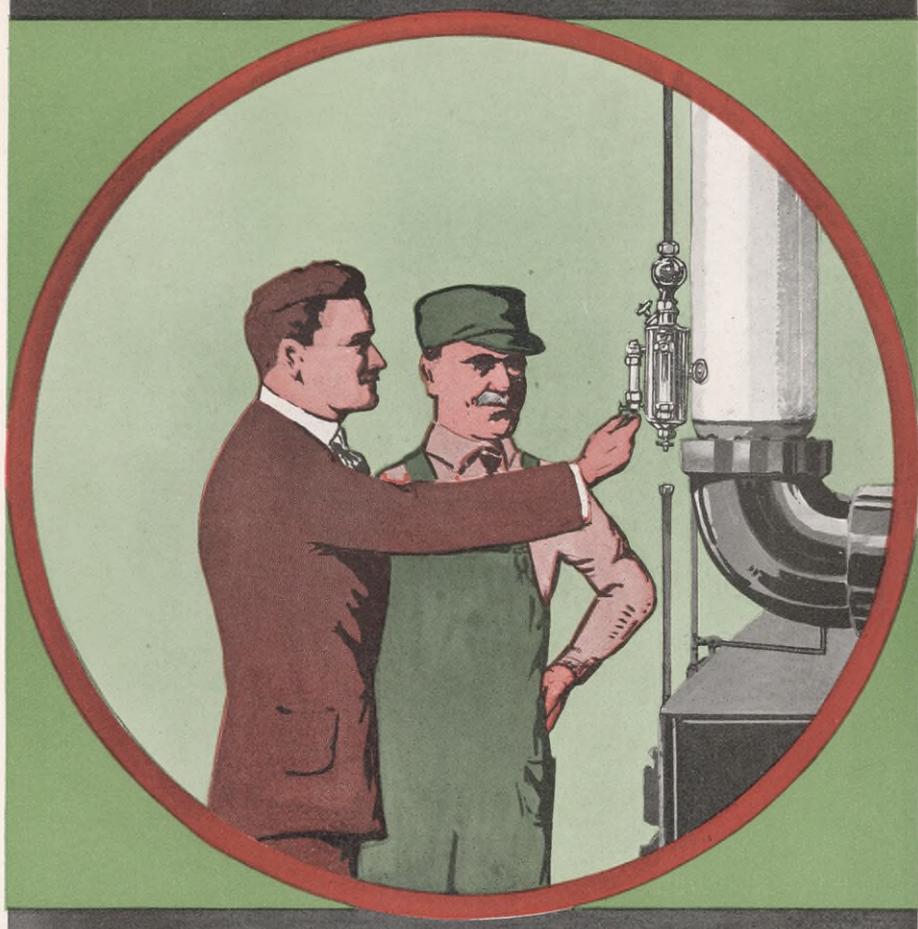


# TEXACO STAR



VOL. III

JULY · 1916

NO. 9



Protection against rain, sun  
or snow-moderate first cost-  
next to nothing for repairs.

**TEXACO ROOFING**  
Ready To Lay--Prepared To Stay.

Put up in handy rolls, and  
prepared so that anyone  
can lay it- and lay it right.

For home, barn or factory.

Sold by good dealers.

*Made by*

**THE TEXAS COMPANY**

GENERAL OFFICES : HOUSTON, TEXAS

*Agents Everywhere.*



# A Great American's Common Sense

## Some Business Observations of James J. Hill

An immigrant boy who became a captain of industry and departed from this world a few weeks ago at St. Paul, Minn. In 1856, a fatherless farmer's son, he left a Canadian farm and came to St. Paul. He took service as a dock laborer and rose step by step to control of a vast transportation industry. His sagacity foresaw the development of the Northwest, and his character obtained the capital that opened a vast unplowed region to the markets of the world. James J. Hill was a home builder.

Most men who have really lived have had in some shape their great adventure. I feel that a labor and a service touching at so many points the lives of so many millions, with its ability to serve the country and its firmly established credit and reputation, will be the best evidence of its permanent value and that it no longer depends upon the life or labor of any single individual.

The railroad is the sap of the industrial tree. It is the speed regulator of industry. It is the thermometer of credit. Its stability, its prosperity, must be protected and assured. No duty devolving upon those who sit in the watchtowers of the world can take precedence of this.

Wealth is the slow accretion of many centuries. It changes its form and occupation with wonderful facility, but slight at all times is the margin between the world's production and its consumption. Practically only a few months would lie between a universal cessation of production and the destruction of the human race by starvation.

Nearly all the outcry and activity against corporate wealth are for political effect rather than moral reform.

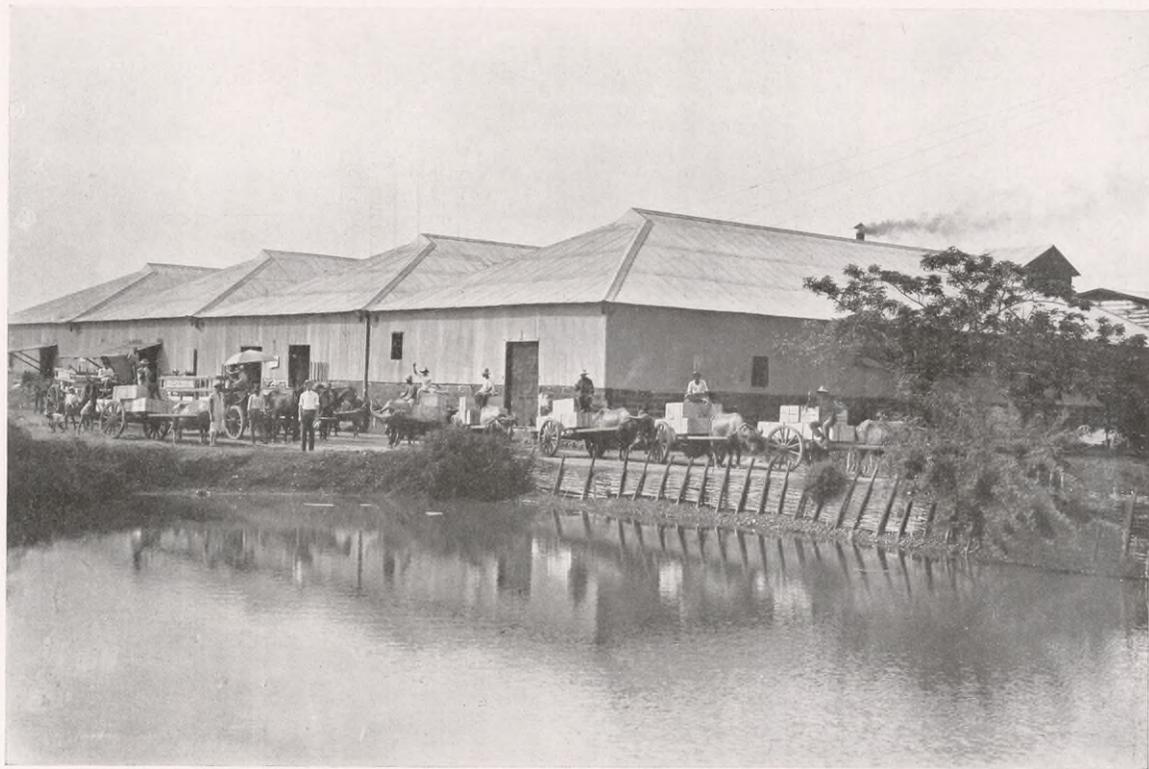
Paternalism and extravagance have lived in conjugal union from the time that governments began. No decree of divorce can ever be pronounced between them, and their offspring, inefficiency, is the perpetual disturber of wholesome business life.

Examine the political nostrums now most talked of as saviors of society, humane in intent though many of them be, and it will be found that they all involve the continued expenditure of a large sum of money to be collected by taxation.

Rest from agitation, intelligent economy, efficiency, harmonious co-operation for business institutions as well as for political divisions—these are not abstruse ideas. They do not provoke eloquence or attract the self-seeking. They are things as long familiar and as little revered by the mass of men as the contents of the Decalog. We must go back to them or suffer the penalty paid by everything that defies the law of the physical or moral order of the world.

The United States has many social questions to settle in the near future, and nothing will take the place of its ability to provide good homes for those who desire to sit under their own vine and fig tree. Land without population is a wilderness and population without land is a mob.

For reference to James J. Hill's "Last Word" see *Suggestive Index of Current Articles*, page 24.



TEXACO STAR

A Busy Day in the Philippines—Delivering Texaco Products From Our Manila Warehouse

# TEXACO STAR

VOL. III

JULY 1916

No. 9

PRINTED MONTHLY FOR DISTRIBUTION TO EMPLOYEES OF  
THE TEXAS COMPANY

**"ALL FOR EACH—EACH FOR ALL"**

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ADDRESS: TEXACO STAR, 311 THE TEXAS COMPANY BUILDING, HOUSTON, TEXAS

WHILE the importance of efficient production could hardly be exaggerated, efficient consumption is of yet greater importance. Also, it will be more difficult for the people of this country to become efficient consumers than efficient producers. With the great exception of agriculture, efficient production is largely attainable through the character and intelligence and vigor of a few individuals, the organizers and administrators of great industrial enterprises; whereas efficient consumption depends on the personal conduct of all. Consumption is, in the main, an individual affair, yet the commonwealth is directly affected by the doings of each individual.

For the individual, wise spending is more fateful than large earnings. Increased wages without correspondingly developing discretion in spending is a misfortune. Do I and my family know how to spend more money so that it would be good for us body and soul?—is a very pertinent question for everyone who is setting his heart on a larger income. If you had more ample means, would your children be spoiled or strengthened? Character is undermined by indulgence and built up by self-denial, not to speak of indulgences that are in themselves degrading or vicious. Do you think their surplus money has been good for those persons who have contributed to pay one "movie" clown the largest salary ever paid to anyone in the world, vastly more than the biggest steel corporation pays its president? Or will that silly shower of gold do the said clown any good? What good do the tinsel hats and clothing and bou-doir slippers, worn in office and shop and

factory, do their poor little wearers? Will the "joy rides" and riotous potations of spendthrifts whose just debts remain unpaid do them any good?

Thrift means wise spending as well as saving, and we are an unthrifty people both ways. Reform can come only man by man, as each one faces the realities of his life and situation. If one is receiving more than supplies real necessities, the first practical step is to save something, however little, systematically. Until a man and those supported by him know the value of every penny in his pay envelop when wisely and economically spent, it is probably better for them that his pay be not increased. The man that gets the full usefulness out of what he has and saves a little from a low wage or small salary is the man who will be truly profited by more.

\* \* \*

Quite regardless of the economy or wastefulness of consumption, it is an immovable fact that the quantity of consumption can be increased solely by more efficient production. In a society such as ours, the mass of workers mutually consume the products of their labor. They can consume more, whether wisely or foolishly, only by producing more. If they consume more their real wages, in that very fact, rise. Money wages might rise while real wages were falling. The main factor for the increase of real wages is efficiency in production, which includes the elimination of waste in manufacture and marketing.

The profit of capital, though sometimes large for an individual, is negligible; the entire profits of capital if divided equally among all laborers would raise money

## TEXACO STAR

wages very little and such a distribution would cause real wages to fall, because the best tools of production would not be provided and skillful marketing (including the timely direction of productive effort) would be lacking. In short, if the productivity per man increases real wages increase and not otherwise.

\* \*

The confusion of real wages and money wages was recently pointed out rather humorously by Dr. Robert Grimshaw in criticizing the book "The New Era," by Secretary Redfield:

The average shoemaker wishes to make \$5 a day for the present and \$6 in the future, and wants to buy a suit of clothes for \$10. The average tailor wishes to make \$5 a day now with \$6 in view, and wants to buy a pair of shoes for \$2. Both the tailor and the shoemaker want cheap rent; but how are they going to reconcile that with the fact that the mason and the carpenter who build the houses in which they live want to make from \$5 to \$6 a day with more in the future? The labor agitators are engaged in the problem of catching themselves by the boot straps and lifting themselves to a pinnacle of prosperity.

\* \*

We have a motto in this country "United we stand; divided we fall." That is just as true in industrial and commercial affairs as in political life. The efforts that have been made to enforce competition have been without any care for the increased costs. Lawmakers in seeking to cure unfair practices, which form but a fraction of a percent of the total business, have hampered all business in a most costly manner. We have paid a tax to the theory of enforced competition that might almost be compared to the cost to some of the belligerent nations of the war, and that tax has been laid upon all of us. No consumer of goods can escape it, and people of small incomes suffer most from it. Increased pay affords no relief to the wage-earning people from the burdens of wasteful production, for every increase in wages means an increase in living costs to the entire population. The only way to better the condition of the millions is by more effectually organizing the forces of production, so that the output may be increased. . . . This means that there is no royal and easy road to placing this country, its industry and its commerce, in the commanding position that is waiting for it. That road lies only along the path of individual wisdom, individual co-operation and high-minded conduct.—*F. A. Vanderlip.*

\* \*

Experience joined with commonsense is a providence to mortals.

\* \*

"I suppose you have high ambitions for your boy?"

"Well, I wouldn't say that exactly, but I do hope that he won't turn out to be the male assistant to a female dancing teacher."—*Detroit Free Press.*

\* \*

Following the death of James J. Hill, the *Minneapolis Tribune* published a sheaf of interesting memories of the great devel-

oper of the Northwest. We can cull only several characteristic paragraphs:

In those days everything of importance in St. Paul depended on its river trade. . . . Jim Hill foresaw that the frontier needs were going to mean another kind of transportation. . . . One can see the boy wrangling with the groove-like minds of his associates (other young clerks employed in the river warehouses) in this fashion:

"You're all wrong—the steamboats will be back numbers by and by. The railroads will put them out of business. This State, which has only a handful of people today, and the prairie beyond, will be dotted with little towns and the railroad will reach everywhere and do the carrying even along the river."

The history of those days on the levee was indicative of the young man's quality. They showed unmistakably the stuff of which he was made and foreshadowed in some degree his future. He was an indefatigable worker, even when the work was uninteresting. He had that rare thing, a capacity for drudgery. . . .

The romance of James J. Hill's life began in this time and lasted until the end of his life. He boarded with many other young clerks at the Merchant's Hotel near the levee, and there was served at table by a fresh and wholesome young Irish girl named Mary Mehegan, whose father was a tailor in a small way. Mary Mehegan's self-respecting industry, her kindly *camaraderie*, won the admiration of the young man whom she served, and a fine friendship, not a rare thing with young people of their clean vigorous type, grew up between the girl and James Hill. In a little while Mary disappeared from the hotel, and it became known that she had gone to a convent in Milwaukee to add some of the gentler arts of education to the practical ones she had already acquired by experience, and in August 1867 Mary Mehegan became the wife of James J. Hill.

Their married life was by no means easy. He had managed to get into the river transportation business for himself, under the firm name of Hill, Griss & Co., but he was hoarding his income to get means of entering the railroad business. His first opportunity came when a little railroad having 400 miles of track and a heavy debt collapsed, and Wall Street could see nothing in it worth financing. But—

He was able to impart his own faith to two fellow Canadians, who stand in Canada for what James J. Hill stands in the United States, great pioneer builders, and so great benefactors of their respective countries. These men were George Stephen and Donald Smith, afterward Lord Mount Stephen and Lord Strathcona in recognition of public service.

With the interest of these two capitalists, and by selling almost everything he had Hill managed to raise the necessary funds to purchase the line. He immediately assumed control, and with that small beginning commenced laboriously but steadfastly to realize his dream of opening the Northwest. Slowly, and step by step, all that he prophesied came true.

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Kindness and generosity may be in one sense superior to or independent of appreciation or gratitude, but business corporations must feel some heartfelt satisfaction in the recently spreading change of heart on the part of the general public through which the people are seeing the motives and conduct of such business in a truer light than that cast by the ignis fatuus of the notions about "soulless" and "heartless" corporations invented and fomented by wrong-headed agitators. There are selfish and unscrupulous individuals of every species, but big business today is generally administered under more just and often more generous policies than the motives of the majority of natural persons in conducting their affairs. In the main, big business has a soul and a heart as well as brains, and the more widely this fact is recognized the better it will be for everybody.

The following dispatch to the *Houston Post* from Port Neches, Texas, dated June 25, 1916, is an example of many indications of the clearing vision and growing good will which suggested the foregoing reflections:

The Texas Company steamship *Pan-American* sailed at 5 p. m. for Tampico to bring away American refugees. Twenty refugees who were being held aboard the barge *Tampico* in quarantine have been transferred to the quarantine station furnished by The Texas Company. The refugees watched the departure of the *Pan-American* with emotions of hope and gratitude, as many have friends or relatives at Tampico, and all have an understanding of the situation of the Americans now at the Mexican oil port. The refugees are being well cared for.

"God bless The Texas Company," is a common remark among those who have been benefited by the generous and humane policy of the company.

\* \*

Competition ought to be only an incentive to excel.

\* \*

In the last day we believe the Lord will be merciful to the brother who did the best he could and refrained from blaming all his failures upon somebody else.—*Geo. M. Bailey.*

\* \*

Two married women were having a chat and, as usual, the conversation veered around to the expense of living.

"It's really awful how the rise in prices has affected us!" said one sadly. "Why, do you know that my bills for clothes this year are exactly double what they were last year?"

"Goodness!" gasped the other. "I don't see how your husband can afford it."

"He can't," replied the first calmly. "But, then, he couldn't afford it last year, so what's the difference?"—*Argonaut.*

\* \*

It is your business to know your business.

### THE THINKER

Back of the beating hammer  
By which the steel is wrought,  
Back of the workshop's clamor,  
The seeker may find the Thought—  
The Thought that is ever master  
Of iron and steam and steel,  
That rises above disaster  
And tramples it under heel!

The drudge may fret and tinker  
Or labor with lusty blows,  
But back of him stands the Thinker,  
The clear-eyed man who Knows;  
For into each plow or saber,  
Each piece and part and whole,  
Must go the Brains of Labor,  
Which gives the work a soul!

Back of the motor's humming,  
Back of the belts that sing,  
Back of the hammer's drumming,  
Back of the cranes that swing,  
There is the eye which scans them  
Watching through stress and strain,  
There is the Mind which plans them—  
Back of the brawn, the Brain!

Might of the roaring boiler,  
Force of the engine's thrust,  
Strength of the sweating toiler,  
Greatly in these we trust.  
But back of them stands the Schemer,  
The Thinker who drives things through;  
Back of the Job—the Dreamer  
Who's making the dream come true!

—*Berton Braley.*

### LIFE WISDOM

The wisdom of the wise and the experience of ages may be preserved by quotation.

—*Benjamin Disraeli.*

Good order is the foundation of all good things.—*Edmund Burke.*

A fool with a majority on his side is the greatest tyrant in the world.—*Sir George Lytton.*

He who is to win the noblest successes in the world of affairs must continually educate himself for larger grasp of principle, and broader grasp of conditions.—*Hamilton Wright Mabie.*

Credit is a power which may grow, but which cannot be constructed.—*Bagehot.*

Violence ever defeats its own ends. Where you can not drive you can persuade. A gentle word, a kind look, a good-natured smile, can work wonders.—*Hazlitt.*

Never lose an opportunity of seeing anything that is beautiful; for beauty is God's handwriting. Welcome it in every fair face, in every fair sky, in every fair flower, and thank God for it as a cup of blessing.

—*Emerson.*

# TEXACO STAR

## PRACTICAL HANDLING OF COMPLAINTS

W. F. PARISH

Manager of Lubricating Division



W. F. Parish

There have been recently called to my attention two complaints against our lubricating oils that on the surface appeared to be of a very serious nature, which, after attention was given to them, showed a number of features that made them strongly in our favor. In reading over these complaints I was struck anew with the importance of giving complaints immediate attention, and the rather serious consequences that can so easily follow delays in handling complaints. For instance, in both of these cases, had our men been late in getting on the jobs and, therefore, not able to make a thorough inspection, the features that helped us would no longer have been there; so that the complaints, instead of being of value to us, would have left the business in regrettable shape and the customers would undoubtedly have been under the impression that our oils were of little value.

Had these cases not been handled promptly, it would have been impossible for our representatives to have secured the filling dates on the barrels or samples of the oils; nor would they have been able to get any details in regard to how or why our product was not working satisfactorily; therefore no recommendations could have been made and nothing whatever could have been done. The cases would simply have remained in the minds of everyone attending to them—that there had been a complaint, whether justified or not, against our products. We would have had absolutely no chance at all to adjust the matter

in any way; to receive any benefit from the complaint if it were in any way justified, by having the opportunity of putting in an oil better suited; or to receive, possibly, very valuable information which would have influenced us to try to improve the oil in question. But in handling the matter promptly and showing that the plant men had unjustly blamed our oil and our Company, we made them better customers and ones who would stay with us much longer than if they had not had intimate contact with our organization through having made a complaint.

The number of complaints we receive is a very small proportion of the total number of accounts on our books. For instance, in the New York District's sales records only about one-tenth of one percent of the cards have the red danger signal showing that a complaint has been made against our goods. This is an infinitesimal amount and shows the exceedingly healthy condition of our business, and is an unusually fine record for any oil company. In order, however, that we may all understand the principles governing the complaint part of this business, I am giving the general rules which should apply to the handling of all complaints.

A customer making a complaint of any nature, whether justified or not, should receive immediate attention.

A complaint should take right of way over everything else. It is more important to save business endangered by a complaint than it is to get a new customer.

If our product is at fault or if we have put the wrong oil on a customer's machine we should know about it as soon as possible. We can not change our oil upon hearsay evidence; we must know the details of the actual cases in which the product does not work and the reasons for its not operating. Conversation or merely repeating plant gossip in regard to what someone thinks happens is of very little consequence; the evidence must be based upon actual facts, and the most valuable facts are those reported by our own people who should investigate everything in connection with the complaint.

If the fault is with our oil, or if difficulty

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is being experienced with the machine that is operating on it, at least eight ounces of the oil should be sent to the District Office, and the sample should bear one of our numbered labels properly filled in, and the accompanying report should give the filling dates and the initials of the man who filled the package. Information should also be secured regarding the date the oil was received at the customer's plant, the manner in which it was stored, and the date on which the trouble complained of first started, with full information as to how the previous oil operated or how their similar machines are at present operating on some other oil. Information as to the shipping dates and filling dates on packages is necessary so that the oil can be traced back to the Refinery in case it is considered that the difficulty is in the oil itself. A sample is necessary in order to determine whether the proper oil is in the package and whether it is actually our oil that has been complained of, or to see if there is anything in the oil that could have caused the trouble—like the embalming fluid we found in a sample of Motor Oil M that an undertaker said was causing an unreasonable amount of carbon.

In case the trouble is caused by water in the oil, if at least a quart of the water is sent in with samples of boiler and hydrant water from the plant, we can determine by analysis if the water is of local origin and can furnish, if need be, analysis reports of water at our refinery and terminals. A case of water in the oil at an ice plant was traced back to the plant in this way and an account saved.

It sometimes happens that a complaint is made in regard to the operation of a machine that is supposed to be running on our oil when, as a matter of fact, it is running on something entirely different. A case is on record where reports have been made against a new engine oil to the effect that the line shaft ring oiling bearings were all running hot, which was taken as sufficient evidence that the new oil was not suitable. A prompt examination showed that the bearings on the line shafting were unusually hot, just as stated. After shutting down, it was found that the oil in the bearings was a heavy cylinder oil, entirely different from the new engine oil which was supposed to be there. As a matter of fact, these particular ring oiling bearings had

not been touched for a month and were not due for re-filling for two months; simply the fact that new oil was coming into the plant had interrupted the calm routine of the employees, and they commenced feeling around for hot bearings and had located what had existed all the time but had not been particularly noticed before.

Some time ago the chief engineer of a ship reported trouble on one or two of the main bearings. He was apparently honest in his complaint; but it transpired that for many months previous to the change of oil he had visited the engine room about three times a day and he did not spend his time in the engine room in feeling the various bearings or worrying about the oil, as he was not particularly interested. After the oil was changed on the ship he visited the engine room twenty times a day, according to his own story, as the regular routine had been interrupted by making a change of oil and he was afraid of trouble. He discovered two bearings that were running warmer than he thought they should and he made a complaint, without, however, stating at that time that these two bearings had run warm before, which he afterwards admitted.

It is for the purpose of preventing complaints of this nature being wrongfully made against our products that it is absolutely necessary that our best man should be sent to investigate the matter at the slightest indication of trouble.

Another case recently examined shows the importance of this. We had taken over the lubrication of a large engine building plant. Things were progressing very satisfactorily until one day we received a letter from the General Manager of the plant enclosing a department report stating that our oil was giving them a great deal of trouble, that bearings were running hot and wearing out and the machines could not run, and that it was necessary to buy oil from a competitor in order to keep the plant going. The next morning an expert was put on the job and it transpired that the custom at that plant was to use filtered engine oil for the machines upon which the complaint developed; that the filter was small and not very efficient, but that it had been operated in a careful and regular manner by one of the old employees who took unusual care to see that the oil from the filter was clear and clean; and that this

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employee had been transferred to other work. The new man not being familiar with the work, or not knowing the general weakness of the small filter, had passed out oil that was not properly cleaned and in which there was a considerable amount of cylinder oil and dirty water. The use of this unclean oil caused all the difficulty. As soon as the expert developed this and showed that the trouble came within a day after the change in men, the former man was put back on the job, arrangements were made for better filtering appliances, and the incident was settled. The General Manager thanked us for the attention and regretted that he had put us to any trouble. Our promptness and the closeness with which it was necessary for our men to work with those who were handling the oil resulted in considerable benefit to us.

We have seen cases where boys were sent with buckets to bring in oil from the oil house. These boys, as is quite natural with boys of their age, would stop to converse with each other, allowing the pails to stand around where dirt could get into them. In one case the boys were sitting under shelter from the rain, leaving the pails out in the weather. Pails are also used that have contained other material. Sometimes, in an attempt to be clean and proper, pails are carefully wiped out with waste, which is about the worst thing that could happen to them; the lint that sticks to the tin is easily rolled up and eventually carried into the oil cup, causing a complaint of a hot bearing which can be traced back to the stopped-up drop oiler.

Uncovered grease pails left standing around in dusty places, where the paddles used for packing the grease in the journals are allowed to lie on the floor and accumulate dirt and dust, are frequently the cause of damage to bearings. Eventually practice of this kind will develop very serious trouble. In one case the main bearing of an engine gave out, stopping the plant at a very busy season, and if it had not been for the fact that the paddle showed an accumulation of coal and cinders, and that coal and cinders were found in the melted babbit and also on the floor and in the grease pail, it would have been rather serious for us, as we were quite new in the plant and our product was not known. All of which illustrates that if our expert had not arrived at the earliest possible moment

so that he could make a thorough investigation, all of the evidence would have been destroyed, probably in the regular process of cleaning up the engine room, and all we would have had as a result would have been a bad reputation in this plant, and possibly in the entire district, that would have taken us a long time to live down.

In the majority of cases where the salesman has not sold the wrong oil, there is generally some mechanical condition that is wrong, or some contamination after the oil has been placed in the customer's tank, or some other simple and ordinary thing that happens to the oil, which is not apparent to the manager of the plant but which can be soon developed by the oil man handling the complaint.

The only preventive for selling the wrong oil is for the salesman to absolutely know his line and take great care in making sales or recommendations. If there is a mechanical condition at fault, it should be studied, and remedied if possible. In any such event, it should be made quite clear to the customer that in case of complaint the trouble is caused by the conditions in the plant and not by the oil, and that the oil could not be expected entirely to overcome mechanical defects of machinery, nor can it do perfect work if it is mishandled and not properly taken care of. All such faults in the plant should be brought to the attention of the plant manager, and our man should see that they are rectified and that the oil is given an opportunity to make good.

If a customer is justified in complaining and our oil is wrong or improperly placed, prompt handling will invariably inspire confidence. The operating men and managers of the plants will always do everything they can to assist an investigator in securing the actual facts in connection with the matter. All firms in the business of supplying articles made from raw material have occasional trouble. Nothing is quite perfect and it is through the complaints that perfection is approached. Everyone appreciates that a complaint places the supplier on the defensive, and the inborn spirit of fair play compels the offering of every facility for investigation; this, however, can not be made, nor can the situation be expected to remain one of easy solution, if the case is not handled with promptness. No time should be allowed to elapse after the first

## TEXACO STAR

indication of trouble. Complaints must be given the right of way; the best man available should be placed on the work, irrespective of the size of the account, and cus-

tomers should be made to feel that we are not afraid of our products and that we do not run away when trouble seems to develop.

### OUR WASTED LAND

The recent death of the great Builder of the Northwest gives additional force to his ever wise and faithful counsels, and this comment of James J. Hill on one of the most vital of our national problems deserves most thoughtful attention.

Within the next half-century the population of this country will have grown to more than a quarter of a billion people. How are we caring for the soil, and what possibilities of future support does it hold out to the people? We are only beginning to feel the great pressure upon the land. There are two ways in which the productive power of the earth is lessened: first, by erosion and the sweeping away of the fertile surface soil into streams and thence to the sea; second, by exhaustion through wrong methods of cultivation.

Thousands of acres in the East and South have by erosion been made unfit for tillage. North Carolina a century ago was one of the great agricultural States. Everywhere there now you see the land gullied by torrential rains—red and yellow clay banks exposed where once were fertile fields. Millions of acres have been so injured that only time can restore them.

But far more ruinous is the process of soil exhaustion. It has crept over the land from East to West. The abandoned farms that are now the playthings of the city's rich or the game-preserves of patrons of sport are mute evidences of this melancholy change. New Hampshire, Vermont, parts of New York, Connecticut, and Massachusetts show long lists of them, and the same process of deterioration has spread to the Middle States Ohio, Indiana, Illinois.

In the last fifty years a great part of the richest land in the country has been brought under cultivation. We should, therefore, in the same time have raised proportionally the yield of our principal crops per acre, because the yield of old lands, if properly treated, tends to increase rather than to diminish. We are doing little more than keeping the acre product stationary. We must increase the product of our land in preparation for the increased demand that has already made itself felt. We must rec-

ognize the farm as the cornerstone of national prosperity and even of national character.

If you were to ask me to name the things that must be done to conserve the soil and at the same time give to its cultivator a large and increasing return, I should name the following as essential:

Rotation of crops.

Thorough cultivation.

Chemical soil analysis to discover in what elements of fertility, if any, it is deficient, and supplying them.

The keeping of livestock and the liberal use of manure.

The selection of only the best products for use as seed, and a careful test of germination before planting.

Always more and better cultivation.

\* \*

John Howe Peyton, President of the Nashville, Chattanooga & St. Louis Railway, has issued a circular to employes calling attention to increases in prices of materials, and urging careful economy in their use. It is a timely appeal to the good sense and fidelity of every employe, and quite as applicable to other business organizations as to a railroad:

The interest of the employes and that of the company are identical. The company's success may be measured by the energy and fidelity displayed by its employes in watching its interests, and the company's success betokens the degree in which it can share the benefits of that success with its employes.

There are frequently times, under abnormal conditions, when the company must overcome unusual difficulties. The present is an abnormal condition. Prices of nearly all materials and supplies have risen to unusual levels. The increases shown are indicative of general conditions:

Ink and ink powders...	30 to	75 per cent
Pencils—black.....		20 per cent
Pencils—copying.....		100 per cent
Writing paper.....	40 to	100 per cent
Lumber.....	30 to	40 per cent
Iron and steel articles.	100 to	200 per cent
Waste.....	50 to	60 per cent

The company is feeling the burden of this condition. It is peculiarly a time when loyal employes, by conscientious effort in the care of tools, use of materials, conservation of supplies, and avoidance of waste, may effect substantial savings. Economy, in time and material, always a commendable trait, is under present conditions an imperative duty on the part of all.

## TEXACO STAR

### EFFICIENCY

P. C. SCULLIN

Chairman Refining Dept. Efficiency Committee

#### CONTROL OF PRESENT COSTS

By control we mean the careful and watchful management and supervision of all factors affecting the operation of a factory or plant, in a manner that will not allow any increased cost of current operations over previous cost of operations under similar conditions. To properly control, the executive should know exactly what circumstances have made an increased cost necessary or a decreased cost possible.

To be able to control in this manner we must have available, for careful analysis, statements and cost data explaining operating conditions of previous periods and resulting operating costs, with the same information regarding the current period. In other words, we must know "what has been" and "what is."

Statements and cost data for use in controlling costs should be arranged so as to point out easily and quickly just which individual, group, or department is responsible for each item. This is necessary to allow the executive to take appropriate action with such unit when an item shows an un-called for and unnecessary increase. Every item of cost and expense should be easily and rapidly traceable to its origination. Files should be available with all data from which cost statements have been compiled, to permit the most thorough analysis when this is found necessary.

Inasmuch as much of this analysis is made by comparison, statements should be profuse with comparisons, but not to the extent of making them complicated and too difficult to study. Comparisons can be made, for instance, using a month as the period of the statement, of the present and preceding month, of the present month and the same month last year, of the present month and a twelve-month average, of the present month and average of any preceding group of months, etc. The value of comparisons should not be underestimated.

That the control may be most effective, cost information should be furnished as soon as practical after the occurrence of the operations it covers. An executive can work best with live data. By a study of all available and necessary data one will easily

find that certain information is available each day, covering the preceding day's work. If such information is useful for control, it should be furnished daily. Other items are available weekly and monthly. They should be compiled and issued for use promptly as available and required.

With all this in mind it should still be remembered that the man who is to use this data is usually an exceedingly busy person, and probably one of the most essential things is simplicity in the form in which this data is presented. For no matter how complete, comparative, and prompt the statement is, it has no value unless it is used sufficiently, studied, and analyzed.

Statements can often be simplified and made more descriptive by showing average unit figures, costs per hour, or costs per ton, for instance; or by showing percentages of one item to other items to which it has relative importance. The form in which the statement is made up should be considered, whether the figures run the length or width of the paper, whether all information regarding a certain operation is concentrated on one sheet rather than a number of sheets, whether most important items stand out clear and separate from less important ones, etc.

Graphs are found very useful in some cases as a simple presentation of cost data. An executive finds it easier to watch the progress of one or two lines, and takes more interest in them sometimes than in dry figures.

Whatever the means, cost information, and especially that used for control, must be presented in as simple and descriptive a form as possible, so that it can be quickly and thoroughly studied and analyzed.—  
*100% The Practical Magazine of Efficient Management.*

The way for a young man to rise is to improve himself every way he can, never suspecting that anybody wishes to hinder him. Allow me to assure you that suspicion and jealousy never did help any man.

There may sometimes be ungenerous attempts to keep a young man down; and they will succeed, too, if he allows his mind to be diverted from its true channel to brood over the attempted injury. Cast about and see if this feeling has not injured every person you have ever known to fall into it.—*Abraham Lincoln.*

## TEXACO STAR

### SAFETY AND SANITATION

ST. C. B. BYRNE

Chairman Central Committee on Safety

#### KEEPING PHYSICALLY FIT

Food is an essential to life and the body is constantly using up material. The effects of this consumption of the body tissues have been carefully studied. . . . Overeating, like any other bad habit, grows on one. Diseases due to faulty metabolism are increasing, while contagious diseases are decreasing. Undereating may raise the death rate, but improper eating of greasy ill-prepared food is much more responsible for this condition.

Sir Lauder Brunton says: "More people in this country (England) shorten their lives by overeating than by starvation, and an unnecessary excess of animal food leads not only to physical disorders but to an irritable and irascible frame of mind." This is just as true in America. . . .

Combustion in the body gives rise to the same products as burning outside of the body. The system is a great factory of poisons. The burning of bread, potatoes, or fat in a furnace produces not only heat but smoke, ashes, and possibly imperfectly consumed products. The same products are found when foods are burned in the body. Poisonous gases such as carbon dioxide are carried off by the lungs. The ashes are carried off by the kidneys, while imperfectly burned products, corresponding to the cinders and clinkers, may be left in the tissues, causing mischief later. . . .

All articles of diet can be classified in three groups: proteids, carbohydrates, and fats. If the average man weighing 150 pounds requires about two ounces of protein a day, the hardest working person would not require more than double that amount, or four ounces. We are nearly all eating too much protein, and with serious results. The proteins are the structure builders of the body, while the starches, sugars, and fats are the fuel that feed its combustion. The body is unable to store up proteins. When one eats more of this substance than is daily required to replenish the waste of the body, it must be split up in the system and its irritating ashes (poisons) carried off by the eliminating organs. The overeating of sugars, starches, or fats is not such a serious matter, because

they may accumulate as fat or add extra fuel to the fires of the body.

One may not overeat in the amount of food and still be overfed in proteins. The low protein diet is better, as it favors recovery from many diseases, such as rheumatism, neuralgia, sick headaches, biliousness, and many forms of indigestion and constipation. As so little protein is required we might profitably dispense with meat in the summer-time.

Proper chewing of food is one of the great secrets of good digestion. I believe in "Fletcherism," but not to the extent of chewing the food till it becomes liquid, or, as some one has said, "till it swallows itself." Chewing can be overdone, if it involves rejecting or refusing to swallow bits of fruit, vegetable, or cereal pulp that cannot be completely liquefied. The cellulose matter contained in food is quite necessary in order to increase intestinal activity. Foods, such as meats, which are completely digested and leave no residue are constipating. One's diet should consist of a laxative and a bulky food. We need bulk just as the horse requires hay. Too much chewing or a too concentrated diet will make a man, like a horse, "go stale."

The normal appetite is a trustworthy guide, and what one craves is usually what one ought to have. The Eskimo, for instance, requires an enormous amount of hydrocarbons in order to keep up bodily heat, and so he consumes great quantities of seal oil and whale blubber. In contrast, the inhabitant of the tropical climate finds heat-producing food superfluous, and subsists largely on fruits and grains.

The most practical diet for the system is a little of everything, and not too much of any one article of food. Chew the food thoroughly and omit those things which experience has shown to be harmful. It requires about four hours to digest a meal and we should not eat oftener than every six hours, in order to give the digestive apparatus a couple of hours' rest.

Water is one of the principal bodily constituents. It is the agent for dissolving and removing waste products. The average person should drink from six to ten glasses of water a day, one or two upon rising and retiring and before each meal. Too much liquid during the meal dilutes the digestive juices and hampers digestion.

—William J. Cromie.

## TEXACO STAR

### BY THE WAY

Port Arthur, Texas, June 15, 1916.

Editor Texaco Star:—Hoping the enclosed effusion will meet with honorable mention instead of a firing squad, I am

Yours truly,  
One of the Stillmen, Port Arthur Works.

#### THE FARMER'S JOY

Little drops of gasoline and lubricating oil  
Run the farm machinery we use to till the soil,  
Little barrels of asphalt make a dandy road,  
And little smears of axle grease lighten up the load.

With "Liquid Wax Dressing" we oil our floors so neat,  
For polishing up the kitchen ware "Quick-Work"  
cannot be beat,

And when around the table we gather after night  
Our hearts are cheered by a brilliance soft from rays  
of "Familylite."

There are many kinds of oil and grease for factory,  
farm, and home,  
And more for the countless vessels that plough  
through the briny foam;  
But as over this world you travel, no matter where  
you go,  
The best of them all are the ones you'll find bright  
branded TEXACO.

It is in order to commend the action of the American sailor who recently arose and stood at attention at a moving picture show in New York City as the strains of the national anthem were played, and in answer to the cries of "Sit Down!" made this brief but impressive speech: "Ladies and Gentlemen, every enlisted man of the United States must stand at attention when the national anthem is played. Don't be blockheads by sitting down, clapping your hands and stamping your feet." The audience arose with cheers for the Army and Navy.  
—Leslie's.

A stranger who had observed an Alderney cow belonging to a farmer, met the farmer and asked: "What will you take for your Alderney cow?"

The farmer scratched his head for a moment, and then said: "Look a-here, be you the tax assessor or has she been killed by the railroad?"



Wm. Parker White, Jr., 18 months old son of Mr. and Mrs. W. P. White, Fuel Oil Dep't, Houston. One little lad who thoroughly enjoyed the Texaco Picnic at Sylvan Beach, June 10,—kept his daddy busy keeping him from going 'way out in the big tub, as he called the water.

Statistics made public last month by the U. S. Geological Survey show a notable increase in the use of oil as locomotive fuel by the railroads of the United States in 1915:

The quantity of oil fuel so consumed last year was 36,648,466 bbls., an increase of 5,555,200 bbls. or 18% over 1914. This is ascribed to the relatively low prices prevailing for fuel grades of oil during the year as a result of the increased production of low-grade crude in the Gulf Coast States and in Mexico and of the augmented output of suitable residuals from refineries in Oklahoma and Kansas.

The total distance covered by oil-burning locomotives in 1915 was 124,255,525 miles, and the average distance covered per barrel of oil fuel consumed was 3.39 miles. Oil fuel is now used to some extent on 40 railroads in the United States, in 21 States.

When the recently printed booklet describing "Crater Compound" and the more than satisfactory experience of users thereof was in the hands of the printers, Mr. W. F. Parish, Manager of the Lubricating Division, was told by the printers that a reading of the interesting pamphlet had thoroughly convinced them that "Crater Compound" was the thing for their presses.

S. S. McClure, after his recent return from Europe, speaking about American self-satisfaction, said:

"Our lamentable self-satisfaction reminds me of a Kansas City litterateur, who complained in New York about the decadence of Kansas City as a center of the arts. 'Why,' said he, 'I don't believe there are three men in Kansas City today capable of writing Hamlet.'"

#### APHORISMS OF THE TEXACROW

AFTER ALL IS SAID AN' DID  
THIS HYERE ONE FACT REMAINS:  
A FELLER HAS JUS' NACHULLY  
GOTTA SETTLE DOWN  
BEFORE HE KIN SETTLE UP.



# TEXACO STAR

## DEPARTMENTAL NEWS

The Managers of the respective Departments have assigned to the gentlemen whose names and addresses are here given the duty of sending to the *Texaco Star*, on or before the twenty-fifth day of each month, reports of new appointments, transfers, removals, resignations, promotions, and other items of departmental news of general interest. Suggestions and information for this purpose should be sent to them before the twentieth day of the month. All are invited to co-operate.

Pipe Line Dept.	A. M. Donoghue, Houston
Natural Gas Dept.	D. P. Harrington, Fort Worth
Fuel Oil Dept.	E. B. Joyner, Houston
Refining Dept.	C. K. Longaker, Houston
Marine Dept.	E. C. Macmillan, Port Arthur
Legal Dept.	A. R. Weber, New York
Treasury Dept.	J. S. Ballard, Houston
Comptrollers' Dept.	Lee Dawson, Houston
Sales Dept., S. Territory	B. E. Emerson, Houston
Sales Dept., N. Territory	P. A. Masters, New York
Export Dept.	M. G. Jones, Houston
Purchasing Dept.	S. Slattery, New York
Railway Traffic Dept.	J. B. Nielsen, New York
Producer.	J. E. Byrne, Chicago
	J. W. Painter, Houston
	Delbert Leggett, Houston

### PIPE LINE DEPT.

Among the many members of the Pipe Line Department who attended the Texaco Picnic at Sylvan Beach last month were M. Moran and H. L. Stewart of Tulsa, J. C. Colligan of Dallas, and G. H. Speary of Beaumont.

A fine brand of Havana cigars was passed around by John Tietze on the arrival of a baby boy at his home July 3, 1916.

H. B. Robinson, Jr., of the Engineering Division, and his wife left Houston early in July for a vacation in Pennsylvania and New York.



Office of Agent H. L. Stewart, Tulsa, Okla., Oklahoma Division of Pipe Line Department. Mr. Stewart himself was absent when this picture was taken. From left to right—C. J. McCarren, Chief Clerk; M. W. Clothier, Stenographer; P. E. King, Head Oil Clerk.

REFINING Water shipments by  
DEPT. The Texas Company from  
Port Arthur, Texas, month  
of June, 1916:

DATE	VESSEL	BARRELS	DESTINATION
		Refined.	
2nd	S.S. Tecumseh	67,797	Dartm'th, Eng.
2nd	S.S. Nettuno	2,364	Italy
4th	S.S. Florida	11,623	Providence, R. I.
6th	Brg. Dallas	17,303	Providence, R. I.
6th	S.S. Falkland	15,559	South America
7th	Brg. Tulsa	7,917	Amesville, La.
8th	S.S. Teakwood	50,633	Dartm'th, Eng.
9th	S.S. Georgia	12,219	Providence, R. I.
9th	S.S. Alabama	29,299	Norfolk, Va.
11th	S.S. Corozal	3,613	Porto Rico
12th	Brg. Sixty-One	4,550	Berwick, La.
12th	Brg. Sixty-Three	4,681	Berwick, La.
15th	S.S. New York	71,757	Providence, R. I.
15th	S.S. Illinois	56,019	Norfolk, Va.
16th	S.V. Conisstaffe	3,634	West Indies
17th	S.S. Texas	72,257	Bayonne, N. J.
20th	Brg. Tulsa	8,083	Amesville, La.
21st	Brg. Magnolia	7,563	Charleston, S. C.
22nd	S.S. San Jeronimo	104,129	Dartm'th, Eng.
24th	S.V. Gwendolen	2,470	Jamaica
25th	Brg. Sixty-One	4,515	Berwick, La.
25th	Brg. Sixty-Three	4,558	Berwick, La.
27th	S.S. Chr. Knuasen	37,399	Italy
28th	S.S. Mobila	12,864	South America
30th	S.S. Illinois	57,473	Providence, R. I.
30th	S.S. Florida	11,532	Providence, R. I.
30th	Miscellaneous	3,152	
		684,968	
		Crude.	
30th	Miscellaneous	238	
Total:		685,206	barrels.

L. A. Graham, after quite a stay at our different plants at Port Arthur and Port Neches, has returned to Houston.

I. C. Tarler and C. M. Claeys of the Export Department have returned to New York after an extended stay at the Port Arthur plants.

Mr. and Mrs. H. O. Preston have returned to Port Arthur after a most enjoyable trip to California and other Western places.

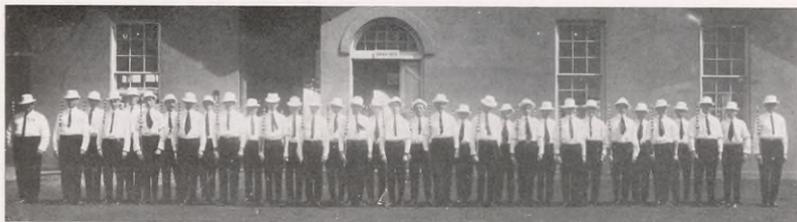
Miss Claudia Whittington is telephone operator at Port Arthur Terminal, *vice* Miss Bertie Hall resigned.

The new Gatehouse and Time Office at Port Arthur Terminal is completed.

The Texaco Island Stars would like to play a series of games with the Houston Texaco Stars for the Cup. The Island Stars have played 20 games, winning 17 and losing 3. The June scores have been:

June 3—Stars 2, South Park High School	4
June 11—Stars 8, Port Arthur	6
June 17—Stars 7, Tigers	3
June 18—Stars 8, Texas Refinery	9

## TEXACO STAR



Forty employees of the Lockport Works participated in the Preparedness Parade in Chicago on June 3, having their own distinct formation in the parade. All had been enthusiastic in the preparatory work. Military drills were held at the plant, Supt. Mullin acting as drill master. The men wore a uniform of white hats, white shirts, and black ties, and carried muskets or canes.

G. E. Nicholson, of Elnora, Ind., where he has been in educational work, is temporarily Stock Clerk at Lockport Works.

We have the pleasure of announcing the wedding of Mr. Matthew Fitzsimmons, Assistant Warehouse Foreman at the Bayonne Terminal, and Miss Della Duffy, on June 7. Mr. Anthony J. Buckley was best man and Miss Catherine Duffy bridesmaid. The employees of Bayonne Terminal presented Matt with a 26-piece silver set and a library lamp, Mr. T. E. Simpson making the presentation speech. The newly-weds spent their honeymoon at Asbury Park, N. J. Good luck to the young couple.

The Stork was a welcome visitor on June 7 at the home of Mr. and Mrs. S. Hallager and delivered to them an 11½-lb. girl.

Max L. Taradash, billing clerk at Bayonne Terminal, has been transferred to the New York office of the Terminal Division. Jefferson Stopf will be his successor, and Earl J. Martiny will assist Mr. Stopf.



B. E. Hull, Jr. (9 mos.)

Arthur J. Smith has been promoted to be Lino'eum Felt Plant Clerk.

W. Morrison Swain and Herbert P. Austin, testers at Bayonne Laboratory, have been transferred to Norfolk Terminal.

William E. Curtis, tester at Bayonne Laboratory, has been transferred to Providence Terminal.

Darby Beetham has been added to the clerks of the Advertising Division located at Bayonne Terminal.

MARINE DEPT.  
An 8½-lb. boy arrived at the home of Mr. and Mrs. A. V. Corley on June 16.

J. T. Turner, now on the Mexican border with Company I, 3rd Inf., T. N. G., has been raised to the rank of Corporal.

LEGAL DEPT.  
A meeting of the Legal Department was held in New York on June 15, which was

attended by Messrs. John and Lawhon of Houston, and W. S. Barrett of Tulsa. W. O. Crain discharged the duties of Chief Attorney during Judge John's absence.

Capt. R. C. Craft has returned from the U. S. Civilian Training Camp at San Antonio.

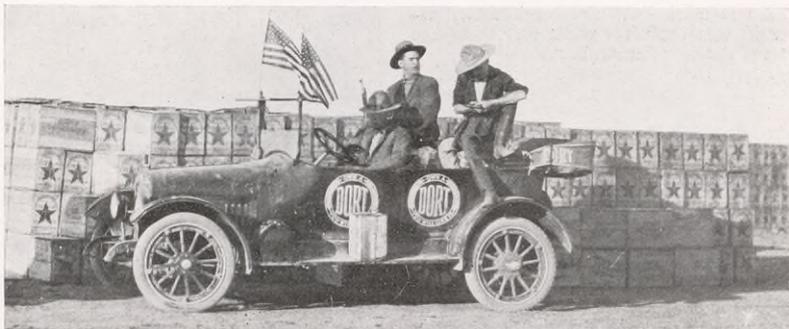
It is rumored that Henry Tomfohrde will spend his vacation at San Antonio, and rumor also has it that Henry will buy two tickets instead of one.

F. C. Pannill of Tampico, Mexico, spent a couple of days in Houston the first of July and then left for New York.

COMPTROL. A. H. Glenny, clerk, has been transferred from Sales Dept. to a clerkship in General Office of this Department.

H. S. Gregory has been employed as stenographer to fill the position vacated by L. P. Fowler, resigned.

## TEXACO STAR



Texaco Gasoline stored at General Pershing's headquarters at Colonia Dublan, Mexico, about 130 miles from the border.

Lubricating Assistant A. T. T——, who sends the picture, adds, with punctuation for possible doubts, some hearsay comments: You see that the stack of Texaco extends clear to the right-hand edge of the picture, and we hear that it continues a hundred yards further to the right. Also we are told that it extends to the rear for several miles! The photographer tells us that one of General Pershing's officers told him they had contemplated building barracks out of the empty cases to house the troops, but that General Pershing overruled the plan to construct barracks and instructed the army engineers to use the cases to fence the road between his base at Columbus and Colonia Dublan—with the intention of stopping the sniping proclivities of Mexican bandits, as a high fence on both sides of the road would prevent them from seeing the motor truck trains going to and fro from the base of supplies and advanced positions.

SALES DEPT. Roofing Division.— We  
S. TERRITORY report with sorrow the  
sudden death of Special  
Roofing Salesman C. J. Reed. Mr. Reed

was with the Company over three years and was very successful in his work. He leaves a wife and 1-year-old daughter.

Houston District.—Employees of Houston District and friends in all other Departments extend deep sympathy to the bereaved family of G. L. Davis.

We extend sincere sympathy also to Superintendent M. J. Monroe and Salesman D. T. Monroe on account of the death of their father.



Mexican Herb Vender—near Roma, Texas, 30 miles from railroad—who has been using Texaco cases for the last four years to carry his wares, and is known among the Mexicans as The Red Star Vender. (Picture sent by Salesman B. F. Kowalski)



"Crowding the Grease Campaign"—Agent G. W. Reed of Beaumont, Texas Station, who, on June 28, married Miss Bernice Harrison of Bay City, Texas. We welcome Mrs. Reed into the Texaco Family.

## TEXACO STAR

Houston District welcomes Auditor Hester in this territory, while regretting the loss of Auditor Haddock.

Agent H. W. Dodge of Houston Station is certainly "moving about" on account of the addition of new up-to-date filling stations in different sections of Houston city.

R. Atkinson, formerly of Galveston, is now employed in the Houston District Office.

Agent Lonnie Fennell, of Seguin, gave us a pleasant surprise when four large watermelons arrived. These, after being properly cooled, were served in the home of J. F. Mahoney to the satisfaction of all present.

Dallas District.—Sup't Bradford of Atlanta District and Sup't Armstrong of Denver visited the Dallas District after the Superintendents' meeting in Houston; also T. E. Adler, Salesman in Fuel Oil Dep't, was a recent visitor.

Salesman W. M. Turner from Lubbock territory recently made his first official visit to the District Office.

The following agents were business vis-



Rosalind, two year old daughter of Agent W. E. Davis, Wylie, Texas. "The first plain word this little girl ever spoke was *Texaco*."



Year and a half old son of Asst. Warehouseman M. Bloomfield, Dallas, Texas Station.

itors at the District Office during the month of June:

A. F. Hooper, Abilene	J. W. Evans, Coleman
R. W. Crawford, Forney	Wade Cowan, Ft. Worth
James Jackson, Kaufman	C. T. Davis, Leonard
W. E. Smith, Lone Oak	Gay McGlaun, Snyder
R. P. Brown, Sterling C'y	C. E. Claywell, Min. W'ls
H. L. Wagoner, Waco	B. F. Ball, Wellington
W. E. Davis, Wylie	N. B. Feagin, Ennis
S. R. Blake, Waxahachie	H. Hamer, Weatherford



Paris, Texas, Station—Ass't Mgr. Roofing Division F. K. Dorance at right—The gentleman with the "prominent front" is Agent J. W. Perry of Paris Station.

This picture and the two following sent by Supervising Engineer W. M. Davis.

## TEXACO STAR



Miss Grace Manis, who owns and operates a filling station at Vernon, Texas; her father (at right) is The Texas Company's Agent at Vernon Station. At the left is Lub. Eng. P. J. Bedell, of Dallas District. Miss Grace carries a full line of Texaco Products at her filling station, and is the greatest little Texaco booster in North Texas. She is on the job early and late, supplying the farmers for miles around with gas and lubricants for their automobiles, tractors, and farm machinery.

Denver District.—Agent Wells Littlefield of Denver Station is to be congratulated on renewing one of the largest motor oil contracts in this territory.

Our Denver Filling Station will soon be completed, and will be one of the best looking and best located in the city of Denver.

Lafayette, Colo. Station, Agent Joseph Jordan; Brush, Colo. Station, Agent J. B. McDill; and Lyons, Colo. Station, Agent E. C. Stevens, were opened in June. The Lyons Station is at entrance of Estes Park.

F. J. Meyers, General Clerk in the District Office, resigned, and was succeeded by G. R. Haun.



Lubricating Engineer J. N. Prewitt, of Dallas District, in the act of writing down an order for a barrel of Ursa Oil. At right is Agent R. R. Hall, Sherman, Texas Station; in the middle is the engineer of the plant. This was a snap shot not aimed quite straight, and Mr. Prewitt does not show up completely, but his order book is prominent enough.

W. H. Gunn, clerk at Denver Station, has been transferred to the District Office as Order Clerk.

Agent B. M. Fletcher of Casper, Wyo. has resigned, and the position is being filled by Salesman A. A. Packer.

Invitations to the Texaco Picnic on June 10 were duly received at this office, and all regret that distance prevented their attendance.



Billings, Montana, Station—Agent W. R. Porter (standing), Tank Wagon Driver C. A. Walker, and new team and wagon.

## TEXACO STAR



Filling Station Window Display, 610 N. 20th St., Birmingham, Ala.

Birmingham District.—President Lufkin paid us a visit recently, many of us seeing him for the first time. We hope to see more of him in the future.

Statistics Clerk C. F. Price has been transferred to Atlanta District Office.

Geo. H. Snook has been appointed Salesman, headquarters Birmingham.

Engineer-Salesman J. T. Cecil has resigned.

Agent J. J. Banks, Jr., of Decatur, Ala., resigned. He is succeeded by S. H. McDaniel, formerly Cashier at Birmingham Station.

W. T. Jones has been appointed Agent at Dothan, Ala. Agent P. L. Clendinen of Dothan Station died of typhoid fever June 18. We extend sympathy to his family.

Atlanta District.—President Lufkin recently spent a day visiting the Atlanta Dis-



Anniston, Ala. Station Agent H. S. Robertson, Clerk H. Hanna, and our hurry-up "Delivery Speedster" *Tex-a-Go*.

trict Office. We wish he would visit us as often as possible.

G. M. Worthington, our genial Chief Clerk, leaves us to become General Assistant in Dallas District. He carries with him the best wishes of all in the Atlanta District. C. P. Dodge, Jr., comes to succeed as Chief Clerk. We are more than glad to welcome Clarence back.

"Uncle Bill" Reynolds attended the Southern Textile Convention at Asheville, N. C., June 15-17, and the Southern Cotton Seed Crushers Convention at Tybee Island, June 19-21.

Sup't of Construction McCullough is with us making some alterations of the District Office. It has been some time since we had the pleasure of seeing him.

We had the honor of furnishing nine men for military purposes when the call for National Guardsmen was made, as follows:

L. R. Jeter	G. L. Baker	G. W. Parmlee
C. F. Price	O. W. Williams	R. W. Lawson
One at Columbia	One at Sumter	One at Spart'bg

The following changes were made in District Office:

Barney Glass succeeded L. R. Jeter, called for military service.

J. E. Umbach succeeded G. W. Parmlee, called for military service.

Virgil J. Meigs succeeded G. L. Baker, called for military service.

Wm. R. Pierce succeeded C. F. Price, called for military service.

C. L. Pope succeeded O. W. Keener, resigned.

SALES DEPT. Boston District.—The following changes and appointments in Boston District are announced:

S. C. Carney, Motor Oil Salesman in Lowell and Lawrence, Mass., selling direct to consumer all motor products and coupon books.

Motor Oil Salesmen at Providence, R. I., under



Fitchburg, Mass. Refined Station

## TEXACO STAR



Waterville, Maine Station—Agent W. E. Colby (standing), Tank Wagon Driver H. P. Butler, Horses Nos. 839 and 840.



Teddy, No. 840, "the most perfect horse in the State"—Waterville, Me. Station.



Jenny and her mother. This little mule is the latest addition to live stock at South Braintree, Mass. Station.

direction of Agent A. L. Kennedy: D. E. Peterson, W. L. Pavlowski, E. E. Haire, P. E. Dover.

F. R. Smith and F. W. Marshall, as coupon book and motor oil salesmen at Worcester Station, under direction of F. H. Knight.

T. E. Emery, Acting Agent at Lewiston, Me.

D. S. Sewall, transferred from Acting Agent at Lewiston, Me., to Agent Portland, Me. Station, *vice* W. H. Sargent resigned.

J. J. Riley transferred from Clerk to Acting Agent at Fall River, Mass., *vice* Agent T. J. Hanley resigned.

Our new Beacon-Commonwealth Filling Station is ready for business; Agent N. W. Phillips, Jr., formerly of District Office.

New York District.—The New York District has been well represented in military organizations; the following members of

the National Guard have been called to the front:

E. L. Holloway, Asst. Filling Station Inspector, New York.

George S. Peabody, Gasoline Salesman, New York.

W. E. Wesson, Agent at Mt. Kisco, N. Y.

W. M. Wilson, Agent at Stamford, Conn.

W. J. Snyder, Chief Clerk, Accounting Offices.

We hope it will not be necessary for our men to go further than the border, and that we shall have them with us again in a short time.

## TEXACO STAR



The Annual Texaco Outing (Northern Territory) was held at Boehm's Picnic Ground at New Dorp, Staten Island, N. Y., on Saturday, June 10.

In spite of threatening weather, there was a good attendance, and the games and races went off in due order. A baseball game between married and single men resulted in victory for the married—10 to 7. The Single Men were led by "Bud" Nightingale, and the leader of the Married Men was none other than our "Worthy Senator" H. S. Williams. The old reliable arbitrator, S. A. Wyley, took care of the balls and strikes in excellent style. After the ball game the races were run, for which the judges W. A. Thompson, Jr., T. J. Cottingham, F. B. Shields, and S. A. Wyley did noble work.

Following the games and races, Mr. and Mrs. W. A. Thompson, Jr., led the way to the dining room where was spread an enjoyable feast. After appetites had been appeased, the prizes were awarded to the winners of the several events. Dancing followed and continued until 10 p. m., when the Committee gathered the crowd for the 10:30 train for New York.

The Outing Committee, J. P. Tuite, J. J. Nightingale, H. S. Williams, P. S. Flynn, and H. N. Eldridge, extend thanks for the hearty support given the Outing.

The Passaic and Clifton, N. J. Station has been opened, Agent Louis F. Black formerly clerk at Bayonne Refined Station.



Linda (born Apr. 12, 1916), daughter of Mr. and Mrs. F. K. Woodruff, Lub. Salesman, New York

Philadelphia District.—On June 23 and 24 Philadelphia District Salesmen and Agents held an informal meeting, which was attended by W. F. Parish, K. G. Mackenzie, C. H. Parker, J. T. Groves, and G. R. Rowland of New York. Each of these made addresses to the force which no doubt helped to a fuller conception of all matters pertaining to the distribution of Texaco products. Especial stress was laid upon Crater Compound and its many uses.

Salesman William Jones has returned to his duties after a two weeks honeymoon, which, from all outward appearance at the Salesmen's Meeting, has not as yet affected his amiable disposition.

Two men of the Philadelphia District, Salesman F. Guerny Smith and Riter Mendenbach of the Credit Office, have gone to the National Guards of Pennsylvania encampment at Mt. Gretna, whence they expect to leave for the border. With them go the wishes "Good Luck and God Bless

## TEXACO STAR

You" of every one personally acquainted with these men.

The roll of Texaco workers in this District has been increased by the following additions:

Wm. A. Edmondson, Salesman Engineer, Philadelphia District.

Bernard Yardley, Tank Wagon Solicitor, Trenton, N. J.

Richard G. Hoff, Tank Wagon Solicitor, Washington, D. C.

John M. Michener, Tank Wagon Solicitor, Camden, N. J.

We extend a hearty welcome, and hope their connection with the Company will prove mutually advantageous.

Norfolk District.—Rowland D. Cock, Clerk at Hampton, Va., Station, joined his battery of field artillery and has gone into mobilization camp at Richmond.

N. O. Kilpatrick, Invoice Clerk District Office, member of the Norfolk Light Artillery Blues, left on June 19 to join his battery. If "Killi" can knock Mexicans out as well as he can invoices he will be a valuable man to Uncle Sam.

The following have joined the Texaco Family in the Norfolk District:

J. R. Tapp, Invoice Clerk

F. J. Dean, Record Clerk, Lubricating Dept.

Earl Hanson, Sales Clerk.

We extend deep sympathy to Mr. Lescalett and family for the recent death of his father.

Sup't Thompson made an automobile trip through a portion of the District during June, looking after marketing and general conditions.

Department Agent W. R. Ellwood spent

three days in June with us. We were glad to see Mr. Ellwood.

Agent Beasley at Charlotte, N. C., is very proud of his new Pierce-Arrow Truck, No. L-143.

Our new Warehouse and Office at Elizabeth City, N. C., is completed.

We have opened a new station at Mount Airy, N. C., with the North Carolina Oil Company acting as our agents.

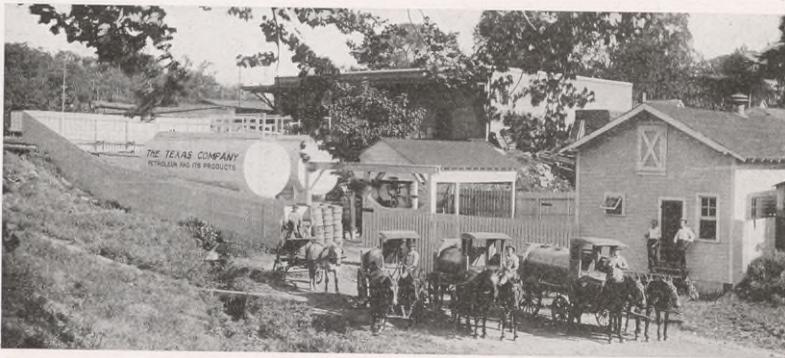
Mr. Jackson, of Hopewell, Va., whose picture appeared in last month's issue, writes:

Referring to last issue of *Texaco Star*, the illustration showing the pioneer oil man of Hopewell, while true to life, would not be recognized by my old Standard Oil friends on account of the fit of the pants, which look as though they were rescued from the Hopewell fire and are indeed a disgrace to any respectable representative of the high class Texaco Products.

John S. Watters successfully renewed our contract with an important North Carolina mills company for another year. This contract calls for 309 barrels of lubricating



Salesman L. G. Katz of Norfolk District booking an order "on the fly" at Harrellsville, N. C.



The Texas Company Refined Station, Raleigh, N. C.

## TEXACO STAR



Operating Inspector J. W. Thompson contributes this:

I wish to call your attention to an article in the *Texaco Star*, issue of April, 1916, page 24, showing a new design in private garages just completed by Mr. G. B. Evans, Local Salesman at Jennings, La. I am sending kodak picture of my garage built in rear of my residence, Norfolk County, Va., which is covered sides, roof, and one end with No. 3 Texaco Roofing. I practically built this garage myself four years ago, and it is just as good today as the day it was built. It is 12x18x8 feet high. I might add that another employe of the Norfolk District has built a garage of the same size, using a lighter roofing.

I thought this might possibly be of interest to Mr. Evans in determining the length of service this roofing will give, as I believe my garage is good for twenty years yet.

oil and was made on a quality basis, as Mr. Watters advises that he was underbid on every brand.

From a statement covering sales of Crater Compound, Salesman Short is leading the list. Others are pushing him for the honor.

At a meeting of the Norfolk County League on May 31 the South Norfolk Club dropped out of the County Circuit and the Texas Company team, which had been playing commercial organizations, took its place. The Stars have been strengthened by the addition of two Terminal players, Barton and Lowe, and our pitchers Hall and Shipp are as good as if not better than the majority in the league. If the team keeps up their hitting we feel sure they will come out in the first division, if they do not win the pennant for the second half of the season which begins July 4th.

Chicago District.—Salesmen F. E. Stewart and R. B. DeLacour of First Cavalry I. N. G. and C. E. Edwards of First Regiment I. N. G. have been notified to hold themselves in readiness for entrainment for Camp Lincoln, Springfield, Ill., there to await orders from the War Department. Approximately 6,000 Illinois Guardsmen will assemble at Camp Lincoln.

Saturday, June 17, the Crater Compound Club made a trip to Lockport Refinery.



Our genial host, Col. H. R. Akin, Agent Joliet, Ill.



Snap-shot of Preparedness Parade in Chicago on June 3, when 130,000 marchers paraded. This picture taken with a 3 A Kodak from The Texas Company's Offices on 13th floor of McCormick Building.

## TEXACO STAR



Near view of part of The Texas Company's contingent in Preparedness Parade, showing employees of our Lockport Refinery. Captain Tim Mullin is standing at the near end of first row.

After various entertainment and inspection of the plant the entire party went by automobiles to Joliet, where we were met by a delegation from the Joliet Police Department and a brass band, who escorted the party through the principal business streets to the Elks Club. There more entertainment was provided, followed by dinner. After dinner we were the guests of a street fair given by the Elks Club. At midnight the party boarded a special car for Chicago, a tired but happy bunch. We take our hats off to our Lockport and Joliet hosts, Sup't Tim Mullin and Col. Akin, for their royal treatment. When the Lockport employes are guests of the Chicago Crater Compound Club we hope to give them an equally enjoyable time.

EXPORT  
DEPT.

A. H. Hampton and C. G. Romans, Traveling Auditors, after spending several weeks

in the New York Office, have again started on an auditing tour to include Agencies in the West Indies and South America.

William H. Becker, Assistant Chief Accountant, has joined his Regiment, the 23rd of Brooklyn, N. Y. National Guard, which will be called to the border. He has almost grown up with the Export Department, and his legion of friends extend good wishes and the hope that he will soon safely return to his office duties. They know that he will be found where "duty calls" deporting himself as becomes a soldier.

Representative J. N. Parker of the Lubricating Division of the Export Department in Sydney, Australia, writes to Mr. W. F. Parish as follows:

I enclose you an effusion from one of our salesmen engineers as received by me. If you consider it good enough to send on to the *Texaco Star*, it would be an indication that the Australian end of the business is trying at least.

I was very interested to note your photograph in the *Star* the other day, taken from the deck of a steamer with the Chief Engineer, and I was very interested to note that you were recommending Pinnacle Cylinder Oil and Neptune Oil for steamships, which I have also found the best possible products in this country for the job.

The enclosure referred to by Mr. Parker follows:

Sydney, N. S. W., 17-5-16.

Dear Mr. Parker:  
I suffered from a "brain storm" last night, with this result—

Q. and A.

The ? "Say! Mr. Engineer,  
"What oils are you using?"  
Then the Engineer smiled,  
And his smile was amusing.

Ans. "I'm using," said he,  
"The best oils I can get;  
"So the oils that I'm using  
"Are Texas, you bet!"

If you think this would do for the *Texaco Star*, please forward. If you don't think it's any use, the W. P. B. is on your port side. I'm after one of those gold fobs with the Texaco star on it, so that I can swank up Pitt Street and give the girls a treat.— Further comment cut short by the "Missis."

Yours,  
John Sinclair.

## TEXACO STAR

### SUGGESTIVE INDEX OF CURRENT ARTICLES

THE MAIN INTEREST IS INDICATED BY CLASSIFICATION OR BRIEF COMMENT

Journals cited are gladly loaned, if in our library, to persons connected with the Company. The journal or journals called for will be sent by return mail, unless in the hands of some one who has made a previous request—and in the latter case, as promptly as possible. Please give full and exact mailing address.

- REFINING** Economics of Material Handling in Manufacturing Plants, by Reginald Trautschold—*Engineering Magazine*, June 1916.
- How to Study Factory Efficiency, by J. K. Mason—*Engineering Magazine*, June 1916.
- Building the Factory, by John T. Klaber—*Engineering Magazine*, June 1916.
- How to Use Superheated Steam. II. Practical Applications, by Charles L. Hubbard—*Engineering Magazine*, June 1916.
- Instruments for Recording Carbon Dioxide in Flue Gases, by J. F. Barkley and S. B. Flagg—*U. S. Bureau of Mines*, Bul. 91.
- SALES** More Sales in Hot Weather, by C. Bard, President of Plymouth Fur Company—*System*, June 1916.
- Business men of the longest experience say they are always struggling against a tendency of their sales organizations to rest on the oars a bit. The summer is especially a time for this tendency to cause a lull in efforts for business. In many businesses this let up is accepted as a matter of course, but some concerns fight it from the first hot day. These firms say that summer sales are a question of fighting against the tendency to take it easy in summer. *System* made a nation-wide investigation to search out the concerns who got more business in summer, and presents a selected group of plans that have been used successfully to get hot weather business.
- Making Sales by Helping the Buyers, by J. D. Crain, Jr.—*System*, June 1916.
- Uniforming Station Attendants—*Petroleum News*, June 1916.
- PAVING AND ROADS** California's Bituminous Carpeted Concrete Roads Show Durability—*Engineering Record*, May 6, 1916.
- Preparation and Use of Asphalt, Cut Back with Naptha, for Road Surface Treatment, by Julius Adler, before the American Association for the Advancement of Science—*Good Roads*, May 6, 1916.
- FUEL OIL** Cost of Coal and Oil as Fuel, by Perry Barker—*Power*, May 30, 1916.
- SAFETY** Foam System Installation for Fighting Oil Fires, by C. P. Bowie—*Engineering News*, April 27, 1916.
- PRODUCERS** Conservation of the Oil and Gas Resources of the Americas, by Ralph Arnold—*Economic Geology*, April-May 1916.
- Considers oil fields of North America, including Canada, Newfoundland, and New Mexico. The statement is made that a dozen wells in Mexico, if opened to their full capacity, could all more than double the output of the world.
- GENERAL** James J. Hill's Last Word—*The Annalist*, June 19, 1916.
- In a letter written to transmit this article, a letter which he dictated but never had a chance to sign, the late James J. Hill said that he hoped this discussion by him of the Federal Reserve system might "give occasion for thought to the public." The article was written in response to a request by *The Annalist*.
- Cost Keeping the Basis of Prosperity, by H. F. Porter—*Engineering Magazine*, June 1916.
- Inventors Busy on New Gasoline Processes—*Petroleum Age*, June 1916.

Hearty congratulations are  
**PRODUCERS** extended to Mr. and Mrs.  
 William Henry Lyne upon  
 the occasion of the Silver Wedding Anni-  
 versary announced on engraved invitation  
 cards reading as follows:

1891                      **WHL**                      1916

Mr. and Mrs. William Henry Lyne

At Home

Monday evening, June twenty-sixth

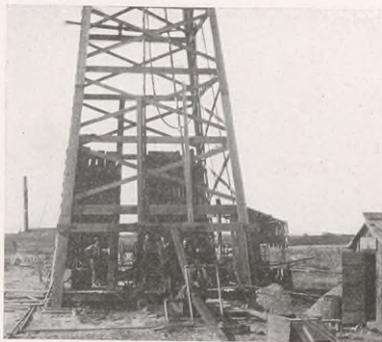
eight to eleven o'clock

Thirty-four hundred nineteen Burlington Avenue

Houston, Texas

Viola Maud Cullum

William Henry Lyne



Rotary Crew—Draw Works and Engine

# ONE OIL FOR ALL

In developing Texaco Ursa Oil for Diesel Engines, we have set an entirely new standard for the lubrication of this type of engine

## TEXACO URSA OIL

takes care of the entire requirements of the Diesel and Heavy Oil engine, lubricating the power cylinders, air compressors, and all other parts—one oil for all. Admixtures, use of wrong oils, mistakes on the part of the operatives are eliminated.

One thing we wish to make plain—Texaco Ursa Oil is a low flash lubricant of heavy body. We have thoroughly convinced ourselves by experiment and practice of the value of a low flash oil for internal combustion cylinder work.

We can and do make oils of high and low flash, and it is entirely without bias that we recommend a low flash oil in this case. It is to be remembered also that Texaco Ursa Oil is of such a uniform nature that it doesn't distill, or decompose in the cylinders. There are no hard deposits, no troublesome carbon, no gumming or choking of the valves or clearances.

When this oil works up into the combustion chamber it burns clean—this and its rich lubricating body make Texaco Ursa Oil the finest oil ever produced for Diesel Engine work. This is why so many of the leading manufacturers of Diesel and Heavy Oil Engines are glad to specify Texaco Ursa Oil for use on their engines.

*Texaco Ursa Oil is only one of the many lubricants made by us. We have the right oil for any purpose.*

## THE TEXAS COMPANY

HOUSTON

NEW YORK



Boston  
Atlanta  
Norfolk  
Philadelphia

### BRANCH OFFICES:

Dallas  
Youngstown  
Birmingham

El Paso  
Chicago  
Oklahoma City

St. Louis  
New Orleans  
Denver





STRANGE TO SAY, he's a Texaco salesman. He says:  
"Crater lasts too long, I can't sell enough of it"—

You may be sure that there is no complaint from our clients on this score, nor for any other reason.

We get letters like this one, from the Superintendent in charge of a large North Carolina mill, every little while:

"We have been using **TEXACO CRATER COMPOUND** on the worm gears of our Murphy Stokers; we find that it has doubled the life of these gears. We are more than pleased to recommend it as a preservative and lubricant for gears."

"CRATER" saves the gears. Any size, any material, any cut. It makes no difference to "CRATER." It adheres to the metal and lubricates. The teeth run on a film of fine heavy lubricant. Metallic contact is avoided, consequently wear and abrasion are stopped. The teeth last longer, the gears run true.

Even under exposure to heat, water, furnace fumes, or chemicals **TEXACO CRATER COMPOUND** remains a lubricant. It is not thrown off by speed, or squeezed out by pressure. It won't flake, harden, or drip. It saves the gears.

## THE TEXAS COMPANY

HOUSTON                      NEW YORK

BRANCH OFFICES:



Boston  
Atlanta  
Norfolk  
Philadelphia

Dallas  
Youngstown  
Birmingham

El Paso  
Chicago  
Oklahoma City   Denver

St. Louis  
New Orleans

