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E. Brown W. R. Self T. Clark T. O'Neil

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W. L. Allen F. E. McLarren N. G. E. King E. B. McLean

Regina Refinery

Gen. Leitch R. S. A. Hays J. W. Kennedy W. W. Fish

Montreal Refinery

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M. H. Ireland T. T. G. Comerford J. H. F. Bennett
F. S. Chadwick T. F. H. Housley J. H. Smith

Loco Refinery

J. B. Gilchrist J. C. T. Smith H. J. Warbrick
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H. F. McPhee R. B. Webster G. M. Hales

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W. E. Thompson F. C. Robson

S. A. Jones, North C. W. Taylor L. F. Cowan
J. W. Jarvis Geo, H. Russell

Official Telephone Geo. Houston

Ottawa

W. W. M. C. Perkins J. L. Foster

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Quebec

S. S. Smith A. McCauley A. H. Blishen

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Imperial Oil Limited

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T. P. McCrae W. B. Ainslie

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(Director, Chairman)

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(Director, Chairman)

(Director, Chairman)

(Director, Chairman)
PINCHEER CREEK, one of the oldest towns in Southwestern Alberta, traces its history (fifty years or more) to the Hudson Bay posts of MacLeod, Edmonton, and Fort Garry.

In those early days the ranges were open; no homesteading or fencing had taken place and the country was the free and unreserved domain of the wandering Indian, the chief of whom were the well-known Pegun and Stony tribes.

The Hudson's Bay outposts were the only settlements of the white man and these consisted of trading stations garrisoned by small detachments of the Royal North West Mounted Police. Representatives of this efficient organization still police the province and are locally known as "Mounties.

Generally speaking, the Indians nowadays are a law-abiding people and prefer to live in the usual Indian fashion, content with the tracts of land set apart for that purpose (Indian Reserves). The Government distributes annually a coupon in addition to ample supplies of the necessities of life, such as meat, flour, and other commodities.

A Typical Prairie Town

Pincener Creek is a typical prairie town though it is located topographically in the foothills region of the south west. Such a town usually consists of a scattered collection of wooden buildings which comprise dwelling houses, elevators, hotels, the railway depot, livery barns, garage and perhaps a church.

These settlements give one the impression of oxen amid the deserts of the plains, and, as can be reasonably expected in a comparatively new country, all the towns are built on the same simplified system of town planning.

One street, usually called Main Street, has a direction either due north and south or east and west from which subsidiary streets jog at right angles at equal distances from each other. The houses are all made of wood and are locally known as "shacks" which range from the pretentious bungalow of the successful tradesman or rancher to the disused log cabin of the pioneer settler.

This latter relic of bygone days can always be found in these western towns. The prosperity of a town can be definitely gauged by the number of Fords which line the sidewalks of the streets. In order to obviate any misunderstanding, automobiles in Canada are known either as cars or Fords. The latter species also is known as road-hogs in which is peculiar apt in its application if one considers the way they multiply.

The depot of Pinccheer Creek is on the Canadian Pacific Railway (the Crow's Nest branch) which meanders westwards from Alberta through the Crow's Nest Pass of the Rockies into British Columbia.

Scenery and Geology

On a clear day, the long, unbroken line of the mountains forms a striking picture and stands as an effective and imposing land-limiter well above the level of the foothills and naturally separating Alberta from British Columbia. The foothills really form a distinct topographical area intermediate between the rolling prairies and the mountains. For a considerable distance this section of the Rockies forms part of a great overthrust, known as the Lewis Overthrust, which extends for many miles in a north and south direction.

The Cambrian and Pre-Cambrian rocks which form this part of the range have actually overthrust the softer Cretaceous strata, and in many cases the older deposits can be seen superimposing the younger formations. The mountain scenery thus produced is unequalled in its grandeur and presents some of the most fascinating and interesting geological structures in the world.

But in the June numbers of the Imperial Oil Review we will give a full description of the expedition, and the geological and biological survey of the region we have recently been carrying on.

Our next visit will include a trip to Waterton Lakes, the starting point of our expedition, where the distance is 40 miles over a fairly good trail.

Our whole outfit consisted of two geologists, two assistant geologists, one cook, a packer, and horses. All members of the party were mounted on horses which were chiefly Indian ponies or "caskeys." As can possibly be imagined, all work was in the mountains and had to be done either on foot or on horseback.

The few trails which did exist in the mountainous areas were pack trails, hence it was impossible to utilize any vehicle to assist us in our transportation. Men and equipment were therefore "packed" on horses. Six or seven of the animals were thus loaded up with tents, food, instruments, stove, and utensils, the maximum pack for each horse being 150 pounds.

There is a great deal in the packing of a pony that the uninitiated fails to perceive at first; special pack saddles are used and the stores are adjusted by a complicated system of cinch ropes, triangles, diamond hitches and all the other devices of the packer's art. As a rule the packer is an expert in his line, and this part of the camping business is left entirely in his hands.

Nothing is more exhilarating than the trail than the slipping of a pack, as this at once necessitates the halting of the train and the repacking of the horse which has caused the trouble.

Our packer was a half-breed, a tall six-foot youth of 19 years, who was as strong as a horse and as fearless as a lion. He was dressed in the recognized cowboy fashion with large Stetson or slouch hat, buckskin shirt, elaborately-embroidered and beaded, and long goat-skin trousers "chaps."

Our method of camping was comparatively simple. After the site had been chosen the horses were at once unloaded and the three tents prepared for use. One tent was of the native type called a "tepee," and his necessities for it were at least 12 young pine trees before it could be erected. These poles were arranged in a conical manner, the converging points at the apex being tied together and the fabric subsequently draped around the framework.

This obliterated the use of a central tent pole in the interior and so afforded more room inside for the occupants. The tepee has a small aperture at the top which is closed by a primitive contrivance known as the sloped flap, and hence it is possible to have the benefit of a fire inside during the cool hours of the evening.

During the process of lighting the fire all the smoke is supposed to escape out of the tent by way of the smoke flap, but this rarely happens. As a matter of fact, although the smoke should issue out of the top of the tent, the habit of escaping according to its own free will, or better still, it prefers to stay inside rather than mix with the common atmosphere outside. The inevitable result is one of distress—streaming eyes, catarrhal nasal discharges, futile attempts to manipulate the smoke-flap, and finally an inevitable suffocation of all occupants, embers, until the air is clear again inside.

Gas helmets should certainly be included in the equipment of any camping party which proposes to make use of a tepee.

The cook tent is the next item of importance, and here it is a case of everybody doing his bit in order to make the fire—first preliminary to the preparation of the goods, and then the preparation itself. All members of the party lend a hand and very soon the camp is a hive of industry.

After supper there was the usual discussion and argument which finally defied into "Who won the war?" and as our party consisted of two Canadians, two Americans, one Englishman and an Indian half-bred, it was safe to say that every phase of that great question was fairly represented.

We retired early, and from 5 a.m. the silence of the night was broken only by the waters of the creek, the tinkling of the horses' bells and the occasional short, shrill bark of a wandering coyote or prairie wolf.

There is rarely any danger of the horses straying or losing touch with the party, but they can keep well within the range of human voices, seeming to appreciate the value of human companionship.

One of the first duties of a wise...
A TYPICAL PACK TRAIN

We at once experienced a certain feeling of alarm for our colleagues feeling somewhere amongst the smoke. Although we realized that the leader of the party was an experienced man, we were quite relieved when they returned at the end of the day, safe though badly battered.

As for ourselves we were quite happy under the circumstances as the wind was blowing away from us. We were, however, absolutely cut off from the world.

The horses were restless and we had to wait for hours by the side of the creek until the darkness disappeared and the visibility of the smoke lifted. Only then was it possible to lead the horses back to the camp, a distance of some ten miles over a rough trail stream with hard-Pre-Cambrian quartzite.

Incidents of this nature, however, never fail to heighten the interest of a geologist's life, and before many minutes had elapsed following the discovery of the snowstorm, the whole personnel, both individually and collectively, came to the conclusion that the camp fire was the first essential to bodily comfort.

Before long the snow fell and the ringing of our ice axes awakened the more sleepy members of the party and a huge fire was soon blazing away in defiance of the prevailing atmospheric conditions.

Not twelve hours ago we were departing in haste from the discomforts of smoke and forest fire, and now we welcomed the blazing timber as some such for many years.

When the horses presented a dejected and woebegone appearance as they gradually came closer to the heat of the fire, their very hair was being fronted and sparkling by small particles of ice and snow which had accumulated during the past night.

Occasionally they "rumbled" for grass, an accomplishment which is of vital necessity to the Indian packer during the severe months of a Canadian winter, as it consists of pushing the snow away from their front feet in order that the underlying grass or snow on some ten miles over a rough trail stream with hard-Pre-Cambrian quartzite.

Incidentally the hind legs are kept in readiness for other members of the pack train who would rather remain where they had not snow. This, however, does not happen frequently, as a keen-edged appetite is a sufficient incentive for continuous individual effort.

Unfortunately the greater part of our equipment was now burnt but care was taken to leave it carefully around, near the tents in the event of their being destroyed by the fire.

Geology, on the other hand, was of course out of question for a few days as the snow was long enough to cover the mountain slopes were covered with a white mantle which completely obliterated all sections of geological interest.

The only thing possible under the circumstances was to possess our souls and bodies in patience until the snow melted and we could respire the fresh air which had been gathered in the camp and forested by the remainder of the party.

The day had been particularly trying. Most of it had been spent in the saddle with the additional labor of leading another pack-horse.

The ride was always a welcome respite to the monotony of Cambrian slates and argillites into which were intruded slits of basalts, dense pine forest and was also covered knee-deep with snow. We knew that our camp was somewhere within four or five miles, but according to all calculations we were absolutely off the real track and we began to fear that the trail had been lost.

Afer cogitating for a few minutes, we finally gave it up as a really hopeless task and then allowed the horse to steam rein. At once he pricked up his ears, took a sharp, right-angled turn, trotted up a steep cut-back by the side of the creek, and then set off at a gallop.

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AFTER CIGARETTE IN THE EVENING AND THE TRAIL WAS ACTUALLY INVISIBLE as it led through a dark forest of dense pine forest and was also covered knee-deep with snow. We knew that our camp was somewhere within four or five miles, but according to all calculations we were absolutely off the real trail and we began to fear that the trail was lost.

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Along the Border

The snow-covered mountains forming the border area are actually in Montana, and by using biconoculars, the small International Boundary monuments could be discerned on the ridge of the divide marking the line between the two countries.

The succeeding days were marked by no incidents of exceptional interest as the work proceeded smoothly and satisfactorily to all concerned and the camp was moved every two days and then a trek of 15 to 20 miles was accomplished.

On the Trail

The packer, of course, led the train as he alone could pick out the trail through the densely wooded valley. On this occasion our place was at the rear of the pack-train and our saddle horse was given the name of "chum." To an Englishman this would be described as a circus pony or one colored chocolate and white, the colors being distributed in patches.

We rode him during the whole of the expedition, and in the short space of time we realized for the first time how tender a man can become to his horse.

The wisdom of an Indian pony is remarkable, and one incident will suffice to show how invaluable such an animal can be when one is out in the forest and separated from the remainder of the party.

He never stopped until the camp was reached some twenty miles away, and it was quite dark when we arrived. Upon our dismounting, the horse turned his head and gave us a look of solicitude, as though he recognized his master, and the man could become to his horse.

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We carried on our train for many miles along the rugged and beautiful Cameron Brook. Precipices and deep gorges mark the course of Cambrian slates and argillites into which were intruded slits of basalts, dense pine forest and was also covered knee-deep in thickness. These naturally weathered out concretions sparsely from the surrounding strata and were easily diagnosed even from the lower levels of the valley.

The site of our camp was located upon the map from satisfactory information furnished by an obliging trapper. For a camp two things are essential, first, running water, and secondly, feed for the horses. Grass does not grow everywhere in this country, but only in certain localities which have been recorded in Rocky Mountain history from the time of the first explorers to our time.

Ours was a small open clearing in a valley where there was abundant vegetation by the side of a running creek.

BOUNDARY MONUMENT

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Continued on page 15.
Educating Our Process Workers

Lectures at Ioco Refinery

BY J. E. SHERSHAN.
Supt. Ioco Refinery.

DURING the past year our Company established a policy of promoting men in refinery work, at a number of the refineries. At Ioco this took the form of a course of lectures for the purpose of making our employees more conversant with the work carried on in the different departments of the refinery.

A Great Success

That the lectures at this plant were a success is amply evidenced by the regular attendance at the lectures and also the inquiries from mechanical men and others in the yard, who made requests to be allowed to attend. These lectures were given entirely for men in process work and they were allowed one hour's pay for attending them.

The Lectures

The lectures were given by Mr. Loomis, Chemist; Mr. Humphreys, assistant superintendent, and the writer, each covering a certain amount of the operation carried on in the different departments. Mr. Loomis dealt with the various elements from their chemical standpoint. Mr. Humphreys and the writer covered the compartments and uses of the apparatus used in the different departments as well as the operations that are carried on therein.

Lectures Cover Every Operation

The first lecture covered the construction of crude stills and equipping same for continuous running; the second lecture dealt with the operation of continuous running crude stills and results to be obtained; the third lecture covered the operation of re-run stills and the skimming of crude oil continuously; the fourth lecture dealt with pressure stills, or the cracking process, as it is commonly called; the fifth lecture explained the operation of refined oil agitators and their uses as well as the method of continuous treating of crude napthen and motor spirits; the sixth lecture was on the treating of lubricating oil, the equipment necessary for this operation and the construction of same.

Well Attended

The lectures were attended by the men who were on the 8 a.m. to 4 p.m. shift, and the hour selected for the lecture was from 4 to 5 p.m. on Wednesday of each week. That the lectures were appreciated we have no doubt, judging from the regular attendance and also the number of men outside process work who asked permission to attend and were willing to lose an hour's pay in order to do so.

Our mechanical foremen also asked to be allowed to attend the lectures, as they would be better able to make the necessary repairs and installations in the different process departments if they had some idea of the uses made of the apparatus installed.

The lectures covered the practical operations that take place in the process of producing products of petroleum from the raw crude oil to the finished products, and the names and terms used were the same as used in actual practice around the refinery every day.

Great Benefit Derived

We feel that considerable benefit was derived from these lectures by the men in attendance. This deduction is made from remarks made by the men in reference to the lectures and is further proved by the efficient way our underestudies were able to fill the places of the men higher in the process department, when we placed all our process men on the a 46-hour week this fall. There was no hesitancy on the part of the stillman filling in for the shift foreman, the assistant stillman taking the place of the stillman, and so on all the way down to the place of fireman.

Better Understanding

The lecturers, including the writer, were well pleased with the interest shown at these lectures, and feel we repaid for their efforts in educating them. We feel our men have a better understanding of the operation of the stills after attending these lectures. They are more fully informed on how to improve their work, and by that knowledge are able to advance to better positions. Therefore, we think our words did not fall upon deaf ears.

How to Keep Records

It has been our experience that nine out of ten agents, having had to pay for shortages, admitted that the above rules had not been complied with, and that they realize how important it was to properly account for all stock delivered.

Careless Checking

The difficulty we find, in most cases, where the agents do not consider the value in money of the stock placed in their care, and which should be properly accounted for, seemingly thinking that they receive so many gallons of oil and diesel, etc., makes it difficult to get the balance on hand, evidently not realizing the many ways that a shortage might occur—such as forgetting to invoice a delivery and other reasons mentioned in the first part of this article.

The average tank car of gasoline averages around seven thousand gallons and is worth around $3,500.00. For argument's sake, we will say, instead of receiving a car of gasoline, the Company sends an agent $3,500.00 in currency to be distributed among different parties, and for which he had to account. Would he not make sure that he had a receipt for every dollar he gave out, and check any balance he had on hand currently to see that each and every dollar was accounted for? If this argument is a reasonable one (which we think it is), why not use the same argument in connection with your bulk stock? In other words, if an agent receives seven thousand gallons of gasoline and his records show deliveries of four thousand gallons, is it not reasonable of the Company to expect him to have a balance of three thousand gallons on hand? So why not check your bulk stock every week, at least, to see that it balances correctly, the same as you would you carrying money?
**Gasoline Substitutes**

By R. F. DIEMMETT, CHEMIST, HALIFAX REFINERY.

In the past ten years, internal combustion engines have increased in size and power. In this expansion, they furnish motive power for all types of conveyances, the automobile, truck and tractor being only the most numerous. During this period, they have increased from a total of approximately one million on this continent to over eight million. All of these engines require fuel. It is becoming one of the big questions of to-day, "Where will we get the line?" Some authorities are prophesying that in future years it will be impossible to meet the demand for gasoline, and consequently much time is being spent in searching for gasoline substitutes.

**Substitutes**

The experiments which have met with partial success so far have followed one of the general lines given below:

1. The use of mixture of kerosene and gasoline or of kerosene alone. Here was a car pot on the market several years ago which was equipped to operate on kerosene alone, but its manufacture was never very extensive and it has since been discontinued. At present there are several types of pleasure cars which are so designed that they can use a mixture of kerosene and gasoline in line. These cars make use of some means of heating the explosive vapors before they enter the cylinders of the engine. The simplest means is using the waste heat from the exhaust.

2. The use of benzol or benzene as it is commonly called, either alone or mixed with gasoline. These mixtures have the advantage of not impairing any part of the design of the engine, but do require a change in the carburetor adjustment.

3. Industrial alcohol or a demethylated grain alcohol is attracting a great deal of attention lately.

The use of kerosene with or without gasoline requires a special design of engine or carbureting system, hence it is not of immediate benefit for gasoline. Its general use would require the alteration of one of the internal combustion engines manufactured to-day. This change is gradually taking place as the designers of engines are giving more prominence to the ability of their products to use the heavier or lower grades of gasoline.

**Benzol**

The use of benzol has its limitations. It can be used as a fuel at 45°F., so it cannot be used alone in winter. It also has a tendency to form more carbon in the engine. It has an advantage over alcohol in that it may be mixed with gasoline in any proportions. Benzol is a by-product in the manufacture of coke from coal. The total amount of benzol manufactured in the United States is only about two per cent. of the gasoline produced, and any substitute for that benzol will not be a big factor as a substitute for gasoline.

**Alcohol as Fuel**

Recently the London General Omnibus Co. made experiments with a number of cars consisting of equal parts of benzol and alcohol. They found in the matter of cost per mile of travel that benzol gasoline was cheaper than the alcohol mixture. Also when cars were using the benzol-alcohol mixture their brake bands did not get quite as hot as when using alcohol alone. Another possible source of a motor fuel is shale oil. This industry is bringing about a great deal of attention to-day in the United States, but the amount of gasoline produced from this source is still problematical.

An Italian chemist claims to have discovered a process which will produce cheaply, a gallon of alcohol, of which it is stated will drive an automobile as far as the gasoline. Like the ether, it has not been substantiated, so we cannot base our hopes on this fuel.

To conclude: Gasoline engines must be of interest to forecast what the internal combustion engine will be and what fuel it will use.

(Continued on page 17.)

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**Imperial Goods Plus Service**

By Mr. F. A. McNICHOLS, Assistant Manager, Montreal.

When in 1913 Mr. Frank Branson conceived the idea of inaugurating a Taxi Service in Montreal, few people over expected it to develop into what it has come to be, a service unexcelled and a by-word for efficiency in the field of passenger locomotion. In that year one sole taxi comprised the whole system, this taxi being operated by Mr. L. Branson, son of the founder and the present managing director of Branson’s Auto Service, Limited. Like a tree well planted and well cared for, it grew and expanded, until to-day this original taxi has developed into a system comprising ninety cars, including limousines, touring cars and taxis.

Our Mr. F. A. Neville, who secured this concern’s initial order in 1913, for Imperial Premier Gasoline and Imperial Polarine Oil, has been attending to their requirements ever since, and it is his proud boast that nothing but Imperial Premier Gasoline and Imperial Polarine Oil and Lubricants, have been used in these cars for fuel and lubrication in the last eight years, and we might add, that as a climax to this unbroken chain of success, Mr. Neville sold this company lately one straight cartload of Imperial Polarine Oil and Lubricants.

The conditions under which these cars are operated require the use of the best for and lubricants procurable, due to the fact that they are operated day and night in all sorts of weather. When you stop to think that they are kept in the open throughout the winter, and when not in service, are parked in the open air with the thermometer registering twenty-five degrees below zero (the kind of weather that would make anybody vote against prohibition, and this temperature being far longer than we would have it last if we had our way about it), you will appreciate how much has come about that we have such unlimited faith in our Imperial Premier Gasoline and Imperial Polarine Oil and Lubricants. If a more exacting test of our goods is possible, we would like to hear about it.

The kind of service given by Branson’s Auto Service, Limited, could not countenance any undue stoppage or loss of time due to fuel and lubricants used. They need the best they can lay hands on, because it is essential to the success of their business. They have a reputation to uphold and they cannot take any rides. With them the best is none too good. Thoroughness in their smallest details being their most outstanding feature.

Every car in use is checked up as regards its lubrication and mileage. Average costs per car are figured down to a fraction of a cent. We feel that our readers of this issue of our Magazine will be aware of this fact from the enclosed graph showing the progress made by this company since 1913.

If I Had Known

(Continued from page 9.)

employee responsible for a loss that is unavoidable, but, in justice to the company, it is only fair that a proper accounting of goods delivered should be rendered to your stock from now on and see where you stand—if there is a shortage which you cannot account for you can write to your Main Office, and they will see that proper investigation is made and that you are in every possible way to locate the shortage.
EDITORIAL

Training for Efficiency

Every man and every woman have a natural desire to work, and we are always eager to learn; always eager to study those things which will improve us and increase our success. Promotion is the stimulus which makes us strive to master our work and increase our value to the Company.

It has always been the policy of the Company to train employees for more important positions. All our branches are encouraged to hold educational meetings and, in fact, the efficiency of our executives is largely judged by their ability to instruct and encourage the members of their staffs.

When a man enters your employ, he is trained in his work. The foreman shows him how to do the job allotted to him. Like other executives, the foreman is judged, in part, by his ability to instruct his own.

As time goes on, the employee masters the details of his work; he eliminates useless motion and becomes an intelligent, efficient worker. If he is ambitious and observant, he soon becomes familiar with the details of the work above him; in other words, he prepares for the job he holds higher.

The foreman, in turn, is instructed by the superintendent or the technical engineer. He studies the work of those above him and so a system of training is carried on all along the line.

No matter what his present position may be, he will have to learn more foreign language only his two old enemies, the Polar Bear and the Russell, have round houses, and Isogetus, the red-legged hale, is in the middle of the river, and he will not apply to bowlers. The "Elrodato's average for the season was 1,922 points."

Halifax—A First Aid Class was or-

Overhead Expense

How much supervision does it require to keep each one of us on our job? How often must we be checked up to make sure that we are working at our right time? Monday morning and stick to it until the right time gets us.

How much stimulating do we require from our managers or even from the heads of our departments to "keep us on our toes"—to keep us enthusiastic?

How much does it take to break us? We are not as bad as we are expected to be

An efficient organization need not go outside for expert advice. It is doing well within the limits of its own resources and it is not necessary to add to the efficiency of the unit an expert from outside.

How much outside encouragement do we get? We are doing so well that we do not need to add to our knowledge of the business in which we are engaged, the products we sell and the customers who depend upon us for our supplies.

How much time—? But what's the use of talking? We can sum it all up by asking ourselves how much "boasting" is necessary to make each of us do his work as he should.

The time our superiors must devote to supervision is not wasted as much as the time our superiors must devote to supervision. The cost of our superiors is the overhead expense we pay. It has a direct, unchanging relation to the size of our pay roll.

The only important difference between the job of the modem cars is that the one of them has a self-starter, while the other is not so equipped. The self-starter model is worth twice as much as the market, several hundred dollars above the other. Be a "self-starter". If you work, department heads and superintendents will undoubtedly always be necessary because some of us will insist on carrying the overhead expense of supervision and the managers and other executives always will be selected from among those who possess the necessary qualifications for the job. He who would command others must first learn to command himself.
THE IMPERIAL OIL REVIEW

March

Imperial Flag at Oil Fields

Aviators Will Carry Colors on North Flight

From Edmonton Journal

When the monoplanes which recently flew from New York to California crossed over some mountainous ter-

tains without communication, the aircrafts continued on their way without any loss of strength or altitude, and finally reached their destination on schedule.

The flag of Imperial Oil consists of a blue and red abstract design, and it is carried on the bodies of the aircrafts. The flag is easily distinguishable from the others, and it is used as a landmark for the pilots.

The Great Outdoors

(Continued from page 7)

The good representative will not only be a good salesman, but also a good complainted person, who will be able to handle all complaints promptly. He will be a good listener, and he will be able to discuss his point of view with the customer.

Homeward Bound

Our stay in this vicinity was, how-

ever, brief, as the weather again un-

routed our plans. We had hoped to

visit the region, but the weather was

not cooperating. We decided to

head back to the city, where we

enjoyed a pleasant evening at a local

restaurant.

Each of our customers judged our

services as being satisfactory, and

we look forward to continuing our

business with them in the future.
Ability Recognized

Imperial Oil Employees Take Bigger Jobs

At the chief clerk’s convention, Mr. W. H. M. McCall dis- cussed the question of higher promotions. He particularly emphasized that chief clerks had many opportunities for further promotions as well as many opportunities for job.

Mr. Powell has always taken a keen interest in the Company’s welfare and has shown exceptional organizing and executive ability. He leaves a host of friends in Toronto, who wishes him every success in his new post.

Mr. C. W. Garbutt, formerly assistant chief clerk at Regina, is promoted to chief clerk at Regina.

Mr. P. B. Walley, formerly assistant chief clerk in Calgary, is promoted to chief clerk at Regina.

Another ability and conscientious service are always recognized.

Fills Important Position

One of the new refineries constructed in the United States during 1920 is situated at Charleston, South Carolina. It will be devoted largely to the manufacture of asphalt and road oils and running Mexican crude to pitch for fuel oil.

When a superintendent with special experience in these processes was being sought, the directors of Imperial Oil Limited were asked if our Organization would consider sending Mr. J. L. Finley, superintendent of the Montreal refinery, possessed of the necessary qualifications, and although reluctant to lose him from the service, they recommended him for the position at Charleston, and his appointment soon followed.

Mr. Finley leaves a host of friends behind him in Canada and goes to Charleston with good wishes from everyone of our Organization.

In addition to his ability as a manufacturer, he has always exhibited a high regard for the welfare of those surrounding him, and his work in this connection at Montreal East will be long remembered.

Mr. Finley began his services with this Company as assistant superintendent at Regina in May, 1916. At New Year’s, 1920, he was transferred to Montreal as an assistant superintendent, and in September of the next year he succeeded Mr. D. M. Allan, Jr., as superintendent at that refinery. He will be succeeded at Montreal by Mr. Charles Leaver, who has been assistant to Mr. D. M. Allan, Jr., at the Halfface refinery.

A Well-Earned Promotion

This Review takes great pleasure in announcing the promotion of Miss Florence M. Smith to the position of Secretary of the Imperial Oil Company at Toronto.

Miss Smith, whose name appears on the honor roll of long service, is very highly regarded by every one of her employers and friends, and was admirably qualified to fill the responsible position of secretary, for her ability and integrity have been proven by 24 years of efficient service.

Miss Smith entered our employ at Sarnia in 1897, where she acted in the capacity of stenographer. Her exceptional ability was soon recognized, and she was promoted to private stenographer to Mr. C. O. Stillman.

When Mr. Stillman changed offices from Sarnia to Toronto in 1916, Miss Smith accompanied him, and upon his election to the presidency of Imperial Oil Limited, she continued to act in the capacity of private stenographer and assistant secretary to the President.

Miss Smith is leaving Toronto to take up her new position in Edmonton. March 15th, Miss Smith joins her many friends in wishing her every success and happiness in her new work.

Gasoline Substitutes

(Continued from page 10)

1. Aviation gasoline will be many pounds lighter than the present-day Canadian or American car.

2. These engines will use less fuel.

3. Internal combustion engines will do different than they will burn heavier oils including kerosene as well as heavy gasolines.

4. Industrial alcohol will be used as much for cars as is gasoline.

In all probability alcohol will be used entirely in those countries or localities where it can be economically manufactured. It may be noted here that alcohol or with kerosene will be used by those countries where crude oil is abundant. The alcohol must be distilled in 10 days when a very light gasoline costing fifteen cents a gallon was made into a crude oil fuel motor fuel is soon to return. For in the future the aeroplane will be the chief user of this fuel.

Honor Lists Grows

Seven more men have proved their qualifications for a place on the Imperial Honor Service Roll. The new names are as follows:

George Griffin, Dave Bar, Regina, Sask.; A. Hallongrass, J. Prior, R. J. McKinley, Calgary, Alta.; E. Hartley, Edmonton, Alta.; and John Young, Vancouver, B.C.

The motor trucks of the new honor men will soon be distinguished by the brass nameplates, the merit marks which go on the equipment of all honor men. Dating from the time their applications were approved, each of these men will receive the honor of five dollars per month. This bonus will be paid as long as the nameplates are on each of the men.

These men have all been in the service of Imperial Oil Limited, and will most likely be promoted to the rank of assistant superintendent.

No Snow for Santa Here

The above illustrates a happy group of Imperial Oil children celebrating Christmas in Peru.

The centre cutout shows Mr. Murray acting Santa Claus with the aid of cotton converted into whisks and a muffler and a stuffed turkey the less enjoyable. North or South the spirit of Christmas always remains the same.

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"Be Strong and Do It"

The Delusion That Work is an Affliction

By T. F. Sinclair, Toronto, Ont.

"The delusion that complicates the whole industrial turmoil, is that we all regard work as an affliction, like being sent to goul. We hate work and dream of escaping it. We speak in pity of the poor working man. We regard the idlers as the fortunate ones. We look on happiness as a product of play. This is all delusion, precisely as thinking the earth is flat. As a matter of fact happiness is a by-product of work. Work is a privilege. It is the gratification of a deep instinct. It is good. Men don't work for money. If there were no money nor reward of labor, they would work anyhow. For work is the forthspringing of our energies, and this is a deep craving, as deep as the desire for food, or the sex drive. The natural aim of all human life is achievement. Really, what we work for is that—achievement, not money. The great mass of mankind is happy simply because it is busy. The faith, the joy, the optimism of the race come from toiling, hands and brains. The criminals, pessimists, neurotic ones, perverts and all the offal of humanity, come from the ranks of the idlers. Work is the preservation of the race. If we had no tasks we should all cut one another's throats before Sunday. God works. He is not loafting on His throne until the Day of Judgment. He is eternally busy. He is pumping at your heart, operating in the laboratory of your stomach, directing infinite molecules of matter, guarding seashells of living creatures, painting the skies, feeding the sea-monsters, whirling the stars, pushing up the seeds. Because He likes it. Because the profoundest joy is Achievement. Yet we pity 'the working class,' and look with longing and envy at the endowed loafers."

Your work is your best friend. It is the cure for all pessimism. Work begets hope, courage and self-respect. Be strong therefore, and do it.

Valued Worker Passes Away

Charles W. McGuire, agent of Imperial Oil Limited at London, died of a heart attack on the morning of January 6th. His illness was of such short duration that the news of his death came as an even more severe shock to those with whom he had worked on terms of the closest friendship.

Mr. McGuire joined the sales force of the Company in 1898 and for seven years covered the largest part of what is now the Hamilton Division. So well did he accomplish his work that up until his death, calls frequently came from customers all over the field to have "Charlie" McGuire come to smooth out their troubles. In 1905 he was appointed to the important position of Agent at London. To this work he brought a splendid knowledge of the business, an intense loyalty to the Company and an almost unquenchable capacity for making and holding friends. Offers of advancement that would have taken him out of London were declined. His heart was bound up in his work there for the Company and for the city. No effort in community service was without his whole-hearted and enthusiastic support and the hundreds who sorrowfully followed the body to the last resting place testified to the appreciation in which he was held by his fellow citizens. Churches, societies and the press were of one voice in regard to the loss sustained in his death. To the members of Hamilton Division, the loss is particularly severe. His judgment was wise and his advice well received. He filled a unique position between the divisional office and the outside sales force.

The funeral service was held at London under the charge of the Masonic fraternity. The honorary pallbearers were Mr. A. S. Rogers, P. F. Sinclair, G. J. Hambly, T. H. Hawks, Lewis Quick, C. S. Carrick and P. W. Gordon.
Value for Value

The world owes us a living only when we earn it.

We take out of life exactly what we put into it, and no more.

Whatever we get, we pay for in one way or another. There is no such thing in life as "something for nothing."

We gain success by giving energy and sacrificing ease. We acquire knowledge through concentration and study. We get from life value for value.