

TEXACO STAR

FOR EMPLOYEES OF THE TEXAS COMPANY

CO-OPERATION
▼
ENTHUSIASM
▼
INDUSTRY

PERSONALITY
APPEARANCE

INITIATIVE
ALERTNESS

ACCURACY
SKILL

HEALTH HABITS

KNOWLEDGE
JUDGMENT

LOYALTY
TACT

**THE TEXAS COMPANY
EMPLOYEE'S PROGRESS REPORT**

Distinctions are made only in the "Total" column. This is a study form. It is not intended to be used as a basis for promotion or salary increases. It is intended to be used as a guide for the employee's own improvement.

Name: *John Smith* Department: *Sales* Office: *101*

CHARACTERISTICS	GOOD			FAIR			POOR		
	Y	M	A	Y	M	A	Y	M	A
ENTHUSIASM									
INDUSTRY									
CO-OPERATION									
PERSONALITY									
APPEARANCE									
INITIATIVE									
ALERTNESS									
ACCURACY									
SKILL									
KNOWLEDGE									
JUDGMENT									
LOYALTY									
TACT									
HEALTH HABITS									
TOTAL									

PERSONNEL COMMITTEE
Sales Department, Northern Territory

They used to call me

"The Circulating System"



It's a Fact!

I put in most of my time running around the plant dousing overheated bearings.

But no more!

Not since they started to use that Texaco Engine Oil.

Now my trusty oil can is only called on when the oil in one of the cups runs low—then I give it a "shot" of Texaco Engine Oil and everything is O. K.

The Chief says: "If things keep on like this, he'll forget how to use babbitt metal." We haven't had to replace a bearing in such a long time.

And I heard him telling the Engineer from the machine shop down the street that Texaco Line-shafting Oils are just as good, and he says: "Take a tip from me. You should be using Texaco Crater Compound on those big gears."

Then he showed him a little magazine called LUBRICATION. He says: "Bill, The Texas Company will send this to you free every month if you ask for it. It's full of good dope on lubrication. I get some new facts out of it every month."

I was kind of sorry he gave away the last copy because I had been reading it myself, but I guess The Texas Company won't kick about sending me another copy so here's where I ask for it, and believe me, you'll do well to ask for it too.

There is a Texaco Lubricant for every purpose

The Texas Company

Dept. P3, 17 Battery Pl., N. Y. C.

NEW YORK

CHICAGO

HOUSTON

Offices in Principal Cities



Reproduction of an advertisement appearing in several "smoke stack" journals

EN-DOR

Behold there is a woman that hath a familiar spirit at En-dor.

—I. Samuel: xxviii, 7.

The road to En-dor is easy to tread
For Mother or yearning Wife,
There, it is sure, we shall meet our Dead
As they were even in life.
Earth has not dreamed of the blessing in store
For desolate hearts on the road to En-dor.

Whispers shall comfort us out of the dark—
Hands—ah God!—that we knew!
Visions and voices—look and hark!—
Shall prove that our tale is true,
And that those who have passed to the further shore
May be hailed—at a price—on the road to En-dor.

But they are so deep in their new eclipse
Nothing they say can reach,
Unless it be uttered by alien lips
And framed in a stranger's speech.
The son must send word to the mother that bore,
Through an hireling's mouth. 'Tis the rule of En-dor.

And not for nothing these gifts are shown
By such as delight our dead.
They must twitch and stiffen and slaver and groan
Ere the eyes are set in the head,
And the voice from the belly begins. Therefore,
We pay them a wage where they ply at En-dor.

Even so, we have need of faith
And patience to follow the clue.
Often, at first, what the dear one saith
Is babble, or jest, or untrue.
(Lying spirits perplex us sore
Till our loves—and our lives—are well-known at En-dor.)

*Oh the road to En-dor is the oldest road
And the craziest road of all!
Straight it runs to the Witch's abode,
As it did in the days of Saul,
And nothing has changed of the sorrow in store
For such as go down on the road to En-dor!*

—Rudyard Kipling.



PERSONNEL COMMITTEE, SALES DEPARTMENT, NORTHERN TERRITORY

1. J. T. Groves, Chairman of Personnel Committee, Sales Department, Northern Territory. 2. L. H. Canfield, Secretary of Personnel Committee. 3. W. R. Ellwood, Department Agent, Sales Department, Northern Territory. 4. J. P. Gruet, Superintendent of New York District. 5. C. R. McCarthy, Superintendent of Philadelphia District.

TEXACO STAR

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SEPTEMBER 1920

No. 11

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

"THE EMOTIONAL temperament has been responsible for most of the great disasters the human race has suffered," is the judgment expressed some time ago by an editorial writer in the great medical journal *The Hospital*. Throughout the history of mankind persons of this character have led or driven societies and individuals into their worst practical errors—from the horrors of the Spanish Inquisition to the wreckage of the latest stock-jobbing dream.

The English physician's diagnosis was applied especially to England, but his analysis should be very instructive in this country:

Emotional persons are perhaps more numerous than they used to be, and form a larger proportion of the population; at any rate, the misuse and degradation of strong and superlative expressions are becoming much more frequent of late years. Such words as awful, perfectly, infinitely, absolutely, frightfully, and so on have been so misused and vulgarized that they have lost their intensive meaning, and have almost lost their meaning altogether. The emotional person uses them perpetually. . . . For the emotional person is by nature untruthful. He is untruthful in both ways—that is, he says carelessly and unthinkingly what is not in accordance with fact, not recognizing or not admitting the desirability of truthfulness, not caring whether what he says is true or not; and besides this, he often lies in the second of Dr. Johnson's senses: he lies, and he knows he lies. His assertions are, like all his expressions, exaggerated; and they are variable. . . . He is constitutionally inaccurate. You can not believe a word he says.

His use of emotional speech is so frequent that he is fluent. . . . and his fluency often rises into eloquence. . . . The emotional orator easily becomes a demagog.

In action, the emotional person is impulsive. Wanting as he is in self-restraint, he does not wait to act until he has balanced the advantages and disadvantages of action. He is wanting in circumspection and deliberation. The path from feeling to action is short-circuited. As the emotional can not bear pain without howling, so they can not bear suspense without a struggle to relieve it. They can not wait. They want results at once, and they think that, even in the most complicated affairs, results may be attained immediately. They

rush direct for their goal, not recognizing that in complicated affairs, and especially in social affairs, direct action is usually the direct route to failure. They are too impatient to think out in detail an elaborate scheme requiring time to bring it to maturity, and needing scrupulous attention to detail to insure its success, so they rush at some crude project, and are content to take credit for good intentions, and to lay the blame of failure upon those who have to execute an impossible task.

Emotional people act upon impulse. This does not necessarily mean that their action is sudden or abrupt. . . . The mark of impulsive action is not suddenness or abruptness, but want of due estimation of the advantages and disadvantages of the act. The emotional person is impatient. He is long accustomed to let his emotion boil over in action, and he can not wait to consider, so his action is immediate and direct. . . . The emotional person is, in fact, very generally out of his depth. With a light heart and an ignorance of consequences he lets loose forces that he can not control or direct. He launches crude and undigested schemes that produce all kinds of results except that which he intended. The most dangerous person in the world, the fertile source of incalculable and innumerable mischiefs, disasters, and injustices, is the well-intentioned enthusiast who is also an emotional person.

Enthusiasm is the great motive power of humanity, and without it no great unselfish project was ever carried through. Enthusiasm held in hand by self-restraint and guided by sound judgment has given us almost every great benefit that humanity has received; but the unrestrained enthusiasm of the emotional temperament has been responsible for most of the great disasters from which the human race has suffered.

★ ★

Dr. Wm. J. Hickson, head of Chicago's psychopathic laboratory, recently published a prognosis for this country so threatening, that his expectations of future consequences should not be quoted without reminding that they do not necessarily follow from his observed facts. For instance, it may be hoped that the country may soon relegate to less influential roles the sort of persons who have been dominating social and political and educational tendencies. Doubt his prophecies, but the verdict on existing conditions given by

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this psychopathologist of international standing deserves attention; he said in part:

Degeneracy and effeminacy among men are on the increase in the large cities of the country, especially Chicago. The American male is losing his grip; he is gradually falling under the domination of woman. . . . With the collapse of the male ascendancy in this country we can look forward to a Nation in degeneration. The suppression of sex will ultimately have its harvest in decadence—a phenomenon already beginning. Already we are noting a deterioration of masculine physical and mental virility, a falling off of creative ability and the birth rate. Our politics is a form of effeminate idealism. An inversion is obviously taking place.

★ ★

Every man and woman capable of sober judgment should be alert to resist all influences that are now misleading the weak-minded and the emotionally unbalanced.

In politics, the wild shouting of sensational charges, instead of calm support of practical measures or policies, clearly marks those who must be successfully resisted if we are to escape an unchecked onset of political and social madness.

In personal conduct, follies just now are more dangerous than vices. Time was when you might smile when a silly girl or woman, or some unbalanced man sought fortune tellers or mediums; today this has to do with an epidemic in which millions of men, women, and children are sinking into derangement of mind and breakdown of character. It is a symptom of a mental disease which is the effect of "too much ego"—an uncontrolled will. Extremely egotistical willful persons finding their desires balked by nature or their own shortcomings, eagerly follow the pseudo-scientific talkers and are trying to 'have their way' through the help of departed spirits. "That way madness lies," and the young and innocent should be guarded by sane parents or protectors from the beginnings of such madness—however small. The Ouija board, someone recently said, is running about among the foolish and the weak-minded "like a septic rat." Burn your Ouija boards, as you would poison rats you knew were carriers of the bubonic plague. It is better to risk the plague in your intestines than germs of madness in your soul.

The literary purveyors of intercourse with spirits of the dead assume an air of "science" and talk about the "new" spheres they are opening. If well educated, their claim of newness proves one

of two alternatives: they are 'cracked' (perhaps from some bereavement, as may be supposed in the case of an honest old gentleman like Sir Oliver Lodge); or they allege what they know is false. Intercourse with spirits is the oldest of superstitions, and was practiced by ancient priests, both savage and civilized, with better skill than that of the mediums of today. The hysterical virgins who for centuries were sought out and installed by Apollo's priests as mouthpiece for the Oracle at Delphi, were more expertly hypnotized and trained than any modern medium. Things like the Ouija board are identical with the conjuring devices of the lowest savages, even as the "new" dances are gestures invented by savage negroes to excite erotic passions. In ancient civilizations the hysterical and insane were religiously believed to be possessed by spirits, but the general conduct under such religious beliefs was more rational than the behavior of the self-styled *progressives* who are now going back to primitive misconceptions.

Read the foreword on the first page: the present foolery of "spiritualists" is indeed "the oldest road and the craziest road of all."

★ ★

All honor is due to the Order of Railroad Station Agents at Pittsburgh, which has eliminated its by-laws authorizing strikes and voted to submit grievances hereafter to the Railroad Labor Board and abide by its decision. These enlightened workmen will not fail to profit greatly in the end by their sensible resolve. This is a small straw and the breeze whose direction it indicates is not very strong, but we hope it will wax to a big wind.

—*Leslie's Weekly*.

Interest rates are high because the world is short of capital and we can not expect them to return to the old basis until the lost capital has been restored by production and saving. If the world can settle down to work, the improvement in production through science and invention will speed the day of prosperity, and recuperation from the effects of war will be astonishingly rapid.

This simple statement of conditions that confront us, is an unanswerable argument for industry and economy. No matter which way we turn everything cries out to us, "Work and Save!"

—*Savings Division War Loan Organization*.

The Boston idea was to cross to sudden affluence on a Ponzi asinorum, as 'twere.

—*Chicago Tribune*.

The span of our national existence reaches from the age of home-spun to the days of home-brew.

—*Columbia Record*.

The time has come to think up a Twentieth Amendment.—*Toledo Blade*.

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UP-HILL

Does the road wind up-hill all the way?
Yes, to the very end.
Will the day's journey take the whole long day?
From morn to night, my friend.
But is there for the night a resting-place?
A roof for when the slow dark hours begin.
May not the darkness hide it from my face?
You cannot miss that inn.
Shall I meet other wayfarers at night?
Those who have gone before.
Then must I knock, or call when just in sight?
They will not keep you standing at that door.
Shall I find comfort, travel-sore and weak?
Of labour you shall find the sum.
Will there be beds for me and all who seek?
Yea, beds for all who come.

—Christina Rossetti.

THE GUEST

Sometimes I feel that Death is very near,
And, with half-lifted hand,
Looks in my eyes, and tells me not to fear,
But walk his friendly land,
Comrade with him, and wise
As peace is wise.
Then, greatly though my heart with pity moves
For dear imperilled loves,
I somehow know
That death is friendly so,
A comfortable spirit: one who takes
Long thought for all our sakes.
I wonder: will he come that friendly way,
That guest, or roughly, in the appointed day?
And will, when the last drops of life are spilt,
My soul be torn from me,
Or, like a ship truly and trimly built,
Slip quietly to sea?

—John Drinkwater.

Scan any paper that carries the general news of the country and you will find that there are being held many conferences and conventions that have to do with "uplift work." These gatherings are largely attended and are usually prolonged, some of them covering from three to six days. Voluminous addresses are made and there is prolonged discussion of abstract social, economical, and religious questions. Then an adjournment is taken and everybody leaves, some of them to go to another similar conference under a different name the following week. . . . There is too much "uplifting," too much innovation, too much vision and not enough hind-sight, too much dreaming and not enough doing. If the men and women who habitually attend these conventions and gatherings were to stay at home and do real work the nation would be better off. . . . If the thousands of men and women who are occupying unnecessary jobs, created during the war and continued for the "social good", were promptly dismissed, it would help mightily in eventually swelling production; for, of course, these people would finally have to go to work.—*Ex.*

Music is the language of the soul; jazz is its profanity.—*Providence Tribune.*

Order is Heaven's first law.—*Pope.*

LIFE AND DEATH

What man hath looked on either? Yet the twain
Are known to all, through mysteries they do.
A breathing in—a breathing out again:
We know no more, and no man ever knew.
"Shadow of God," the Hindu once named death;
And that it must be, for we feel the night
Wherever he withdraws a human breath;
And where Life brings one, we can feel the
Light.

—Charlotte Fiske Bates.

LIFE WISDOM

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

That is for the good of each thing which the universal nature brings to each. And it is for its good at the time nature brings it.—*Marcus Aurelius.*

'Tis true, 'tis certain: man tho' dead retains Part of himself; the immortal mind remains.
—*Homer.*

In my Father's house are many mansions.—*Jesus.*

But felt through all this fleshly dress
Bright shoots of everlastingness.
—*Henry Vaughan.*

Immortality will come to such as are fit for it; and he who would be a great soul in the future must be a great soul now.
—*Emerson.*

There is only one way to get ready for immortality, and that is to love this life and live it as bravely and faithfully, and cheerfully as we can.—*Henry Van Dyke.*

Learn as if you were to live forever; live as if you were to die tomorrow.—*Fiske.*

When man has come to the Turnstiles of Night, all the creeds in the world seem to him wonderfully alike and colorless.
—*Rudyard Kipling.*

All true wisdom is contained in these two words—*wait and hope.*—*Dumas.*

Religion should be a strength, guide, and comfort; not a source of intellectual anxiety or angry argument.
—*Sir John Lubbock.*

God breathes, not speaks; his verdict's felt, not heard.—*Browning.*

Never mind the future. Be what you ought to be; the rest is God's affair.

—*Amiel.*

TEXACO STAR

AMERICAN INSTITUTE
OF MINING AND METALLURGICAL
ENGINEERS

Texaco Star,
The Texas Company, Houston, Texas.

Gentlemen: The Petroleum Section of the American Institute of Mining and Metallurgical Engineers will hold meetings at the American Annex Hotel, Market and Sixth Streets, St. Louis, Mo., September 21 and 22, 1920, for the presentation of papers and discussions relative to the petroleum industry. An effort will be made in the program to feature the technical side of the oil business. Many interesting and instructive papers have already been received and accepted and a good meeting is assured.

On behalf of the Petroleum Section of the Institute, I am extending a cordial invitation to the oil men of the country to be present and take part in these meetings, and I will appreciate it if you will make public through the columns of your paper the fact that the meetings are to be held and that the oil men are invited, and advise them to communicate with Walter E. McCourt, Washington University, St. Louis, Mo., if they intend to go. Dean McCourt will give information regarding the meeting place, hotel reservations, and other details.

Yours very truly,
Ralph Arnold,
Chairman Petroleum Committee.

★ ★

Editor *Texaco Star*: As an illustration of the chances a man will take in order to obtain Texaco Gasoline, I am quoting a little story told to my wife by the local garage man a few days ago. This party has just recently built a garage and put in a pump to handle Texaco Gasoline. The story follows:

"A short time ago," said the garage man, "a car drove up in front of my garage and stopped near the gasoline pump. When I came to deliver the gasoline, however, I found that the car was about two feet too far back from the pump, so I told the driver he would have to move forward a couple of feet. 'It can't be done,' said the driver. Why? I asked. 'Because,' answered the driver, 'I have driven in today from the Adirondack Mountains—(250 miles away)—and have used nothing but Texaco Gasoline so far, and I was determined not to put in any other kind; the last cargo I took aboard was just two feet short of getting me to this pump!'"

"So," continued the garage man, "we shoved the car ahead the other two feet by hand and I delivered his requirement of Texaco Gasoline."

Yours very truly,
New York, July 26, 1920 A. B. Cox.

★ ★

The Savings Division of the War Loan Organization announced Aug. 17, 1920:

The most serious obstacles to prosperity are being overcome. These are the most important:

Embarrassment of the railroads.
The lack of capital destroyed in war.
Inflation of credit.
Wild speculation.
Popular extravagance.
Slowing down of production.
Disordered exchanges.

Four of these difficulties are being overcome and the other three show improvement. The railroads are getting back on their feet; inflation is slowly yielding to necessity; speculation has been

checked; and the masses of the people are less disposed to throw away their earnings.

Production of both farm and factory is increasing with the increased efficiency of labor, and the effect of saving is seen in the new capital invested in Government Securities or brought into savings banks. Foreign exchange shows some improvement, and the steady increase of imports promises further progress toward healthy conditions. The New York Financial Chronicle says in its issue of August 7: "The action of the Interstate Commerce Commission in authorizing rate increases, which it is estimated will add \$1,500,000,000 to the yearly revenue of the steam railroads of the United States, means the dawn of a brighter day, not only for the railroads but for the country's entire industrial structure." The editor thinks the continued discredit of the railroads, with 20 billions of securities, held by millions of stockholders including savings banks and insurance companies, would have brought on a panic that would have shaken the world. Now that this danger has been averted, he says business will go on with renewed confidence, and stabilizing railroad securities "will have a quickening influence upon the industrial life of the country, the effects of which it would be hard to exaggerate."

The relief of stringency will follow sound conditions—the movement of crops to market, the quickening of transportation, and the increased production that will result from more efficient labor.

★ ★

The serious gasoline situation on the Pacific coast which necessitated the rationing of the product to pleasure car users, brought about charges by various government and automobile agencies that the companies had created an artificial condition with a view to their own profits. Any one at all familiar with the problems of the petroleum industry can readily understand that a gasoline shortage is the last thing the oil companies would want. It stood to reason that any honest investigation of conditions on the Pacific coast would clear the companies of all charges of profiteering, and this has been the case. Again, as in the case of the Federal Trade Commission's general investigation of oil prices, the petroleum industry has been given a clean bill of health. . . .

Automobile manufacturers want to know what they can expect as to fuel supply. R. L. Welch, General Secretary of the American Petroleum Institute, has responded to this demand and gone on record as advising automotive engineers to plan to use and conserve the present-day motor fuel as against resorting to kerosene or distillates such as gas oil. From the oil man's aspect, he said, the problem is not one of building engines to burn refined oil or some product of petroleum other than the present fuel, but to construct engines that instead of going from 7 to 12 miles on a gallon of gasoline will go 20 to 30 miles on the same amount. He has addressed this inquiry to the Society of Automotive Engineers: "Should not the horsepower of heavy cars be cut down, and could not the cheaper and lighter cars be so equipped as to get all the speed desirable from a very much smaller amount of gasoline than is now used?"

—Oil Trade Journal.

★ ★

Crude oil prices at wells Sept. 1, 1920, were the same as for Aug. 1, 1920.

TEXACO STAR



Members and Ex-Officio Members of Personnel Committee, Sales Department, Northern Territory

Standing—left to right: F. D. Gatchell, Assistant Manager; C. E. Woodbridge, Manager Sales Department Northern Territory, ex-officio members. Sitting: L. H. Canfield, Secretary Personnel Committee; C. R. McCarthy, Superintendent Philadelphia District; J. T. Groves, Chairman Personnel Committee; J. P. Gruet, Superintendent New York District; W. R. Ellwood, Department Agent.

WORK OF THE PERSONNEL COMMITTEE OF SALES DEPARTMENT NORTHERN TERRITORY

J. T. GROVES, Chairman

Most of the employes of The Texas Company appreciate the fact that this Company has been one of the pioneers in carrying out the idea of service from the employer to the employe. From its beginning it has been more or less a cooperative company in which the employe has been given opportunity to become a part owner through the purchase of stock on very liberal terms. The Death and Disability Benefits offered by the Company are a recent example and extension of the desire of the Company to look after the interest of its employes.

Unless a work as large as this is properly organized it will fall short of full efficiency. For this reason the Sales Department Northern Territory organized in March 1919 a Personnel Committee to have supervision over personnel and service matters, in order to carry out the good intentions of the Company toward its employes.

The whole work of the Personnel Committee would be considered under three main headings: Employment, Service, Training. In this connection we shall speak only of matters coming under the third subject—Training.

The Personnel Committee has developed systematic courses of training for lubricating and resale salesmen and for agents, and the Committee is in favor of establishing courses of training for other employes where possible. It should be the duty of each head of a division to see that all new employes are developed under his personal direction as fully as possible for their proposed duties. It is desirable that this instruction be given the new employe before he assumes his responsibilities, but if conditions are such that he must take up his duties, then the instructions should be given as soon as possible thereafter.

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Personnel Administration Office—Students at Work

The training of lubricating salesmen and resale salesmen is under the direct supervision of the Personnel Committee. Candidates for appointment to either of these courses must be approved by the Personnel Committee. They will then be attached to the Northern Territory Sales Department, General, and until they are transferred to the District where they will finally work they will be under the direct supervision of the Chairman of the Personnel Committee. After being transferred to the District in which they are to work they must still report once a month for a period of six months to the Chairman of the Personnel Committee, outlining their work, and reporting their progress or otherwise. Superintendents of Districts under whom the Student Salesmen are working will also report every month for six months to the Chairman of the Personnel Committee on the conduct, progress, and efficiency of the student salesman.

The course of training will be as follows:

1. Not over two weeks in the New York Office, in which the student salesman is to take the *Correspondence School Course*, master the *Manual* and the *Handbook*, and become familiar, as far as possible, with the products manufactured by the Company and with its general organization and policies.

2. Two months at the Bayonne Terminal to learn how our bulk products are stored, measured, and handled; their intimate physical appearance and "feel"; how barrels are coopered, cleaned, filled, handled, stored, and shipped; to learn how to make certain laboratory tests, including flash, fire, cold, viscosity, and gravity tests; to learn the size, shape, weight, and contents of our case goods, including the kinds and appearance of cans, drums, and other containers; also to learn the proper use of our products on the terminal machinery.

While at the Terminal the student salesmen will take weekly examinations given by the heads of the various departments, and upon the completion of the two-months period they will be given an examination by the Terminal Division at its New York office. This examination will cover their entire work at the Bayonne Terminal.

3. One month at the Long Island City Station to learn something of station operation, particularly as it will apply to their work as salesmen, and at the same time to learn something of station accounting. One week of this time will be devoted to general yard work, including pump house and boiler room; one week in the storehouse and filling room; one week on a truck with chauffeur making deliveries; and the remainder of the month in the Station office. Upon completion of this course an examination covering the work of the Station will be given by the Station Agent.

4. Not over two weeks under the direction of the Supervising Engineer, or one of his Staff Engineers, to learn as much as possible of the practical lubrication of all classes of machinery lubricated by our products. The Supervising Engineer will endeavor to visit such plants as will enable the student to come in contact with practically every

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Personnel Educational Offices—Students at Work

class of machinery, every type of engine, and every condition of lubrication. On completion of this work the student salesman will be given a written examination under the Supervising Engineer.

In the case of students taking the course for resale salesman the plant training will be omitted.

5. Two weeks in the New York District Office studying inside sales operation and the office work coordinating with the field work of the salesman. During this period they will cover accounting, credits, collections, and the Sheet Reporting System. Upon completion of this period of the Course they will be given an examination under the direction of the New York District Superintendent.

6. After this training the student salesman will report back to the Chairman of the Personnel Committee, where he will be given a final examination covering all of the work taken up during the entire course.

7. The salesman who satisfactorily completes this Course will then be turned over to the District Office to which he is expected to be attached, and there will be assigned for one month to accompany the best lubricating salesman, or, in the case of resale salesman, he will accompany the best resale salesman during his solicitations, after which he will be officially transferred to the District.

Failure of a student to obtain satisfactory marks in any preliminary examination or in the final examination will result in his being promptly dropped from the rolls of the Company, unless the Personnel Committee, after fully considering the case, decides to offer additional instruction and further tests.

The Personnel Committee has provided a similar course of training for Agents, which includes the work at the New York Office; two months at a tidewater terminal; one month at the "school" station; and a final two weeks in the District Office. This Course does not include a period of training at the large manufacturing plants, or the month with the lubricating salesman or resale salesman.

The Training Section of the Personnel Committee is planning to issue bulletins periodically on some of the following subjects:

1. Salesmanship.
2. Business Correspondence.
3. Courtesy, Service, etc.

THE TEXACO SCHOOL FOR BOYS

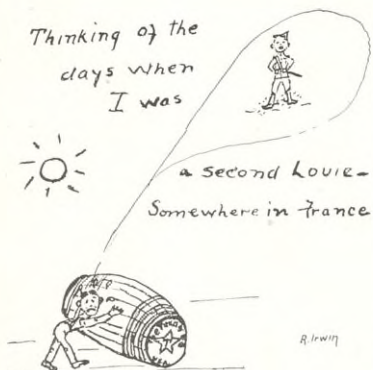
By BOB IRWIN, Class of 1919

Having been asked by sundry loving friends and relatives what I thought of the oil business and my start at the bottom thereof, I will record the vivid impressions of my work as a Student Salesman. Being familiar, more or less, with the bottom of the army, the law, and the street car business, I can say truthfully that they do not compare in interest and absorption and physical benefit with the bottom of the oil business. All credit is due

the Personnel Committee for giving the new salesman the sound fundamental knowledge of the business that insures success, say I. The day of the wind-jammer has passed, and the men comprising that Committee know it. Hence this course.

Starting out at Bayonne Terminal, the aspirant for oily millions dons overalls and realizes once and for all that his commercial valuation and the picture of himself in his girl's boudoir do not match.

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His commercial valuation and the picture of himself in his girl's boudoir do not match

The first week at Bayonne is taken up in rolling barrels. The barrels are rolled East and West, North and South, up hill and down hill—the majority up hill—some full and some empty, so that at the end of this week the student can handle the red barrel with the Red Star and Green T thereon with dexterity and *relat*. It is easier to roll one down hill than up, but this must not be overdone, for Ed. Phelps, the Foreman, has a keen discerning eye. During this week one learns when to place a barrel bung up or bung down, or ignore said bung altogether. Interesting things—bungs.

The following week one fills things—barrels, cans and the like. This is done by means of a Penn-Flex filler attached to a hose. The oil flows through the hose past filler into barrel or can. When the receptacle is full the Penn-Flex does the rest,—you don't have to worry about shutting it off. Clever contraptions—those fillers. I drew one in my final exam. Mr. Rogers said I had the idea all right, but was a bum draughtsman.

From the filling room you go to Matty Fitzsimmons' domain. This is comprised of the steam plant, drying room, paint shop, and the cooper

shop—a beauty parlor for remaking barrels. Matty has choice jobs here for the student salesman. The steam plant is a good one. Here you can obtain a splendid Turkish bath and get paid for it at the same time, while at the Biltmore it costs at least five dollars. Some of the best barrels are old whiskey barrels and when they are placed over steam jets the odor is delightful. Gil Sweet, who took the Course with me, maintains that this is the chief oasis in a desert of unremitting toil. Many times I have caught him, the sly rascal, bending over an empty barrel of this type with a beatific expression on his homely but honest face. Gil and I spent—as O. Henry says—days of Damon and Knights of Pythias together in this Course, so I know him well.

For myself, however, I prefer the job of gluing barrels. The glue is put into the barrel quite hot, then wrestled and shimmy-ed with a bit to give the interior a good coating. When the temporary bung stopper is removed the atomized glue flies up into your face and hair. This is an excellent experience. Personally, my hair was commencing to fall out, but since the glue treatment I am no longer troubled.

From here the student is sent to the Compounding Room, where the compounding of cylinder oils is explained. This place abounds in huge mixing kettles, tanks of all sorts, manifolds, piping, and smells. The principle of a condenser is to have said condenser cooler than that which is to be condensed, or something like that, I believe. In this room the temperature of the oil-laden atmosphere is around 130, one's own temperature is 98, and a fraction—the result is obvious. Hutchins, who runs the place, told me not to worry, however as the oil on my face and clothes would keep me from rusting.

The following week our salesman-in-training goes to the Laboratory, where he becomes an expert oil tester. The sojourn here can be livened up a bit by taking the flash test of gasoline. Tiring of this it is possible to sit on the centrifugal testing machine for a whirl. They have a wonderful assortment of bottles here, full of liquids designated by all the letters in the alphabet. I spent fully half a day trying to find some of the pure stuff denied us by the Eighteenth Amendment, but could not locate any.

From the Laboratory the student goes to the bulk oil department. Here he ascends to the top of



One day some cans fell on him

TEXACO STAR



We all did this toward the end of the course

the big storage tanks and learns gauging and many wondrous things. Filling tank cars also falls to his lot. I often wished for the good old gas mask we used in France, when cleaning some of those gasoline cars. The bobbing up and down one does for air reminds one of the ducking chair of ye olde Puritans.

The final week at Bayonne is spent in the boiler house. Here good old Tom Miller takes the student

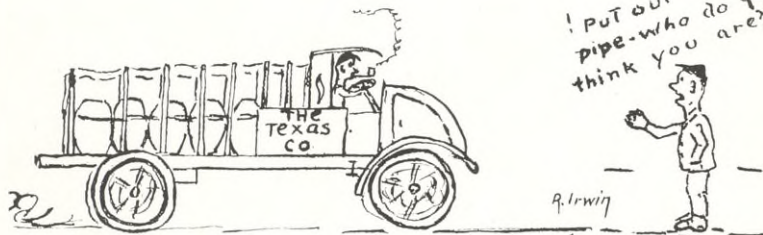
in hand and explains all about fuel oil, boilers, and burners. Around back of the boilers is an excellent place to write your notes. Bill will tell you when Mr. Herron, the Assistant Super., is coming.

The next step is Long Island City Station, where the product is delivered to the customer and the mysteries of the final turnover are explained. This station is something like Bayonne, only on a smaller scale. Like love, the only cure for the disease is another attack like it.

Here the student is met by Duffy, who is broad of beam and sympathetic understanding. He assigns the daily tasks. The work is about the same as the first week at Bayonne, with the exception of truck driving. After I had been there a few days Duffy told me I'd look like a real truck driver if it weren't for my wrist watch. One has the poetical experience of going to work by moonlight, heaving barrels by daylight, and punching the clock with vigor and vim at twilight. *Pax vobiscum.*

The last three weeks were spent in learning the "red tape" of office work—one week at Long Island City and two in New York. Souter, our painstaking instructor, has the Sheet Reporting System down cold, while Mr. McDougall and Mr. Haden were the originators of "strict accountability."

Never think that you don't get a great deal of valuable information from this Course—for you do. Every one of the foremen and the men under them whom I met were good fellows, experts in their line, and would give you all the information you desire if you were a real sport and played the game. Keep smiling!



Student driving truck (no smoking allowed) and the regular driver who appreciates "Safety First"

GOLF.

It is a science—the study of a lifetime, in which you may exhaust yourself but never your subject. It is a contest, a duel, or a melee, calling for courage, skill, strategy, and self-control. It is a test of temper, a trial of honor, a revealer of character. It affords a chance to play the man and act the gentleman. It means going into God's out-of-doors, getting close to nature, fresh air, exercise, a sweeping away of the mental cobwebs, genuine re-creation of the tired tissues. It is a cure for care, an antidote to worry. It includes companionship with friends, social intercourse, opportunities for courtesy, kindness, and generosity to an opponent. It promotes not only physical health, but moral force.

—Magnolia Oil News.

BE A GOOD FORGETTER

Life is too short to remember the things that would prevent one doing one's best.

The successful man forgets.

He knows the past is irrevocable. He is running a race. He cannot afford to look behind. His eye is on the winning post.

The magnanimous man forgets.

He is too big to let little things disturb him. He forgives quickly and forgets easily. If anyone does him a wrong, he "considers the source" and keeps sweet. It is only your small man or an Indian who cherishes a low revenge. The Indian never forgets, and because he is forever wanting to pay somebody back he never gets on. Be a forgetter.

—From *Pepper Box* in *Magnolia Oil News*.

TEXACO STAR

TRAINING OF EMPLOYEES IN SALES DEPARTMENT SOUTHERN TERRITORY

D. L. LINDSAY

At the close of the World War the employers of this country found themselves face to face with the problem of absorbing into their establishments millions of men who had, through modern training, become veteran soldiers almost over night. Patriotic employers resolved that no honorably discharged "dough boy" should seek in vain for employment. Many of the ex-soldiers applying for positions, however, were not qualified for the vacancy of the position created, and in many instances had to seek further for employment.

Many of the "saviors of our country" had developed a fondness for outdoor life, and the selling end of the business game naturally appealed to them. Scores of such men applied for positions as salesmen with The Texas Company, but lacked experience and knew practically nothing about the oil business.

The Texas Company decided that if the promising applicant did not fit the job, then he should be made to fit by a period of intensive training. Accordingly the Sales Department Southern Territory appointed a committee, consisting of men of practical experience in the oil business, to devise ways and means of conducting a course of training to take care of the ex-soldiers who applied for employment.

This committee adopted for its text book the first volume of The Texas Company's Correspondence Course, "*The Texas Company, Its Facilities and Products.*" This was supplemented by reading matter from the best oil journals and selected articles from the "*Texaco Star.*" In order to make the various subjects throb with life, heads of various departments of the Company and others were called upon to deliver lectures and talks to the students and drill them in practical work. Some of the more important lectures are reduced to writing, for future study.

Special stress is laid upon three phases of sales work: knowledge of the products; practical station operating, with special attention to the handling of orders and care of stock; and accounting. Accordingly the student devotes much of his time to a close study of "*Texaco Petroleum Products,*" a hand book containing detailed descriptions of the various products manufactured and marketed by The Texas Company, at the same time having

before him samples of these products, so that his knowledge of them may be concrete and specific.

He has placed in his hands a booklet entitled "*General Instructions to Station Employees,*" which treats of station work in a most thorough manner, and through this booklet he is guided by a man of long experience in station operating work.

He is also furnished with a complete set of the forms that are used in securing information for the Accounting Department, and the student is taught by a well qualified man how to make out these forms.

After five or six weeks of this sort of training the students are curious to visit and learn facts at first-hand about the various plants and equipment of the Company, thus far seen only in their "mind's eye." This desire is gratified by a visit to the oil fields, to our large and modern refineries at Port Arthur and Port Neches, and to larger distributing stations.

After a brief period of training in practical station work, in the vicinity of Houston, the student employees are assigned to certain District Superintendents' offices in the various Districts, for further instruction and training before taking up their respective duties as assigned according to their qualifications.

This special training is of mutual value to the Company and the Salesman and the Public. It brings an efficient and well informed representative into contact with the general public, and this aids in keeping the service of The Texas Company up to its high standard.

At the present time the requirements for entering these student classes demand that the applicant be a college man and an ex-soldier of good character and reputation; and the privilege of acquiring this excellent training is extended both to our own former employees and to "outsiders."

Three classes have already completed this course of instructions, and a large percentage of the students proved worthy of the Company's confidence and of the time and expense involved in the successful carrying on of these classes.

HEALTH COMMANDMENTS

- Walk in the open air.
- Keep a contented mind.
- Breathe deeply of pure air.
- Enjoy innocent amusement.
- Get plenty of sleep every night.
- Give your body and soul plenty of sunlight.
- Eat healthful plain food—and just enough.
- Associate with companions who will benefit you.
- Give your body plenty of pure water, outside and in.
- Do unto others as you wish them to do unto you.

—*Roston Post.*

TEXACO STAR

EDUCATIONAL AND TRAINING WORK IN THE REFINING DEPARTMENT

V. R. CURRIE, General Supervisor Employment and Service Division, Refining Department

A few days ago a man stepped into my office and asked for a job: he would accept the position of Construction Foreman at one of our refineries; he was badly in need of work and knew he was a man we were looking for. On being asked as to where he had worked, I learned that during the previous six months he had been employed "all over North Texas."

About eighteen months ago a discharged lieutenant trailed me for several weeks in an endeavor to land a job; he was undoubtedly a competent man, but when all the cards had been laid on the table I discovered the only job that would fit his particular sense of dignity was the head of one of the large departments.

In the daily routine of our business life, we are constantly running across similar cases. It is a human trait to want the very best we can get; but picture for yourself the disastrous effect which would result were we to make it our policy to employ new men for the better jobs instead of training and promoting those who remain faithful to the organization and stick to their jobs. Many of the best men we have took whatever employment was available, some to make a living for self and family, others to be learning anything they could about the industry and to be on hand and prepared for the better positions as they might be available.

In our Refining Department the regular course of employment and operation of the plants is but a huge training school. We have as yet no educational director, vocational classes, or vestibule schools. Still, day after day, no time is spared in the supervision and training of employes who are destined later to fill bigger shoes.

Since July 1, 1916, on which date our present employes' record system was inaugurated, the performance of every employe has been watched closely and his workmanship and fitness and ability, as judged by his superiors, made a part of our records. Semi-annual follow-up forms are provided on which, to the best of our ability, are reported the health, industriousness, ambition, memory, accuracy, quickness, judgment, common sense, initiative, carefulness, punctuality, obedience, cheerfulness, patience, dependability, loyalty, and other characteristics of our employes. The progress of employes, suggestions made by them, recommenda-

tions for promotion, and advice regarding positions for which they are best fitted are also reported and serve as a valuable adjunct to our record system.

At the larger plants special courses of training are outlined for employes of the sales departments. Such employes are usually put through a course of work in the laboratory, cooper shop, shipping houses, pumphouses, and loading racks, with a view of acquainting them with the actual practice they will need in foreign or domestic stations and sales.

Educational classes have been carried on at some of the refining plants. In 1919 a course in English was arranged for foreign born employes at Bayonne, where a large number of men took advantage of the special training. Later on a larger number of our employes were enrolled in the Public Night School Classes, the more advanced taking Civics with the result that they obtained their naturalization papers.

In our entire educational and training program and in the process of helping our men to help themselves, I feel the keynote of success, after all, is permanency of employment. Statistics show us that 25% to 30% of our plant separations consists of workers who stay on the jobs less than fifteen days. Eighty percent of those who leave our service work less than six months; ninety-two percent work less than one year! How far up the ladder can you climb in twelve months? How much can you learn about the oil game in six months?

I have just looked up the records of foremen at one of our plants. Fifty percent of them entered our service as laborers; the others represent various occupations and were selected as foremen after their length of time and training in service had indicated that they were the right men for the jobs. What applies to the foremen applies as well to the other positions throughout the Refining Department.

Had our forefathers been quitters there would have been no United States today. It is stick-to-it-iveness that has made both nations and individuals great.

All education is self education.

TEXACO STAR

THE TRAINING CLASS OF THE EXPORT DEPARTMENT

W. C. WALLACE, Manager Export Department

The rapid growth of the Export Department has made it necessary to organize a Training Class, of which the following is a brief account.

The first class was organized in 1919, and since then a course has been arranged which the third class is now completing. In addition a class of summer students was taken on in 1919 in accordance with a plan suggested by the National Marine League. By this plan students of selected colleges are taken for training during summer vacations following their freshman year. This gives them three summers with the Company. The first summer is devoted to the course, presently to be outlined. The second, to Port Arthur; and the third, to some special Division or Department. By this plan new significance is given to the college course by establishing a definite connection between the college and business, and when the course is completed the student is fitted for his chosen work. It is certainly a most commendable effort to bridge the chasm which has too long existed between college training and business life.

For our classes we have tried to secure college men who have had a technical education, preferably a Mechanical Engineering degree. Most of these men have applied for positions through the Personnel Division of the Export Department, and as the applicants in this Department averaged more than 80 per cent for the first three months of this year there has been no lack of material.

After applicants have been accepted and assigned to the training class their first duty is to take Dr. Canfield's Correspondence Course. This gives them in admirable form a knowledge of The Texas Company and its products.

The class then takes up in order the following topics:

1. THE SOURCES OF PETROLEUM

The American petroleum exporter is in competition not only with American organizations but with foreign firms and foreign oils as well. It seems essential, therefore, that he know the sources of petroleum in the various countries of the world and their strength as producers and competitors with American oil. In other words, the student must know the large world-movement of petroleum, the consuming strength of the various countries

along the lines of domestic, manufacturing, and marine use. Then he must know whence each country receives its oil and from whom it receives it. That is particularly true of those countries which have no production of their own.

2. SHIPPING

Then the embryonic exporter must be made acquainted with the most salient points of shipping and marine insurance. Packings, tonnage, charters, freight routes, freight rates, ports, port duties, lighterage, the laws of handling and storage and stowing of all inflammables, are all topics of which he must have an elementary knowledge as a daily working requisite.

3. EXPORT DEPARTMENT ORGANIZATION

The Export Department, while only one of the marketing arms of The Texas Company, is a huge organization in itself. It spreads its influence into the four corners of the earth and has broadening interests lying within every point of the compass. How do we market, where do we market, and what do we market? These are questions the answers to which require an open mind, minute attention, constant application, geographical information, and technical knowledge.

4. ACCOUNTING

Inasmuch as professional accountants are employed in every field covered by us these students are not being trained as accountants, but they must have an adequate working knowledge of what the Accounting Division expects of them when they are stationed in the foreign field. To that end, the Export Accounting Division has arranged a course which covers the making up of money reports and the filling in of the almost numberless forms which are regularly expected from the foreign fields by the Management and the Accounting Division.

5. SPECIAL FIELDS

At this point the student should choose or be assigned to the special work for which he is best fitted. This may be:

1. The Fuel Oil Division
2. The Lubricating Division.
3. The Asphalt Division, with its sub-divisions into Roads and Roofing.

These fields are open only to men, who, upon connecting with us, have had special training along the line chosen, or have had mechanical training, fitting them to take it up.

6. SALESMANSHIP

Men who are sent out in a Managerial or Representative capacity must have a good working basis of business principles and economics, while salesmen need a special training all their own. When through with the General course, and in some cases while that course is going on, these various types of men become affiliated with one or another of the products divisions, or with one of the foreign sales divisions, as the case may be. Here they are either made more intimately acquainted with their particular product, or with the sales methods, or both.

TEXACO STAR

7. PRACTICAL TRAINING AT PORT ARTHUR AND PORT NECHES

In order to complete their curriculum the technical men are sent to our plants at Port Arthur and Port Neches. This arrangement was made possible through the courtesy and cooperation of the Managers of these plants.

At our refinery and terminal at Port Arthur the students don laborer's clothes and work with the regular "gang", being on the payroll of the refinery. Among other lines, they work in the barrel house, the compounding plant, the cooper shop, the laboratory, the can factory, and on the docks. From a physical point of view this is the most arduous part of their training, but it will show the stuff of which the men are made. While in Port Arthur they are under the jurisdiction of our

authorities there and absolutely subject to their ruling. Learning thus the practical end of our industry, the men also come in contact with the laboring class; they get the laborer's point of view, are made acquainted with his troubles and learn to understand labor conditions. All of this, we think will make of them stronger men, men of larger vision and deeper sympathies, so that once they occupy a responsible position, they may do so tactfully, broad-mindedly, and sympathetically.

The whole course of training, which in most cases takes at least one year, has a twofold object: to instill into the men the necessary knowledge, and to test their wearing qualities.

TRAINING FOR PROMOTION IN THE MARINE DEPARTMENT

J. P. RONEY

The question of training of employees of the Marine Department covers the force in our several offices and on board ships.

The method pursued in the office force is to keep all employees in close touch with their superiors, and to impress upon them that at all times they can feel free to consult with their superiors on any question that might come under their observation in the Department.

As the employees progress in their knowledge of departmental business they are advanced to more responsible positions. We have found that the experience acquired under actual conditions produces much better results than any other way that might present itself.

The training on board ships is, in the main, along the same lines as is practiced in our offices; that is, encouraging men of all positions to aspire to greater responsibilities and to reward their attention to the matters in hand by giving them more responsible positions.

As a matter of information, there are only three ship masters now in our employ who did not come up from subordinate positions. The three masters referred to are masters of ships purchased by the Company and retained in their positions.

In the Deck Department of the ships the men must serve three years as sailors before they are eligible to apply for license

as third mate. Men who show any desire for bettering their positions are always given an opportunity to learn and also necessary practice to make it an easy matter for them to pass their examinations when they have served the requisite time.

As the masters and mates are invariably promoted from subordinate positions to positions of more trust, they are always most anxious to assist their subordinates to higher positions and to make them worthy of trust after they receive their grade.

The same condition exists in the Engineering Department. The men in this department must serve two years before being eligible to apply for a third assistant engineer's license.

The rule was made when our Company first acquired ships, to promote eligible men from a position to a higher one rather than go outside of our Company to secure the services of men to fill higher positions. We have built up a personnel in our ships which we consider unequaled as compared to any organization operating American ships in a like trade.

The Head of this Department has always given his personal attention to encouraging employees to aspire to more responsible positions, and has always impressed upon everyone the necessity of encouraging our employees to aspire to more responsible positions.

A great business success probably never was attained by chasing the dollar. It is attained by pride in one's work—the pride that makes business an art.—*Henry L. Doherty.*

"Get your happiness out of your work or you'll never know what happiness is"

No man can see "over his own height."

TEXACO STAR

EDUCATIONAL WORK IN ASPHALT SALES DEPARTMENT

C. E. MURPHY, Superintendent of Publicity, Asphalt Sales Department

There are three outstanding features of the educational work in the Asphalt Sales Department, all of which center about the production and marketing of Texaco asphalt, road oil, and binder products. These three features are: first, Lesson No. 14 of the Correspondence School, on Texaco Asphalt and Road Oil; second, a course of Instruction for Salesmen; third, the Weekly Departmental Letter.

CORRESPONDENCE SCHOOL LESSON NO. 14

Although it primarily gives a history of the production and marketing of Texaco Asphalt and Road Oil products, Lesson No. 14 of the Correspondence School gives in addition a thorough history of asphalt in general. Beginning with the various uses of asphalt from the time of the Egyptians and the Phoenicians and on down through the ages, the lesson gradually leads to a discussion of the relative merits of the so-called native asphalt and petroleum asphalt. It tells where the various impure native asphalts are produced, and wherein they have been found to be exceedingly inferior to petroleum asphalts.

The lesson concludes with the definitions of the various Texaco Asphalt and Road Oil products devoted to different uses, and the rigid tests which these materials must meet before they are placed on the market.

SALESMEN'S COURSE OF INSTRUCTION

In order to equip the new salesmen for active intelligent work in the field, the Asphalt Sales Department has provided a course of instruction lasting four weeks. This course includes a thorough grounding in the history of asphalt in general and Texaco Asphalt products in particular; inspection of the various kinds and uses of our Asphalt products, the tests they must undergo, and, in general, a comprehensive study of all the problems which

the asphalt salesman must meet. One feature of this course is actual instruction in the laboratory, where the salesman sees the chemists subjecting Texaco products to the rigid physical and chemical tests required. The new salesmen are taken to inspect the actual construction of the various types of asphaltic pavements, including sheet asphalt, asphaltic concrete, and bituminous macadam. They also are shown demonstrations of the application of Texaco road oils and surface treatments and are instructed in the importance of standard specifications for the materials which, when combined with Texaco Asphalt, make durable permanent roads.

WEEKLY DEPARTMENTAL LETTER

Supplementing Lesson No. 14 of the Correspondence School and the Salesmen's Course of Instruction, the Asphalt Sales Department issues a Weekly Departmental Letter. A copy of this Letter goes to each member of the Department, including salesmen and office employees, and in it are featured the latest developments in road construction; last-minute news on big Texaco highway contracts; simple instructive information regarding our own and competitors' materials and activities; reprints of current articles from leading highway journals; and, in short, a thorough instructive resume of the latest activities in highway construction throughout the country.

In contributing to the Weekly Departmental Letter, the engineers of the Department treat the more technical questions thoroughly, the hazy points are made clear, and subjects of interest in highway construction are discussed.

Through these three media of instruction there is established in the Asphalt Sales Department a unity of thought regarding the various products and their uses, and a genuine Departmental spirit in addition to a true Company spirit.

A DREAM OF A STREET

By a Member of the Asphalt Sales Department

Speaking through philosophical old Rabbi Ben Ezra, Robert Browning tells us that we grow old and learn, for the earlier years in our lives are spent that we may reach and enjoy the later years.

Grow old along with me,
The best is yet to be,
The last of life
For which the first was made.

Dreamers who believe that human beings may commune with Nature, contending that the trees and flowers speak to us in their own language—if we could only understand, would undoubtedly be stretching their philosophy yards too far if they attempted to tell us that it is possible for animate to commune with inanimate things. For instance, a tree communing with a street pavement. However, we would give them our ear if they told us this, and then illustrated their contention by telling

the story of a certain Texaco Asphalt street in Fort Worth, Texas.

The dreamer no doubt would begin his story by citing the lines of Robert Browning we have quoted. He would then say that in the year of our Lord 1913 it was decided to build a Texaco pavement on Ballinger Street in Fort Worth. On this street at that time were rows of young maple trees, and in communing with these trees, he, the dreamer, conveyed to them the idea that they should grow old and learn, for the later years were sweeter than the first.

Soon afterwards on this street was constructed a Texaco Asphalt pavement, and the dreamer—continuing his story—tells that the trees in turn conveyed the philosophy they had learned from him to the asphalt pavement, telling it to grow old and learn, and that with age would come finer things.

TEXACO STAR



Ballinger Street, Fort Worth, Texas—Photographed June 4, 1920

Now this may seem a far-fetched story—and we believe it is; but nevertheless it doesn't seem beyond the stretch of one's dreamy imagination that such a thing would be possible after seeing the two photographs here shown. From them it not only seems possible but even probable that the asphalt pavement—made of Texaco Asphalt which is by nature long-lived—accepted and practiced the philosophy of the trees. Furthermore, that the pavement will continue to enjoy life as the years roll by, getting better and enjoying itself more with advanced age.

The first picture of Ballinger Street in Fort Worth shows the Texaco Asphalt pavement shortly after it was laid in 1913 when the trees were in their youthful vigor. In the second picture you see that not only have the trees grown better and finer with age, but that also the Texaco Asphalt street has taken the bumps of life's traffic in a philosophic manner, and, as usual, like the trees, is growing better and more beautiful with age.

To have ideas is to gather flowers; to think is to gather them into garlands.—*Madame Swetchine.*



Ballinger Street, Fort Worth, Texas—Looking north from Pennsylvania Avenue
Texaco Asphalt, completed Feb. 4, 1913; photographed Aug. 20, 1913.

MOTOR CARS AND ROADS

The effect of motor cars on highway building and repair is summarized in an article in *Public Roads*. In thirteen years the tax on machines has risen from \$193,000 to \$64,697,255. And of the latter sum, the gross revenue collected in 1919, over 52% is used to improve the roads over which horse drawn as well as motor vehicles travel. Yet, large as are the sums expended by motorists to

help maintain facilities they use, this is only 16% of the cost of the roads. The more durable character of highways is a goal in which the public is interested. The fixing of attention upon the subject through the growth in motor car use will bring results if anything can. The roadbed is as vital an element in the car's value as though it were a part of the machine itself.—*New York Evening Sun.*

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. Icyner, 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 | { Roy B. Wright, New York |
| Asphalt Sales Dept. | { R. C. Gallowith, Houston |
| Export Dept. | { Personnel Committee, N. Y. |
| Purchasing Dept. | { C. E. Murphy, New York |
| Railway Traffic Dept. | { J. B. Neilsen, 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 |
| | { A. M. Donoghue, Houston |
| | { A. R. Weber, Bath, Me. |

REFINING DEPT. The sudden death on August 17 of J. C. Fletcher of Port Arthur Works came as a great shock to his many friends. Mr. Fletcher had been with The Texas Company for three years, and he was not only a very efficient foreman but was extraordinarily popular with his men. The place he held in their hearts will be hard to fill. The body was taken to Leesville, La., his former home, for burial. He is survived by his widow, and an adopted son, to whom our deepest sympathy is extended.

F. R. Lynch of the Export Department, who has been in Port Arthur for several months for the purpose of studying oil refining methods, left for New York August 12; and W. H. Cantwell, H. Seibert and R. G. Mathes, who were here for the same purpose, left August 28.

C. M. Leach of the Fuel Efficiency department has been blown out of the oil game by the Aetna Explosive Plant of Emporium, Pa. We extend our best wishes to him in his new field.

J. B. Saint, our genial Chief Clerk, has returned from San Antonio where he spent a delightful vacation. As usual his return to Port Arthur preceded that of his car.

Among those who are now enjoying the vacation privilege: A. H. Bedford, of Cost Department, is touring Louisiana in his faithful Chevrolet.

C. E. Earhart left August 21 to visit points in Missouri. W. J. Steen and family left August 23 for New York and eastern points.

J. V. Leach, Employment man, is spending his vacation at his old home, Olean, N. Y.

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

Refined—Coastwise.....	762,970 bbls.
Refined—Foreign.....	502,253 bbls.
	1,265,223 bbls.
Crude—Foreign.....	8,955 bbls.
Total.....	1,274,178 bbls.

Page eighteen

Delaware River Terminal sends this philosophy of Edgar A. Guest's:

Ain't no use, as I can see,
In sitting underneath a tree
And growin' that your luck is bad
And that your life is extra sad.
Your lot ain't sadder than your neighbors'.
Nor any harder are your labors.
It rains on him the same as you,
And he has work he hates to do,
And he gets tired and he gets cross,
And he has trouble with the boss.
You take his whole life through and through,
Why, he's no better off than you.

If whinin' brushed the clouds away
I wouldn't heave word to say
If it made good friends out of foes.
I'd whine a bit too, I suppose;
But when I look around and see
A lot of men resemblin' me,
And see 'em sad and see 'em gay
With work to do 'most every day,
Some full o' fun, some bent with care,
Some havin' 'trouble hard to bear,
I reckon, as I count my woes,
They're 'bout what everybody knows.

The day I find a man who'd say
He's never known a rainy day,
Who'll raise his hat right up and swear
I forty years he's had no care;
Has never had a single blow
And never known one touch o' woe,
Has never seen a loved one die,
Has never wept or heaved a sigh,
Has never had a plan go wrong,
But always laughed his way along;
Then I'll sit down and start to whine
That all the hard luck here is mine.

Norfolk Terminal is highly pleased with the good records made by the nine young women who are among its employes. Briefly, here they are:



Miss Josephine Opekuch

Honk! Honk! Look out there! Here comes Miss E. Josephine Opekuch with her Dodge. That old Dodge has been a life saver in more than one emergency. This young lady is very conservative and most of her time is taken up attending her own business; furthermore she is very businesslike and doesn't mind telling anyone when they are infringing upon her rights. During her stay at the Norfolk Terminal since December 1, 1918, her work has been of the highest order and many serious consequences of burns, etc. have been avoided by her quick decision for applications and disposition of cases. We think The Texas Company could not have made a better choice for the position of Nurse than Miss Opekuch.



Miss Fannie V. Mercer—Miss Edith White.

TEXACO STAR

Ah! who is this young lady with the chic looking suit and carrying herself with the air of a *Parisienne*? We behold our little "Vamp", Miss Fannie V. Mercer. Of course she doesn't deserve such a name, because she doesn't mean to be that way, but the men seem to be hard for her. Just because she is nice looking is no sign that she doesn't work, for she keeps the Chief Clerk's work on the upward grade. She came into the pages of Norfolk Terminal history on October 16, 1918. We fear for her single blessedness on account of the male "vamps" who come visiting the terminal and paying their respects to her.

Miss Edith White, Filing Clerk, Telephone Operator, Information Bureau, Postal Clerk, and about forty other different titles, has her hands and arms full of them. Only a woman of enduring patience could go through what she does. She punched her first time card on March 9, 1918. She has much administrative ability and could fill the position of Chief Clerk with consummate ease.



Left to right: Mrs. Lula B. Worden, Freight Bill Clerk; Miss Peachey Edwards, Steno.; Mrs. Blanche Hicks King, Steno.; Miss Ruby Curling, Telephone Operator; Miss Effie Grimes, Traffic Dept.; Miss Gladys Curling, Stock Dept.

Mrs. Lula B. Worden came to work with the Norfolk Terminal on June 1, 1919. She is now the only lady in what is considered the hardest working department here, which is the Shipping department. From 8 o'clock until 4:45 one can be sure to find Mrs. Worden at her desk busily engaged as Freight Bill Clerk. Mr. Canavan states that her work is always up to the chalk line and he never finds it necessary for her to work overtime to clean up anything omitted or left over from the preceding day.

Miss Peachey Edwards is a demure little Miss who toils from morn till night as stenographer for the Storehouse and General departments and for most anyone. She is always accommodating and willing to overdo her share. She is extraordinarily quiet and conservative in most respects, which adds to her beautiful personality. This young lady came to the Company May 16, 1919, hails from Virginia, and is one of the attractions which make the Old Dominion famous.

Mrs. Blanche Hicks King, formerly Miss Blanche Hicks of The Texas Company, left us one summer's day during June suffering with a chronic but severe matrimonial fever which had fatal effect upon her singleness. However, we predict a bright future for the Kings. Miss Hicks became a qualified payroll member April 8, 1918, and it looks as if she might be one of the charter members. This young lady hails from the "Old North State where the weak grow strong and the strong grow great". She certainly didn't grow great in size, nevertheless she has developed great speed on that Underwood Typewriter she drives around the office.

If you pick up a telephone around the plant a very sweet voice will respond. This is no other than Miss Ruby Curling, an employee since October 25, 1918. If there is anything that is satisfying to a business man it is good telephone service when he wants it. That is the reason why Miss Ruby Curling is an ideal "hello" girl.

Miss Effie Grimes of the Traffic Department: She is L. D. W. Parker's "right hand man" when it comes to the clerical and stenographical line. The end of the month finds her statements on their way to the main offices without fail. Her promptness and the precision with which she handles the business end of the Traffic department have gained recognition of her ability. She has been with us since July 1, 1918.

Should Mr. Holmes walk in he would be sure to find Miss Gladys Curling at work. On the other hand, if the office boy should come in, he also would find her working on the Daily Oil, Cargo Received, or any of the reports that the Stock department gets out during a day. She is the hardest worker in the office, barring none. If hard work will get her anywhere, she will soon hold a high position. She is the older of the two Curling sisters, and her favorite indoor sport is

tickling typewriter keys. This young lady has been with the Company since November 11, 1911, and should she see fit to continue her service she will always be the senior lady employee at this Terminal.

Norfolk Terminal Baseball.—Although most of our best ballplayers have gone to professional clubs Mr. Drake seems to be piloting his team through the season like an old time general. He even donned a uniform and picked 'em out of the dust on the initial sack, and he did good to be one of the old boys. And "Marty" Williford showed a willing hand when he jumped into the last game. His cavorting around the keystone corner has been the topic of conversation around the plant.

Right in the middle of the season three of our best players jumped from amateur to professional baseball. Konegazy was the leading batter and Moore was among the first eight stickers in the league. Roley did not play with us long but he was considered the best all round ball player in the league.

We are also going to lose our guardian of first station, W. K. Gregory. He is going back to his home in New York. We hate to lose "Greg" for he is as clean a sport as ever wore the Texaco uniform. When it comes to manly conduct on the field, or elsewhere, we hand him the silver loving cup for he is there with the Lord Chesterfield stuff.

Neal, our veteran outfielder, sustained an injury of the knee in the last game. We shall miss the steady confidence he put into the men. Paul Worden, too, is gone but not forgotten. He was faithful to the end. Good luck to you, Paul, at Bayonne.

Manager Drake has signed Henry Krick to give the pitcher signals and to stop 'em with a chest protector and his ankles. Krick used to be quite a catcher.

Mr. Drake secured the find of the season in signing up C. B. Poyner, a portlander. He is good in any position and the funny part of it is that no one would sign him on account of his youthfulness. He is very young but baseball must have been bred in the bone.

This correspondent in talking to a member of the RAILWAY SALES DEPT. Producing Department not long ago found that gentleman did not have a very clear idea of the scope of our Railway Sales Department, and it was a real pleasure to tell him about such a growing youngster as the R. S. D. In addition, he received a copy of our booklet "Howdy!" gotten out for the railroad convention at Atlantic City, describing the activities of R. S. D.

We have a few of these booklets left, and will be glad to mail one to any Texaco member desirous of knowing more of our Railway Sales Department. Address J. A. Brownell, Room 1201, The Texas Company Building, Houston, Texas.

How one railroad saved \$7,000 during four years and eight months lubrication of a large Niles Flamer by using Texaco Crater Compound will be told in the railway magazines in the near future, being one of a series of advertisements entitled "Particular Proof of Texaco Lubrication."

The railroads are getting stronger every day for Texaco Lubricants. A Western road recently sent in an order for a tank car of Texaco Alaph Oil.

Atlanta wonders why our spot or emergency orders from railroads having contracts with other companies are increasing. Texaco quality of course.

Atlanta reports that our friend Mr. Kline, Genl. R. F. E., Central of Georgia R. R., and president of the "Yellow Dogs" at Colgate, initiated our H. D. Spinks into that order a few days ago.

TEXACO STAR

TREASURY DEPT.

W. A. Green, Manager of Credits and Collections, left early in August intending to spend a week at Coden, Ala., a fishing resort on the Alabama coast, and then to visit New York and other Eastern points. While at Coden, however, Mr. Green had the misfortune to cut himself severely by breaking through a weak board on one of the piers. His injuries were quite painful and he was obliged to spend the greater part of the time he was away in bed.

General Creditman Symms and Mr. Tobey of the New York Office attended the recent National Association of Creditmen's convention in Atlantic City.

John Rainey, our most accommodating Cashier, recently returned from a motor trip to San Antonio and adjacent points. E. N. Warner, stenographer in Mr. Green's office, has returned from North Texas where he spent two weeks eating, sleeping, and loafing.

F. F. Beadle and Rene Bacarisse have returned from their vacations.

SALES DEPT. S. TERRITORY

HOUSTON DISTRICT.—At our regular Staff Meeting, held August 21, we were honored by the attendance of W. H. Noble, W. E. O'Neill, D. F. Beaman, E. E. Dattner, J. O. Yelverton, and W. L. Massie. Assistant Manager Noble addressed the meeting at length on the duties of Assistant



White Garage, Bryan, Texas

This striking display was made by Salesman Westmoreland. Mr. White is our agent and buys for this garage in carload lots.

Superintendents and the importance of their position. Each of the other gentlemen gave interesting talks. Superintendent Monroe at the close of the meeting thanked them for their suggestions and asked that they attend future meetings.

Lubricating Engineer H. D. Gohlman is stepping high as the proud father of a 7½ lb. girl, born August 21. He reports Mrs. Gohlman and the baby are doing very nicely. Congratulations.

Creditman W. C. Samuels has returned from Colorado where he enjoyed his vacation. He made the trip to Colorado and returned by Overland and reports wonderful scenery and pleasant weather.

Smith—"You seldom see such beautiful golf as that man plays. His drives were corking, his approaches superb, and he never missed a putt."

Jones—"How much were you beaten by?"

Smith—"Why, I won!"—Cartoons.

Blobbs—"You know disease always attacks the weakest spot."

Slobbs—"Do you suppose that is why so many people get a cold in the head?"—Dodge News.



"He's a good one."

Nailing 'em up "Boy"—F. M. Smith.



Texaco Signs on the road from Marfa to Presidio, Texas

TEXACO STAR



All-aluminum monoplane, en route from California to New York, taking on Texaco motor oil and gasoline at Amarillo, Texas

Captain Eddie V. Rickenbacker, first American Ace in the World War, alighted in Amarillo on August 17. He was traveling as an official observer over a proposed air mail route from New York to California, accompanied by J. M. Larson, inventor; E. E. Allyn, president of the Aluminum Manufacturing Company of Cleveland, O.; Bert Acosta, pilot; Ernest Buhl, mechanic. The party were making the air mail route survey in a J. L. all-aluminum seven-passenger monoplane invented by J. M. Larson. The machine has a capacity of one ton and itself weighs 2,250 pounds. It is a six-cylinder B. M. W. machine, the size of the cylinders being 150x130 millimeters or 5.9x7.1 inches. The pilot and mechanic are stationed in front; the passengers occupy a velvet upholstered coupe. The experimental trip from New York to California was made over what is called the Middle Route, through Omaha. They were returning by way of the Southern Route, through Tucson, El Paso, Kansas City. An average of 100 miles an hour is maintained, including all stops; the traveling speed is about 125 miles an hour. In making the flight over the Rocky Mountains on the Middle Route an altitude of 22,000 feet is maintained for two hours, while on the Southern Route 10,000 feet is the highest altitude required.

This photograph was taken at our Amarillo Station immediately after the plane alighted; shortly after taking on a supply of Texaco gasoline and oil they departed for Kansas City. Lined up in front of the all-metal monoplane (from left to right) are: Tank Wagon Driver Lackie; Mechanic Ernest Buhl; Pilot Bert Acosta; President E. E. Allyn of Aluminum Manufacturing Company; Inventor J. M. Larson; Agent W. F. Wiggins; Captain Eddie V. Rickenbacker; Salesman W. S. Hancock.

DALLAS DISTRICT.—The following pleasing announcement was received by Superintendent McNemer:

Mr. and Mrs. John Cunningham Hunt announce the marriage of their sister Nettie Josephine Sweeney

to

Mr. Thomas Edward Beck on Wednesday, August the fourth nineteen hundred and twenty Waco, Texas.

Mr. Beck is a salesman in Dallas District and former agent at Abilene. Our entire Texaco Family unite in wishing Mr. and Mrs. Beck a happy, prosperous, and peaceful life together.

H. D. Deacon, Agent at Dallas, made a contract with one concern on July 21 for fifteen 8,000-gallon tank cars of Texaco lubricants. Good work!

Station Agents Showing 100% Collections for July

Ablene	B. W. Ball'sek	Hereford	C. P. Cockrell
Albany	E. D. Lieb	Hilsboro	T. P. Autrey
Anson	C. J. Harper	HoneyGrove	W. P. Graves
Baird	F. L. Walker	Jacksonville	W. R. Allen
Big Springs	T. W. Ashley	Kauffman	J. W. Wells
Bonham	Ed. Brent	Lampassas	T. J. Casbeer
Brady	L. B. Reeves	Lone Oak	W. E. Smith
Brownwood	I. N. May	McLean	M. D. Bentley
Canadian	R. S. Millard	Minersia	J. M. Heard
Center	Mrs. R. M. Gilmore	Manday	W. E. Fox
Clarendon	J. W. Adams	Plainsville	T. H. Allen
Clarksville	J. P. Goodman	Post	J. O. Rhea
Cleburne	M. L. Wallace	Quannah	C. F. Winbury
Coleman	R. D. Johnson	Santa Anna	C. G. Erwin
Comanche	O. H. Donaho	San Saba	B. C. May
CopperasCove	J. A. Brooks	Seymour	T. S. Herrell
Corsicana	W. J. Cheney	Stamford	A. P. Fox
Crowell	B. F. Irie	Sterling City	R. F. Brown
Denison	C. W. Geiger	Sweetwater	E. H. McGlaun

Electra	A. C. Rippy	Tahoka	W. G. Tarrance
Ennis	G. W. Andrews	Terry	Hugh Cowan
Farwell	J. L. Walling	Texhoma	F. E. Hobgood
Ferris	H. R. Crumley	Troup	L. J. Bridges
Forney	A. W. Ritter	Waco	H. L. Wagener
Goldschwaite	E. J. Westherby	Waxahatchie	C. Trentham
Hamilton	C. K. Taylor	Wellington	B. F. Ball
Has'ell	J. F. Kennedy	Wilmer	C. H. Wilkerson
Henrietta	Goode Abraham	Winters	J. G. Key

Station Agents Showing 100% Efficiency in Unloading Tank Cars During July.

Amarillo	W. P. Wiggins	Jacksboro	E. B. Sewell
Anson	C. T. Harper	Lampassas	T. J. Casbeer
Baird	F. L. Walker	Leonard	C. T. Davis
Ballinger	Lee Butler	Longview	S. C. Melton
Bonham	Ed. Brent	Lubbock	H. P. Bradley
Brady	L. B. Reeves	Marshall	J. E. Bowen
Brownwood	I. N. May	Minersia	J. M. Heard
Canadian	R. S. Millard	MineralWells	C. E. Claywell
Center	Mrs. R. M. Gilmore	Paris	T. H. Allen
Childress	C. T. Jones	Paris	W. L. Fitzgeraid
Chillicothe	T. E. Rose	Pecos	W. P. Fulgim
Cisco	Wm. Keagan	Plainview	W. M. Turner
Clarendon	J. W. Adams	Post	J. O. Rhea
Clarksville	J. P. Goodman	Ranger	L. L. Rector
Cleburne	M. L. Wallace	Rusk	R. L. Hatchett
Coleman	R. D. Johnson	San Angelo	C. B. Tarrance
Comanche	O. H. Donaho	San Saba	B. C. May
Dalhart	P. B. Farwell	Seymour	T. S. Herrell
Dallas	H. D. Deacon	Sherman	R. R. Hall
Decatur	H. H. Heathington	Snyder	Gay McGlaun
Denison	C. W. Geiger	Stamford	A. F. Fox
Dubin	F. A. Wieser	Strawn	J. H. Housley
Coleman	R. D. Jones	SterlingCity	R. P. Brown
Ennis	G. W. Andrews	Tahoka	W. G. Tarrance
Farwell	J. L. Walling	Temple	R. L. Worden
Fort Worth	Wade Cowan	Terrell	Hugh Cowan
Greenville	Geo. Simpson	Texhoma	F. E. Hobgood
Hamlin	G. G. Hall	Texline	M. C. Ruler
Haskell	J. F. Kennedy	Taylor	H. A. Turner
Henrietta	Goode Abraham	Waco	H. L. Wagener
Hersford	C. P. Cockrell	Waxahatchie	C. Trentham
Hillsboro	F. A. Autrey	Wellington	B. F. Ball
Honey Grove	W. P. Graves	Wichita Falls	J. S. Leach

TEXACO STAR



East Texas Hospital for Insane, Rusk, Texas
Aeroplane view. The main building (575x60 feet) and all the other buildings shown are covered with Texaco Overlap Roofing.

OKLAHOMA DISTRICT.—Here is a list of Agents each of whom has recently sold more goods in one month than has ever been sold at his Station in the same length of time in the last three years:

Harry Land	Ada, Okla.
Bryan Lydew	Ardmore, A. F. S. No. 1
C. V. Davis	Bartlesville, Okla.
H. L. Harless	Blackwell, Okla.
D. L. Southwick	Cherokee, Okla.
E. Slate	Elk City, Okla.
C. L. Thomas	Enid, Okla.
Mrs. C. L. Thomas	Enid, A. F. S. No. 1.
C. W. Leavitt	Ft. Smith, Ark.
H. L. Holland	Ft. Smith A. F. S. No. 3.
T. H. Nance	Gurhrrie, Okla.
I. W. Osborne	Hartshorne, Okla.
W. T. Hani	Healdton, Okla.
W. J. Schultz	Henryetta, Okla.
D. H. Dilday	Holdenville, Okla.
K. A. Smith	Hot Springs, Ark.
M. T. Bole	Hot Springs, A. F. S. No. 1
C. A. Nelson	Lawton, Okla.
F. M. Golding	Little Rock, Ark.
H. E. Oakes	Mangum, Okla.
W. E. McCurdy	Miami, Okla. A. F. S. No. 1.
I. H. Morrison	Nowata, Okla.
C. A. Krebs	Okla. City, Okla.
H. R. Carey	Okla. City A. F. S. No. 1.
J. A. O'Neill	Ocmulgee, Okla.
T. E. Phillips	Pawhuska, Okla.
R. M. Hale	Pine Bluff, Ark.
E. M. Dupree	Rogers, Ark.
G. S. Mayo	Sapulpa, Okla.

We hope that several stations not yet listed will get their name on this Honor Roll next month.

The Open Order Contest is going fine. R. T. Herndon is leading the Salesmen and Ray Winder is leading the Agents.

The following Stations sold and delivered during July, in quantities of a barrel or less, lubricating oil in excess of 8,000 gallons:

Tulsa	Ocmulgee	Healdton
Drumright	Enid	Sapulpa
Oklahoma City	Guthrie	Woodward

The new freight rates were not allowed to go into effect in Oklahoma on intra state business, and as a consequence we are realizing some advantage over the other districts in a saving on freight rates. We presume the inevitable must come, sooner or later, but we are taking advantage of conditions in the meantime.

J. N. Prewitt is Lubricating Assistant in Oklahoma District. Our lubricating business there is very heavy and is in general charge of Mr. Prewitt. This photograph is a speaking likeness of him as he is starting out on a trip to clean up contracts and orders and to look after the proper use of our lubricants in the many plants of our customers in Oklahoma. "Poley" is exceedingly popular with the trade as well as in the Texaco Family.



J. N. Prewitt

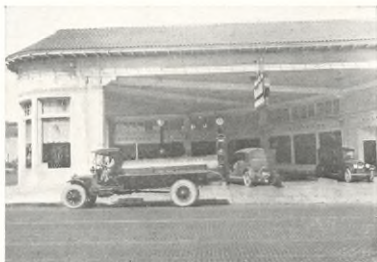
Oklahoma will be visited by Mr. Davis, our D. O. Auditor, during September and we expect to give a creditable account of ourselves. We shall be extremely disappointed if we do not take the lead on percentage of verification, as we have done on all other matters in which district competition has been offered.

A Group Meeting was held at Tulsa, Okla., on Aug. 28, participated in by all agents and salesmen in the Oil Section of the District. Plans were laid for Fall business and it was a very lively session.

Assistant Manager W. H. Noble spent three weeks of August in the Oklahoma District during the absence of Superintendent H. W. Dodge. Mr. Noble is always welcome in Oklahoma.

Bob Stacey of Camden, Ark., continues to line up the big lumber mills in his territory.

W. J. Hein, follow-up clerk in lube department, has been away all of August on leave of absence, as per Doctor's orders, but we hope to see his smiling face again on September 1.



Gunnels-Riley Co. Filling Station, Little Rock, Ark.

One of the best filling stations in the South. Uses nothing but Texaco Products. Texaco globes on pumps, Texaco insignia on trucks, Texaco Motor Oil signs in window, Texaco Gasoline price signs as you enter the station. This station has five 5-gallon pumps and one 2,000-gallon storage tank.

TEXACO STAR

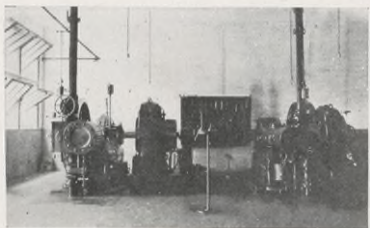


Central Building of East Louisiana Hospital for the Insane
Jackson, Louisiana

We have furnished this institution for a number of years with lubricating oils for Power House, Ice Plant and Laundry.



Chief Engineer H. H. Talton



In Power Plant of E. La. Hospital for Insane

Where Could John Have Been?—A widow called up her departed husband through a spiritualist medium, but the line was interrupted at a critical point in the communication:

Widow—John, dear, is that you?

John—Yes, my dear.

Widow—John, are you happy?

John—Yes, my dear.

Widow—Are you happier than you were on earth with me?

John—Yes, my dear.

Widow—Heaven must be a wonderful place.

John—I'm not there, Mary.

NEW YORK DISTRICT.—
SALES DEPT. A record delivery with a
N. TERRITORY 335-gallon Larrabee Deyo,
Truck AA-823, Huntington, N. Y. Station:

Town	Stops	Miles	Delivered
Cold Spring Harbor	3	12	290 gallons
Huntington Village	4	3	245 gallons
Oyster Bay	1	18	340 gallons
Oyster Bay	4	18	335 gallons
Northport	2	18	335 gallons
Huntington Village	2	3	340 gallons
Oyster Bay	1	18	120 gallons
Total	17	90	2055 gallons



Mrs. J. H. Bosworth, 711 Main Ave., Clifton, N. J.

"One of the most enthusiastic Texaco boosters in Newark Territory. We do not wonder at the gallanage handled at this point when we note the captivating smile of this fair dispenser of Texaco Products."



For delivery of fuel oil in New York City

Fuel Oil Truck A-739 operated out of Long Island City Station. Chauffeur, Fred Felton.

TEXACO STAR

The annual outing of Long Island Territory was held at Hicksville, L. I. Agents from all stations on the Island participated in a game of baseball which resulted in a tie, 8-8. The feature of the game was the pitching of J. D. Brown and the wonderful fielding of Mr. Renz. A. J. B. Carver while running from first to third so hypnotized 2nd Baseman G. A. Jackson that he was unable to see the ball being hit by batter J. D. Brown. Mr. Carver says he is willing to lay a large wager that he can run 100 yds. in 9.4 seconds. After the ball game dinner was served. There was rifle shooting after dinner, with a tie between E. C. Hasemann, R. H. Laby, Jr., C. Brettell, Walter Lauck, and M. F. Renz. Upon shooting off the tie Brettell won the match. Harry Cochran shot with greatest ease and was surely an old timer at the game. The ball throwing for distance was won by E. C. Hasemann, with J. D. Brown second.

During the afternoon Messrs. Bushby, Brettell, Renz, Lauck, and Hasemann called at the garage of Mr. Adam Lauck and complimented him on his wonderful window display of Texaco products, including Easy Pour can.

The outing was presided over by Representative M. F. Renz who had the honor of having Assistant Superintendent W. T. Bushby to aid him.



New Jersey Territory Outing

Recollection of the annual outing held at Munger's Beach Hotel, New Dorp, Staten Island, July 27, will linger long with the Texaco Family in Newark Territory and their guests from the District Office.

We would like to mention if we did not mention the excellent breakfast that started the activities. The Weather Man was kind in offering a perfect day and a ball game was arranged, the guests from New York crossing bats with the New Jersey stalwarts. The line-up was:

New York		New Jersey	
Howard Galvin	C	H. A. Shipman	
H. S. Gruet	P	James Maclachlan	
I. P. Gruet	SS	A. Vos	
M. F. Renz	1B	W. F. Osler, Jr.	
C. Brettell	2B	W. M. Wilson	
D. L. Keys	3B	R. B. Dingman	
W. A. Park	C P	L. H. Wolff	
J. T. McLaughlin	L F	H. W. Barcal	
John Ellwood	R F	J. W. Cozz ns	

We can now see why Newark Territory stands out among the sections of the District in all their endeavors, as an immense enthusiasm was evident with all the Jerseyites. However, the best laid plans of mice and men do not gang a-glee, for the New Yorkers walked off with the honors of the day winning the game 13 to 7.

After the ball game followed a dip in the "briny."

One of the features of the day was an aeroplane flight by Howard Galvin and H. J. Axt. Upon alighting on terra firma these gentlemen said they had had the time of their lives and would like to take another flight.

The day was completed with a dinner that surpassed the breakfast, if that was possible, and the boys left for home with a feeling that the day was well spent and that thanks were due to Representative Williamson for the excellent arrangements he had made for their enjoyment.

The Hydroplane of the Aero Limited, of Miami, Fla., was in this harbor for two or three days last week, and Frank MacMillan of The Texas Company took the opportunity to supply gasoline to her. Passengers to the number of five were taken up at the price of \$1 per minute for each. Saturday a trip was made to New London and return. The strong wind of that day caused a postponement of the yacht race but the

hydroplane was not in the least inconvenienced by it. It is reported that the passengers were charged \$50 each for the round trip. All the wharves on the Bay front were crowded on Friday while the hydroplane was manœvering on the water and in the air.—*The Greenport, N. Y., Watchman.*



Amsterdam, N. Y. Station
Agent Guffin, Clerk Conroy, Auditor Ryan.



Left to right: Agent Guffin, Driver Smith, Clerk Conroy, Salesman Penchar.

BOSTON DISTRICT.—Collection Honors:

100% means every item on Agent's or Salesman's Accounts Receivable A List on June 30 was collected in full during July.

J. W. Riley, Agent	Fall River	100%
J. L. Rolley, Agent	Lawrence	100%
A. Jarvis, Agent	Putnam	100%
H. F. Snow, Agent	Swampscott	97.6%
A. Gaulin, Agent	Woodsocet	95.3%
D. F. Hayden Jr., Agent	Springfield	92.5%
F. J. B. Vincent, Agent	Lebanon	93.2%
N. A. E. Boudreau, Agent	Burlington	92.3%
G. W. Gilman, Agent	Pittsfield	91.7%
W. F. Hackett, Agent	Fitchburg	90.3%
C. S. Carpenter, Agent	Portsmouth	90.2%
H. P. Davis, Agent	Waterville	90.1%
D. A. Howard, Agent	Worcester	90.0%

Charlie Murray certainly has made Texaco products known in northern Maine. Wherever petroleum products are needed Charlie loads them up with Texaco, never giving the other fellow a chance. Charlie says he is going to double his last year's business.

Miss E. M. Pollock, stenographer to Chief Accountant Hill, has been transferred to New York to work in Supervising Engineer G. R. Rowland's office.

"Dave" DeRosay, bookkeeping machine operator, has been transferred to the new District Office at Pittsburg.

TEXACO STAR

The many friends of "Dan" Cooney will be sorry to hear that owing to a nervous breakdown he has had to set aside his work as clerk at Boston Station to take a complete rest. We hope Dan will gain health quickly and be back in short order.

George E. O'Hara, clerk at Worcester Station, is in the hospital undergoing an operation. We trust that George will soon be back again as well as ever.

Traveling Accountant D. H. Kelly has undergone a serious operation. Latest reports state the operation was very successful and we now hope "Dan" will shake the sick hoodoo that has been following him so long.

God is,
God sees,
God Loves,
God Knows,
And Right is Right,
And Right is Might.
In the full Ripeness of His Time.
All these, His vast prepotencies,
Shall round their grace-work to the prime
Of full accomplishment,
And we shall see the plan sublime
Of his beneficent intent.
Live on in hope,
Press on in faith,
Love conquers all things,
Even Death.

—New York World

Texations.—We are still wondering why W. Owner Kroenke is so anxious to be in a boiler explosion. Possibly Lee Munsey could help us out of our dilemma.

It has been said that Bill Kroenke is some inspector at the corner of Arch and Franklin Streets.

"Hoot Mon" Rolley, our Agent at Lawrence, Mass., was so pleased at Superintendent J. W. Hopkins' first visit of inspection at his station that he gave him his hat. How about it, Jim?

It takes Roy Newcomb to hold all the championships in the Office. He is now champ checker player, as he can defeat Al Kadles any time he cares to.

Daniel Joseph Keefe isn't making as much noise at the White Mountains as formerly, as he forgot to bring his racket with him. Tough luck, Danny. Did you also forget your golf clubs and polo jacket?

John Marvin Tracey is now a member of the Credit division and when not hammering out statements on the typewriter J. Marvin is busy telling the boys what a wizard Ponzi was—also the many points in favor of Noonan's Hair Petrole.



Jim McQuade somewhere in Everett, Mass.,—out of sight of mother.



The cause of order clerk John Lynch's writing to Mildred Champayne.

"Where were you all evening?"

"At the club."

"I don't believe it."

"All right. Ask the ouija board."

—Louisville Courier-Journal.

The ouija board is a sort of census enumerator of fools.—Geo. M. Bailey.

PHILADELPHIA DISTRICT.—Our District as a whole is proud of the results obtained by various Salesmen during the drive to introduce the two-quart easy-pour can. But Salesman Samuel Blasenstein, more familiarly known as Sam, deserves special mention. When the drive started Sam packed one of the cans in his spacious pocket and made the assertion that the City of Philadelphia officials would have cause before long to ask The Texas Company to cease having the streets littered with empty two-quart cans. During the month of June Sam disposed of 112 cases; during July 161 cases; and from August 1 to 9, the date of this writing, Sam has disposed of 196 cases. Note that the figures represent sales of cases, not cans.

J. K. Murphy of the D. O., underestimating Sam's ability, rashly wagered a dinner at the Bellevue-Stratford that Sam could not sell 125 cases during the month of July. Sam moved 161 cases in July and Murphy was taxed the price of a good dinner,—and Sam's some feeder!

If any other District feels that it has a Salesman who can better Sam's record, let the Philadelphia Office know immediately, because Mr. Blasenstein has confidence in his ability to sell more than any other salesman, irrespective of location. Can any of the other Districts bring forth a "champ" who might give Sam a run?



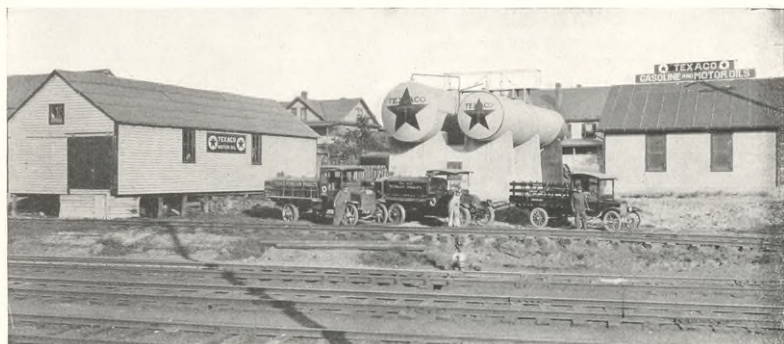
Wheeling, W. Va. Station Force

Top row—left to right: H. J. Wilson, Chief Engineer Philadelphia District (Visitor); Wm. Prosser, Salesman; L. L. Scott, Representative; Jno. Cunningham, Salesman.

Lower row: H. Rogers, Chauffeur; R. R. Smith, Engineer; E. A. McGammon, Stenographer; Jno. Jacobucci, Clerk and Cashier; Fred Slater, Warehouseman

What the world needs is a car that will last as long as the mortgage.—Associated Editors.

TEXACO STAR



Plant and operating equipment of A. H. Bruner & Co., Bloomsburg, Pa.

Less than a year ago the site of this modern wholesale distributing plant was several weed-grown town building lots and this hustling distributor then had no thought of engaging in the oil business. At that time Texaco products were not very well known in the Bloomsburg district; today it would be hard to find a similar district in which our percentage of the business is so high.

Our collection quota for July was exceeded. Everyone took pride in helping to push Philadelphia way over and above the figure set. Collection for August is at fever heat and agents and salesmen are again exerting themselves to top the quota set for this month. We are sure that the evening of the 31st will bring results that will be a matter of pride to all of us, as everyone realizes close collections mean no B accounts, and that B accounts mean hard work to collect and if lost a knock for the District.

John P. Levins, former Salesman in New Jersey, is now Representative covering the New Jersey Territory of the Philadelphia District. Mr. Levins has charge of all sales, both refined and lubricating, and also of maintenance and operation in his Territory. He is pleased with his new field, and has the best wishes of the D. O. for a great success.

All agents in the Philadelphia District have no doubt read the "Leakage Problem" in *Motor Oil Medium*, July issue. The article contained something very beneficial and should assist materially in eliminating package stock differences.

We noted with interest the remarks in the July issue of the *Texaco Star* about the wonderful ball team of the New York District, but Philadelphia will not accept the challenge as their stars are all devoting their entire time and interest to various seashore resorts during the summer months. It is regretted that we cannot find the time to give this New York team a whipping.

THE MAN WHO FAILS

The man who fails is a sort of chap
Who is always looking around for a snap,
Who neglects his work to regard the clock,
Who never misses a chance to knock;
He is grouchy and slow when his work begins,
When it's time to quit he jokes and grins;
He's always as busy as busy can be
When he thinks his boss is around to see;
He believes that a pull is the only way,
By which he can ever draw bigger pay,
And he sulks and growls when he sees his plan
Upset by a push of another man.

He's on the job when he draws his pay,
That done he soldiers his time away,
While the men who tackle their jobs with vim
Keep pushing and climbing ahead of him;
For the man that fails has himself to blame
If he wastes his chances and misses his aim.
He'd win if he'd use his hands and wits,—
The man that fails is the man that quits.

NORFOLK DISTRICT.—The Railway Traffic Department has established an office at Norfolk, R. G. Searing in charge. Mr. Searing will have as his object the more expeditious movement of tank cars, both loaded and empty, and keeping stations supplied with stocks, his work being carried on in conjunction with the Norfolk District Sales Office.

During July several members of the Norfolk organization had a very interesting trip to Cleveland, Ohio, where they went to bring back through the country some trucks that were requested a year ago but had just been procured. The trip proved to be unusually full of thrills due to the activities of Maryland constables, who held the party up on its return and tried to kidnap them and take them off to some backwoods town that had no modern means of communication with the outside world. This was blocked by the spirited objections of the leader of the party, Supervisor of Motive Equipment Shively, who said he would go with his captors to Hagerstown, but By Gosh he wouldn't be kidnaped. The others took up his protest and Hagerstown was finally agreed upon. There, after a delay of a day, the party was fined something over sixty dollars for not having Maryland license tags. As they had transit tags this was considered an outrage by the party. But what could they do? They paid the fine. They agreed later that the Judge must have known how much money they had, for he didn't leave them much to uphold the honor of the Texaco Star with. On being interviewed after their arrival at Norfolk they unanimously expressed their decision to make no more trips to Cleveland for trucks—not if they had to return through Maryland. Those making the trip were Supervisor of Motive Equipment Shively, Salesman L. L. Breedon, Bulk Motor Oil Solicitor Holland, George Y. Old (who was not with the Company when they started, but who did such good work that he was added to the organization before the trip was over), and H. W. Seytiert.

TEXACO STAR



Every man at his post

On the Lincoln Highway between Revenla and Youngstown, Ohio,—“Southbound.”



“Seben come eleben!”

This was on the Lincoln Highway near Hagerstown, Md., before the fine was imposed. Left to right: G. Y. Old; Bulk Motor Oil Solicitor Holland; Salesman Breeden.



After Escaping

On the Washington and Hagerstown Highway south of Hagerstown, pausing to catch breath after escaping the Maryland authorities. Left to right: G. Y. Old; H. W. Seyfert; Bulk Motor Oil Solicitor Holland; Supervisor of Motive Equipment F. L. Shively.



The Granby Garage, Granby Street, Norfolk, Va.

This is one of the largest garages in the city of Norfolk, and firm friends of The Texas Company and its products. They recently renewed for another year contract covering their lubricating oil requirements.

The District had the pleasure of a visit from Mr. Gatchell during July. One day was spent by Mr. Gatchell at the D. O., and then an inspection was made, in company with Superintendent Thompson, of our Chesapeake Bay stations. Much benefit, as well as pleasure, is always derived from visits of our New York officials, and we regret we can't have them with us more often.

W. B. Cope of the New York Office paid us a visit in the first part of August, which was enjoyed by our D. O.

Assistant Superintendent J. W. Thompson has settled back into regular harness after an absence of several weeks on account of illness, followed by an extended trip through the District by automobile to get the benefit of the outing and to straighten out difficulties at the stations.

In June J. F. West, Richmond, Va. Station, earned the title of Solicitor, Bulk Delivery Service, having put out during that month, with truck A-940, 79,300 gallons of material. Our Solicitors, Bulk Delivery Service, now number four:

D. B. Fitzgerald	Greensboro, N. C.
F. T. Thomas	Norfolk, Va.
Lloyd C. Eaton	Charlotte, N. C.
J. F. West	Richmond, Va.

The first month of the Norfolk District Economy Contest ended June 30. As has been announced, the Contest is to run from June 1 to December 31, 1920, and the winner will be the Station having the greatest decrease (or smallest increase, as the case may be) in its ratio of operating expenses to total revenue for that period as compared with the same period of 1919. The prize will be a handsome Silver Loving Cup properly engraved. The ten stations who took the lead in June, with their decreases in operating ratios, were:

Bedford City, Va.	5.91%	Norfolk, Va.	4.27%
Maxton, N. C.	5.83%	Durham, N. C.	4.24%
Rocky Mount, N. C.	4.70%	Charlotte, N. C.	4.13%
Gloucester Pt., Va.	4.64%	Henderson, N. C.	3.71%
Martinsville, Va.	4.27%	Covington, Va.	3.69%

Out of the other stations in the Contest, 14 had increases in their operating ratios but only 3 of these were large enough to be important; 31 stations had decreases in their ratios ranging below 3.69% to one with zero change. The conditions promise an interesting Contest.

Stations selling a carload or more of lubricating oils during the month of June were:

Bluefield, W. Va.	Wilmington, N. C.	Caroleen, N. C.
Norfolk, Va.	Raleigh, N. C.	Gastonia, N. C.
Roanoke, Va.	Lynchburg, Va.	Danville, Va.
Greensboro, N. C.	Richmond, Va.	Harrisonburg, Va.
Charlotte, N. C.	Elizabeth City, N. C.	Leaksville-Spray, N. C.
New Bern, N. C.	Newport News, Va.	

A shakeup has been made in Salesmen's territories, effective August 15. Salesman W. W. Cox is transferred to Territory No. 11, headquarters Asheville, N. C., succeeding Salesman H. B. Jordan, resigned. Salesman W. E. Winslow to Territory No. 13, succeeding Salesman Cox, headquarters Salisbury, N. C. Salesman-in-Training B. F. Morgan to Territory No. 3, to succeed Salesman Winslow, headquarters Richmond, Va. Territory No. 14, formerly covered by Salesman C. S. Broadhurst, resigned, will be divided between Salesmen A. B. Chesson, L. G. Katz, W. E. Winslow, and P. Mc Laird.

Former Agent H. H. Walters, Concord, N. C. Station, has been transferred to Charlotte, N. C., as Assistant Agent, and former Assistant Agent Lee I. Beasley of Charlotte Station to Concord Station as Agent. Improvement is looked for in the handling of both stations as a result of these transfers. S. M. Breen has been transferred to Agent at New Bern, N. C., vice J. F. Brinson, resigned; and J. A. Gardner has been promoted to Agent at Rocky Mount, N. C., vice W. E. Kyle, resigned.

TEXACO STAR



Crossing New River at Pepper's Ferry, Va.

Gives an idea of some of the difficulties in getting over the territory of Salesman Arthur L. Tate. The car is Salesman Tate's, but the party in the picture is the ferryman. Mr. Tate is pushing Texaco products into the mountainous regions of Virginia, and is not only constantly making new friends for The Texas Company but, what is more important, he is holding the old ones.



City Garage, Pulaski, Va.

Handles Texaco products exclusively, and has 75% of the automobile trade in its thriving city. The owner, W. H. Wysox, believes in Quality First. The sign over the right hand corner of the garage cost Salesman Tate a pair of pants, as in hanging the sign he fell to the street, bruised his knee painfully, and tore his pants. But, as Mr. Tate says, "It's hung."

The following paragraphs are taken from a letter sent out by Superintendent Williar Thompson to Agents, Salesmen, and Operating Inspectors:

Have you gentlemen ever stopped to consider the admirable policies of The Texas Company as adopted by our Executives, and from them carried out throughout the Company? Have you confidence in The Texas Company—in the Norfolk District—in the men directly working under you—and, last but not least, in yourself?

Confidence in The Texas Company not only embraces the policies of the Company, but the quality of the goods they are manufacturing, and the service they are trying to render not only to our customers but to the men on the firing line, in the offices, warehouses, etc., who constitute and make up the organization of our Company.

The Texas Company tries through its officials to treat you and your trade exactly as they would like to be treated if positions were reversed. In

other words, they are trying to apply the Golden Rule. They are interested in your health, and try to protect it; and in sickness they do their part to try to get you well; under the Death Benefit resolution adopted by the Executive Committee they look after your family should death overtake you; by their allotment of stock to employes they are trying to inculcate and instill in you the principle of saving, to assist you to prepare for your future.

We are trying to manufacture, and I am confident, myself, that we are manufacturing and handling, nothing but the very highest grade oils that can be manufactured. Our refineries are modern and up-to-date, with the newest appliances for turning out first-class products. Should an oil or a product not come up to our specifications it is not sold under our trade mark, but disposition is made of it through some other channel than through our regular sales organization.

Hence, there is no reason in the world why each and every man connected with this Company should not have the utmost confidence in the policies of our Company and in the quality of the material they are furnishing.

It cannot be expected that new men just entering the Texaco family feel the same amount of confidence in our products, policies, and the Company that the old men should feel, for they haven't as yet had time to learn by experience that the facts I have stated are not just a camouflaged conversation, but actual facts.

What I want to impress upon you most is: In dealing with those who are your subordinates, those who are inferior to you in position, and last, but not least, those who are your superiors, do unto them just as you would like to be done by were you in their position. If you are shirking your work, if you are not loyal through and through one hundred percent to your immediate superior, stop and analyze yourself. Place yourself in the position of your superior officer in the Company, and ask how you would like to be treated by someone working for you in the manner that you are treating your superior officer. In dealing with your trade do not under any circumstances misrepresent our goods, or do anything underhanded to get the business. Place yourself in the position of your customer and see if you would like a Salesman to misrepresent goods to you. When you can come to analyze your methods of doing business by this strict rule, then, and then only, will you find it a pleasure and an honor to be a member of The Texas Company organization.

It is a sound fact that unless you have absolute confidence in yourself, in your Company, in the personnel of the superiors who are directing and carrying out the policies of your Company, absolute confidence in the quality of the material marketed by your Company, you cannot impart the same confidence to your trade. If there is any doubt in your mind in regard to any of these matters, unless you can conscientiously sell yourself, it will be impossible for you to sell others. And, when you reach the stage that you feel a lack of confidence in the Company, its policies, and its goods, then do to the Company as you would expect someone to do to you in a similar position—resign. Do not accept salary from a concern in which you lack confidence. I do not believe, however, that a single man in the Norfolk District

TEXACO STAR

who sits down and analyzes himself will ever have to adopt this latter course.

With your drivers, warehousemen, and others with whom you come in contact, try to preach to them the policies outlined above.

Will you adopt absolutely as your creed the following?

I believe in the goods I am selling, in the firm I am working for, and in my ability to get "results."

I believe that honest goods can be sold to honest men by honest methods.

I believe in working, not waiting; in laughing, not weeping; in boosting, not knocking; and in the pleasure of selling goods.

I believe that a man gets what he goes after; that one order today is worth two orders tomorrow; and that no man is down-and-out until he has lost faith in himself.

I believe in today and the work I am doing; in tomorrow and the work I hope to do; and in the sure reward which the future holds.

I believe in courtesy, in kindness, in generosity, in good cheer, in friendship, and honest competition.

I believe there is an order somewhere for every man ready to take one.

I believe I am ready—right now!

CHICAGO DISTRICT.—J. R. Bolt of the New York Office has been paying a lengthy visit to the Chicago District visiting all agencies and stations.

Geo. T. Kummel has been transferred from Grand Rapids Station to take care of jobbing sales previously handled by L. R. E. Reen and H. R. Hunt.

J. E. Hertel has joined The Texas Company's ranks as a salesman stationed in Grand Rapids.

H. R. Hunt, Fuel Oil Engineer, Chicago District, tendered his resignation to take the position of

superintendent of the South Plant of the Peoples Gas Light & Coke Company, Chicago.

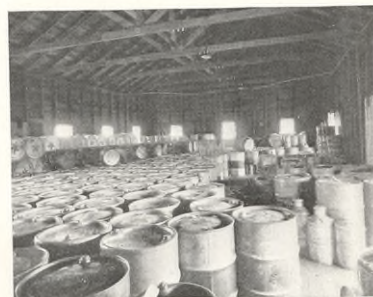
S. B. Wright, Ass't Sup't Lubricating Sales, spent two weeks on a fishing trip in Michigan but has not as yet rendered report on his success as a fisherman.



Indiana Petroleum Company, South Bend, Ind.
One of our best distributors



Manager A. Mohn, Jr.—in car at right



Warehouse—Indiana Petroleum Company



A truck that is attracting attention in Toledo

J. W. Rapp Company, Texaco Distributors at Toledo, Ohio, recently purchased a 2½-ton Union Truck, which, due to special equipment with which it is fitted and its perfect paint job advertising Texaco Products, has been drawing considerable attention in Toledo. The J. W. Rapp Company have been making good use of the truck between Toledo and Detroit. On the trip to Detroit they haul 48 empty drums to our Detroit Station. There they pick up 3½ tons of lubricating oil for their Toledo warehouse. Although the round trip from Toledo to Detroit and return is 136 miles, this truck accomplishes it, including the delivery and pick up, in 12 hours.



Storage tanks—Indiana Petroleum Company

TEXACO STAR

ASPHALT SALES DEPT.

R. R. Barrett, Engineer of our Eastern Division, is receiving congratulations on the arrival of a daughter in his Cranford, N. J. household. Both Mrs. Barrett and the little girl are doing splendidly.

Not to let any member of the Eastern Division outdo him, J. B. Elliott of Middle Western Division recently announced the arrival of a daughter.

We have word from R. K. McLauray of the Richmond Office that he is not to be left out of the baby contest, and telling us that we failed to announce some time ago the arrival of a daughter in his household. Mac, his wife, and the little one have the best regards of the whole organization.

Roller E. Baker of the Tampa Office, who has been ill and undergoing treatment in Chicago, has recovered and returned to Tampa.

John Morrison, salesman of the Asphalt Sales Department at Atlanta, writes that while visiting his brother in Bloomington, Ill., he learned the universal reputation of Texaco Asphalt and was glad to find it as famous in that section of the country as it is in Georgia.

In the recent poem contest in the Asphalt Sales Department T. H. Reed, Superintendent of the Southern Division, proved himself the most successful wielder of the apt phrase and the rhythmic line. Mr. Reed dedicated his poem to the Super-

intendents and Engineers of the Asphalt Sales Department, stating that perhaps they were the only group of creatures existing who would interpret its significance. We quote the first stanza from Mr. Reed's "poem:"

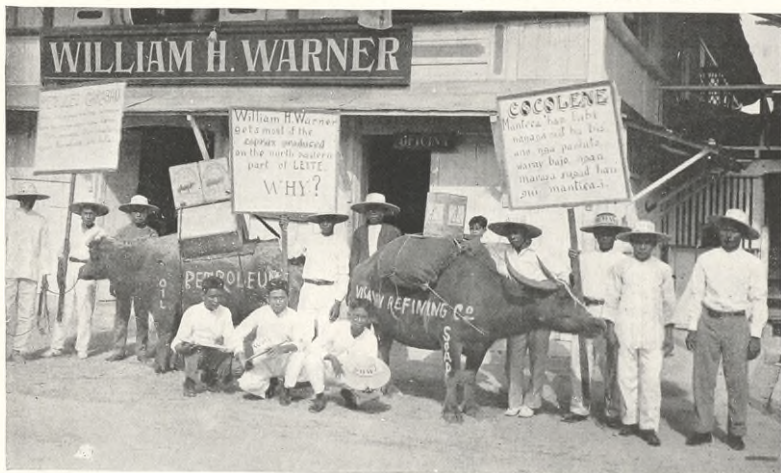
Old Jim Crow was the Engineer
Who run the plant from year to year,
And this is what he said to me—
"Twas somethin' about *duc-til-i-tee*,—
"Some says high, and some says low,
But they ought to make it run like Texaco."

EXPORT DEPT.

W. H. Borie, Superintendent of the South American Division, has returned to New York from South America.



Maternity Hospital, Sao Paulo, Brazil
Covered with Texaco Roofing.



Our part for a parade in Tacloban, Leyte, Philippine Islands

Agent Wm. H. Warner had the carabaos painted green with white lettering as a novel advertising medium. The carabao is the principal beast of burden in the Islands and is also the name of our principal Kerosene brand there.

TEXACO STAR



Rigging Up Crew
Well No. 8, C. Birk Lease, N. W. Burkburnett Field



Electra Gasoline Plant



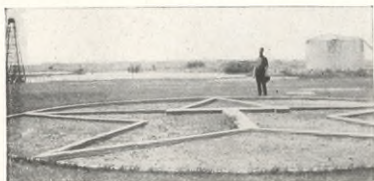
Exhaust pipes and buildings at Gasoline Plant



Ass't Gen'l Sup't M. J. McGuigan, North Texas Division



Compressors in one section of Gasoline Plant



Texaco emblem on the lawn at Electra Gasoline Plant



Power pump jack and connections



Artificial lake, Electra Gasoline Plant



Stringer Power Plant in Electra Field
Showing how wells are pulled, and connections on the outside of the building.

TEXACO STAR

PIPE LINES

Chief Engineer W. A. Baldwin, of our Youngstown, Okmulgee County, Oklahoma Pipe Line Station, sends two interesting photographs of his Station, one giving a bird's-eye view showing the location on the banks of the Canadian River, the other a close-up during a recent overflow.



Youngstown, Okmulgee County, Oklahoma,
Pipe Line Station

View from neighboring hilltop showing general location on banks of Canadian River.



Youngstown, Okla. Pipe Line Station
During recent overflow of Canadian River.

On Saturday, August 14, 1920, The Texas Steamship Company launched its twenty-ninth vessel, the 430-ft. bulk oil carrier *Harvester*, built to the Company's standard design for a total cargo capacity of 76,000 barrels.

Before the time set for the launching, 1:30 p. m., a large crowd of visitors had assembled.

Miss Mabel Gazzolo of St. Paul, Minnesota, a niece of President W. A. Thompson, Jr., adequately performed her part as sponsor and the launch was completely successful, the huge hull gliding gracefully into the Kennebec to the tooting of sirens and whistles and the cheers of the spectators.

Page thirty-two

A less spectacular but very enjoyable feature of the occasion was the banquet served in the Mold Loft which had been suitably decorated. Thomas's Orchestra performed agreeably throughout, aiding good digestion to wait on appetite.

President Thompson was the principal speaker. He delivered his local hits with rapid fire accuracy, sparing none. The victims, however, were not seriously wounded and seemed to enjoy being on the receiving end. Toasts to the Sponsor and the Ship were proposed and fittingly honored. President Thompson stated that it seems appropriate to have the *Harvester* sponsored by a resident of the Harvest State, Minnesota. Dancing in the Parish House followed the luncheon and concluded a most enjoyable day.

Expresses Thanks.—Mrs. John A. McCabe of Bath expresses deep gratitude for having received a benefit from The Texas Steamship Co. as a result of her husband's death May 23. For some time prior to his death Mr. McCabe was employed at the Texas yard here. His death was due to an illness.—*Bath Daily Times*, July 28, 1920.

BIG WELDING JOB

Probably the largest welding contract of the kind that has ever been placed in the United States was completed recently in a job of pipe welding on fifty-four large gasoline condensers for The Texas Company, the work being done by the Oxweld Acetylene Company at its welding shop at Newark, N. J. Each condenser consisted of four large forge welded drums and 70 lengths of extra heavy 2-inch pipe. The drums were open at one end and flanged so that they could be riveted or bolted together after the pipes were welded in.

The original plan called for straight piping in line of center between each lateral pair of drums and bent or bowed piping to connect the sides. As the distance between the drums had to be exact to meet the foundation specifications and to insure coincidence of the flanges and bolt or rivet holes of one set of drums with the corresponding points in its mates, the Oxweld engineers recommended the substitution of bent piping for the straight piping. It was believed that on contraction the straight pipe would not make a good job and on a test it was found that the contraction amounted to several inches, being so powerful as to shear some of the bolts. However, when the bent pipe was used this did not occur, it being found that when the drums were removed from the jig the pipes were in correct position, fitting perfectly with the mating pairs.

After the welding the condensers were tested to a hydraulic pressure of 500 pounds per square inch and it was found that though in one of the tests a 3-inch cast iron cap bolted to one of the drums gave way, the pipe welds without exception stood the test without a break or leak appearing, demonstrating the strength of oxy-acetylene welds to resist unusual strains. In this particular job there were 35 pipe welds in each drum and 140 in each complete condenser, a total of 7,560 welds in the 54 condensers.—*Industrial Review*.

The smallest actual good is better than the most magnificent promises of impossibilities.—*Macaulay*.

"Mob thinking finally results in mob law."

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.

AMOUNT OF OIL LOST DUE TO SMALL LEAKS				
	1 MINUTE	LOSS IS	$\frac{1}{2}$ OUNCE	
	1 HOUR		6 OUNCES	
	1 DAY		1 GALLON & 1 PINT	
	1 WEEK		8 GALLONS	
	1 MONTH		34 GALLONS	
	1 MINUTE	LOSS IS	1 OUNCE	
	1 HOUR		20 OUNCES	
	1 DAY		$\frac{1}{2}$ GALLONS	
	1 WEEK		2 GALLONS	
	1 MONTH		2 BARRELS	
	1 MINUTE	LOSS IS	2 OUNCES	
	1 HOUR		1 GALLON	
	1 DAY		24 GALLONS	
	1 WEEK		$\frac{1}{2}$ BARRELS	
	1 MONTH		14 BARRELS	
	1 MINUTE	LOSS IS	$7\frac{1}{2}$ OUNCES	
	1 HOUR		$\frac{1}{2}$ GALLONS	
	1 DAY		84 GALLONS	
	1 WEEK		$11\frac{1}{2}$ BARRELS	
	1 MONTH		50 BARRELS	
	1 MINUTE	LOSS IS	23 OUNCES	
	1 HOUR		11 GALLONS	
	1 DAY		260 GALLONS	
	1 WEEK		36 BARRELS	
	1 MONTH		156 BARRELS	
	1 MINUTE	LOSS IS	39 OUNCES	
	1 HOUR		18 GALLONS	
	1 DAY		$8\frac{1}{2}$ BARRELS	
	1 WEEK		60 BARRELS	
	1 MONTH		255 BARRELS	
	1 MINUTE	LOSS IS	83 OUNCES	
	1 HOUR		39 GALLONS	
	1 DAY		$18\frac{1}{2}$ BARRELS	
	1 WEEK		150 BARRELS	
	1 MONTH		555 BARRELS	

We are indebted to the *Magnolia Oil News* for the drawings and calculations here reproduced to call the attention of employes in all departments of The Texas Company to the amount of gasoline that may be lost through small leaks. The wasting of one quart a day at every one of our filling stations would amount in a year to the loss of many carloads.

All oils and gasoline should be handled with scrupulous care to prevent this source of waste. Stop the leaks!

REFINING The Chemistry of Petroleum - V. VI, by C. J. Frankforter.—*Oil News*, July 20 and August 5, 1920.

Elementary Chemistry As It Is Applied in Refining Practice, by A. D. Smith.—*National Petroleum News*, July 14, 1920.

First of a series of articles, those in subsequent issues dealing with the selection of a refinery site, laying out a refinery, fire hazard, etc.

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PRODUCING Facts About the First Oil Field, by Roswell H. Johnson and Stirling Huntley.—*Oil News*, July 20, 1920.

TREASURY Changing—the Credit “No” to “Yes,” by H. H. Merrick.—*System*, August 1920.

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The Proper Balancing of Oil, by W. F. Parish.—*Lubrication World*, May-June 1920.

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The Greatest Business Asset, by Lyman Anson.—*System*, August 1920.

A president's answer to the question: “Ever think what it would mean if all our employes knew something about the business as a whole?” Getting the Office Work Done—II, by Wallace Clark.—*Industrial Management*, August 1920.

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After All, Who Pays Wages? by Geo. M. Verity.—*System*, August 1920.

Baume Scale in Testing Oil—Difference from Specific Gravity, by Geo. H. Taber, Vice-President Gulf Refining Company.—*National Petroleum News*, August 4, 1920.

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The Easy Pour Can to the Rescue

A Tale of

A DARK NIGHT—30 MILES FROM NOWHERE

(Taken from a Salesman's Report)

"In closing, will relate an incident which McWilliams the night man told me. A Taxicab driver fell for his line of talk on the Easy Pour and said—'I'll take one, I don't know what the Heck for, but I'll let you make a sale anyhow.' About two nights later he was on a call about 30 miles out on Long Island and somebody had forgotten to fill up his oil tank. It was about 2 a. m. It looked like a long wait for daylight. Then he remembered! Oh Joy! The Easy Pour was resting snugly under the seat. Those two quarts of Texaco Motor Oil saved the day. Later, when he called again, he was profuse in his remarks to McWilliams for selling him that life saver Easy Pour Can; and that is only what might happen to any of the five million car drivers, a great many of whom do not carry any spare oil."

MORAL

An emergency like this proves that the Texaco Easy Pour Can is as necessary as a spare tire—as important as a fire extinguisher on your car. Tuck an Easy Pour Can under the seat and you will not be stuck on the road for want of oil.
