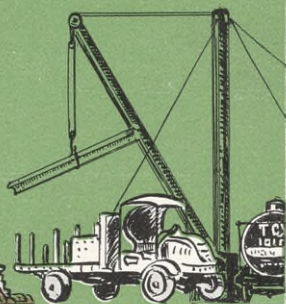


THE TEXACO STAR



PURCHASING  DEPARTMENT
NUMBER

PURCHASING DEPARTMENT

Manager

A. F. COLLING

W. B. KENAGA, Sec'y to Manager

R. J. CURTIS, Chief Clerk

CHICAGO

Purchasing Agents

R. G. DAWSON, Southern Purchasing Agent - - - - HOUSTON

E. A. JOHNSTON, Eastern Purchasing Agent - - - - NEW YORK

J. E. BYRNE, Western Purchasing Agent - - - - CHICAGO

Inspectors

M. J. LEE - - - - YOUNGSTOWN, OHIO

WM. J. MCGARRY - - - - NEW YORK

Representative

W. T. LEMAN - - - - CHICAGO

THERE'S a very great deal of difference between self-confidence and conceit. The only persons who fail to distinguish between the two are the conceited ones.

There is as much difference between the quiet assurance of one's powers, born of self-knowledge and training, and the blatant egotism of conceit, as there is between gold and tinsel.

Conceited persons fail to impress anybody but themselves. The least sophisticated see through their shallow pretenses. But the self-confident carry with them the atmosphere of power, and all the world knows it.

The self-confident man is the trained man. He knows. The conceited man is the untrained man. He is trying to make people believe that he knows. The trained man—the self-confident man—doesn't have to try to make people believe that he knows; they know it instinctively.

The self-confident man—the trained man—works, digs, denies himself, pushes ahead,—and wins.

The conceited man—the untrained man—brags, blusters, spouts his hard-luck story,—and fails. Think it over!

—*Business Philosopher.*

PURCHASING DEPARTMENT STAFF



1. A. F. Colling, Manager, Chicago 2. R. G. Dawson, Southern Purchasing Agent, Houston 3. E. A. Johnston, Eastern Purchasing Agent, New York 4. J. E. Byrne, Western Purchasing Agent, Chicago 5. R. J. Curtis, Chief Clerk, Chicago 6. W. B. Kenaga, Secretary to Manager, Chicago 7. M. J. Lee, Inspector, Youngstown, Ohio 8. Wm. J. McGarry, Inspector, New York 9. W. T. Leman, Representative, Chicago

TEXACO STAR

VOL. I

OCTOBER 1914

No. 12

PRINTED MONTHLY FOR DISTRIBUTION TO EMPLOYEES OF
THE TEXAS COMPANY

"ALL FOR EACH—EACH FOR ALL"

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ADDRESS: TEXACO STAR, 1101 CARTER BUILDING, HOUSTON, TEXAS

THE Second International Safety Exposition will be held in New York, December 12-19, at Grand Central Palace, under the direction of the American Museum of Safety. The main object of the Exposition is to show how the health and safety of workmen is being guarded in American industries,—engineering, building, manufacturing, railroading, trades, and business. A special section will be devoted to safety at sea. A number of U. S. Government and foreign exhibits will have space. The scope of the exposition is unlimited, and will include matters appertaining to the advancement of the direct results of industry and business organization, as well as such subjects as the sanitation and safety of industrial plants, the prevention of accidents, and the education and welfare of employees.

★ ★

In our Suggestive Index of Current Articles attention is called to a book written by the Director of the American Museum of Safety and a collaborator, which, if widely and discriminatingly studied, should lead to the prevention of much loss to industrial enterprises and to a general increase of health, happiness, and prosperity.

★ ★

It has come now-a-days to such a pass that many of our citizens seem unable to think without a chairman, or do anything without a society for the support thereof. Someone has wittily defined *everybody* as "the leavings of individuality; nobody in toto," and there is undoubtedly some danger that individual responsibility and self-reliance may be widely engulfed in this 'psychology of the crowd.' There are exceptions, however, to every generalization, and

the American Society for Thrift deserves to be excepted from the general suspicions attaching to innumerable societies and 'movements' that appear to be taking the place of individual thought and action. Certainly the lack of thrift in this country has reached a state against which voices ought to be lifted up, to call a halt on extravagance and waste. No one needs to "join" the Society for Thrift to set his own house in order and conduct himself and his affairs more prudently. This particular society does not seek members; it only wants intelligent self-controlling hearers for the information and advice it is trying to spread abroad.

Some enthusiasts have become so "progressive" that they appear to imagine that all ancient truths and the most abiding ordinances of nature have recently been changed to suit a new order which they fancy has been established by the edicts of legislatures and the by-laws and resolutions of their various Associations. Their answer to an opposing moral or economic principle is the same and given as glibly, as the reply of Moliere's Mock Doctor to the questions of an anxious patient: "But, dear Sir, one thing staggers me in your explanation; I always thought the heart was on the left side, and the liver on the right." "Ah! so they were formerly, Sir, but we have changed all that. We proceed at present, Sir, upon an entire new method." Nevertheless, in the largeness and calmness of Nature and Providence, the great Laws move on in their steadfast ways closing down upon their proper results as irresistibly as a glacier. One such law, we may be sure, is expressed in the maxim, "Willful waste makes woeful want."

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With this it behooves all men to square their conduct. Thrift—both productive thrift and thrift in expenditure—must be carefully and intelligently regarded by the individual as well as by the co-operative industrial group, or the consequences of waste and extravagance will surely overtake us.

Genuine thrift is not an afflicting repression, but a source of happiness and freedom and security; it is far from implying strain or stint or any sort of meanness. It does not mean low pay by the employer or prolonged labor by employee. It means avoidance of waste; faithful and timely direction of effort; advantageous and well proportioned expenditure. Thrift looks not to unreasonable hoarding, but to use and enjoyment—the best use and security in enjoyment. The same principles apply to industrial and to domestic economy. The same principle is violated when the rich nutriment of a half-consumed joint of beef or the remainder of a carved fowl is cast into the garbage, as when a valuable residue from a manufacturing process is turned into the sewer. Either folly is paid for by the same penalty; and "verily, thou shalt by no means come out thence till thou have paid the uttermost farthing."

The following timely comment on thrift and on the sound preaching of the American Society for Thrift was made in a recent issue of *Business*.

Mr. Prodigal has just bought a new automobile, but he had to put a mortgage on his house to do it—the house his parents saved to pay for. Mrs. Prodigal goes to the telephone to order a quarter's worth of potatoes and some oranges which she forgot in the morning; she knows he will overcharge her and give her poor measure as a result of ordering by 'phone, but the money goes some way, and what's the difference? And the little Prodigals are pale, over-dressed children, with minds and bodies vitiated by too frequent visits to cheap soda and candy stores and "movies." Mr. Prodigal discusses the tariff. He is sure in the reduction of tariff lies a panacea for his financial troubles. Mrs. Prodigal is enthusiastic over the plans of the wealthy Philanthropist. . . . It is so easy to see where "the other fellow" should be improved.

Here comes the American Society for Thrift on the scene striking a new note on a constructive, remedial key, which the Prodigal family haven't considered. In fact, the cure for the present financial evils is so simple, so old fashioned, that the Prodigal family are inclined to ignore it. It is just individual, personal thrift—of the Benjamin Franklin variety.

The letter-heads of the society bear these words: "Not for profit, not soliciting funds." The purpose is to promote thrift by "inquiry, education, and discussion." We all know that the spirit of today

throughout the United States is a prodigal spirit, that we are extravagant, and that we have much to learn in the way of sober thrift, . . . both productive thrift, and the matter of individual thrift, the problem of household expenses and wages, of economic waste and administrative efficiency.

What are we going to do about it? Productive thrift has been emphasized by the society from the start, because there are in this country thousands and even millions of wage earners living so near to a hand to mouth existence that thrift as saving is but irony. On the other hand there are millions, of wage earners who have noted the wild extravagance of a class who have more money to spend than judgment in spending it. They and their families have fallen in the evil way of ordering by telephone from the grocer and the butcher, running charge accounts, and buying automobiles while their grocery bills remain unpaid. Nature's wealth has been so great in the United States; the product of her mines, her forests, and her fields has been so extraordinary, that as a nation we have slipped easily into a forgetfulness of the prudential maxims of "Poor Richard" in his Almanac.

We have sent our children out into the world to make a living not knowing how to do it. They have known little of the value of things and have become prodigal and spendthrifts. President Straus of the Society for Thrift has well said that a man may become a spendthrift with a dollar as well as with a larger sum. No matter what the wage scale, the evidence of extravagance rather than thrift has been everywhere. Necessarily the result is a continual rising to the standard of living without a compensating advance in knowledge of how to live. Regardless of the question whether wages should be higher, it is evident that under present conditions and for the time being at least, wages cannot be advanced until the wage earner learns to [practice productive thrift and to] use his wages to better advantage.

Shall we arouse the nation to a better understanding of what thrift can mean to the people, the state, and the nation? Shall we call a halt to the prodigal ways, and shall we invite the simpler, surer ways to happiness that once were held in high esteem? Shall we enlist the men, women, and children of the nation to fight against the national menace of extravagance? Shall we arm our people against the high cost of living by the simple weapon of thrift? Shall we join in a united effort to supply the thrift education that is lacking, and in the processes of teaching and inspiring thrift, enable our boys and girls to have when they come out of the school room, two hundred or three hundred or a thousand dollars which they have made and saved themselves, and which will make their grasp on the future surer, steadier, and better?

★ ★

John Horace Lockwood remarks: "There is occasion for alarm in the fact that men are avoiding matrimony. The most common reason cited for this is the high cost of living, but love in a cottage is just as sweet and desirable as it ever was." Very true—but then, what *is* the reason? Has some dearth of the principles and habits and qualities that make *loveableness* anything to do with the case?

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Profit-sharing plans are endowed with no supernatural power to turn the inefficient or the lazy into useful workmen. When the Ford plant took on thousands of men last winter under its profit-sharing plan, some unreasonable hopes were raised which were bound to be disappointed. When a large number of men were laid off last June, Superintendent Lee was quoted as explaining that it had been discovered that the work of many of the men was of little or no value. Here is shown a side of the employment question which is not generally squarely considered. No profit-sharing plan, or any other plan, can do for a man what he must do for himself if it is to be done at all.

★ ★

A bulletin issued by the Department of Agriculture makes the rather surprising admission that "there are probably almost as many farmers in this country who are suffering from too much as from too little credit." The bulletin lays down some sound rules that should govern a farmer in borrowing money; for instance: "Make sure that the purpose for which the borrowed money is to be used will produce a return greater than needed to pay the debt." And: "Provision should be made in long-time loans for the gradual reduction of the principal." This is sound advice, and just as good for men in any other walk of life as it is for farmers. In commenting on the bulletin, *The Annalist* suggests that the rules given might well be supplemented by this: "Be sure to adjust the period of the loan to the time required to bring the proceeds of the loan into productive use."

★ ★

At the close of last year the Post Office Department estimated that during the two years 1912 and 1913 the public was robbed of one hundred and twenty nine million dollars (\$129,000,000.00) through fraudulent use of the mails. We have not yet heard, however, of any movement to forbid all persons from using the mail service because some persons abuse it.

★ ★

A man of wide experience of life in contact with many men and a variety of large affairs has set down the following as five tests of an educated man:

1. Correctness and precision in the use of the mother tongue.
2. Those refined and gentle manners

which are the expression of fixed habits of thought and of action.

3. The power and habit of reflection.
4. The power of intellectual growth.
5. Efficiency—the power to do.

★ ★

The most expensive way of distributing products from producer to consumer may be one in which they deal directly with each other. A farmer hauls a hundred pounds of vegetables six miles to a city market; a housekeeper rides two miles to the market and carries home vegetables for which she pays forty cents. No middleman came between. Producer's price and consumer's cost were the same. But the comparative cost of getting that basket of products from farm to kitchen was excessive. If the farmer or the housekeeper had anything in particular to do, if their time were worth any money, the cost of distribution in such a case would be prohibitive. There is very little in high-cost-of-living remedies that look only to eliminating the middleman. There is need that some sorts of producers should develop extensive organizations for efficient marketing, some superfluous middlemen should be eliminated, the methods of many other middlemen need economical improvement; but the abolition of the middleman, as such, is a very partial and superficial idea.

It has been reported by the Federal Department of Agriculture that consumers pay sixty per cent above the nearby producer's price for chickens, the spread between consumer's cost and near-by producer's price being seven cents a pound. In the case of the chickens no manufacturing process intervened. The spread from the producer's price for a live steer at Chicago to the wholesale price of dressed beef in New York is only three cents a pound. In the latter case there is organization for economical methods, in the former case none at all.

★ ★

Not even those who are in daily touch with the administration of business affairs are always sensible to the changing currents and the overwhelming power of economic law and necessity, which, like time and tides, wait for no man.

Statutory law, if incompatible with or too inflexible to be co-ordinated with the changing elements of economic force, if administered contrary to or in ignorance thereof, will either be overborne by economic law and necessity, or else will tend to restrain, if not to destroy, industrial progress.—C. W. Barron.

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It seems to me, and I have written this book solely to prove it, that the spirit of moderation is essential in a legislator; for political, as well as moral right, lies between two extremes.—*Montesquieu*.

★ ★

The further you go the wider the range, the more you increase the points of contact with which you must reckon, and therefore, you multiply your battles against misconception, slander, envy, and malice.—*Steam Shovel and Dredge*.

★ ★

How prodigal we are with our little allotment of time. It is an asset which draws no interest, of which we must always spend from our principal. It is the one possession of which we can never replenish our supply. Yet we spend it, give it away, throw it away, even make efforts to kill it occasionally. Let's all take a little better care of it in the future.—*Business*.

★ ★

Can a true man demand that his employer should take more interest in him than he takes in his employer's business?

★ ★

The chief examiner for the New York State Automobile Bureau contends that chauffeurs who are nervous at examinations cannot be depended upon in emergencies; that if a candidate becomes nervous when standing an examination, he is more than likely to lose his nerve when danger is imminent and so endanger lives and property entrusted to him. Nervous blunders are, accordingly, watched for by the New York board of examiners, and when plainly shown the chauffeur's license is refused. "Nervousness" has long been an excuse, as stale as it is poor, in examinations of all sorts, particularly among applicants for teachers' certificates. For teachers as for chauffeurs the day's work must bring many situations far more trying to the nerves—to self-possession—than the quiet and comparatively mild ordeal of an examination.

★ ★

This story is told of a tramp who had no illusions about the cause of his condition in life: As an elaborately dressed woman alighted from her limousine at the entrance to her hotel residence, a man unwashed and in tatters shuffled to her side and begged for a quarter. "No, I have no money to spare for you; I do not see why an able-bodied man like you should go about begging." "I s'pose, ma'am," answered the tramp, "it's fer about the same reason that a healthy woman like you boards at a hotel instead of keepin' house."

KEEP FISHIN'.

Hi Somers was the durnest cuss
Fer catchin' fish—he sure was great!
He never used to make a fuss
About the kind of pole er bait,
Er weather neither; he'd just say,
"I got to ketch a mess today."
An' toward the creek you'd see him slide
A-whistlin' soft an' walkin' wide.
I says one day to Hi, says I,
"How do you always ketch 'em, Hi?"
He gave his bait another switch in,
An' chucklin' says, "I jest keep fishin'."

Hi took to readin' law at night
And pretty soon, the first we knowed,
He had a lawsuit, won his fight,
An' was a lawyer! I'll be blowed!
He knowed more law than Squire McNab!
An', though he had no gift of gab
To brag about, somehow he made
A sober sort of talk that played
The mischief with the other side.
One day, when some one asked if Hi'd
Explain how he got in condishion,
He laughed an' said, "I jest keep fishin'."

Well, Hi is Gov'nor Somers now,
A big man round the state, you bet,
To me the same old Hi, somehow;
The same old champion fisher, yet.
It wasn't so much the bait er pole,
It wasn't so much the fishin' hole,
That won for Hi his big success;
'Twas jest his fishin' on. I guess,
A cheerful stiddy, hopeful kind
Of keepin' at it—don't you mind?
And that is why I can't help wishin'
That more of us would jest keep fishin'.
—*Chicago News*.

EFFICIENCYGRAMS

To decide a question intelligently you must know both, or all sides of it.

Do the right thing at the right time in the right way.

The man who acts his thought and thinks little of his act is the man who scores.—*The Fra*.

Do that which is assigned thee and thou canst not hope too much or dare too much.—*Emerson*.

Study costs first and make prices afterward.

The losing customer is the lost customer.—*L. D. Allen*.

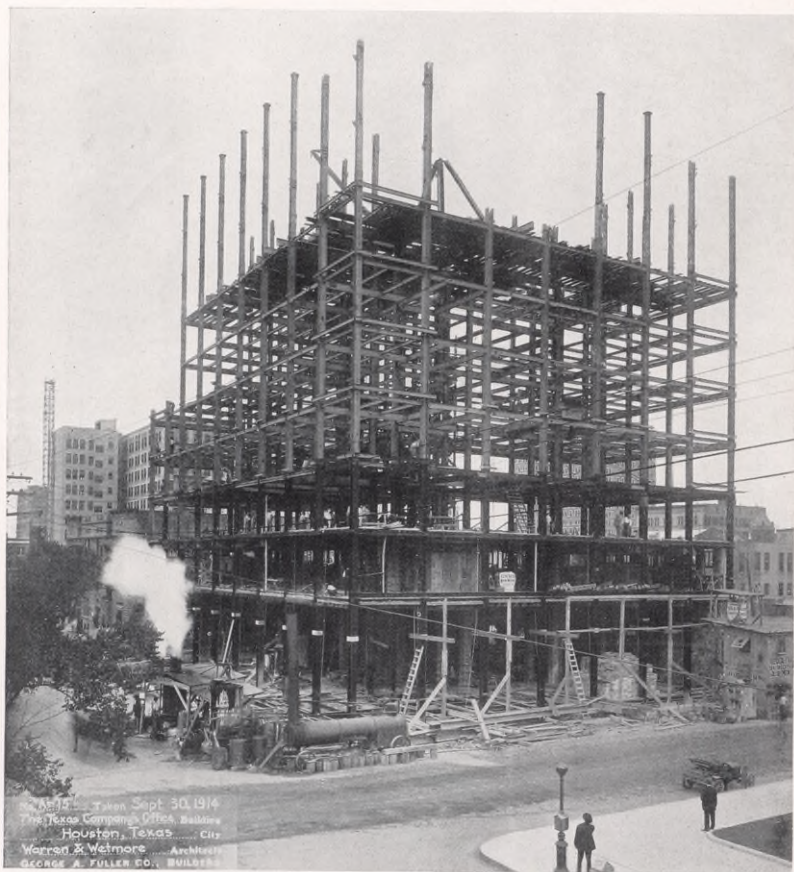
Look at your dollars as you spend them.

Many a one rises in his own estimation without really elevating himself.

Experience may teach us what fools we have been, but unfortunately it does not prevent us from repeating.

One half the World minds its business, while the other half butts in.

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The Home of The Texas Company—Photograph taken September 30, 1914. Steel structure is completed up to and including the floor beams of the 8th floor. A number of the columns supporting the 9th and 10th floors are in place. Brick work on the two rear walls is up to the 3rd floor level. Concrete floors are in on the 1st, 2nd, and 3rd floors. Electrical conduits and steam and water pipes are being placed. Excavation is finished, and foundations are ready for the boilers.

The nose is the proper channel for the air in breathing, not the mouth. If you breathe through the mouth, sleeping or waking, something is wrong. Take your breath through your nose, and if you find it difficult to fix that habit consult a good physician. It is criminal to allow a child

to suffer helplessly from mouth-breathing.

★ ★

Nothing stirs up fighting blood like a walk of a mile or two against a stiff wind. Try it, if the wind is blowing, the next time you feel discouraged.



Georgetown, Damerara, British Guiana: The Texas Company's Agent's Office and Warehouse.

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PURCHASING SUPPLIES

A. F. COLLING

Manager of the Purchasing Department

The Purchasing Department of a large corporation is perhaps the least interesting of any department it maintains. It is always spending money and apparently is producing nothing but bills which have to be paid from the earnings of other departments. It is the general opinion that it is easy to buy if one has the money, but that it takes some sort of a wizard to market goods in large quantities at satisfactory prices, all of which is very near the truth. But why is it so hard for the Sales Departments of large corporations to sell at a satisfactory profit—is it not because the buyer on the other side of the table has something to say about the prices which shall be charged, and does not the buyer's company share in the profits which he compels the seller to divide?

The following descriptions of methods and policies adopted by the Purchasing Department are given with the idea of enabling all employees and especially those who do not come in daily contact with the Purchasing Department, to understand its working and receive the fullest benefits of its facilities.

RECIPROCITY

Years ago when business in the United States was conducted almost entirely by individuals and partnerships, the one or two men at the head of each business house dictated the policy of its various departments and by their intimate knowledge of what was being done were in position to use one department for the benefit of another. Then came the time when the large business of the country was turned over to corporations with the immediate result that many of our business men became specialists, confining themselves to the details of one department with the single idea of making that department a success and leaving all of the other departments to accomplish results of their own individual efforts. During that period it was a common experience when soliciting orders for supplies and equipment of a large corporation to be told by its buyer that he considered only quality, price, terms, and quick delivery in placing orders, and it was of little or no interest to him how much busi-

ness his company's sales department received from the concern soliciting the order. There was also a tendency on the part of the buyer to purchase goods on a price basis without careful investigation as to the use to which the materials were put, and the saving which might be worked out by assisting the users of the materials to select those which were most economical. Of late years large corporations have drawn their department heads closer together, with the result that the efficiency of their organizations as a whole has greatly increased and is still increasing.

The Purchasing Department's Chicago office furnishes a quarterly report to the Sales Department of the money value of purchases made of each vendor; and in placing each individual order for supplies, the Purchasing Department takes into consideration the business received by our Sales Department from those competing for the order. A short time ago six manufacturers were in competition for an order which was very attractive because it ran into considerable money and the material was all of one kind, making it convenient to turn out. Several of those who lost out were much disappointed, as they thought they had quoted prices that would surely take the business. Perhaps the concern that took the order quoted a much lower price than its competitors and perhaps not—this we leave for our readers to guess; but one thing is certain the successful bidder was a good customer of The Texas Company.

METHOD OF HANDLING ORDERS

To save time in placing orders after requisitions are received from the field and to secure the lowest possible prices, the Purchasing Department makes it a rule to contract for a great variety of supplies. Contracts are made by the Manager at Chicago office, who furnishes copies to the Purchasing Agents at New York, Houston, and Chicago so that they may place orders directly with the vendors, applying against these contracts. In placing orders for goods not covered by contracts, three or more quotations are secured before closing. It

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is extremely important that requisitions on the Purchasing Department be clear and explicit, and they should specify sizes, weights, catalogue numbers; also, if possible, the purpose for which the material is to be used, etc. When they are not explicit, it is sometimes necessary to write or wire the Department issuing the requisition for further information, which, of course, causes extra delay and expense.

Each order issued contains a clause requiring that it shall be shipped on or before a certain date. At least five copies are made of every order; two of these are sent to the Vendor; one to the Traffic Department, who control the routing of each shipment; one to the Department which issued the requisition; and one is retained by the Purchasing Department, entered in its records, and then filed in numerical order. Extra copies are sent to others interested in the particular purchase. The two copies sent to the vendor are of different colors, and he is instructed to sign and return the duplicate as an acknowledgment and acceptance of the order. An acceptance in this form completes a legal contract, in which the vendor has not only agreed to furnish certain goods at a certain price, but to ship within a specified time, and if he does not ship by the promised date, we have the right to order goods elsewhere and charge him with the difference in cost, if any. This method has never been resorted to, but the fact that we have the right to take such steps is of valuable assistance in securing prompt shipments.

A list is made of all orders placed each day showing the order number, vendor's name, and date shipment is promised; a check mark is placed opposite each order number on the list when the acknowledgment sheet bearing that number is returned. If the acknowledgment sheets are not returned promptly, notice is sent to the vendor, and if this does not bring prompt results then a letter is written notifying him that he must either execute the duplicate copy of order and return it, or else consider the order cancelled. When the acknowledgment copy is returned it is filed in a current folder according to date, that is to say, the date shipment is promised, and then each acknowledgment sheet is removed from the file as soon as the order is shipped complete and is filed numerically.

By referring to the acknowledgment sheets in the current file, which represent the unfilled orders, one can see at a glance all those that are late in delivery. They are those which are earlier in date than the present day, and the vendor is notified by means of telegram, or letter, according to the urgency of the case, to hurry shipment. The order number, date, vendor's name, and a brief description of each order are recorded in a loose leaf book known as Purchase Record, classified under the names of goods. There are about five hundred different classifications. The Purchase Record is referred to constantly in looking up old orders, placing new ones, making various reports, etc. When it is necessary to make a change in an order, cancel it, or give shipping instructions, instead of writing a letter, an additional order is issued, dated the day it is mailed, and given a letter in addition to the original order number, and all those receiving copy of the original order receive a copy of each additional order applying to it, so that all are kept advised of the slightest change in shipping instructions, specifications, etc. When a shipment is made an additional order is issued giving the car number, date of shipment, etc., and copies are sent to all those interested in the shipment. This last form of additional order saves a great deal of correspondence with various departments, especially those who need to know regarding shipments, but who do not receive copies of invoices or other notice of shipment.

All invoices are mailed to the Purchasing Department at point from which order is issued; there they are approved as to price and sent to the field, where they are approved as to receipt of goods, and then sent to the Treasury Department for payment. The Purchasing Department notes on each invoice whether it is subject to cash discount, and also whether the freight or express is chargeable to The Texas Company.

REPORTS

The Purchasing Department compiles a number of reports for the use of other departments; among these are monthly reports of special equipment ordered and shipped, such as tankage, pipe, tank wagons, drums, etc.

It also compiles statistics showing cost of operation and maintenance of all Auto

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Trucks in use by the Company, including the cost per day, cost per ton moved, and cost per mile of each truck; and from these figures the Sales Department arrives at the cost of distribution per gallon, for comparison with the cost per gallon of distribution by horse drawn vehicles.

ECONOMICAL EQUIPMENT

Those receiving and using supplies and equipment should use great care to ascertain whether they are in strict accordance with their specifications and requirements; and, if not, they should report to the Purchasing Department in what respect they are not satisfactory, so that the Purchasing Department may have an opportunity to communicate with the seller and exchange the goods for a more suitable kind, or at least take steps to see that the most suitable goods are furnished on future orders. Foremen and others who are familiar with the uses of supplies sometimes accept and use kinds which are not entirely satisfactory because it is too much trouble to write a complaint, or perhaps they do not wish to be accused of fault-finding; but all should keep in mind the fact that we are very largely an engineering concern and that our profits depend to a great extent upon the cost of construction, operation, and maintenance of our plants, ships, pipe lines, tankage, and other equipment, and unless the most economical and best construction is adopted the efficiency of our

great machine and its powers to produce results are reduced.

It is, therefore, the sacred duty of every user of materials and supplies, whether it be a grease can, a valve, a tank wagon bucket, a length of cable, a steel or wood barrel, a joint of pipe, a tank car, or a storage tank, to study his particular requirements carefully and to select the style and construction which is not too cheap or too costly, but the kind that is most economical in the long run.

WASTE MATERIALS

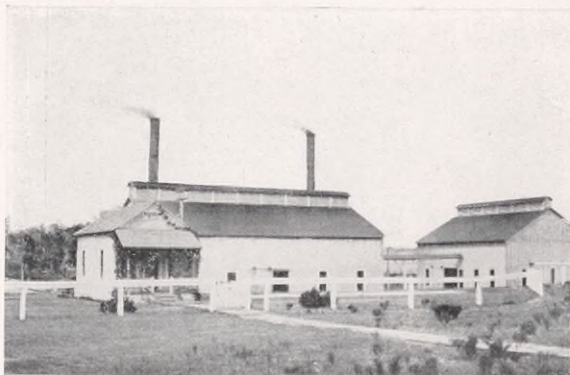
Equipment composed of iron and steel rusts and deteriorates rapidly when carried in stock. This is especially true of materials stored in the salt air of the Gulf and Atlantic coasts, and also about the wells and at the refineries where they come in contact with sulphur fumes.

It is therefore desirable that stocks of all fittings, pipe, etc. be kept as low as possible (considering, of course, emergency needs), and that surplus stocks be transferred to points where needed.

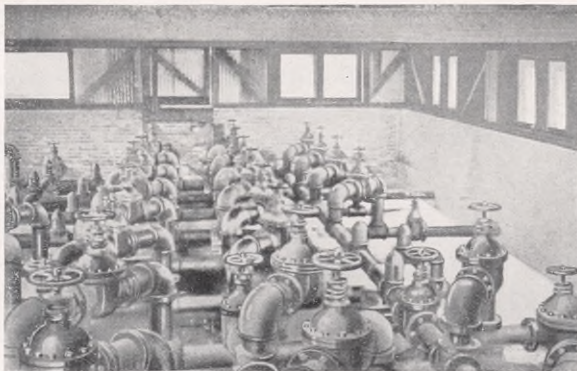
A strong effort is being made to have inventories of stocks on hand at Refineries, Terminals, Pumping Stations, Warehouses, etc., revised every sixty days, so as to keep them up to date. By some extra effort these stocks can be greatly reduced, our investment correspondingly reduced, and a large variety of fittings etc., which are now in good condition, used up before they become obsolete or deteriorate to only scrap value.



Antwerp, Belgium: Entrance to main plant and superintendent's office and dwelling.



Sour Lake Pumping Station



Pipe Manifold at a Pumping Station



Our Warehouses and Loading Racks at Delaware River Terminal



Our Docks at Marcus Hook, Delaware River Terminal.

TEXACO STAR



Superintendent's residence, Delaware River Terminal



Employees' cottages, Delaware River Terminal

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BY THE WAY

Mr. H. W. Patterson, Agent Mobile Station, writes: "I am enclosing a card, entitled *The Busy Man's Creed*. I believe this would be very appropriate in the next issue of the *Star*."

I believe in the stuff I am handing out, in the firm I am working for, and in my ability to get results. I believe that honest goods can be passed out to honest men by honest methods. I believe in working not weeping; in boosting, not knocking; and in the pleasure of my job. I believe that a man gets what he goes after, that one deed done to-day is worth two deeds tomorrow, and that no man is down and out until he has lost faith in himself. I believe in to-day and the work I am doing; 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 in honest competition. I believe there is something doing, somewhere, for every man ready to do it.

Every sale contains the germ of a resale, and after the money for the goods has changed hands the transaction is not closed, because a future sale is depending upon the use and service the buyer gets out of the goods.

★ ★

Talent knows what to do; tact knows when and how to do it.

★ ★

A pessimist growls over the thorns on the roses. An optimist rejoices over the roses on the thorns.

MR. TIPPER "COMES BACK"

The cartoon which I saw in the *Star* upon my return, representing my distressed condition in London, was not so far from the truth as the artist imagined. At any rate, there was a day during the closing of the banks in London when I was down to my last five shillings, which, by the way, in real money means \$1.25. However, whether it was that I had an honest face or an American suit of clothes, something of an un-English accent, or that it was merely the hospitality of the people, my credit was good until I could get some more, so that I was able to wear my hat on my head instead of in my hand as the artist depicted.

When you come to think of it, it is rather absurd that a man should travel some 200,000 or 300,000 miles at least and not lose any money, and then because he is going to Europe leave it all at home in another pocket. I plead guilty, however, this is just what I did. The morning I was to sail I carefully transferred everything from the suit I was discarding, except a bunch of travellers' checks which was the most important part of my baggage. But I was able to take up a sufficient collection from friends and relatives on the dock to see me through until my own money could be mailed after me.

Some one had provided me with several books so that I had plenty of occupation for my deck chair engagements. I had a difficulty, however, in getting rid of the fruit. By the way, I would like to find out from some philosophic individual why the practice of sending big baskets of fruit to a departing passenger on a European boat should not be discontinued. About the second day out when I stuck my hand into the fruit basket I discovered that the peaches or pears, or something were getting into a mushy state, with the consequence that the



Billings, Mont. Station. Stake Wagon—George Filsinger, Driver, recently transferred to Butte, Mont.

Mr. Filsinger writes:—"While but a driver, I hope some day to hold a more responsible position, and my motto, to gain this, is to cooperate with managers and fellow-workmen."

TEXACO STAR



Steamer *Jennie Barbour* with six loaded barges leaving the R. E. Brooks landing at Panuco for Tampico. This steamer and barges are the property of the Panuco Transportation Company.

ocean got a good deal more of the fruit than I did. I had a series of rather entertaining conversations with three gentlemen, one of whom came from Argentine and spoke French and Spanish only; another from Mexico who spoke French, Spanish, and English; and an Englishman who spoke French. When the Argentine gentleman was around, which he mostly was, the conversation was conducted in a mixture of French and Spanish, although occasionally someone took pity on me and translated a little, my knowledge of those languages not being of the extensive type.

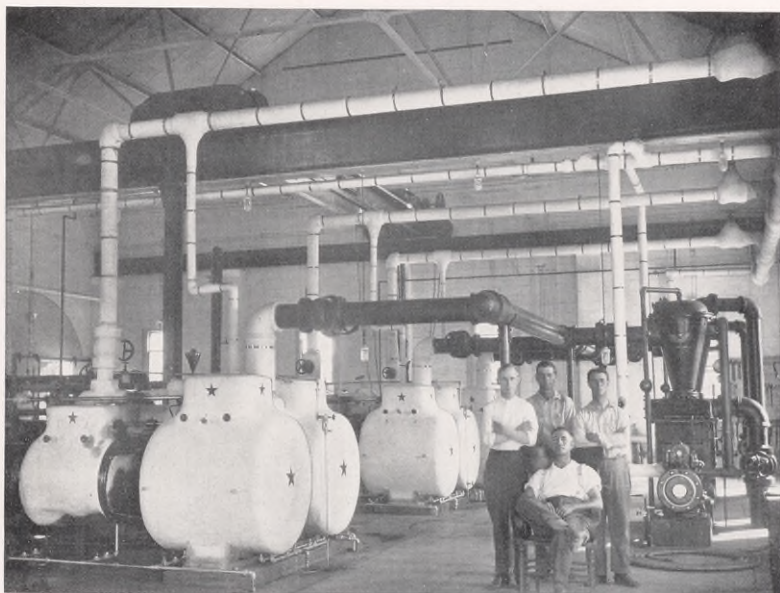
The day we entered Plymouth was one of the most delightful days I have ever seen on the English Coast. From Lands End we had a continuous view of it. The approach to Plymouth with bold cliffs on either side surmounted by the forts, the fortified island in middle, a background of hills clothed in the wonderful green for which England is famous, made a beautiful picture particularly as the entrance was made between a string of battleships, torpedo boats, and submarines which were anchored on either side of the harbor.

The porter who took my baggage through the Custom House to the train was evidently deluded by my appearance. When he had the things safely packed away in the train I gave him a shilling, which is twice as much as the usual tip and probably half as much as he gets from most Americans. He gazed rather sorrowfully at it for a few seconds and then informed me in a mournful tone that it was not very much. But I told him in hard Scotch accent that he ought to think himself lucky, and I think he did because he went off as though he thought I might take it back if he stayed.

The most difficult thing to get used to (after so many years absence) was the tiny railroad equipment which in comparison with our equipment looked almost toylike. "Goods carriages," by which name freight cars are known, with a capacity of six to ten tons, looked as though it would take only a thimbleful of freight to fill one of them. The train I was on, however, was an excellent one, making the journey from Plymouth to London, with one stop at Taunton, in four hours. The excellence of the road bed was testified to by the smoothness of the running.

From London I went up to the North of England to the English Lake district, famous as the home of many English poets and writers. I was fortunate in having fine weather—as it rains about half the time up there; and, moreover, it was warmer than usual, so that I did not feel the cold so much. It was rather amusing to hear the inhabitants talking about the sultry weather when I myself was very glad of a fire in the evening. I spent a delightful ten days traveling through the lake district and up along the Scottish border taking in the beauties of moor, mountain, lake, and valley, with the historic monuments and the folk lore. On some of these moors (which would be desert were it not for the damp climate and continuous rains), the farmers only reach town in the winter time once in three months, and sometimes are snowed in and storm bound for a longer period than that. Some of the small lakes that I saw, not more than two to four miles long, lay right at the bottom of sheer slopes of 1000 or 2000 feet, producing much the same impression as some of the scenes of the Canadian Rockies if seen through a reducing glass.

TEXACO STAR



Main Line Station, Henryetta, Oklahoma. Pump House—Seated, E. J. Shuman, engineer; on his right, M. J. Sheahan, fireman; on left, Jim Martin, operator; standing behind, John Haswell, fireman at Armstrong.

The country was very much stirred up over the possibilities of war, although the suddenness with which it came is illustrated by the fact that in the Non-conformist country and low lands of the South of Scotland and North of England, the declaration of war cut into the schedule of scores of peace meetings.

I left the North of England on the bank holiday which was the day before the declaration of war, and stopped off at Blackpool to see the English Atlantic City. I came on to London that night. When I was in Blackpool it was the beginning of wakes, the holiday week of the mill folk in Lancashire and Yorkshire, when whole towns practically move down to this great seaside resort for their vacation. A railroad official told me that it was customary for 350 excursion trains to reach Blackpool on that day.

When I reached London, having been in a district where a stage coach still carries the mail, I had about £1-5s in English money in my pocket. The next day it was announced that the bank holiday would continue until Friday, so that I had the munificent sum of \$6.25 to last me for four days. Two days after that, when, as I have said, I was down to my last five shillings, I found some friends who were able to relieve me until the banks opened.

I had some idea that I had still some claim to be a Britisher, although an American citizen, but several little incidents dispelled this notion from my mind. The day after I got to London a news

boy was trying to interest me in some of his papers—without result; whereupon he said: "All about the terrible accident in New York, Coney Island in flames. Now you want to get one." And being a patriotic New Yorker, I did.

My trip to Germany, France, and Belgium was, of course, impossible; and I was thankful that I had not started before the trouble began. London was very quiet and normal. The most exciting places were the American Committee rooms at the Savoy Hotel, the American Embassy at 123 Victoria Street, the steamship offices on Cockspur Street, and the express offices. Many of the Americans who arrived from the continent had no English money and could not exchange the German money while the banks were closed. The Great Eastern Railway issued a notice at all its stations, that they appreciated the fact that a large part of the express trade to and from the continent was from Americans, and would pay up to £10 in gold in exchange for American checks or credit. They accommodated hundreds in this way.

I was one of an envied few, as I had taken out a return passage on the American steamer *St. Louis* and did not have anything to worry about in regard to getting home. The importance of this may be understood a little better when I point out that the steamship offices were lined up about nine deep around the counters all day, and when they were closed at noon the line frequently was three or four blocks long. They were obliged to close the steam-

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Main Line Station, Henryetta, Oklahoma.
standing, E. J. Shuman, engineer.

Boiler House—Seated, M. J. Sheahan, fireman.

ship offices for two hours at noon in order to give the clerks a chance to rest up.

While I was loafing around London for a day or two, I went to the Anglo-American Exposition which was held down at Sheperd's Bush at the London White City. The most interesting thing to me was the New York sky line, which was very cleverly arranged beyond the outer wall at the back of the exposition, with a real bulkhead just outside the pier and a Pennsylvania ferryboat tied up there. The scene represented down town New York as seen from the Pennsylvania station in Jersey City. A Central Railroad Sandy Hook boat was just poking its nose into the scene coming up the river, and a tug was just leaving the dock beyond the Pennsylvania station at Cortlandt Street. The building outlines were excellent; 17 Battery Place stood out as it does on any clear day in New York.

I left London on Friday, August 14, and got down to the dock to sail at Liverpool at 10 o'clock on August 15. A careful examination of the passengers took so long that it was almost two o'clock before we got on board, and it was about five before we got lunch. The vessel, of course, was crowded. A newspaper man on board told me that after investigation it was found that more money was represented in the steerage than in the cabins. The cabins were packed. The day after we started a steward went around and demanded if we had a berth in any cabin, bringing up one of the steerage passengers to use any available space. The inside

stateroom which I had bought with the idea that I would have it to myself held three other men, and had a temperature approximating the hot room in a Turkish bath. About 250 people were sleeping on deck, and the vessel was so packed that it was impossible to find space to walk, except in the extreme bow of the boat. There was a shortage of stewards and kitchen help. The steward told me they were working an average of eighteen hours a day, and, of course, the food was not particularly good. It seemed to me, however, considering the crowded condition of the vessel, the difficulties in securing sufficient help, etc., that the officers of the ship and the Company did all that was possible to make things comfortable. The steerage passengers were allowed part of the after deck and the ballroom for their uses, and extra privileges were given all the way through. Of course, there were the inevitable grumblers on board. The newspaper man and myself made a careful calculation as to the number of people who claimed to have had staterooms booked on the Aquitania, but we were unable to make the figures fit the known accommodations of that vessel.

Coming into the American waters we had an excellent view of one of the British cruisers which came within a mile of us and, after signalling to the captain, went off at a different angle. The lights of Coney Island looked a good deal more interesting to me than Coney Island ever has done under ordinary circumstances.

TEXACO STAR

SAFETY AND SANITATION

Safety must be the first consideration of all employees. In all cases of doubt take the safe course. When in doubt as to the matter of a rule or sufficiency of a proposed precaution, take the matter up at once with your foreman or superintendent.

Rules and regulations can be adopted, safety devices can be attached to machines, guards can be erected, and warning signs posted, but all are useless unless every man is careful to see that they are maintained; unless every man is careful to watch for danger; and unless every man is careful to warn others of danger.

* *
Dr. Wm. H. Tolman, Director of The American Museum of Safety, New York, in his book on "Safety" states:

"True efficiency must rest on accident prevention, improved hygiene, and mutuality. Any efficiency movement which is not based on the sense of security due to a thorough system of accident prevention, the maintenance of health through sanitary conditions of work, and mutuality or those reciprocal relations of good-will which must obtain between capital and labor, or any industrial system which ignores these fundamentals, is foredoomed to failure."

* *
INJURIES Every injury that may be received should be promptly reported, no matter how trivial it may be. Very slight injuries sometimes require immediate attention to prevent the possibility of infection and blood-poisoning. An injury of any kind should be cared for by a physician, or by some other equally competent person. Except in emergencies, no employee should undertake to care for his own injuries, nor for those of others, unless he has had proper instruction in first-aid work. Eyes are often permanently harmed, or even destroyed, by neglect or by well-meant but unskilled treatment.

CARELESSNESS Carelessness is one of the principal causes of accidents. The thoughtlessness of some employees and their willingness to "take a chance" even when the possibility of accident is well understood, are two of the greatest obstacles with which we have to deal in our effort to secure safety. Employees should therefore exercise reasonable caution in all ways and at all times. Scuffling, "fooling," running about the plant,

voluntary exposure to unnecessary risk, should be avoided, and all the employees should work together to suppress activities of this kind. It is usually the younger and more thoughtless ones who are responsible for the trifling, and for the practical jokes and "horse play;" and the older employees should exert their influence to curb these spirits and maintain order and decorum. Careless and thoughtless acts often result in injury to other persons, as well as to those who are immediately responsible. The natural and unavoidable dangers of the work are great enough and they should never be wilfully or needlessly increased.

NAILS Loose nails should not be left lying about on floors or benches. This is important at all times and under all conditions, and it is particularly so when the nails are rusty and dirty. Planks, boards, old box covers, and other fragments of wood, are often left about under foot with nails projecting from them, and these are frequent sources of injury. Nails should be at once removed from wooden objects in which they have served their usefulness, or else they should be driven in so as to leave the surface quite smooth, or bent over and their points effectively hammered in. If the exigencies of the case require the removal of the wooden pieces without taking the time required to attend to the nails properly, they should be arranged in orderly piles, with the points of the projecting nails directed downward; but as soon as these piles can receive attention, the nails should be removed or treated as indicated above. Injuries from nails, even though comparatively slight at the start, are often followed by blood-poisoning or lockjaw, and they should therefore receive prompt medical attention.—*Reprinted by permission from the copyrighted "The Employee and Accident Prevention," published by the Travelers Insurance Co.*

* *
The man who takes chances, gambles; and the gambler doesn't live who can win always. In games of chance today's loss may be won back tomorrow; but when you gamble and lose, Mr. Railroadman, the eye, hand, foot or life you pay is never won back.—*M. K. and T. Employees' Magazine.*

* *
Accidents happen at the Unexpected Time.

TEXACO STAR

DEPARTMENTAL NEWS

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

Pipe Line Dept.	A. M. Donoghue, Houston.
Natural Gas Dept.	D. P. Harrington, Port Worth.
Fuel Oil Dept.	E. B. Joyner, Houston.
Refining Dept.	C. K. Longaker Houston.
Marine Dept.	W. L. Conover, Port Arthur.
Legal Dept.	A. R. Weber, New York.
Treasury Dept.	F. C. Pannill, Houston.
Comptrollers' Dept.	Lee Dawson, Houston.
Sales Dept., S. Territory	B. E. Emerson, Houston.
Sales Dept., N. Territory	J. R. Pouncey, New York.
Export Dept.	D. A. Vann, Houston.
Purchasing Dept.	S. Slattery, New York.
Railway Traffic Dept.	J. B. Nielsen, New York.
Producers	J. E. Byrne, Chicago.
	J. W. Painter, Houston.
	P. C. Harvey, Houston.

FUEL OIL DEPT. C. B. Toppan is a new addition to the Fuel Oil Department force at Denver, Colo.

J. F. Ryan, Representative of the Fuel Oil Department in the South East, headquarters at Atlanta, recently spent several days in Houston.

S. J. Lones, chief clerk for D. F. McMahon, has returned from a vacation much improved in health.

REFINING DEPT. The Refining Committee met in Houston September 11-14. In attendance were Chairman

Dr. G. W. Gray, General Sup't F. C. Smith, Port Arthur, Sup't C. C. Hawkins, Port Neches, Sup't T. Mullin, West Tulsa, and Sup't F. P. Dodge, Lockport.

After the meeting on Saturday the Committee, accompanied by Manager Holmes and the Refining Department Staff, made a trip down the Houston Ship Channel on the *Virginia*.

Dr. K. G. Mackenzie, Consulting Chemist, has returned to Bayonne after spending several weeks at Port Arthur, Port Neches, and Houston.

J. W. Dickey, who has been connected with the Accounting force of the Houston office, left Sept. 30 for Ocean Park, California, where he expects to locate. Our best wishes accompany him.

V. R. Currie will represent the Refining Department at the National Council for Industrial Safety to be held at Chicago October 13.

C. W. Horan of the New York Terminal Office is doing relief work in the Houston

Office. One of the big stunts pulled off by Charley was to be arrested for violating the Houston "Jay-Walking" ordinance.

Burt E. Hull and wife have returned to Houston after a very pleasant wedding tour of a month. From glowing accounts of their trip Burt's ability for arranging a schedule is unquestioned.

St. C. B. Byrne, Chief Clerk, Lockport Works, has returned much improved in health after spending ten days at West Baden, Indiana.

Superintendent C. C. Blackman of the West Dallas Works is spending a vacation in Ohio. His presence was very much missed at the Refining Committee meeting.

CARGOES SHIPPED BY THE TEXAS CO. FROM PORT ARTHUR, TEXAS MONTH OF SEPTEMBER, 1914

DATE	VESSEL	BARRELS	DESTINATION
		Refined.	
2nd	S.S. Illinois	30,233	Bayonne, N. J.
2nd	S.S. Louisiana	889	Havana, Cuba
3rd	Brg. Tulsa	8,231	Amesville, La.
3rd	S.S. Florida	10,592	Providence, R. I.
4th	Brg. Jack Ray	7,176	Berwick, La.
4th	Brg. Magnolia	6,802	Charleston, S. C.
5th	S.S. Tudor Prince	10,217	South America
5th	Brg. Dallas	16,242	Bayonne, N. J.
8th	Brg. Jack Ray	7,462	Berwick, La.
9th	S.S. Comet	1,836	Bayonne, N. J.
9th	Sch. Kineo	18,997	Bayonne, N. J.
11th	Brg. Sixty-Three	4,752	Berwick, La.
11th	Brg. Sixty-Two	4,798	Berwick, La.
13th	Brg. Jack Ray	7,526	Berwick, La.
14th	Brg. Tulsa	7,942	Mobile, Ala.
14th	S.S. J. B. Aug. Kessler	46,980	China.
16th	S.S. Corozal	3,989	Porto Rico
17th	S.S. Northwestern	22,670	Melville, R. I.
18th	S.S. Preston	5,229	West Indies
18th	S.S. Socony	2,951	Bayonne, N. J.
19th	S.S. Teakwood	49,455	Dartmouth, England
21st	S.S. Camillo	47,000	Dartm'th, Eng.
21st	S.S. Illinois	59,353	Norfolk, Va.
21st	Donax	34,684	China
23rd	S.S. Texas	57,597	Bayonne, N. J.
25th	S.S. Rosalind	62,011	Dartmouth, England
26th	S.S. Cowrie	47,340	China
27th	Brg. Jack Ray	7,425	Berwick, La.
28th	Brg. Sixty-Three	4,514	Galveston, Tex.
28th	Brg. Sixty-Two	5,023	Galveston, Tex.
30th	S.S. Queen	40,545	China
	Total	640,461	
		Crude	
2nd	S.S. Illinois	31,917	Bayonne, N. J.
3rd	S.S. Florida	1,300	Providence, R. I.
9th	S.S. Comet	22,461	Bayonne, N. J.
17th	S.S. Northwestern	662	Melville, R. I.
18th	S.S. Socony	35,289	Bayonne, N. J.
21st	S.S. Illinois	1,514	Norfolk, Va.
30th	S.S. Alabama	1,584	Del. Riv., Pa.
	Total	94,727	

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MARINE DEPARTMENT

It is with deep and sincere regret that we have to announce the death of Edward R. Busch. The funeral services were held in New York September 18, and were attended by a number of members of the Marine Department. Busch was one of the best liked boys in the Marine Department, and the sympathy which is tendered his family is deepened by our own sense of loss,

The *Alabama* is the new name assigned to the *S. S. Northtown* when she left Kensington Shipyard, Philadelphia, September 13, after being lengthened 52 feet [and undergoing other extensive alterations.

COMPTROLLER'S DEPT. Dan Cupid made another assault on the General Office force and plunged his dart into the person of Chas. T. Carnes. Charlie 'went and done it' Thursday, September 3. His bride, Miss Elizabeth Wilson, is a very talented and accomplished young lady of Houston, which means she is also beautiful. The wedding was solemnized at Alto Loma, Texas, and, take it from Charlie, it was solemn. The young couple have the best wishes of Mr. Carnes's associates in the Comptroller's Department for a happy wedded life.

Mr. and Mrs. C. T. Carnes wish to thank the General Office and others for the handsome set of Silver presented to them on the occasion of their wedding.

F. M. Moss, brother of Travelling Auditor J. S. Moss, entered the service Sept. 15 as stenographer in the General Office.

Guy Redwine, of this Department, after having enjoyed a two weeks' sojourn in the East Texas Piney Woods, is now doing relief work at Port Arthur Works.

The *U. S. S. New York* steamed into Galveston Harbor several days ago, and Auditor of Disbursements Jno. B. Rainey invited a party to motor down to the Island in his car and view Texaco Ursa Oil and Navy Fuel under exact working conditions. Shortly after leaving the party came to grief when John's "Ford" tried to push the Forrestdale Nursery's delivery wagon off the street. We have it from John confidentially that the next time he pushes a nursery wagon along the street it will be on the sidewalk—at present we are smoking cigars, the compliments of John Bradshaw Rainey, Jr. who arrived September 16.

Wm. J. Bissonet is spending his vacation on "Actual Facts Farm." Latest reports have it that Farmer Bill is busy plowing,

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preparatory to planting his Fall garden.

W. A. Powers is spending a few days at Port Arthur Works.

Sincere sympathy is extended Sup't M. G. Jones, New Orleans District, in the death of his mother on August 31.

E. G. Delgado, Extension Clerk, resigned his position on September 20 and removed to Cincinnati, Ohio. He will be succeeded by former Iron Barrel Clerk, C. M. East. J. D. Gerrets, Jr., succeeds Mr. East.

In checking over salesmen's reports from the Houston District, Superintendent R. E. Armstrong notices that D. T. Monroe, after selling all schools in his territory, has started a campaign on the jails, and has been very successful in selling Liquid Wax Floor Dressing to the Sheriffs to be used in the jails in each county. He believes if each salesman would call on every sheriff in his territory there would be no trouble in selling them Texaco Wax Floor Dressing.

LUBRICATING DIVISION HONOR ROLL, AUGUST, 1914.

HOUSTON DISTRICT

H. A. Forman 1st	D. T. Monroe
W. L. McCamley	T. L. Bass
T. E. Meece	B. L. Kowalski
W. C. Arnett	

DALLAS DISTRICT

W. R. Scott 1st	O. S. Calloway
J. McAdams	Will Carroll
W. M. Brown	C. F. Shipp
W. H. Gray	W. E. McGilvery
Wade Cowan	L. B. Torrey

ATLANTA DISTRICT

R. T. Hanna 1st	O. L. Wilson
R. T. Hubbard	

F. E. Castleberry 1st	V. L. Seddon
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NEW ORLEANS DISTRICT

PUEBLO DISTRICT

J. D. Barton

Salesman Potts, Oklahoma District, came so near reaching the Honor Roll during August as to deserve special mention.

F. G. Smithson, Birmingham District, also missed connections by a narrow margin. Mr. Smithson's name has appeared on the Honor Roll before and it can be depended upon to show up again. An extract from one of his reports may be interesting:

"We are working on them with tooth and claw, and are certainly securing our share of the business. However, our competitors are on the job and it is up to us to keep everlastingly at it to secure new accounts and retain the old ones. A contract is worth no more than the incentive at each end to live up to it, and for that reason it is up to us to deliver the goods and render efficient service. I find it absolutely necessary to call on the contract customers just the same as the one buying in the open market. By doing this you cultivate good will and experience little trouble in re-newing contract."

This little memo appeared on the back of a report. The space on the front was filled up with sales.

H. B. Roeder, El Paso District, is invited to come on in with the rest of the Honor boys. He came so near it during August that we are wondering whether the several days spent at the State Penitentiary (getting a contract signed, of course) made the few dollars difference. Perhaps it was worry over the car of Vega Axle Grease that wouldn't sell. All of the Honor Roll are selling Axle Grease-Graphite.

The following are the leaders for August on the respective lubricating products shown:

General Lube Oil	Birmingham District
Motor Oil	Dallas District
Transmission Lube	Pueblo District
Cup Grease	Dallas District
Axle Grease	New Orleans District
Harness Oils	Atlanta District
Home Lubricant	Atlanta District
Harvester Oil	El Paso District
Liquid Wax Floor Dressing	Houston District
On the same products the average rank is	
1st Houston	5th Pueblo
2nd Dallas	6th El Paso
3rd Atlanta	7th Birmingham
4th New Orleans	8th Oklahoma

A further classification of lubricating products for August 1914, based on gains over August 1913, with leading Districts:

Highest Grade Cyl Oil	New Orleans
Medium " "	El Paso
Highest Grade Pale Oil	Atlanta
Pale Engine Oils	Atlanta
Red Engine Oils	Atlanta
Gas Engine Oils	New Orleans
Specialties	Houston
Axle Grease	Pueblo

Comparing August 1914 with August 1913, the Districts making the most noticeable gains in gallonage and poundage of lubricating products are Birmingham, Houston, Pueblo, and El Paso, ranking in the order named.

Comparing the first seven months of 1914 with the same period of 1913, the New Orleans District ranks first for largest average net increase in selling price per gallon. Oklahoma, Dallas, and Houston Districts also show increases.

Comparing the first seven months of 1914 with the same period of 1913, the El Paso District shows the largest net reduction in marketing cost per gallon. Other Districts improving in this respect are Pueblo, New Orleans, Houston, and Atlanta, ranking in the order named.

Stations gaining one hundred per cent or better in lubricating gallonage and poundage during August 1914 as compared with August 1913:

OILS	DALLAS DISTRICT	GREASE
Baird	Baird	Kauffman
Comanche	Comanche	Lamesa
Lometa	Albany	Leonard
Lufkin	Brady	Menard
McLean	Cisco	Merkel
Pittsburg	Cleburne	Midland
Stephenville	Crowell	Palestine
	Farwell	Pittsburg
	Hamlin	Seymour
	Haskell	Stamford
	Hubbard	Tahoka
	Jacksboro	

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HOUSTON DISTRICT	
OILS	GREASE
Cleveland	Austin
Eagle Pass	Cleveland
Galveston	Georgetown
Humble	Gonzales
Runge	Livingston
San Benito	Port O'Connor
EL PASO DISTRICT	
Clifton	Douglas
Miami	El Paso
Nogales	Miami
Silver City	Nogales
BIRMINGHAM DISTRICT	
Birmingham	Birmingham
Decatur	Bessemer
ATLANTA DISTRICT	
Greenville	Anderson
Milledgeville	Carrollton
Pelham	Macon
	Milledgeville
NEW ORLEANS DISTRICT	
Bunkie	Abbeville
Epunice	Harvey
Lafourche Crossing	Houma
Plaquemine	Lafourche Cr'g
	Morgan City
	West Point
PUEBLO DISTRICT	
Ault	Ault
Berthoud	Berthoud
Billings	Billings
Cheyenne	Cheyenne
Greeley	Greeley
Laramie	Laramie
	Victor

The agents at the stations mentioned are heartily congratulated on the showing of their stations, and it is hoped the good leads now enjoyed will enable this very desirable showing to be maintained throughout the year. There are many more stations whose present rank indicates they will be in the race strong at the finish. *Make your station one of the winners.*

The various Districts rank as follows in sales of lubricating products by Tank Wagon Drivers:

Motor Oils	Dallas
Misc Auto & Gas Engine Oils	Dallas
Steam Cylinder Oils	Dallas
Engine & Machine Oils	Houston
Specialties	New Orleans
Black Oils	Dallas
Transmission Lubricant	Atlanta
Cup Grease	Atlanta
Axle Grease	Houston

According to rank on each product named, the average rank by Districts is

1st Dallas	5th Birmingham
2nd Atlanta	6th El Paso
3rd New Orleans	7th Pueblo
4th Houston	8th Oklahoma

The Texas Company is justly proud of their "Whole Line" Tank Wagon Men. Some of our very best salesmen are graduates of the Tank Wagon, and the present diversified sales indicate there is a fine new crop of salesmen in the bud. Any man showing ambition and ability to sell the "Whole Line All The Time" from the tank wagon has a bright future ahead. Nowhere more than in sales work does ambition guided by initiative, foresight, and persuasiveness, have a more inviting field. There is the making of many a splendid salesman or agent in the present line-up. If the "Big Op-

portunity" is being sought and worked for it may come to you even before ready for it.

During July the prize contest conducted among Tank Wagon Drivers in the Atlanta District, for the largest average percent gain on sales of kerosene, gasoline, and Specialties, resulted as follows:

W. O. Maxwell	Atlanta	368 per cent
W. W. Wright	Atlanta	366 " "
L. M. Hubbard	Milledgeville	310 " "
G. F. Sharp	Huntsville	151 " "
J. W. Kirkland	Atlanta	151 " "
H. S. Thompson	Bessemer	127 " "

Mr. Maxwell was awarded first prize and Mr. Wright second prize. Others made nice increases on specialties but not enough to bring averages up to 100% increase.

The Houston District shows best results to date in sales of Liquid Wax Floor Dressing to schools, D. T. Monroe leading in individual sales and B. L. Kawalski running second.

Mr. Monroe, having sold all the schools in his territory has become so enthused that he announces a plan to line up all churches as well. He says the clergy may be hard to convert, but he proposes to demonstrate the efficacy of a good coat of Liquid Wax on church floors to bring sinners to their knees.

Mr. Salesman and Agent, there's nice business for you on Liquid Wax Floor Dressing among the business, private, denominational, and public schools. Are you getting your share?

F. H. Sullivan, is still "hitting it up" on Specialties. He spent several days in Galveston during the middle of September and reports sales of cases, which—considering that Galveston has a live up-to-the-minute Agent (see list of stations showing 100% increases), a hustling city salesman, and a live corp of Tank Wagon Men selling the Whole Line—makes a splendid showing. Mr. Sullivan is the kind that beats his own record every day. His record in the "Cut-Over" country of East Texas, where "No demand" existed for this class of products up to his time, shows what can be done in the way of creating a demand. The trade over there is said to be talking about it and asking why they were not "shown" before, and are placing repeat orders right along.

F. E. Castleberry recently landed a nine barrel first order of lubricants from a concern he has been after vigorously for many months. Notice Mr. Castleberry's position on the Honor Roll. That "keeping everlastingly at it" wins.

J. C. Meintzer secured the first prize for highest general efficiency in the Atlanta District during August. The race was a close one and his superior showing on collections was the deciding factor. Ability to sell the "Whole Line All The Time And Get The Money" looms up big.

H. B. Roeder, El Paso District, was awarded the prize for best all-around salesmanship during the months of July and August, the points considered being collections, total sales, variety of products sold, prices, contracts, and new accounts secured, and iron barrels returned. The contest was very close, Salesman Howell being but four points behind.

P. J. Chapman, general office, Lubricating Division, quietly slipped away from Houston and was married September 23 at Marble Falls, Texas. Hosts of friends are congratulating "Chap" and his charming bride.

TEXACO STAR

Texaco Quality wins out over cheap competition. Agent T. L. Finch, Guthrie, Okla., reports that a large Flour Mill, which closed contract with a competitor last March at prices considerably under T. T. Co. quotations, has found it necessary to come back to us for Cylinder Oil, and has closed a contract for a year from September 1 for one of our highest grade Cylinder Oils. Agent Finch is confident that before many months they will again be buying all requirements from The Texas Company. He is offered hearty congratulations on his success through featuring Texaco Quality.

SALES DEPT. The employes in the New N. TERRITORY York office would like to inquire if the reason why Frank T. Beazley, of the Accounting department at Norfolk, returned from his vacation after the expiration of one week, was not that he had again become "broke." (Signed) Committee.

L. Austin of the Norfolk office is spending his vacation in the hospital, having been operated on some two weeks ago. We trust that Buck will be back with us in the near future. Latest reports are very favorable and we hope to see him at his desk by the first of the month.

On returning from his vacation of one week spent in Branchville, Va., G. N. Beaton, Jr., was taken sick with malaria, but we are glad to say he is now out again. It is reported that it is not the Virginia climate that made "Daisy" sick, but the cancellation of his New York trip.

W. J. Barton, Order Clerk in the Norfolk District Office, is spending his vacation in New York. While the object of Willie's visit is not definitely known, it is generally thought that there is a lady in the case and that pleasant evenings are being spent at Sheepshead Bay.

Pop Krouse and Ira Oursler are spending their vacation in Baltimore, and it is reported that wedding presents will be in order shortly.

Miss Thompson and Mrs. Newton are new additions to our stenographic force at Norfolk.

We expect to open our new station at Danville, Va. some time during the current month. Prospects at that point are bright.

W. A. Grove, Agent in charge of our Elkins, W. Va. Refined and Lubricating Oil Station, has resigned, effective October 1. We are sorry to lose Mr. Grove, whose resignation is due to the bad health of his wife since they have been living at Elkins which necessitated removal to another part of the country. They will probably locate in Roanoke, Va.

Messrs. Parish, Tipper, and Rowland were recently welcome visitors at Chicago. In company with Messrs. Snell and Cheney they visited St. Paul and attended the Automobile Races, where Texaco Motor Oil E. H. as usual carried off the honors.

On September 8 salesman C. B. O'Hare of the Chicago District was elected Secretary of the National Association of Garage Owners for the coming year.

D. R. Morton is back at work in the Accounting department after having been in California several months for his health. We are glad to see that he has entirely recovered.

Sup't Snell and Inspector Schmoock, Chicago District, attended the Superintendents Meeting at New York, Sept. 14-15.

Chief Engineer, George R. Rowland and Lubricating Representative O. J. May left September 16 for a trip into the Copper District of Michigan, for the purpose of introducing Crater Compound.

At a regular Saturday Meeting of Chicago District Salesmen, Mr. Rowland gave a talk on the different uses of Crater Compound, which was very much appreciated.

E. W. Conkling, formerly of the New York District and lately covering Michigan territory from Chicago, is now covering Salesman D. J. Stevison's Territory, Mr. Stevison having been transferred to the Tank Wagon Department.

L. A. Gesler, City Salesman at Chicago, has resigned. L. B. Underwood, formerly covering South Eastern Illinois, will take over Mr. Gesler's territory.

M. G. Byrne, has left our services, and his territory will be divided between Salesmen Barton and Rasmussen.

EXPORT DEPT. W. C. Wallace is now in London. W. G. Moore has returned from Porto Rico.

E. R. Phillips has returned from Cuba. The Export Department, New York, will be represented this season in the Export Bowling League. This league is composed of teams from well known Export Houses, among whom are United States Steel Corporation, Commercial Cable Co., W. R. Grace & Co., Lunham & Moore, and others. The season starts Oct. 5, and it is hoped that the Export Department will bring home the bacon. The Export Department will be glad to arrange games with representatives of other Departments.

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.

PIPE LINE Notes on the Flow of Oil in Pipes, by E. I. Dyer—*Journal Am. Soc. Mech. Engineers*, July 1914.
Paper, read before San Francisco Section of the A. S. M. E., on experimental determination of factors causing the loss due to friction in pumping oil through pipe lines.

Automatic Petroleum-Tank Fire Extinguisher—*Engineering News*, Aug. 20, 1914.

FUEL OIL Oil Burning, by John J. Hyland—*Journal Am. Soc. Nav. Engineers*, May 1914.

Considers fuel oils, their composition, characteristics, and utilization in oil-burning boilers, with description of apparatus and means used to burn the oil properly.

Draft, by Geo. F. Weaton—*The National Engineer*, June 1914.

Its relation to efficiency and its control—Things to be observed with mechanical draft outfit—Some points about combustion explained—Example of good draft regulation.

REFINING Preventable Losses in Factory Power Plants. VIII. The Heating System (Continued), by David Moffat Myers—*The Engineering Magazine*, September 1914.

A Modern Industrial Power Plant, by Norman G. Meade—*The National Engineer*, May 1914.

Novel features—performance—cost records.

ENGINEERING Engineering Education, by C. R. Young—*The Engineering Magazine*, September 1914.

MARINE Government Regulation of Water Transportation, *Annals of the American Academy of Political and Social Science*, Vol. LV, Whole No. 144, September 1914.

Ten valuable monographs (303 pages) by well qualified writers.

SALES Oils and Lubrication, by L. D. Allen—*Power*, Aug. 4, and Aug. 11, 1914.

PAVING & ROADS Testing of Materials for Road and Street Construction, by Prevost Hubbard—*Proceedings American Road Builders Association*.

Particularly applying to bituminous materials.

PURCHASING Complete Records of Large Fleet in 13 Forms, by E. A. Langdon—*The Commercial Vehicle*, July 1, 1914.

Cost keeping and service-registering system used for large fleet of motor trucks.

PRODUCERS The Deep Boring at Spur, by J. A. Udden—*Bulletin of the University of Texas, Scientific Series*, No. 28.

First (and firsthand) information on the deep stratigraphy of a region of Texas covering one-fifth of its area. It will enable us to say what other borings will penetrate even at considerable distances from this exploration.

Bibliography of North American Geology for 1913, by J. M. Nickles—*U. S. Geological Survey, Bulletin* 584.

An alphabetic subject index enables one to find papers relating to particular subjects or areas.

GENERAL Relevant Annotations—*The Annalist*, Sept. 21; *Ibid.* Sept. 28, 1914.

Bill in Congress to Make Natural Gas Lines Common Carriers—*Oil and Gas*, Sept. 1914.

Practical impossibility of such management for gas lines.

The Administrator as Diplomat. II. The Methods of the Gentleman-Administrator, by Edw. D. Jones—*The Engineering Magazine*, September 1914.

The Practical Introduction of Efficiency Principles. IX. Standardizing the Working Conditions, by C. E. Knoeppel—*The Engineering Magazine*, September, 1914.

The Lighting of Interurban Highways, by D. S. Martin—*The Engineering Magazine*, September 1914.

Heat—A Lecture for Beginners, by Charles H. Bromby—*Power*, Aug. 4, 1914.

A simple treatment, referring particularly to boiler practice. Temperature, sensible heat, latent heat, and specific heat explained.

Safety Methods for Preventing Occupational and Other Accidents and Disease, by W. H. Tolman and L. B. Kendall—*Harper and Brothers*, New York.

Illustrated; Cloth, pp. xxii-422; \$3.

Dr. Tolman is Director of the American Museum of Safety, the institution in New York which is the only one of its kind in this country. In the world there are twenty-three such institutions; Germany has six. These museums not only afford places for the exhibition of safety devices and disseminate information, but impartial investigations of plant conditions are conducted on request and recommendations offered for improvement. If this book by Director Tolman were widely and discriminately studied, much loss to industrial enterprises would be prevented and the general health and happiness of the American people increased.

THAT "AD CONTEST"

WE know how hard it is to get up new advertising ideas—so we are going to give you all a rest.

But this does not mean that we don't want or don't expect to receive ideas all the time. On the contrary, any suggestions sent in will be used, if feasible, and will be held as eligible for another prize contest to be held in the near future.

ADVERTISING DIVISION

NOW You know how
carefully the
supplies of the Company
are selected. This care is
indicative of the character
of our manufacture, and
that is what has made



The Mark of Quality
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