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Why I am a Booster for the Co-operative Investment Trust

By J. A. D. Weir, Chief Clerk, Winnipeg, Man.

At the end of the first year of operation of the Co-operative Investment Trust, a statement was received by each Depositor showing the amount standing to their credit in the book of the Company, and in the way in which it was made up. There is no doubt that a great many of us experienced a glow of satisfaction when we received our statement and probably some of us endeavored to figure out approximately how much our assets would be increased through the Co-operative Investment Trust, at the end of the five-year period. In any event, there is no doubt that the receipt of the statement had the effect of making us realize, more than ever, what a splendid thing the Trust is for those who are fortunate enough to be able to participate in it.

As the particular benefits of the scheme are becoming widely known to a great many people outside of our organization, and in a great many cases are exciting the envy of others who would value the privilege of taking advantage of such an investment. Not only is this the best plan which our Company has provided for its Depositors, but it far surpasses any scheme of participation by any Corporation of which we have heard. In addition to the fact that it makes such an advantage to be gained by every participant, it has other beneficial results.

The following are a few of the reasons why I am a Booster for the Co-operative Investment Trust:

**Creating an Estate**

Insurance companies lay a great deal of stress on the necessity of creating an Estate, and advocate the Co-operative Assurance as one of the best methods of doing this. This certainty is a matter for serious consideration, especially by a married man with a home, and, perhaps, a family, or a single man who expects, sooner or later, to have a home. We enjoy the benefit of the life insurance which our Company provides, and through the Co-operative Investment Trust we have a first class opportunity to acquire something which will materially add to the value of our Estate. Although this Fund has only been in operation one year, instances have already occurred where employment of the Company has died, and their Estate has benefited considerably, receiving handsome returns from the amount they had contributed to the Fund.

**Stimulus to Save**

It is wonderful how many things we think we need, and, yet, how we have no real necessity for them. If we can use the money we would otherwise spend on service, we are able to put our money into the Co-operative Investment Trust, we exercise the "Power of residing present gratification for the purpose of securing a future good." Moreover, if you are interested in seeing everyone who is eligible take advantage of the opportunity to enter this Fund, The Company does not benefit in any way by any deposits or having to withdraw, because in a case of withdrawal, the amount contributed by the Company reverts to the credit of those who remain in the Trust.

**Partnership**

Through this Fund we become partners in one of the largest corporations in the Dominion, and the Company to whom we are giving our services is not merely the Corporation by whom we are employed, but one whose interests are identical with our own, therefore, if we can effect some economy which will save $1.00 or $50.00, or perhaps $1,000.00 a year, we shall not only have the satisfaction of doing that for which we are paid a salary, but we also reap a further monetary benefit through the increased value of our assets in the Co-operative Investment Trust.

**Rightly Named**

This Fund is rightly named — Co-operative: It is co-operative for the reason that it is mutually beneficial, and, this makes it essential that every participant not only takes what the Company gives, but also does everything possible to make the Fund an investment. It is an Investment: An Investment, and a good one at that, for the reason that we pay into something which guarantees a sure return. The amount subscribed by each participant, together with the amount contributed by the Company, has been "held in trust" for the five year period, and the full value to each Depositor can only be estimated at the present time.

This Fund is worthy of our enthusiasm, and the older it grows the more we will appreciate its worth.
The Scout Promise

On my honour I promise that I
will do my best—
1. To do my duty to God and the King,
To help other people at all times.
2. To obey the Scout Law.

The Boy Scout Creed is a trumpet call to high endeavor. No order of ancient chivalry, from which the “Scout Law” was derived, was guided by higher aims or loftier ideals than those which direct the destiny of these youthful Knights of the Twenty-First Century.

The Scout Promise and Law compose the moral foundation of the whole Scout movement and, in turn, becomes the moral foundation for the training of individual Scouts. The outcomes of honesty, loyalty, usefulness and kindness; of obedience, cheerfulness, thriftiness and cleanliness, become second nature to the true Scout. He is taught to “play the game” in a square, manly way and to always “Be prepared.”

History and Organization

The Boy Scout movement was the outgrowth of a plan originated by Sir Robert Baden-Powell for training boys for citizenship. The present association was organized in Great Britain in 1908 under the patronage of His Majesty the King and under the leadership of the founder of the order. Since 1908, the Scout membership has increased to nearly a million boys of all nationalities and is recognized throughout the world as a pre-eminent factor in the directing of boy activities.

In Canada, the Association is organized by provinces. The General Council, maintaining headquarters in Ottawa, assists the Chief Scout for Canada. Provincial councils operate similarly in each of the nine provinces and control the local associations in their districts. It is estimated that since 1909, more than 75,000 Canadian boys have received the benefit of Scout training. According to an official census in 1919, there were at that time, 18,623 active members in the Canadian organization.

Thorough Progressive Training

The plan of training the Boy Scouts is a comprehensive one. It provides for the all round development of boys under the system with a chance for special distinction along the line of natural aptitudes of each. Badges and medals may be won in many different fields strictly on merit.

The boy joining the Scouts is enrolled as a Tenderfoot. As his training progresses and he is able to pass prescribed tests, he becomes, in turn, Second class Scout and First Class Scout. The highest rank to which a Boy Scout can attain is that of Kings Scout and the requirements to qualify for this honour are rigid and exacting.

For the purposes of training, Scouts are grouped into patrols of six to ten scouts each, including Patrol Leader and Second. A Troop consists of two or more Patrols and is directed by Scoutmaster and Assistants who must be fitted by character and ability to direct Scout activities. As an adjunct to the Scout Association proper, there are the Wolf Cubs, a junior organization which is made up of boys, aged from eight to eleven years. Their activities are of a nature to fit them for becoming full-fledged Scouts as soon as they reach the age of twelve years. The Wolf Cubs organization corresponds to that of the Boy Scouts Association.

As soon as an individual Scout has accomplished the requirements of the Association he becomes a Sea Scout which operates similarly to the larger organization except that the training is for seamanship.

A Noteworthy Record

The future of any nation rests upon its manhood. In training youth for responsible citizenship, the Boy Scout Association has accomplished wonders. It has directed boy activities into healthful channels by promoting good comradeship in out-of-door pursuits and games. It purports to arouse resourcefulness, observation and self-reliance to a marked degree. It provides instruction in essential manual arts and prepares youth for the highest public service.

Parents endorse the Boy Scouts Association as a safe outlet for boyish enthusiasm and energy and see in it an excellent out-of-school training which builds health and strength and increases happiness and contentment. But most noticeable is the strengthening of character and discipline through willingness to adhere strictly to the letter of the Scout Law and practice.

The benefits which the Scout movement has conferred upon national life are incalculable. Through the conservation of boy life, the training for intelligent patriotism and careful public spirit, this association has become a great potential force for international peace and good will. Though not a military organization, the outbreak of the world war found the Boy Scouts “prepared.” On account of meritorious service, the Scout uniform was officially recognized throughout the British Empire as a uniform of the non-military public service and high honors were won by many Scouts in this capacity.

Our Scouts at Imperial

Just recently the Imperial Troop of Boy Scouts celebrated the first anniversary of their organization. The record of progress for the first year is an amazing one. At the present time, their membership includes forty-five fully qualified Scouts. Of this number, seven hold the coveted St. John’s ambulance certificates; three have qualified for cycling badges; twelve wear sound class badges and there are, besides, many others who have qualified for various other badges.

A glance into the Imperial Scouts’ Club room would give the reader a true insight into the practical nature of their training. A fine big desk and locker combined, is the handwork of the boys themselves; another large well finished case contains samples of the various Scout knots and other paraphernalia of Scout-hood; the handsome brackets and adornments for the walls are also of the boys own manufacture.

Another feature which particularly distinguishes this troop, is the wireless apparatus which they have rigged up, complete, and by means of which they are able to catch messages from ships on the Atlantic. They are also very proficient in woodcraft and enthuastic hikers.

The secret of the success of this troop lies in the willingness and energy of the boys composing it and in the excellent leadership and helpful assistance of their officers, men who have given whole-heartedly of their time and personal efforts in support of the Scout movement. Capt. D. M. Allan, Hon. Scoutmaster, has looked after their welfare closely. Mr. J. Wylie, Scoutmaster, Mr. H. H. Hovew, Assistant Scoutmaster, Dr. Malcolm, Medical Director, Mr. B. G. Wood, Chaplain, and Mr. Y. Savoy, Instructor, and Mr. A. McArthur, Secretary share the honor of having made the Imperial organization a “crack” one.

The signal success of the Scout movement at Imperial has furnished the incentive for further organization of boys and girls. About six months ago a Wolf Cub Pack was organized

SOUTHS TAKE CARES IN CAMP COOKING

with Mr. B. G. Wood as Cubmaster and Mr. L. Boulillier, Assistant. Twenty-two Cubs are enrolled as members and, of this number, fourteen have already passed their first test.

The most recent organization at Imperial is that of a Girl Guide Company with Miss Jean Lusnash, Captain, Mrs. B. G. Wood, Secretary and Miss Horn, Lieutenant. Twenty-five of the girls have qualified for their first test. A short time ago the Girl Guides presented a “Grand Juvenile Concert” which was received with flattering comment on every side. In providing this entertainment, the Girl Guides were assisted by both the Boy Scouts and Wolf Cubs who presented appropriate drills.

The Review extends its congratulations to those who have been responsible for the success of these boy and girl organizations at Imperial. It is a worthy cause they are serving and may their efforts be crowned with the success they merit.

Other branches of the Imperial Oil family would do well to emulate the example of Imperial. We will be glad to publish accounts of the activities of similar organizations.
Imperial Oil Fleet Grows

Two New Boats—"Vicotide' and "G. Harrison Smith"—Launched

To a "land lubber," a ship is a ship, but to a sailor, a ship is a woman to be wooed and won.

The launching of the S.S. "Vicotide" at the shipyards of the Federal Shipbuilding Company in Camden, New Jersey, took place on June 14th. Mrs. C. O. Stillman, wife of President Stillman, graciously consented to act as sponsor. A neatly decorated bottle of champagne was broken against the bow of the vessel which acted as the new boat's name, the "S.S. Vicotide" after the City of Victoria, which is her hailing port.

The "S.S. Vicotide" measures 300 feet from stem to stern, with a beam of 65 feet. She draws 27-1/4 feet of water and has a potential horsepower of 5,000. She is fitted with twin screws and has an operating speed of 18 knots. She weighs 7,500 deadweight tons.

Mrs. Stillman was the recipient of handsome mementos from the Federal Shipbuilding Company, while all the ladies of the party received handsome bunches of flowers from Imperial Oil Limited.

The G. Harrison Smith

An equally impressive sight was the launching of the "G. Harrison Smith" at the Bethlehem Shipbuilding Corporation's yards at Baltimore on July 12th. The "G. Harrison Smith," named after the President of the International Petroleum Company and Vice-President of Imperial Oil Limited, is the largest ship of its kind afloat. Her length is 572 feet, with a beam of 72 feet, a depth of 44 feet and draws 32 feet of water. She is equipped with twin screws, developing a speed of 17-1/2 knots. Deadweight 30,000 tons.

The "G. Harrison Smith" is unique, in that she is a combination ore and oil carrier. The ore cargo will be carried in a raised central hold while the oil will be carried in compartments on either side of the hold.

(Continued on page 9)

Confessions of an Oil-Starved Car

My owner's first mistake was to change a gasket on the manufacturer's warning that "the engine, in the Bethel Oil Group, was not over fifty miles, nor was the oil in the crank-case. My bearings were all tightly adjusted, but the surfaces had not worn quite smooth. Oil was already in the crank-case. On the second test, Mr. J. M. Edison, wrote to me through the service station insistent that since he had always kept the crank-case full of oil, there must be a flaw in the metal.

He did not say, however, that he had failed to drain out the broken-down oil from the crank-case, nor that the oil he had added was a "cheap" oil which he had obtained at a low price from a garage that was going out of business.

While my crank-case was dry, after I had travelled less than 2,000 miles, the reason for the burnt-out bearing was readily apparent. Sediment had clogged the oil feeds so badly that there was hardly any oil passing through and the breakdown had resulted from insufficient lubrication.

Did my owner heed the warning that this incident brought to him? No indeed. He expected his warranty to cover all for a while about "unreliable junk" paid off under the guise of motor cars, and kicked at the repair bill because it contained an item of less than two dollars for fresh oil which had been poured into my crank-case at the service station.

Scored. For several months Cylinders thereafter I managed to keep going without much further trouble, although I was far from reaching my highest efficiency. One of my cylinders was already slightly scored, several of the pistons allowed oil to pass through into the combustion chamber and I was beginning to show the certain signs of abuse and neglect. My much-vaunted silence of operation was a thing of the past. Mysteries

 inaugurations from various parts of the country, and the unatoned spring bolts were beginning to rattle and accompany me as I stumbled along. They were beginning to lose "pick-up" and power, and my cylinders would so load up with carbon within a few hundred miles that I exclaimed with pain when I attempted to climb a moderate hill or creep up on the levels. My owner continued to drive me on, blissfully ignorant of the rapid devastation I was undergoing and determined to get the most out of me with the least of effort expended in care and attention.

Cold weather came on, and my troubles increased. He continued to feed me the cheap grade of oil which had brought on my first breakdown. Although I felt it not at all suited for winter use, as it congealed rapidly, I could not make my complaints intelligible to him. He would insist on starting me out of the cold garage before I had a chance to warm up my crank-case sufficiently to get the oil feeling properly, and again my cylinders would seize before the lubrication could reach them.

Lack of lubrication on a cold day did finally cause out of my main bearings to give way under the strain and burn out. This, of course, meant another expensive repair job. Besides the labor required to pull down my entire motor and replace the damaged bearing, much additional time was consumed in turning down the crank-shaft itself, which had been scored and roughened by the ordeal through which it had passed.

Repair. My owner was now disillus...
traveled three times that distance. The owner put me up for sale, after covering up my numerous defects as well as he could. A man finally bought me who thought he was getting a bargain.

While he was no mechanic, it did not take him very long to find out that I had been sadly neglected by my first owner and he tried his best to undo the damage which insufficient lubrication had wrought. He cleaned out my crank-case, and replaced the heavy oil with the proper grade of lubricant. He drained the transmission and differential cases, washing them out thoroughly before refilling with fresh lubricant. He took the hard-pegged heels out of the grease-cups around my chassis, and, in short, did those things, which, if done months before, would have saved me from an untimely end.

I was grateful for the good treatment I was receiving and sought to show my appreciation by running as smoothly and restfully as possible, an inclination to return to the repair shop. Although the oil was looking badly by my pistons and I used much more lubricant than I should have under normal conditions, I accustomed myself creditably on the way, and gave him every indication of factory service in return for the attention he gave me each week. Although somewhat wheezy and asthmatic on the hills, I managed to carry him through the mountains on a mountain mile vacation trip and at times he almost forgot that I was not a new car fresh from my manufacturer.

In time, however, my Deprecia-

second owner. He had not the money to give me a thorough

bathing, as he would have liked to do, but managed to keep me running until late in the fall of the third year of my life, when he again put me on the market.

Nearing the end of the car

By this time I was no longer a new car. My paint and finish already showed signs of hard service and the groans and squeaks in my machinery could not be stilled, even with the heaviest oil.

After a winter of waiting and anxiety, I was finally sold, at a very low price, to a hackman, who pulled off my touring body, gave me enough of an overhaul to keep me running in a fairly good way and burdened me with old rubber tires and a heavy limousine body which had been built for a much more powerful car of years gone by. I was in a sad plight. A weak mechanically and my handsome lines ruthlessly destroyed. I felt weary of life and the brand upon my new master, Mr. C., a listlessness that brought me many an unkind and hard word from the chauffeur who resented his "bad luck" in getting me. I don't know how many and I managed to hold up under the strain, but for months and months I rumbled crazily through the city streets, in fair weather and foul, racked and battered in the congested traffic, but always springing up and on. Naturally, I shut up the time in the repair shop, where a mechanic with diabolical intent managed to patch me up so that I would keep running. I was shammed and wired and braced and bolted at every crack and corner and felt like a veteran of many wars.

At last, however, I reached the stage where I could not be patched any more. I collapsed one day while making a hurried call and felt suddenly that a load had been lifted from my mind. I knew I should never run again and I rejoiced that I had finally earned my well-earned rest.

The Hackman didn't go as easily, however, but towed me back to the garage where my body was taken off and my mechanical parts again inspected. It was hopeless, however, and in disgust he left that I had confided in from the mind. I knew I should never run again and I rejoiced that I had finally earned my well-earned rest.

The Junk

Pile

The baseball game—Imperial Oil girls versus Hudson Electric Oil girls—furnished a series of "shocks" that lived every staid old business man from the shady corner of his lawn to the blazing heart of the ball park.

When nine electric "live wire" came in contact with an equal number of oil "innocents," it is safe to say that the atmosphere becomes so surcharged with "sparks" that it is not safe for mere man to be near. It is always the by-stander, innocent or otherwise, that suffers and needless to say the damage done to the flustered hearts of the male spectators at the girls' baseball game was "beyond repair."

A many callow youth and even staid old business men went home that night with solemn communion and "Shades of Saplo, what curves," and "curves" there were a-plenty, but not enough to fool the heavy-bitting Imperial Oil team.

The game started out "safe and sound" for the first time in the history of the Imperial Oil Field, gilded gracefully over the water a triumph in shipbuilding con-
THE IMPERIAL OIL REVIEW

August 1921

THIRD ANNUAL PICNIC. IMPERIAL OIL LIMITED—AT GRIMSBY BEACH

After two and a half hours of exhilarating boat ride, the party arrived at Grimsby Beach where nearly six hundred Imperial Oil employees poured out of the boat in a veritable stream to the park. Shortly after arriving, the Imperial Oil girls' baseball club gave a demonstration of their big-league abilities by making the opposing "men" look like little boys, as far as baseball is concerned. In fact, they scored whenever they felt like it. The final score was twenty-four for the girls and somebody said the men had fourteen, but we doubt it.

The only redeeming feature of the men's baseball team was Mr. A. H. Smith at first and Mr. Caldwell at third. Smith stopped everything within three feet from the geographical centre of his wind-coat while Caldwell climbed the air after the high ones like an aeroplane in action. It was great stuff.

The Baby Contest followed right after lunch and for safety's sake, we shall refrain from naming the judges. Certainly it must have been a difficult task to "pick the winner" out of so many fine-looking babies. Little Stanley Norum won first prize and pretty Ethel Harris won second in the one-year class. Buddy Warwick won first and Eileen Louden second in the three-year olds.

At 2:15 p.m. the sporting events commenced. Everything from the kids' races to the final tug-o-war followed, event after event, without a moment's respite. Every event was hotly contested, furnishing much thrill and much amusement to the spectators. Probably the most popular of all were the ladies and gents three-legged race and the Cinderella race.

The former gave "high" wonderful opportunities and the latter revealed that ladies shoes are not too small. In fact, everything the old fallacy that ladies wear tight boots. What an idiot man is to believe such tales! The sporting events with winners were as follows:

- 31 yard dash, boys (under 8)
  - 4th: Gordon Norton; 2nd: Ian Blisen
- 31 yard dash, girls (under 8)
  - 1st: Laura Johnson
- 40 yard dash, boys (10 and under)
  - 1st: Roy, Davidson; 2nd, Arthur Rodg
- 40 yard dash, girls (10 and under)
  - 1st: Helen Fisher; 2nd, Shirley Norton
- 50 yard dash, oil and water
  - 1st: Bert Morris; 2nd, Allan Wickert
- 50 yard dash, oil and water
  - 1st: Edna Bryan; 2nd, Mona Branch
- 100 yard dash, boys (12 and under)
  - 1st: Bob Bower; 2nd, Jim Cameron
- 100 yard dash, oil and water
  - 1st: Bill Brumley; 2nd, Bob Dean

Cinderella Race
  - 1st: Miss and Mrs. Cuddy; 2nd, Miss Carroll
  - 3rd: Miss Cherry

Windsor Race
  - 1st: Mrs. H. Bowers; 2nd, Mrs. Cherry
  - 3rd: Mrs. G. Richardson

Golf Race
  - 1st: J. McFay; 2nd, B. McWhirter
  - 3rd: Miss McPherson (Chaffee and Chief)

Boat Race (Men)
  - 1st: R. Bowers; 2nd, C. Richardson
  - 3rd: N. Bowers (Chaffee and Chief)

Women's Race
  - 1st: Miss and Mrs. Cuddy; 2nd, Miss Carroll
  - 3rd: Miss Cherry

Tug-of-War Race
  - 1st: Miss and Mrs. Cuddy; 2nd, Miss Carroll
  - 3rd: Miss Cherry

After the sports came the feature of the day—the treasure hunt. The program said "Look for Hidden Treasure". Somebody said "Hootch" and that started it. A crude map which had been discovered somewhere—probably in the ash-can—showed tracings indicating the whereabouts of the treasure. This map, according to announcements, had been drawn by a Pirate King in the sixteenth century. The treasure was found by J. Carneigh.

At seven-thirty, the boat left the

(Continued on Page 153)
Health and Happiness

Our lives run along three main channels — work, leisure, and sleep. As we change the one, we diminish the other, for we cannot lengthen the hours of leisure without shortening the hours of work or sleep. All are essential to health and happiness.

We need sleep for nature to revitalize the tired tissues of body and brain.

We need leisure for recreation and play, for reading, rest and social intercourse. Leisure is essential to health, for often the body and brain recuperate more rapidly by a change of occupation. The tired office worker gets more rest from a paddle in the canoe or a game of tennis, than he does from idle relaxation, while the athlete or manual worker, gets greater relaxation through the occupation of the mind by reading or study.

Our minds need food as well as our stomachs and it is during our hours of leisure that we obtain the intellectual food needed to enjoy the finer things in life.

Whether we turn to reading and study or to recreation and play, the value of our leisure is startlingly obvious to our interest. If we spend our leisure doing something we have no interest or desire to do, we benefit little or nothing by our leisure. If we find more happiness in reading Einstein’s Theory of Relativity than we do in watching the home team win the pennant, then most assuredly we should stick to reading and study.

Our desires vary according to our moods, therefore we find the greatest happiness in doing only those things which we desire to do at the moment. Likewise, the happiness we get out of our work is determined by the desire we have for doing it.

Work is essential, not only as a means of livelihood, but also as a means to satisfy that innate desire to create — to express individuality — which is more or less active in all of us.

All life seeks expression. The leaves of trees, the flowers of plants, the songs of birds, the deeds of men—all are forms of expression through which each seeks to express individuality.

We express our individuality through our work. Our accomplishments reflect our strength or our weakness. Only according to the sincerity of our desire to create, do we succeed in reaching our highest form of expression. Thus the success of our work is determined by the interest we take in it. We must become thoroughly imbued with the desire to achieve, to do our very best, before we can reach our maximum effectiveness.

In his article “Labor Turn-over,” appearing in this issue, the author shows how success and happiness come only to those who are “sold” on their jobs.

Through the co-operation of executives and employees the right atmosphere is created—an atmosphere of contentment that leads to happiness and mutual success.

Looking Forward

It is the duty of every bread winner to provide adequate protection for his loved ones at home, in case illness, accident or death, should leave them alone. The misery that follows the death or illness of a breadwinner, who has failed to provide for his family, is pathetic and deplorable. The example of such cases should spur us on to provide for our own folks against a similar circumstance.

While health and strength is ours, it is easy to overlook our responsibility and to enjoy life in the present. However, we must not like to look forward to pleasant things, hence we often neglect to save money or to make provisions for the future. Every man should set aside a portion of his earnings for saving and investment. It is better to sacrifice the little luxuries we do not need now, than to be in want of necessities we may need in the future.

The Co-operative Investment Trust opens the way. It makes it easy for us to save, so that if we have any monies we invest we get we invest we get 50 cents on every dollar we save.

The pleasure which we receive from seeing our savings grow, year after year, and the added security we enjoy, when we find ourselves adequately protected in the days to come, more than compensates for what little sacrifice we were called upon to make in order to save the necessary money.

There are still a few eligible employees, many of them breadwinners with families, who have not yet grasped the opportunity to build up their future economic independence. The longer they wait, the less they save and the smaller will be their share at the end of the five year period. Don’t put off till too late to cash in on this opportunity. Take it now and reap the rewards which economy and thrift invariably give.

Discontent

Discontent causes friction and acts as a brake on the wheel of progress. Chronic grudges are the exception rather than the rule, but one grudge is enough to throw a hundred workers out of harmony with each other.

A green brakeman once made a trip up to do a job that it did not want to do. He was making a particularly steep grade; the freight was shovelling coal like a maniac, while the engineer utilized every art of driving to obtain every possible mile out of the engine. Mr. Polan was the whole-hearted co-operation of every man by his fairness and his willingness to give a full share of every man’s share of the load. After a terrific struggle they eventually made the grade.

Years of late, a green brakeman came to me and said: “I have the job I was supposed to get, but I have been passed over for the position.”

I asked him the reason. He said: “I didn’t have the education.”

Discontented people are like that. They apply the brakes when every man is required to pull up the hill of business re-adjustment.

Several important changes have been made in the management of our sales offices. Two of our offices have been established—general sales manager and assistant general sales manager.

Mr. F. J. Wolfe becomes general sales manager, while Mr. J. J. Polan is assistant general sales manager.

Mr. J. J. Polan succeeds Mr. J. F. W. Wolfe as manager at Montreal. Mr. J. J. Polan assumes the duties of Mr. McKean as assistant to Mr. Hambley. Mr. J. S. Greenfield becomes agent at Toronto; Mr. E. A. Oliver goes to Ottawa and Mr. J. F. Cody succeeds Mr. J. J. Polan at London.

Mr. F. J. Wolfe, the new general sales manager, needs no introduction. As manager at Montreal he won renown by capturing the honors in the Automotive Oil contest last year. This was the first time in the history of our organization, that an eastern division succeeded in winning the national prize. Mr. Wolfe, therefore established a precedent and furthermore broke all records and won the prize largely through the enthusiasm and esprit de corps which was always in evidence in the Montreal office and to a great extent through the hard work of the men. No one is more worthy to praise good work, or to give credit where credit is due, than the one who has helped to build up the organization, and no one is more intimately familiar with every detail of our business than Mr. Polan. Mr. Polan “grew up” in the Wilmington Oil service.

He entered our Montreal office as an office boy in 1909, working his way up through the various positions of office, up to chief clerk. In Feb., 1927, he went to Peru as business manager for the International Petroleum. He returned to Toronto where in 1928 he took charge of the Lubricating Department.

In this capacity he proved himself invaluable in his accurate to detail and thoroughness. Thoroughness is Mr. Polan’s outstanding quality.”

Mr. F. J. Wolfe expressed his appreciation for the Imperial Oil sales organization and for the fine caliber of the men therein.

“We have the men—real men” he said, “and we have the organization. It is an unbeatable combination.”

When congratulated upon the fine record of Montreal, his reply was characteristic—"It was the men and my assistants that made that record possible.

Mr. Wolfe, as junior clerk in the Queen City Division, was graduated in 1919. After several years he was made agent at London. In 1919 he was promoted to assistant manager at Toronto, and in 1918 he became manager of the West Ontario Division when Ontario was divided into two districts.

The latter part of 1929, he succeeded to the district managership at Montreal from which position he now comes to Toronto as general sales manager.

All Imperial Oil men are unanimous in voicing their approval of the change. "The right man in the right place" is the sentiment expressed by every member of our organization.

Mr. J. J. Polan, who assisted Mr. Wolfe, is equally well known.

Through long conscientious service and untiring zeal, he has contributed much to the present efficiency of our sales organization.

No one could be more admirably fitted to assist the new manager than the one who has helped to build up the organization, and no one is more intimately familiar with every detail of our business than Mr. Polan. Mr. Polan “grew up” in the Wilmington Oil service.

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In this capacity he proved himself invaluable in his accurate detail and thoroughness. Thoroughness is Mr. Polan’s outstanding quality.”

Chances he says “is a well the only, alright in poker and politics but not in business.” Be sure is his motto in all things.

Mr. F. T. McKeen, new manager at Toronto, also "grew up" in Imperial Oil. He entered the service as office boy in 1897. One year later he became order clerk and after six years of office work he went on the road as salesman. At the outbreak of the war, he enlisted and served with distinction overseas, rising to the rank of major and winning the D.S.O. for distinguished services at the front. Upon his return in 1919, he was appointed assistant manager at St. John, N.B., where his ability was soon recognized. He was made assistant manager to Mr. Hambley at Toronto from where he now goes to Montreal. His recent promotion to the managership is the culmination of a lifetime of service to Imperial Oil Limited. It is another example of a young man winning recognition and success through sheer ability.

Mr. R. H. Spurr, who succeeds Mr. McKeen, came to us from the Vacuum Oil Company in 1917, taking charge of the lubricating department as general salesman in that company.

From New-foundland he was transferred to the West Ontario Division where he distinguished himself as one of the prominent figures in all contests. He was known as "Knock-out" contest held in the West Ontario Division last year resulting in all other sales contests.

December, 1929, he became agent at Toronto in which capacity he acted with great success.
Labor Turn-over

By S. T. McInnis, Chief Clerk, Edmonton, Alta.

One of the big items of expense in the operating of any large organization is labor turn-over. It costs anywhere from $100,- to $200,000 per employee who is primarily due to loss of an employee. This loss of efficiency from the time of entry of the new employee until the time he reaches the same efficiency of the employee he has replaced. No new employee, unfamiliar with surroundings, can be expected to give service of equal value to one who has been employed for a year or more. No matter how capable, willing and ambitious, the new employee may be, it will require several months before he begins to earn his pay.

Granted that the above statements are correct, it then becomes the duty of the management to reduce to a minimum this unwarranted expense.

The responsibility of keeping employees on the job rests with the management. It is up to the manager, chief clerk, department head and foreman to do the job.

No company offers a greater possibility for advancement than our Company. The desire of our executives to choose only worthy employees within our own organization for higher positions is well known. More of our executives spring from the "bunk." Here is a deeper loyalty and a greater pride than that shown on the athletic field. This is the loyalty with which one champions the cause of the entire Company and the pride one takes in the work turned out.

Such an employee is ever ready to defend the Company against attack from any source. He is proud of our products, the efficiency and beauty of our Service Stations, the systematic method the company uses in all its operations; in fact any triumph or achievement accomplished by Imperial Oil Limited is a true loyally to the employee, and a personal achievement.

The Co-operative Investment Trust plays a prominent part in instilling loyalty and pride of service. The idea of partnership in the Enterprise that appeals to the imagination of all. It creates a spirit of friendly rivalry and cooperation, and in turn becomes a greater concern in the firm and in each other. A desire to make a success of the work as a whole, and to help the company to be the best serve our Company is thus instilled in the hearts of all Imperial Oil Employees.

Loyalty and Pride

The interest and attention of an employee can only be won through loyalty and pride of work well done. Active and interested in the work at hand, employees who have heartily entered into the social life of the organization. Their knowledge and loyalty are typified by the way they champion their various departments in the field of ports, athletics or contests of any sort.

There is no room in our organization for weaklings or failures. Every employee must have the ability to "make good," and if one has the ability, the chance to make good in our organization, is an excellent one.

Selling the Job

Having chosen an employee with the necessary qualifications, the executive should then "sell" the job. He should create a desire in the employee, to make good and to look forward to bigger things.

Each employee can be induced to visualize his future-his prospects. If the more clearly he visualizes that future, the more fixed becomes his purpose and with that fixed purpose, the better is his chance to succeed becomes greatly enhanced. Every employee should be made to realize, then, that the interests of the Company and the employee are mutual. One succeeds with the other.

The older members should imbue the newer with that pride in belonging to our organization which is so essential to mutual success.

The older members know that our organization recognizes fully that each employee desires promotion—and expects it—so that any person willing to "pay the price" need not leave our employ in order to progress. The opportunity to climb is given to every member of our organization.

Efficiency

Efficiency is a much abused word and volumes could be written on this subject alone. However, for sake of brevity we sum up the following essential points:

2. Educating of workers by various means as to routine and Imperial Oil Picnic (Continued from Page 11)
Trade With the Orient

By ALEX G. RIX, PRINCE RUPERT, B.C.

All nature seemed to realize the importance of the occasion. For many miles out a day held so many attractions as the twelfth of May. There was none more beautiful to the eyes, none more serene than from a cloudless sky; the trees, the foliage, and the grass seemed to take on a more vivid green, while the birds broke into a veritable psalm of praise. Thousands of people came forth to witness the big ships, to note the new want, and see the impressive sight—one which stimulated the imagination of every onlooker.

The "Canadian Scotish" (called after the famous Canadian regiment) is one of the well-known boats of the merchant marine, and a notable ship of the service. In the future, as well as on the past, it will be realized that the second ship of the "Canadian Scotish," the "Canadian Thresher," is now under construction in the same yard. When it is completed, Prince Rupert will be able to trade with the Orient in the hopes that this old maxmum will be proved correct.

A step in the right direction was taken on the twelfth of May, when the Nechako Shipbuilding and Dry Dock Company launched the "Canadian Scotish," the first ship to be used for trade on the coast. Prince Rupert and the Orient were never more thrilled.

This was one of the most important events in the history of Prince Rupert, and indeed, of the whole of North British Columbia; for it marked the opening of a trade which is hoped to grow to proportions large enough to carry the aspirations of Prince Rupert to the point of realization.

A Busy Spot

Imperial Oil School is the center of a large and prosperous Village. A unity of the people of the school, the merchant, and the Telephone people are the pillars of the community. The school is the nucleus of the whole community, and the Telephone company, with its offices and equipment, is the heart of the community.

The school is a model of neatness and order, and the boys are well-behaved and well-dressed. The school is well-equipped with modern equipment, including aero-engine and machine shops, a laboratory, a library, and a gymnasium. The students are well-trained in all branches of the oil industry, and are well-prepared for life in the outside world.

Imperial College of Technology, which is the center of the Imperial Oil School, has a wide and varied curriculum, and offers courses in all branches of the oil industry. The college has a large and well-equipped laboratory, and the students are well-trained in all branches of the oil industry. The college is well-equipped with modern equipment, including aero-engine and machine shops, a laboratory, a library, and a gymnasium. The students are well-prepared for life in the outside world.

New Leaders Chosen

(Continued from Page 13)

Mr. A. G. Greenfield, formerly agent at Ottawa, suc- ceeded Mr. A. G. Greenfield, formerly agent at Toronto. Mr. A. G. Greenfield is an "old-timer" hav- ing served in the sales force for many years' service to his credit. His work at Ottawa is re- placed by Mr. A. G. Greenfield, formerly agent at Toronto. Mr. A. G. Greenfield has a personal knowledge of the oil business in the city, and his work is well done.

Mr. C. J. Greenfield, formerly agent at London, is re- placed by Mr. A. G. Greenfield, formerly agent at Toronto. Mr. C. J. Greenfield has a personal knowledge of the oil business in the city, and his work is well done.

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Halifax

New Tanker. The S. S. "Calgarof-ite" made her maiden trip to her home port of registry, Halifax, arriving here on Sunday June 19th. She has been the object of admiration by a large number of people about these parts. She brought a full cargo of Mexican crude.

Married. Mr. D. Allan, Assistant Refinery Foreman, son of Mr. D. M. Allan, General Superintendent of the Imperial Plant was recently married to Miss Ethel May Holt, Sarnia. They returned to Imperial and took up their residence in the Village on Wednesday, June 8th. They were the recipients of many useful gifts including a beautiful electric Reading Lamp from the Ladies of Imperial and Woodside, also a beautiful clock from the Office and Refinery Departments.

Gardens. The Company here have been good enough to provide lots of land for the benefit of the employees where they may make a garden. We are glad to see that many have taken up these lots and have made a good showing despite the fact a hail storm recently did some damage.

Sports. - Athletics are booming as usual in Imperial. Baseball at present has first place in the people's minds. So far our boys have not been defeated. Mr. T. O'Neill, business manager of our association is a base- ball fan and player. The biggest and hardest team we shall meet will be the Halifax. Shipsyard, where everyone feels confident our boys shall win the Commercial Pennant again this year as they did last year.

Tennis is in full swing and the courts are always busy after working hours.

Quoits has received a stimulus this year by the presentation of a beautiful large silver cup given by Joseph Howe Austen to the person doing the best pitching in individual contests. We take good workers here and we have good athletes. The two go together and we shall find the fine "esprit de corps" which is so essential in all our sports is carried on into the Boys' Daily Work. Thus work like sport becomes a pleasure and not a drudgery.

Toronto

Traffic Department. - Now that the interest in the Winter Sports at its height, it might be well to bring before the readers of the "Review" the fact that the Traffic Department is well represented and takes as much, if not more interest, in any Department in the service.

The Girls Indoor Baseball Team has worthy representatives in Misses Jones, LidGiow and Conacher and, while this is a new departure for the girls to enter a team in a City League, they are doing very well and we wish them success.

On the Baseball Team entered in the Bush League, we have Loomis, Whiteley and Dore, who contribute no mean part to the success of our team this season.

For the past two seasons, we have had a Traffic Department, an Indoor Baseball Team and this year the team have staged several games with the Interna- tional Petroleum, Third Fleet (Queen City) and Purchasing Department. Some of the active members of his team are Brown, Barlow, Kirkup and Walker.

Last but not least, in the Hand Ball Department, and while the weather is rather against this sport at time of writing, yet the Court is not neglected. Among the regulars are Wickett, Lenour, Camp, VanWert and others.

Plans are now under way for the formation of a Football Team, Hockey Team and girls Basketball Team, so that when the Seasons for these games come along, the Traffic Depart- ment will be able to hold their own against all comers.

Presentation. - On July 8th the directors and employees at 56 Church Street presented Miss N. Norris, switchboard operator, with a handsome china dinner set on the occasion of her leaving the Company to be married. A very appropriate address was given by Mr. P. E. Sinclair, in which was expressed in which she was held by her associates. Best wishes for the future were extended to Miss Norris by all.

Edmonton

The death of Mr. Chas. E. Taylor, Manager of the Western Pre- diction Operations of the Company occurred at Fort McMurray on July 13th.

Mr. Taylor's health collapsed several months ago and despite the efforts of those associated with him to induce him to take a holiday, he stuck to his work until his medical advisers ordered him away on a for- bidden. In view of his real efforts on behalf of the Company and his devotion to its interests, Mr. Taylor was given unlimited leave of absence and he left on a trip to the North in com- pany with his physician, Dr. Me- etes of Edmonton. His death oc- curred at Lashbiik Point on the Atha- buck River. The interment of the remains took place at Edmonton. The offices of the Company at that point and at Calgary were in closed in respect to the memory of Mr. Taylor and the funeral was attended by many mem- bers of the service and by prominent residents of the West.

Mr. Taylor was an outstanding figure in the commercial and indus- trial development of the West. He was a native of Ottawa and early en- tered the engineering profession. He created the Edmonton traction system and before joining this company was Manager of the Alliance Power Com- pany. All these are but a small evidence of the great work of the company, the international boundary to Fort Norman were under his direction and his con- structive qualities were demonstrated strikingly in these operations.

Do You Know—

That the sickness benefits paid out by the Company during 1920, averaged $10.00 for each permanent employee in the Company during 1920, averaged $15.00 per em- ployee for our entire permanent organiza- tion?

That in addition to the accident benefits dispensed by the Company the Workmen's Compensation Boards of the various provinces were paid enough money to allow each employee $115.00.

That accidents resulted in 3,800 days of lost time during 1920.

That the amount of insurance policies upon lives of employees, if divided among our permanent employees would allow $10.68 per employee?

That the medical expense incurred by the Company for the year would amount to $4.54 per permanent employee?

That the administration of our Annuities & Benefits Plan, including sickness, accident, insurance, Workmen's Compensation, medical and administration were to- tallied, it would be shown that it costs the Company the sum of $66,33 per employee per year?

That the Annuitant & Benefits Commit- tee held 17 meetings during 1920, discussed and settled satisfactorily 172 matters, which consumed 40 hours of their time?
STEP BY STEP

AMBITION is that divine force which gives us a desire for things which lie beyond. No matter what our position may be, there is always something "just a little better" right within our reach.

Worthy ambition makes us strive to reach it and after reaching it, another takes its place just a little higher up. From rung to rung our objective continues to move upward until the end of our days.

No great man in history ever reached his final goal in one jump. He labored and climbed step by step to the top. He worked hard for every objective and with every objective reached, another beckoned from a little beyond.

Many people have wasted their lives in trying to scale all the steps in one jump. Only by advancing, one step at the time, can we reach the highest pinnacle of success.

Ambition is a mental hunger for a final goal. Only by curbing that hunger to attainable things—those things which are within our reach—can we satisfy the greater hunger for the final goal of our ambition.

Step-by-step—slow perhaps but always sure — ambition leads us to heights that are never reached via the "one jump" route.