THE TEXACO STAR

APRIL 1942

ONE WAY EMPLOYES OF THE TEXAS COMPANY AND ITS AFFILIATES AND SUBSIDIARIES ARE DOING THEIR PART TO HELP WIN THE WAR—BY VOLUNTARILY BUYING DEFENSE BONDS AND STAMPS EVERY PAY DAY

THE TEXACO STAR

April, 1942

VOLUME XXIX NUMBER 1

Cover photograph, North American B-25 bombers at sunrise, by Robert Yarnall Richie

Inside front cover photograph by Ralph Bartholomew, Jr.

A PUBLICATION OF THE TEXAS COMPANY

For distribution to employes and stockholders

MEMBER, THE HOUSE MAGAZINE INSTITUTE,
NATIONAL COUNCIL OF INDUSTRIAL EDITORS' ASSOCIATIONS

DIRECT ALL COMMUNICATIONS TO THE EDITOR OF THE TEXACO STAR
135 EAST 42ND STREET, NEW YORK CITY

★ Portable pipe lines have been developed by the United States Army that can be moved by truck from one installation to another. Each pipe line comes in a half-mile unit complete with a centrifugal pump and 20 horse power engine, and can move 200 gallons of oil every minute.

Brief AND TO THE POINT

★ W. S. S. Rodgers, President of The Texas Company, and H. M. Herron, President of the California Texas Oil Company, Ltd., are among the oil men conferring to guarantee American and Allied armed forces all the petroleum they need. Both men are members of the Foreign Petroleum Operating Board, created by Vice President Henry A. Wallace as part of the Board of Economic Warfare.

★ Note for those who think their cars may not last the duration: Forty-three per cent of all the motor vehicles ever sold in the United States are still in operation.

★ Scientists of 20 years ago would hardly recognize the metals in a 1942 airplane, or the fuels and lubricants that keep it flying. Hardly a single component is a natural product; nearly all have been altered or remade by modern scientific research.

★ Airplane engines of World War I lasted only one-twelfth as long and traveled one-thirty-second as far in single flights as the newest American models.

★ The average petroleum tankship on Gulf-to-East-Coast service, says the American Petroleum Institute, supplies nearly 100,000 passenger automobiles or 35,000 home oil burners with fuel in a year.

★ Quantity production of 100-octane gasoline is expected to have a marked effect on the sale of liquefied petroleum gases for domestic cooking.

Looking Ahead at Forty

★

THE TEXAS COMPANY celebrates its fortieth anniversary this year. In April, 1902, it was incorporated under the laws of Texas to take over all properties and obligations of The Texas Fuel Company, which was organized by J. S. Cullinan as a result of the bringing in of the Spindletop oil field, Beaumont, Texas, in January, 1901.

Ordinarily, such an anniversary is an occasion to look back over past decades and check the records of accomplishment.

But this is not an ordinary year. In this year 1942 the United States is at war. It has joined with many other nations, some with all their lands and much of their population under the heel of the enemy, some torn by war but still strong, others untouched by destruction. To guard itself from the fate of the worst of these, the United States has pledged itself to become the arsenal of democracy. The Texas Company is a working unit of that arsenal. This is no time for looking back.

This is a time to look ahead. We may find ourselves far in the past all too quickly and against our wishes. Our transportation by automobile already has been curtailed as a result of the war. Shortages of vital materials loom up over night. We may lose many luxuries we have come to look upon as necessities in the past 20 or 30 years. The arm of Mars, the war god, must be drawn back to deliver its most powerful blow; his bow-string must be pulled taut almost to breaking to give the arrow its fullest force. We are all ready to sacrifice what we must to gain victory and to gain it in the shortest time.

When victory is won, then will be the time to look back from loftier heights.

★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★

CARE FOR YOUR CAR —FOR YOUR COUNTRY

★

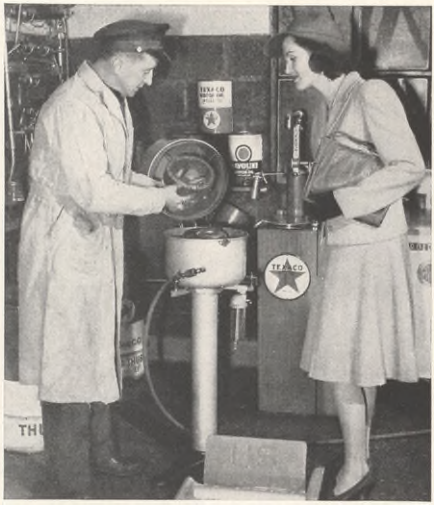
THIS used to be the time when a lot of car owners sat comfortably behind the wheel of a new-model automobile, ordered shortly after the automobile shows in the Fall. It isn't any more.

These are the days of It-Might-Have-Been. There are no more new cars, and the automobile owner has resolved to care for the one he has—for his country.

"Care for your car—for your country" is the motto that The Texas Company and others in the petroleum industry have adopted to keep private transportation rolling and help win the war. There can be little pleasure now for the "pleasure car." The pleasure car is the means used by a high percentage of workers in war production plants to reach their jobs. In many places, it is the only way they can get there.

Curtailment of extensive touring, voluntary restriction of driving to absolutely essential mileage, is naturally going to hit the oil companies where it hurts. It is also going to hurt that well-known institution, the service station, whose life blood is the gasoline that flows through its pumps and the oil that the dealer puts into the crankcase.

For itself, The Texas Company is glad to promote restricted use of automobiles, because it believes that this is one means of making America stronger. And Texaco believes that most of its more than 45,000 dealers, nearly all of whom are independent business men, feel the same way about it. They are sacrificing their profits along with the Company, and are already selling accessory products and giving new services to maintain a satisfactory income.



The air filter keeps the engine free of grit that causes engine wear. It should be cleaned at least every 3,000 miles

By checking your oil regularly, your Texaco service man does you a favor. Keeping it up to level and changing it regularly keeps your car running smoothly

One service these men can give is that of car maintenance. The automobile of today is a delicate mechanism. It must have the best of care to last a long time. If the cars on the road receive this care, they may keep rolling until both automobiles and tires are available for civilian use again. It will be a shame if many cars go out of service because of sheer negligence. And that *can* happen.

The best thing the motorist can do, when he must use his car, is to drive slowly. Highway speeds, which have been stepped up in recent years, can be reduced to 40 miles an hour or less with a very appreciable saving in gasoline, oil, tires, and wear and tear on the car generally.

The normally fast driver who slows down to 40 may cut his tire wear about in half. He will also save considerable gasoline, because up to 40 miles an hour every car is reasonably economical on

fuel. A 25-miles-an-hour pace would be even better for the life of the car. At 25 miles an hour, according to one authority, you use about 13 cents worth of oil in 1,000 miles; when you increase the speed to 65, the oil will cost $1.13. At 25 miles an hour you wear rubber worth $1.50 from your tires in 1,000 miles, but increase the speed to 65 miles an hour and $10.50 worth of rubber is gone. The rubber can't be replaced. You can buy the oil, but you might better drive 25 miles an hour and buy $1.00 worth of Defense Stamps with the money you save on oil.

Your Texaco service station sells not only gasoline and oil but many auto accessories and services to help you maintain your car as a national asset

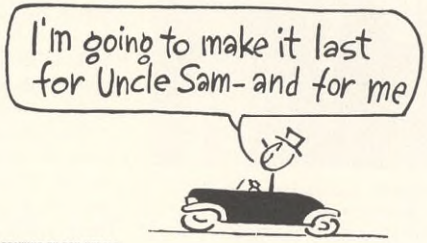
The safety factor is to be considered, too. An accident at 65 miles an hour may demolish both your car and the other fellow's. And the car you hit may contain men on war production work, who may not only lose their means of transportation but may lose working time as well. Col. Frank Knox, Secretary of the Navy, said recently that during 1940 a billion and a half man-hours were lost by industrial employes in the United States because of accidents, and 900,000,000 of these hours were off-the-job accidents, mostly motor vehicle accidents. A downward trend in automobile accidents has already been noted because of a slackening of traffic speeds. There is still room for improvement.

Proper lubrication of your car is paramount. Every time the speedometer clicks off another 1,000 miles your car should be taken to your Texaco dealer and be given a complete Marfak lubrication job. When it comes to your car, wear is an ally of the Axis. With Texaco Marfak on all chassis points where it is prescribed in your Texaco dealer's lubrication guide, metal-to-metal friction is prevented. Your foresight insures you against having to order—and perhaps wait for—replacement parts. Motor oil should be changed every 1,000 miles, too. It is not wasteful to change oil. Grit, metal particles, and products of combustion carried in dirty oil can wreak havoc with the inside of the engine.

Your Texaco dealer has a routine in which you can get not only Marfak chassis lubrication and an oil change, but inspection of transmission and differential lubricants. These should be checked every 1,000 miles to see that they are maintained at the proper level, and changed at least seasonally or after a 6,000-mile period of operation.

The dealer's Car-Saver routine also includes front wheel lubrication, battery service, and radiator service. In the course of tire service he will cross-rotate wheels and tires to equalize tire wear. This should be done every 5,000 miles. He will clean or adjust your spark plugs or supply new ones, and service your air cleaner so that harmful road dust is kept out of the engine. And because a shiny, good-looking car not only contributes to your own morale but shows that the finish is protected against wear, he will wash, polish, and wax it for you. The entire Car-Saver program will be done for you at a reasonable price, with full assurance to you that your car—a national asset in these days—is being cared for properly.

This is a serious matter. No doubt you need your car—you wouldn't know how to get along without it. If you don't need it, and the war lasts very long and private transportation becomes very scarce, you may want to turn it in for the use of someone at work on war production. That time, we all hope, is a long way off. But if it comes, you will be glad you have a car to give. Care for your car—for your country.



DRAWING BY DON HEROLD

PITY THE RURAL RESIDENT

Most likely to feel the shortage of cars and tires are the 18,000,000 Americans living in unincorporated suburbs and open areas—but not on farms. The car is the keystone of their existence

These non-farmers drive automobiles an average of 8,120 miles a year as contrasted with 5,728 miles for the farm car. They live beyond mass transportation facilities and use the car to go to work

PHOTOS FROM GENDREAU

Ferrying children to school has been one job for the rural car. Six out of seven family cars have been used for shopping. People went to social engagements with cars half empty. Now, to save tires and gasoline, they'll club together

STOCK PILE ON WHEELS

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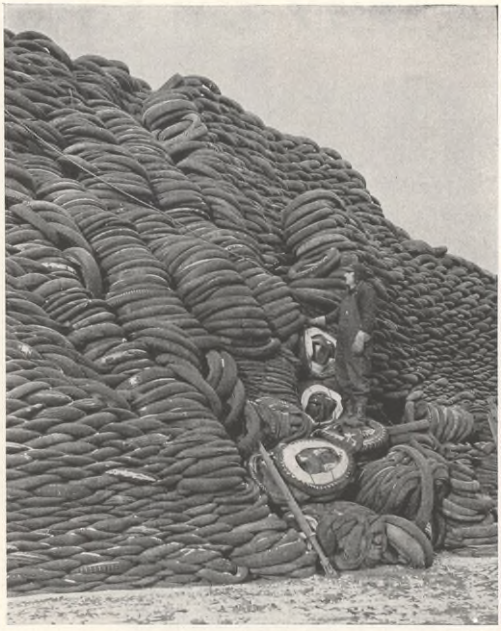

Part of the nation's rubber stock pile not on wheels, this stack of old tires at a reclaiming plant is valuable nevertheless. Some rubber articles can be made entirely from "reclaim." Most need some new rubber

THE ATTACK on Pearl Harbor, followed by loss of the rubber-producing areas of the Far East to the Axis nations, hit American motorists where they felt it most—right in the wheelbase.

Since the first World War, most of the United States' industrial and residential expansion has been predicated on the use of automobiles as a means of getting to work, reaching recreation spots, and bringing essential supplies to the home. In huge, spread-eagled cities such as Los Angeles, and even on the outskirts of the smallest villages, America sprawled in roomy comfort because there were plenty of cars and plenty of tires—all within reach of the average income. Miles were a matter of minutes.

Now we see it in a different light. It is going to be harder to get to work, to the movies, to the grocery store. Every mile traveled by automobile uses up precious, irreplaceable rubber. The average American motorist who, when he bought a new tire, used to take as little as half a dollar for his old one with the tread still showing, now looks covetously at any used tire better than a "basic carcass" that is for sale in his car's size.

The man who once jumped into his car and was off at a touch of the starter, now circles his car with an eye open not only for "squooshy" inflation, but for small cuts in the tire body as well. He has made a guess at the remaining mileage in every tire on his car, including the spare. The once-despised air hose at the service station is his faithful servant. Any old tires that were forgotten during past trade-in times have been put under lock and key, for there won't be any new tires or tubes or even retreads for several years for Mr. Average Motorist, U. S. A.

Not only won't there be tires, but there may eventually be no new erasers, rubber bands, balls for sports, or anything else using rubber. Price Administrator Leon Henderson says that if anything goes wrong with the vast program for synthetic rubber manufacture now under way, we may have *no* rubber stocks at all in the United States sometime in 1944. President Roosevelt graphically states that the nation is carrying most of its rubber stock pile on auto wheels.

"When the tires on the average passenger car begin to go bad," said Mr. Henderson early in March, "that car will have to be taken out of operation. We hope at best, as we see it now, to maintain in operation over the next three years a total of 7,500,000 passenger cars, including those belonging to a large number of defense workers."

What will be done with America's present small stock pile of crude rubber? The answer is that we are in a war; we are united in that war with other nations and must share some of our rubber with them so that concerted action by all will lead to victory. And victory, these days, rides on wings of rubber. Not only did our entry into the war deprive this country of its major source of crude rubber, but it increased our need for rubber for the armed forces.

The next time you see a picture of a battleship, consider that it took enough rubber for 10,000 to 17,000 automobile tires to build one of these defenders of the seas. A 37-millimeter anti-aircraft gun

carriage has in it 190 pounds of rubber. For the treads on a 28-ton tank, a ton of rubber is required. A two-and-one-half-ton army truck takes 500 pounds. Airplanes require from 33 to 96 pounds of tire rubber plus 24 to 55 pounds for inner tubes. Besides, military aircraft need rubber for self-sealing fuel tanks and fuel lines, and pilots and parachutists are partially clothed in rubber. Scout cars, pneumatic rafts, pontoon bridge units, gas masks, medical equipment, boots, shoes, and raincoats for soldiers—all take rubber, and it must be of the best. Because of this, not a pound of rubber can be spared even for recapping the tires of civilians who are not immediately engaged in defense work or maintaining service absolutely vital to the existence of our citizens.

A friendly way to save tires (left) is for neighbors bound in the same direction to ride together in only one automobile

PHOTOS FROM GLOBE

Seeds of the guayule rubber plant are gathered by this vacuum machine (right). Seeds from one acre can be replanted to make 10

Synthetic rubber plants are being rushed into construction. Synthetic rubber from petroleum is comparatively new in this country, but about three-quarters of the synthetic made by the end of last year utilized petroleum base materials. Eventually the petroleum industry may supply half the nation's need of rubber. The first rubber from petroleum-base materials was made here commercially in 1939, although other synthetic rubber or rubber-like substances, believed to start with coal, limestone, or air, have been on the market for years.

Synthetic rubber is not the only answer. Rubber, scientists know, can be derived from many things.

"It is a dull day that produces no more than two solutions of the nation's rubber problem," says the Akron (Ohio) *Beacon Journal*. "And rubber-bearing plants being as numerous as they are, there is no need for the solvers of the problem to worry about repeating themselves. Besides wild rabbit brush, milkweed, and the well-known guayule there are:

"Poinsettias and mistletoe, golden rod, sow thistle, Indian hemp, wild lettuce, greasewood, aster, dandelion, dogbane, bananas, cacti of one kind or another, intisy, the cryptostegia vine, and the Russian shrubs, tau-sagyz, kok-sagyz, and krim-sagyz."

The guayule shrub (pronounced *wy-yóo-lee*) seems to be slated as one of the major domestic sources of

rubber other than the chemical-synthetic production. This shrub, native to the Mexican Chihuahuan desert, has been the object of experimentation, cultivation, and improvement for more than 30 years. It will grow in semi-arid lands, such as parts of the southwestern United States. Raising guayule is like forestry project of short cycle. Seeds are gathered and planted mechanically. Plants set out 8,000 to the acre will produce 1,280 to 2,240 pounds of commercial rubber to each acre in four to seven years. A much smaller yield can be obtained from one-year guayule shrubs.

One scientist says that guayule "has built up within its walls much more rubber on the basis of its total weight than any other source thus far discovered." The trouble is that the guayule, unlike the tree which has been our source of natural rubber, has to be destroyed to recover its product. It is plowed up, chopped into small segments, and put into a pebble mill where the rubber is beaten free from the fiber.

A bill has passed Congress authorizing the planting of a quantity of guayule seed in nurseries this Spring. It can be field-planted next Spring and the crop harvested late in 1944 for a probable yield of 15,000 tons of guayule rubber, which would become available for use early in 1945. Seeds from these shrubs, going through the same process, might yield 150,000 tons of rubber for use in 1947, the earliest year any substantial amount of natural rubber can be developed in this country.

Price Administrator Henderson estimates 1,000 tons of guayule rubber will be available for use in 1943, but he says, "I want to warn the public against holding out any hope of getting substantial amounts of rubber in the near future from Brazil or from the guayule plant. Brazil never has produced more than a small fraction of our needs since the use of automobiles became widespread in this country. We can expect a little expansion of production there, but the problems of labor, transportation, and initial processing at the source will be extremely difficult to overcome. Likewise, several years would be required to develop the cultivation of guayule on a volume basis. We cannot expect any substantial relief from either of these sources soon."

What Mr. Henderson does expect, and what the petroleum industry hopes for, is that the typical motorist will be good to his tires by keeping his driving speed to less than 40 miles an hour, by frequent inspection to make sure that his tires are properly inflated and to notice small cuts that can be repaired in time. Tires can be conserved by eliminating unnecessary driving and by several persons going in the same direction "clubbing" to ride in one car.

"If we don't use extreme care in driving speeds, tire inspection, and tire maintenance," Mr. Henderson warns, "if we don't campaign vigorously for scrap rubber, and if we don't control the use of reclaim rigidly we may be faced with the necessity in 1943 and 1944 of severe gasoline rationing to preserve tires, or, as some have suggested, confiscation of tires on private cars. We must insure a certain minimum of passenger transportation."

A Gallup poll of automobile owners revealed that more than half of them can get along without their cars if they have to. If all will drive more slowly, check tire pressures constantly, switch tires from wheel to wheel to equalize wear, and have small repairs made while it is still possible, America's rubber stock pile on wheels will last a long time.

Used-tire dealers have been besieged by car owners who want to use the remaining miles in traded-in tires still too good to send to reclaiming plants

★

Honors for Texaco Advertising

As incentives which would tend to improve the craftsmanship of advertising, Edward Bok, one of the greatest of American editors, some years ago set out to give the advertising profession appropriate recognition for work well done. For seven years awards were granted by the Harvard Graduate School of Business; since 1938 the magazine *Advertising and Selling* has carried on Mr. Bok's tradition and publicized the Harvard Advertising Awards.

The 1941 jury, confronted by a larger number of entries than ever before, found two phases of The Texas Company's advertising especially meritorious.

One, the broadcast of the Metropolitan Opera, received a medal award "for the advancement of radio advertising as a social force." This The Texas Company shares with the agency, Buchanan & Co., Inc.

Honorable mention for a campaign in national magazines is shared with another agency, Newell-Emmett Company, for advertisements such as the one on the back cover of this magazine.

1941

ANNUAL ADVERTISING AWARDS

HONORABLE MENTION TO

THE TEXAS COMPANY

AND

NEWELL-EMMETT COMPANY, INC.

FOR A CAMPAIGN IN NATIONAL MAGAZINES

ADMINISTRATIVE BOARD

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John Benson
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Mason Britton
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Henry Ecmandt
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William A. Hart
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Neville Miller
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P. C. Kendall, *Executive Secretary*
M. C. Robbins, Jr., *Treasurer*

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Malcolm MacHarg
Bennett Moore
H. W. Roden
V. O. Schwab
Walter E. Thwing
Frank T. Tucker

G. Lynn Sumner
CHAIRMAN

President W. S. S. Rodgers, opera soprano Jarmila Novotna, and President Niles Trammell of NBC discuss an opera program

The Harvard medal for Texaco's Metropolitan Opera broadcasts

★ ★ ★ ★ ★ ★ ★ ★ ★ ★

EDWARD RATCLIFFE

★ ★ ★ ★ ★ ★ ★ ★ ★ ★

THE FLAG

AND WHAT IT STANDS FOR

WHAT'S a flag? What's the love of country for which it stands? Maybe it begins with love of the land itself. It is the fog rolling in with the tide at Eastport, or through the Golden Gate and among the towers of San Francisco. It is the sun coming up behind the White Mountains, over the Green, throwing a shining glory on Lake Champlain and above the Adirondacks. It is the storied Mississippi rolling swift and muddy past St. Louis, rolling past Cairo, pouring down past the levees of New Orleans. It is lazy noontide in the pines of Carolina, it is a sea of wheat rippling in Western Kansas, it is the San Francisco peaks far north across the glowing nakedness of Arizona, it is the Grand Canyon and a little stream coming down out of a New England ridge, in which are trout.

It is men at work. It is the storm-tossed fishermen coming into Gloucester and Provincetown and Astoria. It is the farmer riding his great machine in the dust of harvest, the dairyman going to the barn before sunrise, the lineman mending the broken wire, the miner drilling for the blast. It is the servants of fire in the murky splendor of Pittsburgh, between the Allegheny and the Monongahela, the trucks rumbling through the night, the locomotive engineer bringing the train in on time, the pilot in the clouds, the riveter running along the beam a hundred feet in air. It is the clerk in the office, the housewife doing the dishes and sending the children off to school. It is the teacher, doctor, and parson tending and helping, body and soul, for small reward.

It is small things remembered, the little corners of the land, the houses, the people that each one loves. We love our country because there was a little tree on a hill, and grass thereon, and a sweet valley below; because the hurdy-gurdy man came along on a sunny morning in a city street; because a beach or a farm or a lane or a house that might not seem much to others were once, for each of us, made magic. It is voices that are remembered only, no longer heard. It is parents, friends, the lazy chat of street and store and office, and the ease of mind that makes life tranquil. It is Summer and Winter, rain and sun and storm. These are flesh of our flesh, bone of our bone, blood of our blood, a lasting part of what we are, each of us and all of us together.

It is stories told. It is the Pilgrims dying in their first dreadful Winter. It is the Minute Man standing his ground at Concord Bridge, and dying there. It is the army in rags, sick, freezing, starving at Valley Forge. It is the wagons and the men on foot going westward over Cumberland Gap, floating down the great rivers, rolling over the great plains. It is the settler hacking fiercely at the primeval forest on his new, his own lands. It is Thoreau at Walden Pond, Lincoln at Cooper Union, and Lee riding home from Appomattox. It is corruption and disgrace, answered always by men who would not let the flag lie in the dust, who have stood up in every generation to fight for the old ideals and the old rights, at risk of ruin or of life itself.

It is a great multitude of people on pilgrimage, common and ordinary people, charged with the usual human failings, yet filled with such a hope as never caught the imaginations and the hearts of any nation on earth before. The hope of liberty. The hope of justice. The hope of a land in which a man can stand straight, without fear, without rancor.

The land and the people and the flag—the land a continent, the people of every race, the flag a symbol of what humanity may aspire to when the wars are over and the barriers are down; to these each generation must be dedicated and consecrated anew, to defend with life itself, if need be, but, above all, in friendliness, in hope, in courage, to live for.

An editorial from *The New York Times*.
Reprinted by permission.

STAR CLOSE-UPS

LOUISIANA PRODUCING

COMFORT IN THE ROUGH. In the coastal regions of Louisiana, employes of The Texas Company's Producing Department, sometimes far from real solid land, live in camps. The locations are on the Mississippi River delta, up to 75 miles from New Orleans

(Left) Garden Island Camp, near the Mississippi's mouth, is stoutly built on piling over the water

L. J. Marcelle slicks down his hair before dinner at Garden Island Camp

The bunk house at State West Cote Blanche Bay is inviting to hard-working men

With dinner on the stove, the cook at State West Cote Blanche Bay gets in some fishing

Then back to keep the pots boiling. Every meal is a banquet for hungry workers. This one (left) is at Lafitte

STAR CLOSE-UPS
LOUISIANA PRODUCING

District Engineer J. W. Foley and two employes (left) plan a business trip by Company plane

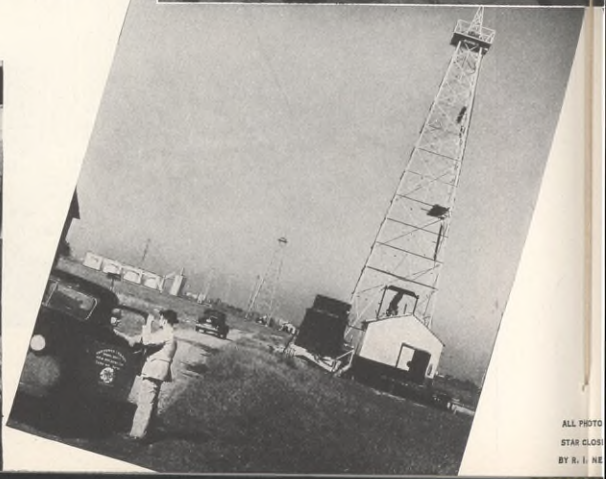
These men (above, right) find oil by projecting sound into the earth. "Echoes" show oil-bearing structures

This workman (left) prepares to use a product of Texaco's manufacture to produce more Texaco

Driller W. A. Sanders (right) makes a mud test on a drilling well at Jefferson Island

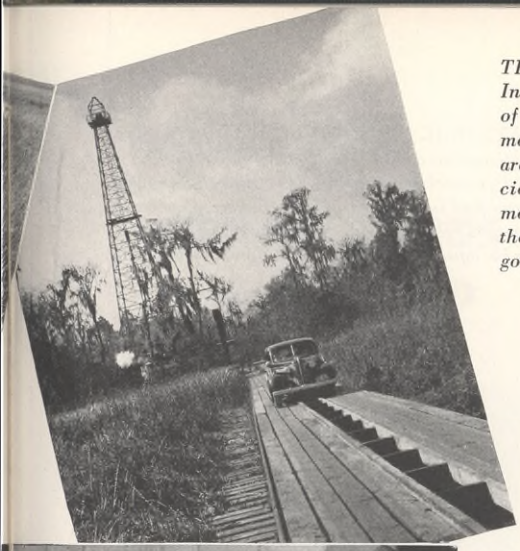
J. L. Cain from New Iberia headquarters (below, right) confers with Pumper John McDow at Little Bayou

Carlos Leggett checks stock in New Iberia warehouse (below), where replacement parts needed for producing equipment are stored



ALL PHOTO
STAR CLOSE
BY R. I. NE

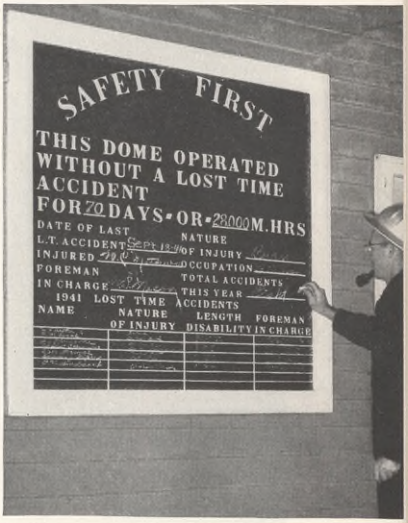
THEY GO PLACES.
In the vast distances of the bayous, the men of Texaco get around both by ancient and modern methods. And when they get where they're going, there are a variety of tasks



Small boats such as this (right), and pirogues and canoes, are needed on the shallow, narrow canals

Wooden roads (above, left) are maintained in Paradis Field to make auto travel possible

Safety board at Lafitte (right) encourages workers and foremen alike to avert accidents



L. M. Hubby (left) and surveyor spot locations for surveying crew at Algiers field office

Amid a maze of pipes at Little Bayou (left, below) a worker turns a valve as new lines are laid

Producing work continues around the clock, but these men (below), off duty, relax in State West Cote Blanche Bay recreation room

PHOTOS IN
CLOSE-UPS
L. NESMITH

STAR CLOSE-UPS

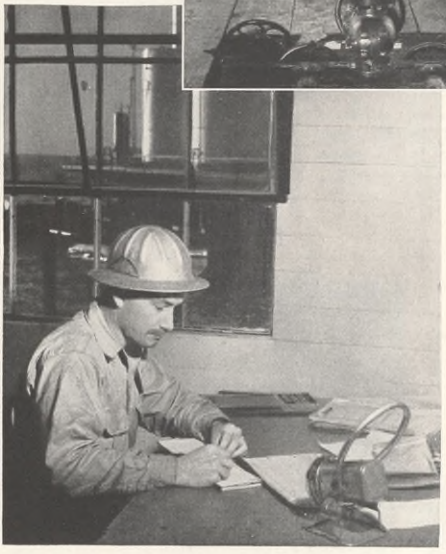
LOUISIANA PRODUCING

ETERNAL VIGILANCE. Far from being glamorous and adventurous, much of the work of producing petroleum is routine. Some men can find inspiration in jobs that seem ever the same. They can be trusted to safeguard valuable equipment and keep oil flowing from well to market

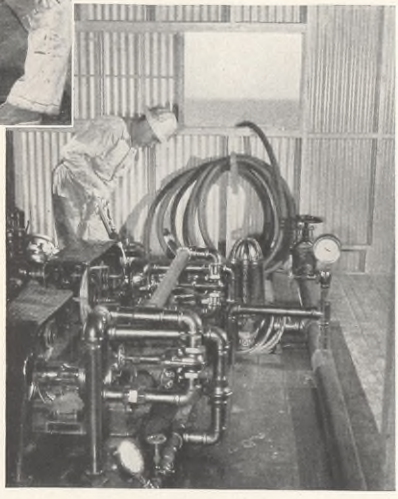
In early morning, Pumper J. H. Daspit walks to his job three-quarters of a mile down a pipe-flanked wooden runway

He gauges the oil in tanks under his care. White steam in the distance is from a submergible drilling barge

The pressure at a well's "Christmas tree" (left) is checked. Daspit has about eight of these to watch. Some he reaches by boat



Daspit makes a report on a barge-load of oil going from the tanks seen through the window



Lubricating a number of pumps and compressors on his location is part of Daspit's job

DEFENSE BONDS —GILT-EDGED INVESTMENTS

By WILLIAM RICHMOND

Staff Director, New York
State Defense Savings Staff

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William Richmond

A FEW days ago the United States Treasury Department received a letter from Douglas T. Hogg, of Yonkers, reading in part as follows:

> "I am purchasing through my employers two $18.75 Defense Bonds a month, and I hope to buy an odd bond from time to time in addition. I would like to feel patriotic about this, but as the bonds represent a gilt-edge investment, it seems more like business acumen."

Well, Mr. Hogg is right. It *is* business acumen, for Mr. Hogg will have an independent income of $50 a month ten years from now for every $37.50 he invests, with the full faith and credit of the U. S. Government behind his investment. But also Mr. Hogg *is* patriotic, because by saving from his current earnings to buy Defense Bonds he is providing "fighting money" for the equipment and armament of the combat forces, and at the same time he is helping fight the threat of inflation on the home front.

Inflation in all its aspects is a very complex economic subject. Briefly and in the simplest terms, it means today that if money is spent for non-essentials, or for more so-called essentials than are *actually needed* when there is a shortage for civilian use because of war-time production, prices are forced upward and the dollar becomes worth less in terms of what it can buy. This is a spiral which gains velocity from its own momentum, for certain of the raw materials used in the manufacture of one article are also used in many others, both civilian and military. We should remember that the money we spend on ourselves in time of war is competing for materials which the Government *must* have.

Spending for civilian goods in competition with military production is thus one of the direct causes of inflation, and the curtailing of such spending is therefore one of the several important aims of the Defense Bond campaign. The Government does not want deposits in savings banks withdrawn for the purchase of Defense Bonds. When such withdrawals are made, the savings banks themselves have less money to invest in Government securities, and in the long run there is no gain in funds available to the Treasury. What the Government wants is for us to spend less and to invest the difference—the saving from *current income*—in Defense Bonds. Wholehearted coöperation in this campaign, then, means not to save a minimum for investment in Defense Bonds and Stamps, not to buy them only to the extent that you would save your wages in ordinary times, but to tighten your belt, spend less, and go the limit in Defense Bonds and Stamps for the duration.

In this way the investor in Defense Bonds is not only providing himself with a nest egg for the future; he is helping to assure that his dollar will buy as

much in that future as it does now; and he is helping to buy food, equipment and clothing for the troops as well as guns, tanks, planes, ships, and other armaments.

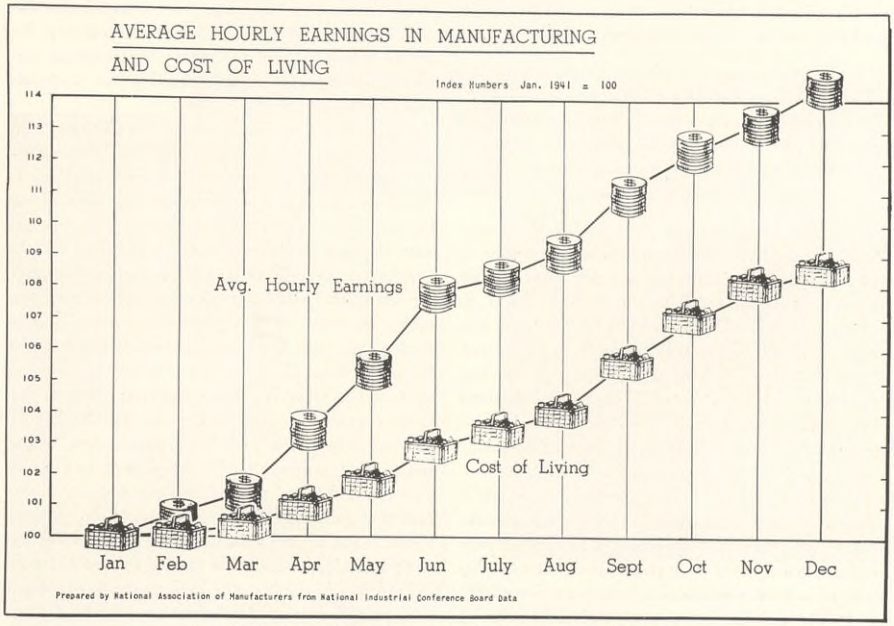
The margin between the basic cost of living and total current income, as shown by the chart below, is the money the Government wants to borrow.

How is your money spent, how is your own loan to the Government used? Well, for a few examples, six dollars will buy an anti-tank shell, and that one shell can put an enemy tank out of action; $19.36 will buy one 81 millimeter trench mortar shell, and that shell can annihilate an enemy machine gun nest; $1.00 will buy an arm splint; $1,000 will buy a reconnaissance car. A parachute costs $150; $137,000 will buy one fighting pursuit plane; 10 cents will buy five cartridges, and 25 cents will buy a mess kit for your brother in the army.

The vast sums which the United States Treasury must raise to win this war cannot come entirely from the sale of Defense Bonds. A very important part of the money which must be spent is raised through taxes. Thus, in the sense that taxes may curtail our individual spending, taxes are also serving to curb the threat of inflation. Enormous sums must also be raised by the sale of marketable Government securities to banks, insurance companies, and others, but obviously the flotation of such securities does not serve to prevent spending for civilian goods or to curb inflation.

Control over these "open market" operations must be exercised by the Treasury through many complex functions, and the Government is also exercising powers against inflation through price control and rationing. The individual's opportunity to coöperate with the Government is more simple, and more necessary than it has ever been before in the proud history of our country.

Let no one mistake the fact that we have been attacked by powerful enemies, that we are actively engaged in the mightiest struggle of all time. This is a war of production as well as a war of ideals, courage, and strategy; and it is hard to visualize the unheard-of fleets of tanks, planes and ships which we must build. We must not only build them, we must build them fast, we must build them before it is too late, for the sake of our own country, our own freedom, our own very lives and the lives of those we love. Our Government is asking us to give of our devotion and our energy to the best of our ability, to *lend* of our riches, however meager, to the very limit of our ability. It is not necessary to ask. We are Americans.



Uncle Sam wants Americans to buy Defense Bonds and Stamps with the difference between earnings and the cost of living

Putting Democracy to Work for You

By E. C. BREHMER

Assistant to Manager, Personnel Department

SOMEONE has said that "everybody knows more than anybody." We Americans believe that to be true. Progress in a democracy may seem rather slow at times, but after everyone has had his say and all the facts have been analyzed, the course of action is, in most cases, the best one that could have been taken.

In recent years, successful industrial organizations have recognized the value of conducting their business and basing their relationships with employes on the following democratic precepts:

1. Free interchange of ideas between management and employes on all matters of mutual interest.

2. Understanding, consideration, and respect by each for the problems and viewpoint of the other.

3. Recognition that the greatest well-being for both management and employes lies in the success of the common enterprise in which both are engaged.

Modern industry is now so large, and each operation of an industrial organization is so dependent upon other operations, that an active program of training employes and supervisors to think logically and constructively has had to be developed. There is, moreover, great need for such a program to serve as a channel for a continuous flow of information, up, down, and across the entire organization.

In such a program, the foreman or supervisor is preëminent. He is in one of industry's most strategic positions. Aside from his responsibility for the successful operation of his part of the business, he must properly represent the management to his workers, and his workers to the management. Depending on the skill with which he discharges this responsibility, he becomes an asset or a detriment to good employe relations.

The knowledge that must be possessed by any person who has jurisdiction over others and over their work is great. A good supervisor must have accurate information concerning management's policies and aims, but he must also have the workers' viewpoint. He must be intimately acquainted with the various operations of the business to the extent that these operations relate to his particular job.

For these reasons, it is recognized that the difference between a management executive and a plant supervisor is one of extent and amount of responsibility, rather than of *type* of responsibility. Thus has developed the need for greater coördination of the thinking of all levels of management so that policies and policy interpretation may be correct and as uniform as possible throughout the organization.

An effective means of accomplishing this is sometimes called "consultative management," or "the conference method." It is simply a democratic way of putting into practice the three fundamentals previously mentioned. It may be applied to industrial relations or to operating matters, or, for that matter, may be used to solve practically any business problem, if properly handled.

Broadly speaking, consultative management, or the conference method, is a process of getting super-

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Everyone in a conference group has opportunity to talk, to think, to contribute. This is a conference of refinery foremen held recently in New York City

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visors or other employes together in small, informal groups to discuss problems of mutual interest, under the leadership of someone qualified to coördinate the thought and effort of the group.

This method is based on the democratic principle that no two people have exactly the same amount of knowledge on any subject. Therefore, the pooling of experience is always constructive. When people give to each other in this way, they lose nothing. In fact, they not only retain what knowledge they already have, but receive knowledge from others.

The discussions should never take the form of a "lecture" by one person, since this would defeat the whole purpose. Everyone in the group must have a chance to talk, to think, and to contribute toward the solution of the common problem.

To be fully effective, the conference must be conducted according to a definite plan. There must be someone who will help the individuals in the group to think along logical and constructive lines. This person is the conference leader. It is his job to keep the discussion within the proper channels, moving freely according to a plan developed specifically for that conference. Among supervisory groups it is preferable to have a leader whose rank in the organization is near that of the group. This is not essential. It *is* essential, however, that the leader be a man whom the other conferees respect and in whom they have confidence. He must be enthusiastic, open-minded, alert, and diplomatic. He must never permit the other group members to consider him a teacher or a supervisor, but merely as an interlocutor. He must never impose his own ideas upon those of the group—and above all he must not "lecture." It is his job to get the group to reach a logical conclusion, voluntarily and enthusiastically. A leader who does this will get results.

When men have thought through a problem and have reached a conclusion as to a course of action in their own minds, they will naturally do a better job of carrying out the responsibility which that decision involves. Contrast this with carrying out a task or course of action in which you must "do as you are told."

If, through such discussions, supervisors are furnished with facts concerning management's policies and aims and if, through logical thinking processes, they come to realize what motivates these policies, they will be able to interpret the management truly to those under them. If they do this successfully, harmony and understanding will prevail throughout the organization.

Certainly each of us has at some time or another had an idea about the way his job should be done. In many cases, we didn't have anything to say about it and we went along doing our work in the same old routine way. Our idea might or might not have been a good one. But if we had had someone, or several people, with whom to discuss it, something constructive might have been developed. Ideas beget other ideas.

Everybody thinks—and employes are certainly no exception. Many an employe has a good, money-saving or money-making idea if you can only get him to tell you about it.

The Texas Company has recently trained conference leaders in the various Departments and in many locations of the Company in the latest and most effective techniques in the "conference method."

Several Departments have already inaugurated well-planned programs for conducting this type of meeting for their supervisors. Other Departments are planning programs to suit their needs.

This program is designed to marshal the efforts of everyone in the organization toward developing the enterprise in which all of us are engaged.

Men in a group conducted on the democratic conference method pool their experience, and the leader merely keeps the discussion within the proper channels and keeps it moving—not as a lecturer, but as a diplomatic interlocutor. This gathering took place in Port Arthur, Texas

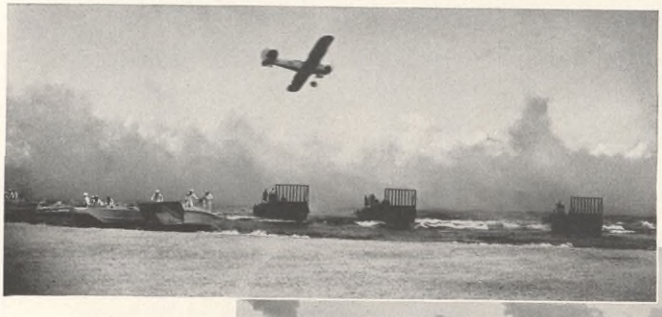
BOATS FOR THE OFFENSIVE

SOMETHING new in warfare is the large-scale storming of guarded enemy shores without first weakening or destroying the guardian forces. In previous wars, motor-propelled boats could not carry heavy combat forces through the surf and up on a beach for dry-shod landings; boats rowed by hand required too many men for rowing and left too few for fighting, and larger craft could not come close enough to shore.

Both sides in the present war are using "landing boats"—motor-propelled, shallow-draft, armored barges—to land a heavily armed, fully equipped and motorized force quickly on shore.

One type of landing boat was perfected and is being built for the United Nations by Higgins Industries, Inc., New Orleans, Louisiana, world's largest builders of small commercial boats and a large consumer of Texaco products. Higgins Industries also maintains a large Texaco waterfront service dock and is a Texaco Mailport. The Higgins "Eureka" landing boat was developed from a craft built for fur trappers and oil men who needed fast transportation through the swamps and shallow bayous of southern Louisiana.

Higgins builds cargo carriers as well, and some of the famous PT motor torpedo boats.



(Left) Landing boats and vehicle carriers. Each landing boat can carry 41 fighting men

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(Right) Tank and vehicle carriers deliver a powerful striking force right on the beach

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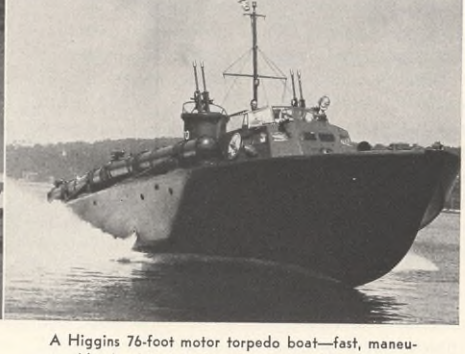
Home of Higgins Industries in New Orleans, users of Texaco products, with several thousand employes now building small war craft



A Higgins 76-foot motor torpedo boat—fast, maneuverable, hard-hitting, heavily armed with torpedoes, anti-aircraft guns, and depth charges

PHOTO COURTESY THE HOUSTON POST

Officers, Directors, and Company officials during their inspection trip at the Geophysical Research Laboratory near Houston. Left to right, front row: L. E. Barrows, Manager, Producing Department—Domestic; J. H. Lapham, R. C. Shields, W. S. S. Rodgers, President; R. Ogarrio, Vice President; C. A. McCulloch. Back row: M. Halpern, Vice President and Manager, Refining Department; L. J. Norris, G. N. Aldredge, C. E. Olmsted, Vice President; W. J. Cummings, W. H. Mitchell, and R. F. Baker, Assistant to Vice President and Chief Geologist

THE TEXAS COMPANY EMBARKS ON VAST WAR PROGRAM

A WAR-TIME construction program for The Texas Company, to cost between $25,000,000 and $30,000,000, was announced early in the year by President W. S. S. Rodgers as he and members of the Board of Directors, with other Company officials, made an inspection tour of present and prospective Texaco properties in several parts of the country.

"The Texas Company will spend a great deal of money this year," said Mr. Rodgers, "in response to the wish of Secretary Harold L. Ickes, Coördinator for the petroleum industry, to build up its oil potentials and crude oil reserves, and in addition to this is embarking on a large program for the construction and manufacture of toluene (a base for high explosives) and 100-octane gasoline

"The Texas Company also is planning," he said, "on plants for the manufacture of butadiene, the raw material from which synthetic rubber is made. Our Directors want to know how and where we can spend this money most effectively. We also want to assure ourselves that all possible steps have been taken to protect our properties and our workers, and to see that our present producing, refining, and marketing facilities are maintained at top efficiency."

As an indication of the esteem in which The Texas Company is held and the foresight of its executives valued, the following editorial by Carl L. Estes, president and publisher of the Longview (Texas) *Daily News* and *Morning Journal*, appeared in Mr. Estes' and about a dozen other newspapers:

Texaco and Teamwork

"Advices from Europe that Germany is going 'all out' to retool and revise its armament program to be ready for a Spring offensive will cause no misgivings in this country in view of the statements of men like W. S. S. Rodgers, President of The Texas Company, and other leaders of American industry. Mr. Rodgers' recent announcement that his company is about to

spend $25,000,000 to $30,000,000 on plants and other projects for the war effort assures us of not falling behind in the life-and-death race for preparedness.

"All Texans are proud of the internationally active oil concern which carries the name of their state to far-flung American possessions and foreign lands. And, although the name 'Texas' means 'friendly,' there is no connotation of pacifism in its history. Just as the original Texans were men who kept their faith in God and their powder dry, the name of The Texas Company is synonymous with a thoroughgoing preparedness against all eventualities, of peace or war.

"The present struggle is going to be won by long-range striking power, necessitated by the vast distance of the Pacific Ocean, the campaign of offense against our widely separated key points initiated by the Japanese, and the need for keeping our three Pacific allies in the fight. To this end, The Texas Company has announced expansion of facilities to provide both the principal requirements: toluene for explosives and 100-octane gasoline to take them to the scene of action.

"Texas had the oil to start with, but just as the undeveloped reserves of Siberia will have no part in this conflict, our own supplies would have been impotent but for the enterprise of concerns like The Texas Company which first found and put the oil on tap, then developed transportation, refining, and manufacturing facilities for its most effective use. Our oil is a 'liquid' asset in this war solely because of such agents of free enterprise as this and other great oil companies operating in many of our 48 states.

"Plans also are being made by The Texas Company, Mr. Rodgers said, for the production of butadiene, the raw material from which an important synthetic rubber is made. Motorized warfare and American rubber-footed tanks, an epochal development, would not be possible without a dependable supply of artificial rubber to replace the natural product made unavailable by the war in the Pacific.

"Mr. Rodgers made it plain in his announcements that the primary purpose of his company's expansion at a time of such stress is service to the nation. . . . The few efforts which have been made to promote class dissension in the conduct of the war fall flat in the face of the attitude of our great industrial forces as exemplified by The Texas Company and its able President. Without reserve, they are throwing into the successful prosecution of this struggle the accumulations of decades of shrewd, skilful, self-denying, and laborious effort, without a backward glance.

"This solidarity between all ranks and classes of a great nation is the one insuperable barrier between the aggressor powers and final victory. No totalitarian state, no combination of authoritarian powers, can hope to win against the clear-headed, keen-eyed enthusiasm of a free people defending their self-won wealth and the freedom to enjoy it. As the same Kipling who campaigned in Burma once wrote, 'It's not the guns nor armament, nor the army as a whole, but the everlastin' teamwork of every bloomin' soul.' "

Patent Royalty Reductions to Save Millions on War Bill

A NUMBER of companies owning patents on the complicated processes involved in the manufacture of 100-octane aviation gasoline—Texaco Development Corporation among them—have agreed to accept lower royalties on such gasoline furnished to, or at the request of, the United States Government. This, it is estimated, will save America more than $5,000,000 a year on its war bill.

Commenting on this, Petroleum Coördinator Harold L. Ickes said:

"This office sincerely appreciates the patriotic coöperation of the developing companies in making this royalty reduction possible, and in making their technical assistance available in furthering this essential program.

"The job of producing more 100-octane gasoline has been complicated by the fact that the manufacture of this fuel is new. It is not a single product, but a blend of several especially synthetized materials, produced by complicated patented processes. Relatively few refiners have had experience in its production.

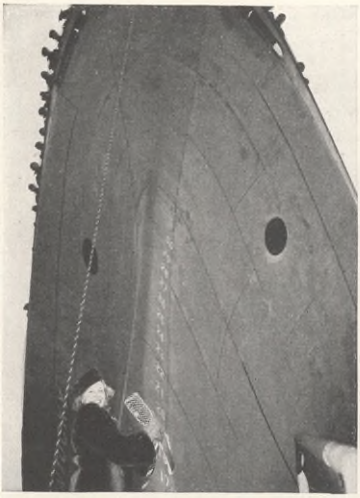
"One of the principal methods of manufacture was developed contemporaneously by several oil companies; and, in order to make the process available to other refiners, these companies combined their techniques and patents, and issued licenses for their use.

"The Office of Petroleum Coördinator was desirous that the process be made available immediately to all refiners who could make 100-octane gasoline if given full technical aid of the developing companies.

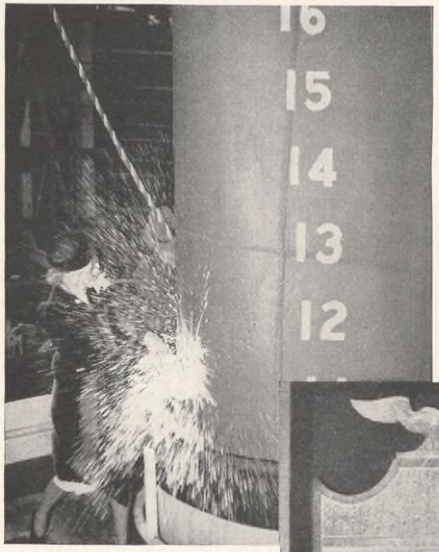
"We were aware that large sums of money had been spent by these developing companies on research and preliminary work. Nevertheless, realizing that the process was a great contribution to our air supremacy, we were desirous that the amount paid in royalties should be kept as low as possible, especially since the 100-octane gasoline was to be bought almost exclusively by the Government for the use of our own armed forces and our allies."

The Government has purchased The Texas Company's entire output of 100-octane gasoline and has arranged for the Company to more than double its production.

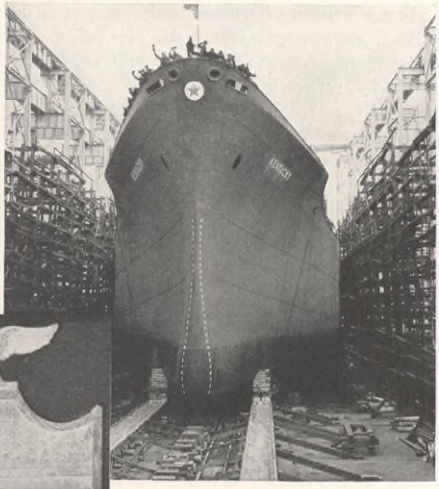
The Texas Company's S. S. *Kentucky*,
First U. S. Tanker Launched in 1942



The launching party, consisting of Texaco officials and their wives, gazes at the *Kentucky's* towering bow



(Top) The *Kentucky's* sponsor, Mrs. Thelma Klein Arnold, poises the champagne bottle



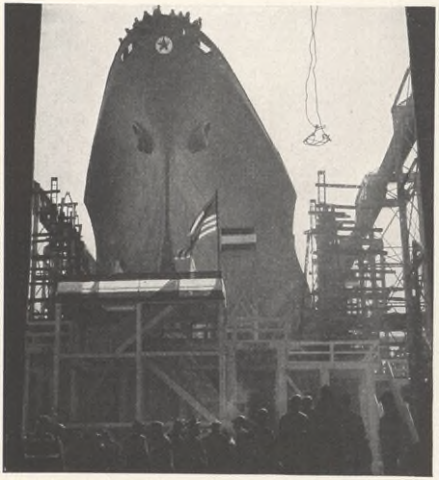
The *Kentucky* slides smoothly down the ways, ready to go to the fitting-out dock

(Above) As shore ties are severed, a lusty swing christens 1942's first tanker

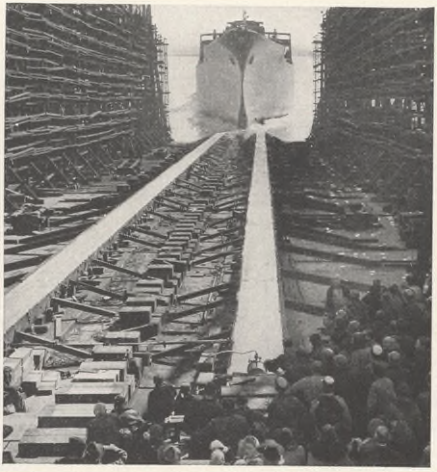
(Left) A plaque and the be-ribboned bottle covering are mementoes for the sponsor

Mrs. Helen N. Olmsted, wife of C. E. Olmsted, Vice President of The Texas Company in charge of the Export Department, breaks champagne bottle on the bow of the third Texaco tanker launched this year

The *Colorado* gets a champagne send-off



Workmen view the *Colorado* with pride



The new ship glides into the Delaware

THREE TEXACO TANKERS TAKE TO THE WAVES

JOINING a sister ship, the *Oklahoma*, launched late last year, two new Texaco tankers, the *Kentucky* and the *Colorado*, were added to The Texas Company's sea-going fleet at the Sun Shipbuilding and Dry Dock Company, Chester, Pennsylvania, during the first two months of 1942. A third tanker, the *Montana*, launched on March 21, made 1942's ship-a-month first quarter notable in Texaco's marine history.

The *Kentucky*, launched January 3, was sponsored by Kentucky-born Mrs. Thelma Klein Arnold, sister of Harry T. Klein, Executive Vice President and General Counsel for The Texas Company. Mrs. Katherine Dunn Dodge, wife of H. W. Dodge, the Company's Vice President and General Sales Manager, sponsored the *Colorado*, which was launched February 28.

Industry's lips sealed on Defense secrets

SHORTLY after the United States entered the war, Texaco's president, W. S. S. Rodgers, forcefully reminded all employes of The Texas Company and its subsidiaries that since oil plays such a vital part in war operations, the industry and the Company itself might be the object of sabotage and fifth-column activity. Certainly enemy ears would be listening for every bit of useful information. Similar warnings were published throughout the petroleum industry.

"In most parts of the country," Mr. Rodgers said, "the immediate danger may not be from enemy air attacks, but from sabotage by spies and fifth columnists."

Although the message was addressed to Texaco employes, it applies as well to employes' families and others who by contact with the Company come into possession of information which, although it may seem of slight importance, can be pieced together by the enemy with other facts and used to impede or destroy war production.

"Don't discuss the Company's operations," Mr. Rodgers cautioned. "Don't discuss its refinery capacities, movements of supplies, or shipments of products, in the presence of unauthorized persons. Particularly avoid discussing the movement of vessels of our marine fleet.

"Carelessness may do as much injury to workers and damage to Company property and equipment as sabotage. Be a safe, careful worker."

The paper shortage and THE TEXACO STAR

DETERMINED to do its part in the nation's war effort, THE TEXACO STAR considered lowering the quality of its paper stock to help relieve the paper shortage. The editors learned that, contrary to what might be expected, good quality paper is plentiful and paper of inferior quality, so far as printing is concerned, is on the critical list.

Once-common wrapping paper is scarce, and factories that make cardboard and corrugated containers from used paper stock are working to capacity when they can get the material from which their product is made. These containers are in high demand for shipping vital supplies not only to our own production supply lines but to our own armed forces and those of the United Nations overseas.

Next to the shortage of metals—and The Texas Company has already ceased to manufacture the familiar motor oil cans seen in racks at service stations—the shortage of paper is one of the most disturbing now facing this country. On the other hand, the Government is keenly interested in house magazines which aid the war program by promoting the sale of Defense Bonds and Stamps and by keeping employe morale at a high level. Therefore THE TEXACO STAR will continue to be published on paper of good quality because that seems to be the best way to aid the national paper conservation program. You may notice, as time goes on, that the paper will not be so white, owing to the fact that manufacturers are restricted in the use of bleaching chemicals.

If you do not ordinarily keep your copy of THE TEXACO STAR, do not destroy it. Give it instead, with other magazines and used paper, to one of the many agencies collecting paper for re-use, and it will be reborn in some form that will help insure victory.

America can still ride; most of Europe goes afoot

WHILE the United States has behind it vast resources for the manufacture of gasoline, the few civilian motor vehicles that are still running in Europe use everything from alcohol made from bakery dough to gas from charcoal burners to replace the gasoline that is almost unobtainable.

Before the war, the 4,500,000 passenger cars and 1,400,000 commercial motor vehicles in Continental Europe required about three billion gallons of imported gasoline, in addition to the quantities produced at home. For more than two years these imports have been blockaded, and only a few of the most essential motor vehicles can still operate.

Four types of fuel are replacing gasoline, the Petroleum Press Bureau of London reports: liquid and gaseous products made from coal and lignite; liquid fuels obtained from oil shale and asphaltic rocks; power alcohol from farm, forestry, and other products, and producer gas generated from a variety of materials. Most of the best fuel, wherever it is made, is diverted to military uses, and few civilian motorists ever see a gallon of it.

Facts such as this illustrate to the American public the blessings of life, liberty, and the pursuit of happiness, to preserve which the United Nations are carrying on the war.

(Right) Texaco's S. S. *Colorado* awaits the moment of launching. With a backlog of orders for tankers, builders now launch vessels early, complete them elsewhere in their yards, lay new keels immediately

PRINTED IN U. S. A.
THE CONDÉ NAST PRESS, GREENWICH, CONNECTICUT

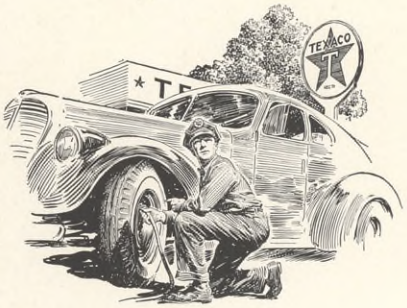

COLORADO
WILMINGTON - DEL.

Care for your Car - for your Country

"WHO, ME?"

YES, MR. MOTORIST — YOU CAN DO YOUR BIT TO WIN THE WAR! AS YOU DRIVE, REMEMBER AMERICA'S NEED FOR TANKS AND PLANES AND THE IMPORTANCE OF CONSERVING THE RUBBER AND METAL TO PROVIDE THEM. **TODAY, YOUR CAR AND TIRES ARE NATIONAL ASSETS.** GUARD THEM. GET MORE MILES BY KEEPING THEM IN FIRST CLASS CONDITION — BY MAKING SURE THEY ARE PROPERLY CARED FOR. YOUR **TEXACO DEALER** WILL HELP.

"TAKE IT EASY, MISTER!"
IT'S SPEED THAT GRINDS AWAY TIRES AND WEARS OUT CARS. **KEEP BELOW 40.** AVOID SUDDEN STOPS AND STARTS, AND FAST SQUEALING TURNS THAT ROB YOU OF TIRE MILES.



TIRE-SAVER AT WORK.

HE STRETCHES TIRE LIFE BY KEEPING THE PRESSURE RIGHT... AND BY ROTATING YOUR TIRES TO EQUALIZE WEAR. DON'T WASTE RUBBER WITH SOFT TIRES — HAVE YOUR **TEXACO DEALER** CHECK THEM FREQUENTLY.

HIS LUBRICATING "GUN" FIGHTS WEAR. REGULAR LUBRICATION KEEPS YOUR CAR FIT. YOUR NEIGHBORHOOD **TEXACO DEALER** STOPS TROUBLE BEFORE IT STARTS BY CHECKING, LUBRICATING AND SERVICING VITAL POINTS. USE HIS SERVICES REGULARLY.

CARE FOR YOUR CAR...FOR YOUR COUNTRY

TEXACO REG.T.M.

THE TEXAS COMPANY

Serving the Nation in all 48 States

TUNE IN FRED ALLEN
Every Sunday night. See your local newspaper for time and station.