Garden in Front of Club House—Montreal East Refinery

CONTENTS

FEATURES FOR NOVEMBER

Annual Inspection Tour.
The Oil Industry in Canada.
“By Their Works”—(Series).
Evolution of the Lamp.
Imperial and Halifax Harbour.
The annual inspection of the various activities of the company by the members of the Board of Directors and officials of the company is in progress as the inspection goes to press.

The President, C. O. Stillman, was at the head of a party which returned a few weeks ago from a trip which included the most important centers between the Great Lakes and the Pacific Ocean, during which the business of the past year was reviewed and various programs outlined for the extension and improvement of the service. The members of the Board regretted greatly that the vast extent of the territory covered prevented more than a brief stay at each point, but every moment was employed in consultation with the officials and their staffs and the discussion of local situations. The utmost satisfaction was expressed by the members of the Board on their return at the loyal and enthusiastic spirit which appeared to pervade all ranks of the organization.

The following is taken from an interview obtained by a western journal from Mr. C. O. Stillman during his visit to Calgary:

"We feel that as a corporation we have a certain responsibility other than the purely commercial incentive to develop the petroleum resources of this country, and if and when we are successful in placing Canada in a position of less dependence upon foreign sources for supply of petroleum, the benefits which we as a company will receive will be infinitesimal as compared to the results which will accrue to the country at large and to every interest in it. At present importers of petroleum are heavily penalized by exchange which results in our having to pay from $110 to $120 for every $100 worth of material which we buy in the United States. For these and many other reasons of national importance we are making the first comprehensive and thorough test of the petroleum resources of the west that has ever been undertaken and, while this work will result in the general benefit much more than to our own, we are carrying it on at our own expense, and are paying the Government very considerable sums in the process.

The results at Fort Norman, while not particularly encouraging, are not sufficient as yet to serve as the basis for any authoritative pronouncement, and the company's policy is to continue our exploration there. The people of the west of course realize the magnitude of the transportation problem which will arise if a large field is developed in the region of the Arctic Circle.

As to business conditions Mr. Stillman said:

"Industrially the country has been through a severe test. There has been a very material increase in business casualties, but generally speaking the weak spots that have been revealed have been nothing serious, nor as numerous as might have been expected. Manufacturing losses have undoubtedly been considerable but the shrinkage in value of commodities, while contributing to general ultimate improvement, have produced a drastic effect upon inventories. Prices for many commodities have apparently reached a point, however, at which a market exists. Several months ago this could not be said, as at that time there was apparently no demand whatever for many staples. One of the general indications that the bottom has been reached is the recent strength in the cotton market and the general steadiness and movement of other classes of goods. A quick recovery from the depression following the war could not have been expected to be very healthy or very permanent, but there is evidence now that the country is moving slowly but to more stable conditions, although we cannot expect trade to flow smoothly in every direction. The development of new deposits and the power of the foreign markets must be reckoned with before much reliance can be placed on the world's currency situation. The suffering in Russia will probably be alleviated by reparation as the relief which is being provided through philanthropic agencies is creating a new demand for foodstuffs and other material, and will probably lead to a gradual subsidence of chronic conditions which have existed since the revolution."
JUMPING aboard the “Wilfred C” from market wharf and steaming out of the harbor one leaves behind farther down the harbor, the Halifax shipyards, numerous piers, including Pier 2, where all the big liners dock, and the Halifax-Dartmouth ferry dock. Adjacent to this is the market wharf from where the Imperoyal ferry leaves. At our boat progresses seaward we note on the Halifax side many small wharves and then the ocean terminals and the C.N.R. station. Still farther out lies the long strip of land which is known as Point Pleasant Park, very beautiful in its wild and natural state. Beyond Point Pleasant Park to the westward and extending inland about three or four miles, is the beautiful North West Arm, with its many boat clubs, and countless coves. On the shore, the Memorial Tower, with its bits of stone from all corners of the world, looms up, and all along the shore can be seen beautiful spots for picnicking. It is a wonderful place, one in which a person can have rest and quiet and enjoy the beauties of nature.

On the eastern shore of the harbor, there lies a branch of the Halifax shipyards, the marine and fisheries wharves, the Nova Scotia Hospital, the Arcadia sugar refinery, Fort Clarence, and then one beholds a large number of tall chimneys by day or a vast expanse of dazzling light by night. These are the electric lights of the Imperoyal plant. A sea-captain not familiar with Halifax harbor at first sight, in the evening, mistook the Imperoyal plant and village for Halifax city, such is the imposing appearance of Imperoyal.

On the harbor front are three docks. First, the main dock where all boats load or unload cargoes; then further south is the passenger dock where the ferry from Halifax lands her human cargo; still further south is the Admiralty dock, built during the war to accommodate ships of the Admiralty and now used whenever the main dock is occupied and other boats are waiting to be attended to. Almost due east from the Admiralty dock lies the Company’s cottages (thirty-three in all) moderately equipped and kept in first class condition. Also in this group is the Imperoyal school, with its three class rooms, two basements, library, teachers’ room, and the necessary cloak rooms. It is certainly one of the best school houses in Nova Scotia. Instruction is received here from the best teachers that are obtainable. Needless to say the building is filled to its capacity.

To come to the proper plant, we must go back to the north a bit from the cottages. The plant is cut into three sections running north and south. The first section is that between the sea and the Canadian National Railways line which runs between Windsor Junction and Musquodoboit. The second section lies between this railway line and the eastern passage main road which if followed northward takes one to Dartmouth. The third section lies east of the eastern passage road and extends in that direction about one and a half miles to Morris Lake, from which the Company get their supply of fresh water.

Tackling the first section: we shall start at the passenger dock and pass along the shore to the left. On the way we pass on our right, the “big separator”, which collects the drainage of the whole plant; also the “booster pump house” situated near the railway; a little further north but still on our right is the “filling” building belonging to the marketing department. Here the oil is barrelled, the barrels repaired, etc. A few steps further north where the water’s edge is the salt water pump house, equipped with pumps capable of handling 0,000,000 gallons of water each day. On our right, and near this pump house, is the main office. Here we have the accounting department, assistant superintendent and master mechanics’ offices, drafting room and stenographers’ room, on the main floor. In the basement are the timekeepers’ office, employment office, doctor’s office, test room, laboratory, etc., and various offices’ room.

Beyond the office and still further north, is a tank field where products are stored prior to shipping. Between this field and the railway is the pipe shop, as well as a lumberyard. We are now at the extreme northerly end of the plant and directly upon Fort Clarence. We shall pass over the railway track and on to the steam stairs. Passing southerly we come in turn to the “continuous sulphita treating” building, the three “agitators” and between these and the eastern passage road is a “tank field” for storing oil for use in these three departments.

Continuing further south, we come to a small “separator” which collects the drainage from the tank field just mentioned. We now cross the company road leading from the eastern passage road to the main road. Situated on our right is the filling rack for filling tank cars and a loading rack for filling box cars with coke. Just a short distance from this is the big boiler house which supplies steam to all parts of the plant. Directly across from the boiler house and to our left is the refinery pump house. This department handles all the pumping in the yard as far as delivering to the various departments outside is concerned. A little further on and to our right is the power house which supplies electricity for the plant and the village. Further east are the “crude” stills, ten of which are the coking stills and the remaining eight “continuous running” stills. Of course all these have their small “run down” tanks near them.

Leaving these and the large coke piles a little further to the southward, we turn our direction easterly towards the eastern passage road. To do so we have to climb a hill on the summit of which we find the "re-run" stills. Between these stills and the road are some more large tanks. It is right here that tanks Nos. 1 and 2 stand, marking the original site of the refinery. These tanks together with the "filling rack" at one time made up the whole plant, so we have been informed.

We now cross over the main road and start on our tour of the third section at the southerly extremity of the plant. We first come to the crude tank field. All of these tanks are about 115 feet in diameter and 35 feet high. At present four new tanks which are 120 feet in diameter and 50 feet high, are being erected in this field. As we come along the eastern passage road to

(Continued on Page 15)
The Oil Industry in Canada

The history of the oil industry in Canada begins with a Hold, won in 1880, by the first discovery of oil in the Clear Creek area of Lambton County, Canada East. Production at this time consisted of spreading blankets over the oil-soaked earth to capture the oil and then squeezing it out into such containers as the Indians happened to have lying around. This process was known as "pounding tar" and was a sure cure for everything from burns to bunions. Seneca Oil or American Seneca Oil was a similar product discovered at Lake Seneca, N.Y., at about the same time.

It was not until 1889 that production of oil on a larger scale began. In that year about 2000 barrels were produced in Pennsylvania, which was sold at the staggering price of $300 per barrel.

But like all good things, "twenty dollar oil" could not last. The prices increased so rapidly that four years later, (1892), the total had reached the great amount of 1,796,712 barrels, while the price dropped from $200.00 per barrel to ten cents per barrel. This held all records in price deflation of crude petroleum. It was at this opportune time that James Shaw made his big strike at Oil Springs. The well flowed 2000 barrels per day but owing to the lack of storage facilities, most of the oil ran away into the creels and ditches. Enterprising parties seeing an opportunity to benefit through salvage, offered Mr. Shaw fifty cents per barrel for any of the lost oil they could save. However, Mr. Shaw was not at all interested in their offer and told them so in the sulphuric vernacular of the early oil pioneer.

The First Oil Refineries

A start was made to refine oil for illuminating purposes as early as 1862. William Spencer built a refinery on the site of the Cedar Creek Oil Works, while J.H. Williams built another refinery at Hamilton. Mr. Spencer purchased the site of the old oil city and founded the town of Wyoming. He later joined forces with Mr. Williams of Hamilton to build a refinery on the road to Oil Springs.

The crude oil was transported by barges from Oil Springs to Wyoming and thence shipped via the Great Western Railway to Woodstock and Hamilton for refining. The process of refining crude oil was at that time a great secret to be guarded with utmost care. The refineries were fenced and a vigilant guard placed to "shoo" all oil thieves be- pillevers of the secret.

The refining process consisted of agitation by an agitator with a revolving paddle at the bottom. The washing with acid and water fol- lowed. Caustic soda was used to remove the acid, the oil being agitated acid wash process and the "refined" oil was bailed direct from the tank. The product was a fine amber-colored oil that would make any lamp chimney the same color in about twenty minutes, but it com- mended the attractive price of $1.00 per gallon.

Notwithstanding the high price and the distinctly inferior qualities of the earlier refined oils, the demand continued to grow and it is typical of all oil men to more with the times. Mr. Spence moved to London and greatly enlarged and improved his refinery. Herman Waterman was made a partner and the firm of Spencer and Waterman launched on their successful career. Many other refineries were built and great improvements were made in the processes of distillation and refining.

Important Discovery

Mr. Spencer discovered that lard, sweetened the oil and free it of some of the sulphur, thus greatly improving the quality of the oil. This process was accordingly adopted and the process sold to other refineries as well. Of the many refineries operating at London at the time, the largest were as follows:

- W. Spencer & Sons
- F.A. Fitzgerald & Co.
- Waterman Bros.
- D.T. & D. Hodgson
- Geary, Moncrieff & Co.

These firms eventually amalgamated and operated under the name of The London Oil Refining Co.

1850, an American export business developed and many more refineries were built. The Silver Star Works was built in London by Englehart, Glaguer & Co. at the cost of $200,000. This was regarded as an immense plant at that time and they carried on a large scale business.

The Oil Companies

Business, how, was a total down turn, exports diminished and general business declined. The Silver Star Works were bought by the London Oil Refining Company, together with many others. The principal ones were:

- J.L. Englehart & Co.
- John Allan
- John McDonald
- Frank Ward
- John Bally
- W.Woodward & Co.
- J.H. Faibanks, Home Oil
- Perkins & Gleeson
- McMillan, Kettridge & Co.

The Imperial Oil Limited Founded

On September the 8th, 1880, the Imperial Oil Company was formed, composed of the following firms:

- J.S. Englehart & Co.
- F.A. Fitzgerald & Co.
- W.W. Spencer & Sons.

The paid up capital was $500,000.00 and the officers were F.A. Fitzgerald, President, J.S. Englehart, Vice President, W.M. Spencer, Secretary.

With the formation of Imperial Oil Limited came greater interest in manufacturing as well as marketing petroleum products. Herman Frasch was engaged as chemist for the company and fractional distillation was introduced.

The introduction of fractional brought greater economy in production. It eliminated the great waste by recovering more products from petroleum.

The advent of the internal combustion engine created a market for naptha which had heretofore been a waste product. Likewise lubricants came more into prominence and as lubrication grew into an industry, a greater variety of oil was developed, thus enabling the refiners to utilize still more products from petroleum.

Steady Growth

The demand for petroleum products grew until the Canadian refiners handled far more crude oil than the Canadian producers could supply. Crude oil had to be imported from the producers in the United States.

The Imperial Oil Company continued extending and increasing its business until in 1898 it was easily the largest oil refining Company in Canada.

Since then the development of the Company has continued.

From refiners covering from two to five acres and representing an investment of from $10,000 to $25,000.00 each, the oil industry in Canada has expanded and is now represented by refiners covering 100 acres or more and requiring an investment of from $300,000 to $500,000 and more. The one refinery alone. Where only one product was manufactured—kerosene or lamp oil—thousands of different products are now recovered.
Canadians in The Making
P. F. Sinclair, Chairman. Amusements and Benefits.

We are deeply interested in the finding, the manufacture and the marketing of oil. We feel in developing Canada's vast resources, that we are playing our part with other industrial organizations in placing Canada in that enviable position to which her evident destiny entitles her.

The welfare of our employees is also a matter of supreme concern to us. By giving a man an opportunity to work and by paying him a decent wage, he is enabled not only to gain a livelihood, but to make a home for his loved ones and to develop a proper spirit of independence. This, in itself, is a great service and one which is often overlooked. Many a boy and girl have not, unless there are free and independent homes within its borders. The housing question is, without doubt, a vital one. The poet rightly speaks of the unspoken contribution made by "The stately homes of England." The unsung, though perhaps better than any other, will, to a considerable extent, the significant contribution made by the "Halifax Evening Mail." The newspaper prepared by various schools in Halifax and Dartmouth during the winter of 1921, and published in the "Evening Mail" on the 1st of January 1922, has become one of the most efficient means of communicating to the students the importance of reading and the value of the paper. It is a valuable aid to those teachers and students who desire to see how reading is becoming a part of the curriculum in the schools and with cordial personal regards.

Yours very truly,
Mr. W. H. Dennis.

With reference to the allocation of the money, Mr. G. S. Campbell, one of the representatives of the St. John's and other charitable institutions, wrote Mr. Allan in appreciation of the contribution of $50, made by the school in aid of the blind, as follows:

"You are the last informed of me of the generous contribution in aid of the blind. From imperfect, amounting to $650. I wish to thank you and your people, who, in support of the cause, have made it possible to our school, a contribution which has been very valuable. The amount was contributed by the children of your school. This in many ways is a great step forward, being subscription we have received during the year. Our thanks are sincere, and we hope that the teachers take an interest in placing the book of their pupils. I hope you will especially thank the teachers and children of the school for their most interest in the work.

As a positive step in helping to this desired end, we believe that the most immediate need is a teacher to assist the pupils in the general work of the office. In this way, the office will become a part of our daily work, and we are therefore strongly in favor of appointing a teacher whose work will be to study the work of some other school and to bring the various programs.

The advantages to be obtained by this method are obvious; you have ready at hand a substitute, and in the case of sickness or accident, you can relieve any temporary extra pressure occurring in any department. Above all, you have an individual who will be able to assume the responsibilities of the office, the work being taken care of by the persons who have their duties to the work some other school.

The primary motive of all work is to obtain "results." No matter in what field it may be, without this motive our efforts are but wasted energy. Perhaps the result arrived at is not immediately attained; however, the thought that we have attempted something together failed, for the effort put forth, if rightly directed, will have the productive of good, and will prove a stepping stone to our ultimate success.

How can we best obtain results from our office staff?

The basis must be education, and this education to be work anything must not only be clear and definite; it must be continuous. It is not fair to put a man down at a desk, give him some work to do and then, if he fails, to allow him to try to work himself inefficiently. He is one of the men that the Company is looking to, to fill an executive position at a later date, and therefore, if he has studied the conduct on these lines what chance has he of fitting himself for the higher position?

Every effort moves for an efficient staff, let the men go out and make it. Let him conscientiously, painstakingly and persistently instruct his clerks; his organization will run without him. Let him realize that no man ever built up a great organization without costing him infinite time and labour. Let him not discouraged if some clerk does not as readily gain his ideas as he believes he should.

Remember we all had to learn. If somebody had not had faith in us, how far up the ladder we would have been. We feel sure of our best to those around us, to give advice and instruction when needed, and to give it willingly and cheerfully.

The personal effort again is a great factor towards success. Let your staff see that you are interested in your work and they will and speedily become interested in theirs. Show yourself enthusiastic in Imperial Oil Limited and its "Service," and they will become equally enthusiastic.

Make your office bright and cheerful; scatter a few cheery remarks here and there; let the staff feel that you are interested in them as well as in their work and you will kindle a spirit in your office which will make them keen, not only to beat their various brothers divisions in the friendly rivalry which exists, but also to see to it that their work is accurate and right for the work's sake and their own satisfaction. As a positive step in helping to this desired end, we believe that the most immediate need is a teacher to assist the pupils in the general work of the office. In this way, the office will become a part of our daily work, and we are therefore strongly in favor of appointing a teacher whose work will be to study the work of some other school.

The primary motive of all work is to obtain "results." No matter in what field it may be, without this motive our efforts are but wasted energy. Perhaps the result arrived at is not immediately attained; however, the thought that we have attempted something together failed, for the effort put forth, if rightly directed, will have the productive of good, and will prove a stepping stone to our ultimate success.

How can we best obtain results from our office staff?

The basis must be education, and this education to be work anything must not only be clear and definite; it must be continuous. It is not fair to put a man down at a desk, give him some work to do and then, if he fails, to allow him to try to work himself inefficiently. He is one of the men that the Company is looking to, to fill an executive position at a later date, and therefore, if he has studied the conduct on these lines what chance has he of fitting himself for the higher position?

Every effort moves for an efficient staff, let the men go out and make it. Let him conscientiously, painstakingly and persistently instruct his clerks; his organization will run without him. Let him realize that no man ever built up a great organization without costing him infinite time and labour. Let him not discouraged if some clerk does not as readily gain his ideas as he believes he should.

Remember we all had to learn. If somebody had not had faith in us, how far up the ladder we would have been. We feel sure of our best to those around us, to give advice and instruction when needed, and to give it willingly and cheerfully.

The personal effort again is a great factor towards success. Let your staff see that you are interested in your work and they will and speedily become interested in theirs. Show yourself enthusiastic in Imperial Oil Limited and its "Service," and they will become equally enthusiastic.

Make your office bright and cheerful; scatter a few cheery remarks here and there; let the staff feel that you are interested in them as well as in their work and you will kindle a spirit in your office which will make them keen, not only to beat their various brothers divisions in the friendly rivalry which exists, but also to see to it that their work is accurate and right for the work's sake and their own satisfaction. As a positive step in helping to this desired end, we believe that the most immediate need is a teacher to assist the pupils in the general work of the office. In this way, the office will become a part of our daily work, and we are therefore strongly in favor of appointing a teacher whose work will be to study the work of some other school.
Evolution of The Lamp

From pine torch and tallow candle to modern Mazda electric lamp, lies a series of inventions and scientific achievements, little appreciated by the average man who, when these convenient days may have all the light he requires at the mere turning of a switch.

However, there are times when the "turning of a switch" does not produce the phenomenon of light. The bulb may remain out or the wire may be broken or the power may be turned off; in any event, when the "juice" fails to re-appear, we are in a position that we have to get out our box of Imperial Candles which we have been far-seeing enough to stock up with just for such an emergency.

Probably we still have a coal oil lamp on the premises where we have a Special Royal Oil which we keep for our oil heater will do equally well.

Whatever means we use to cope with the situation we undoubtedly will have a fleeting thought of the evolution of the lamp. "Whence came it and whither goeth it" is a question which flashes through our minds whenever our thoughts turn to our fires and inventions.

It is not at all strange that we should become bewildered with the many scientific appliances which are to-day everywhere in evidence. It is natural that we should take them for granted. The progress of science is so rapid that we would have to be avoirdupois indeed, to keep pace with the evolution of all the sciences that are in use to-day. The very lamp we are filling with Imperial Royalite to replace the failing electric light is itself a triumph of invention. All other folk have little opportunity to study the latest thing in oil lamps. In those dark, cold, rainy days we were more fully immersed. Oil lamps were the common form of illumination on the farm and when one considered the amount of work that was done by the modern oil lamp in contrast to the eye-straining electric glare, one is prone to envy the rural citizen his light.

Early Lamps

It is not so very long ago that lamps in this country were the most primitive things. Doubtless there are "old-timers" still living who remember the old flannel rag soaked in oil of lard with a spattering flame at one end which gave out more smoke than light. This was the lamp of the early pioneer.

Primitive though this form of lamp might have been, it embodied the principle upon which all oil lamps are built.

The flannel rag in this case was the wick, the container of the oil and the lighted end of the rag was the burner and chimney combined.

It did not take long to discover that by hold-
What Do You Sell?

No matter what your calling may be, you too are in the business of selling. If you do not sell goods you sell services, skill or education. The sculptor, the artist or the musician sells his skill. The doctor, the lawyer and the scientist sells the years of toil and study represented in the knowledge of their respective professions. Every business has something to sell.

The fundamental requisite of success in selling is a thorough knowledge of your goods. If it is services we sell, we must know what those services mean. We must know our jobs, in order to render the most service. The more we know of our work, the more we have to sell, for service in this case is "good to sell." The Canadian Mining Journal says: "The development discovery attracted much attention because of its great significance. It served as a reminder that our unexplored and unexploited areas of great industrial activity when their secrets are extracted. Whether or not a production field is found and developed in the Fort Norman area, the discovery made last summer will mark an important point in the history of the development of the Mackenzie River region."

"During the last summer many have visited the scene of the discovery. Many others have gone into the district and explored small portions of the general territory, but none have come back with as much interest or with as much real interest to a great many people. Its development will, as a result, come much more zest to the oil discovery." Meanwhile the burden of developing the oil resources of the area is within the jurisdiction of the Arctic Circle, a work of great national importance, is being borne entirely by Imperial Oil Limited. While the great petroleum organizations of the world are active in many foreign fields of perhaps more promise than the Canadian west, there is apparently no disposition to await some favorable result from an item of $13,823.50. There is a sense of urgency in this country. If and when this occurs there will be no lack of volunteers to assist in the development of a natural resource which we in this present country stand in the greatest need.

Cost of Living

The cost of living has always commanded and always will command more attention from the public than any other question and yet perhaps the cost of living is never so much a bone of contention. This lack of understanding may be attributed to the many vague ideas as to what constitutes a living.

Primarily, there are three vital necessities of life—food, clothing and shelter. The cost of these three necessities determine the actual cost of living. When prices of any of these necessitites go up or down, the prices of almost every other commodity follow. We can get an idea of the relationship between the cost of these three necessities and wages that constitutes the problem of all industries. It is only in the amount of the cost of some of these three necessities that one appreciates the amount of the necessities of life that the dollars will buy, that actually represent the day's wages.

The dizzy rise of prices during the war and immediately after has been a universal topic of conversation until "putting a stop to cost of living" has become a sort of institution—a phrase that unconsciously springs to our lips whenever economic discussions are heard.

This being true, it is often easy to overlook the importance of the situation that occurs from time to time in the price of the necessities of life. We have been quoting "Prices must come down." on the one hand, and "Wages must come down" on the other, each so busy trying to outshoot the other, that attention has been distracted from the fact that both are already down. Actual retail selling prices of foods, clothing and other commodities are now lower than they have been for fifteen years. In 1920, prices were fully 50 per cent. higher than they are to-day.

The fall of prices during one year exceeds the much discussed rise during the three years previous, but "falling" prices will not receive much attention as "rising" prices, no matter how precipitate that drop may be.

With every drop in the price of commodities a corresponding rise in the value of the dollar follows. In other words, the purchasing power of the day's wages rises in direct ratio to the fall in the price of necessities of life.

Figures compiled by the Department of Labor, the Canadian census and other institutions, show how this purchasing power of wages has increased. The chart reproduced on this page illustrates the rise and fall in the wholesale price of imports and exports over a period of fifteen years.

The drop from 1920 to 1921 is nearly 125 points on imports—the things we buy—and about 100 points in exports. Every indication points to an ever-increasing, purchasing power of the dollar.

BeExplicit

Once upon a time a filing clerk received a request for "a letter from Mr. Blank regarding the filing system." Strange to relate, the filing clerk couldn't find it.

One bright morning an office boy appeared in reading the filing room and the following conversation took place:

Office Boy: "I want a letter on mileage." Filing Clerk: "What is it?"

Office Boy: "I don't know." Filing Clerk: "When was the letter written?"

Office Boy: "Monday morning."

Filing Clerk: "Who was it to?"

Office Boy: "Mr. Blank." Filing Clerk: "What is his position?"

Office Boy: "Sec. N.B." Said office boy has since departed.

Considerable time is lost both by the filing department and the person in charge of the files in looking for files. In a great many instances it develops that the file they are looking for is in the drawer of some other clerk's desk, obtained by him, possibly to take care of some matter which has been deferred. Please try in mind that the general files have to be referred to by various departments and, when secured by any clerk, the matter in hand should be taken up promptly and the file returned to the filing department. Proper organization of all the clerks regarding this matter would certainly make for better efficiency.

Sarvina Office Mator
"By Their Works Ye Shall Know Them"

November, 1921

Page Fourteen The Imperial Oil Review

III—Refined Oil Distillate—Imperial Royalite Coal Oil.

Re-Run

After the refined oil distillate has been treated and neutralized, it is charged continuously to a buttry of "re-run" stills. These stills like the crude oil stills are of about 300 barrel capacity each, using bottom steam. Vapor heat exchangers and towers, oil heat exchangers and coolers for the residual bottoms are used with these stills.

The process of refining and distilling naphtas, refined oil is also disturbed according to rigid specifications; for boiling points, flash and viscosity which long experience has indicated as necessary for a first class fuel for light, heat and power.

In the following article, which is the third of a series dealing with the manufacture of Imperial products, the second great distillate—Refined Oil—is discussed. It shows how our second major product—Imperial Royalite Coal Oil—is made, how it is used, and why it excels as a fuel for power, heat and illumination.

Process Used

The treating of the refined oil distillate in our modern refineries is similar to that used for the naphtas, which was described in a preceding article. The only radical difference is that the refined oil treatment is always "batches" in a steam-heated bottom agitator.

This is necessary owing to the viscosity of refined oil which makes it difficult to get an intimate mixture of water and oil without violent agitating. Agitation is produced by blowing air or circulating pumps. The former is more wasteful and less efficient, while the latter method is more expensive in initial outlay and requires more care.

Both methods are used at the present time. The blowing method should, however, be used when large quantities of sulphur are contained in the oil, as efficient chemical action is difficult without it.

From the crude Btu

The crude petrolatum produced on the American continent contains qualities which give more candle power from the refined oil, than most European crude. Redwood, a well-known English scientist, experimented with various grades of American and Russian coal oil, and produced figures to show that the American oil gave forth more illumination than the Russian oil (see chart given on page II this issue). This was true in the case where circular wicks were used.

For Heating Purposes

For heating purposes, it gives maximum heat. The number of heat units it contains insures that practically all oil heaters have circular wicks, hence the efficiency of the coal oil, from American crude, when used with circular wicks in incandescent lamps, is also when circular wicks are used in heaters.

Its absolute purity insures a steady, uniform heat which makes it an ideal fuel, where regulated heat is required. This is specially true in the use of coal oil for heating incubators and similar purposes.

For Power Purposes

For power, it has demonstrated its superiority. The immense power represented in the number of BTU's contained in every gallon, is utilized and put to work in the modern tractor. Its purity adds to its efficiency, for only through the ability to clean without excessive deposits of carbon and other impurities can the potential power of those heat units be put to work.

There is absolutely no trace of water in Imperial Royalite Coal Oil. This, of course, should be obvious; for everyone knows that water and oil do not mix. Whenever water is added to coal oil, it sinks to the bottom of the tank. Water sometimes enters into underground storage tanks or mixes with coal oil through other ex- tensions; condensation of moisture—laden air also causes water to form in storage tanks; hence it carries all impurities in contact with coal oil, either in tanks or other containers, it sinks to the bottoms and can be drained off.

The use of agents by agents and others who are in charge of storage, in seeing that whatever moisture is found in storage tanks is drained away and that all underground tanks should likewise be cautioned to "wage war on water" that enters into their supply of Imperial Royalite through outside causes.

Other Uses

Though Imperial Royalite Coal Oil is primarily a fuel for power, heat and illumination, it has many uses. A small quantity added to warm water is an ideal polisher for glassware, window panes and auto windshields.

It gives added polish to cut glass and glass and as there is no impurity in Imperial Royalite, it can be safely employed for the purpose without leaving any trace of taste or smell on the glassware.

There is a trend of using this oil as an insecticide for insects and vermin of various sorts. Coal oil has also been used successfully in killing grasshoppers which completely lack about the wheat crops.

To get rid of ants pour one pint to one quart into the ant hill depending upon the size of the hill.

Coal oil used on stagnant water destroys mos- quisitos. The most promising qualities of coal oil were discovered and demonstrated in the fight against the malaria mosquito in the swamp lands of the southern states.

As a medical remedy it is well known. The old-time remedy of coal oil on a funnel cloth, for cold on the chest, sore throats and similar ailments is still used. We have yet to see the remedy that can beat it for this purpose," grins one of our customers. It is also excellent for mosquito bites.

Everyone knows the cutting quality of coal oil in removing rust from tools or steel instruments. It has also earned for itself the name of a "loosener" for rusted nuts on bolts, worms on wrenches and similar jobs.

The cleansing qualities of coal oil are also well-known. A small quantity placed in water used for scrubbing floors or other similar purposes, such as walls, bathroom fixtures, and nickel plated faucets, loosens the dirt and facilitates the cleaning.

Laundries often use coal oil in their water for loosening the dirt in clothes. A soup spoon in the starch makes clothes cleaner.

For easily cleaning harnes or any greasy leather or when oiling, warm water with a little Imperial Royalite Coal Oil is excellent.

Owing to its viscosity, coal oil is used as a lubricant for springs, surgical and other instrumen- 
tes where ordinary lubricating oil is too heavy for use.

These are only a few of the many uses of Imperial Royalite Coal Oil, but wherever it is used and for whatever purpose, it wins out on its purity, its clean burning properties, the power, and heat units it contains.

From coast to coast, throughout the nation, users of Imperial Royalite Coal Oil are willing and eager to endorse its merits. With its big brother, Imperial Premium Gasoline, it leads all liquid fuels.

Imperial and Halifax Harbour

(Continued from Page 5)

On the road running to the main office and which continues the coastal known. A small quantity added to warm water is an ideal polisher for glassware, window panes and auto windshields.

It gives added polish to cut glass and glass and as there is no impurity in Imperial Royalite, it can be safely employed for the purpose without leaving any trace of taste or smell on the glassware.

There is a trend of using this oil as an insecticide for insects and vermin of various sorts. Coal oil has also been used successfully in killing grasshoppers which completely lack about the wheat crops.

To get rid of ants pour one pint to one quart into the ant hill depending upon the size of the hill.

Coal oil used on stagnant water destroys mos- quisitos. The most promising qualities of coal oil were discovered and demonstrated in the fight against the malaria mosquito in the swamp lands of the southern states.

As a medical remedy it is well known. The
ITEMS OF INTEREST

Wally's The Review is coming stantly in receipt from its readers of the latest news from the Imperial Oil Limited, but these seldom find their way into the public domain, for the reason that the releases of the company are intended for private circulation to its employees. Unfortunately, there is no record of any mention of this fact in the public press.

The executive of the company values more than anything else the promotion of the interests of the employees of the company, and they are very much impressed with the fact that the company's policies affecting employees from those in the service, is an element of human interest as to justify its publication in the press.

The story vividly illustrates the revolution in working conditions which has occurred in the past two decades. Upon the occasion of the superannuation of one of the workers at the Sarnia refinery, the Observer relates some interesting facts of his career, as follows:

"A thorough pedestrian in Mr. E. Greenwood, who has been employed by the Imperial Oil Co., has, during his service of twenty-three years, never taken a train, nor has he ever been content to carry on work from the fact that the car line passenger would not make an interview with a Canadian Observer reporter. Mr. Greenwood said: 'I have walked 32,000 miles and have never walked all the way, but I have just taken a ride on the line. As the time records of the company will testify.' Mr. Greenwood estimates that the distance covered in the Imperial Plant from his home is 254 miles and thus making the round trip 416 miles. In arriving at the 32,000 miles, we did not include the distance he was driven in the smartly Sunday drive, that he walked to work and a period of three months that he was away on an accident to the car's lights.

Tenacity of Purpose

"When he found out that street cars could not be depended upon he made a vow that he would never use them. He was on the job a bit late one winter morning, and experienced a car and a what a great deal of trouble. He stood so well to his pledge, that after 23 years have elapsed he is able to look back and see that never during that time has he ridden the street car to work. It was not that he could not afford it, but he felt that if he could not walk three miles in the cold weather, it was a snow storm and the rains, it was nothing to him. The fulfillment of his vow meant to him. Because our Canadian winter can be a bit slower. Through snow and rain, sun, shine and cold, he plodded out for over 2000 miles, and even now on his retirement, he possesses the vitality of men who are a century younger than his years."

Watched Company Grow

"The Imperial was a very small plant when Mr. Green had the management of the company. C. O. Stillman, who in subsequent years climbed to the top rung of the company, was only a young man in those days. Mr. Greenwood told him one day that he had started in at the plant in minor positions and in a few years' time had received promotion after promotion. He used to say that they could keep up with the growth of the company and enlarge its business all over Canada and overseas."

In 1918, after Mr. Greenhow had been with the Imperial more than 10 years, he stated: "We have contributed largely to the leading men of the Imperial Oil Co." In 1938, when Mr. Greenwood retired, he said: "We never needed to fear that the Imperial would be sold, but now it is a great question as to what will become of the company."

For his services, Mr. Greenwood was given a gold watch and $1000, and was made a member of the Imperial's board of directors.

Praises His Company

"The Imperial Oil Company is one of the best industries in the world to work in. Mr. Greenwood. They care for their employees in sickness and old age and if a man has performed his duties faithfully and well, he has no need to fear that the Imperial will be let him out of his service for that faithful service. As they offer all men every opportunity to provide for old age."

Such words from the mouth of a man who has labored with a quarter of a century for a company that has a great record in the field of baseball games, has shown a man the high moral the controlling body and the co-operation between the employer and employee of the Imperial Oil Company and tells that the company has not only grown great in the industrial world but has reached an outstanding prominence in the eyes of the great workers for fair play.

"Athletics at Imperial" at Imperial have had a very favorable year. The company's baseball team has entered the arena of sport in baseball, tennis, golf and field events. We are glad to say that in all the boat races, the company has played, not with a crew, but with an iron crew that has been broken. But the spirit of sport is at its highest degree.

In baseball the Association has entered two teams, one in the Halifax Commercial League and one in the Dartmouth Senior League. In the former league there were five teams including Imperial. They were Acadia Sugar, Halifax Post Office, Halifax Shipyards, Halifax Tramway and Imperial. To state the Halifax Shipyards and Imperial are tied for first place in the league, both teams having been defeated once. Imperial boys won in this league last year and our prospects are still bright for another win this year. Our boys have lots of stick-to-it-ness and generally win out in the end. The same spirit characterizes them while at the plant during the whole season.

In the Dartmouth league the players all have to reside on Dartmouth side of the harbor and so there are no two teams as strong as the one entered in the commercial league. Yet it is a good team. They have only been beaten twice and are also tiring for first place. We expect them to carry off the cup in this league this year as their last year.

"Great credit is due to business manager T. O'Connor, who has been our field baseball team this year. He has also helped to promote all other branches of Imperial athletics through his efforts. Mr. O'Connor is the manager of this year, and he is turning his attention at present to tennis."

Tennis has proved to be a great drawing card among the young men of the plant. In the tournament that was held this year, our assistant superintendent, was one of the number who stayed in the game to the end. The singles was won by Mrs. G. Carter. The doubles are still on, having to be played off every evening. The two singles that have been fitted up within the open air rink during the winter months have been well patronized during the summer months and great interest has been shown in all the games.

Another person who has helped to promote all sorts of athletics at the plant and promote a good "esprit de corps" is our superintendent, D. M. Allan. He has attended a few tennis matches with the other plant and the Scottish games in which our boys took part, and is a regular competitor at the great tournaments. He has emerged this year as the champion sport. pitcher and is entitled to claim the beautiful silivver cup donated by J. H. Austen, of Dartmouth, to the quirt champion of the I.A.A. He has won this from a body of field competitors and deserves great praise.

In track and field sports two or three have made their mark. The best that the company, as the company, has won several honors, as also has Angus McAdam. The four-mile and mile shorter distance runners, the latter a spriniter. Another year's event to enter the mile was Jackson, who did remarkably well. Coming after a championship race at the recent Scottish games held at Halifax. There was also a tug-of-war team from here in the Scottish games. Our own held the opposing team for 12 minutes but failed to make a win."

"Bowling During the past five years the employees of the Toronto Division have each year had a five pin bowling league."

Commerencing in 1915 with a league composed of four teams and most of the boys not knowing how to bowl a ball. The league has grown and improved until last year our league was composed of eight teams. We expect them to carry off the cup this year as they did last year."

Great credit is due to business manager T. O'Connor, who has been our field baseball team this year. He has also helped to promote all other branches of Imperial athletics through his efforts. Mr. O'Connor is the manager of this year, and he is turning his attention at present to tennis."

Tennis has proved to be a great drawing card among the young men of the plant. In the tournament that was held this year, our assistant superintendent, was one of the number who stayed in the game to the end. The singles was won by Mrs. G. Carter. The doubles are still on, having to be played off every evening. The two singles that have been fitted up within the open air rink during the winter months have been well patronized during the summer months and great interest has been shown in all the games.

Another person who has helped to promote all sorts of athletics at the plant and promote a good "esprit de corps" is our superintendent, D. M. Allan. He has attended a few tennis matches with the other plant and the Scottish games in which our boys took part, and is a regular competitor at the great tournaments. He has emerged this year as the champion sport. pitcher and is entitled to claim the beautiful silivver cup donated by J. H. Austen, of Dartmouth, to the quirt champion of the I.A.A. He has won this from a body of field competitors and deserves great praise.

In track and field sports two or three have made their mark. The best that the company, as the company, has won several honors, as also has Angus McAdam. The four-mile and mile shorter distance runners, the latter a spriniter. Another year's event to enter the mile was Jackson, who did remarkably well. Coming after a championship race at the recent Scottish games held at Halifax. There was also a tug-of-war team from here in the Scottish games. Our own held the opposing team for 12 minutes but failed to make a win."

Also talk about a social point of view, it has been a wonderful success. Last season the boys from our warehouse entered two teams. Practically on the off chance the building was represented by a team, which caused much friendly rivalry to see who came out on top. As the even threatened which we bowed practically the only opportunities which many of us face of getting acquainted they surely are appreciated and looked forward to. Manager or office boy, we are all out to have a good time and position is forgot as we are on the alley.

On Thursday, Sept. 29th, our annual meeting was held, with Mr. H. Lane in the chair. A large number of employees who were absent seven years ago to get in on the fun for the 1921-22 season. It was again decided to have a twelve team league, to be run on a handicap basis, as this was considered the fairest way for all to partake of the prizes at the end of the season. The following officers were elected:

Hon. President—C. O. Stillman.
Hon. Vice-Pres.—P. F. Sinclair.
President—C. O. Stillman.
Vice President—Andrew Thomson.
Treasurer—P. F. Sinclair.
Secretary—G. E. H. Lane.

By G. L. Thomson, Pres.
Office Staff
As Salesmen
The recent added interest in the sale of coupon books gave the Winnipeg Division the idea of the whole staff becoming salesmen to make a united boost for Imperial products. Teams of different characters were selected and the fourteen days competition went over “big” an aggregate of four hundred and thirty-nine books being sold. As a fitting finale to this successful drive and to mark the management’s appreciation of their efforts, the staff were entertained at the annual dinner in the Norman Hall, Friday, September 30th.

From this interesting evening developed into a real Imperial party, seventy-five couples being present. The acting manager, Mr. Halverson, and Mrs. Halverson, proved ideal hosts; and with Mr. R. Connor, as master of ceremonies directing the social “one-steps” and choice of partners by lot, the dance, with any absurdity of the better exponents of terpsichore and the perfunctory “A Waltz in lace” towards those of the nearest and most efficient service stations in the city, and so adroit, was speedily dispelled. Messrs. Stalker and Wilson, commissioned as policemen, prevented the blooming of a single “wallflower” during the entire evening.

Card tables were arranged for those not wishing to dance but this was not a very busy crowd, for those responsible saw that every guest who had the remotest idea of rhythm and cadence was at the tables.

During the evening prizes were awarded in connection with the Coupon Books Sales Drive as follows:

Winning (Office) Team, Captain—Miss S. Greenfield. Highest number of books (lady) Miss M. Boyd.

Highest number of books (gentleman)—Mr. F. Spencer.

Winning (Warehouse) Team, Captain—Mr. A. Patterson. Highest number of books sold—Mr. A. Patterson. Mr. Halverson made a few appropriate remarks to each recipient and mentioned the gratification the management felt at the result of this effort. It was a demonstration of what may be accomplished by good cooperation and good management.

Imperial Service
Mr. Mark H. Irish had occasion to call at our service station at the corner of Roxborough and Yonge Streets, Toronto, and the service he received there, prompted him to write a letter of appreciation to the “Boss” as he designates the executive. Mr. Irish did not know the name of the young man who rendered such excellent service and he had no ulterior motive for writing other than that of giving credit where credit is justly deserved.

The young man referred to, is Mr. James Eason, salesman at our service station on Yonge and Roxborough Streets, and one of the newest and most efficient service stations in the city.

Mr. Irish Writes as Follows:

Dear Mr. Mayer—

In these days when service seems to make us all so prone to find fault, may I intrude upon you to a word in another tone.

On Friday night last, the 5th instant, having run out of gasoline in my own tank, I visited your filling station at the corner of Roxborough and Yonge Streets. A young man waited upon me and gave me, without the slightest effort on my part, the necessary fuel. When he had finished, and as bringing me the change from the bill I gave him, he seemed to recognize that I was a new customer at his station, and he said, in courteous and business-like manner, to be a salesman. He told me the many advantages of filling stations in general, and of his in particular, and the virtues of the product that he had to offer, particularly to a steady customer.

The burden of this note is to say that I have just received from your office—

I do not know his name—so in my opinion, an asset to your organization. He has been stationed as I am with my own equipment I should have patronized that young man and gone considerably out of my way to give you custom.

This is all said because the “boss” seldom hears individually, of the rank and file.

Faithfully yours,

(Sgd) Mark H. Irish.

A Little More Oil Wouldn’t Do us Any Harm
By G. E. Hocking, Winnipeg.

Squeak! Squeak!

Whines a tractor, at the close of a hot, dusty day, “How dry I am!” And the farmer, knowing his own boyhood and the disastrous results of treating the common neglect in the lubrication of farm machinery, was taken from the “Canadian Packer.”

If farm machinery could speak, they would have many interesting things to say about the care or lack of care which they receive from their owners. The following amusing tale, illustrating the common neglect in the lubrication of farm machinery, was taken from the “Canadian Packer.”

Squeak! Squeak!

"Why do you squeak?" asked the farmer.

"I have too little oil," replied the tractor.

"Why don’t you get more?"

"I’ll tell you something," squeaked the tractor, "for 1, for one, am not going to stand this persecution much longer."

"I must say," sneered a separator, "you talk just like one of those here Radicals.联系’11 never get you anywhere."

"Perhaps not," said the tractor drily, "but you just wait. If my owner doesn’t get a shower one of these days, then I’m a Hottonet!"

He let this sink in, "I'll give him such a developmental talk that he'll wish he hadn’t been so saving of his oil."

There was silence for a moment. Presently a binder spoke up, "That’s one way of getting even," he said. "Still it seems to me there ought to be a better one. What these machinery owners need is education. They don’t deliberately wear out an oiling; it’s just because they don’t realize the importance of looking after us properly.

Carelessness is the main trouble. You know, it’s a lot of machinery going around filling up dozens of oil-holes and getting squeaky."

"That’s no excuse," growled the tractor, "if they’re too lazy to call me out of a walking order, then they needn’t expect us to work."

"Well said," said the separator, "and the other machines heard.

"Hear! Hear!"

When the noise had stopped the old binder spoke again. "There’s one more thing. When the oil gets on idle threads," he observed, "What we want to do is find some way of neutracting our cans. Owners can any offer a suggestion?"

"I can!” săreched an excited disc-harower.

"Let’s have it," said the disgruntled tractor.

"Although I don’t expect a way of getting value from you. You always squeak whether you’re oiled or not, and the circumference of your sixpence is not one of the items which are to be sold."

"Well," continued the disc-harower, ignoring the insult, "This is my suggestion. Let’s get a reporter from one of the publishing houses to come and write our story for us— and have it printed. Then, all the machinery owners will read the article and perhaps all the squeak will stop."

A chorus of hearty approval rang out. "Excellent! Excellent!” shouted the other machines. "We always knew that this-disc-harower was a sharp fellow."
The Fifth Ingredient

RECENT popular photoplay chose as its theme the power of faith. It told a story of a chemist who prepared a panacea for all human ills. Through the power of publicity and the credulity of the public, he effected cures which seemed to be miracles to the astonished onlookers.

Scientific investigators, by chemical analysis, could only discover four common ingredients, none of which were cures for the many ills this remedy had relieved.

When asked what cured these ills, the chemist replied "The fifth ingredient." The fifth ingredient was faith.

Faith performs miracles. Our entire civilization is based upon faith. Faith in each other establishes credit without which modern industry and modern business could never exist. Faith in oneself makes one perform tasks which would otherwise be impossible. Faith in the ultimate destiny of mankind leads us forward, ever forward—on the road of progress.