Joel Councils

Imperial Oil Limited

Elected and Selected Representatives for the Year

MANUFACTURING DEPARTMENT

Sarnia Refinery

Elected

Robert Jack

T. Montgomery

Geoff. Beaumont

A. Kirby

F. Provenor

A. Noble

Fred Allen

J. McDonald

Ivan Noble

M. Aiken

Wm. MacEwan

W. Lamberti

Thos. Bailey

Geo. Mitten

A. Dowling

J. Knight

Fred Strobbery

C. V. Bumpheus

Thos. Hipple

R. B. Dempsey

Don Henderson

W. H. French

Geo. Richards

W. T. Gilliland

Roy Wade

Wm. St. Marie

Ed. Allen

Henry Sturley

W. E. Gillese

Halifax Refinery

Elected

J. W. Balman

F. C. Mecchia

J. Pittman

A. Hart

J. Keddy

W. Cameron

E. Garrison

J. Dean

J. White

J. Wyler

Halifax Refinery (cont.)

Elected

G. McDonald

J. Brown

W. C. MacKay

W. Buckle

J. E. Cartwright

G. Clark

J. McKenzie

T. O'Neill

S. Peagie

J. L. Dunn

D. M. Allain

Chairman

DELEGATES

Regina Refinery

Elected

W. B. Motton

Geo. Leach

Oscar Kilgus

E. A. Duxbury

J. W. Wanner

W. E. Campbell

J. A. W. Melville

W. Campbell

F. Clark

E. D. Eppleton

W. Whitelaw

R. C. Crooks

C. Smith

Fred Waldick

C. M. Moore

Chairman

Montreal Refinery

Elected

Sorel Jorgensen

T. M. Hoffman

Macleod Deever

W. Creagan

C. D. Hall

H. Hawkesworth

J. B. Wright

E. Creanagh

R. H. Mathers

Charles Gartney

C. Abrahams

Williford Brown

R. Fytrus

Henri Renaud

O. Tubiglian

Hotel Leblanc

R. J. Herbe

George Lutcher

D. J. Spence

Wilson Edwards

T. Therrien

C. B. Leaver

Chairman

MARKETING DIVISIONS

Calgary

W. A. Martin

A. M. Johnstone

R. J. McAlister

T. J. Miller

A. Harris

L. A. Thompson

A. S. Arif

Geo. Miller

H. Russell

Vancouver

Aff. Ayres

M. A. McDowell

E. McKenzie

R. Kingston

H. Chater

Geo. D. Scott

C. M. Robson

Chairman

Toronto (Princeton St.)

A. F. Statten

W. F. Tate

W. J. Wray

T. Palen

H. Whittaker

H. R. Lavourite

J. D. MacAuley

Chairman

Edmonton

H. Masters

A. F. Hebert

W. B. Green

G. C. McGeer

J. P. McElrath

P. G. Thomson

Chairman

Montreal

St. John, N.B.

A. Meaudre

W. D. Rice

J. Paul Flechette

G. Place

Geo. Aube

John D. C.

P. A. McNeich

Geo. D. H. McLeod

Chairman

Hamilton

R. A. James

H. W. Warren

Thos. North

R. H. Trollop

Thos. B. McLean

Geo. R. S. Miller

Geo. Russell

C. A. Mayer

Geo. S. White

Geo. F. Howey

E. B. Franks

C. M. A. Mayer

Geo. C. Willard

G. C. Woodson

P. C. Hamilton

P. E. Rankin

Chairman

Quebec

David Kerr

J. E. Davidson

A. Lanouette

J. S. D. John Laid

John Reid

Chairman

Ottawa

P. E. Donegan

T. Cantin

Geo. Evans

E. A. O'Day

Chairman

Annuities and Benefits Committee

Toronto

P. F. Sinclair (Chairman)

G. I. Hambly

C. D. Dean

B. T. Cunningham

W. R. Ellsworth

G. L. Thompson (Secretary)

Westward, Ho!

Westward the Course of Imperial Oil Limited Takes It Way—Its Vision and Viability

By P. F. Sinclair, Chairman, Amenities and Benefits

Four weeks—6,000 miles of travel—Victoria, Vancouver, Iqaluit, Calgary, Edmonton, Saskatoon, Regina, Brandon, Winnipeg and Fort William visit—

20 addresses to Joint Industrial Councils, office staff, warehouse men, schools and refinery men—25 conferences in addition to meeting practically our whole western organization—friendly and helpfui conversations with Messrs. MacKirkland, Rolston, Woolsey, M. B. Green, McLeod, Taylor, Turley, Draper, Smythe, Moore, V. E. Green, Patterson, Davis, Harris, Assistant managers, chief clerks and foremen—the four weeks were filled to the brim, packed down and running over.

Among the many impressions of these weeks which crowd one mind, the following stand out very clearly:

First—The welcome extended to me made failure well-nigh impossible. As one manager said, "We feel that you belong to us even more than to the Company." With such a spirit it is not surprising that one single hitch occurred. Thought. Little things require some tact and judgment, must of course occasionally occur in an organization as far-flung and as varied and complex as our own, but everywhere, even in those hard days, the spirit of cooperation was plainly evident.

Second—The opportunity of meeting the men and seeing the situation at first hand, was not only one of the greatest of my entire experience, but it will be easier to write my letters after meeting them, while the suggestions and information secured will be of the greatest possible assistance. "I am a part of all that I have met," the men of the West have helped me to set about that part and get down to it right away.

Third—The outstanding ability and energy of many of our western men with the utmost loyalty of our office staff and warehouse men, makes a combination which helps to explain the place Imperial Oil Limited holds in the industrial life of the West. Almost everywhere we found men high in educational, political and industrial circles, favorably impressed with the high ethical and business standards of our Company and this has not been gained in a state house, nor by a single member of the organisation, nor on the other hand is it an accident, but the inevitable result of a profoundly honest and conscientious and businesslike and wisely administered.

Fourth—The men and women of our organization are growing appreciatively of the altitude of the Company as revealed in the very generous provisons made in the Amenities & Benefits. We cannot at this point fully estimate by dollars and cents, the value of such a program, though we do know what it costs the Company to administer it, as we are all at present too near it to fully see its height and reach, but as we get away from it a little, its impact will break upon us, as does the glory of the great Rockies when seen from a distance.

Fifth—And last of all the national significance of Imperial Oil Limited to Canada in unloading and developing the age-long resources of this vast half continent, impressed me as nothing else did—no man, and certainly no Canadian, can travel through Canada without being profoundly affected by these difficult days that we have witnessed upon. Upon the whole the late Jonathan Miller, postmaster of Van-

We arrived at Vancouver twelve hours late, but our train that was the first one to reach Van-

toronto after the Britannia disaster—fine office and warehouse—met and addressed the Joint Council—fine spirit prevailed—questions of education, hous-

ing and conference were discussed.

We met and addressed office staff and warehouse men of 75 in the evening, under the auspices of the Imperial Club—took up the "Empire" procedure with Mr. Kingmill, our A. B. man—headed with Mr. Rolston who not only gave us a drive through Stanley Park and Granville Island, but also every distance. The fact that we both came from Mid-

deshoe County drew us together.

Victoria "The Beautiful".

We spent the day here with Mr. MacKirkland, which was much too short—met and addressed the men in our unpretentious office—Mr. Sutherland gave us the opportunity of meeting the men—had a conference with Mr. Henderson, chief clerk, who, by the way, is a gifted cartoonist, and Miss Mars-
den of the office staff, introduced us to the most westery "prisoner" of Imperial Oil Limited, an ungrudging but wise sea gull, who comes regularly each day at noon for his dinner on the rock beside the office door, and whose picture we hope some day to give to our "Review" readers. Like Edgar Allan Poe's "Raven," the gull still is sitting, not "above the chimney door," but on the rock, and for a reason.

A lunch and a drive through the city with Mr. Mackenzie, concluded our visit and then back to Vancouver on the "Princess Charlotte." Incidently, we hit a huge fog in the night time, that made the good boat shiver from stem to stern. It was, however, the only real obstacle we met on our trip.

**Ioco-Burrard Inlet**

Mr. Sidleeman was away in far Peru, but his place was ably filled by Mr. Wooley—Joint visits in all were made with the helped Capt. Scott and Mr. Bilton—met and addressed the regular meeting of the Joint Council in Colony House, when all questions were fairly and frankly discussed—met and addressed the men in Imperial Hall and was given a most favorable attention—met and addressed the public school pupils, manumitting another group of "boys" Moos to be the teachers—met and addressed the new public school erected by the British Columbia Government, at a cost of $17,000. Mr. Treurnie was Master of Ceremonies—Inspector Martin of Vancouver, was present and gave a most interesting address and the children sang "The Maple Leaf" and the National Anthem, as only boys and girls can sing them. The school building itself is a credit to the children. The "Fennel" and the "National" are, as only boys and girls can sing them. The school building itself is a credit to the children. The "Fennel" and the "National" are, as only boys and girls can sing them.

**Calgary**

We arrived in Calgary, November 12th, after a ride through the Rockies, which were covered with snow, making a picture of unrivalled grandeur—incidentally we dug out our coat. After a conference with the Joint Industrial Council in Mr. Green's office Saturday evening at 8 o'clock, at which the delegates reported that everything was going well and that they appreciated the action of the Company with reference to the late Harry Mason, an address was given. Owing to the absence of Mr. B. Poole and Mr. Green, we went over the forms and procedure with Mr. Melville. Monday was a very busy day, taking up the forms with Mr. J. H. MacLeod and Miss Smith of the Ross Cedar Oil Company and Mr. R. L. Taylor, the President of the Northwest Company and giving address to the men in the foundry shop, where the material for our Fort Norman factory is made, and also to our staff in the office. We made a visit and an address to the men at the warehouse—Mr. Thompson is our efficient foreman. The Joint Council was photographed in our very fine office and we left for Edmonton at midnight, after a very profitable visit.

Here we met Messrs. Turley, Bardon, McCreary, Draper and Mr. Holmes—went over forms with Mr. Inigo and with Mr. Draper for the Northwest Company, addressed the office staff and Northwest Company together in the office—met the Joint Industrial Council and saw the chair at the warehouse plant, where another address was given. Things are in good shape here. Mr. McCubie reports eighty-nine employees out of nineteen men—indeed, the other ten not being eligible and seventy-nine out of eighty-nine are depositors in the Co-Operative Investment Trust. After dinner with Mr. McCreary at his house we left for Saskatchewan late the same night.

**Saskatoon**

Mr. Smythe, who talks, "true Bracagh" was in charge owing to the absence of Mr. Griffith, and with Mr. Lockhart, met us at the train. They arranged for us to go to a picturesque town in Saskatchewan—went over the forms with Mr. Lockhart—met and addressed the office staff and warehouse men who are under the caput he foremanship of Mr. Clark—visited our new site and service station on Third Avenue and after dinner with Messrs. Smythe and Lockhart at the "King George," left for Regina.

**Regina**

Thursday and Friday were very profitably spent at Regina, when we renewed acquaintance with Mr. Moore and met Mr. V. E. Green and Mr. Leech. We found Mr. H. M. Powell, who wished to be remembered to all Toronto, bale and hearty—not met and addressed the Joint Council in Imperial Hall and were very favorably impressed with the members of the Council—went over the forms with Messrs. W. H. C. Campbell and Mr. Green and addressed the office staff at 4:30 in the afternoon, Mr. Moore's hospitality was undoubted, besides giving us very great assistance. Our 30 houses adjusting the refitment, present a very creditable appearance.

**Brandon**

The office and spirit at Brandon leave nothing to be desired, and the warehouse, which is nearing completion, is the last word in warehouse plants.

West went over the forms with Mr. Jameson, our A & B. man, who, by the way comes from Edinburgh—Mr. the mayor of Brandon and addressed the office staff and salesmen, who were making their weekly report to Mr. Jones Saturday morning. Brandon is finding a closer cooperation between the office staff and salesmen, a good idea—Messrs. Patterson, Keye and Wilby of Winnipeg, gave short interesting addresses. A lunch with Mr. Patterson at the "Prince Edward" concluded a brief and pleasant visit to our "baby" plant.

**Winnipeg**

We were glad to meet Mr. J. A. Boyd, who had just returned from Ireland. We all deeply sympathise with Mr. Boyd in the loss of his most estimable wife, and the reception given the manager by his staff upon his entry into the office to introduce me, was as fine a tribute as a man could desire. Went over the forms with Mr. Lund, and our A & B. man—met the men in the fine warehouse, under the supervision of Mr. Jas. Stalker—met and addressed the office staff and warehouse men and was given a splendid hearing. Our office staff numbers fifty-seven and our warehouse men and filling station forty-five. The office is well equipped and presents a good appearance and a fine social spirit prevails throughout. The organization of a Joint Industrial Council for our Winnipeg Plant, was taken up and favored.

(Continued on Page Fourteen)
LET us nominate for a little on advertising, an art which is perhaps the most important cog in the wheel of industry. What the poet means when he speaks of 'the uses of advertising' he got balled up and put 'Adversity' in stead.

Longfellow, who also wielded a poetic pen, might well have supported this opinion by a judicious rearrangement of the lines:

Tell me not in mournful numbers
Funeral songs are sung for me;
For even then I rise, and start, to seek
The great commandments. Advertisements! and stop the rot.

History talks of the poets, as witness the old Roman who, after he had cleaned up his enemies put the following 'ad' in the Roman Eagle: 'Veni, Vidi, Vicior.' (I came, I saw, I conquered), so that anyone needing a good 'general' would know where to apply.

In still later times the announcement in the theatrical press ‘The Yankees are coming’ was, we are assured, sufficient to induce a great boom in transportation from Belgium and France to Germany, and inaugurates that ‘Back to the Fatherland’ movement which caused a slump in German Victory Bonds.

To here to stay.

Imagine, if you can, what life would be without advertising. Your morning paper would probably consist of a comic strip. If your favorite weekly would be trimmed down to its covers and little else; your wife would be ignorant of the fact that electric washers were now $199.90 instead of an even $200, or that ‘Pals pills for pink people’ had cured a Hamblin woman (photo attached) of stringing up for her husband on lodge night.

One would be the poor man's picture gallery which adorns our waste spaces, the street cars would cease to carry pictured passengers, in every stage of address, on which the mere name fixes his eye so that he may ignore the young lady, somewhat similarly attired, who hangs on to a strap; the array of art in word and picture, who made advertising a means of keeping body and soul together, would be deprived of their livelihood and swell the ranks of the unemployed, who, cut off from their own source of amusement, the reading of advertisements for ‘help wanted,’ would rise in bloody revolts and bring the world in ruins about our ears.

You can’t get away from it! Advertising has come to stay and behoves us to bend and fashion it to our own uses, for, like fire, it is a good servant but a bad master.

A Bad Master.

This last statement is beyond controversy. We have known occasions on which a perfectly healthy subject sat down to digest the facts set forth in a patent medicine ‘ad’ and after finishing the job was rushed to the hospital and operated on for gall stones, appendicitis, fracture of the skull and homoeopath’s-knee. We have seen otherwise sane and living womenfolk, rave, scratch and bite to gain the counter where, according to the ‘ad’ girl nose were down to unprecedented figures, or unprecedented figures were ashamed of squeak-beauty at bargain rates. Otherwise practical business men have, at the behest of the real estate agent, purchased ‘town-homes’ in the center of a howling wilderness and words fail to describe a title of that nature. Hair-brained, last-to-return examples that have grown out of the word-pictures of that modern Anaxand who specialises in Oil Propositor’s fiction.

So much for advertising as a bad master, but as a servant let us hasten to realize its worth.

One of the most benevolent emanating from one of our departmental stores, which has become justly famous as ‘The Homesteader’s Bible’, considers how your bodily, house and personal and mental needs are made the object of columns upon columns of solicitations for the privilege of ministering to them. If there is anything you crave, from a railroad engine to a wife, you can see the merits there of set forth in detail, with price, dimensions and specifications, in the all-powerful, all-engrossing and all-engrossing advocacy pages of any paper, magazine, book or similar object you care to lift, whilst the blank walls, roofs, ledgers and electric signs and every other to shrivel and dwindle and point you to the desirable haven where they may be attended to.

Advertising then, being conceded a premier place in modern business, it stands to reason that such a powerful aid is not ignored by Imperial Oil Limited. As our company has expanded and built itself into our national existence, until Canada and Imperial Oil are practically synonymous, so have the merits of its products been bruited abroad by every device known to the advertising fraternity. In studying some of the weaknesses, one is struck by the note they strike, (which is perhaps only natural). There is an assured, solid, Mid-Victorian and highly cultured tone about them that, we imagine, would appeal more to the obese owners of luxuriant flemmishines who never exceed the speed limit, than the devil-may-care driver of the omnipresent drier.

For those who like stronger meat, we might introduce a little ‘Service’ around the Stature and adorn the red lamp thus:

There’s a land where the mountains are nameless
And the rivers all run, God knows where.
But if your blinkin’ there is a locus
Pull out and help yourself to PRIME AIR.

The reader may not see the ‘connexion’ but the astute will find it.

We must not forget, however, to cut to the needs of the intellectual and will therefore dip into the classics on their behalf.

The shade of night were falling fast
As down those paths they were passed.
An Auto, running smooth and silent.
That laughed at snow, and mocked at ice.
What made the driver’s smile serene?
PRIMHIN WINTER CAROLINE.

There is no limit to this sort of thing, but, as brevity is the third of time (or words to that effect) we will abbreviate.

In conclusion we would only remark that advertising is not only for the Company, or the business house, but also for the individual. Some of its effects on this fact and act accordingly. We arrive at the office at 8.45 a.m. that the boss may be impressed with our industry when he drops in at 4.30. Some arrive with a prevalently solemn air of concentrated worry as if the whole responsibility of the business rested on their shoulders. Some wear home-spun glasses, and others write for the Review.

‘Ver’s sap’ which, being interpreted, means ‘Such a sad’.

Wishing to do the dashing ‘romin’ all and ‘nur’s wents’ would be the start of our next gem where the Irish race are in evidence, or where they call it ‘be’.

Hides a cocker-bone
To Bunbury Cross
When you are out of time to spare
But Imperial ‘Oils’
Will set up the miles.
If an auto is taking you there.
Then durn the ‘Upharines’ would be unprecedented were the following lines dished up to the public.

Mary had a little ear
Fit for any queen.
And she traded with Mary west
IMPERIAL POLARINE.

Let us return to the household arts and sciences and bring out of our wordiness to introduce them to old friends with new faces.

Old Oak was a sorry old wot
But his smile had begun to fade
Till he found that ROYALTAR COAL OIL
Was the best that was ever made.

How much the little busy bee
His tireless energy tax
Tryin’ to make a substitute
For IMPERIAL. PAROWAX.
“But Their Works Ye Shall Know Them” V—Paraffine Distillate—Lubricating Oils—Paraline

We have shown how the wax is removed from the refining Distillate and how it is utilized in the manufacturing of Paraffine and other waxes and Candles. We showed how the Distillate is fractionated and how the residue that remains after distillation is removed is de-
lethed through pipes to the reducing department.

The Lubricating Distillates are further distilled either continuously or batch by this process is closely fractionated into the various grades of Lubricating Oil. As all the oils have considerable viscosity in relation to the ratio in order to facilitate the movement through the worms and issuing from the worm these oils have temperatures properly regu-
lated to suit the viscosity characteristic of each oil.

Treat the Oil

Such of the Lubricating Oils as require finishing in this way are transferred to the Treating Plant where they are chemically treated to improve color and remove impurities, due to unsaturated com-
ponents. For instance, a lot of oil was used in an Agitator properly equipped with apparatus to perform the delicate work required in this process.

In this, the 8th article of the series on Imperial products, lubricating oil is covered. Study this article carefully and learn Imperial Polarine is a great lubricant for motor cars. Like all the rest of the series, this article teaches you how to take advan-
tage of Imperial Products. Don’t pass them over in your drive. Refer to the following reference— “Every Imperial Oil
Employee should be a salesman.”

For certain services, oils finished in the above manner are not suitable and filtering through properly se-
lected clays is required in order to either as a final treatment for oils handled as outlined, or as a substitute for such handling.

Testing

Each grade of oil is thoroughly tested and must con-
form to the specification laid down before it is shipped. A test of each batch is made, and all lots of oil are shipped with every modern equipment assure uniformity of each batch. Tests for viscosity, flash, pour test and others, are made. This insures exactitude.

Every grade of oil must conform to the specifi-
cations of viscosity e.g. laid down before uniformity can be secured.

Thus, a batch of Imperial Polarine “Medium,” for instance, made at Jamin, is exact to the same as a batch of the same grade made in June. This is essential to the “Certified Lubrication” as specified by the Imperial Polarine Charts of Recommen-
dation.

Other grades of oil, steam cylinder oil, engine oil, dynamo oil etc. are likewise tested to ensure uni-
formity of quality, viscosity and other essentials necessary to meet the requirements of the lubrication purposes for which they are made.

Imperial Polarine

Imperial Polarine Motor Oils are by far the best known and most extensively advertised of all Imperial Lubricants. They are specially prepared for motor car and tractor lubrication and are made in various grades, each of which has the viscosity, cohesiveness, adhesiveness and other qualities need-
ed to efficiently lubricate a certain type of motor.

There are six grades of Imperial Polarine Motor Oils, i.e., Imperial Polarine, Imperial Polarine Heavy, Imperial Polarine Kerosene Tractor Oil and Imperial Polarine Kerosene Tractor Oil Extra Heavy. These grades are made to meet the requirements of engine lubrication in every kind of car or tractor or can be correctly lubricated by one of the above grades.

Charts of Recommendation

The particular grade to use for each particular car or tractor is specified in our Charts of Recom-
mendation. These charts have been prepared by experts who have made a special study of every (Continued on Page 15)

In the search for oil in Western Canada the sea-
sonal work was a distinct success so far as mak-
ing hole was concerned but a disappointment in the respect that no oil was discovered. Altogether, in all the wells drilled in the 450 thousand feet of drilling accomplished since the commencement, the greatest part of which was ac-
complished by the year 1919, no oil has been seen. So far as the present bulk of the country is concerned there have been two only comple-
tions—up to this time. Both of these have been disappointing as no oil exists at the points where the drilling was undertaken. The Caw well, in central Alberta, which was completed early last summer and which is one of the deepest wells ever drilled in Western Canada, proved a "duster." Here the whole crennaceous forma-
tion is seen from bottom and the drill car-
rried only a little distance into the line, but no sign of oil was reached. Quite as bad luck was experienced at Kau Lake, in Southern Saskatchewan, where a flood of sulphur water put an end to all hope of oil there. Two other wells, in the four-
hills of South-west Alberta, near Pincher Creek, are very pretty well down but, for a little gas in one, do not show any sign of life. At Monitor, in Eastern Alberta, the worst luck of all was ex-
perienced when the rig was turned down and put a stop to operations for the time being at least.

At the Pouce Coupe well, which is in the Peace River block in the north-eastern corner of British Columbia, great hopes were aroused by a tremen-
dous flow of gas which was struck late in the sum-
mer. But after later development, showed no oil with the gas, and the drillers have now passed through the strata in which the gas was found and are going deeper in search of oil.

At Coalpiper, in the Forest Reserve, about 150 miles west of Edmonton, which is regarded by the geologists as one of the most likely prospects, the rig has been erected for drilling but has just been com-
enced when the winter set in and it was consid-
ered mid-natural to attempt to carry on, as in this high altitude, the thermometer frequently drops to forty and fifty below zero, a temperature in which drilling is very difficult indeed. Developments at this well will be looked forward to next summer with a good deal of hope, as, with a very clear and definite sight, the geologist can make a very deep test, there is a structure which fits the geologist’s specifications of the requisite.

At Irma, on the Grand Trunk Pacific railway, in the Medicine Hat field, operations have just been com-
enced with a rotary rig brought from Texas, the heaviest rig ever brought into Canada. The first day’s operations yielded only a little water, but the oil will undoubtedly go down very rapidly. An oil well is to be drilled there. In the neighborhood some six or seven years ago showed a very large gas flow and it is expected that the same will be found in the hole now commenced, but it is intended to go down for oil.

In the Norman area there are four rigs working this winter and we feel, in all probability, have completed four holes before they are bobbed from again. Fifty men are spending the winter in that field, and we are able to work all winter, will undoubtedly work as late and come-
ence as early as at any point on the prairies or in the forest, when the work there. To popular belief the produc-
tivity of the winter does not increase greatly on the plains, but there is a certainty in the climate there that these have shown that no oil exists at the points where the drilling was undertaken. The Caw well, in central Alberta, which was completed early last summer and which is one of the deepest wells ever drilled in Western Canada, proved a “duster.” Here the whole crennaceous forma-
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The winter, however, is much longer and as many of the men who are in the Nor-
man field are from the milder climates of Oklahoma and Texas, and as this is their first winter in north-
eral latitudes, they will have many experiences to relate when they return in the Spring. How-
ever, the greatest of cares was to provide good building materials. One of the oiled clothing de-
signers for the Arctic climate, there is no doubt that they will all emerge robust and with a physique that no amount of training could develop in a more southern latitude.

Concentration

Men are judged by their revealed ability. Many men with talent, never get ahead simply because they fail to do anything which brings them to the notice of their employers.

The head of an important business firm once de-
clared that the men, he knew who had gone ahead the fastest, were fellows who grasped constructive opportunities which others neglected and through that developed special ability.

Intense practicality is characteristic of the success-
ful men. They see things as they actually are—not as they would be in an ideal world.

This type of man concentrates on essentials; he does not become a slave to routine; he looks ahead of his present job and prepares for bigger things.

Men fail most through lack of thinking. They do not concentrate on the job in hand; they do not visualize the possibilities of the future. Lack of concentrated application to the job, lack of con-
structive thinking and visualization of the future, dooms men.

Every alert, clear-thinking man, originates plans for opening up new markets, for increasing turn-
over, for cutting costs and for adapting business to the changing conditions of today.

Ideas, initiative, judgment—these are the things that bring success to business firms as well as to individuals and they all spring from the concen-
trated study of the job in hand.

Vancover Office Motor.
Every Imperial Oil Employee a Salesman

By J. P. Holstenson, Assistant Manager, Winnipeg

One of the finest demonstrations of the superior quality of Imperial Asphalt is the roofing products marketed by the Toronto Asphalt Roofing Manufacturing Company Limited, which have only recently opened up their plant at Montreal, Ontario. The firm has a last gaining recognition through the superior merits of their roofing. "Quality" is their motto and quality they intend to maintain at all costs.

The whole secret of quality in asphalt roofing lies in the skill of the contractor, not in the asphalt itself. Too many roofing concerns flux their asphalt with oils in order to increase their output, others use inferior asphalt in order to cut down production costs. The inevitable result of such practice is an inferior roofing that cannot withstand the heat of the sun and the wear and tear of the elements.

A Severe Test

Taking a piece of roofing, he carried it over to the furnaces and proceeded to give a fire test. He heaped a shovelful of glowing coals out of the furnace on to the roof and let it remain there until the coals had entirely burned down. The roofing was unscathed. The asphalt oozing melted but did not burn, and the asphalt saturated into the felt, protected the rag felt from burning. The floor underneath was untouched, not enough heat being carried through to scorch it. Hence it proved that the asphalt roofing was fire-resistant.

"An inferior asphalt contains volatiles and would burn," stated Mr. W. M.," whereas asphalt fluxed with oil would also burn. Only pure asphalt resists fire.

Quality Counts

The President, who has had long experience in the manufacture of roofing said, that he has never seen such a high quality of asphalt. But never had he obtained asphalt as uniform as these. He continued that asphalt, which they now use exclusively.

The President stated, "The main difficulty with asphalts as a general rule, he continued, "is their lack of uniformity. One shipment may be fine, then another shipment not nearly as good. Some asphalts are soft as molasses in summer and hard as glass in the winter. These are the things that make manufacturers swerve. I can safely say that Imperial Asphalt is the finest product I have ever used. It is uniform in every shipment and does not vary in the least the season may be, winter or summer."

I have had many opportunities to buy asphalt at a lower price, but I have never been satisfied with the raw materials used. The success of our roofing has been won on the basis of quality alone. We cannot afford to jeopardize our future by using inferior asphalt.

The Toronto Asphalt Roofing Manufacturing Co. Limited, manufacturers of plain roofing, smooth finish, redroof and greenroof, asphalt slates, slate shingles, Saturated felt, and Specials. They also produce prefabricated roof joists and others in addition to their own brands. Larp cement and roof coating to be used in connection with their roofing products are prepared at the plant.

New Assistant Manager

Effective January 1st, Mr. R. W. Plaw will take the position of Assistant Manager of the Montreal Sales, successor to Mr. McNichols, who is leaving the employ of the Company.

Every Imperial Oil Employee a Salesman

(Continued from Page Ten)

Euphythe that you may be more likely to reciprocate to some extent, by buying at least some of your oil requirements from the firm who made it possible for you to send your children to school. That letter went straight to the manager of that concern, and a few days later, without any explanation, he wrote the following: "We have ordered 300 gallons of Imperial Premium Gasoline—our first order from them for years."

Imperial Oil, Limited, have over 600 employees in Canada, a large share of whom are investors in the Cooperative Permanent Trust, and therefore to all intents and purposes partners in the company. These 600 employees and their families would exceed 20,000 individuals. If they and their families would let all users of oil that come within the circle of their friends and acquaintances know that they were customers for Imperial Oil products, what a wonderful sales organization we would have!
C’est à Rire

A New humorist has been discovered by the Review. Mr. J. Ness, Imperial Oil Geologist, has been known for finding a laugh in everything he comes in contact with, and he has drawn the talent to hand that laugh on to us in a manner that is not too much checking.

His first contribution to the Review—"Striking Oil"—carried a laugh in every line. It was published about two years ago. For some reason, after this attempt, he chose to bury himself in the depths of geology and we heard nothing from him until his "Oil Geology for Beginners" again set one out to checking.

"Drilling" which followed in the December issue continued the skipping of the caps and tools, but seen-through the laughing eyes of Mr. Ness, every bolt, nut and screen were screamingly funny. Having laughed at and ridiculed the "faults of Nature," in its crazy construction of the earth’s crust, having stripped Mother Earth of every mystery and exposed to the vulgar gaze her innermost secrets, until even the "crustal creeps" shrunken in the section of over-lying strata, he chooses to strip the glamour and mystery off the art of advertising.

"Why appeal to common sense," he exclaims, "When it is the most uncommon thing in the world." People are but ordinary that hence he suggests nursery rhymes—"juggling lines that just wrap themselves around our Medulla Oblongata, and make no mark for Imperial products, subconsciously, so to speak.

It is the association of ideas that does it. Stars and such on the stockings and shrubbery, shimmering seas and axe-gleam—all are correlative and intertwined. The thoughts that make us think of a "car," when we see "star," as it is to think of "champagne" when we see a "chorus girl."

This is the advertising gospel of Mr. Ness. There is sense in his nonsense; and facts, real facts, are wrapped up with fun in his article on "advertising."

* * *

** Knowledge Wins **

The Special Compon Book Drive held at Winifred’s was a success. We, as we have known about our products the more assistance we can give, for with knowledge comes assurance and confidence. The author indeed is a man discussed in every circle of society these days. The one who owns a car likes to talk about it and the one who doesn’t own one likes to show the ones who do, that cars are no mystery to him. One of the most popular methods to introduce the subject of cars into any conversation is to talk about the gasoline or the oils used.

When we hear the old, old, gravity theory expounded, we can, if we wish to see one subject, show the fallacy of the "high test" theory as applied to gasoline. We can render invaluable service by so doing.

Recently we had occasion to hear such a discussion. In the absence of two of the oilmen, there were two Imperial Oil office workers. When the subject was referred to them, they stated they did not know much about gasoline as they worked in the office and had no opportunity to learn how gasoline is made.

A young lady, who acted as stenographer in the same office, promptly took up the cudgels for Imperial Premier gasoline, and inside of five minutes proved the falsity of many of the statements that were made about the oil.

"It is the sort of character that wins success. The two young gentlemen already referred to may know all about doing the fooz-fooz, but unless they brush up a little on the fundamentals of the business, which they work in, they’re held a career. If they will remain “junior” office clerks, all the rest of their lives.

** News Items **

Correspondents for the "Review" often submit items of local interest, two or three weeks after the event has taken place. Every local event and item should be sent to us that day and submitted immediately. Timeliness is absolutely essential. No one is interested in reading about an event that has taken place two months previous to its publication.

Articles and news items should be submitted before the tenth of the month preceding the issue in which they are to appear. Make each item short and to the point and above all make them timely.

Should any of your contributions of local news fail to appear in the regular time, the best interest of our arrival. Let us cooperate and make our news items up-to-date.

** Our Cover **

Sir Alexander MacKenzie, the great explorer, who first discovered the North-West Passage, at Fort Norman in 1789 stated in his traveleers, "We set out in late November 1831 to Ajjel and using a residue gathered from pools to smear our canvas. These were seepages of petroleum. The artist has visualized this incident in the painting which appears on our cover this month.

One of the motives of the Review is to show how the work of one department dovetails into the other and how the whole is knit into one compact organization. Our office workers in one depart- ment are ignorant of the work and difficulties of another. It is also pleasing to learn something about the other fellow’s job. For the bene- fit of every member of our organization, we intend to run in the future the work of all our employees. The first part of this series will deal with the different departments of our offices. In subsequent articles, the work of our marketing department, refiners and other branches of the "Service" will be covered.

Work of the Order Department

By E. B. Ballaskey, Edmonton.

It has often been said, and truly so, that the buyer is the basic foundation of all business. In keeping this thought before us, a good deal of patience has therefore to be exercised in dealing with him.

Recently two would-be "buyers" paid us a visit. The man who had been dealing with a "merchant in the country" for the past five years, on the principle of "buying" barley, you can imagine it was not easy for us to convince them that so far as we were concerned, this policy was not a profitable one. We have since learned that the reason they could not still continue to do business with our generous merchant was due to the fact that he had "gone broke." This sort of interview is probably an exception rather than the rule but it illustrates how diverse are the duties of the order department.

Orders come to us either from the salesmen, agents, or by phone, hence we have to see that enough stock is available to take care of all demands.

Source of Supply.

The source of supply is of course, our refiners. Orders for Carline shipments are sent to the different refiners depending on the grades of oil we require. But in making these orders we must bear in mind that instructions from Head Office are explicit that "stocks at all points must be at a minimum" in order to keep the order department furnished.

* * *

Office Workers

1—The Order Department

Tank Wagon Deliveries.

Country tank wagon deliveries have to be main- tained, and as these are generally arranged by "phone," one may possibly appreciate the heavy wor- ries of the rural service and Mr. Farmer out in the fields. Kenneth Sutherland is the latter, by farm, and on enquiry from the lady who answered the "phone, as to whether or not oil was re- quired, whether he was willing to do the work of all our employees. The first part of this series will deal with the different departments of our offices. In subsequent articles, the work of our marketing department, refiners and other branches of the "Service" will be covered.

Supplies for Agencies.

Sub-stations draw from the main station for supplies, with the exception of a small quantity of the larger items. Our refiners, on the other hand, have to keep in stock and disposed of the same as other products. This sums up in a very cursory manner, the work and responsibility of the order department. It will be seen from this that if there are any "stuffy" jobs in the office, they will not be found in the order department.

* * *

A Few Pointers

By Miss Jerries, Hamilton.

Orders in many cases are made over the "phone" or by letter, which is generally received two or three days after the order has been given by the buyer). The order department has the responsibility of handling and mailing, materially, and thus give great assistance to the credit department.

Orders by Phone.

A customer calling on the phone for delivery of certain goods given a quote by a week or two or three weeks after the order has been given by the buyer). The order department has the responsibility of handling and mailing, materially, and thus give great assistance to the credit department.

Orders by Phone.

The mail is returned by the postal authorities when incorrectly addressed which delays the shipment, and with the order are improperly passed in to the de- partments concerned.
An Interesting Contest

"Comparative Average Credit Sales vs. Total Customers' Accounts."

By G. H. Gilbert, Toronto, Ont., Sarvin

UNDER date of April 25, 1919, the Treasurers Office, Sarvin, sent out a general letter outlining the comparative standing of the stations for February 1919 on the basis of the percentage of the Credit Sales for February as compared with the amounts on the Parcell and Suspense Ledgers in each Division. The percentages and (c) cannot be as General Letter No. 467 for February 1919 were as follows:

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Since that time, monthly letters have been issued showing the standing of each Division with their percentages. So as to appreciate the result of this contest, we are showing below the percentages at the various stations for October 1921:

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Telegram

By W. J. H. Hamilton, Montreal

It has been said that "the American business man never writes when he can telegraph," and this, while intended, no doubt, as a witicism, has at bottom a germ of truth. The telegraph being convenient is, perhaps, something that is never necessary. However, this short article is not written primarily to put the "soft peddle" on the sending of telegrams, for, while our representatives and agents do not err greatly in the sending of unnecessary messages. On account of the increased use of the telegraph, fostered by the telegraph companies having introduced, during the past few years, new and attractive forms of messages, it may be not only possible, but it may be in some cases more economical, to order a further supply of our goods, without the fear of our advising them that he has an overdue account, or is beyond his credit limit.

In making comparisons of the percentages you will note that Saskatoon Division has made the largest percentage in the averages in February 1921, with a percentage of 38% as compared with 17% in October 1921, reducing the percentages by 20%.

Both Vancouver and Edmundston show a gain of 100 points, but the honor of third place goes to Vancouver by reason of their October 1921 percentage, being only 116, which is 31 points better than Edmundston percentage for the same period. In fact Vancouver stands in first place in the contest on the October report, holding an enviable position and shows a percentage which any station should be proud to imitate.

Calgary, on February 1919, showed a percentage of 150.87, 25 points higher than their percentage was 125, which gives them a gain of 135 points. Regina shows a gain of 10 points,icontent 105. St. John 102, Winnipeg 101, Halifax 62, and Toronto 50.

In making comparisons as between February 1919 to February 1921 consideration should be 80.50. It was not always the case that any station in good standing at that time could not be by some special effort, get up in the same proportion, as a station who had on their books many past due accounts.

The present object of the Monthly Comparative Average Credit Sales—are—Total Customer's Accounts. These works are a record of the condition of accounts in each division. Such a record naturally stimulates the collection of our accounts, and the results are often so far have not been disappointing as is noted in comparing the February 1919 percentages with the percentages for October 1921.

"By Their Works Ye Shall Know Them"

(Continued from Page 5)

We left for home next morning, a tired but very much pleased group, with the settled conviction that if our trip had done nothing else it had given us such a bird's eye view of our Western forests as would prove invaluable in our future work. We are glad to confirm the Directors' finding—"All is well."
ITEMS OF INTEREST

It has been the pleasure of the Vancouver office staff and warehousemen of Imperial Oil Limited to participate in a gathering at the Imperial Club, and thus we have been able to come into personal touch with a gentleman whom we have so long admired.

The meeting was held at 8 o’clock in the evening and was a most successful and enjoyable event to us. The Imperial Oil Limited was represented at the meeting by Mr. Sinclair, who was called upon to make a brief address to the members of the Club.

The various departments for which we are responsible were well represented and we were able to make many new friends.

A. M. Robertson, assistant clerk was present and introduced to us the new members of the staff.

It was then decided that a social event be held at the hotel at a later date. This idea was very much appreciated by us.

We are now looking forward to the next meeting at the Club.

Mr. Sinclair has left for the East and will be back in two weeks.

Lecture at Imperial Oil

The lecture at Imperial Oil was most interesting and the opinion expressed was that it was well worth while.

Successful Social

An office staff that can meet occasion- ally on a social plane is often very much surprised to find what good companions and good fellows their workmates are when free from the cares and responsibilities of business hours. As the Winnipeg staff has long ago discovered that a real understanding of each other, both at work and at play, is the only true avenue to Imperial Service, they do not let any month of the year pass by without its little social event.

November had its house party held in the office, with a musical programme of office talent, interspersed with dances and surprise stunts, directed by Stanley Summers, as the Village Duke, which gave no chance for a chill moment for anyone between the hours of 8.30 and 12.30 p.m.

Between dances and musical items, “Old Time Chronicles” were sung by the entire party from cards distributed on which were printed the words of—

“My Wild Irish Rose,” “Divie Land,” “Three Blind Mice,” “Annie Laurie,” and others.

During the evening, the President of the Social Club welcomed John Lockhart, Chief Clerk of Sasakatoon who happened to be in the city on business, and commissioned him to take home the good wishes of the Winnipeg staff, heartily expressed by three cheers and a “Hurray” and the singing of “He’s a Jolly Good Fellow.”

A pianoforte duet was rendered by the Misses Bacon, while Mrs. J. S. Turner, Mrs. McFarlane, Messrs Black and Hocking gave vocal selections, with Miss Vera Tail as accompanist. Misses McNabb, Comer & Company, put on a musical sketch entitled “Nineteen Hundred and Fifty” which brought down the house, and were recalled again and again. Mr. Knowles, in his inimitable way, gave a rendition of “Shimmy Town” that was extremely funny.

The usual “recherche” supper was daintily served by the ladies—by G. E. Hocking.

Masquerade

At the first of this season’s activities under the auspices of the Winnipeg Social Club, the staffs of both warehouse and office and their friends turned out in costume, in a variety of costumes. The noble coterie of Cyprians and Spanish girls; Pirots and Pierreettes; Cow- boys and Cowgirls, Princes and Princesses, graced the floor, while Jimmy Slacker’s Royalite Cohn Band, playing a variety of instruments, and conducted by Miss Irene McKinnell, offered some “old time” jazz as extras. Mr. Dearden’s costume of Imperial Oil Labels was voted the most original, while Mr. and Mrs. A. E. Halverson as “Big Chief” and “Squaw,” filled their roles completely. Miss Alice Comer as “Nina Hopkins” was certainly a most-provoking feature.

Dancing ended at midnight, amid a maze of streamers and showers of confetti.

The staff of the Imperial Oil Limited, Winnipeg, to the number of seventy-five.

The scene of the Company’s work throughout Canada, the thousands employed and affected by its activities, the educational work which had been undertaken, all received thoughtful and adequate treatment.

The members of the Imperial Club intend at a subsequent meeting to discuss certain matters vital to the common interest of themselves and the Company and forward to Mr. Sinclair an outline of certain suggestions for the consideration.

We are privileged to state for the instance of the “Industrial Committee” that Mr. Sinclair considered it most necessary.

It was also suggested that a course of study covering Imperial Oil Limited be arranged for the office people, and that the necessary study material be prepared.

It was proposed to prepare these suggestions in the form of resolutions and forward them through Mr. Sinclair to the Board of Directors.

The lecture at Imperial Oil was very well attended.

The Masquerade at the Imperial Oil was the most wonderful mark of distinction among the staff of the Imperial Oil Limited.

The decorations for the evening were excellent, and the guests appeared to enjoy themselves.

The programme consisted of a variety of dances, and the guests were entertained by the Imperial Oil Band, under the direction of Mr. Haggart.

Many “Gods” Costume at Winnipeg Imperial Oil Masquerade.
Based on the statues of Salon and Moses flanking the Speaker's chair. Reference to all great rulers of the past was present in this decorative scheme, and a composite painting in theapse held a new meaning for the visitors after Mr. O'connor's head explanation.

The library was next visited, where the party was surprised to hear that everyone had access to its ponderous tomes at all times, and showed the greatest interest in the legend connected with the original names, made out of the hub of a Red River Cart, and used by the first Sergeant-at-Arms at the initial sitting of the Assembly of the Province of Manitoba, many years ago.

Before leaving the building, the President of the Winnipeg Socia Club in a few brief remarks, thanked Mr. O'connor for the interest and courtesy on his part that made the visit so entertaining and instructive.—By G. E. Hawkins.

Mr. E. J. Finch, of the Montreal Main Office, Imperial Oil Limited, was again elected President of the Montreal Industrial Hockey League.

There will be two new teams this year. The Walter Baker Co., and Goodwin's Limited, (the latter is a department store firm here, and the former the well-known Coca Cola firm). Both teams were authorized to replace the Canadian Explosives, (who were the winners of the Cup last year) and the Canadian Steel Company of Canada.

Steel Company of Canada; Sherwin-Williams Co.; Walter Baker Co.; Goodwin's Limited; Simmons; and Imperial Oil Limited.

We expect to put up a successful team, as the league is thoroughly organized this year, under the management of Mr. E. Lafford.

Although we have not been able to run as many bowling teams as at Montreal last year, the enthusiasm is in線 line of the club's activities. Last year, we managed to put out eight teams, but this year we have only been able to muster assistant players for six teams, due partly to the fact that we were rather handicapped over the holidays and the weather, and partly because we were not all concerned in the interest.

The interest is as keen as last year, and the bowling on an average is of a higher standard. Two records were broken, one by R. E. Foster of F. McCarthy, highest single string, 759, and the "Capitol" highest team single string, 862.

The "Capitols" team for the coming year are: "Capitols" and "Royalties," "Premiers," "El Dorados," "Miss," and "Torrances." Games are held at the electric Plant, St. Catharine's West, West, and the League is under the very able management of Mr. R. Dicar.

The ladies have also taken up bowling this season. They show as much enthusiasm as the gentleman.

In response to the request of several of the ladies, the League will be held on the Bowling Team will furnish more amusement to the staff.—By S. Chinall.
To All Our Fellow Workers

If a body wish a body
Heaps of New Year cheer,
Shan’t a body tell a body
Once, at least, a year.

The Annuities and Benefits Department
has received this Christmastide from the
different points in our organization, many
telegrams, letters and cards appreciative
of the Company’s attitude.

The thoughtfulness of these Christmas
messages makes it a very pleasant duty in
wishing each fellow worker a very
Happy New Year.

May the New Year bind us together in
the praiseworthy task of making Imperial
Oil Limited a vital influence in the fur-
ther development of Canada.

P. F. Sinclair.