Imperial Asphalt Made Good Roads

By R. G. Plaw, Sherbrooke, Que.

The Province of Quebec is the jumping-off point for travelers from every direction. Good roads are essential to the proper development of the Province and the growth of business. There has been a constant effort to improve the roads in Quebec. The following is a brief history of the development of roads in this province.

Good Roads Make Farms Valuable

Good Roads Make Farms Valuable

Value of Automobile

Standing problem of to-day. Maintenance is a problem which all countries have to face, and the proper construction of roads and the preservation of the roads is essential to the prosperity of the Province.

Asphalt Paving for 1921

We are pleased to advise that our Imperial asphalt paving is now available in all parts of the Province. The following is a brief summary of the work done this season.

Imperial Service

That Imperial Oil Limited plays a dominant part in the growth and development of the Province, is obvious to anyone who looks about the Queen Edward V. Highway, Montreal to Rousser Point, approx.

The following unique statement further illustrates the fact that Imperial asphalt products play a part in the development of the Province.

Fare, and Square

Solves Every Road Problem

As a general rule, and agent knows, Imperial Oil Limited markets a grade of asphalt to solve every road problem. Imperial Liquid Asphalt for the preservation and preservation of roads, earth, gravel and macadam roads. Imperial Asphalt Binder "B" for the construction of asphalt macadam, Imperial Paving Asphalt for the Hot-mix type of permanent pavements and Imperial asphalt cold patch for the maintenance of asphalt roads.

Asphalt Products for 1921

We are pleased to advise that we now offer Imperial asphalt binder and Imperial paving asphalt for the season of 1921.

The French Concrete situation and the general weather conditions have been somewhat easier in the spring, and we feel that this season's work has been a success. It was all a matter of education and by easy stages the public were led along. Every step forward was a clear advance in the public's knowledge of the value of asphalt roads.

Broadminded and Generous

Mr. Gilchrist (chairman) expressed the following sentiments: "I wish to thank the elected dele- gates for the pleasing words to which I have just listened. The fact is, however, there is no particular credit due to me, as my officers and I act on the advice which I take with my dealings with you, and I am ready to interpret and carry out the wishes and desires of the officials of the Company. As these policies have been, as we all know, of a very broad-minded and generous nature, the attitude of helping to carry out the same is indeed a easy and pleasant one and could hardly fail to result in the most harmonious and satisfactory relation of two bodies.

Fair, and Square

The second statement is taken from the minutes of the twelfth meeting of the 1920 Industrial Council held at Sarnia, Tuesday, December 14, 1920.

Delegate Vidal speaks as follows for the elected delegates: "We feel that before adjourning this present meeting, we should express the appreciation of the elected delegates as to the manner in which you (chairmen) have conducted these meetings, and your delegates have been straight forward, fair and square in your attitude toward us. It is my pleasure to say that you have realized in a marked degree, especially by the second-term delegates on this committee. We also wish to express ourselves as the fair-minded and reasonable attitude taken by the selected delegates throughout the year. We, therefore, extend to you all our sincere and hearty vote of thanks, and although we may not have the privilege of serving on this committee with you again, we feel that you have shown us in the past that the work of our office is not done with the members of this Welfare Committee."

Year End Felicitation

Members of Joint Councils Exchange Cordial Congraturations

By Mr. P. F. Sinclair, Chairman Ammities and Benefits.

Reasonable

Mr. Kirby, speaking for the selected delegates, said: "As you know, during this year it has been no trouble for us to do business, as everyone has been so reasonable, and when we get to know each other, there is absolutely no reason why every question that comes up cannot be settled satisfactorily. Delegate Richards moved and Delegate Sturrock seconded the motion that a vote of thanks be tendered the Directors of the Company for the fairness with which all recommendations of the Committee have been met during the past year.

There is no need of any comment. These decisions taken from the minutes of the 1920 Industrial Council, show the good faith and genuine desire that the plan is working and bringing about closer and better relations.

A Well-Earned Rest

Assistant Manager, Montreal, Retires

Mr. A. A. McNeills, who has been appointed assistant manager in the Montreal Division, has been in the employ of the Company for the last 40 years, is retiring on January 1st, 1921. Mr. Hewitt started with the Company in 1881. His career continued under the different organizations, which were eventually taken over by Imperial Oil Limited. He is seldom asked out to anyone else. He is 70 years old, and is back to his duties in the Montreal Division consisted of one bookkeeper and three travelling agents. His good name, and his word, and his kindness to his agents, and his kind to his customers, have helped him to the position of this year.

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Far and Near

News from Imperial Employees Everywhere

Regina Refinery

The Imperial Club (Vancouver management and office staff) held its second dance of the winter series on the 17th November and it was a complete success. The music was of such a high standard that it was not only enjoyed by the regulars, but also by the new members who attended. The dance was well attended and the guests mingled with the regulars, enjoying each other's company.

Montreal Notes

Presentation—On October 28th, 1930, the employees of the company held a special dance at the Hotel St. Paul, Montreal, P.Q., presented by Mr. W. D. Russo, superintendent of the plant, who opened the evening by saying that the occasion of his going away on a six months' leave of absence was a long time coming. He started with the Company for a number of years, starting originally with the Standard Oil Company of Indiana in 1904. In 1913 he came up to Quebec, and on May 17th, 1914, he came to the St. Paul, Montreal, office, as superintendent of the plant.

For some time past he had been in the best of health, and it is his intention to go into California for his holiday. Mr. Russo, the Social Committee, which is a part of the company, did not want to change the climate to enable him to again become his former self.

During his absence, Mr. E. F. Chisholm will act as superintendent.

New Club—The executive committee of the Bowling League had a meeting on November 12th when it decided to extend the club's social basis. The ladies of the company and the non-bowling members of the staff might be included. The name, therefore, will be known in future as THE IMPERIAL OIL SOCIAL CLUB OF MONTREAL.

Two of the ladies, Misses C. E. McGuire and A. Turcot, were elected on the entertainment committee, and arrangements have been made to extend the club's social activities to include many more activities.

St. John, N.B.

Our chief clerk, Mr. W. C. Garbutt, completed his first year of service with Imperial Oil in St. John, N.B., on November 15th, 1930.

The past year will always remain a brilliant one in the life of Mr. W. C. Garbutt, by his cheerful manner, his personal interest and just decision on every occasion, and his really fine qualities of character. He has been a pleasure to every one of the employees in the office. The Riverview Review may not know (pity if they do not) that Vancouver is becoming more favorably known for its excellent shipbuilding, and is destined to be the centre of many events. The prospects for the sale of Imperial products are growing higher all the time.

Make Your Own Opportunities

MEMBERS of Imperial Oil Limited have formed a new hockey team in the city of Montreal.

A couple of months ago it was decided that all of the other sections of the company staff needed cheering up this winter so arrangements were made for a hockey team. Early in the season we found on applying to the various city leagues, that owing to the scarcity of rooms in the city this year and the number of teams organized, we could not enter any of the leagues.

Things were looking very black and disheartening, when Mr. Finch, the Social Committee chairman, made the suggestion that the quickest way out of the difficulty was to start an other league and thus secure a place for ourselves.

In less than 48 hours the Montreal Industrial Amateur Hockey League was actually organized. The league consists of six teams: Sherbrooke Williams Co., Simms Limited, Canadian Steel Foundries, Steel Company of Canada, Woodrow Ltd., and Imperial Oil Limited.

The final inauguration meeting was held at the Victoria Rifles Armoury, Montreal, on Nov. 23rd, when it was decided to apply for affiliation with the Quebec Amateur Hockey Union. Arrangements have been made for the next game to be played at the Montreal Arena, one of the newest and most up-to-date rinks in the Dominion, the seating capacity of which is over 6,000.

The colors of the Imperial Oil Team are black and grey, and the first game will be played early in the New Year.

Russo's sympathetic and enthusiastic support was given to our organizer by the other companies. Mr. W. P. Pal, the Managing Director of the Sherbrooke Williams Co. of Canada, immediately offered a cup to be competed for every season. This will be known in future as the Moffes Cup, and will probably be one of the sporting events of Montreal.

Each team is represented by two members from the Sherbrooke section and one from each of the other companies. Imperial Oil Limited being represented by Mr. E. C. Finch, who was elected President of the New League and Mr. F. P. Fagan, of the Executive Committee. Mr. E. J. W. Wollas, the Montreal District Manager and the Managing Directors of the other companies were elected Honourary Vice-Presidents.

We now have what promises to be one of the strongest Hockey Leagues in the City of Montreal, and with the advantage of playing the games at the Arena, we hope that the League will soon be prominent and many will be successful enough to draw as many of the outside teams as possible. We will keep you all informed of various teams who are represented.

The Burial Of The Nitro-Lites Bowling Team

WON'T YOU SPEAK TO THEM?

Not a cheer was heard, not a joyful note, as the Nitro-Lites to their fate were hurried. Over the grave where their heroes were—None!

They were buried darkly at half-past ten, so the blackness swept them up. Through the deadly, tender night.

Our hearts are at each sadly mourning, We accept theirFrozen grief. Nor is she, nor in shroud did they wade,

They just laid them with their score sheet, With their sufferin' friends behind them. Yes, and short, we're: the world is free, For we spoke not a word of sorrow,

As we solemnly stood on the team that was dead, Miss Dorothy Welch, so thought of the mourners. Lightly fans of talk of the team that is gone, Their thoughts of the Nitro-Lites are dead. Oh no, not a word of sorrow. Their thoughts of the Nitro-Lites are not to be, She'll lay 'em all asleep in their grave. Slowly and not a bit left to flow. On the field where they once won glory, And softly, oh so softly, she'll lay them.
Labor as Part Owner

Future Benefits

The longer the Trust remains operative, the greater will be the benefits derived by its depositors, as with 50 per cent. deposit of the Company, the dividends, the withdrawal accruals and such natural increase in the value of the stock as may occur, the depositors' savings acquire a considerable accumulative value.

Employees who have not yet taken advantage of this opportunity to increase their savings, should thoroughly investigate the plan. Study the prospectus of The Co-operative Investment Trust and prove to yourself how you can be benefited by becoming a shareholder in the Trust.

Any point that is not clearly understood by you will be gladly explained by your representative or by the Secretary of The Co-operative Investment Trust, Imperial Oil Limited, Sarnia, Ont.

Our Insurance Plan

How It Helps—Seeing is Believing

THOMAS CARTER, night superintendent at the Sarnia refinery, born in Broke, Sussex, England, 1872, died suddenly from heart failure, October 26th, 1920.

Mr. Carter entered our employ May 15th, 1903, thus completing 17 years and 3 months of faithful service.

A visit to the Carter home when in Sarnia, emphasized the important part our insurance plan plays in the comfort of the home. Harry, the youngest boy, is just home from the hospital convalescing from an attack of typhoid fever. Mrs. D. J. Colley, a daughter, is in the hospital from the shock of her father's sudden death. Cecil, the oldest son, with his wife, lives with his mother, and in addition there are the little grandchildren.

Thus, at a very needy time in the history of this family, Mrs. Carter, with the effective help of the insurance policy, is able to keep together her tiring little home. The insurance policy is the "Good Samaritan" and "a friend in need is a friend indeed."

An Appreciated Change

This added incentive for better work, while the comfort and convenience afforded will create an atmosphere of good will, which should make everyone happy and contented at their work.

Letter of Appreciation

In a letter to Mr. W. G. Mayer, the St. John office staff express the thanks and appreciation for the consideration shown them in providing such comfortable working quarters.

A Triumph In Aviation

recent transcontinental flight was forty-five hours.

Imperial Service

It is unnecessary to go into details of the time spent and other details that were necessary to make the flight a success, sufficient to say that the Air Board of Canada received during the entire trip "Imperial Service." And as a mark of appreciation, letters of commendation were received from the Air Board, as follows:

THE AIR BOARD.

Dear Sir:

I have the honor, by direction, to convey to you the thanks of the Air Board for the services you have rendered in connection with the Trans-Canada Flight.

The willing assistance which has been so cordially rendered to us at all points along the route is very greatly appreciated by the Board, and we deeply appreciate the very great kindness which has been shown our Officers throughout the country. The interest shown in the flight is most encouraging and a good augury for the future of aviation in Canada.

Yours truly,
J. A. WILSON,
Secretary.

The Manager,
The Imperial Oil Limited.
A Prosperous New Year

When wishing everyone a "Prosperous New Year," include yourself.

But unrealized wishes are such useless, futile things. If we really mean it when we say "Prosperous New Year," we should so act that our wish will be realized.

Prosperity will come to you—prosperity will come to all, if we work and save, if we do well the tasks that lie before us and practise true thrift.

Let us earn as much as we can and spend wisely, but not all. Let each month of the year find us a little further ahead on the pathway of success.

If we will but do this, our prosperity, the prosperity of our company and the prosperity of our Country will be assured for 1921 and for all years to come.