J O I N T C O U N C I L S
Imperial Oil Limited
Elected and Selected Representatives for the Year

MANUFACTURING DEPARTMENT

DELEGATES

Ioco Refinery

T. J. McCammon  D. W. McCreary  R. B. Robb  E. G. Thompson  E. H. Tingle  A. Sloan  M. B. Green (Chairman)

Regina Refinery


Calgary

W. A. Martin  A. M. Johnston  M. Hanrahan  A. C. Swales  A. D. Keir  A. Sloan  M. B. Green (Chairman)

Edmonton


Toronto (Princess St.)


Quebec

T. Cantin  David Kerr  G. E. Robinson  A. Gentile  John Laird (Chairman)

St. John, N.B.


Winnipeg


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Marketing Divisions

Marketing Divisions

Vancouver


Toronto

A. P. Sutton  H. Whyto  L. W. A. C. D. Scott  M. H. Marshall  G. I. Hamsby

Montreal


Ottawa

Frank P. Dennis  D. A. D. Munro  Geo. Buxton  Geo. Evans  C. A. Oliver (Chairman)

The IMPERIAL OIL REVIEW
A Magazine published in the interests of Employees of
Imperial Oil Limited

Vol 6  AUGUST, 1922 No. 6

On Time and Accurate

By G. E. Ekelin, Winnipeg, Man.

About one year ago, the staff of the Winnipeg office met at the invitation of the chief clerk to devise a means to reduce the number of errors in memoranda (form S-148) and to hasten the different reports to the main office according to schedule.

Knowing accuracy and punctuality to be two essentials to the success of any organization, our Winnipeg colleagues bailed with enthusiasm the suggestion that a competition be conducted among different office departments, not in the form of a monthly race to show which department could get its reports away first, but in a competition extending over the entire year.

The competition was conducted entirely by the supervisors, who had complete control of the groups in matters pertaining to the competition, and who met in conference to adjust by mutual arrangement, penalties though unfair because of any unique set of circumstances. Needless to say, the monthly sheet posted on the notice board showing the standing of the groups, was eagerly scanned and the most friendly rivalry prevailed.

The benefits resulting from the competition were three-fold. Error memoranda almost disappeared. Departments discovered ways and means of helping each other, previously not thought of, and the office staff, generally, acquired a closer impression of the co-operation of the different departments.

In making a presentation of cigarette cases to the winning group (No. 3) under Captain H. A. Black, of the credit department, the chief clerk expressed his appreciation at the results achieved, and the winning group registered the perfect score of 100 per cent, and the lowest group in the competition counted 87 per cent.

With the competition so successful, it was unanimously decided by the staff, that another should be conducted during the current twelve months, with a change, where necessary, in the personnel of the groups.

New captains are to shoulder the responsibility and the winning group of last year proved themselves true champions when they agreed to work under a handicap imposed by the captains of the three remaining groups.

Account to Montreal—suspect account letter to Sarnia.

Group No. Four

Invoices from substitutions prices—final barrel sheet—monthly advice to G.W.M. re new tank—final journal—G. & B. statistics statement—total filling station report—(1) freight payments to R.R.—(2) freight payments to R.R.—(3) freight payments to R.R.—(4) freight payments to R.R. (5) freight to R.R.

By establishing a system of marks, count was kept of the progress of each group. Deductions were made for every error in the schedule and all error memoranda were made from each monthly total that each group received.

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The Calgary Division

By Sidney F. Tucker, Calgary, Alta.

From low-lying prairie lands to snow-capped mountains, the Calgary division of Imperial Oil Limited rises until it reaches the highest mountain peaks on the North American continent. It stretches from Walhach in the Alberta-Saskatchewan boundary to Revelstoke, B.C., a distance of 471 miles and from Counties on the International boundary, 285 miles northwards to Red Deer.

Calgary itself, is particularly fortunate in its climate. The air is dry and invigorating and the highest peaks of the Rocky Mountains can be seen from the city. Nature has no more glorious sight than the rolling back of the clouds by the warm winds of the Pacific—seen above the mountains in the form of a flattened, blue sea of sky.

There is a sign of a coming “cold snap” and it is always a welcome sign to Calgary.

On frosty nights in winter, the long, iridescent beams of the Aurora Borealis are visible—ever still, moving always with that faint mysterious murmur, so well described by James Oliver Curwood.

The question of natural resources is at present occupying the attention of Ottawa—and to this province especially is the question vital. Here are some of the largest coal fields in Canada, producing 59 million tons in 1921. The largest mines are at Ferina, Lethbridge, Kipp, Drumheller and Bassano, with many smaller mines at other points.

Helium gas, which the United States government has found to be the only gas which will in future use in dirigibles, is to be found at the present time in only one part of the British Empire—the Calgary Division. According to the report of the advisory council for scientific and industrial research, 1,200,000 cubic feet of helium gas are wasted monthly in the natural gas found at Bow Island.

The Bow Island district supplies natural gas for heating and lighting purposes to the cities of Calgary, Medicine Hat and Lethbridge, and this supply is augmented by gas from Okotoks where the Royalite Oil Company (one of our subsidiaries) produces gasoline. The clay of Alberta is particularly good for brick-making, and in some of the brick yards natural gas is found and used for burning in the kilns.

For scenery, the Calgary district is unsurpassed. Here are situated the Dominion Government’s forest reserves—Rocky Mountains Park and Waterton Park. All the world has heard of Banff and Lake Louise—two of the show places of Canada, situated in the midst of the towering Rockies.

A motor road will be completed through the mountains next summer. This road will be one of the greatest scenic highways on the American continent, and it will make possible a round trip which will include California, Spokane, Banff, Calgary and Grand Canyon.

Imperial Oil stations at Cranbrook, Invermere, Banff, Calgary, Waterton, and Cardston, will be “right on the spot” to give “more miles per gallon.”

Cardston particularly should be in a fine strategical position as it is at the junction of three roads leading to the national parks, and has a fine attraction of its own in the $1,000,000 Mormon Temple.

A profile map showing the varying elevation of the C.P.R. main line through the Calgary Division, would give some small idea of the immense engineering difficulties which had to be overcome in building this section of the trans-Canada main line. Such a map, however, would show only the cold measurements of the C.P.R. grade itself, in reality the mountains tower thousands of feet on both sides of the line, which seem to cling to the side of the mountains to keep from slipping into the canyons below. In some places the track has to be rooted over to keep the snow off of the cuttings.

The many different industries in the Calgary division form a market for brick oils, bottle oils, and fuel oils, as well as the full line of Imperial lubricants and waxes. The resources of Imperial Oil agents are taxed to the utmost in maintaining a supply of gasoline and coal oil in the farming districts.

The motor roads in the province, and particularly in the national parks, require asphalt and road oil. The railroads use headlight oil and fuel oil for the heavy grades of the mountains.

There is also a steady demand for 16 gravity California fuel oil and black oils for use in making sand greases for the golf courses, while the steamboats of the British Columbia lakes are using marine oils and other lubricants.

The many mining companies find Imperial products the best for all their purposes. The Crow’s Nest Pass Coal Company at Ferme, the largest individual mining concern in Canada, and the Consolidated Mining and Smelting Company at their different points, use Imperial cylinder oils, engine oils and black oils exclusively.

Calgary, from being a western cow town, has become the City of Foothills. “The Stampede,” which is an exhibition of cowboy work, roping, bronco bucking, and Indian pony races, gives an idea of how things were done in the pioneer days. Contestants and spectators come from all over the American continent to these “stampedes.”

The largest Percheron breeding ranch in the world is situated at High River—where the Prince of Wales also has a large ranch.

The government irrigation works at Bassano and other points is one of the finest pieces of engineering work in Canada, and transfers the district in a marvellous way into a fertile agricultural land.

Hunter’s Paradise

The western section of the province abounds in game and fish—beaux, lynx, cougars, coyotes, deer, sheep and goats are plentiful on both sides of the mountains. In the Dominion parks these animals are protected, as are the buffaloes, which were threatened with extinction. The mountain torrents are capable of untold horsepower and teem with fish. The forests are protected by the Government Air Patrol Station at High River and the axe is upheld by the world-famous Royal Canadian Mounted Police.

The prairies are not without their charm. As one passes through miles and miles of wheatlands which stretch as far as the eye can see, he receives a broader conception of this great grain belt. Nearly every railroad station has its grain elevators, silent witnesses to the wealth and scope of the grain industry. More frequent even than these are the “battle-ship-grey tanks” of Imperial Oil Limited—outward and visible signs of Imperial Service.

Panoramic view of the City of Calgary

Calgary is one of the leading cities of Western Canada. It has a population of 63,147 (1921 census) and covers an area of over 988 square miles. It is situated in the centre of a great agricultural, ranching and mining country.
A Trip to Colombia

By T. W. Croadman, Montreal

Very good accommodations and congenial company aboard ship generally combine to make the eight day trip from New York to Cartagena, Colombia, a very pleasant one.

In my case the fine weather encountered during the first five days and a half was sufficient incentive at Kingston, Jamaica, for a few hours, then the voyage added charm. "Shore leave" at Kingston gave many of us our first view of the tropics and it was not disappointing.

Leaving Kingston behind, one often strikes rougher weather in the three days' voyage to Cartagena. The excellent appointments of the good ship and the aforesaid congenial company failed to cheer if one is not a good "sailor" and the dropping of the steamer's anchor in Cartagena Harbor often music to the weary traveller's ears.

Anchored in the harbor of Cartagena, the "City Beautiful," (or the "City Heroic," as you will) lies before one in all its tropical beauty. Cartagena's most prominent feature, as seen from the ship, is Popa Hill, on the top of which stands the ruins of an old convent. A story in connection with the convent of Popa Hill lends it unusual interest. According to this legend, the convent was inhabited during the days when Sir Francis Drake and his followers roamed the Spanish Main and when he captured Cartagena, the nuns from the convent jumped over the cliffs to certain death rather than trust themselves to the protection of the invaders.

Nearby stands the old fort of San Phillipi also deserted, and many old stories woven about it cause one to give it more than a passing glance.

Cartagena itself is a city of approximately 50,000 inhabitants and here are located the head offices of the Tropical Oil Company.

The population is of course mixed, with many Spanish or of Spanish extraction, Negros and Indians. The language spoken is Spanish. Much like a city of old Spain, with its great stone wall surrounding the ancient city, Cartagena's stone and brick houses, her narrow winding streets and numerous great churches, everywhere give the stranger old world impressions.

Many of the dwellings of the poorer classes are nothing more than shanties and a great space inside the old wall, once used as a prison, now houses many of these people.

Perhaps the greatest event, from the amusement standpoint, is the bull fight which is frequently staged, and which draws immense crowds. If the matador is expert he can kill the bull very quickly but often horrible butcher-y results. Most northerners consider this very cruel sport and a single exhibition is generally enough.

There are several motion picture theaters and these are all well patronized. Most of the pictures are of the same type, consisting of affecting love scenes, girls being kidnapped and daring rescues, with revolvers much in evidence. The scenes are usually laid in the United States, and if Americans are judged on the basis of these pictures it is not surprising that they are not over popular in Colombia.

There are many very nice clubs in Cartagena, patronized by the English-speaking population, as well as by the Colombians. Here the newcomer becomes acquainted with both peoples. The clubs not only serve as places of enjoyment but they also promote good feeling between foreigners and native Colombians.

A beautiful sandy beach, with the surf rolling in from the Caribbean Sea, and water just of the right temperature, makes it possible to swim at Cartagena a real joy. This is greatly appreciated by the English-speaking residents, most of whom take advantage of it every evening.

My mission in Colombia was to assist in drafting a system of accounts for the Tropical Oil Company. This consisted of straightening out old records and installing new ones to take care of the various activities of the Company.

The head offices of the Tropical Oil Company are in a commodious building well suited in every way for office purposes. The staff house in conjunction takes care of the unremunerated members of the staff. Excellent meals and rooms are pleasant features of the staff house.

The office is under the supervision of Mr. R. G. Willis, at one time with the International Petroleum Company in Peru. Under Mr. Willis is a very efficient staff made up of English, Scotch, Americans, Canadians and Colombians. A more congenial crowd would be hard to find. Mr. G. E. Bubor is general manager at Cartagena.

In the course of a trip to Barranquilla, where the refinery of the Tropical Oil Company is situated, another interesting phase of the Company's activities is seen—the shipbuilding plant at Barranquilla. After leaving Cartagena one reaches Barranquilla after an eight hour trip by steamer and a short railroad ride.

At Barranquilla, three trow boats and six barges were being assembled, under the supervision of Mr. Phillips. These boats are for use on the Magdalena River between the refinery and the different marketing stations. The boats will be equipped with tanks for carrying fuel oil while refined oil and gasoline will be carried in cases and drums.

Four hundred and fifty miles up the Magdalena River from Barranquilla lies Barranquilla-Bermeja and the little river boats take almost four days to complete the journey.

The boats make numerous stops, often to take on wood, used as fuel. The natives carry it aboard the steamer, a rather slow process of fueling a ship. This may be eliminated when fuel oil is available.

The arrival of a river boat is a great event for all the natives along the Magdalena and the entire population usually comes en masse to welcome the river boat. Coffee, eggs, fruits and souvenirs are offered for sale.

Many banana plantations can be seen stretching off into the distance and luxuriant tropical foliage grows down to the edge of the river along most of the way.

After three blazing hot days, with the little river steamer steadily chugging along on its placid way, one begins to tire of the trip and wish for the advent of Barranquilla-Bermeja, which, if all goes well, comes into view about noon of the fourth day.

Every one who is able to walk meets the boat when it arrives at Barranquilla-Bermeja. In this respect the large number of "gringos" differ very little from the natives of the little river settlements. And the sight of old friends waving from the bank is a welcome that is genuinely felt by every new arrival at Barranquilla-Bermeja.

In the short time the Tropical Oil Company has been on the ground, wonders have been accomplished. A large tract of the dense jungle has been cleared; roads have been laid out; a two-still refinery is practically ready for operation and a case and can manufacturing plant is in the course of construction. Staff houses, storehouses, restaurant, hospital, dispensary, offices and ice plant are further signs of the developments at Barranquilla-Bermeja.

About one hundred and twenty-five men from the North perform all the skilled labor in connection with the undertaking. Several hundred natives, with whom the next pay day is of paramount importance, round out the working force. The maintenance of a road to Infantas, where the oil...
**New Roofs from Old Rags**

Father's shirts and mother's discarded dresses transformed into durable, fire-resistant shingles, now cover most suburban homes.

When mother, at house cleaning time, drags forth with characteristically impatience, father's long discarded coats and other bit of type of roofing. Two-thirds of all roofing requirements in Canada are now supplied from asphalt materials known as "prepared roofings," the product of a novel industry that has been developed within the past few years.

The asphalt from which the consumed daily by this industry are obtained through dealers in all parts of the country. Upon their arrival at the factory they are sorted and reduced to a pulp, similar to that used in the manufacture of paper. This pulp is then transformed into a fabric or felt, of long fibre and great durability.

Hot asphalt is forced through every pore and the fabric and the combination is then coated above and below with asphalt so as to make it proof against decay and leakage. Because asphalt is a substance that does not dry out, the roll roofing of the shingles which are cut from this fabric do not crack or split. They are resilient and pliable and do not deteriorate with age. As they contain no materials that freeze or rust they are also proof against frost.

The shingles are made in different sizes and in three colors: wood, green and blue-black. By using appropriate colors and different combinations of colors it is possible for the home builder to get the exact color combination he wants to have in his home. A single roll of asphalt roofing is large enough to cover about 100 square feet.

The use of asphalt in the manufacture of roofing, in boat-building and in paving has been handed down to Canadian industry from the ancient Greeks. The Greek ledgers of asphalt with "old rags," has come in a form made necessary by modern housing conditions.

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**Early Days of the Company**

Reminiscences are always alluring. One likes to turn back the pages of memory and live again in the days gone by. The successes and failures, the pleasures and privations, the ambitions and hopes and discouragements—are all seen in their true light when they are past and gone. In this article the writer recounts the early struggle of the company in the West.

Imperial Oil Limited—just three small words yet, to the "old-timers" of that company, they embrace a lifetime of experience.

It was in 1873 that the writer first went into the office of Sharpe Brothers who were then in the oil business in London, Ont. Six years later he was in charge of the office there and from that time until 1900 he was in daily touch with oil developments in Canada and he followed with great interest the groupings which eventually became The Imperial Oil Company.

The personal contact with the individual members of the Company first as the London Refining Company and later as Imperial Oil Limited, left very definite impressions upon the mind—keen business men they all were and courteous, considerate and liberal in all their dealings with the trade.

This is the general rule, the terms of settlement in these days were "30 days" notes. If it became necessary to ask for renewals, one knew before asking for them that the notes would be renewed with the trade and the weekly.

Personal contact with them in business was an education in itself.

In April, 1889, the I.O.C. made its first move to the west when it bought out the business of E. D. Moore at Winnipeg. Mr. H. E. Sharpe of the firm was chosen as manager. In March, 1895, the writer had his first view of western office.

The picture of that office is ineradicably impressed on the writer. A Winnipeg office is quite different from the offices of to-day.

A single room (up stairs) size about 14 x 18, one roll top desk for the manager, a high desk and stow for the writer, a table, sofa, box-store, a lamp and a blackboard. The manager sat in the corner and as a last one that can be made very artistic and that will blend nicely with the modern-looking room.

While asphalt may be new as a roof covering it has been known for many centuries as a building material, preservative against decay and water-proothing substance. In fact, it is the oldest waterproofing adhesive known to man.

The use of asphalt in the manufacture of roofing in boat-building and in paving has been handed down to Canadian industry from the ancients. This is the oldest method of using asphalt—with "old rags," has come in a form made necessary by modern housing conditions.

(Continued on Page 17)
Third Annual Picnic

The Imperial Oil employees' Toronto held their third annual picnic at Centre Lawn July 2nd. The smiling faces seen in the photos show that they had a good time.

WINNERS EVENTS

25 yard dash (boys 11 under) 1st Norton, 2nd Smith.
50 yard dash (boys 11 under) 1st Thompson, 2nd Norton.
75 yard dash (boys 15 under) 1st Van Wart, 2nd Clark.
75 yard dash (girls 15 under) 1st Keeler, 2nd Harris.
100 yard dash (boys 20 under) 1st Harlow, 2nd Smith.
75 yard dash (girls 15 under) 1st Moorely, 2nd Connelly.
75 yard dash (married) 1st Harris, 2nd Gilbert.
100 yard dash (men 25 plus) Evans, 2nd Walker.
150 yard dash (men over 50) D. Prout, 2nd Currie.
Ballon race (ladies) B. Ploeg, 2nd H. Scheidt.
Sock race (men) 1st 2nd, 2nd 2nd, 3rd 3rd.
Golf race (ladies) 1st 2nd Jones.
Skating race (ladies) 1st Baker, 2nd Bailey.
Envelops race (ladies) 1st Harvey and Purcell, 2nd unspecified Ploeg.
Shot Put (boys) 1st 2nd 3rd.
Tag of War (ladies) 1st 2nd 3rd.
Tag of War (men) 1st 2nd 3rd.
Mystery Man (Mr. Smith), Gilbert, Mystery Woman (Mrs. Gilbert, Mrs. Stone).
EDITORIALS

Good Work

While circular letters, notices and verbal admonitions have long been considered potent factors in increasing the efficiency of office staffs, many far-seeing business men are beginning to recognize that the presence of certain individuals is a means of increasing the efficiency of their organizations.

Competitions bring out friendly rivalry, which in turn is in faster and more accurate work; they foster a get-together spirit among the members of competing teams because of a common aim and a shared interest in the work.

The competition held at the Winnipeg office—where this is described in this issue under the heading “Out of the Workroom” — is a good example of what may be accomplished in this way.

Here the contest took the form of a “year” on memorandum and tardy reports, and the staff, divided into groups, registered amazingly high scores in accurate and punctual work during the period of a year. The winning group was ten per cent perfect in its work for the year.

A Little Knowledge

No one is sufficient unto himself alone. Everyone is dependent more or less upon those with whom he associates. Every one of our acts is influenced by the acts or expressed experience of our associates.

Knowledge itself is but a chronicle of human experience, and it is significant that the more learned the individual, the more he is willing to learn from the experience of others.

Self-sufficiency indicates lack of learning and lack of experience. Self-sufficient individuals learn a little, but a little is not considered enough.

They daily prove the truth of the adage, “A little knowledge is a dangerous thing.”

Knowledge, however, is not dangerous to the one who regards it as an opening to greater truths. When it is a faint thrill, it followed on to broad fields of learning.

Men and women famed for their learning are those who have followed the tracks realizing the endless length of the road to knowledge.

Loss Through Accidents

A recent joint safety convention brought to light some interesting figures in regard to industrial accidents.

Statistics quoted showed that 75 per cent of all industrial accidents are preventable. The fact that in the very rare occasions fatal accidents amounted to the stupendous sum of $100,000,000, tells only part of the story. The amount lost indirectly through the reactions of accidents upon the industrial world cannot be estimated.

The business of the stock department is to keep an accurate record of the stock of the various departments. By doing this it is able to accomplish two essential things: to keep the business—first to handle the merchandise; and to second to guard the Company against loss.

Crude oil from the wells is shipped to our service centers by barge, tank steamer or pipe line. The refineries then transform the crude into marketable products as we know them in our daily life.

The traffic department places orders with the refineries for Imperial Weather and Imperial Weather Coal Oil in tank car quantities for all bulk stations. When and what quantity are ordered is ascertained by watching the bulk stock reports closely and by information received from the agents.

The refinery charges the divisional office on a gauge sheet, and the stock department then makes out an inter-station transfer form, which is then sent to the appropriate stock department of the branch station to which the goods are to be delivered.

Barrels and case goods are ordered from the refineries in carload quantities by the order department. For all orders, 1539 and 272,477 gallon cases are used. These are charged on a gauge sheet.

An inter-station transfer form is made out to cover the same procedure as in the case of tanks.

Barrel and case goods for the smaller stations are shipped from the nearest central station and barrel stations deliver their supplies of Imperial Weather and Imperial Weather Coal Oil in barrels from the nearest bulk station.

The receiving department sends a man to the receiving station. The receiving station in turn checks off and receives the goods and mails one copy to the office.

From this it is seen that the stock department receives a track of all shipments to the various stations. A recap is made for each month, first under the name of the station, then under the product, and the stock ledger is posted from this recap to the credit or debit, as the case may be, of the particular account.

In former issues we have traced the work of the various departments in the office. In this issue we bring the subject closer to home and relate it to the work of the office. In this article the writer gives a brief review of the work done by the various departments. Information derived from the letter to the trade manager is of assistance to the office workers through understanding of each other’s work enhances co-operation and increases the efficiency of the office.

Office Workers

In former issues we have traced the work of the various departments in the office. In this issue we bring the subject closer to home and relate it to the work of the office. In this article the writer gives a brief review of the work done by the various departments. Information derived from the letter to the trade manager is of assistance to the office workers through understanding of each other’s work enhances co-operation and increases the efficiency of the office.

When barrels are purchased from such an association, the office workers may consider this as a sort of dividend. The barrel tickets and these are written up on the barrel sheets and are recapped at the end of each month under the several departments. The stock department picks these barrels up and debits against the station affected. Practically all the charges against stock are picked up from the journal and cash sheets.

The only basis for credit to the stock ledgers is the sales, which are covered by invoices, and shipments to other agencies, covered by inter-station transfers. The goods on invoices are written up on the sales sheets and recap the department. The purpose of this is to convey to the stock department information as to what particular brand and quantity of goods each station has delivered.

At the closing of each month the agents take an inventory of all the stock on hand at their stations. An inventory form is provided for that purpose. On this is given details as to kind, size and number of packages of all products.

This report is compiled after the issue of the final invoice, barrel tickets, etc., for the month, and work before the first delivery is made for the following month. If all receipts and deliveries have been correctly recorded and posted in their proper columns in the stock ledgers, the stock shown on the inventory form is the same as the debit and credit side of each account. If, however, deliveries have been made directly to the agent’s store or to another agent, or have been recorded incorrectly in the office, differences between the ledgers and the stock reports result.

To correct these requires investigation and correspondence, which mean time and money. Should the error be discovered here, friction may result before the cause is located.

The stock department must take it for granted that the figures which reach them from the various departments are correct. If they are not, the agents are called to account for discrepancies which show up on their report of stock on hand.

We must say, in fairness to our organization, that errors of this sort are being eliminated as the importance of accuracy becomes more generally recognized. A real understanding between the organization and the members of the organization has brought about a great improvement in the work of the stock department as well as in every other department of our organization.
What's In a Name?

By G. L. Thompson, Sec'y. Annuities and Benefits

Who ever thought it all down when names are said?

Did you ever stop to think of the many varied names of the members of our organization? We have colors, animals, birds, titles, etc., etc., all represented. A look through our employees' records reveals the following interesting information.

First in the line of buildings and furnishings we find one Goodacre, eight Barnes, four Houses, but only one Tidett, four Walls, two Dressers, two Gates, one Frame, two Fawcett's, two Kitchens, one Room, ten Halls, two Bannisters, one Door, one Gilder, two Posts and one Bolt, one Curtin, two Tenants and one Bracket.

Trade names we have eleven Kings, one Monarch, one Earl, one Marquis, one Baron, four Nobles, three Knights, one Lord, four Chevaliers, one Laird, one Major, ten Marshalls, two Mayors, three Reeves and one Judge.

We have one Church, one Kirk, one Parish, one Chapel, one Abbott, three Parsons, one Pope, one Cardinal, two Bishops, one Viceroy and one Usher. As far as the seats of learning we have two Provosts and two Deans.

Trades and occupations constitute as follows: eight Farmers, one Miller, two Bakers, two Butchers, one Barber, two Shavers, but only one Shearer, one Brakeman, one Lumberman, eleven Carpenters, two Chamberlains, seven Cooks, five Coopers, one Draper, two Dyers, three Fishers, but only one Bateman and two Bakers. Two Foremen, six Carpenters, one Glover, one Gondolier, one Grinder, five Masons, twenty Millers, four Porters, one Carpenter, two Sawyers, seventy-two Smiths, two Tailors, six Painters, one Joiner, one Upholsterer, one Surveyor, one Hardwareman, one Dentist, one Plumber, one Architect, one Musician, one Writer, one Actor, one Actor, and one Teacher.

Nature is represented as follows: one Valley, one Gully, eight Hills, two Groves, one Acorn, one Birch, one Beach, one Oak, one Fern, two Forests, three Glims, one Marsh, one Meadow, one Mount, one Poole, six Plants, one Stump, six Parks and eight Brooks.

We have these animals in the organization: three Beavers, one Eagle, four Bullows, one Bull, one Deer, two Wolves, three Foxes, two Hares, one Lamb and two Muttons.

The following birds: two Hills, one Dove, one Parakeet, four Finches, one Jay, two Drakes, one Gander, two Pigeons, two Peacocks, three Robins, two Roskillers, one Wren, one Parrot, one Hawk, one Sparrow.

We have no color line in the organization for five are Black, two are Blue, thirty Brown, seven Gray, four Green, one Scarlett and one Seventeen.

The majority of Imperial Oil employees are well behaved but there is only one Good, while another is Godfrey. We have two Crooks, one Vandal, one Rake, two Skinners and one really Wicket. Four Steele, two Robb and two Lye, while another is Queen. There is only one Hills, one is Consins, another is a Crowder. These may be sentenced to the Chink and the Cooler that we have and consequently a Fine may be demanded of them.

We have no full or spring but two Summers and two Winters.

While none are slow we have two Quick and two Swift.

We have four Payne, two are Aiken and two Arnott.

There are five Archers, six Hunters and five Just Hunt.

Two Wares and one is Waring.

Although we have Wine, Champagne and Braudi, there is just one Tyte.

There is just one Mitton, one Mellon, one Law and one Kennedy among our employees.

We have four Carts and four Fords but only one Hood, one Jack and two Keys, but there are only two Horns.

Three are Lacey, two are Peart, one is Peachey, another is Pinkey. Two are Leaders, two are Barkeers and two are Blank.

Although none of us are rich, yet there is one Richer than the rest. Only one Beggs. Among the rich there are two Nickels, two Car Shilling, two Marks and one Sterling.

Only one Baby and one Child can be found and the Krisk we see further on must be one of these.

We have no chirroutys but there are nine Palmars and two Seal.

Only two are Savage and one is a Pagan. One Book but only four Pages.

One Byer, one Price, one Purchase, three Sellers and two Payments.

We have only one Locke but three Lockharts.

Although most of our employees are married we have only one Benedict.

Three are Wise, one is a Wyseman and another just Wylie.

There are no wrongs but there are eight Wriggts and one Wright.

One is Sharpe and another is Blant.

We have one Whale and three Whales.

We have only one Whitehead and one Baldwin.

There are two Ayres but only one is Airey.

Two Boys but three Roses.

Four Harts with but a single Soule.

Three Hands and two Pooters.

There is one Elbert, one Callan, another Knox, three Lissen, two Heard and two Cumings.

Prince George

By Alex. Hutchinson, Agent, Prince George, B. C.

The future of Prince George, B.C., can be measured by the companies it houses.

Take a map of British Columbia and place one point on the compass on the dot indicating Prince George and the other on the dot indicating Vancouver, then using Prince George as the center, draw a circle. The line thus drawn will pass through the vicinity of Prince Rupert on the west, Peace River on the north, Edmonton on the east and Vancouver on the south. The radius of that circle, if enlarged to actual length, would be approximately 450 miles.

This illustrates quite clearly the strategic central location of Prince George. Within this area, of which Prince George is the "hub," is an abundance of natural wealth—minerals, furs, timber and agricultural lands.

To prophesy to what extent these natural resources will be developed is a precarious and often injurious habit. The injurious effects of "boom" propaganda have been felt by every city and town of the west. Experience teaches. The citizens of Prince George, therefore, are now building slowly, safely and sanely. They are sticking to facts. When one considers the many natural advantages Prince George has, these facts alone are sufficiently attractive without the embellishment of fiction.

Imperial Oil Limited is fully cognizant of these facts. It has faith in Prince George and its future, and was one of the first on the ground. As early as 1914, a warehouse and storage tank were erected and stocked with a full line of Imperial products to supply the wildlife and early settlers in this district.

Prince George draws its trade from an area which extends fully 200 miles in every direction. True, the most of this vast area is as yet not much more than a wilderness, but the great natural wealth of minerals, lumber and agricultural lands form an ever present lure to men and money. Time will prove this district one of the richest in Canada. There is already a large number of lumbering mills close to the city of Prince George and these are equipped with the latest types of lumbering machinery. Agriculture, too, has been quite extensively developed.

Our Cover

The illustration on our cover shows a little coal mining settlement at Canmore, Alberta. Clustering close to the Rockies it presents a picturesque view. There is no finer scenery on the American continent than that of the Canadian Rockies and tourists from all corners of the earth come to see the Canadian wonderland. The lure of the north west is a potent one and irresistibly draws the traveller back after his first visit. In his article on the Calgary Division, Mr. Tucker describes some of Canada's beauty spots.
A Great Canadian Industry

By W. A. Conner, Salesman, Oshawa, Ont.

The history of the growth of the General Motors of Canada, Limited, from a small frame wagon factory at Emmisskien, in 1890, to its present immense factory at Oshawa reads like a romance.

In 1890, Mr. Robert McLaughlin, who began life in a fifty acre farm, entered the then infant industry of manufacturing carriages, wagons and cutters. He had with him a staff of six men and from the very first he made up his mind to turn out the best vehicles that labor and material could produce. That decision accounts very largely for his success.

In 1897 a decided advance came in the general recognition of the quality of the McLaughlin product. Three McLaughlin vehicles, exhibited at a fair at Bowmanville, took prizes and were sold on the spot for good prices.

Realizing that his carriage factory had outgrown Emmisskien, where lack of shipping facilities and skilled labor were proving serious handicaps, Robert McLaughlin in 1899 moved his plant to Oshawa; all of his old employees were with him, for they had all moved from Emmisskien with the factory.

McLaughlin products became widely known, for the whole Canadian market was now open to them. Business flourished to such an extent that in 1903, Mr. McLaughlin re-organized and took his two sons, Mr. George and Mr. R. S. McLaughlin into partnership. With the re-organization came a larger factory and big success seemed at hand for the McLaughlin Carriage Company.

Six years later however, the company was called upon to face a severe set back, when the entire factory was destroyed by fire. This crushing blow, at the very time when the peak seemed to have been reached, would have been enough to break an ordinary man. The man who had left the farm because he couldn't expand and who had fought his way up from the little frame factory at Emmisskien to the large Oshawa plant, was not the sort of man to allow even such a serious set back as this to stop him.

While the ruins of his plant were still smoldering, Robert McLaughlin and his two sons were planning a greater factory which should rise on that spot. While the new McLaughlin Carriage factory was being built in Oshawa, the company was carrying on "business as usual" in an available building in Gammare, Ont. One year later they were back in Oshawa again, prepared to handle a greater business than ever before and in 1907 a new organization was formed in the name of the McLaughlin Motor Car Company, Limited.

The most important step taken was in 1915 when the carriage department of the business was dropped entirely and sold to the Carriage Factories, Limited. A second motor organization was formed and the Chevrolet Motor Company of Canada, Limited, came into being. That section of the plant formerly utilized for the manufacture of carriages was used in the production of Chevrolets.

To-day the firm, under the name of General Motors of Canada, Limited, is manufacturing the McLaughlin, Chevrolet, Oldsmobile and Oakland cars, besides the Studebaker, a well known tractor.

The General Motors of Canada, Limited, are turning out from 150 to 200 finished automobiles each day and factories are working overtime to meet a steadily growing demand from all parts of the world. Some idea of the size and scope of the Company may be gained from the fact that a recent nine week payroll amounted to almost one half million dollars.

Early Days of the Company

Mr. George McLaughlin with the first Oldsmobile made in Oshawa

Imperial Oil products play a big part in this organization. Imperial Usharone Oils, Imperial Premier Gasoline, Imperial Royalite Coal Oil, Imperial Transmission Oils and Greases, sundry motor oils and Cargoyle Mobiolks are some Imperial products supplied the General Motors of Canada, by the Imperial Oil warehouse at Oshawa.

Of incalculable value to the great Oshawa plant in problems of lubrication and in engine testing, Imperial Oil Limited contributes to the further success of this organization, formed and backed by a man whose success has been deserved because he wanted always to do things in a bigger and better way than they had ever been done before.

Mr. Sharpe was a good representative of the personnel of the directorate of the Company at that time and no better man could have been selected to carry out their overall general policy in relation to the trade. This policy, consistently carried out, made customers and life-long friends; thus when strong competition started in the west, the sales still increased.

Looking back and taking stock of the staff now, the writer is impressed with the fact that the men who have made good and are now chief clerks and managers, are not necessarily the apparently brilliant ones, but rather the consistently steady ones—those who have always been on the job, doing each day's work well.

All over the west as well as the east, are men who hold their first company positions at one time or other in the Winnipeg Office. An itemized list of these men would be too long for an article of this sort but the writer cannot resist mentioning the name of one. In making up the balance sheet of the Company at Winnipeg for at least twenty years, among the "Assets" there should have appeared an entry reading:—"One Tank Wagon Driver (Jim. Phip.)". But what figure would appear after it is difficult to reckon. Certainly it would have been a large one.

"Jim" stood in the same light to Imperial Oil customers as Abe Ruth stands to-day with the base ball enthusiast. [Stop here a minute and ask yourself, "How much am I worth as an asset to Imperial Oil Limited?"

The Company name, "Imperial" was well chosen, but of all the definitions of the word, the one the writer likes best is "of superior excellence"—(1) superior in courtesy, in fidelity, in service on the part of the employees and (2) superior in the dealings with the trade and in the care of its employees on the part of the company. (A monthly cheque, coming regularly to the writer, emphasizes this last).

Even after four years of retirement from active service, how natural it seems to sign—

Yours truly,

IMPERIAL OIL LIMITED.

Per S. B. Blackhall.
Mr. J. H. Archbold Retires

Address on Asphalts

Mr. F. A. Hogan, Manager of the Asphalt and Road Oil Department of Imperial Oil Limited, in an address to the Quebec Rotary Club at the Clayton Hotel, made the best means of obtaining permanent pavements. Mr. Hogan advocated the use of materials which could be secured at home, thus saving much in freight and carrying charges. He pointed out that Mr. Prevoit Hubbard, chemical engineer for the Asphalt Association of New York City, would cooperate with the Department of Public Highways of Ontario to investigate the various deposits of gravel found in Ontario. If the results of Mr. Hubbard's work prove successful, the investigations might be extended to the province of Quebec.

What's in a Name?

(Continued from page 14)

We have three Gravel, five Stone and one Sand. Not much good without cement!

While we have one Humble, one Meek and one Constant, we have one who is always Larkin.

One is Doughty, two Devine, one Gallant and two Manley. Two are Frank but one is Root.

We have two Hughts and two Lowes. There are two Ables and three Cains.

One is Prior and another is Hyndman.

We have but two Miles for thirteen Walkers. One is English and another is French.

While there are ten Young there is really only one Old.

Although we have no lawyers, we have five Clays (K.C.s) while four answer to Watt.

There is one Black and one Hackney.

There is only one Stranger and one Guest in our midst.

Out of all our employees we have only five Hucks.

One Grace, one Fry, one Despert, two Coffey, one Bragg, one Flockt, one Argue, one Storme, one Wigle, one Coke, one Heaven, one Blue, one Grass, one Judge, two Weeks.

There is but one Street, yet there are three Lanes.

We have one Parter, one Patchett and one Crenor. Any relation?

Although most are Protestants, still we have two Mexicans.

We have five Adams to one Goodeve.

One Bacon, one Kidney, one Joynt, one Cake, one Fuller, two Flettos but only one Flagg.

There are two Daniels and two Lyons.

We have three Days and two Morrows. Two Hatts and one Capp.

We have two Burdens, one Care and one Want.

There is only one Dunz and one is Snavy.

The Review Cartoonist sees humor in Salesmen's Problems.
All Canadian

Not only because of great fleets of steamers plowing the waters of two oceans and Canada's inland seas; not only because of five Canadian refineries belching forth the smoke of industry; miles of tank cars rumbling over Canadian railroads and innumerable warehouses, storage plants and distributing stations throughout Canada:

Nor primarily because of thousands of Canadian workers, busy and happy in their service to Canadian industry, do we lay title to the slogan, "All Canadian."

Rather, we base our claim on a line of Imperial products of recognized and unsurpassed quality—products to which every Canadian may well point with pride and which must always be found worthy of the term, "All Canadian."