

TEXACO STAR

FOR EMPLOYEES OF THE TEXAS COMPANY

THE TEXAS COMPANY PETROLEUM PRODUCTS



THERE IS A TEXACO OIL FOR EVERY PURPOSE

EXPORT DEPARTMENT CALENDAR FOR 1921

BELOW THIS PICTURE IS ATTACHED THE PAD OF MONTHLY DATE TABLES
SIZE OF ENTIRE CALENDAR 26 x 15 INCHES



To our Partners in Lubrication
SANTA FE OFFICERS
and EMPLOYEES 

*A Happy
and Prosperous
New Year*

1921

From

THE TEXAS COMPANY
OFFICERS AND EMPLOYEES



We think this page from the *Santa Fe Magazine* deserves the publicity that we give it here because not only does it so happily convey our relations with this big railroad but it states the Texaco Ideal:

"To be partners in lubrication with all users of Texaco Lubricants."

ADVERTISING DIVISION

"THREES" OF LIFE

Three things to love:

Courage, Gentleness, and Affection.

Three things to admire:

Intellectual Power, Dignity, and Gracefulness.

Three things to hate:

Cruelty, Arrogance, and Ingratitude.

Three things to delight in:

Beauty, Frankness, and Freedom.

Three things to wish for:

Health, Friendship, and Cheerfulness.

Three things to pray for:

Faith, Peace, and Purity of Mind.

Three things to like:

Cordiality, Sincerity, and Mirth.

Three things to avoid:

Idleness, Loquacity, and Flippancy.

Three things to govern:

Temper, Tongue, and Conduct.

Three things to cultivate:

Good Books, Good Friends, and Good Humor.

Three things to contend for:

Honor, Country, and Friends.

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PROMINENT STOCKHOLDERS OF THE TEXAS COMPANY ON INSPECTION VISIT AT PORT NECHES WORKS

Standing, back row, left to right: A. B. Patterson, Houston; H. B. Simcox, Houston; J. P. Tomberlin, Port Neches; J. L. McMahon, Wichita Falls; C. R. Wilson, Tulsa; F. F. Dodge (General Superintendent), Port Arthur Works; J. H. Hill, Tulsa; Ira McFarland (Comptroller), Houston; W. H. Wilson, Chicago; H. M. Bylesby, Chicago; William Jervis (Manager Traffic Department), New York; T. M. Taylor, New York; H. M. Anderson, Cisco; R. C. Stewart, Shreveport; M. D. Cray, Warren, Pa.; M. W. Bahan, Fort Worth; L. F. J. Wilking, Port Arthur; W. H. Batton (T. P. A.), Kansas City Southern Railway; F. D. Stout, Chicago; G. P. Williams (General Superintendent), Kansas City Southern Railway; J. E. Murphy (Superintendent), Kansas City Southern Railway.

Seated, third row, left to right: F. S. Dengler, Port Neches; J. E. Trussel, Port Neches; F. L. Bartlett, Olean, N. Y.; A. Rockwell, Warren, Pa.; H. L. Thompson, Joliet, Ill.; G. G. Parker, Chicago; William Wrigley, Jr., Chicago; J. R. Jewett, Boston; W. D. Sewall, Bath, Maine; Hugh Halsell, New York; J. C. Hutchins, Jr., Chicago; Chauncey Keep, Chicago; C. P. Dodge, Houston; Finley J. Shepard, New York; J. H. Thompson, New York; E. O. Smith, Port Neches.

Seated, second row, left to right: J. C. McCue (Manager Producing Department), Houston; E. R. Spotts, Houston; James A. Patten, Chicago; W. H. Stanley, Chicago; O. C. Wells, Chicago; G. L. Noble, Houston; R. C. Holmes, New York; E. C. Lufkin, New York; A. L. Beaty, New York; T. J. Donoghue, Houston; James Hopkins, St. Louis; J. J. Mitchell, Chicago; L. H. Lapham, New York; Stephen Peabody, New York; John Lambert, Joliet, Ill.; W. H. Aldridge, New York.

Seated on ground, left to right: F. T. Manley, Houston; J. O. Merriman, Port Neches; Dr. G. W. Gray, New York; R. L. Drake (Superintendent Case and Package Department), Port Arthur; J. B. Duke, Houston; G. B. Bogart, Port Arthur; C. C. Hawkins (Superintendent), Port Neches; Burt E. Hull, Houston; A. C. Hunter, New York; E. L. Fisher, Port Neches; Philip Swift, Chicago; C. E. Herrmann, New York; W. H. Mitchell, Chicago.

TEXACO STAR

Vol. VIII

JANUARY 1921

No. 1

PRINTED MONTHLY FOR DISTRIBUTION TO EMPLOYEES OF
THE TEXAS COMPANY

"ALL FOR EACH—EACH FOR ALL"

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Address: Texaco Star, 320 The Texas Company Building Annex, Houston, Texas

MR. BEATY has recently issued a statement establishing a uniform patent policy for The Texas Company.

Every individual employe is expected to be on the alert to devise ways and means or at least lend his aid to improving the processes and apparatus of the Company, and those who do this conscientiously and effectively will not fail to receive such recognition as may be deserved.

It is to the best interests of the Company that all such inventions and improvements shall be available not only at the immediate point where the discovery or suggestion is made, but also to all other branches and departments of the Company. It is also to the best interests not only of the Company as a whole, but also of each and every employe who is interested in the success of the business, that all inventions and improvements shall be covered, as far as possible, by valid patents applied for in the name of the original inventor, so that infringements may be prevented, and also that proper credit may be given to the inventor.

The statement issued by President Beaty follows.

★ ★

To EMPLOYEES:—The Texas Company is broadly engaged in producing, refining, transporting, and marketing petroleum, and in many activities incidental thereto. It desires to encourage its employes in every department of service to perfect useful inventions and improvements. Its policy and rules in regard to patent matters are as follows:

1. Every employe who shall make an invention or improvement of any kind shall promptly communicate the same to R. J. Dearborn, New York City, Patent Attorney of the Company, or to one of his designated assistants.

2. If the invention is found to be of a patentable nature and relates directly or indirectly to the

Company's business, suitable patent application papers will be prepared and filed on behalf of the inventor, at the expense of the Company.

3. If the invention is found to be not of a patentable nature, or if it does not relate directly or indirectly to the Company's business, Mr. Dearborn will communicate this fact to the employe.

4. If the inventor is engaged in research or other work in the course of which invention may be expected (including all those who are under patent contract), he shall assign the invention to the Company, as of course.

5. If the inventor is not engaged in such work, but is nevertheless in the exclusive service of the Company, so that the Company is entitled to all of his time and skill, the Company shall have the right to determine in each particular case to what extent, if any, it will participate in the expense and results of the invention.

6. Mr. Dearborn is responsible for the Patent and Trademark matters of the Company and all such matters shall be taken up with him direct, or with one of his designated assistants. Agreements and licenses with reference to either the sale or purchase of patents or patent rights by the Company must be approved by him, and correspondence offering patents or patent rights for sale to the Company, or warning the Company of the existence of patents or the infringement of patent rights, shall be referred to him. He shall also be advised of all research and development work in progress and supplied with copies of reports on such matters, whether the results of the tests or trials are favorable or unfavorable.

Amos L. Beaty, President.

December 20, 1920.

★ ★

Some of our greatest industrial organizations have learned their A B C's in waste elimination and have found themselves well repaid, but they are still at the beginning,—and the time is coming when every man who lays any claim to business ability will have to keep the question of waste before him constantly as now he does those of credit and collections, buying and selling.—*Thos. A. Edison.*

He who aids to clog the wheels of commerce, embarrasses a whole nation.

—*Daniel Webster.*

TEXACO STAR

It has been suggested that it would be helpful to provide a column in the Texaco Star for the discussion of motor car operation and maintenance; and L. V. Newton, of the Lubricating Division, Sales Department, New York Office, has generously offered to conduct such a column for questions and answers. Mr. Newton believes it would benefit employes who are operating their own or company cars to have answered, as far as possible, all questions on car operation and repair that they find occasion to submit.

We gladly offer this service. Questions should be sent to Mr. L. V. Newton, Room 327, 17 Battery Place, New York. Matter should be in the editor's hands in Houston by the 25th day of the month in order to appear in the issue for the next following month, therefore prompt answers can be given only to questions received in New York by Mr. Newton before the 20th day of the month.

★ ★

Everyone should be interested in the new savings securities which the Treasury Department placed on sale January 1, 1921. The new \$1 Treasury Savings Stamp and \$25 Treasury Savings Certificate complete an attractive line of securities for savings. (25-cent Thrift Stamp, \$5 W. S. S., \$100 and \$1,000 Registered Savings Certificates will be sold as heretofore.)

These small securities should provide a steady source of funds to meet the necessities of public finance with which the nation is confronted. The pleas of the Treasury Department on this subject ought to be heeded by everyone according to his ability.

While it is true that exhortations to economy and thrift could not come from any source with poorer grace than from a government whose bureaucracies have squandered the credit of the nation and the wealth of its citizens with unparalleled extravagance, nevertheless the necessity of maintaining the credit of our government and the individual need of saving rests upon us. Resentment against past wastefulness has no proper bearing on this practical question. It is not a matter of sentiment, but a plain duty of patriotism for our country and of prudence for ourselves.

A strong incentive to saving, at the present juncture of affairs, is the probability (almost certainty) that the inflation of the last five years is to be succeeded by gradual deflation, and that money put aside now will accumulate not only interest but also increased value—purchasing power. The rewards of saving now will be greater than they have been for many years.

★ ★

The man who does not and can not save money will not do anything else worth while. The best way to accumulate is to resolutely save and bank

a fixed portion of your income, no matter how small the amount.—*Andrew Carnegie.*

If you want to know whether you are destined to be a success or not, you can easily find out.

The test is simple and infallible. Are you able to save money? If not, drop out. You will lose.

You may think not, but you will lose as sure as fate, for the seed of success is not in you.

—*James J. Hill.*

★ ★

It will take all of five years, or perhaps ten, to bring about a reorganization of the government and the perfecting of a plan by which as nearly as practicable the finances of the government can be conducted and managed in an economical manner approximating the way in which the great industries of this country are managed in the interest of their stockholders.—*Wm. H. Taft.*

Government ownership of a utility has its penalties. When the British official recently asked Parliament for \$50,000,000 to develop England's telephone system into "the finest in the world" he was told that he was beginning with the worst known to man.

Manchester has a story about the course of events when a British citizen had his government install a telephone for him. Two men did the wiring. Two days later two other men connected the wires of the house with the exchange. After three more days a fifth man inspected the progress that had been made, approving everything. The following day a super-inspector appeared and declared the wires had been led into the wrong exchange. After another interval a man brought the instrument, and was followed in the course of several days by a gang of men who connected the instrument.

These proceedings took three weeks. Then an official called to test the instrument and, after admiring the installation, remarked, "You must have possessed some influence to get this done."

At the time of the latest advice from England, the subscriber was still unable to get his first call through to central from his new telephone.

—*The Nation's Business.*

Money never made a fool of anybody. It only shows 'em up.—*Abe Maran.*

CRUDE OIL PRICES AT WELLS

January 1, 1921

Pennsylvania . . .	\$6.10	De Soto	\$3.40
Mercer Black . . .	2.73	Bull Bayou	3.15
Corning, O. . . .	4.00	Crichton	3.00
Cabell, W. Va. . . .	4.46	Caddo Light	3.50
Newcastle	2.23	Caddo Heavy	2.50
North Lima	3.73	Vinton	2.50
South Lima	3.63	Jennings	2.50
Indiana	3.83	Spindletop	2.50
Princeton, Ill. . . .	3.77	Sour Lake	2.50
Illinois	3.77	Batson	2.50
Canada	4.13	Saratoga	2.50
Somerset, Ky. . . .	4.25	Humble	2.50
Ragland, Ky. . . .	2.60	Goose Creek	2.50
California Light . .	2.95	Markham	2.50
California Heavy . .	1.60	West Columbia . . .	2.50
Wyoming	2.75	Corsicana Light . . .	3.00
Kansas and Okla. . .	3.50	Corsicana Heavy . . .	1.75
Cushing	3.50	Electra-Petrolia . . .	3.50
Hewitt	3.50	Ranger	3.50
Healdton	2.75	Burkburnett	3.50

TEXACO STAR

SELF-PITY IS FATAL TO SUCCESS

"Self-Pity is fatal to success," declares Charles Lee Cook, of Louisville, Ky., a man who *never* walked a step yet has made a remarkable success in business. "Some of those who started life with the worst handicaps have accomplished the most. Nearly all the men filling leading business positions in this country started life penniless, many of them with but most meager schooling and many without good health. Complaining, whining, railing against fate, will never get a man anywhere. The way to meet difficulties is to face them, and battle against them heroically. Faith and optimism, combined with incessant endeavor, will triumph over almost any hurdle in life."

Mr. Cook has always steadfastly refused to accept any assistance in a business way which he felt was actuated by his affliction—an affliction which would have caused many a man to deliberately give up all hope of a successful career.

One fact which everyone should boldly face is that business is in the main a cold proposition. It can not well be otherwise. While an employer may sympathize with a worker who has suffered a real misfortune, yet he dare not advance him to a position which he lacks the ability to properly fill, nor increase his salary to a point greatly in excess of his earning power. Neither should any employe expect such favors.—*The Republic Radio.*

★ ★

There is much real happiness in the world despite the agonizing of some youthful poets, but where do we find it? Not among those whose cry morning, noon and night is the cry of the three selfish birds: "What can I have? What do I want? What will become of me?" Not among those who have no higher aims than "getting ahead", as they call it, not among those who are straining every nerve to "keep up with the Joneses." Most unhappiness and discontent are due, not to outward real misfortunes, but to low aims, wrong ideas of life's value, hurt vanity, thwarted ambition, envy.

—*Maud Frazer Jackson.*

Patience is not only a virtue, but in nearly every instance a necessity. Young men must learn and assimilate the truth that neither Rome nor a reputation worth having was ever built in one day or one year. The best antidote for impatience is to forget yourself in what you are devoting your life to accomplishing. Make the most of your job, whatever it is, and your job in time will make the most of you, the most of which you are capable.

—*Harry B. Thayer.*

★ ★

The distinguished party shown in the frontispiece made quite an extensive tour of inspection, in a special train leaving Chicago Nov. 9. The properties of the Company visited by them included our Lockport Refinery, Nov. 9; Tulsa Refinery, Nov. 10; Beggs Field, Nov. 10; Hewitt Field, Nov. 11; West Dallas Refinery, Nov. 11; Electra Field, Nov. 12; Burkburnett Field, Nov. 12; Breckenridge Field, Nov. 13; Homer Field, Nov. 14; Port Arthur Terminal, Nov. 15; Port Arthur Refinery, Nov. 15; Port Neches Refinery, Nov. 16; Sour Lake Field, Nov. 16; West Columbia Field, Nov. 17; Annual meeting of Stockholders. Houston, Nov. 18.

BE PREPARED

In life's small things be resolute and great
To keep thy muscle trained: knowest thou when
fate

Thy measure takes, or when she'll say to thee,
"I find thee worthy; do this deed for me?"

—*Lowell.*

Reader, attend—whether thy soul
Soars fancy's flights above the pole,
Or darkly grub this earthly hole,
In low pursuit—

Know: prudent, cautious self-control
Is wisdom's root.

—*Burns.*

LIFE WISDOM

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

—*Benjamin Disraeli.*

No great thing is created suddenly, any
more than a bunch of grapes or a fig. If
you tell me that you desire a fig, I answer
you that there must be time. Let it first
blossom, then bear fruit, then ripen.

—*Epicletus.*

No great deed is done by falterers who
ask for certainty.—*George Eliot.*

To live in the presence of great truths
and eternal laws, to be led by permanent
ideals—that is what keeps a man patient
when the world ignores him, and calm and
unspoiled when the world praises him.

—*Balzac.*

I am not concerned that I have no place,
I am concerned how I may fit myself for
one. I am not concerned that I am not
known, I seek to be worthy to be known.

—*Confucius.*

Believe me when I tell you that thrift
of time will repay you in after-life with a
usury of profit beyond your most sanguine
dreams; and that the waste of it will make
you dwindle, alike in intellectual and in
moral stature, beyond your darkest reckon-
ings.—*Gladstone.*

In vain do they talk of happiness who
never subdued an impulse in obedience to
a principle. He who never sacrificed a
present to a future good, or a personal to
a general one, can speak of happiness only
as the blind do of colors.—*Horace Mann.*

To be happy is not the purpose for
which you are in this world.—*Froude.*

I have noticed that folks are generally
about as happy as they have made up
their minds to be.—*Abraham Lincoln.*

TEXACO STAR



The Texaco Deer Hunters in camp near Laredo, Texas

On December 2 the Texaco Deer Hunters left Houston for Laredo on their tenth annual hunt. The party consisted of Ernest Carroll, E. H. Daniel, Travis Holland, Jack Herndon, C. W. Redman, J. D. Walker, Fred Carroll, and two guests from North Texas, J. W. Spivey and C. L. Terry. The only colored member of the party was Lee Rucker, who acted as combination cook and secretary to Mr. Holland. The camp equipment, in a one-ton truck left Houston at 7 a. m.; the rest of the party, in a Buick and a Ford, started at 1 p. m. All reached Victoria at 8 p. m., and after supper started on, with the truck leading the way. But this arrangement did not last long, for Jack Herndon by brilliant driving in his Buick lost the rest of the party and did not see them again until Saturday, when they reached Aguilares, 26 miles from camp. Since the weather was bad, and the truck carried all blankets and canteens, the party in the Buick got a taste of roughing it. At last camp was reached, and within three hours a clean grassy site had been selected and all was in order. A large tent with hay beds, a canvas fly over dining table and benches, a cupboard for the use of the cook, and everything that experience had taught would make camp life comfortable, was there. Travis Holland brought a pair of deer horns with him, and the feature of the trip was his "rattling" a number of deer up so that he and Jack Walker could shoot at them. Mr. Walker killed a fine buck the first morning, but as the weather was too warm to save much meat, only small game was hunted until nearly time to start home. Then Mr. Holland killed his buck and started for Houston. Two days later the remainder of the party began fighting their way over the rough roads toward home, and, thanks to Texaco gas and oil and plenty of hand power in the bad spots, Houston was reached on December 17 with everyone in the best of health and spirits. Even Secretary Lee got fat in spite of the fact that the wolves kept him awake by howling around the camp at night, and the panthers—big cats he calls them—just would not leave him alone. (The editor of the Texaco Star was favored with a fine venison roast, which he and his family enjoyed very much and for which they heartily thank the generous Nimrods.)

The Texaco Club of Houston presented very successfully on the evening of December 3, in the City Auditorium, its Red Star Players in the three-act play "Milestones," by Arnold Bennett and Edward Knoblauch,—staged and directed by Mrs. C. P. Dodge assisted by R. C. Cathcart; music by Texaco Band under direction of J. A. Gedeist.

MILESTONES

Cast of characters in the order of their appearance	
Mrs. Rhead	Mrs. K. G. Wilson
Rose Sibley	Act 1—Miss Alma Moss
Gertrude Rhead	Act 2—Miss Alicia Swain
Thompson	Act 3—Miss Arnes Jeter
Samuel Sibley	Miss John Moore
Ned Pym	Mr. E. B. Liles
John Rhead	Mr. P. A. Angenend, Jr.
Emily Rhead	Mr. M. F. Clasy
Arthur Preced	Mr. J. I. Shaw
Nancy Sibley	Mr. R. L. Hutcheson
Webster	Mrs. K. G. Wilson
Lord Monkhurst	Mr. R. C. Cathcart
The Honorable Muriel Pym	Mr. M. F. Clasy
Richard Sibley	Miss Martha Wilkinson
	T. C. Preston

★ ★

The New York Office and Metropolitan District employes, encouraged by their success last February,

gave a second Reception and Dance at the Pennsylvania Hotel on the night of December 14. No advance notice of this "Get-Together" appeared in the *Texaco Star* owing to the omission of the November issue.

This dance proved to be an even greater success than the first. More than a thousand persons responded to the invitation to enjoy a wonderful evening of pleasure, and incidentally, to assist, by the mere fact of their presence, in furthering that Texaco spirit in which we appreciate the fact that we are part of our great organization of workers, and virtually engaged in a life work—that of promoting by every means in our power that intangible something which is best expressed in the words "Texaco Spirit". Introduction, hand-shaking, and smiles of genuine pleasure bespoke the eagerness of all to become better acquainted, for the purpose of developing a cordiality in our daily business relations which will make possible the greatest degree of cooperation. Among those attending were a goodly number of officials and Department heads, whose presence went far toward bringing out our ideal of "All for Each, Each for All".

Dancing commenced at 8:30 and continued until

TEXACO STAR



Concert Party—Members of Head Office, Cape Town, South Africa

Standing (left to right).—Miss R. Cooper, P. C. Roberts, A. Darby, Miss M. K. Harrison, J. Foulds, Miss W. R. Harman, F. N. Yell, R. J. Atkinson, Miss A. Drummond-Hay. Sitting.—Miss G. Taylor, H. Butler, R. J. Jefferies, Miss Gladys Holt, R. J. Purse, J. E. Kirsten, Miss I. Muller, Miss Gladys Holt (center of front row) trained the Concert, and to her skill was principally due its unqualified success.

Cape Town, 11 November, 1920.

Editor "Texaco Star."—The University of Cape Town have been prosecuting a campaign to raise half a million pounds sterling for new University buildings on the historic Groot Schuur Estate, the home of the late Cecil Rhodes. With the object of aiding in the good work, members of the staff of The Texas Company (So. Af.) Limited conceived the idea of organizing a concert, and the Management readily concurred and lent invaluable assistance. The work of forming and training the concert party was undertaken by Miss Gladys Holt, who, by the way, is one of the shining lights of the Cape Town Amateur Theatrical world, and whose experience in that respect was the principal factor in making the undertaking the unqualified success that it was. The concert was held in the spacious Railway Institute Hall, Cape Town, on Wednesday evening, September 29, and both from an artistic and financial aspect surprised the most sanguine optimist amongst us. Long before the appointed hour the hall was filled to its utmost capacity and late comers were reluctantly compelled to go away. From an artistic point of view nothing but praise was heard from all quarters. Each of the eighteen ladies and gentlemen forming the "Texas Star's Costume Concert Party" upheld their title of "Stars" in a manner worthy of the best traditions of The Texas Company—in that nothing but "goods" of the highest quality was delivered. The costumes call for special mention. These were of the Pierrot design, carried out in the Texaco colors—white, red, and green, the Red Star and Green T being conspicuous in the scheme. A sum of £64.1.4. was realized and this amount has been handed over to the Registrar of the University, who has, on behalf of the Council, expressed their gratification for the generous efforts of those concerned. Very truly yours,

J. E. Murphy.

Ass't Chief Accountant, The Texas Company (So. Af.) Ltd.

2 a. m. An extremely obliging orchestra made possible continuous dancing with just sufficient time between dances to permit the joys through to partake of the delicious punch which was a feature of the affair. Exhibition dancing was rendered by Messrs. Kohler and Gerrity of N. Y. Office.

The Committee in charge represented the various departments in the N. Y. Office:

E. G. Greiner, Chairman	J. W. E. Higbee W. D. Kelly	A. I. Pece J. D. Post
C. T. Brannan	T. D. Kaufman	E. M. Rafferty
L. H. Clossy	C. M. Legg	C. F. Schreiber
G. S. Fischer	I. D. Manley	M. J. Shai
F. L. Gallagher	J. T. McLaughlin	M. H. Smith
J. M. Gallow	J. G. Melley	R. B. Wright
E. A. Guerin	C. E. Murphy	H. E. Young

★ ★

New York City, Dec. 22, 1920.

Editor *Texaco Star*.—Just a few words on the attached newspaper clipping which refers to one of The Texas Company's filling stations.

The locality is not mentioned, but it is located at the junction of Broadway and St. Nicholas Avenue and 174th Street. It certainly does make a wonderful impression on any one passing; and if you stop, the courtesy extended will make a steady customer of you. The only fault to find is the large number of cars in front of you awaiting their turn to have their tanks filled.

Cordially,

Wm. Harvey.

ARTISTIC STATIONS LURE GAS BUYERS

Gasoline dealers have invented some ingenious schemes to attract business. In the upper part of the city one even went so far as to utilize a plot of vacant ground formed by the junction of two avenues and a cross street to build an attractive one-story structure fronting on a driveway over which the automobiles pass to and from the gasoline pumps. The greatest care is used to keep the plot, the structure and the pumps in the best of condition. The grass plots are adorned with signs warning pedestrians, "Please keep off."

TEXACO STAR

A NEW ELEMENT IN THE SAFETY MOVEMENT

Radium Information Service

Radium, the most mysterious and most powerful element known to science, has been linked with the safety movement and will lend its power to the prevention of avoidable accidents.

Radium is best known to the world through its curative properties in the treatment of cancer and through its commercial value in making radium luminous material. Radium now treats thousands of cases of cancer annually, preventing death and eliminating a great deal of suffering. Radium's role in industry as a life saver is less spectacular, but perhaps even more important.

The great mass of accidents in factories, in mines, and in other industrial institutions where darkness creates danger, are being eliminated through radium luminous material. Radium illuminated watches are familiar articles. The same material that illuminates these is now being employed in great factories on all power line switches where fumbling might mean electrocution to the operator.

High pressure gauges, installed as an insurance against dangers, are deprived of a great deal of their safety value through inconstant lighting. Their dependability as indicators is increased immensely through making them safe 24 hours a day by the application of radium luminous material, which is luminous in the dark. Steam gauges and water gauges of all sorts are made safe by the use of radium.

Electric switches are often set in unlighted places. Electric lighting equipment is usually visible only after the light it controls has been turned on. A spot of radium luminous material on the button or switch makes it easily located in the dark, so that in emergency it may quickly be used.

A fire alarm, or a fire extinguisher, is deprived of its efficiency if invisible in the dark. Radium luminous material acts as a quick locator. Telephones often need to be found quickly in the dark. Emergency call bells and revolvers are made more useful through the application of Undark. Gun sights, illuminated, insure accuracy of aim in the dark. The need of luminating poison bottles, so that they stand out in the dark, has been often demonstrated.

The industrial uses of radium luminous material are many. Bolts that are neces-

sarily attached to the dark underportions of machines and equipment are being touched with dabs of this luminous material with a consequent great saving of bloodshed. In mines where the carrying of oil lamps or electric lighting equipment is not feasible, the unvarying luminosity of radium has been a boon.

The value of radium to mariners is commencing to be recognized. Compass dials, steering wheels, the gauges, and other instruments which should be instantly and uninterruptedly visible, have been touched with radium. Motorists, motor cyclists, and the operators of any machinery which has indicating dials, or gauges that tell the speed of the motor or the quantity and mixture of fuels, are finding solution of difficulties in luminous material.

Radium is the most costly element in the world. A gram of radium, which is about a thimbleful, costs \$120,000. So powerful is it when mixed with other materials that the minutest particle makes material self-luminous for years. It is this quality which makes radium material commercially possible.

The great cost of radium is due to its scarcity, and to the difficulty in isolating it after it has been found. Much of the radium of the world is now found in America, in carnotite fields. A great portion of this comes from the Undark Radium mines in the Paradox Valley of Colorado. The ore is found in narrow seams in the ground. It is sorted and packed in one-hundred-pound sacks and transported sixty miles to the nearest railroad on the backs of burros and mules. It is shipped in carload lots 2,900 miles across the continent to an extraction plant in Orange, N. J., where 250 tons of ore treated with an equal amount of chemicals and water yields one gram of radium.

In addition to the use of radium luminous material on machinery in industrial plants, it is used extensively for the marking of any corner or spot which should be visible in the dark. Angles of tables and chairs, corners in rooms, numbers to indicate cubby holes or doorways, are touched with a spot of Undark. Even the electric torch increases its efficiency when it has a touch of radium on it so that it can be reached instantly in the dark.

When other lights fail, when fuses blow out, when wires break down,—radium will glow dependably without danger of explosion or of burning.

The employment of radium to solve medical and industrial problems of safety is as yet in the first stages of development. What the future will bring, no one knows.

EFFICIENCY AND RECONSTRUCTION

H. R. AKIN, Agent Joliet, Ill. Station

Reconstruction of business methods is the question that the whole world is agitating. How to make a thing do the work it is intended to do.

To think right is the first test of a man's value,—for it is the necessary start toward right action. What a man thinks is the most important thing about him. If he does not think and can not be made to think he is a liability in everything he does.

Here is the problem. Put the man where he can do the best work in the best way for the best pay and you have gained the end sought,—more satisfaction and content for the man, more profit for the business. Let us get started right by finding where we really are and what we really know. Whether we are really as good or as clever or as efficient as we think we are.

Common sense says that each man sooner or later finds his right place. As a rule, yes, but experience teaches that it will pay all concerned to help him find it rather sooner than later. The science of ascertaining the powers, places, and the values of men will be standardized, as is now being done in the best business organizations. No power on earth can keep the first class man down, or the fourth class man up.

There must be a compelling desire to know the truth, the whole truth and nothing but the truth about all the work of business. The essentials:—Faith—Clear Thinking—Accuracy of Expression—Self Control—Power of Initiative—Good Conduct—Good Manners.

Standards are obtainable and workable because anything that should be done can be done. Thus we get at the best way to live and work, whether it be as an individual, as a social unit, a one-man concern, or a ten-thousand-man corporation. Efficiency will meet human needs better than they have ever been met, because it will

help us to find out what those needs really are and how to use the man-power. All workers must realize that standards of efficiency, scientifically ascertained and fixed, are coming into business to benefit all of us. We must measure our performances and our powers.

We should put our whole common experience behind the improvement of organization, administration, management, and operation. We shall organize to get the most out of time, men, material, and investment. Each man should be insured a reward according to his powers. We should aim to cut out the bluff and the *can't*, because we shall know what we can do and be sure that we will get it to do. We shall cultivate cooperation instead of the big stick, and keep our eyes on the future. We must believe that men will win,—believe the man worth while cares more for the results than how much a day,—that the Ideal is to do all that one can in the best way that one can all the time.

The man who is half used is wasted; therefore the necessity for studying the quality and possibilities of our man stuff. The machine that does not work all the time is wasting its time—efficiency. *Get This:* What part of the machine are you? How is your carburetion working? Are you hitting on 1, 2, 4, 6, or 8? If not, get out and get under.

The traveler making his way over strange roads is grateful for the guide posts which show him the way. He never complains when the sign at the crossroads tells him to go up the hill way, for he is glad the sign is there and obeys cheerfully because he knows he is on the right road. Let us all make up our minds that we are sure to get there, because we know that H. T. S. or C. F. S. or S. B. W. will be at each crossroad. They are real guide posts.

You know the man who, in speaking over telephone to business acquaintances, says: "This is Mr. Jones." I imagine when Mr. Roosevelt had occasion to talk on the telephone he said: "This is Theodore Roosevelt speaking."

Calling oneself "mister" is a harmless little affectation which lots of good men possess, but it's a useless and to some people an offensive expression of vanity—something like perfume on a man's handkerchief.

—William Maxwell.

If you found a counterfeit dollar or a plugged quarter in your pay envelope what would you do?

Well—did you ever take count of the spurious minutes you passed off on the firm in a week, for which you expected them and for which they did pay you good money? Did you ever check up your time as closely as you checked up contents of pay envelope? Think it over.—*Office Appliances.*

TEXACO STAR

SUGGESTED FOR EVERYBODY

H. C. BEARD, of The Texas Pipe Line Company, Sour Lake, Texas

A spoiled child should be spanked, whether rich, poor, or politically favored, regardless of fraternal obligations, religious creed, or social standing of the family it belongs to.

Any injustice complained of should be investigated without delay; if found correct, then be righted at once.

Any employe who tries to get by at the expense of an associate by claiming credit for achievement in which he had no hand, will saddle his faults on others with the same readiness that he robs them of honors.

Be on the square, financially, socially, physically, mentally, and morally, acknowledging your own mistakes and taking the responsibility therefor.

Pick up your loose waste, clean up your mess no matter where or when you make it; say "Good morning" in the morning, "Hello pal" in the even-

ing, giving credit the good feeling accent by tone and expression.

Promotion should be in line with length of service, ability and morals being equal or sufficient; but a habitually immoral person should never be in charge of employes, no matter what his ability is.

In case you are fortunate enough to receive a promotion, don't imagine that your hat is too small, or that if you should discontinue your services the works would have to shut down.

If you are delivering fifty cents worth of labor for one dollar pay, don't consider yourself smart; for if your employer practiced the same principle, failure would be the result, and you would be out of a job.

Follow these suggestions, then when adversity overtakes you the fruit of practicing such principles will protect you.

LUBRICANTS

The lubricant is absolutely essential in machinery. It is no less so among human beings. Your automobile would not go a block, or would not go at all, if it had no oil in the differential box. The railway locomotive could not pull its train, the elevator in your office building would not budge, your typewriter wouldn't work, and your wife's sewing machine would not stitch were it not for lubricating oil. And a good deal of the creaking, friction, wear and tear, deadlocks, and hot boxes in the affairs of men are traceable to deficient lubrication.

What do we mean—Lubrication? Here are some lubricants. How is your supply?

First, and *maxima cum laude*, is Politeness.

Just plain ordinary everyday taking off your hat and getting off your chair when a lady comes in, and smiling your best, even when your stomach aches, and saying *I thank you*, and *If you please*, and *Sir*, and *Pardon me*, and *After you*, *my dear Alphonse*, and *Don't mention it*, *the pleasure is mine*, and so on. Truthful James may tell you that all this is hypocrisy; but if it makes the wheel go round, and if the lack of it smashes the works, wrecks the nerves, and loses you money, what do you care what Truthful James calls it?

Thoughtfulness is a good lubricant. Doing things for folks before they ask it. One thing done for me without my having to ask for it is worth seven things I have to sit up and beg for.

You can be thoughtful even to the stenographer, you know. Maybe if you could fill the grease cups of your family with the oil of thoughtfulness your

home, sweet home, would not sound so much like a boiler factory. And perhaps your ride on the train would be pleasanter and your visit to Aunt Martha's would be less like ten days in jail, and your office force would not be snooping around all day hating each other, and the janitor would not be so haughty, and the cook would break less china, and the children would not act so like Sioux Indians, and the missus would be gladder to hear your footsteps home returning, and everybody would quit picking on you the way they do, and your goat would be safer.

Nine-tenths of the so-called overwork is nothing but too little lubrication. *Ditto*, nervous prostration. Most quarrels arise, and all quarrels continue and increase, because where there is no oil the iron heats.

Heavens, how the old world creaks! Senate and President grind and stick, boss and workmen sound like a rusty hunge, clubs wrangle, churches quarrel, neighbors rasp, lovers sulk, spouses nag, school-rooms jangle, and the whole machinery of humanity stops right in the road and won't crank up, and we are all swearing at one another, and all because we forget to oil up.

We had intended to list a number of lubricants, but these two, Politeness and Thoughtfulness, are enough.

Try them and you will be surprised to see how much better your personal machine will go and how your satisfaction will grow.

—Clipping sent by H. E. Young, Sales Dept. N. Ter.

George W. Knarr of Lockport Works writes:

I am sending you a clipping, "The Worker's Creed," which appeared in Leslie's Weekly, hoping that you will publish it in the Texaco Star, and that it may benefit some of the many employes of The Texas Company. It speaks my sentiments:

THE WORKER'S CREED

I believe: In the gospel of the full day and full pay for the preservation of Life, Liberty, and the pursuit of happiness.

That the job that feeds me is entitled to the best of my strength and brain. That no job is so lowly that it does not carry its privileges of advancement and its obligations of co-operation. Though I make but a single part, the finished product is still my responsibility, since the neglect of one can spoil the labor of many.

That obedience need not be servility, but an intelligent recognition of the necessity of order and the value of trained direction.

That loyalty to my organization isn't a noble quality for which I deserve praise, but mere common sense in supporting what is supporting me.

The right and wrong are of the individual and never of the class. That just as there are employers who are unjust, so are there employes who shirk, and that all judgments must go to averages and give and take on the fifty-fifty basis.

I believe in wise spending and sane saving; in clean living. In the rest that restores and the recreation that recreates the energy due my work; and, whether I work with head or with hands, in grasping every opportunity for further education.

Finally, I believe that the Lord helps those who help themselves. And for the country and the job that provide the means of self-help I give my daily thanks.

TEXACO STAR

ENGLISH FOR FOREIGNERS

A matter not directly under control of the Company, but of interest to us, is a school in elementary English for foreigners, which was conducted by J. R. Bailey of the Case and Package Division during the winter and spring of 1920.

A small class in English was started at the request of five or six Mexicans who worked at the Terminal. At first the class was held in a private room, but it expanded so rapidly that it was soon moved to the Franklin Night School. For a month it was carried on as a private class, students being charged \$2 a month for three two-hour classes a week. Then, at the suggestion of the principal of the night school, it was put under the supervision of the School Board as a part of the regular night school. This made it possible for the class to be carried on at a charge of \$1.50 for the term of three months.

About fifteen Mexicans and Spaniards attended this class regularly for four months. The most important thing noticed was the eagerness with which they attended, and the continual interest they kept up during the period the class was in session. The attendance showed up much better than any other class in the night school, the percentage of absences among the regularly enrolled being less than 5%. Care was taken in enrolling the class, no one being accepted who could not read and write his own language, and who did not have a reasonably good appearance as to clothes, cleanliness of person, and good manners. It was found advisable to include some women in the class, preferably wives or sisters of the men students.

The instructor was unable to find books exactly suitable to the purposes of the class. Frequent reference, however, was made to several pamphlets issued by the Bureau of Immigration and to various text books on the elementary teaching of languages. Most of the work was carried on without books, but a regular system was followed all the way through, the instructor drawing up lesson plans for two or three weeks ahead, keeping in mind the subject and grammar lessons to be taught and endeavoring to give as much variety in the instructing as possible. The plan followed week by week was:

1st Night.—A lesson consisting of from ten to twenty sentences on the same subject, or making up a little article or story about daily life or business transactions or simple objects of common interest, was written on the blackboard by the instructor. It was then slowly and carefully read in English and translated. Then each pupil was required to read and translate two or three sentences until all the new words in the lesson were in their minds. Then, the new points in sentence structure or grammar were presented as simply as possible and thoroughly gone over by means of words and sentences.

2nd Night.—The pupils were requested to bring to class in writing five or ten sentences, or a short story on the subject of the previous lesson. This was found rather difficult to adhere to in some cases, as the men said they did not find it convenient to do written work at home. About 50% of the class kept up closely with all written work, and it was found to be of great benefit to them. They were encouraged to use any means they could find to get help outside of class, either from other people or from books. These sentences were read in English by the pupils and translated or explained by the other pupils rather than by the instructor. It was found that this encouraged more care in pronouncing and spelling clearly, as it was rather difficult for the members of the class to understand each other's English. As little help as possible was given by the instructor in these lessons. The pupils were often sent to the board for practice in writing and spelling English.

3rd Night.—Conversation was carried on in English on the subject of the week's lesson, special care being taken to try to have all explanations, questions, and answers in English. Difficult points in the week's lesson were brought out and thoroughly explained.

Of course, this schedule could not be carried out

exactly, as variations, new points, and suggestions were continually coming up.

The lessons included such subjects as ordinary conversations around the Factory, questions and orders by the foreman and time keepers, simple mechanical vocabulary, family life, work and life in the home, traveling, business transactions, shopping, reasons for coming to the United States, reasons for staying in this country or for going back home, short stories in American history and institutions, and as many other subjects as occurred to the teacher or were suggested by pupils.

At the end of the four-months course it was found that most of the students could speak enough English to make themselves understood at their work, or in simple English conversation, and could do their buying and business transactions in English in fairly good shape.

The principal difficulty encountered was the lack of any knowledge of grammar or language structure. This was partly overcome by very simple explanations and by bringing out all points in grammar by examples rather than by stating rules.

It was also found that the pupils picked up a kind of "Pidgin English" which was very difficult to keep out of their conversations or lessons in the class. This was especially true with men that had been in this country a long time or had lived along the border. These habits were eliminated as nearly as possible, and the instruction, while not covering a great deal of ground, gave as thoroughly as possible a good foundation for further studies of English.

No difficulty whatever was found in keeping up attendance or interest in the work, and there was little difficulty in selecting new subjects and vocabulary to work on, as the students asked enough questions to give a line on what they needed and wanted in their daily life.

It is believed that this class showed that there is a great opportunity among the foreigners in this section.

It is almost essential that pupils in a class in the first steps of English should be of the same nationality, and that the instructor should speak the language of the pupils, as a great deal of time would be lost trying to carry on a class of this kind in English from the start. There were two Frenchmen in this class, and while the instructor spoke some French it was found that it always caused an interruption in the smooth running of the class to give special explanations or translations to these pupils.

Of course, after such people learn enough English to understand an ordinary conversation, it would be better to have mixed classes of various nationalities and to keep the instruction altogether in English.

It was found that these people do not take as much interest in the subjects of citizenship and naturalization as it was hoped they would. About 75% of them intend to go back to their own country as soon as conditions are settled enough to warrant it. It is the intention to bring out during this school year as many lessons in American life and customs and history and institutions as possible, and to encourage these people to take out their first or second papers as soon as they are able to do so.

TEXACO STAR

LETTERS OF A SELF-MADE FAILURE—No. 10

MAURICE SWITZER

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Ten letters from a "self-made failure" who had found success, to a younger brother. "It is less important to know how one man attained success than it is to understand why a thousand men failed."

Oldburg, Jan. 10, 1914.

Dear Bob.—Emily and I have decided to leave here next Wednesday. In the meantime pick out some hotel near your rooms and reserve for us comfortable quarters. You needn't put on the soft pedal so far as expense is concerned, as this is our first pleasure jaunt in a number of years.

Every other time I traveled for recreation I was worried over the expense and felt as though I should have been paying my bills with the railroad fare.

In a way this trip takes on the color of a honeymoon, and I'm half inclined to have you engage the bridal suite; but that thought, I presume, is a flash of the old spendthrift in me.

It's remarkable how easy it is to be fairly happy, once we learn to put the bridle on desire. When I think of the fret and worry of the old days, the struggle to pay for things I didn't need and seldom enjoyed after I had them, I wonder how anybody so big a fool as I was could ever have reformed. It isn't the things we really need that worry us, it's the things we'd like to have.

It's curious how little I want now that I am in a position to afford a few luxuries. I suppose it's the old story of Eve and the apple. Ever since the first lady found that something she couldn't have was the only thing she wanted, a similar yearning has been in the nature of all her progeny.

Whenever I get a yearning for something I can't afford, I make it a rule to think of some fellow who has that thing and then question myself as to whether the owner of the coveted possession is perfectly happy.

A little reflection usually satisfies me that he isn't any more contented than I am. I find those who have everything in the way of worldly possessions still desire something, so in the end I conclude that dissatisfaction is a common human ailment, and I might as well be happy with what I have as be unhappy with what I can't afford.

Of course, I don't expect you to feel that way. You have to live at least forty years before you can put yourself in that mental attitude; but if you can't do it at forty, you're slated for the bug-house or the poorhouse.

I fully appreciate the fact that should desire cease, progress would end; but desire must be tempered with moderation.

The desire for cheap amusement is responsible for the development of the motion picture. Its educational features are incalculable, but when that becomes subordinated to putrid melodrama that appeals only to the hysterical masses, then progression ends and retrogression begins.

The desire for speed and motion has produced the motor-car, created what is perhaps the greatest of modern industries, given employment to millions of men and money, and developed special mechanical ingenuity to a high degree. It has given us good roads and good road houses, annihilated distance, and brought isolated communities into neighborly personal touch.

But immoderate desire has produced the joy

rider and the speed bug; it has given us the taxi habit and the taxi bandit, not to mention the taximeter, which as a liar has the gas meter screaming for help. Immoderate desire has put the mortgage on the farm and the life insurance policy, and made pedestrianism unsafe and our public parks and highways places of terror: it has infested residential sections with odoriferous garages having all-night licenses to rend our slumbering hours with distressing noises, and it has placed thousands of death-dealing engines in the hands of reckless idiots.

Oh, yes, we are going faster, but which way? I don't know. All I do profess to know is that every time a fellow indulges in immoderation, the Imp of Compensation lies in wait for him with a sand-bag—and gets him.

I can't express the pleasure with which I look forward to seeing you. I want to grasp your hand, pat you on the back, and tell you what a brick you are.

Any fellow of twenty-six with sporting blood who can live in the hotbed of extravagance, put a curb on desire, and save his coin, has the stuff in him of which heroes are made. I take off my hat to the lad who can cultivate a healthy self-restraint in spite of strong inclinations to the contrary.

It is generous of you to say that it was my advice that kept you in the right path and opened your eyes to the truth, but I don't deserve as much credit as you do. Anybody can give good advice, but it takes both a wise and a strong man to follow it. The only advice that most people like is the kind they want to hear. But if you really feel that I have been instrumental in setting you in the right road, if you "stay put" and go on developing, as I think you will, then all the mistakes I made in the past are nothing, for your success will be full payment with interest compounded.

I worked for fifteen years and made a good deal of money, as money was then considered, and didn't save a cent. You have set aside a thousand dollars in a year, and believe at the age of twenty-six, after very little bitter experience, that a bank-roll is the only road to independence. You found out in one year what it took me fifteen to discover. That's going some, and I don't want to dim the glory of your conquest—for it is a conquest—the victory of man over himself.

As to *the Girl*—well, since I have your assurances that she is not on the visiting list of the Hon. J. Wellington Whimple, I guess she's all right. I've more confidence in your judgment now than I used to have, and she's not going to want for a cordial reception from your rube brother and sister.

Any fellow who on your salary can keep company with a girl for a year and still save a thousand dollars, must have picked out the right sort of a girl, or he has evolved such a wonderful system of economy that matrimony needn't worry him.

I'll wire you the time of our arrival. Meet us at the station.

Affectionately yours,

Jim.

DEPARTMENTAL NEWS

The Managers of the respective Departments have assigned to the gentlemen whose names are here given the duty of sending to the *Texaco Star*, so as to be received by it before the 25th day of each month, departmental news, photographs, and other items of general interest. Material for this purpose should be sent to them before the 20th of the month. All are invited to cooperate.

Refining Dept.	C. K. Longaker, Houston
Natural Gas Dept.	D. P. Harrington, Port Worth
Fuel Oil Dept.	E. B. Ioyner, Houston
Railway Sales Dept.	J. A. Brownell, Houston
Marine Dept.	{ A. L. Jimenez, Port Arthur
Legal Dept.	{ H. Norris, New York
Treasury Dept.	{ H. Tomfohrde, Houston
Comptroller's Dept.	{ Lee Dawson, Houston
Insurance Dept.	{ B. E. Emerson, Houston
Sales Dept. S. Territory	{ P. A. Masterson, New York
Sales Dept. N. Territory	{ C. M. Hayward, New York
Asphalt Sales Dept.	{ R. C. Galbraith, Houston
Export Dept.	{ Personnel Committee, N. Y.
Purchasing Dept.	{ C. E. Murphy, New York
Railway Traffic Dept.	{ J. B. Nielsen, New York
Producing Dept.	{ J. A. Wall, New York
Pipe Lines	{ J. T. Rankin, Houston
The Texas Steamship Co.	{ J. M. Fleming, Houston
	{ Otto Hartung, Houston
	{ Fred Carroll, Houston
	{ A. R. Weber, Bath, Me.

REFINING DEPT. On December 18, 1920, J. L. Wilson, Assistant to Manager R. C. Holmes, claimed

as his bride Miss Alice Kingston of Boston, Mass. After a honeymoon trip Mr. and Mrs. Wilson took an apartment at 150th Street and Broadway and have been at home there since January 4.

V. R. Currie, General Supervisor of Employment and Service Division, and Mrs. Carrie Louise Van Liew were married on Friday, December 31, 1920.

Mrs. Wm. D. Weiler, Jr., formerly Mrs. Glenn of West Dallas Works, arrived in Port Arthur December 20 to take charge of the West Side First Aid Room.

The Texaco Welfare League began a membership campaign December 6, which has resulted in 500 applicants. This does not include Port Neches applications which will not be received until the 27th, when the drive will end. Since Jan. 1, 1920, to Dec. 1, 1920, the League has paid out in round figures for benefits \$23,000.

Salesmen from the Houston Office who spent a day with us inspecting the plant: D. L. Lindsay, A. D. Thomas, J. H. Hulsey, R. H. Jensen, D. E. Goldin, J. J. Cassidy, L. T. Moore, J. R. Isbell, J. P. Branch, Roy M. White, Ira P. Trotter, Ernest W. Troik, Ira H. Kidd. We note that Mr. Cassidy, in signing up at Port Arthur Works has an unusual signature—"Mr. J. J. Cassidy, Esq."

We were recently honored with the presence of three Lubricating Engineers—D. F. Beaman, F. B. Sholes, J. W. Littlefield.

The most extravagant and costly thing you can do is to waste time. Every hour owes you something in work, study, play, or rest. Make it pay what it owes; that keeps the mind keen, the heart mellow, the body young, the purse full.—Ex.

WATER SHIPMENTS BY THE TEXAS COMPANY FROM PORT ARTHUR, TEXAS, MONTH OF NOVEMBER, 1920

Refined—Coastwise.....	930,561 bbls.
Refined—Foreign.....	517,335 bbls.
	1,447,896 bbls.
Crude—Coastwise.....	3 bbls.
Crude—Foreign.....	4,847 bbls.
	4,850 DDS.
Total.....	1,452,746 bbls.

WATER SHIPMENTS BY THE TEXAS COMPANY FROM PORT ARTHUR, TEXAS, MONTH OF DECEMBER 1920

Refined—Coastwise.....	808,865 bbls.
Refined—Foreign.....	530,102 bbls.
Total.....	1,339,267 bbls.

The Northern Terminals Efficiency and Safety and Sanitation Committees met in New York during the week of December 6. The thorough preparation of the members resulted in interesting and helpful discussion of the subjects on the program.

On evening of Dec. 9 the Terminal Superintendents and other members of the committees were afforded an opportunity of entertaining representatives of the various departments of the New York Office. Appreciation of the many courtesies shown the Northern Terminals organization by the other departments, could only in a measure be expressed.

With sincere regret, we learn of the death of Chas. D. Stillman, Vice President of the American Chemical Company. He was well known and well liked by all members of the Northern Terminals organization with whom he came in contact.

Norfolk Terminal congratulates Mr. and Mrs. William Everett on the arrival of a baby girl in their home on Nov. 15, 1920. Mr. Everett seems to have good luck in drawing an open face alarm to get him at work mornings.

Mr. and Mrs. Harry O. Durriva are very proud of their small daughter, born on October 4. Harry was away for a few days and said she kept him busy every minute.

We were very unlucky in November in the loss of two of our most industrious co-workers of the Stock department—Miss Gladys Curling and Lester E. Brown, whom we wish good luck in all their future undertakings.

We extend heartfelt sympathy to Miss Katie Poyner and N. L. Dale for the recent bereavements in their families.

Mrs. Gregory, wife of W. K. Gregory, our former first baseman and efficient member of our office force, died at their home in New York, to which they had recently moved.

Providence Terminal recently had the pleasure of a visit from Messrs L. R. Holmes and W. S. S. Rodgers, Jr. We also enjoyed a visit from Mr. Goodwin of Delaware River Terminal.

William P. Baynes, of the traffic department, and Miss Marguerite Woodbine, of Providence, were married on November 23, at the Cathedral. After a wedding breakfast at the Narragansett Hotel they left for New York where they will stay for a few weeks. Upon their return they will live at Smith St., Edgewood, R. I. His co-workers presented him with a purse of money.

TEXACO STAR

MAN WHO DOES HIS DUTY

The man who does his duty well, need ask no odds of anyone. For he can face the whole wide world and pay his way and travel on.
They may be richer men than he, and greater men who've come to fame,
But richer man or greater man cannot excel an honest name
The man who does his duty well and gives his best to every task,
Has given all in service here that life of any man will ask.
The man of talent may exceed the humbler hand in point of skill,
But should he grow too proud to toil, the genius is a failure still.
There are degrees of skill and fame, not all men's learning is profound,
But honesty is honest no matter wheresoe'er it's found,
And he who does his duty well, is honest, faithful, clean, and true.
Is doing in life's real tests all that the genius can do.

The figures covering our sales to railroads for eleven months of 1920 indicate that the total for the year will not only exceed the Boss's reasonable estimate of about a year ago, but will pass the "high water mark" he named. Therefore, speaking to fellow members of the Railway Sales, while it is nice to look forward to a Prosperous and Happy New Year, there is a fine satisfaction in looking back on such a year of accomplishment as good old 1920.

The following letter requesting a booklet we put out on Lubrication shows how far an advertisement may travel to people interested in our products. A few months ago we had a request from Alaska for this booklet.

EASTERN BENGAL RAILWAY

Kanchrapara, Bengal, India,
November 8th, 1920.

To The Texas Company,
Railway Sales Department,
New York.

Dear Sirs:—I should be very much obliged if you would send me a copy of your "Pocket Book on Lubrication", vide your advertisement in "The Railway Mechanical Engineer," for September 1920. Thanking you in anticipation,

Yours faithfully,
C. M. Wells,
Personal Assistant to
Loco. & Car Superintendent.

Atlanta reports a visit from "Uncle Bill" Barrows of New Orleans, saying that Bill advises them of a new administration that is going to clean up New Orleans, and maybe that is why Bill went to Atlanta.

We extend a cordial welcome to A. D. Prendergast, who joined our ranks recently in Atlanta District.

Close observers at recent dances and entertainments of the Texaco Club of Houston report an increasing attendance of Railway Sales Department folks. (Entertainment Committee: Don't you think it's about time for another dance?)

In the Houston Office, Room 1201, there is a young lady sporting a new wrist watch. Just why she should always break into a broad smile when we seriously ask her the correct time is beyond us.

Ed Singleton is breaking into a new line, as witness his latest contribution:

Reaching into the new year,
And wishing everyone good cheer;
In speaking of our vocation,
Let's dwell on railroad lubrication,
With increased sales, greater demand,
A department wherein all join hand,
Yes sir, we are going strong.

Some rarely hear about the few,
At work on railroads serving you.
Lately we have grown in size and strength,
Each road we serve in breadth and length,
So that is the part we take in upbuilding
TEXACO

Open Order Sales Campaign.—In April 1920 Superintendent H. W. Dodge of Oklahoma District originated the idea of a campaign for Open Order Sales to begin May 1 and terminate September 30, the prize for the best performance to be a visit to the Houston Office and Port Arthur and Port Neches Works and the Case and Package Plant at Port Arthur Terminal.

This idea met with instant favor throughout Southern Territory. It was arranged that the prize be offered to Agents and Salesmen alike in all Districts, thus permitting of two prize winners from each. A system of scoring results by points was arranged, and the field men set to work to win the prize. Details of the performance, familiar to each District, were of the greatest interest. Itemized reports were kept so closely and accurately that within a few days after Sept. 30 the prize winners' names were sent in with record of points earned.

October 19 was set for the visit to Port Arthur and Port Neches. The prize winners, consisting of one agent and one salesman from each District and the honor man of Marine Sales, comprised the visiting party.

HONOR ROLL

Dallas District—W. R. Scott; J. S. Leach.
Denver District—B. E. Donaldson; G. H. Holland.
Oklahoma District—R. T. Herndon; H. H. Wood.
New Orleans District—J. W. Knight; M. E. Trowbridge.
Atlanta District—C. J. Weatherlow; E. O. Griswold.

Houston District—W. A. Rittner; B. L. Kowalski.
Marine Sales—G. W. Horton.

Two days were spent at Port Arthur and Port Neches Works and the terminal. Refining Department officials left nothing undone in the way of demonstrating educational features of our manufacturing plants, and also saw to it that these honor salesmen were taken care of and entertained in a manner suitable to the occasion.

Returning to Houston, a day was spent at the General Offices, beginning with an informal meeting in the Directors' room of our Building, where the honor men had the pleasure of meeting Vice President T. J. Donoghue and Assistant Managers W. H. Wagner and W. H. Noble, and were addressed by each of these officials in an informal and interesting way.

The prize winners were requested to recite briefly at this meeting the methods by which they were able to distance fellow workers. Some of the interesting statements, typical of the methods and spirit responsible for their success as outlined by all the men, were:

"Know your products, its possibilities and limitations and how to talk it. Emphasize quality—this is the biggest thing. Next comes the association and fellowship with the other members of the organization, which excites the desire to excel. Absolute knowledge that the product will give satisfaction."

"Hard work is the most essential thing. This, coupled with products of proved quality, is a sure winner."

"Knowledge that you are selling products that are of uniform grade and high quality that will bear out your representations for them."

"Close, persistent work, confidence in your line by a knowledge of what it will do."

"Featuring quick and reliable service and dependable quality."

"Timely solicitation. Inducing trial of our products on a comparative basis. Hard work, inspired by knowledge that our customers are pleased by the service performance of Texaco Products, particularly Texaco Motor Products."

TEXACO STAR

After the meeting and a luncheon at the University Club, the visitors were taken down the ship channel for a fish dinner and visit to Galveston, the party being in charge of C. P. Dodge, Jr., and D. F. Beaman.

A personal sketch of the prize winners' connection with The Texas Company should be of interest to sales representatives generally:

R. T. Herndon.—Mr. Herndon began work with The Texas Company in November, 1915, as agent at Brownsville, Texas, his duties including the care and management of a fine pair of grey mules and the Spanish language. As his Spanish vocabulary was originally limited to a dozen words, his success under adverse circumstances can be regarded as remarkable. Early in 1917 he was transferred to Mercedes, Texas, where he remained until the United States Army required his services as lieutenant in field artillery in the Ninth Division. With this Division he went overseas, remaining one year, and saw service in England, France, Belgium and Germany, being in the Army of Occupation. After discharge from the army, in April 1919, he resumed duties with the Company as traveling agent out of Ardmore, Okla., working the Healdton field, and was again transferred in November 1919 to Tulsa, working the Cushing, Glen Pool, and Drumwright fields as traveling salesman on railroad business. Some of Mr. Herndon's cars were in the famous trainload which went direct from Port Arthur to Oklahoma District last June.

W. A. Rittner.—Mr. Rittner, whose photo we are pleased to show, entered the service of the Company Aug. 1, 1913, at Yoakum Station, as warehouseman and clerk, and was appointed agent Dec. 1, 1915. He has been with the Company 7 years and 4 months. Mr. Rittner's military experience is as interesting as his selling record, and we give a partial sketch:



"On Sept. 17, 1917, entered military service at Camp Travis, Texas; entrained June 6, 1918; arrived in Le Havre, France, June 23, 1918. Had intensive training until August 20, when entrained for St. Mihiel front. Arrived in reserve Aug. 23, 1918, and received our first baptism of artillery fire. On Sept. 8, 1918, arrived in front line trenches. At 1 a. m. Sept. 13, 1918, our artillery opened a barrage. At 5 a. m. we went over the top. On Sept. 14 at 9 p. m. we went on patrol and were unable to return to our company by day-break. Remained in trenches until Oct. 8, 1918, a total of 46 days, during which time we did not remove any of our clothing when at rest. We were under heavy artillery fire on the night of Oct. 31, went over the top at 5 a. m. Nov. 1, and advanced all day under heavy artillery fire, making 4 miles. At 9 a. m. Nov. 2 we continued the advance and at 11 a. m. I was wounded, a fragment of shell breaking my leg. Remained in hospital 11 1/2 months, 6 months being spent in bed before I could attempt to walk. I was discharged Oct. 18, 1919, at Fort Sam Houston, Texas, and re-entered the service of The Texas Company Nov. 1, 1919."

C. J. Weatherlow.—Mr. Weatherlow was employed at Birmingham, Ala. Station as warehouseman on Jan. 6, 1915. On Jan. 16, 1916, he was advanced to clerk and cashier at Montgomery, Ala. Station. On May 1, 1916, he was transferred to Birmingham, Ala. Station as clerk and cashier, remaining there until July 1, 1918, when he entered military

service. During his service in the army he was stationed at Camp Pike, Little Rock, Ark., in quartermaster's department. He was discharged Jan. 1, 1919, and re-entered the service of the Company at Birmingham as clerk and cashier. On June 16, 1919, he was transferred to Selma, Ala. Station, as agent, and on March 22, 1920, was transferred to Birmingham as city salesman, the position he now holds. Mr. Weatherlow has made good in every position he has held with us, rising from warehouseman to city salesman.

E. O. Griswold.—Mr. Griswold was employed Aug. 19, 1918, as a student salesman, received training at the Atlanta Station, and on Dec. 1, 1918, was transferred to Sumter, S. C., as agent. On June 1, 1919, he was transferred to Columbia, S. C., as agent, the position he now holds. Mr. Griswold has taken a deep interest in his work from the date he was placed on our payroll. He set out with a determination to succeed and today is considered one of the winners among the younger men and one whose future is bright.

B. E. Donaldson.—Mr. Donaldson entered our employ March 1, 1919, shortly after being discharged from the army. After an apprenticeship at the Denver warehouse, where he became familiar with Texaco Oils and Greases, he was given a trial at soliciting business in Denver, covering gasoline and specialty products. Making a commendable showing as a salesman, he was given a trial trip as traveling salesman, a position he still handles with marked success. Mr. Donaldson is a young man of striking personality, is deeply interested in his work, and believes in the goods he is selling.

George W. Holland.—Mr. Holland's connection with The Texas Company dates back to Dec. 10, 1911, while the Denver District general office was at Pueblo, Colo., shortly before removal to Denver. He entered our employ as tank wagon driver in Denver. His efficient and conscientious service merited promotion to traveling salesman, and subsequently he was transferred to city salesman in Denver. His record as salesman attests marked ability and won his promotion to agent in charge of Denver Station.

J. W. Knight.—Mr. Knight entered our service as salesman in March, 1909. In May, 1913, he was promoted to agent at Hattiesburg, Miss., which position he has held continuously until the present date. Although of the conservative type, Mr. Knight controls his full share of business in his territory, and by close application to business, energy, and industry, coupled with exemplary personal characteristics, has acquired an enviable reputation, both business and personal.

M. E. Trowbridge.—Mr. Trowbridge entered our service as warehouseman and clerk at Shreveport Station in August 1912, and was appointed agent in December 1913. He is so well known in Louisiana and East Texas that his personal mention seems superfluous. He is a born Texaco enthusiast and has made his mark with this Company, although still a very young man. He is particularly deserving of credit for the showing made in this open order contest on account of the peculiar competition with which he was engaged.

W. R. Scott.—Mr. Scott is a native of Tennessee, a high school graduate, a Spanish-American war veteran. During the Spanish-American war he saw three years of active service in the Philippine Islands. He entered our service Feb. 28, 1911, as agent at Emis, Texas, and was promoted to salesman in Dallas territory Sept. 1, 1911. On Jan. 1, 1920, he was transferred to Ranger territory, where his performance has brought him this publicity with the knowledge of an honor well earned.

J. S. Leach.—Mr. Leach is a native Texan, a graduate of Baylor University and a member of the Star Football Team of that institution. He entered our service Sept. 23, 1916 as bookkeeper in the D. O. at Dallas. On Aug. 1, 1917, he was promoted to traveling salesman in Waco territory. On Aug. 26, 1918, he entered the army and was sent to the field artillery central officers' training camp at Camp Zachary Taylor, Louisville, Ky., receiving honorable discharge Nov. 26 of the same year. He returned to his old territory and resumed duties as traveling salesman Dec. 1, 1918. On Dec. 1, 1919, he was transferred to Wichita Falls as agent, and is given credit among his associates for selling ability of an unusual order.

H. H. Wood.—Mr. Wood began his services Nov. 1, 1917, as clerk and warehouseman at Pine Bluff, Ark. On account of the continued absence of the Agent, he was in charge of the Station until Jan. 1, 1918. On March 15, 1918, he was transferred to Fort Smith, Ark., as traveling salesman. On July 15, 1918, he was asked by the government to take charge of a machine shop at Pennington, Va. Mr. Wood being an experienced mechanic. On Dec. 1, 1918, he was back in Oklahoma with The Texas Company, and on Jan. 1, 1919, he was sent to Hugo, Okla., as agent, and had a very successful season in the lumber muling district, closing contracts with every one of the nine mills in his territory. He was transferred from Hugo to Fort Smith on Jan. 1, 1920, and covered that territory as traveling salesman until April 28, 1920, when he was transferred to Tulsa, where he is now stationed, holding down an important position in a highly satisfactory manner.

TEXACO STAR

B. L. Kowalski.—Mr. Kowalski's first experience with The Texas Company was in driving what was then termed a "can wagon" at Brownsville, Texas, on a commission agency arrangement. April 1, 1909, marks the date of his formal attachment to our payroll. One year later, he was made agent at Brownsville Station, where he remained until November 1, 1915, when he was given charge of that territory as salesman, in which capacity he still remains. On account of Mr. Kowalski's remarkable knowledge of Spanish, coupled with his energetic methods of attack, he has made what may properly be termed a phenomenal success in the Rio Grande Valley. He has managed this territory so long and in such an excellent manner that when we think of Brownsville or the Valley we think of Kowalski. Mr. Kowalski, in truth, knows his territory like a book and is thoroughly familiar with the output and requirements of each of his customers and prospects alike. One reason for this success is his careful watch over a customer's stock and judicious replenishment thereof, anticipating all future needs.

G. W. Horton.—Mr. Horton began as bookkeeper in the Houston Office in September 1913. Three years later he was promoted to agent in charge of Galveston Station, and in August 1919 was given charge of Marine Sales at that important port. He tells us that "quality is the main thing, coupled with persistent and consistent work," and the results Mr. Horton has achieved in the output of Marine Lubricants are an argument that he daily follows his principal selling idea to a desirable conclusion. He has made an enviable record in the handling of Marine Sales at the port of Galveston and expects to do even greater things.

HOUSTON DISTRICT.—The D. O. recently enjoyed a visit from Sup't R. E. Armstrong and V. W. Rooke of Denver District.

Congratulations on the following message, of Dec. 13, from Salesman M. H. Langford of San Antonio:

I could not go on road today account new arrival—a twelve pound girl.



Perfect service for ten years

No. 3 Texaco Roofing that has been giving efficient service for the last ten years, never having been repainted and still in excellent condition.



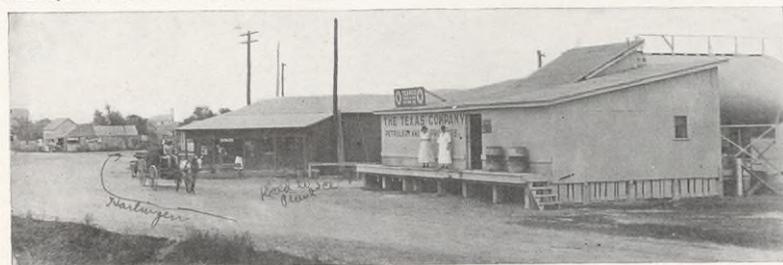
Getting ready to cover with Texaco Roofing Building of C. J. Gerlach & Bros., Livingston, Tex.

DALLAS DISTRICT.—Mr. and Mrs. S. H. Slaughter of Dallas are congratulated upon the arrival of a bouncing baby boy. The Texaco Family extends a welcome hand to its new member and trusts that he will soon be a Texaco Booster.

AGENTS WITH 100% COLLECTIONS FOR NOVEMBER

Abilene	B. W. Bullock	Jacksboro	E. B. Sewel
Anson	C. T. Harper	Jacksonville	W. R. Allen
Athens	A. F. Wood	Kaufman	J. W. Niles
Baird	F. L. Walker	Lampasas	T. J. Casbeer
Ballinger	Lee Butler	Leonard	A. A. Dary
Big Spring	T. W. Ashley	Marlin	R. Eddins
Bonham	Ed. Brent	McKinney	S. S. Tomlinson
Brady	L. B. Reeves	McLean	M. D. Bentley
Brownwood	I. N. May	Mineola	J. M. Heard
Canadian	John Caylor	Munday	W. E. Gray
Childress	C. T. Jones	Paris	W. L. Fitzgerald
Cisco	Wm. Reagan	Pecos	W. P. Fulgim
Clarendon	J. W. Adams	Pilot Pt.	J. C. Gahasani
Cleburne	M. L. Wallace	Post	J. O. Rhea
Coleman	R. D. Johnson	Quazah	C. F. Winbury
Colorado	R. D. Hart	Santa Anna	C. G. Erwin
Comanche	O. H. Donaho	San Saba	B. C. May
Copperas Cove	J. A. Brooks	Seymour	T. S. Herrell
Corsicana	W. J. Cheney	Stamford	W. R. Donaho
Crockett	C. D. Towery	Stephenville	H. P. Cole
Danison	C. W. Geiger	Sterling City	R. P. Brown
Eastland	R. F. Jones	Tahoka	W. G. Tarrance
Ennis	G. W. Andrews	Temple	R. L. Worden
Farwell	I. L. Walling	Terrell	Hugh Cowan
Ferris	H. R. Crumley	Texarkana	R. E. Haller
Forney	A. W. Riter	Texhoma	F. E. Hobbgood
Gainesville	Jim Burk	Texline	M. G. Rule
Goldthwaite	M. R. Weatherby	Vernon	J. A. Robinson
Hamilton	C. R. Taylor	Waco	H. L. Wagoner
Hamin	G. G. Hall	Waxahachie	C. Tremtham
Haskell	J. F. Kennedy	Weatherford	H. L. Tate
Henrietta	T. G. Abraham	Wellington	B. F. Ball
Hereford	C. P. Cockrell	Wills Point	R. J. McLeod
Hillsboro	T. F. Autrey	Wilmer	C. H. Wilkerson
Honey Grove	W. F. Graves	Winters	J. G. Key

Few persons think for themselves.



San Benito, Texas Station

Miss Ursula Davis is our agent at this point. Road to Harlingen at the left.

TEXACO STAR



C. C. Crabb of Dallas Station and his Tank Truck

Both have a remarkable record. Mr. Crabb joined the Texaco Family March 1, 1916. His truck, L-246, was turned over to him (new) on May 15, 1917, and from that day till April 1, 1920, neither has lost a day, except 15 days for painting the truck in 1918. In this length of time Mr. Crabb has delivered 3,488,966 gallons, at an average cost of \$12 per month for repairs on his truck. This goes to show what can be done by being both a Texaco Booster and a remarkably careful driver.

It may be hard to convince a healthy man that health is more important than wealth, but a sick man understands it.—*Personality.*

It is better not to know so much, than to know so much that ain't so.—*Artemus Ward.*



Mr. and Mrs. W. H. Wagner—"Regular Fellows" "Father" and "Mother" seeing the Texas State Fair at Dallas.



Agent G. W. Andrews, Ennis, Texas

Showing delivery of six barrels of Texaco Lube Oils to the Callahan Construction Co. for one of their levee machines. This firm is a Texaco booster and one of our big customers.

The Texas State Fair at Dallas, Texas, has been conducted for about 34 consecutive years and is considered the largest state fair in the United States. The total attendance during the 16 days of the 1920 fair included 1,025,000 paid admissions. On one day 204,000 people passed through the gates, which exceeds the highest record obtained in any one day at the World's Fair in St. Louis. The Texas Company exhibit is made in a permanent building erected and owned by the Company, and our last exhibit surpassed that of any previous year. It was designed and put up by Arthur Lefevre, Jr., with the generous cooperation of the Dallas District Office. Superintendent McNemer has sent splendid photographs of the sectional views here shown, which the editor wishes could have been reproduced in their full size. General Lubricating Assistant Galbraith says: "The Dallas display is the best that could be contrived with the space and material at hand. There is a noticeable lack of miscellaneous items and there are also noticeable many original ideas which the pictures set forth without verbal explanation." The large photographs show with perfect clearness many details which are obscured in the unavoidable reduction.



Salesman Winters — Agent Deacon

"A pair that are doing things in Dallas."



Superintendent McNemer and J. P. (Pat) Frank

Mr. Frank was formerly salesman for our company out of Marshall, Texas, and still has a warm spot in his heart for the Texaco Family.



Central Design—Front view.

TEXACO STAR



Central Design—Rear view.



Motor Oils and part of Roofing exhibit.



M. O. and Grease Packages—
Export Cases—Railway Oils.



Road Oils and Asphalt. This exhibit included an admirable model representing three streets, one unpaved and in such a muddy condition that a horse-drawn vehicle bogged down; another a gravel road in fairly good condition but rutty; the third, a Texaco Sheet Asphalt pavement with concrete sidewalks illuminated by ornamental electric lights actually burning.



Cold Test—partially filled bottles of oil in a rocking block of ice (on the stand at center of this view). At right—Texaco and Specialty Oils.

Judged by Their Records.—“How do you know what kind of people the Newcombs are if you’ve never met them?”
“I have heard their phonograph selections.”
—Boston Transcript.

Talk about reasoning in a circle—did you ever notice that a mouse is afraid of a man, a man is afraid of a woman, and a woman is afraid of a mouse?—Ex.

OKLAHOMA DISTRICT.—January Jubilee on the 28th and 29th—Celebration of securing 40% increase on Lubricating Oils and 75% on Collections outstanding Nov. 30. Each Agent reading his copy of the *Star* will understand that if he has made 40% increase during 1920 he is welcome to the Jubilee with open arms; if he has not made 40% increase, but has collected 75% or more of his outstanding accounts of Nov. 30 he also will be more than welcome. Those agents falling down on both requirements will be received at the Jubilee and shown every entertainment *but at their own expense*. Everyone is invited and expected to be there and we promise you the biggest time at any Meeting held by The Texas Company in its history.

We’re not making New Year resolutions, but just wait till we spring our 1921 surprise on you.

TEXACO STAR



Little Rock, Ark. Station

Agent F. M. Golding claims: "The best equipped and most up-to-date Station in Oklahoma District."



Standard Type for Oklahoma District

Filling Station No. 4, Tulsa, Okla. One covered, one uncovered driveway; 8-man station, 2 pump operators, 1 porter; open 7 a. m. to 10 p. m.



Little Rock, Arkansas

Stake truck furnished the Board of Commerce for Armistice Day Parade.



Agent E. F. Underwood of Sapulpa, Okla., is the man who was such a booster for Texaco that he used a 20/1/2-gal. motor oil case as his trunk when he was transferred from Waurika Station to Little Rock, Ark., as salesman.

E. F. Underwood

The Texaco Club has been reorganized in Oklahoma City and the first of a series of Dansants was

given Dec. 17, being attended by all the members. Real enthusiasm was displayed and this time we think the Club is organized for a certainty. Plans for Club Rooms adjoining the D. O. will be consummated at an early date, we hope.

DENVER DISTRICT.—"How now?" is the portentous question written across the face of a statement received from Oklahoma City, signed H. W. Dodge, heralding the "glad news" of their attainment of 100% on Verifications and Collections in that District. Superintendent Dodge takes note of article in Denver items in October issue of the *Star* and asks the correspondent "How Now?"; which would indicate that they are rather proud to follow the leadership of Denver District. We'll grant they are warranted in crowing over attainment of the mark set for them and welcome them into the field of enviable accomplishment and share the glory with them. As Ella Wheeler Wilcox said: "I know there must exist somewhere in space a reward for him who ran and barely lost the race." That "It can be done" was demonstrated by Denver District more than two months before. Come on, Oklahoma!

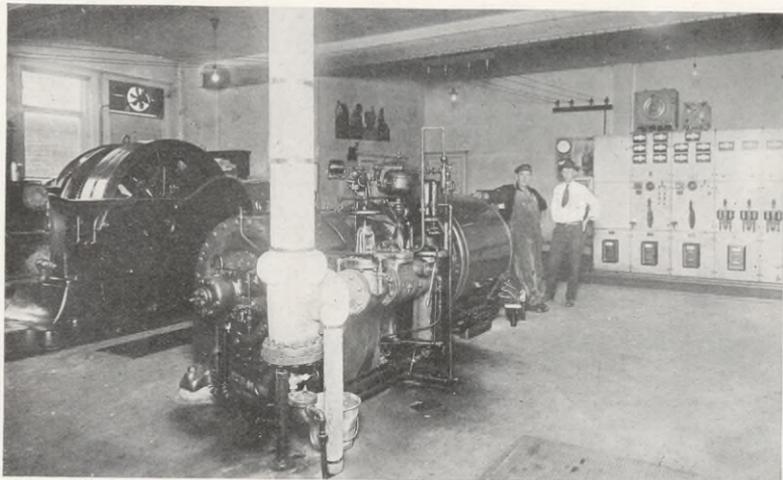
We are glad to welcome Salesman E. W. Golden to Denver District. Mr. Golden will travel former salesman Roeder's territory out of Albuquerque, Mr. Roeder having been made General Salesman.



"A Gem splendidly set"

A Texaco Filling Station, Pueblo, Colo. Agent Blaylock, familiarly known as Bob to almost every Puebloan, is proud of this station. He has been there over a year now, and Pueblo likes "Bob."

TEXACO STAR



City Power Plant, Fort Morgan, Colorado

Curtis Steam Turbine in foreground. Salesman Harris, who sent in this photograph, states that Chief Engineer Oatout declares that as long as he is in charge "nothing but Texaco Cetus Oil will be used for the lubrication of this plant."

J. C. Garrett, Cashier in Denver Office, was obliged on account of health to return to El Paso. Mr. Garrett had been with us in Denver since last January, coming from El Paso, when the offices were consolidated. We were all sorry to see him leave, as he had won a place in our hearts. Our good wishes go with him.



Star Filling Station, Las Animas, Colo.

F. W. Nelson, proprietor, writes: "We use Texaco Oils and Gasoline only."



Wallace Tractor

Lubricated with Texaco Tractor Oil C. for Tractor Demonstration at Saratoga, Wyoming. Texaco Tractor Oils and satisfaction are synonymous—It's a cause and effect proposition.

NEW ORLEANS DISTRICT.—Meeting of the Directors of The Texas Oil Company was held in the District Office at New Orleans on Dec. 11, 1920. Officers were elected for the ensuing year:

T. J. Donoghue, President
H. M. Eldredge, Vice-President
M. A. Dyer, Secretary and Treasurer
J. B. Duke, Assistant Secretary
Guy Carroll, Assistant Treasurer
H. G. Symms, Assistant Treasurer

Messrs. T. J. Donoghue, Ira McFarland, and C. P. Dodge were visitors on Dec. 11 and their visit was much enjoyed and appreciated.

Christmas, 1920, is now but a memory; we hope all other members of the Texaco Family had as happy and contented a one as we did. Our old books are now closed and we have started in to make 1921 a record year from all angles.



Agent Geo. W. Lee, Alexandria, La.

A hustler, and one of the best agents in N. O. District.

TEXACO STAR



New Orleans District Group Meeting—Dec. 17, 1920

Standing—Agent C. F. Price, Lafayette, La.; Chief Clerk A. W. Phillips; Agt. Geo. Broussard, Opelousas, La.; Creditman J. G. Broussard; Lub. Ass't T. L. Morris; Agt. A. R. Archaux, Welsh, La.; Chief Acc't R. H. Collins; Agt. W. McKeall, Franklin, La.; Superintendent M. A. Dyer; H. G. Symms, of Treasury Dept.; W. K. Holmes, Supt West Tulsa Works; Egr. Salesman J. T. Downs; Roofing Salesman Carl Newman; Agt. J. J. Forgey, New Iberia, La.; Seated—Agt. R. H. Martin, Houma, La.; Agt. B. D. Carruth, Crowley, La.; Ass't Supt C. J. D. Gerrets; Agt. R. H. Martin, Houma, La.; Agt. E. I. Seyburn, Patterson, La.; Agt. W. J. Bouterie, Morgan City, La.

New Orleans District had a banner Group Meeting in New Iberia, La., on December 17. We had the benefit of having with us Superintendent W. K. Holmes, of West Tulsa Works; H. G. Symms, in charge of Credits and Delinquent Collections, Treasury Dept.; and W. E. Bradford, Ass't Manager of Sales Dept. S. Territory. Mr. Holmes gave a most profitable talk on the operation of a refinery. Mr. Bradford was not present at the morning session, but sped from New Orleans to participate in the afternoon proceedings.



Agent J. J. Forgey of New Iberia, and Supt' M. A. Dyer

Mr. Forgey played host at the New Iberia meeting, and is also a mighty fine agent. The photograph shows Supt. Dyer and Agent Forgey just before starting on a collection excursion. It produced results. The pony in the picture is 20 years old and was raised on the bottle by Agent Forgey.

Flo—"You can't believe everything you hear."
Gertie—"No, but you can repeat it."

ATLANTA DISTRICT.—Realizing the discouraging effects upon salesmen having daily to deal with a troublesome cotton situation, our Superintendent mailed the following circular to our field forces. Its nature and purpose might be of interest to other Districts having similar problems.

CREDITS AND COLLECTIONS

All Agents and Salesmen:

Our Success as one of the World's greatest selling organizations has been built under a ruling of our Management found on page 50, General Instructions to Station Employees, reading:

"The responsibility of the Collections of our District accounts is entirely in the hands of the agent and salesmen."

These words struck the very key-note of real salesmanship! This great idea of training our field forces to *complete sale by collecting* has resulted in a growth and development almost beyond belief,—both in the men, themselves, and in our business generally. It was indeed a happy thought which has prepared us to face any emergency with utmost confidence.

The effects of this early training will guide you aright during these months of financial readjustment. It will guard you against any temptations you might have to loosen up on credits merely as a means of maintaining gull-onage records of more prosperous times. Remember that no number of uncollectible accounts can equal *one sale* paid with reasonable promptness!

Bear in mind that the real work of your Credit Department begins where prosperity ends. Doubtful sales, if forwarded here with your recommendations, will have our earnest attention. Every reasonable risk will be assumed in order that our gull-onage may not suffer, *but let us work these things out together!*

Don't confuse responsibility for Collections with that of Credits. These are vastly different though closely allied. Credits are to be handled by our Credit Department, and always with the idea of encouraging sales within a reasonable margin of safety.

With these things well understood, let every man start out now with renewed confidence. Don't lose your faith in mankind. Remember that this period of depression requires only increased judgment, additional effort, optimism, and unflinching cheerfulness. *Now is your Big Chance* to prove that Genuine Cooperation and Real Salesmanship can be made to overcome all selling and collection obstacles.

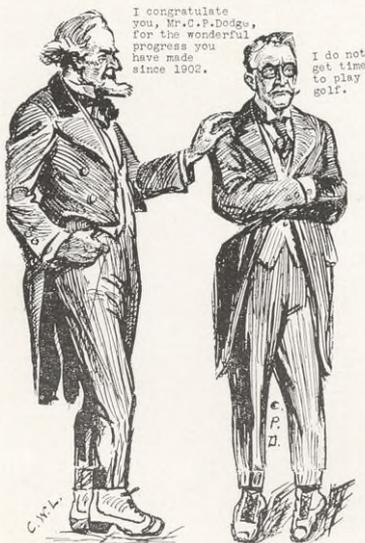
Yours truly,

J. S. Jones,

Superintendent.



General Offices, 1902, Beaumont, Texas



I congratulate you, Mr. C.P. Dodge, for the wonderful progress you have made since 1902.

I do not get time to play golf.



To little boy Haden, the pride of his parents,
 May he in future years be a World Series Star!
 From some of the big boys of the Dist. Acctg. Dept.

The many friends of Mr. and Mrs. J. R. Haden, in all Districts, will be glad to know that there was great rejoicing in our District Office when it was announced that the stork had again visited their home, presenting them with a bouncing baby boy. A few of the big boys in the office handed "Doc" a handsome case in which was enclosed a beautiful silver (gold-lined) cup and spoon, for their son, and also a card, copy attached, which will probably be of interest to "Junior" when he grows up.

PRESENTATION BY I. E. SCHARFF

Mr. MacDougall, or "Mac" as you are familiarly known to most of us, I have observed your habits and manners for years, closely associated with you, and I know that, being a man of independent thought, you do things sometimes on your own initiative. About a month ago you stole a march on us. You went out and embarked on the sea of matrimony without asking the consent of Mr. Gruet, Superintendent, or Mr. Haden, Chief Accountant, and without taking any of us into your confidence. The news got out, and the men and women of the office, also the "boys" in the field, thought they should do something to show you that we have appreciated your services to the Company, and a subscription list was started with a fitting heading which reads:—

The Eighth Wonder of the World— A Credit Man Who Is As Well Liked by the Men in the Field as by His Associates in the Office. Presentation to Mr. A. D. MacDougall and Bride, Married September 16, 1920.

This is a very important list, "Mac," from the viewpoint of one who has been married for a good many years. (Laughter.) I think that when you get on this good ship sailing on the matrimonial sea and bring out your chair on a nice balmy day, and look over the names—you will think back upon the many friends that you have had as associates with The Texas Company.

On behalf of the men in the field (applause) and the men and girls in the office (applause), we want to give you tokens of our esteem and affection. This little token you may show to your wife. (The package opened, revealed a heavy packet of gold coins in keeping with the lengthy list of friends.) The contents of this envelope you had better keep for yourself, for if she sees it she will probably want that too. (The envelope was marked Personal, and Not Forwarded.) Well, it contained the odd bills; and at once, amid much laughter, Mac was accused of "holding out.")

SALES DEPT. NEW YORK DISTRICT.—
 N. TERRITORY —The friends of Edwin

W. Wygant, and he has a host of them in the Company, were stunned on hearing of his sudden death on October 12. He entered the employ of the Company in 1912 and was held in high esteem by all who knew him. We extend heartfelt sympathy to his widow, Mrs. Helen W. Wygant.

We extend our sympathy to F. J. Shock, clerk at Albany, on account of the recent death of his father.

In the October issue of the Star we reported an exceptional tank-truck delivery from Hudson, N. Y. Station, saying that we would like to hear from Norfolk District. Norfolk replied

TEXACO STAR

RESPONSE BY A. D. MACDOUGALL

I must admit that I am embarrassed. My suspicions were aroused the other day, and the thought came "What shall I say if anything like that is planned." I was reminded of a conversation said to have taken place at the breakfast table between a college professor and his wife, after he had read the morning paper. He stated that when asked in advance to make an address he could always think up something fine, really eloquent. Then he would attempt to write the thoughts that had come to him, to find the written address much poorer than his first thoughts. He was sure to be disappointed with the third attempt—the address actually delivered, and sorely disappointed with the newspaper report, although bound to admit he was probably correctly reported. At the time I was suspicious, but later on felt I could say something worth while—something that would look good in print, but now I am so confused that I do not know what to say.

I have been with the Company for about five years and I know intimately most of the boys in the field and most of you in the office, and I want to assure you that I appreciate not only what has been said, but the present itself. The subscription list, the heading, and the long list of friends, is something that I shall cherish and undoubtedly often refer to in later years. We have a great deal to be proud of in The Texas Company, and on the other hand The Texas Company has much to be proud of in its organization and personnel, that is, in the character of the men and women in the employ of The Texas Company.

As for the gold itself, there is one thing in our home which we have not as yet purchased or provided for, that is a silver service and candelsticks for our buffet, and I think probably your present will go for that. If it does, there will be inscribed—I am assuming that Mrs. MacDougall will agree with me (laughter)—something indicating where the present came from; and if it does not go for that purpose it will go into something equally as appropriate which we can save and look at in future years. In behalf of Mrs. MacDougall and myself, I wish to thank you.

The "best of friends must part," they say, and that describes the feelings of all of us who were associated with "Bill" Richardson, our genial and capable General Clerk, who was transferred to Pittsburgh District as General Clerk on November 1. "Bill" will agree that considerable Sherlock Holmes ability centered in the accounting department, as he had intended purchasing a trunk—but, we are getting ahead of our story. Just before he left, he was amazed at a crowd that collected about him and when Chief Accountant J. R. Haden, after stating how much he wanted to see him go, called on the committee to produce a little token from the boys, and Bill was taken off his feet when a trunk was produced, apparently from thin air. If any one doubts there is a Sherlock Holmes in the office, ask Haden how we found out he needed a trunk. He had ordered a trunk some days ahead and had made repeated calls on the people he bought it from to find out why it was not delivered. All that he received was assurances that it would be delivered in time. When Mr. Haden on behalf of his friends, presented the trunk to him, he was non-plussed, and evidently figured in his mind what he was going to do with two of them. Light dawned on him when he was handed an envelope containing the money he had paid the trunk people, and an explanation was forthcoming how we found out where he had purchased the trunk.

The Salesmen of Metropolitan Territory, and other friends of Mr. Hoagland who have known him for many years, invited him to luncheon on September 29. After luncheon P. K. Woodruff, Chairman of the proceedings, briefly voiced the sentiments of those attending in reference to the type of men in the employ of The Texas Company, expressing regret that Mr. Hoagland, one of our oldest members, was leaving us the first of the month, wishing him success in his new work and assuring him that he carries with him the respect, confidence, and friendship of everyone of us with whom he has come in contact. As a slight token of appreciation, Mr. Hoagland was presented with a fine collapsible traveling bag.

Mr. Hoagland was deeply touched. He related a few of the experiences of the time when he first started out selling our products, which plainly showed that no days in the field have a much easier time now than did the pioneers. He called to our attention the fact that from the very beginning the policies of our Company were just, fair, and generous, the proof that such policies were good being shown in the wonderful organization built up, in the confidence the employees have in each other, and that of the customers in the employees and in the Company. Mr. Hoagland expressed the hope that he would not be out of touch with his friends of The Texas Company saying to his salesmen particularly that if at any time they become discouraged or felt that he might be of assistance he wished to be called upon by them for sympathetic encouragement. He stated that he would always be a Texaco Booster. Other remarks were made by Mr. LaFrance, by other salesmen, and by Messrs. Haden, MacDougall, and Schaff.

Middletown Territory had an outing and clam bake a Columbia Park, Middletown, N. Y., on Sept. 23. It was an old-fashioned bake, very skillfully prepared by Representative Knapp and E. A. Stewart assisted by the ladies. The meal was simply immense, pronounced by all the best clam bake they had ever attended. The menu comprised: Lobster, clams and bluefish, chicken, white potatoes and sweet potatoes and sweet corn, tomatoes and celery, brown bread, coffee, cigars. The quantity of food stowed away by those present was remarkable, their capacity being due to the unusually good food and the excellent manner in which it was prepared and the feeling of good-fellowship which prevailed. Any of our Representatives who wish to know how to prepare a good clam bake should communicate with Mr. Knapp. There was no hitch in the proceedings until Mr. Knapp went to settle for the use of the park, to find that the charge had been increased \$3. When asked the reason for the extra charge the proprietor informed Mr. Knapp that one of the visitors from the New York Office walked into the bar-room behind the bar and turned on a beer tap and washed his hands in it. The bartender rushed in and asked him why he was using beer instead of water. Whether or not this gentleman did not know it was beer he was washing his hands in, or whether he thought that the beer of today was only fit to wash your hands in, was not learned. Possibly he was absent-minded because of an event just one week previous.

The Texas Company Baseball Team of New York was given a banquet at Churchill's, 40th and Broadway, on Nov. 4, by the Company. In addition to the members of the team, Messrs. Thompson, Cook, Groves, and Canfield took advantage of the opportunity to spend an evening with the boys. It was a real "get-together" affair, and everyone went home with the feeling that it pays to play baseball. Towards the close of the dinner Mr. Cook gave a short talk and presented Bill Waldis with a solid gold baseball watch fob on behalf of the team. After the supper the boys were entertained by a snappy revue of beautiful girls and classy dancing.

The team desires to take this opportunity of thanking the Company for the dinner and the support rendered us during the past season. Those present were:

W. A. Thompson	George MacNair	T. H. Reid
J. P. Cook	W. J. Gaffney	G. J. Gleeson
J. T. Groves	E. B. Hunt	A. Eberhart
L. H. Canfield	J. E. Cunningham	J. C. McLoughlin
	W. K. Waldis	Louis Maresca
	W. G. Brennan	W. T. Keane

Among those missing were Harry Brown, our popular catcher, and Henry Eberhart, the brilliant shortstop. Brownie was taken up with "more serious things in life," while Ebie was "riding the goat" in K. of C. We missed both these boys.

For the first time in the memory of the oldest scribes, Dr. Canfield indulged in a "Lady Nicotine."

When one of the officials asked "How many games did you win?" Bill replied: "Thirty, but we would have won thirty-one if Philadelphia had played us." So say we all.



At Morris County Fair, Morristown, N. J.

The weather was fine and there was a large attendance. Our exhibit attracted much favorable comment. The hit was the Cadillac transmission in operation lubricated with Thuban Compound. The best actual seller on the grounds was our Two-quart Easy Four Can. Salesman "Bill" Wilson and J. J. Leary of the New York Office are shown enjoying a brief breathing spell. They are enthusiasts and are to be commended upon the interest they aroused and the sales made.

TEXACO STAR

100% COLLECTION EFFICIENCY

Everything in "A" List August 31 Collected in September

F. T. Spencer	Ag't.	Cobleskill	Albany Territory
U. J. Delahay	Ag't.	Saratoga Spgs	"
E. M. Daley	Ag't.	Ticonderoga	"
F. H. Noonan	S'n.	Saratoga Spgs	"
B. J. Schwalbach	Ag't.	Kingston	Newburgh Ter.
G. W. Pitts	Ag't.	Middletown	"
W. W. Bauer	Ag't.	Port Jervis	"
W. G. Marsden	Ag't.	Newburgh	"
V. T. J. Knapp	S'n.	Middletown	"
M. Le Ville	Ag't.	Cooperstown	Syracuse Territory
H. H. Wende	Ag't.	Buffalo	Buffalo Territory
I. D. Brown	Ag't.	Babylon	Long Island Ter.
G. A. Jackson	Ag't.	Riverhead	"
F. C. Mott	Ag't.	Sag Harbor	"
C. F. Burney	Ag't.	Bradley Beach	New Jersey Ter.
F. E. Warren	Ag't.	Passaic-Clifton	"
H. B. Gould	S'n.	Red Bank	"

Everything in "A" List September 30 Collected in October

J. F. Keenahan	S'n.	Albany	Albany Territory
W. G. Marsden	S'n.	Newburgh	Newburgh Ter.
V. T. J. Knapp	S'n.	Newburgh	"
W. W. Bauer	Ag't.	Port Jervis	"
E. G. Simmons	Ag't.	Chatham	Albany Territory
F. T. Spencer	Ag't.	Cobleskill	"
F. J. Gohl	Ag't.	Hudson	"
U. J. Delahay	Ag't.	Saratoga Spgs	"
E. M. Daley	Ag't.	Ticonderoga	"
C. L. Mosher	Ag't.	Herkimer	Syracuse Territory
F. C. Mott	Ag't.	Sag Harbor	Long Island Ter.

Everything in "A" List October 31 Collected in November

W. W. Bauer	Ag't.	Port Jervis	Newburgh Ter.
G. W. Pitts	Ag't.	Middletown	"
V. T. J. Knapp	S'n.	Middletown	"
B. J. Schwalbach	Ag't.	Kingston	"
D. S. Porson	Ag't.	Newburgh	"
W. G. Marsden	Ag't.	Newburgh	"
E. G. Simmons	Ag't.	Chatham	Albany Territory
F. T. Spencer	Ag't.	Cobleskill	"
F. J. Gohl	Ag't.	Hudson	"
A. L. Baumes	Ag't.	Saratoga Spgs	"
E. M. Daley	Ag't.	Ticonderoga	"
E. A. Conroy	Ag't.	Watervliet	"
J. F. Keenahan	S'n.	Albany	"
M. Le Ville	Ag't.	Cooperstown	Syracuse Ter.
C. L. Mosher	Ag't.	Herkimer-Mohawk	"
C. A. Pepe	Ag't.	Brewster	Stamford Ter.
A. N. Doyle	Ag't.	Hewitt	"
H. B. Gould	S'n.	Morristown	New Jersey Ter.
J. D. Brown	Ag't.	Babylon	Long Island Ter.
A. I. B. Carver	Ag't.	Huntington	"
F. C. Mott	Ag't.	Sag Harbor	"

The Albany Station is being brought into wonderful shape by Agent R. H. Russell. In a short while he expects it to be one of the model stations of The Texas Company, and a cordial invitation is extended to other agents to pay a visit to Albany. Two new 11,700-barrel tanks are being erected at Albany. Mr. Russell claims that the credit for the appearance of Albany Station should go to the men around the Station. Warehouseman Mathias is to be congratulated on the appearance of the warehouse, and John Christ on the appearance of the pump-house and pipe-lines. All the men share in this praise and deserve a great deal of credit.

Earl Simmons was recently transferred from chauffeur at Albany to Driver-Agent at Chatham Station, taking the responsibility of opening up this station. Chatham Station has been built quite a while, but was just recently opened up. It is going to be a hard pull, but we believe Earl can do it.

L. G. Pfeil was recently transferred from Agent at Schenectady, N. Y., to Agent at Elizabeth, N. J.; and A. L. Baumes from clerk at Saratoga to Driver-Agent at Schenectady. Mr. Baumes is a new man with the Company; but we know he will make good.

We welcome back to the fold Carl Snyder, formerly chauffeur at Schenectady, who recently returned to the service as a chauffeur at that station.

What Sickened Him.—There is an elevator boy in a New York office building who is among a large number of public servants who resent needless questions.

One day there entered his car a rather fussy lady and garrulous as well.

"Don't you ever feel sick going up and down in this elevator all day?" she asked.

"Yes, ma'am," said the boy.

"Is it the motion going down?"

"No, ma'am."

"The motion going up?"

"No, ma'am."

"Is it the stopping that does it?"

"No, ma'am."

"Then, what is it?"

"Answering questions, ma'am."
—Everybody's Magazine.

A salesman of New York District would like to see the following verses in the *Texaco Star*:

The man who sticks has his lesson learned—
Success doesn't come by chance—it's earned
By pounding away; for good hard knocks
Will make stepping stones of the stumbling
blocks.

He knows in his heart that he cannot fail;
That no ill fortune can make him quail
While his will is strong and his courage high,
For he's always good for another try.

He doesn't expect by a single stride
To jump to the front; he is satisfied
To do every day his level best,
And let the future take care of the rest.

He doesn't believe he's held down by the boss.
It's work, and not favor, that "gets across."
So his motto is this: "What another man
Has been able to handle, I surely can."

For the man who sticks has the sense to see
He can make himself what he wants to be,
If he'll off with his coat and pitch right in.
Why, the man who sticks can't help but win!



At National Farmers Exposition, Toledo

Exhibit of the J. W. Rapp Company, Distributors for The Texas Company, Toledo, Ohio, December 2-10, 1920.

Appreciation.—"I admire your latest volume of verses very much indeed!"

"Oh, yes?" replied the Imagist.

"Yes, particularly the first one in the book. Let me recite it to you to prove how I have enthused over it sufficiently to learn it by heart:

"When I give you tiny balloons

There is no other

Fire out of amethyst—"

"Wait!" cried the Imagist. But the enthusiast would not wait:

"Green beetles on Fifth Avenue;

Skies that bend;

A soft mist hides the sea—"

"Stop!" yelled the Imagist. "That's not a poem. You have been reciting the table of contents!"

—Life.

TEXACO STAR

BOSTON DISTRICT.—The first Annual Banquet of The Texaco Athletic Association, held at the Quincy House on December 15, was a great success.

P. P. McLaughlin presided and after well chosen words of welcome introduced A. F. Kadlec as Toastmaster. "A." filled his position finely and kept things on the jump during the entire evening. After a splendid dinner we settled back in our chairs for an evening of varied entertainment.

We were indebted to Superintendent and Mrs. Hopkins for the first number. Mrs. Hopkins rendered several solos in a very pleasing manner and displayed a wide range of voice. Mr. Hopkins proved himself an accomplished accompanist. We hope that we shall have the pleasure of hearing Mr. and Mrs. Hopkins again in the near future.

E. A. Lee treated us to some fine banjo playing, and A. Rothfelder surprised us in his dance sketch which was interspersed with comedy.

The next act was listed as "The Comedy Quartet" and they still have us guessing as to where Joe Keefe, Jim McDevitt (leader), Wallie Schortman, and Jerry Watson left their voices when they gathered around the piano. They did, without doubt, win the title of Cast Iron Quartet, for they struck the anvil hard and often when they got started and we feel sure that Messrs. Hopkins, Morrison, and Benham appreciated their timely jokes.

The young ladies of the Association were sure the men would not surpass them and presented for our approval (and it was so good we issued an S-20 on it) the one-act comedy entitled "Double Crossed!"

THE	Joe Thomas	Rosalie Brenner
	Mel Traman	Mae Condon
CAST	Edith Thompson	Catherien Helpert
	Mary Ryan	Julie O'Brien
	Mrs. Thompson	E. C. Anderson
	William (the Butler)	Florence Kerrigan

That they were a success goes without saying and we do hope that they will again entertain with another of their plays.

D. H. Curtice organized for the occasion a Classical Quartet composed of F. L. Craigie, J. P. Rattian, C. E. Sorenson, and himself. They showed the fruits of their hard practice and were showered with praise for the part they played in the program.

Jim McDevitt proved himself to be just as versatile an actor and singer as ever. He rendered two humorous songs in his inimitable style. We ask you: "Did he put them over?" We'll say he did, and most of us got them on the rebound.

Jim Rattigan assisted in making the evening a success by a tenor solo. Jim picked as his selection "The Little Grey Home in the West" and did full justice to it.

Just prior to the close of the evening the annual election of officers took place: President, A. F. Kadlec; Vice President, J. J. O'Brien; Secretary, L. J. Bresnahan; Treasurer, Ovilla Bonin.

We are greatly indebted to, and we want to thank individually and collectively the entertainment committee: A. F. Kadlec, Chairman, E. C. Anderson, Madeleine Parker, D. H. Curtice, D. J. Lynch, whose untiring efforts made the evening the splendid success that it was.

J. P. McHugh is a busy man these days and has hung up a record of signing up thirteen contracts in one day. This is a mark for other salesmen to shoot at.

Agent Carpenter of Portsmouth, N. H. Station reports a new tankwagon driver at his station. William "Jack" Carpenter arrived on November 28.

Taxations.—We certainly do agree with you, Jerry! Hudson Coupes for City Solicitors would be a joke.

We understand W. R. Ellwood has a new suit-case. This is only hearsay and we would like to see it. Possibly he can arrange to pay us a visit in the near future, as we do not know of anything that we have done to keep him away from Boston.

Boy! Please page Room No. 43!
Too bad the Hancock Building is not a little closer and Kavanaugh could say "Good Morning" without bowing and shaking an arm off. The competition was so keen one morning that one fellow broke an arm.

Carrie Wilkinson says that she can't find a word in the dictionary, the blasted book, to describe her.

Wanted: A young lady who will give me private dancing lessons three evenings a week.—George Beaton, Jr.

It makes a lot of difference when you have nine girls to propose to you. Walter Nease never worry about a girl.

We received cards from H. B. Hart, formerly of the Operating department, and we wish to express our best wishes for the coming year to him.

Joe McHugh and P. D. Murphy, the Heavenly Twins, tried to do it on the Q. T. but we ask them: "How did the girls like the Rocks?"

PHILADELPHIA DISTRICT.—An interesting Salesmen's Meeting was held in the District Office on the evening of December 7, Superintendent C. R. McCarthy presiding.

Mr. McCarthy gave a talk on the importance of giving attention to Correspondence School lessons, intimating extreme penalties for not turning in lessons regularly to those on the compulsory list. He then took up the subject of stimulating the sale of coupon books. He also impressed upon the men how short a day really is, and how many productive calls could be made in a day by systematizing, that is, knowing when certain classes of customers are available. The matter of collections was taken up and the men were urged to give their best efforts to this work—to go after an account, not in an apologetic way, but as if there were no question in the salesman's mind of its being paid, as he is merely going after something belonging to his Company and should get it.

C. H. Turner, Creditman, gave some statistics and D. J. Woodfall, Chief Accountant, also spoke. L. Zeeman, successor to our former star Philadelphia salesman, Samuel Blasenstein, was introduced to the boys. About twenty-five men attended. The meeting adjourned at 10:30 p. m.

Assistant Superintendent Nielsen, accompanied by Assistant Superintendent Moudy and Engineer Wilson, spent two days of November in Hagerstown Territory. After driving over the territory and visiting the stations with Representative Poole, the agents and salesmen from Hagerstown, Frederick, Rockville, Md. and Chambersburg, Pa. Stations (which compose the Hagerstown Territory) were called into Hagerstown to the first quarterly meeting held in the Territory.

After luncheon at the Hamilton Hotel the men assembled in a large room secured for the meeting, which was presided over by Ass't Sup't Nielsen, who dealt with solicitation of petroleum products in its different phases. We all feel better prepared to grapple with our daily problems since hearing his inspiring remarks. Ass't Sup't Moudy talked about the competition caused by loaning of pump and tank equipment and advised us to ignore this competition and sell the goods on their merits. Engineer Wilson talked on the advantages to be gained by asking the Engineering department to assist us in our lubrication problems. About 6:30 p. m. we again visited the hotel to eat one of the good dinners Mr. Nielsen is famous for ordering, and after dinner enjoyed good vaudeville at the Maryland Theatre. Everyone voted it a good time and went home calling it a real day.

100% COLLECTION EFFICIENCY.—NOVEMBER, 1920
Dean F. Dunkle Agent Chambersburg, Pa.
J. L. Cook Agent Cambridge, Md.
Frank H. Higgins Agent Rockville, Md.
H. F. Moore Agent Crisfield, Md.

All Agents and Salesmen should cooperate closely in keeping collections up to highest efficiency.

Bridgeton, N. J. Station went into active duty March 1, 1920, with one auto truck, driven by W.

TEXACO STAR



Easton, Md. Station

Left to right: J. E. Meintzer, Driver; J. C. Daly, Iron Barrel Chaser; C. W. Birch, Agent. On stake truck: Master Wm. C. Meintzer, winner of State Championship Hop, Step, and Jump, at the track meet in Baltimore, June 1920.

Packard, who was coached by F. Walker, an old-timer. Mr. Packard and also his successor resigned, and Mr. Walker went into action with his wagon in April and is still very much on the job. He turned out more than 18,000 gallons of business in August and close to that figure in September and October. Bridgeton drivers are taking advantage of the season's slacking off a little to go after new business with gratifying results.

Ass't Sup't Moudy visited Bridgeton Station, and, in company with Mr. Walker, Agent Kimber, and three local guests, attempted to remove all the rabbits from farms owned by Mr. Walker's folks.

Eddie Murphy, of Lube Sales, is going to give a certain party a diamond ring for Christmas. It's a pippin, mounted in platinum, 'n everything. Eddie claims it's only a friendly gift. Oh, Eddie, you sly prevaricator,—as though she would consider a solitary diamond in the light of friendship while wearing it on the fourth finger of the left hand. Congratulations.

Jim Lynch and Dave Roop are going to try and prove (in the near future) that it costs nothing to keep the new voters.

My gracious, Claudia, didja heard the terrible news, Watch you know. "My" Edelman has gone and went and done it. Yeh, and he said he's glad the terrible ordeal is over. He had a wedlock and everythink—honest! And the mean thing—Oh My! but he is mean. He didn't ast one of the bunch if they had a mouth on them. Oh well, we all wish him well and hope he sells a couple more pairs of socks; for you know, Claudia, he will never see another poor day—now that he has fur coats to buy.

What Ho—The Dance! How'd you enjoy the dance? Had a splendid time, thank you. Everyone was there from "Our Regular" Superintendent, Mr. McCarthy, to Joe and Charles and Laurence the office boys, and all had a bright, cheerful, make-yourself-happy smile and howdy-do for everybody.

Let one word be said right here. All felt glad that they are in the employ of a Company whose officials make one feel that one is not just a cog in the machine but a real human being—a member of a large cooperative family. The Texas Company preaches courtesy and good fellowship and they practice it too.

You have to hand the palm to Miss Gertrude Leon and her hustling assistant, Miss Jenne Ford, for the success of the dance. Gertie (that's proper—if we're a large family—she's our sister, isn't she?) was upstairs in the dance floor receiving and Jenne was down at the door receiving—incidentally keeping her weather eye on the tickets. They received and looked like a pair of queens. No poker term intended.

By killing twenty-eight copperhead snakes, George L. Burdette, Chauffeur, Frederick, Md., probably established a record for himself. In company with ex-sheriff Wm. C. Roderick, Burdette was returning in a truck from Wolfsville, Md., when he saw a large copperhead snake crawling across the road. He endeavored to drive his truck over it, but the reptile took refuge under a rock. Prying the rock up with a

fence rail, Burdette broke the back of the snake and laid it in front of his truck and drove over it. Inside the snake were twenty-seven young serpents, averaging about ten inches in length. With the assistance of Mr. Roderick, Burdette killed all of these and left the twenty-eight lying by the side of the road.

Clerk M. B. Judkins, of Chambersburg, Pa. Station, says he is glad he is one of the Texaco Family after being a woodsman in the wild and woody state of Maine. Mr. Judkins is an old army pal of Agent Dunkle, 100% Collection Man.



Easton, Pa. Station

NORFOLK DISTRICT.—The entire District Office was saddened to learn of the death, on November 1, of Mrs. D. H. Jackson of Petersburg, Va. Mr. Jackson, who is President of the Virginia Oil and Supply Co., and represents The Texas Company as Jobber-Distributor at Petersburg and at Hopewell, Va., has made himself highly esteemed at Norfolk through his congenial nature and enthusiasm for Texaco Products. Our hearts are with him in this hour of grief.

Ass't Agent A. W. Dunn of Gastonia, N. C., and Miss Sadie Lucky were married on Oct. 14, 1920. Congratulations.

M. L. Clark, our genial Agent at Elizabeth City, N. C., entered into the eternal bonds of wedlock on November 18, having been able to successfully

TEXACO STAR



Viscose Mills, Roanoke, Va.

One of the largest operations of its kind in the country. Manufacturers of silk from wood pulp by a secret process. This company operates in this plant a cafeteria which seats over 700 employees, and also has a dormitory for girls which will care for many hundreds of occupants. These people appreciate Texaco quality and use our products exclusively.

persuade Miss Pauline Beveridge, one of the most popular young ladies of Elizabeth City, of his fitness for the role of husband. The District Office joins in wishing the happy couple all the good things of life, and we hope to have the pleasure of meeting the bride on Miles' next trip to Norfolk.

Born, on October 3, to Mr. and Mrs. J. T. Thomas, a 9-lb. baby girl—Mary Cecilia. Perhaps this explains why Mr. Thomas was not content to remain a Chauffeur at Norfolk Station, but felt impelled to earn the title of Solicitor, Bulk Delivery Service.

On November 10 Mr. and Mrs. J. C. Fokes became the parents of one of the youngest and dearest

members of the Texaco Family—a daughter, weight 7½ pounds. It is regretted that time did not permit sending a photograph to prove this claim in the Christmas issue, but another year is coming.

Born to Agent Geo. W. Balmer of Hampton, Va., a daughter on November 16. Congratulations.

Agent Slater of Lynchburg has become the proud father of an 8½-lb. daughter, born December 12. Though we don't understand yet how Mr. Slater expects to make a future Texaco representative out of a daughter, we are taking it for granted that he has laid his plans further ahead than we can see, and therefore welcome little Miss Slater into the Texaco Family.



A Transcontinental Convoy

Delivering gasoline to the trucks participating in the Bankhead National Highway Transcontinental Convoy, en route from Washington, D. C. to San Francisco, Cal., at Charlotte, N. C.

Left to right: C. C. Beasley, Agent; L. C. Eaton, Chauffeur; J. D. Camp, Chauffeur; N. A. Gillis, Salesman. Texaco fuel explains the successful trip this Convoy had across the country.

TEXACO STAR

The writer had the pleasure in October of accompanying Superintendent Thompson on an inspection trip of our Roanoke, Bedford City, Lynchburg, and Farmville, Va., stations. Agents Tate, Wilkes, Slater, and Whitlock are certainly entitled to congratulations on the splendid condition in which their stations were found, and on the orderly shape in which they had their warehouses arranged. No waste or refuse was found at any of these stations, no waste oil on the warehouse floors. Buildings were freshly painted and had a clean neat appearance. It was a pleasure to go through these stations and to meet such businesslike congenial agents.

Superintendent Thompson had the pleasure, during the first part of November, to wire congratulations to 22 agents on having put out in October the greatest gallonage ever handled through their stations in one month:

A. D. Caudle, Albemarle, N. C.	J. S. Edwards, Maxton, N. C.
L. C. Peck, Bluefield, W. Va.	C. A. Shelton, Mt. Airy, N. C.
D. L. Sasser, Durham, N. C.	A. H. McLaugherty, Princetown, W. Va.
W. M. Whitlock, Farmville, Va.	J. O. Swann, Richmond, Va.
F. P. Rose, Franklin, Va.	J. A. Gardner, Rocky Mount, N. C.
A. W. Dunn, Gastonia, N. C.	S. B. Davis, Roxboro, N. C.
P. McLaird, Greensboro, N. C.	R. W. Eddin, Sanford, N. C.
C. E. Krause, Henderson, N. C.	L. H. Leaf, Urbanna, Va.
M. N. Shaw, Leaksville, N. C.	E. M. Morgan, Wadesboro, N. C.
S. C. Foster, Louisburg, N. C.	W. J. Campbell, Waynesville, N. C.
W. S. Slater, Lynchburg, Va.	
G. M. Andes, Martinsville, Va.	

Agent McLaird advises that everyone connected with our Greensboro, N. C. station is happy these days because at last our new station there has been completed and final transfer from the old location has been made. We hope to have a picture of the new plant in the next issue.

In reply to New York's challenge to other Districts in the matter of maximum deliveries from

delivery trucks, the Norfolk District takes pleasure in announcing that D. B. Fitzgerald, Solicitor, Bulk Delivery Service at Greensboro, N. C. Station on Oct. 30 drove his 770-gallon tank truck a distance of 50 miles, made 9 full trips, and put out a total of 6,851 gallons. His deliveries for the entire month amounted to 100,120 gallons. We will be glad to hear further from New York at any time. This total gallonage put out for the month beats the August record of H. C. Britt, of Asheville, N. C. Station, when he put out 95,384 gallons with his 690-gallon truck.

With sincere regret we announce the resignation of Assistant Superintendent W. N. Holt, who has purchased an interest in the Holt Oil Company, of Smithfield, N. C., and will give his entire energies to the operation of that concern. Though this means that Mr. Holt has left us in name, he has not really done so, for the Holt Oil Company are valued distributors of Texaco Products, whose business is confidently expected to increase materially with the acquisition of Mr. Holt.

Agent Tate of Roanoke, Va., reports:

At our semi-monthly get-together meeting yesterday every man not at present enrolled in the Correspondence Course asked that they be enrolled, making this station 100% enrolled.

This is a move that many of our other agents could make to the advantage both of their station and of the employes personally. Let us hear from other stations as they become 100% enrolled.

Maxton, N. C., still leads in our Economy Campaign, with a decrease in her operating ratio for the June-October period of this year over the June-December period of last year of 8.05. The entire District has made a fine record during the six months of the Contest, and splendidly grouped for a final month of effort. Agent Edwards is being hard pushed to maintain his place at the top



Wm. A. Robertson's Filling Station, Lynchburg, Va.

One of the handsomest in the western section of Virginia, handling Texaco Products exclusively. In the stock room is a handsome display of Easy Pour Cans. Mr. Robertson intends to use this cut on his letterheads and other stationery.

TEXACO STAR



Lynchburg, Va. Station

One of the best operated stations in Norfolk District. Agent W. S. Slater is making well over 100 per cent efficiency of operation with its two 370-gal. tank wagons and one 600-gal. Mack, and is in need of additional equipment.



W. J. Cotter Garage and White Service Station

Texaco and White quality meet on common ground here. No gasoline sold but Texaco. Our Motor Oils his "Best Bet."



Hancock Motor Car Company

One of the foremost garages of Lynchburg. They purchased the first load of gasoline sold by The Texas Company in Lynchburg, and have been handling Texaco gasoline exclusively ever since May, 1915. Could there be better testimony to Texaco Quality and Service?



Three in a row

All handling Texaco Products—John P. Hughes Motor Co., Lynchburg Motor Co., and Jefferson Garage. Count the Texaco globes.

The District Office recently had the pleasure of having Messrs. Gatchell and Tobey with us for short visits. The visits of our New York officials are beneficial and pleasant to us, and we wish we could see more of them.



Driver J. E. Cheatham
With the best pair of horses in Lynchburg.



Driver W. H. Howell and his Mud Turtles
This outfit travels over the roughest and muddiest roads in Virginia. It often takes as many as six horses to get it over some parts of the road. When he needs more than six he has instructions to return to the plant and lay up for the day.



Chauffeur J. T. Johnson in front of his Mack
Clerk W. K. Weigand loading. This is one of the best kept trucks in the District, for which its driver is largely responsible.

This District Office wishes to express to the entire field organization their heartiest wishes for a most Happy New Year, with the hope that even closer cooperation shall prevail among the members of the organization than has existed in the past—with the view of keeping the Norfolk District the finest and most hustling District of The Texas Company.

ASPHALT SALES DEPT. The *Literary Digest* for December 11 contains an article entitled "The World's Largest Asphalt Refinery." This article is a description of the Port Neches Refinery of The Texas Company. Anyone who has not seen that issue of *The Literary Digest* may obtain a reprint of the article by applying to the Asphalt Sales Department.

L. W. Kemp, Superintendent of the Southwestern Division has collaborated with Professor Roy M. Green of the Highway

TEXACO STAR

Engineering Department of the A. & M. College of Texas in composing a book entitled *Principles of Paving Selection*. This book contains valuable information for the highway engineer and interesting statistics on paving work in Texas.

A handsome portfolio entitled "What is Your Highway Problem?" has been issued by the Asphalt Sales Department. This booklet describes and illustrates the construction of Texaco Asphalt pavements, the use of Texaco Road Oil, Surface Treatment, and Asphalt Filler. It also describes Texaco Highway Service and gives a list of the various products with their uses.

H. K. Cockran, salesman in our Philadelphia District, has been seriously ill for several weeks. He was stricken while in Pittsburg just before Election Day and was sent to his home in Buffalo in a precarious condition. He has greatly improved in health and is rapidly regaining strength.

Colonel A. D. Stivers has been appointed to membership on the Engineering Committee of the Asphalt Sales Department.

A. F. Miller now represents the Asphalt Sales Department in the State of Missouri. As Missouri has passed a \$60,000,000 bond issue, Mr. Miller will probably be quite busy.

S. Stanley Pratt of Cohasset, Mass., has joined the Boston office force of our New England Division.

J. A. Lindgren has become affiliated with our New York Office.

Clark Mandigo of Kansas City, Consulting Engineer for the Western Paving Brick Manufacturers Association, writes to know when the first brick pavement with asphalt filler was laid. We don't know exactly, Clark, but in looking over some old books Bob Dunham left on our desk we find on page 54 in a translation by Weissbach of Koldewey's "Excavations of Babylon," these words:

"The streets of Babylon, the Procession Street, of Nabu and Marduk, my lords, which Nabopolassar, King of Babylon, the father who begot me, had made a road glistening with asphalt and burnt bricks. Nabu and Marduk, when you traverse these streets in joy, may benefits for me rest upon your lips; life for distant days and well-being for the body. Before you I will advance upon them. May I attain eternal age."

Bob has just written us that while it has been a conceded fact for years that the road leading to the "bad place" is paved with good intentions, few people know that the streets within are paved with asphalt. To prove that they are, he referred us to Milton's *Paradise Lost*, Book 1, line 729, when Pandemonium was selected as the home of Satan:

"Within her ample spaces o'er the smooth and level pavement; from the arched roof pendant by subtle magic, many a row of sturly lamps and blazing cressettes, fed with naphtha and asphaltus, yielded light as from the sky."

Milton don't say in so many words that asphalt was used in paving, but he clearly described an asphalt pavement. Furthermore, he mentions that asphalt was available and it stands to reason that asphalt laid on a brimstone base would be the only pavement possible that could withstand the intense heat and carry the ever-increasing heavy traffic the streets in Hades are subjected to.

—Texaco Tips.

W. W. Stevens has returned from a trip through Porto Rico, during which he visited and inspected the properties of The Texas Company (Porto Rico) Inc., including the recently completed Fuel Oil Stations at San Juan and Guayanilla.

L. A. Moricca of the West Indies Division left New York Dec. 28 en route to Cuba and possibly other nearby points.

F. M. Hunt and I. F. Thomas sailed Dec. 23 on the S. S. *Imperator*, their respective destinations being London and Paris.

F. W. Semans, who has been with the Terminal and Equipment Division as Engineer and Assistant to M. L. Thompson, has been transferred to The Texas Company of Mexico (S. A.) at Tampico, Mexico.

C. L. Ronan, who has been with the Terminal



New home of The Texas Company in Shanghai

The Godown (warehouse) is seen in the background.

and Equipment Division on Engineering work, has left for Havana, Cuba, where he is to join The Texas Company (West Indies) Ltd., to assist in the maintenance and operation of the Company's property in Cuba.

Messrs. Serrans and Ronan will be greatly missed, by their associates for their unflinching good humor and other companionable qualities, and by their seniors on account of the dependable character of the work they turned out while in their old positions. The very best wishes of the Terminal and Equipment Division and of the Department generally go with them.



A stop on the "Trans" Railway

Gives an idea of the Nullabor Plain, Australia.



"Greasers" at Collie Co-Op. Coal Mine, Australia

Wheels with circular brushes turn in bath of skipgrease and as skips pass over them oil is scraped on the axles.

A tailor says men's clothes next year will be notable for the absence of pockets. Are we wearing the handbag era for the he people?—Geo. M. Bailey.

TEXACO STAR



Texaco Roofing in Jamaica

Our different grades of roofing will protect Squires as well as common folks against wind and weather, but thirteen cottages like the above, located on the Sevens Estate, Jamaica, B. W. I., were covered with Texaco Roofing because it was the best and most economical in the long run.

PIPE LINES

A number of employes of The Texas Pipe Line Company have organized the *Green Tree Fishing and Hunting Club* and have purchased camp equipment and a boat. They are having monthly outings near our Dayton pipe line station on the

banks of Day Lake, and much pleasure and recreation is derived through the club.

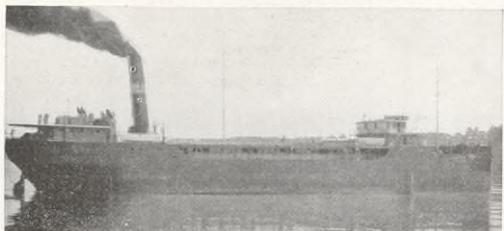
Patrick J. Lee, for a number of years in our Houston office, has been transferred to Tampico, Mexico, where he will be in the oil accounting office at that place. Pat has numerous friends who regret his departure, but they are pleased to know that the transfer is in the nature of promotion.

H. F. Lammert while working on one of our steel tanks at Holliday, Texas, fell off the top of the tank, resulting in his death. The remains were sent to his home at Sagerton, Texas, accompanied by one of his co-workers.

An Old-Fashioned Worker.—A man has been at work on our disreputable old back fence lately, replacing the rotten posts, substituting new 2x4's, and putting in new upright boards where needed. This man has a regular job downtown and is in position to repair fences only after 5 o'clock in the afternoon. At that hour he appears and works away with hammer and saw and right good will until darkness puts an end to his labors. He is doing an excellent job and seems to enjoy doing it. We never knew a more cheerful worker, though he hasn't time to talk much with interested gentlemen of sedentary pursuits. He is ambitious to make all the money he can and he is getting ahead in the world by doing extra work whenever he can find it. He seems to us far happier now and far likelier to be happy in the future than if he were idling about, holding out for 20 cents more an hour or for a 6-hour day.—Ohio State Journal.



S. S. "Alabama" shortly after arrival at Yard Stripped of houses, deck plating, etc.



S S "Alabama" after repairs and alterations

THE TEXAS STEAMSHIP CO. The single-screw bulk oil carrier *Alabama*, of the Texaco fleet, came to the works of The Texas Steamship Company June 14, 1920, for extensive repairs. Work was completed and the ship sailed away from Bath on October 5 to resume trading.

The *Alabama* is a converted cargo steamer, partially rebuilt and lengthened fifty-two feet in 1914.

The work of demolishing condemned structure and removing machinery for overhauling was commenced on the day of the vessel's arrival.

The main engine was rebuilt throughout, shaft aligned, and bearings rebabbitted. The low pressure cylinder, which was worn out, was replaced by a new casting. The boilers were thoroughly overhauled and put in good condition. All of the ship's pumps were removed and rebuilt or replaced.

Electric welding was used in the repairs to a great extent, and with good results.

What Do You Earn For The Company?



It is quite human to believe that you are worth more than you get. Trouble makers, or agitators, can always count on listeners when they assert that "The Boss" gets a great deal more for your labors than do you. One story has been going the rounds for years, to the effect that every time you earn a dime for yourself you earn a dollar for "The Boss." Such claims are ridiculous. One who believes them must use a powerful magnifying glass in looking at the sum which "The Boss" gets.

Consider Armour and Company, for example.

During the fiscal year 1919, 62,121 employees aided the business to net \$14,098,506. The employees contributed their labor and their brain power; the company contributed factories, machinery, equipment, etc., an investment of more than \$200,000,000. This investment aided in making the net profit as much as did the efforts of the employees. Forgetting, however, that investment is entitled to return, let us see what the average employee earned. It is a simple problem to determine that each average employee earned \$227

out of the total, which is the equivalent of 74 cents a day or less than 10 cents an hour. In other words, if each Armour employee had been paid 10 cents an hour more, Armour and Company would have made no profit whatever on the business of the year—would, on the contrary, have faced a deficit.

Crediting a portion of the company's earnings to the investment, and using 6 per cent as a proper basis, it develops that the 62,121 employees earned approximately \$2,000,000 of the total profit for the year. Bringing that down to an hourly basis, each average employee earns for the firm about 11 cents more than he gets in wages each day, or less than 2 cents per hour.

Workers come very close to getting what they earn for "The Boss," and those who seek to make them think otherwise are either maliciously falsifying or are woefully ignorant as to the truth. The percentage which the average employer gets over what the employee earns is really no more than a proper return on the investment made, risks involved, and enterprise shown.—*Armour Magazine*.

THE COMPANY A GAME LOSER

"The Company's a game loser!" You've probably all heard someone make this wise crack at one time or another. Employees are usually paid on a time basis. The employer, in return, expects a reasonable percentage of the worker's time. He pays for eight hours each working day. What does he get from you? He doesn't want you to be a cheerless, grouchy grind. He doesn't ask you to over-estimate your own capacity and then slave on after five o'clock to "clean up". He only asks the amount of work that you can comfortably handle during office or shop hours. If some contingency prevents you from being on the job as per schedule, he says: "All right, old man, don't let the work worry you till you're feeling fit again." *He's a game loser!*—if you allow him to be. You can get

along without a "call" for days on end, just turning out the minimum that will get you by. And then some day the lad at the next desk comes in all grins, and asks you to congratulate him on his promotion to the job in the glass-enclosed office—and then it's *your* turn to be a game loser. Are you? Do you hand him the glad mitt and tell him he got it through delivering the goods? Do you try a little steady work yourself, and let the boss see that when he hired you at so many *per* he was going to get equivalent results? Or do you grouse around behind your hand about "pull"—instead of showing a bit of *push*? Think it over, boys—and if you don't care enough about winning, to work to win, at least try to be game when you lose.

—Contributed from New York Office.

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.

- EXECUTIVE** Making Statistics Talk—I, by M. C. Rorty.—*Industrial Management*, Dec. 1920.
- REFINING** The Chemistry of Petroleum—XIII, XIV, by C. J. Frankforter.—*Oil News*, December 5 and December 20, 1920.
How to Tell the Color of Oil, by C. D. Miller.—*Oil News*, December 20, 1920.
- PRODUCING** Oil Geology and Economy, Victor Zeigler.—*Petroleum Magazine*, November 1920.
Use of Low Pressure Gas in Drilling Effects Big Saving, by J. B. Gambrell, Jr.—*National Petroleum News*, December 8, 1920.
Graphs of Oil-Well Decline, by S. S. Langley.—*Petroleum Magazine*, December 1920.
- SALES** What's Behind Good Selling? by Geo. Ed. Smith.—*System*, December 1920.
Better Salesmen—and Fewer of Them, by Winslow Russell.—*System*, December 1920.
- SHIP YARD** Production Methods in Shipbuilding—V, by Wm. B. Ferguson.—*Industrial Management*, December 1920.
- GENERAL** A Definition of "Open Shop" Necessary for Present Discussion, by Harry Tipper.—*Automotive Industries*, November 18, 1920.
The Neglected Element in Labor Relations—The Foreman, by Harry Tipper.—*Automotive Industries*, November 11, 1920.
Cooperative Store Educates Employes in Business Principles.—*Automotive Industries*, November 11, 1920.
Training Apprentices for Permanent Jobs, by Norman G. Shidle.—*Automotive Industries*, November 4, 1920.
Men That I Like to Work For, by D. R. Nelson.—*System*, December 1920.
The Figures of Mr. McAdoo, by Samuel O. Dunn.—*The Nation's Business*, December 1920.



Quality Cottage Filling Station, Roanoke, Va.

Handles only quality products—a way of saying Texaco Products.

One of the proprietors, Charlie Pack, is shown placing an order with A. L. Tate, salesman of The Texas Company, for a fresh supply of Easy Pour Cans.

This picture is used by the Filling Station as a slide for moving-picture advertising.

THIS IS HORSE SENSE

ONE of the cardinal principles of efficient plant operation is the grouping of units to facilitate supervision.

Certainly—we all know that grouping naturally saves time, worry, overhead, and duplication.

Now we want you to consider the application of that principle to the purchase of lubricating oils.

Here's how to work it out.

Call on a Texaco Lubrication Expert. Have him go through your plant. Let him co-operate with you or your men and he will prescribe the right lubricant for every machine or unit in the place. After that, you can confine your oil purchase to the Texaco lubricants recommended.

You centralize responsibility and simplify oil storage and checking operations.

Texaco Lubricants are uniform.

The men soon become familiar with the grades, confusion is eliminated and mistakes are reduced, and the ideal condition of the right oil in the right place is maintained.

That is all reasonable enough—and it is essentially logical when you consider the services that The Texas Company can render you.

First—you need not worry about deliveries. The Texas Company's distributing facilities are most adequate and complete. Perhaps you already know it owns and operates its own pipe lines, tank steamers, tank cars, barrel factories, can factories, etc.

So its products never leave its hands from the ground to the buyer.

Then, from the line of Texaco Lubricants you get the right oil for any purpose whatever for everything in the plant—from the line shafting bearings overhead to the gears of the stoker in the fire room.

And, finally, Texaco Lubrication Engineers through their experience, are qualified to recommend the right lubricant for every conceivable class of machinery. That is why so many manufacturers of machines, after co-operating with us, see fit to recommend Texaco Lubricants for use on the machines they make and sell.

No obligation on your part in asking for an inspection.
Write today.

The Texas Company

Dept. H, 17 Battery Pl., New York City

NEW YORK CHICAGO HOUSTON

Offices in Principal Cities



This advertisement appeared in several technical papers and some of our Sales Department have said that they believe it contains some very good selling talk.