FEBRUARY

Special Annuities and Benefits Number.
Changes in the Board
After Three Years
Industrial Councils
Co-operative Investment Trust
Promotions
A Trip to Talara, Peru
JOINT COUNCILS — Imperial Oil Limited
Elected and Selected Representatives for the Year
MANUFACTURING DEPARTMENT

DELEGATES

Elected
Selected

Loco Refinery

W. Jenkins
A. Palmer
L. Kodas
J. McCaffrey
J. Rowan
W. Cameron
J. Fraser
J. Hartigan
O. Cullen
T. M. Loyal
R. T. Ginn
A. E. Vidal
J. E. Birdwell
(Chairman)

Regina Refinery

S. Chalifour
M. Murray
(Chairman)

Sarnia Refinery

R. Jack
A. Gauthier
F. Peacock
P. McDonald
W. H. Lambert
A. Dowling
A. Gauthier
J. McRae
R. B. Dempsey
(Chairman)

Montreal Refinery

L. J. Curtin
T. M. Hoffman
A. C. Beattie
J. C. McDonald
E. V. Beattie
J. Bayly
J. J. McLoughlin
J. Wilson
E. C. Leaver

Halifax Refinery

R. Walker
J. W. MacFarland
W. J. H. Millman
J. Pittman
M. Anderson
W. Cameron
M. A. McTavish
W. Peck
G. Clark
D. N. Allin
(Chairman)

Vancouver

Alf. Ayres
E. McClenaghan
J. H. Charron
M. R. Bolton
(Chairman)

Edmonton

H. Howland
G. C. McGowen
D. N. Allin

Montreal

L. J. Curtin
T. M. Hoffman
J. B. Reay
E. C. Leaver

Toronto (Princess St.)

A. F. Parkinson
D. A. Donaldson
J. Lawton
E. R. Lasserre
M. L. Marshall
G. R. Greenfield
(Chairman)

Winnipeg

St. John, N.B.

John Delight
John A. D. Webb
J. E. Dunay
J. Maken
John Blackwood
John Reid
(Chairman)

Ann ANNUITIES AND BENEFITS COMMITTEE

P. P. Sinclaire (Chairman)
G. I. Hambl
c D. T. Cumings
W. R. Elsworth

G. L. Thompson (Secretary)

Accepts Important Position

Mr. Mayer's Record of Steady Advancement in the Petroleum Industry Collected in Election to The Board of Directors of the Standard Oil Company of New Jersey

The lives of few men who can still claim the title of middle-age cover of more interesting and contrasting episodes than that of George W. Mayer, who was on January 6 elected a member of the Board of Directors of the Standard Oil Company, (New Jersey).

As a boy, he knew the great American west before the automobile, a feeling born of more than a finger upon its primitive beauty. His teens were spent in the saddle, riding range — often alone for days — and before he was a man he had mastered all of the lore of the plains and was content that his entire material possessions should be limited to his horse and saddle, his rifle and his lasso.

Like many another adventure-loving lad, George Mayer followed a practice common in those days, of seeking employment with frontier cattlemen, who bought great herds of cattle in an unfinished condition in Texas and had them driven north into Kansas, Colorado and Montana for sale. Each drove occupied a year and the cattle fattened on the luxuriant prairie grass during the slow journey.

For four successive years young Mayer drove his herd in the north but one season of drought wrecked the venture and this semi-crazy Rodeo was the piece of good fortune which started him on his oil business.

This was in 1872 and the Con- solidated Oil Refining Company of Chicago, of which Mr. Mayer became an official, being anxious to extend its operations in the west, employed Mayer's knowledge of that line of business and sent him to Fort Dodge, Iowa, to look at which point a branch was opened to handle the trade in the rapidly growing sections in the western part of Iowa, the State of South Dakota and north-western Missouri.

The business of the Consolidated Tank Line Company was at that time handled through the firm of Loomis & Smith of Hamilton, Mo. Mr. Alexander McDonald was President, Mr. James McDonald, Vice-President, and Mr. Frank Rockefeller, Treasurer. In 1893 the company was absorbed by the Standard Oil Company of Kentucky.

Mr. Mayer left Sioux City in 1895, and was transferred to Kansas City, where he remained until 1900. Subsequently, he was occupied in Chicago and entered the Marketing Department of the Standard Oil Company.

Mr. Mayer's long career has furnished no more striking example of his great ability as a marketer than the rapid and substantial growth in the marketing facilities of the company under his auspices. In joining the Board of the Standard Oil Company, (N.J.), he is assuming large responsibilities, but his remarkable physique and the mental alertness and breadth of view which may be part of the heritage of those fine young men on the western plains, are qualities which enable him to depart with regret as a companion to Imperial Oil Limited, as well as to Mr. Mayer personally.
Annuities and Benefits Statistics for 1921

Owing to Mr. F. T. McKeown’s promotion to the Managership of Montreal Marketing Division, his place on the Annuities and Benefits Committee was filled by the appointment of Mr. W. B. Elsworth, of the Marine Department. We regret the loss of Mr. McKeown, who was a very valuable member of the Committee, but feel that his place will be ably filled by Mr. Elsworth. The Chairman has at all times received very valuable assistance from the members of the Committee, in consideration of the some two hundred and seventy-four cases which came up for the Committee’s decision.

With the close of 1921 we completed three full years of operation, a brief outline of which follows:

Insurance

Under this branch all of our employees who have twelve months’ continuous service in the Company became insured for amounts ranging from $500 to $2,000, according to each employee’s earnings and length of service.

On December 31st, 1921, there were 4,707 employees insured in the amount of $4,250,087, or an average of a little over $904 each, showing an increase of $90 over the average for 1920.

The total amount of insurance was increased by $794,457.

During the year we had 16 deaths, which are very gratifying to note in 7 less than in 1920, and 16 less than in 1919. The amount of insurance for which these 16 deceased employees in 1921 were insured, under our Plan, was $12,327, or an average of $773 each.

The amount of insurance is not usually paid as soon to the families which death has entered, but is paid in twelve equal monthly installments over the families’ re-adjustment period.

Annuities

During the year 19 employees were placed on the Annuity list. The following information will be found of interest:

Average age of Annuities: 65.5 years
Average service of Annuitant: 22 years
Average Annual Annuity per Annuitant: $892

The average annual annuity for 1920 was $767.86, and it will thus be noted that the average annuity for 1921 is nearly $200 higher than for 1920.

Sickness and Accident Disability

The complete figures of sickness and accident disability are not yet to hand, as all reports have not been received.

(Continued on Page 58)

Annuities and Benefits Representatives

“The Plan for Annuities and Benefits shall be administered under the direction of the Board of Directors, by a committee appointed by the Board, known as the “Annuities and Benefits Committee.” This Committee shall determine conclusively, for all parties, all questions arising in the administration of this Plan, with the exception that all decisions concerning the granting of regular and special annuity allowances shall be subject to the approval of the Board—Annuities and Benefits Booklet.

The Annuities and Benefits Committee, whose picture appears in this issue, consists of present of Messrs. P. F. Sinclair, Chairman; G. L. Hasbly, Vice-Chairman; Clayton Dean, W. McConkey, H. T. Cummings, W. B. Elsworth and G. L. Thompson, Secretary, and meets weekly Tuesday at 2:30 p.m. during the year 1921 the Committee held 42 meetings and considered two hundred and seventy-four cases.

On October 20th, 1921, the Annuities and Benefits Department addressed a circular letter to Heads of All Departments, as follows:

“In order that we may further perfect the work of the Annuities and Benefits Department, which is growing in extent as well as in importance, by year, it is necessary that the greatest co-operation be secured. We have received, we are glad to say, from the majority of points a fine measure of assistance in successfully carrying out the ideals of our Plan, for which we are sincerely thankful.

“It is our desire to still further improve the service of the Department to all our employees. In order that this may be done we will appreciate the importance of appointing a capable and first-class party in charge of the Annuities and Benefits work at your plant, in order that the work may receive the attention it deserves, from one who is not only sympathetic, but is also fully acquainted with the procedure.”

In this letter we requested that the photographs of the representatives, selected to have charge of the Annuities and Benefits work, at the divisional points, be forwarded, and we present for the first time to the “Review,” our Annuities and Benefits Department fully organized. These appointed representatives, considered as they are with the Annuities and Benefits Booklet, our Annuities and Benefits Forms and Procedure, will carry on without loss of time or unnecessary expense, the decisions of the Board of Directors and the Annuities and Benefits Committee.
February, 1922
The Imperial Oil Review

After Three Years
By P. F. Sinclair, Chairman, Annuities and Benefits

In this issue of the "Review" reference is made to the Industrial Representation Plan, Sick Benefits, Accident Benefits, Annuities, Death Benefits and the Co-operative Investment Trust Fund.

These far-reaching policies involve the voluntary and yearly expenditure of large sums of money on the part of the Company. Why does the Company go to such industrial lengths, as well as in good, to continue to develop these policies, which are voluntary and in no wise compulsory?

One, whose faith in men is not very great, would conclude that they must pay, or otherwise they would not continue. Another, forgetting that these policies are effective in good, as well as in bad times, suggests that they are the anathema to still the fever of industrial unrest. But the real answer, if a man will but stop to think, is a very simple as well as a very fundamental one—the habit of good living on the part of our fellow workers.

These policies stand in the ranks of society, and we believe they are the very soul of the efficiency of the organization.

The service of the Royalite Oil Company is a full-day's wage for a full day's work and a little more. These policies supply "the little more," and put as all in debt. The understanding worker appreciates this, with real blood in his veins, and will respond, and will seek to be of use, of great use, of all the use his talents and position allow.

The quest of industrial peace is age-long. Men interested in the betterment of their fellows, have given their laborious nights and days to this question. Our Company's vision corrected and confirmed by practical experience, is that there should be cooperation between capital and labour. Capital must neither control labour nor be controlled by labour. Industry must have leadership if it is to be efficient, wisely ordered and economic. There must be a management with responsibility and no tam-tam; initiative, if we are to succeed. Our fifteen Joint Industrial Councils supply the necessary machinery for this sympathetic co-operation, affording the opportunity for frank discussion of all matters relating to the welfare and progress of the men and the Company.

Dr. William Clow speaks of free gateway to industrial peace:

1. Moral Integrity—You cannot build a first-class industrial or social order with third-class men morally.
2. Dignity of Labour—It is just as honourable to-day as always to earn one's bread in the sweat of one's face and just as necessary. The law "that a man will not work shall not eat," is just plain honesty in action.
3. Production—The man must work with his hands the thing that is good. There cannot be contentment where there is insufficient production.
4. Private Property—The possession of personal property as a motive to labour, is a true incentive.
5. To distribute to him that needeth—It only men everywhere would use their possessions unselfishly, we would be well within the gateway to industrial peace.

The game of business, as well as in football, there must be "team-work" if we are to win. The business of the Company and of the men in our Industrial Plan and in each other's lives is "fairly well."
Keen Elections at Fifteen Points From Coast to Coast

P. F. Sinclair

With the assistance of our Superintendents and Managers we are able to present in this issue the group photographs of our fifteen Joint Industrial Councils. Five of these represent our refineries at Ioco, Regina, Toronto, Montreal and Halifax, and ten are from the Marketing Divisions, Vancouver, Calgary, Edmonton, Winnipeg, Hamilton, Toronto (Prince's St.), Ottawa, Montreal, Quebec, St. John, N.B. The Winnipeg Joint Industrial Coun-
cel was organized in December of this year.

Seventy-two meetings were held during the year and the questions discussed and settled at these meetings were as follows:

Wages .......................... 99
Working Conditions .......................... 97
Promotion & Discharges .......................... 8
Hours of Work .......................... 74
Industrial Representation Plan .......................... 24
Sanitation, Housing, Social .......................... 46
Miscellaneous .......................... 68
Safety First .......................... 43

The great objective, outlined in the following well chosen words, is steadily being reached and the results of this humane and just policy, faith-
fully and wisely administered during 1921, justify our expectations. "Justice is the underlying purpose of our Industrial Representation Plan which has been in effect now for three years. Its main object is to provide a point of contact between the management and each employee, and regular opportunities for collective action by representatives of the em-
ployees and of the management on all matters of mutual interest. It grew out of a belief in the part of the Directors that a system which would create an opportunity for the honest expression and fair consideration of the views of all would lead to the betterment of the work of the employees."

I am sure speaking for myself and the men higher up that

(Coast, on Page 12)
Chairmanship and trust that as a result of its organization the happy relations between the management and the employees will continue.

HAMILTON—The elections of representatives to the Industrial Council resulted in the choice of four delegates, making a Council of eight with Mr. Gordon as Chairman.

TORONTO (Princes St.)—We have a Council of 10 with Mr. Handby as Chairman. Forty-four men were on the cast and a second election was found necessary in Division Two, owing to the resignation of one of the delegates, after his election.

OTTAWA—Mr. C. J. Oliver, Chairman. The 1921 Council of 4 members was re-elected.

MONCTON—Mr. F. T. McKeen, Chairman. 4 delegates were elected representing divisions one, two, three, four and December Station, making a Joint Council of 10.

QUEBEC—Mr. John Laird, Chairman. The elections were held December 12th and the 1921 delegates were re-elected and the Joint Council remains the same for 1922.

ST. JOHN, N.B.—The 1921 Delegates were re-elected, making a Council of 4, with Mr. McTavish as Chairman.

The St. John elected delegates moved "that a vote of thanks be extended to the Board of Directors and we wish to assure them of the loyalty of all employees.

The Chairman addressed the Council, said in part, "during the past year the Board of Directors had.Scope harmony between the employees and the management and we wish the delegates to extend their thanks to the employees for their co-operation during the year and hope that the work would be continued and that the council would remain the same for 1922."

The group photographs will reveal to our "Review" readers the keen faces of the members of our 1922 Councils, upon whose fairness and judgment will rest very important responsibilities for 1922.

Accidents and Incidents

G. L. Thompson, Sec'y and Benefits Committee

There were no serious accidents.

Who Loses Through Accidents?

The Workman

Loses limits and sometimes his life.

Loses time and wages.

Loses earning capacity.

The Wife

Loses her husband.

Loses support for her children.

Loses comfort and happiness.

The Child

Loses the guidance of a father.

Loses many childhood happinesses.

Loses probably a good start in life.

Who loses through accidents is a question that never ceases to be asked. The workman, who loses his life, is of course the one who loses the most. The wife who loses her husband, and the child who loses the guidance of a father, have also lost very much. The workman, who loses his life, is of course the one who loses the most. The wife who loses her husband, and the child who loses the guidance of a father, have also lost very much. The workman, who loses his life, is of course the one who loses the most. The wife who loses her husband, and the child who loses the guidance of a father, have also lost very much. The workman, who loses his life, is of course the one who loses the most. The wife who loses her husband, and the child who loses the guidance of a father, have also lost very much. The workman, who loses his life, is of course the one who loses the most. The wife who loses her husband, and the child who loses the guidance of a father, have also lost very much. 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A Trip to Talara, Peru

By J. E. Siderman, Supt. Ford Refinery

A journey from Lima, B.C., to Talara, Peru, is so complete with incident and shifting scenes that one is at a loss where to begin.

To cover the entire journey in detail is out of the question, interesting though every incident may be. The journey across Canada, the huss and activity of New York city, the gaiety of Havana, the wonders of the Panama Canal, the engineering feats that excites the admiration of every traveller—the fascination of the tropics, the foliage, the reptiles, the birds, the climate, the oil production—everything that to the traveller each one would require more space if we were to tell it all. But space is limited, so we must content ourselves with a few general views and particular incidents that we thought would interest our readers.

Talara, Peru

We reached Talara on November 26th, just 29 days after leaving Lima.

On our way, numerous oil derricks could be seen all along the Peruvian coast. We passed Negritos, a small town located on the producing field. The next ten days were spent in Talara. Each day we enjoyed the different kinds of recreation the place afforded: tennis, bowling, dancing, and card parties. Sunday is the day for baseball, football and cricket. Both Talara and Negritos have club houses which are a kind of a community center here. The people meet and hold their different parties, bowling matches and other events, and here also the single men of the community as well as transients, are served their meals.

The Talara refinery is a large plant handling some 6,000 barrels of crude per day. Mr. Bruce Dunlop is manager. They have five crude stills and two naptha finishing stills. They have a very up-to-date can shop, two can and case filling house, an overhead conveyor to carry the cases from the department to the dock and finally load them on the dock where they are placed aboard steamers.

Oil Fields

During our stay at Talara we spent two days in the oil fields. The first day we spent with Mr. Brooker who gave us a "tourn" around the producing field.

We went in an auto of the "Henry Ford" type and then rode back to the hotel. We saw the old Blackboard of early days in the oil country in Pennsylvania, but it had the speed of a racing car. We started East from Negritos and followed the railroad, our car running alongside of the tracks.

As we left Negritos behind we passed oil wells by the score. We drove to "Section 96", where a plant for compressing natural gas was being erected. It was 60% complete and we learned that it has a capacity for handling 3,000,000 cu. ft. of gas per day with provisions for another unit of 5,000,000 cu. ft. when needed.

From "Section 96" we drove on to the town of Lagunitos, where is located the main gathering station for the different sections of the oil field. Several large tanks are located here and the different producing sections pump their oil into these tanks, where it is pumped up and then delivered to the large stock tanks at Negritos and pumped currently to the refinery at Talara.

After seeing what was taking place at Lagunitos, we drove on to a couple of new sections which have only been developed since last April. Here we were shown a number of flowing wells.

A New Verdun

From this section we turned north and passed through a small village known as Verdun. This is an infant town about six months old, and consists of a storehouse, repair shop, a couple of dwellings and two good sized "chalets" (quarters for the native workers). Everything in the town is neat and clean and shining with whitewash.

From Verdun the railway is being extended in an easterly direction to a certain territory where a "wildcat" well will be drilled. We passed on from Verdun in a westerly direction and visited a group of wells, where Mr. Brooker said were producing heavily and was in a very rich section.

Dozens of derricks were in sight and we secured a picture of some notable groups which were producing from three different levels, although the derricks were only 20 feet apart. One well was producing from a depth of 750 feet, another from 1,000 feet and the third from 1,700 feet, and each well was doing from 80 to 100 barrels per day.

Interesting Process

We drove on from this section and soon arrived at Lagunitos again. Here Mr. Brooker explained the method used to get the natural gas from the crude oil as it comes from the ground.

This is done by turning the oil, as it comes from the well, into a drum (31 x 12 ft.) standing upright. The oil comes in at the bottom of the drum through the pipe line and it is lifted up a short distance inside the drum. Here it overflows from the end of the pipe forming an umbrella and falling to the bottom of the drum.

During this operation the gas frees itself from the oil and rises to the top of the drum where it finds its way into the gas line, the oil flowing from a connection near the bottom to the receiving tank. The end of the outlet line, taking the oil from the drum, is arranged so that it is sealed at all times, thereby preventing gas from finding its way to the oil receiving tank and thus being lost.

Negritos

From Lagunitos, we returned to Negritos our starting point. Here Mr. W. Young, manager of the L.T.P. Co. at Negritos, took charge of our drive.

The Peruian "Lizzie"

It was a remodeled Ford Car, the engine of which was equipped with 16 overhead valves and the body of the car equipped similar to Mr. Brooker's car already described.

The car had wonderful pulling qualities and almost unlimited speed. We covered 125 miles of travel in less than five hours actual driving time and over trails that only an oil field scout could follow. We hiked through sand six to ten inches deep at times, and at other times where the trail was clear, we ran at as high as sixty miles an hour.

We felt we came away flying as it was possible without actually going up in an aeroplane. The Talara had nothing on Mr. Young as a chauffeur.

Cross Country Run

Our party started from Negritos and travelled south, the route being a 250 mile run through the desert.

Well No. 128: producing 2400 barrels per day

Crude Oil

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toward Tahara to "Section 29." From here we traveled north and west on the high table land to the east of Tahara.

We had a fine view of the refinery and Tahara as a whole from this high ground. We continued our travel on a northerly direction until we came to the foot of Tahara Valley which is a dry river bed and which is well wooded with Algiers trees.

At the mouth of the L.P.P. Co. railroad crosses the valley on the right hand side of the drive, on the edge of the hills on the north side. Some oil was found at a shallow depth but the well was being drilled deeper.

From here we turned in an easterly direction toward the high table land hills. We followed a trail across the table land and passed a "wildcat" well, also a site for a new derrick, the material for which was already on the ground.

We followed the trail eastward and about 11.30 arrived in the town of Le Brea.

Le Brea

There are a great many producing wells here. The place is noted for its "fire" pits. Here the Inca Indians dug pits in the earth and gathered the oil which seeped into them. Furthermore, vessels were used to reduce the oil to the consistency of pitch by "cooking" it as it was called in those days. This "brea" was used by the natives in the building of their huts and also in making wine casks. Rains of the hilly formations and earthen pits were still in evidence.

Mr. Phil Young has charge of the operations around the Le Brea and has constructed his house for a rest and in the meantime sat down to a chicken dinner prepared by Mrs. Young. After traveling over forty miles of desert we were quite prepared to do justice to that meal.

Back at the town, well arranged and as clean as a pin. We spent about an hour and a half at Le Brea and then started on the trail again following along close to the hills in the southeast direction.

An Historic Trail

We learned that the trail we picked up after leaving Le Brea is the "Timber Track" and is the same one Pizarro, the early Spanish adventurer, followed when he marched through Northern Peru on his way to the city of Pizarro now stands.

The trail is now not much different from what it was when travelled by Pizarro. It has never been graded but is so worn from travel that in places it resembles a country road.

Continuing south, we passed a number of dry river beds. We were at times close to the first rains after the evaporation of a giant cactus, here and there, appeared to be quite barren. Further on we could see the eastern slope of some of the hills which was more in evidence. The next range of hills enjoy plenty of rain fall and are more verdant. After a few miles we drove along this trail and finally arrived at the edge of Santa Luisa Canyon.

Parian Scenes

This canyon is extremely barren, very rugged and about 300 feet deep. Our trail wound its way around the peaks until it reached the river and in the bottom of the canyon which being perfectly dry, we used for a road.

We headed south from the canyon towards the Chira River and we passed several small estates known as "Hacendidos." We also passed an old Inca fortress; the ruins of the stone walls could be plainly seen. We drove through the village of Berechode, which has a few families of natives. The houses are built of bricks, supported by bamboo poles and plastered with mud. In this village we met and talked to the people. The place seemed to be over-run with dogs; about a dozen rushed out to give us a welcome.

From this village we continued south through a road well worn and arrived at the water pumping plant on the Chira River. Everything looked nice and green at this place, quite a contrast from what we saw on the rest of our journey. We saw bananas, sugar cane and cotton growing at the river. Also many wild birds of beautiful plumage were seen flying about.

More Speed

The return trail, most of the way ran parallel to the ocean but a few miles inland. The distance was twenty-five miles and we made it in 30 min. all.

The trip through the L.P.P. Co. estate was interesting and we considered that if we travelled 125 miles without getting off the estate, we may get some idea of the extent of this property. Furthermore, we were only half way across the property as the hills we referred to above are said to be about the middle of the estate.

Hometown Bound

This covers our trip over all fields in Peru, and the return journey on the "Iguana Express" was one of reminiscence which did not cease at our return home. Tahara city gave every incident to keep our memory occupied for some time to come. We have some kind words, mood and contrasts in "My Lady of the Snows."

After Three Years

(Continued from Page 71

vivolicted, and both have risen to a great industrial occasion and have played the game by each, in turn, "passing the bat." That this has been accomplished in such a spirit of co-operation, reveals the fine sense of partnership that permeates our entire organization.

We are all team-mates in this great game of business—some forward, some back, and some half-backs, with one goal-keeper—but team-mates.

17. Let us "sell" this spirit of co-operation, wherever and whenever opportunity offers itself. Just remember that as we all live in Canada, therefore Canada should live in us.

ITEMS OF INTEREST

Announcement has already been made from the office of the President of the Company of a number of important changes which occurred at the annual meeting a few weeks ago. At that meeting the resignation of Mr. George W. Mayer, for years a Vice-President and head of the Marketing Department of the Company, was announced.

Other changes in the executive were the resignation of Mr. Arthur K. Robs as a Vice-President and the elevation to the board of Mr. F. J. Wolfe, General Sales Manager. Mr. Wolfe is a valued member of the organization, a graduate from the College of Business Administration of the University of Western Canada. His business career began with his employment as a junior clerk by the Queen City Oil Company in Toronto in 1901. Three years later, in 1904, he was given a place on the sales staff and his ability was soon recognized by being appointed as district agent for London, Ont. In 1905 Mr. Wolfe was elected back to Toronto to become assistant to Mr. H. F. Rogers, manager of the Toronto office of the Queen City Oil Company. He served in this capacity until 1914. In 1914 he was made assistant sales manager for the Ontario division.

When Ontario was separated from the Eastern and Western divisions in 1918, Mr. Wolfe was selected as manager of the Western Ontario section. In 1920 he was transferred to Montreal and became divisional sales manager for the Province of Quebec. In July 1921 he was appointed general sales manager.

In a general notice issued by the President of the Company it is stated that the marketing activities of the Company are now under the jurisdiction of Mr. Wolfe, and that all communications submitted for executive consideration should be addressed to him.

Promotions

Mr. A. E. Halverson, formerly Assistant Manager at Winnipeg, was appointed Assistant General Manager for Western Canada. He will cover the Western field, and his headquarters will be located at Winnipeg. Mr. Halverson is a fine employee who has been with the Company for over ten years. His work has always been energetic. Entering the service as a salesman in the Edmonton Division, he early demonstrated his "go-getter" qualities. He has been an outstanding leader in all sales contests and was particularly successful in pushing our specialty lines. In 1930 he was appointed Assistant Sales Manager at Edmonton and later in January 1931 was transferred to Winnipeg to fill the position of Assistant to Mr. Boyd.

During Mr. Boyd's absence, he acted as Manager for several months, in which capacity he demonstrated his executive ability. "Go-getter" is the slogan adopted by the Winnipeg Division and "go-getter" has been Mr. Halverson's slogan all through his career.

Mr. Halverson has been a generous contributor of informative articles for both the Review and the Salesman. We look forward to more "go-getter" salesmanship in the West after Mr. Halverson gets his organization in "fighting" trim.

Mr. H. R. Knowles, who has been city agent at Winnipeg, was promoted to Assistant Manager at Regina. Mr. Knowles is another "go-getter" who has distinguished himself in Winnipeg. Winnipeg is fortunate in its sales manager, who comprehends the sales technique of his salesmen and executives that they managed to win the Governor's Cup in the Manitoba O.I.L. Championship.

Mr. H. M. Powell, who was promoted from Chief Clerk to Assistant Manager at Regina early in 1921, has been transferred to Hamilton where he will act as assistant to Mr. Gordon. Mr. Powell is a good example of how a member of the office force can rise to enter into the market department and make a success of it.

As briefly indicated in the January issue, Mr. Plow was promoted to Assistant Manager at Montreal. Mr. Plow has 22 years ser-
vice with Imperial Oil Limited and had demonstrated his ability as a salesman in many campaigns.

The Review extends its congratulations to all the above men and wishes them every success in their new positions.

1921 Sales

The Sales Contests conducted during the year included the various Divisions of the Marketing Department were fought for “roar and rail” by every Division in the field.

Winning won the big contest—Automotive Oils. A three cornered fight for first place took place between Winnipeg, Vancouver and Halifax. Vancouver took the lead at the first of the year and Halifax held second. Winnipeg was only in fourth place until the latter half of the year. After that they passed up to second and finally to first, Vancouver and Halifax had a neck-to-neck contest and this kept the number of accidents down to the lowest possible minimum. These contests have kept the interest of the company’s personnel alive, but in the end many of them developed into serious cases, and in any case all of these for very heavy expenditures and great loss of time.

It will therefore be seen that 14,900 days were lost due to sickness and accident. In addition to these, hundreds of days are lost through other causes than sickness, and in order to improve this condition, if possible, “Your Ability” was issued during the year monthly Form A, B.C. 26 (Absentee List) and our Circulation Department was unable to get the records until they had received their statements showing their standing in the Trust at the close of the fiscal year, which will end on April 14th, 1922.

These statements will be worked up and forwarded to directors as soon as possible after the last deduction is made from their salaries, which will be on March 31st, 1922.

As will be seen from the specimen accounts given below, shares are allotted quarterly, as of February 1st, May 1st, August 1st and November 1st, just one month prior to the payment of the regular quarterly dividend.

In order that each depositor may know just how his account stands on the book at the Trust and the amount of the dividend which will be credited to his account on shares which have been allotted to him, advice cards are sent out as of the above dates. These advice cards show the number of shares which have been allotted to him during the quarter immediately preceding, the total number of any shares allotted to him, the cash balance remaining to be applied on allotments during the succeeding quarter. The dividend which he will receive on the first of the following month, is also shown. This dividend is based on the total number of shares shown by the advice card as having been purchased for his account.

If this form is studied carefully a depositor should experience no difficulty in following the plan and keeping his account right up-to-date after the initial entries have been spread across the sheet.

The price of $100 per share at which the shares are allotted during the third year of the Trust is merely used as an illustration, it being impossible, at once, to determine at this time just what price will be applied on shares allotted for the third year.

It is also assumed in all forms that the dividend rate of 75c per share will be the same as in preceding years.

SPECIFIC ACCOUNT SHOWING SEMI-MONTHLY DEPOSITS OF $5.00 OR $10.00 PER YEAR

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Power of Suggestion

C

HERE is something in every one of us that makes us turn against a peremptory command. It may be instinctive, or it may be the last bickerings of the primitive within us. Be it what it may, the fact remains that a command automatically breeds rebellion.

A suggestion, on the other hand, invites co-operation. It is responded to with alacrity. One may act upon a suggestion, as if the act was one's own volition.

Therein lies the power of suggestion.

The true executive understands this. He takes the sting of the imperative out of every order and employs instead the subtlety of suggestion.