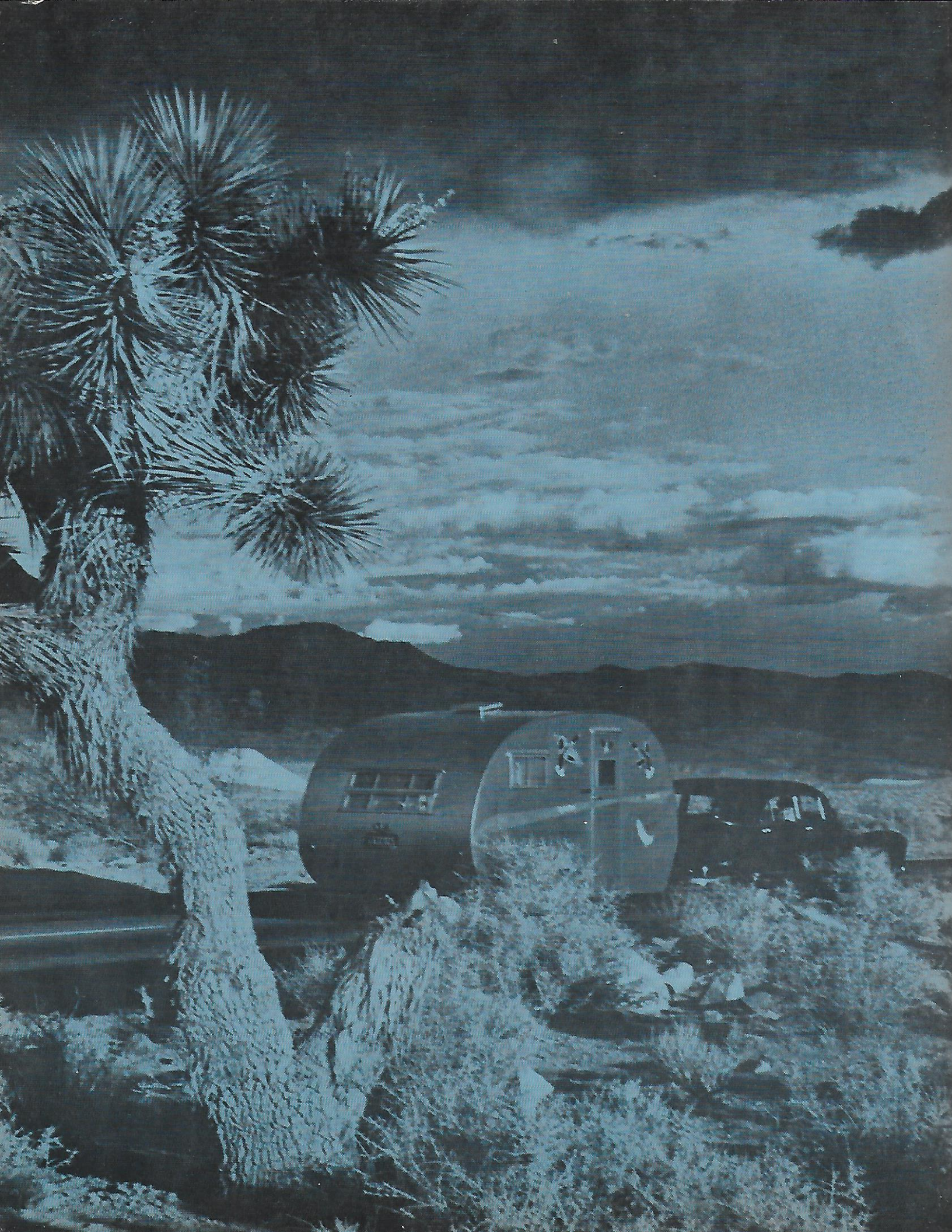
ON TOUR

MARCH-APRIL 1957

with Union Oil Company of California



In the short space of 35 years,

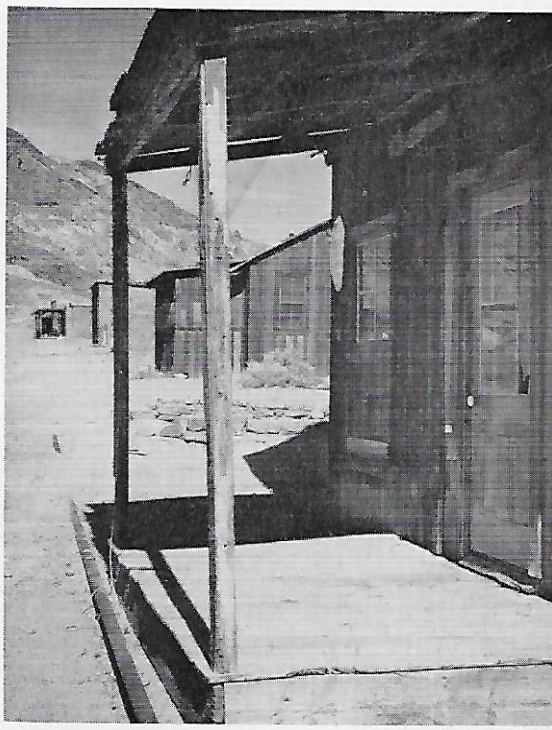
the desert has been made habitable

MIRACLE of the MOJAVE

Mojave Desert names speak of the dread with which that arid expanse was regarded by early western settlers. Death Valley, the Last Chance Range, Furnace Creek, Hell's Gate, the Devil's Playground and scores of "dry" lakes reflect the torment of those who crossed the wasteland in covered wagons. Even the area's famed Joshua Tree is said to have been named by a pioneering group who recognized through its upward pointing branches the one certain exit from their Mojave Desert hell.

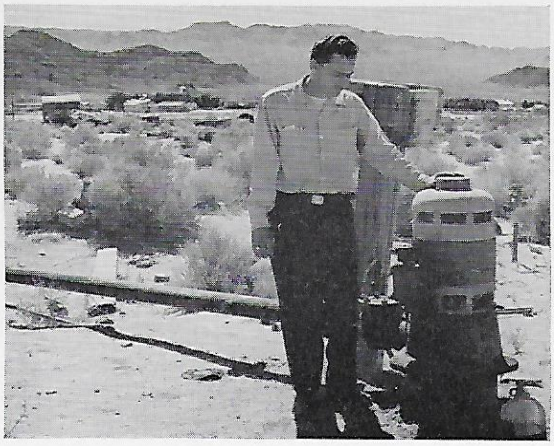
So great was the toll of oxen, mules and horses here during Gold Rush days that many a wagon company was obliged to camp well off the trail to avoid the stench of carcasses. The number of persons who succumbed to heat, thirst and exhaustion mounted to hundreds. America's Great Basin was the supreme test of every overland pioneer; the Mojave Desert portion of it was the most feared; and Death Valley was everything that its name implied.

Union Oilers with receding gray hair remember some 35 years ago when only urgent interests on one side or the other could induce motorists to venture across the Los Angeles-Salt Lake City route. The California section of road —usually the best—was a trying succession of curves, steep grades, loose gravel, dust, bruising chuckholes and jarring corrugations. Entrance into Nevada was invariably announced by a sudden jolting deterioration of the roadbed

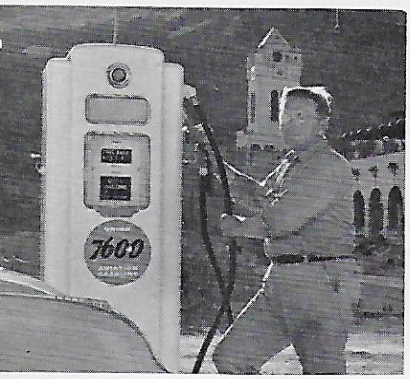


Calico (above), ghost town of the Mojave, has seen one generation come and go; but the desert ranch home below attests of man's will to conquer.

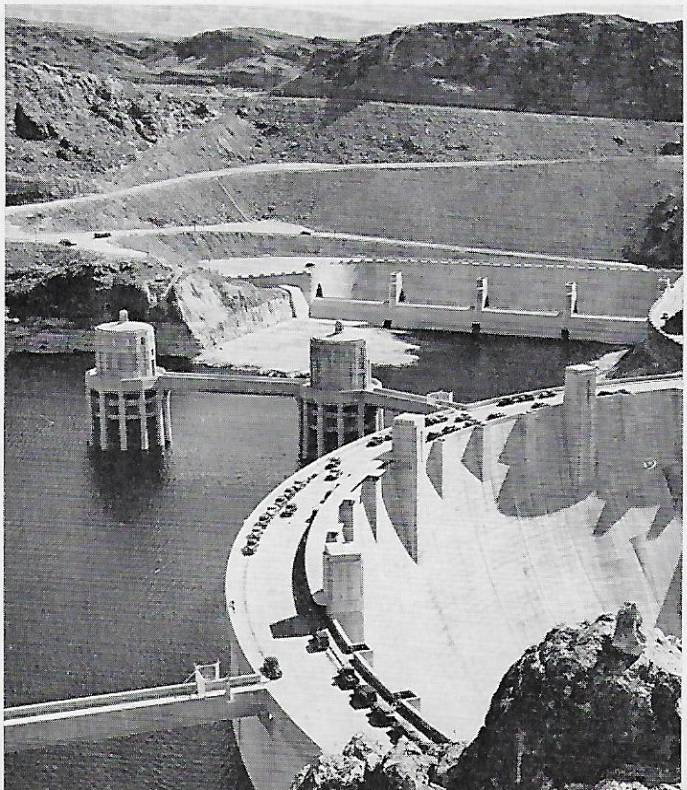
Venturing back over a trail dreaded by the West's pioneers of 100 years ago, a modern covered wagon heads for "Fun in the Sun."



A man named Failing had a car failure at Baker in 1926. While he made repairs, other motorists came to him for help. The service station he founded on the spot (below) is now operated by Mrs. Failing and their son, J. O. Failing (above).



Scotty's Castle (above) and Death Valley are now seen by thousands of motorists. Bob Revert (left) sees that no one lacks for fuel and service.

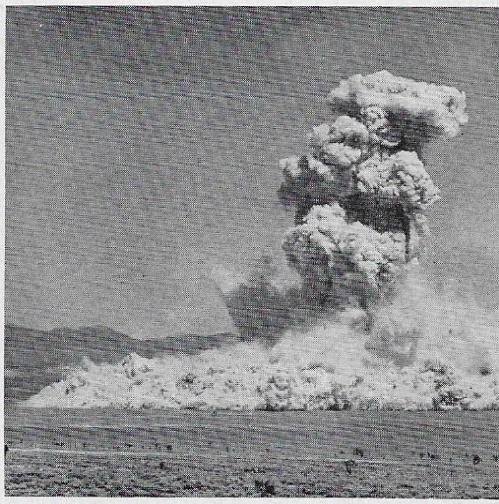


Hoover Dam, completed in 1936, harnessed the mighty Colorado and sparked the Mojave's greatest development. Lake Mead, behind the dam, is a sports paradise.

and hasty slowing down to 20 or 15 miles an hour. The road thereafter was bad or worse, depending upon the weather. A short strip through the northwest corner of Arizona was a motorist's no-man's-land—tortuous, unsurfaced, unbridged, and maintained largely by those who got stuck in its mud holes. Utah roads seemed good only in comparison with the Arizona ruts and, according to season, added mud, ice and snow to the motoring ordeal.

Three days was then considered about average driving time from Los Angeles to Salt Lake. Las Vegas offered two or three dingy hotels and a couple of auto camps to choose from for the first night of sweltering rest. Unless halted by a cloudburst washout in the Arizona strip, you could find somewhat cooler lodging the second night in St. George or Cedar City, Utah. From three to six or more flat tires was about par for the course. Few automobiles—Model T's or Pierce Arrows—survived more than two or three such trips.

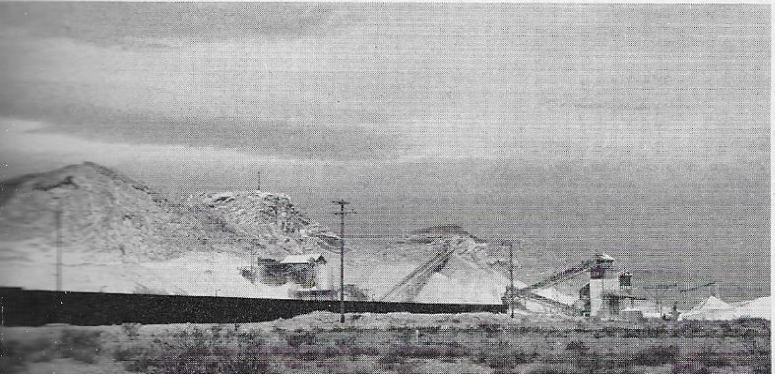
All the while we were jolting across the Mojave, however, there was at least one man who formed a liking for the desert. He was Death Valley Scotty, who called that sun-blistered area his private domain, and confessedly left it only long enough to circulate some of the gold dust taken from his fabulous hidden mine. His spending sprees, including the hiring of a private train to take him East, were the talk of America. His castle in Death Valley, then seen by only a few adventurers, was reported to everybody. Scotty's death, and the revelation that his gold mine was actually a wealthy friend in Chicago, hardly lessened interest in his Death Valley legend. Actually he did strike it rich in the Mojave—a richness of activity, imagination and living that is now being *mined* here by thousands of energetic people. No little credit must go to Scotty for the miracle of development taking place where, only a century or 35 years ago, men cursed the arid land and heat.

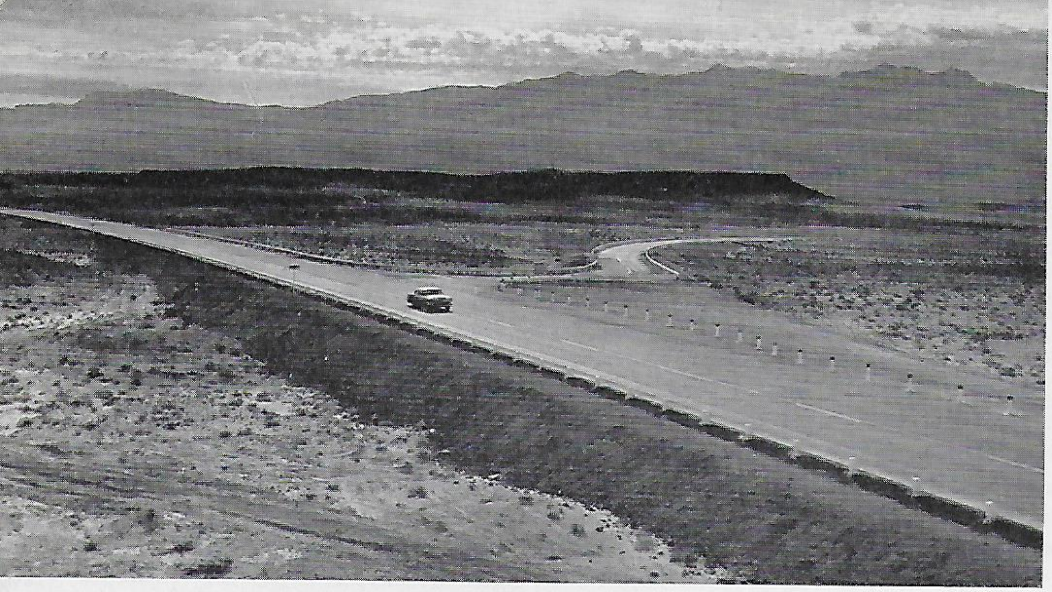


Military uses of the desert have been climaxed by a series of atom bomb tests.

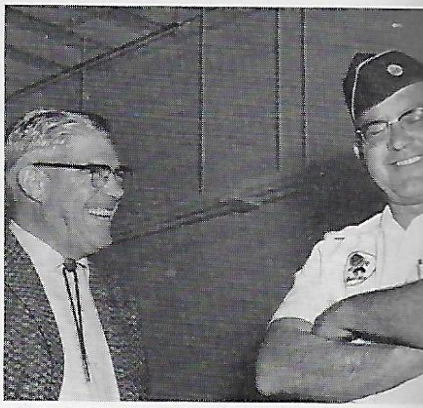
Imagination, prospecting, mining and highway improvements did their part in founding and keeping alive most of the small desert communities. But it was the building at Boulder City, Nevada of Hoover Dam that touched off today's great gold rush to—not through—the Mojave. Holding the mighty Colorado River in check, this 726-foot wall of concrete formed the world's greatest man-made lake—harnessed a mighty and endless current of electrical energy to serve numerous cities of the West—stopped the ravaging flood waters of spring—stored vital irrigation water to slack

Industrial significance of the arid country is reflected (at right) in the government plant at Henderson and (below) in a lime products quarry near Las Vegas.

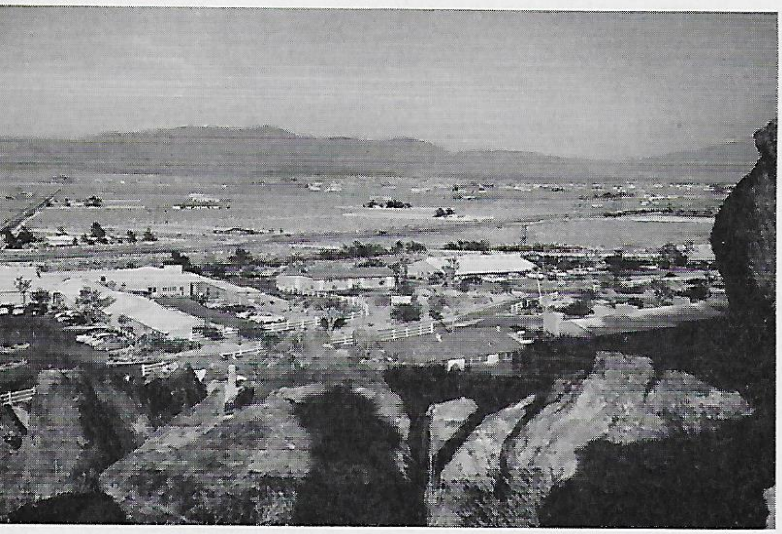




Superb asphalt-surfaced highways now being built and engineered for further improvements forecast safe desert auto speeds of over 100 miles per hour.



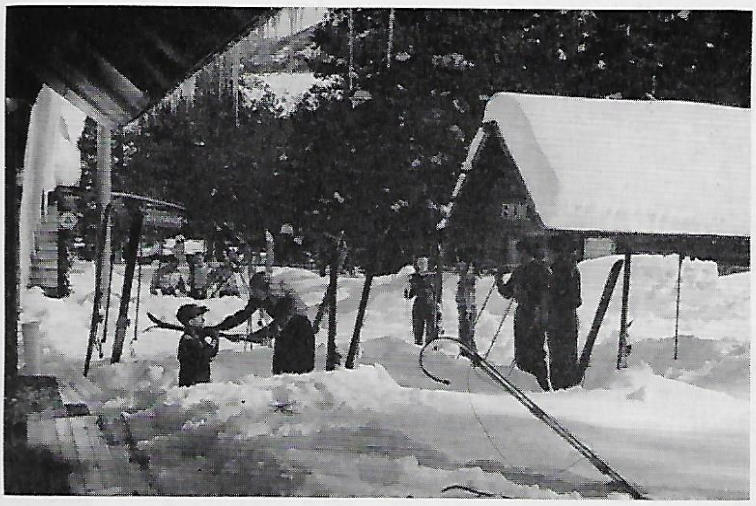
Below is the newest and finest service station on Las Vegas' famed "strip." Above, the owner, Alan Post (right), is given a hearty assurance of success by Union Consignee J. C. Conroy.

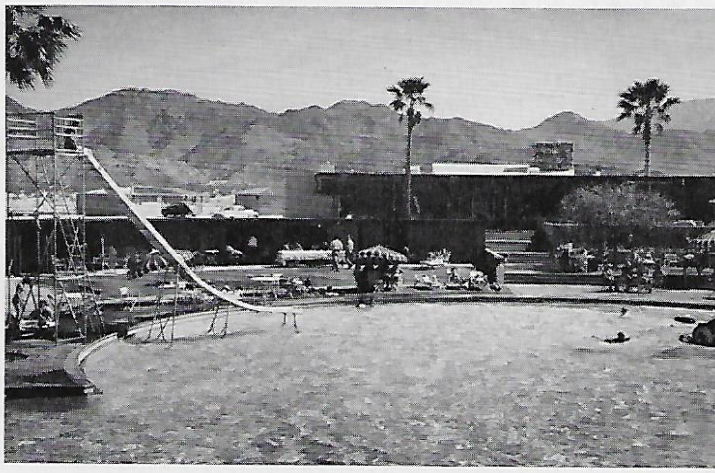


Whether the visitor favors the suburban quiet of Apple Valley (above) or the ultimate in sophisticated entertainment at the Sands Hotel (below), he may now choose the brand of life that suits him best.

the desert's thirst—and, some old timers say, even modified the climate. Attracted to the dam each year by its spectacular scenery and recreation are more than a million visitors.

Aided or inspired by Hoover Dam, the desert attracted other productive enterprises—quarries for cement, lime, aggregate and other commercial varieties of rock—ranching and farming, particularly along the lower Colorado—and a broadening of the desert's mineral potentialities. Among the most ambitious of the latter was the war-spawned government magnesium plant at Henderson, near Hoover Dam. Having served its original purpose of producing magnesium to aid the war effort, it is now leased to private interests for the production of metals and chemicals.





From winter sports in the mountains to summer recreation at Palm Springs (right) takes only an hour or so, thanks to the magic of petroleum.

The war brought other new and exciting activities to the desert. Its balmy skies, dry atmosphere and spacious terrain were ideal for airstrips, training bases for military personnel, target ranges for the bombers, ammunition dumps and supply depots, secret experimental projects, and the most sensational of them all, a test site for the atom bomb.

But to those of us who first heard of the Mojave from our fathers and grandfathers, or who ventured across it in a Model T, the greatest miracle taking place there has to do with the human mind. We who were taught by tale and experience to shun the desert are inclined to view with misgivings those who would go there for rest, relaxation and sport. Nevertheless, few highways of the world are more crowded with vacationers, weekenders, retirees and sportsmen than modern Highway 91—trail of thirst and death 100 years ago.

The highway itself is remarkable—a smooth ribbon of asphalt—free of bumps and dust—safe in wet or dry weather—well laned and identified—presenting hardly a driving hardship or annoyance in hundreds of miles. With a few more improvements now being engineered—such as freeways through towns, separation of traffic streams by barriers or wide divider strips, and leveling of the roadbed through a few remaining dips—cars soon will safely negotiate the desert at better than 100 miles an hour. A two-months' trip by ox team reduced to three days by Model T—and to 8 hours come 1960!

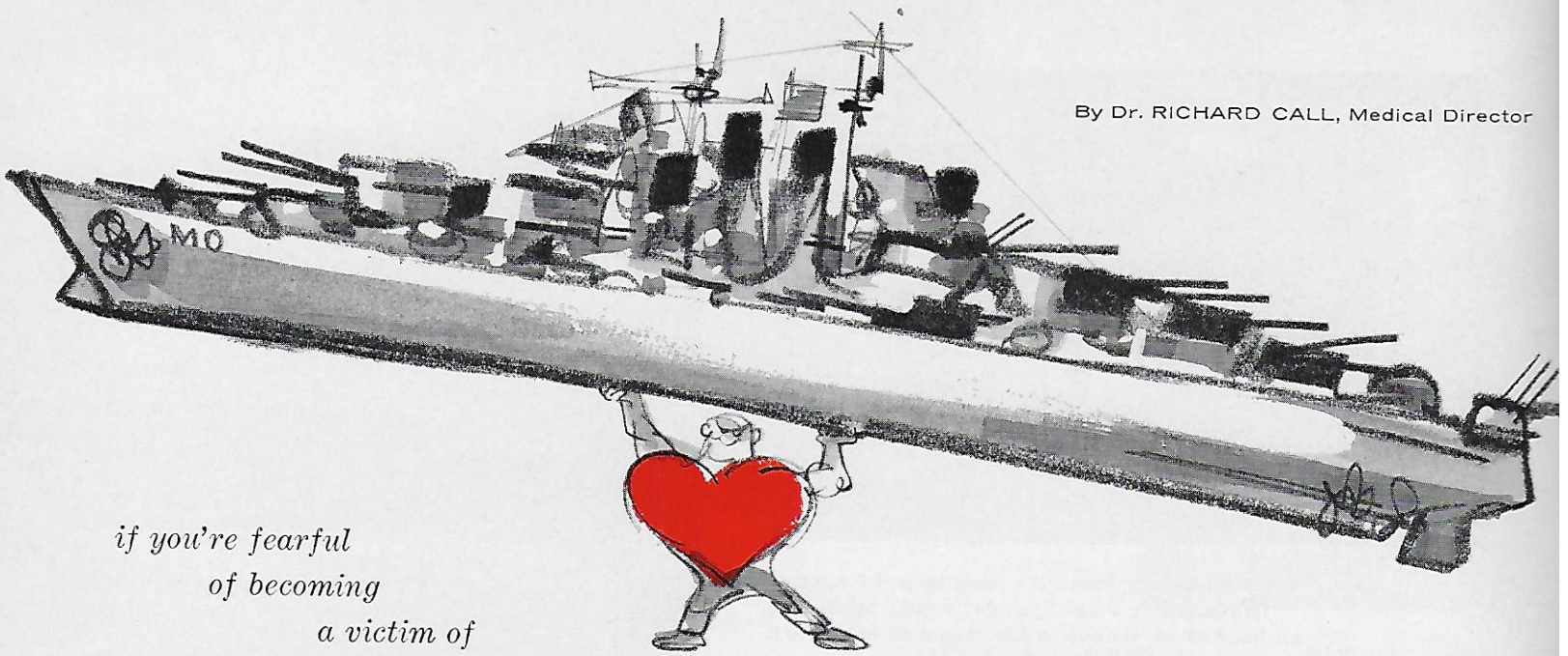
Most visitors, however, will be in no hurry to put the Mojave behind them. On the desert's edge are blossoming dozens of new ranching and housing developments—sunny weekend retreats for city dwellers. Such former gasoline-and-water stops as Barstow and Victorville are expanding, redecorating, installing air conditioning, tempting the passerby to sample a greatly improved cuisine. Rumor has it that Baker, gateway to Scotty's Death Valley, will be completely rebuilt.

Las Vegas, boasting half the population of Nevada, amazes the most calloused world traveler. Gay and colorful by day, it brings to the desert night a neon brilliance exceeding that of Times Square. Its casino hotels have first call on the world's most celebrated entertainers and talented chefs. Luxurious hotels and motels, altogether capable of accommodating more than 12,000 guests, frequently have to turn latecomers away. Gambling is the main attraction, but "Fun in the Sun" at Las Vegas embraces nearly every popular pastime under the sun.

Farther south in the Mojave, Palm Springs sets the tempo of another fascinating desert rhythm, sans the questionable pleasure of gambling. A chuck-wagon breakfast, golf, tennis, speedboating on the Salton Sea, lunch in the cool shade of an air-conditioned patio, a sun bath, a swim in crystal-clear water—in this manner visitors while away the warm desert day. The cool, bright night is made to order for conversation, entertaining, dining and dancing. This place was a bake-oven curiosity 35 years ago!

If you're among those gray-haired Union Oilers who ventured across the Mojave in a 1922 Model T and who now re-visit it in the course of Company duty, you cannot help marveling at the change. Yesterday's good-for-nothing badlands have been transformed to the world's foremost pleasure resort. It's nothing short of a miracle—wrought by many things, including petroleum.

/THE END



By Dr. RICHARD CALL, Medical Director

if you're fearful
of becoming
a victim of
heart disease,

take heart!

If you really knew your heart, you'd be astonished at its strength, efficiency, durability. It is about the size and shape of a big, ripe fig—small enough to easily fit in the palm of your hand. It is almost a completely muscular organ, covered with a lattice work of arteries, frequently referred to as coronary arteries. These coronary arteries are responsible for carrying blood with its life-giving nutriments to the ever active heart muscle. The heart's sole purpose is to serve as a pump to keep the blood constantly in circulation. And what a pump! During a lifetime this powerful muscular organ generates enough energy to lift the Battleship Missouri 14 feet into the air. It is as strong as an auto engine (if available) designed to run constantly for 70 years without overhauling.

Despite these facts, many people are miserably afraid of suffering heart disease. The fear became almost a national hysteria following the announcement that since 1954 approximately 800,000 Americans succumb annually to diseases of the heart or blood vessels. This annual toll is more than twice the military loss of American lives—390,000 men—during World War II. It is a serious problem and one to be concerned about, but fear has no place in its solution.

The term "heart disease" includes at least 20 different disorders, each of varying significance. Medical science has aggressively attacked all 20 of these disorders, eliminating some, curing others and reducing the severity of the remainder. Rheumatic fever, a disease that attacks the valves of young hearts, has been partially controlled. Some forms of congenital heart disease (that type of ailment one is born with) have been cured through surgery; others have been helped significantly. Because of medical progress, syphilitic heart disease is a rarity, thyroid heart disease an oddity, and vitamin-deficiency heart disease a medical curiosity.

Today, 90% of all deaths caused by heart and blood vessel diseases are due to arteriosclerosis (hardening of the arteries) and high blood pressure. Their underlying causes still remain shrouded in mystery. But many interesting pieces of information are constantly being reported from the world's great medical centers, and bit by bit the complex puzzle is being put together.

The term *atherosclerosis*, the most troublesome form of arteriosclerosis or hardening of the arteries, means a process whereby the inner lining of the artery becomes thickened and roughened. The resulting slowing or stoppage of the blood stream causes vital tissue nourished by the diseased artery to be deprived of its blood supply and suffer serious damage. Atherosclerosis frequently precedes a "heart attack" or causes damage to important organs such as the brain or kidneys.

As a simple analogy: If you were to examine the old water pipes in your basement, you would see that lime and other deposits have accumulated inside the pipes, narrowing the inside diameter and slowing the flow of water. Under such circumstances, a small chunk of the deposits could break off, become wedged, and stop the flow of water completely.

This, generally speaking, is what may happen in the coronary arteries, which supply blood to the always active heart muscle, as well as other important arteries. *Cholesterol*,

a fatty substance from the blood stream, builds up over the years in the artery walls, causing a narrowing and roughening of the lining. Thus, a blood clot or "thrombosis" is allowed to form, occluding the artery and producing a "heart attack" (coronary thrombosis) or a "stroke" (cerebral thrombosis) in the brain. Medical science now strongly suggests that atherosclerosis is an acquired disease and not the inevitable process of ageing.

Largely spared the dangers of diphtheria, typhoid fever, pneumonia and other serious infectious diseases, which at one time challenged life in the early years, man now lives long enough for these cholesterol deposits to accumulate. But why does this happen? Why does one man have a coronary thrombosis at 45 while his neighbor still can actively mow the lawn at 70? Why is one man partially crippled following a stroke in his early 50's while his friend is still deer hunting in his late 60's?

Medical science has not found a definite answer as yet.

It is all too easy to blame heavy drinking, excessive smoking or years of hard work. Unfortunately, there is no real evidence that any of these is responsible. Probably the final answer will lie in several factors, not just one. We know that overweight hastens the process. Obesity may be hard on the vanity but it is much harder on the arteries. Increased blood pressure is an important factor, for it hastens the process of arteriosclerosis. Heredity leaves some people definitely more susceptible than others to this disorder.

The significance of a high-fat or high-cholesterol diet has been profoundly discussed by the learned and the not-so-learned—in the hallowed halls of great universities and on Ebbets Field. Out of all this vocalizing, a few well established facts pierce the confusion:

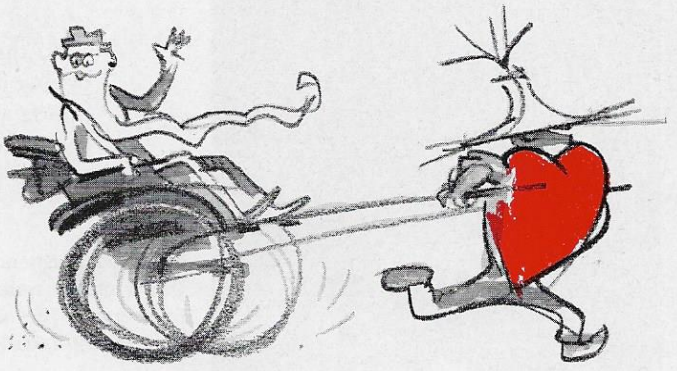
A high-fat diet—particularly animal fats—which is so characteristic of western civilization, is inevitably followed by a greater incidence of atherosclerosis. Such a diet raises the level of cholesterol in the blood stream. In certain areas of the world, such as the Orient, where the diet is low in fats, atherosclerosis is almost non-existent. These facts we know; much more about the scourge of western man has yet to be learned.

High blood pressure continues to have its baffling aspects. The heart, acting as a human pump, forces blood through many miles of blood vessels and finally back to the heart. The process is repeated again and again. Now for some unknown reason the arteries may constrict, raising the pressure in this *pipe-line system* and throwing an unusual strain on the pump. This may lead to a failure of the heart or rupture in a blood vessel—only too often in the brain. Although surgery has found and corrected the cause of increased blood pressure in a few cases, the disorder is still a baffling problem. In the past few years medical science has been given many potent drugs which, if taken continually, keep the pressure down. The outlook in this field is very optimistic.

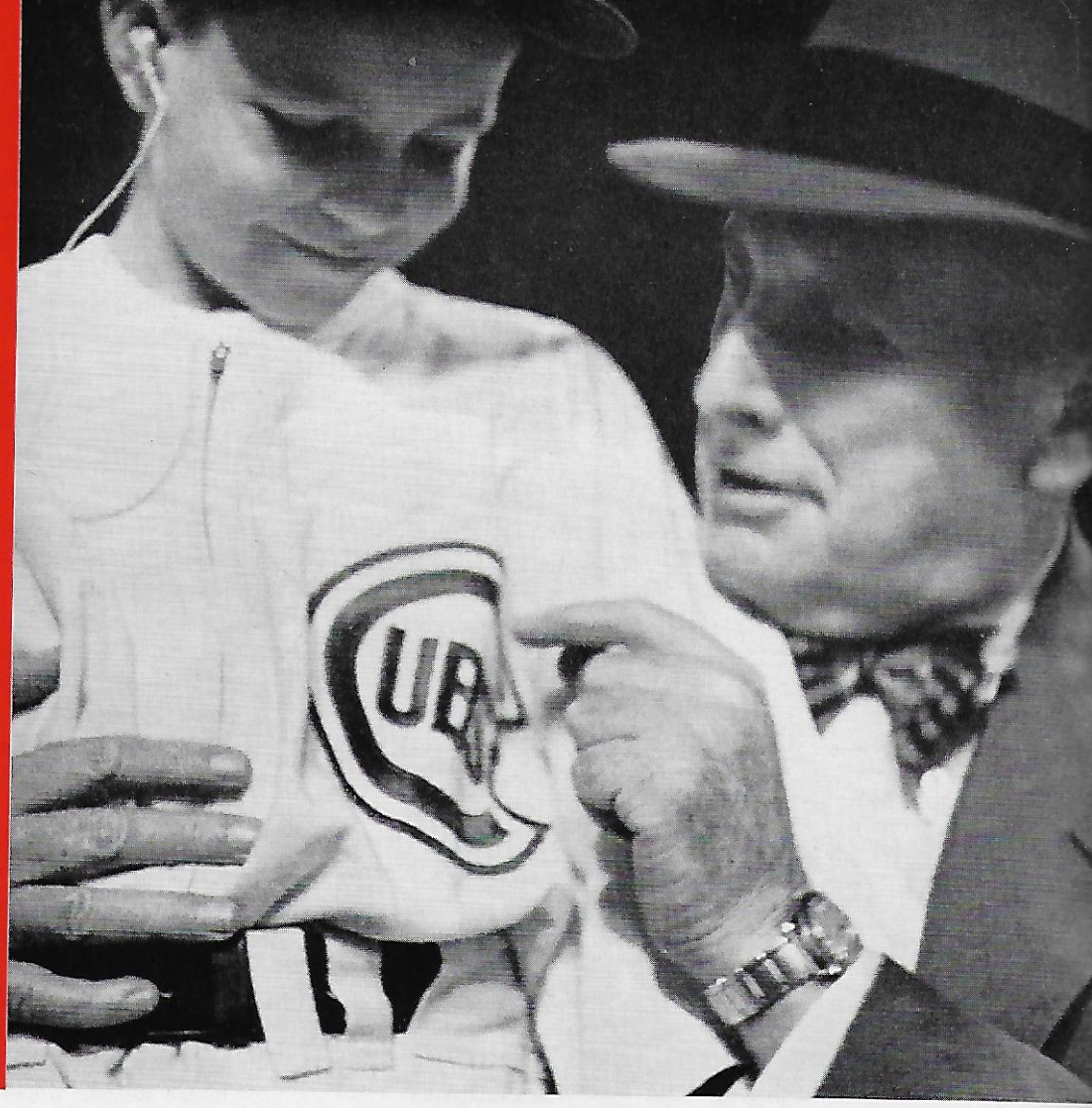
In summary: The entire approach to this scourge of mankind is brightened by the high enthusiasm of medical science. Much has been discovered, much remains to be discovered about heart disease. We have learned of the danger of excessive fats in our diet; also that overweight and a spreading girth are liabilities to health and happiness. We have learned that the normal heart is tough, strong and durable; it simply cannot be damaged or strained by physical work or exercise. We are encouraged to find that only a small number of people die during heart attacks, and that a great majority of them return to their former jobs as useful and happy workers.

So, if you're fearful of becoming a victim of heart disease, here are a few common-sense suggestions:

1. Keep your weight down—preferrably by choosing a diet containing a minimum of animal fats, especially meat fats and butter.
2. Keep your body well conditioned through regular—not violent or irregular—exercise. A brisk daily walk of a mile or two is excellent.
3. Go to your doctor at least annually for a checkup.
4. Above all, "take heart" about your chances of avoiding heart disease or surviving a possible heart attack. The physician now approaches this problem of heart disease optimistically. New knowledge and tools are being placed at his disposal almost every day. Some forms of heart disease can now be prevented; others can be completely cured; and almost all can be greatly benefited by medical care. One after another of the various forms of heart disease is surrendering to the achievements of modern science. The remaining ones are now being seriously challenged. Given half a chance, your heart will carry you well beyond three-score-years-and-ten.



it's definitely **BIG** league



General Chairman Reese H. Taylor of Union Oil meets the honorary Cubs mascot, one of the Tracy Clinic children for whom the game was played.

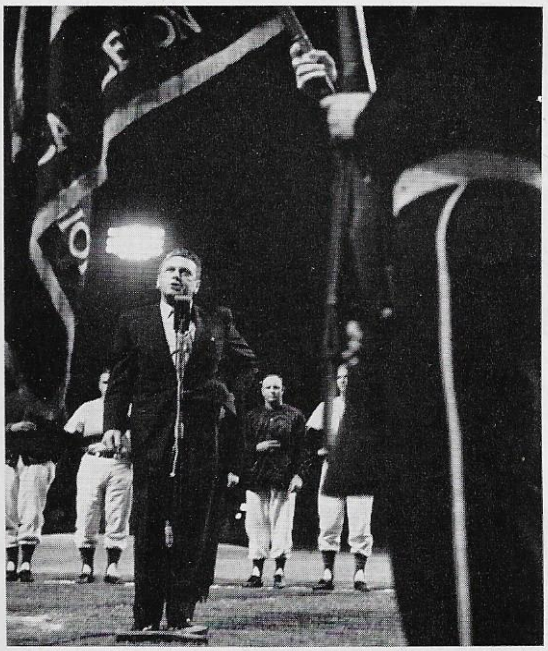
No better baseball game has ever been played. Superb pitching on both sides was exceeded only by more superb hitting. Fielding was brilliant, even though one ground ball rolled right through an outfielder's legs. There was at least one of everything—walks, singles, doubles, triples, home runs. The Chicago Cubs were magnificent in victory. And the Baltimore Orioles were equally great in defeat. Even the umpires were hail fellows, well met!

You see, this particular March 15th game at Wrigley Field in Los Angeles was played for the benefit of deaf children. All of the approximately $90,000 taken in is going to the John Tracy Clinic, thereby bringing to hundreds of deaf children either improved hearing or a chance to compensate for their handicap.

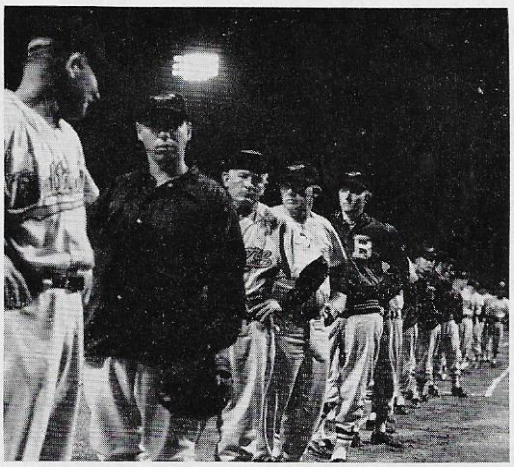
So the Los Angeles business, social and entertainment world dug deep, paying up to $50 a ticket for admission. Society matrons hawked programs. Sports and theatrical celebrities contributed their talents. And everybody—sports writers, photographers, even members of the two opposing ball teams—paid to get in. That's really big league!

From Mrs. Spencer Tracy, founder of the clinic, a word of gratitude to everyone present for their generosity and humanitarianism.

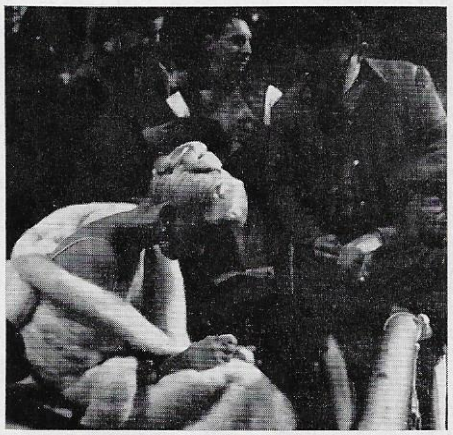
Every baseball fan, sports writer and photographer—even the ball players (below) paid up to $50 to get in!



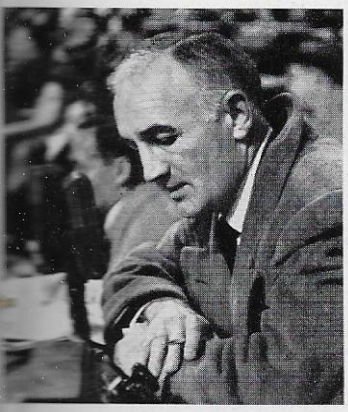
Alan Jones' singing of the national anthem was something long to be remembererd.



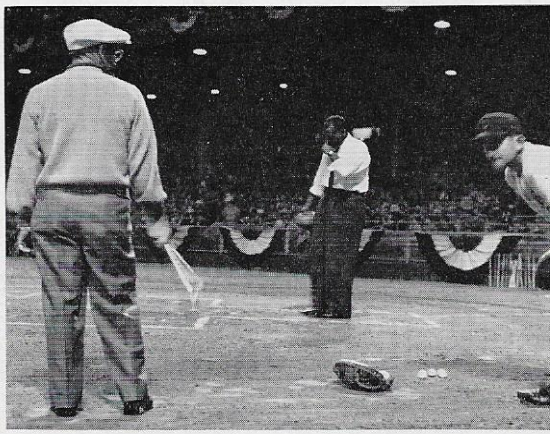
Filling the shirt of Baltimore's mascot was the job of this pretty Miss from Tracy Clinic.



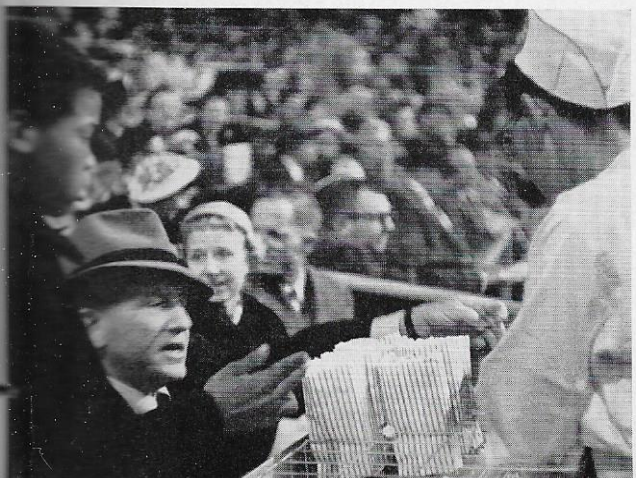
Glamour girl of the evening was Hollywood's Jayne Mansfield.



Popular Tom Harmon also found a price tag tied to the announcing job.



Golf, football and baseball pros competed in a pre-game contest from home plate.

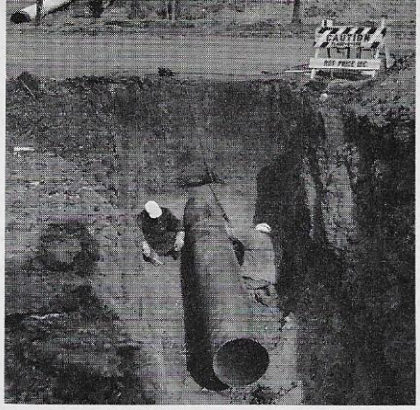


And who should be buying popcorn but the beloved actor, Spencer Tracy himself!

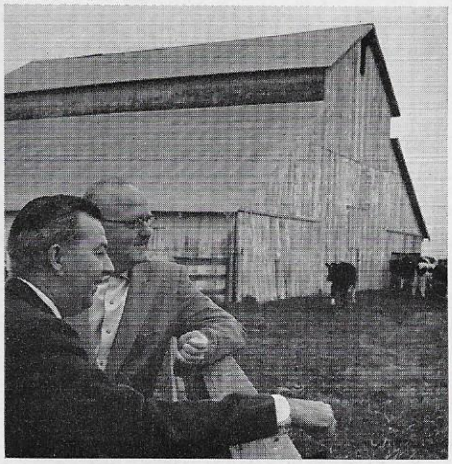
Pipeliners, spare that **TREE!**

by Fritz Springmann

The pipeline, left, misses the lady's oak, while, above, a pipeliner welds her friendship with a warm smile.



Where highways are encountered, the job calls for boring under instead of the easier trenching through.



Right-of-way man E. A. Harden, left, contacts landowners throughout line construction to keep their goodwill.

People are cooperative when you ask to lay a pipeline across their land. But they do make a few requests!

When Mrs. Arabella Mays signed a right-of-way for Union Oil to put a pipeline across her land, she made one proviso: The line must miss her oak tree.

"I can remember going out to play under that tree when I was a little girl," Mrs. Mays, now a bright-eyed 87, says, "and while I don't mind the ditch, I like that oak."

So on the Company's maps—and under the ground—there's a bend in a new 225-mile pipeline being laid from the San Joaquin Valley to Oleum Refinery. The bend's there to miss a cherished tree.

When a right-of-way agent comes knocking on the door and says, "We'd like to lay pipe through your south forty . . . ," he doesn't expect a warm welcome. Farmers, men whose soil is their life, take an especially dim view of anyone who disturbs the ground.

Yet, like Mrs. Mays, people are cooperative. There's a general acceptance of the importance of pipelines. This particular line will carry crude oil from both central and coastal California and semi-refined products from Santa Maria Refinery. At present, the oil is traveling by tanker.

The line, longest Union Oil has ever laid, crosses 350 properties owned by corporations, groups of people, or individuals. One piece required 44 signatures for a complete clearance!

To keep everybody as happy as possible, Union Oil's Property Administration Department is following a systematic plan of personal contact.

Before the right-of-way representatives went out, they were given instructions: The customer is always right—within reason. There's a budget, even on a $12 million job like this. So, in a few cases, the line was re-routed to miss people whose demands were too excessive.

When the construction started, a representative was assigned to each "spread." (There are four pipe-laying crews along the line.) Before the surveyors came in to stake the route, the representative went back and told the owners what to expect. He goes back again before the ditcher arrives; and pays another visit after the pipe is in the ground. If a problem arises, he's there to settle it quickly.

Most of the line is in farm country; so the pipeliners try to avoid crop damage where they possibly can. An alfalfa grower, for instance, had a field scheduled to be planted with expensive, registered seed. He's holding back the seed from a 50-foot strip across the field. *That* strip will be planted—at our expense—after the line is completed.

Another farmer—a celery man—insisted that his section of the line be finished by February 1. He intended to start planting that day, and neither persuasion nor money would change his mind. An entire spread—pipe, men, and machines—was moved three miles at a cost of $5,000 to lay that single, isolated section. But the pipe got into the ground ahead of the crop.

The Company was up against two problems when it went out to get rights-of-way for this 225-mile job. First, the time schedule: The job is scheduled for completion less than a year from the time it was started. And second, a major portion of the line is laid on private property. Because of the financing arrangements, a clear title is needed on all the land it crosses. In places, the line was re-routed because property was so tied up in litigation that it would have taken years to unsnarl the red tape. In others, the landowners received an unexpected bonus when Union's work removed clouds from their titles.

Often, the owner himself didn't know of conditions that affected his legal ownership—mortgages that had been paid but never recorded, for example. There were cases where title to land was still vested in people who had died years ago. Several times, Union hired lawyers and paid the expense of getting titles into the names of the proper heirs.

It would have been easy to leave a string of enemies along the route. Any time you start digging a four-to-eight-foot-deep trench across the countryside, someone is going to feel disturbed. Union Oil contracted both the right-of-way work and the construction; but in the eyes of the landowners, the Company is responsible for every broken fence, scarred hillside—or damaged oak tree.

Instead of enemies, the Company is trying—successfully—to make friends for itself—employees, shareholders, dealers, consignees. The entire operation has taken on the nature of a goodwill campaign for 76.

PROFITS are the working man's

Before every round of wage negotiations, some of those who claim to be the Working Man's Best Friend develop a sudden allergy towards profits. They tell the Working Man that industrial profits are too high; and they seek to convince him that his primary economic mission in life is to cut these profits down to size. They insist that in no other way can he hope to enter the Kingdom of Eternal Prosperity. And what puzzles me, of course, is how anyone who claims to be a friend of the Working Man can try, year after year, to hoodwink him that way.

I recall that some years ago, one of the song hits on Broadway was a gay and cynical little ditty entitled: "Diamonds Are a Girl's Best Friend." I cannot vouch for the theme of the song, of course, because it occurs to me that even diamonds may leave something to be desired—especially on cold nights. But of one thing, I have no doubt whatever—that in the economic sense, at least, the Working Man can never hope to find a better friend than a profit in the company for which he works.

In fact, if we will look realistically for a moment at this industrial society of ours, and if we ask ourselves who, among all of our people, is the principal beneficiary of the profits that we earn, we find that the answer, unquestionably, is: The Working Man.

What have profits done for him?

Well, they of course are the one and only source from which he can obtain what he wants and needs most; a job, a productive job, where he can utilize his skills and energies to his fullest advantage; where he can serve his fellow men to his benefit and theirs; and where he can gain a livelihood for himself and his family.

But that is only the beginning; for profits do much more for him than that. They have provided him with a host of mechanical slaves to relieve him of the backbreaking toil which his forefathers knew. They have lessened his hours of work and more than doubled his hours of leisure. They have greatly increased his safety on the job. They have multiplied his purchasing power steadily over the years. They have opened new job opportunities for his children and for their children. And they continue to provide him with the most enduring and reliable guarantee of job security that he will ever find.

Profits, in short, are the wellspring of all capital investment; and capital investment, under our economic system, is the fountainhead of all job opportunities. There are, of course, other economic systems, and I might point out that the workers in Communist Russia, for example, get a far smaller share of the total production than workers get in our free, profit-and-loss economy; but that is hardly necessary.

Fortunately, the Communist siren song of "ownership in common" is now understood by almost all Americans to mean "ownership by Government" which is merely a modern form of ancient slavery. And great as the dangers of international Communism are, I doubt that internal Communism—apart from its espionage aspects—is any longer as serious a threat to our country as it was.

I also doubt that it is necessary to point out to any thoughtful Working Man what happens to his job when profits disappear. He understands that when a company is no longer able to earn a profit, it must soon go out of business, leaving its former employees stranded, without a job. To put in the words of a pioneer leader of American trade unionism, the late Samuel Gompers: "The worst crime against the working people is a company which fails to operate at a profit."

What the Working Man sometimes does not understand, however, is that—as a result of postwar inflation—it is possible for a company to earn what appears to be a most substantial profit, and still wither away and die because this profit is not large enough to pay for the replacement of plants and facilities as fast as they wear out.

To illustrate this point, let me repeat an example that I cited to our stockholders last week. It concerned an open hearth plant we built 25 years ago, at a cost of about 10 million dollars; but today we find that it would cost us nearly 64 million dollars to replace it.

As a part of the cost of doing business, we have recovered the 10 millions we originally spent on this plant; but the remaining 54 millions must come out of our profits after taxes. And this constitutes a little more than one-seventh of all of the profit we made last year.

Now what would it mean in terms of jobs if we did not have enough profit to replace this facility? Well, as nearly as I can figure it, the jobs of 15,000 of our employees depend, indirectly or directly, upon this one open hearth shop. It is an indispensable part of production starting with raw materials and ending with finished steel products. So it will take one-seventh of our total profit just to preserve the jobs that these 15,000 men already hold. That is about $3,500 of profit per man. And whether the man knows it or not, that profit was the best friend he had, last year, economically speaking.

Yet this, of course, is only one facility. We have many other furnaces, mills, and machines which must be replaced, each year, if our 274,000 workers are to have a chance to remain secure in their jobs.

So, clearly, it is not enough that a company should merely make a profit. It must make an adequate profit if the Working Man's security is to be protected. And that, of course, is what every well-managed company is trying to do these days. But there seems to be a slight difference of opinion when it comes to defining the word "adequate." This disagreement—actually it's mostly a misunderstanding—seems to exist among the American people generally. There's a maximum of heat and a minimum of light on the subject. And possibly I could help reverse that condition by explaining just what is required to create and maintain a single job at U.S. Steel.

We know, of course, that before anything at all can be produced, someone has to save a part of his income and invest it in plants, equipment, and materials. No one will do this unless he anticipates a profit. It is just this simple:

by ROGER M. BLOUGH, *Chairman, U.S. Steel Company*

no profits, no savings, no jobs. So we must have enough profit to attract enough capital to provide the job we seek to create. And how much capital is that?

Well, in the case of our newest plant, Fairless Works, it required about $65,000 worth of equipment to provide a job for just one man, at today's level of employment there!

And that accumulation of capital and tools is the reason —the only reason—that the average American has about ten times as much goods and services at his disposal as does the average person in the less prosperous half of the world.

You know, we Americans don't work any longer or harder than does the Chinese coolie. In fact, it is really the other way around. Nor is it likely that the native intelligence of Americans is inherently higher than the native intelligence of the people in many of the countries from which our forefathers migrated. Thus it seems to me that the only possible reason for our great productivity is tools. But tools come from savings. And savings are invested only in the hope of profit. Thus it is rigorously correct to say that the high level of living of the American people is based squarely on the availability of adequate profits.

In 1850, about 13 per cent of all work in America was done by the muscle power of human beings. More than half was done by horses, mules, and oxen. A hundred years later, the amount of human energy supplied to production in America had dropped to a fraction of one per cent. Horses, mules, and oxen became a rarity in production because they just couldn't compete with a man behind a machine. Of all the energy used in American production today, about 99 per cent is inanimate. An 1850 worker would require three weeks—at 70 hours per week—to produce as much as the average American worker now produces in a 40-hour week.

Heavy capital investment in productive facilities and lavish use of mechanical power are the causes of our unprecedentedly high—and still rising—level of living. But if this growth is to continue in the face of our rapidly increasing population, we shall need still larger amounts of capital and correspondingly attractive profits.

As the London *Economist* puts it: "If our children are going to produce twice as much as we do, they are not going to do it by working harder than we do, or by being cleverer than we are, but by having twice as many inanimate slaves to assist them. The way to plenty is to build up the national capital of machines, of buildings to house them in, of power to drive them, and of communications between them."

But just as it takes capital to provide the tools that create a job; so it also takes sales to supply the profits which support that job after it has been created. And last year, at U.S. Steel, it took $15,300 worth of sales to maintain the job of each man and woman on our payroll, exclusive of those engaged in construction.

Most of this $15,300, of course, went to pay for the wages, the materials, and the other costs of producing our finished products. And when all those costs had been met, only 9 per cent remained as profit.

Now where did that profit go? Well every penny of it went to provide or support jobs of some kind. For when you stop to analyze it, there is no place that a profit can go except into a job. If it is used to replace existing facilities, it maintains jobs that already exist. If it is used for expansion, it provides new jobs. If it is paid out in dividends, it is either spent—thus giving work to the man who produced the product purchased—or it is saved and invested in new tools of production and new jobs.

And so we come back to the major question: What is an adequate profit? How large should a profit be? Well, I feel I should answer that one the way Abe Lincoln replied to the tailor who asked him how long he should make the Great Emancipator's shirttail.

"It should be large enough to cover the subject," Mr. Lincoln said.

And so it is, I think, with a profit. A profit must be large enough, first, to cover the inflated cost of replacing existing facilities and protecting existing jobs, so long as the present unrealistic depreciation provisions remain unchanged in tax law. In addition, it must also be large enough to provide or attract the capital necessary to expand production and create new jobs, new products, and new sales. And finally, it must provide a dividend large enough to pay the shareowners in the business a fair return—or rental, if you will—upon the tools and facilities which they have already supplied to the workers.

So I do not think that you can define the words "adequate profit" in mathematical terms of 10, 15, or 20 per cent. The measure of its adequacy is to be found only in its ability to do the job that a profit must do in the particular company or industry in question. And the same standard of measurement, it seems to me, must be used when we speak of a "fair return" for the stockholder.

We know that if we do not pay a "fair wage" to our workers, they will not work for us. And if we do not pay a "fair return" to the stockholder, he will not save and invest and provide the capital that this rapidly growing nation of ours must have.

So, as I said at the outset of this somewhat simple discourse. I do not know whether the songwriter was 100 per cent right when he said that "Diamonds Are a Girl's Best Friend."

But the more I see of industrial life and the functioning of the great economy in this country, the more I become convinced that a profit in the company for which he works is one of the finest friends a Working Man can have. Without profits he not only doesn't have a new or better job—he may lose the one he has. Without profit in his company—and in other companies throughout the land—there will be no newly created jobs for that Working Man's sons and daughters who are coming along. Without profit, savings would be less and investors who create jobs would have little or nothing to invest.

So let the girls have their diamonds if you will, but leave our Working Man with profits in his company. For profits are the Working Man's best friend!

how INCENTIVE PLAN SHARES are voted

Under terms of the Incentive Plan—through which employees are purchasing shares of stock in Union Oil Company—employees may instruct the Incentive Plan Trustee to vote their shares in accordance with their individual wishes. The Trustee will do so in the strictest confidence without divulging any names. The Plan also provides that, if employees do not instruct the Trustee how to vote their shares, the Trustee may vote in its discretion.

There are two ways in which the Trustees may vote shares at Annual Shareholders' Meetings. One is by signing a proxy covering shares of record in its name, and indicating the totals of both affirmative and contrary votes pursuant to members' instructions. The other is for a senior officer of the Trustee to attend the meeting personally and cast the Trustee's vote for all shares of record in the manner indicated by employees' instructions. In the two annual meetings since the Plan's inception, the Trustee has chosen the latter alternative; an officer has been present at the meeting to vote Incentive Plan shares, which now number approximately 120,000.

As members' instruction forms are received by the Trustee, they are tabulated as to affirmative and contrary votes. But in forwarding this information to the Company, the Trustee presents a summary of the Incentive Plan voting. Thus each individual member's vote is kept completely confidential.

Attention, Employee Shareholders

Your proxy is your vote. If you do not plan to attend the Annual Shareholders' Meeting on Tuesday, April 9, your vote can be evidenced by signing and returning the proxy card which was mailed to you recently. A two-thirds vote is required. The increasing amount of employee-owned stock —now in excess of 280,000 shares including the Incentive Plan holdings—emphasizes the importance of employee participation. Please cast your vote to assure maximum representation at the meeting.

Our List of Missing Shareholders

Of more than 50,000 Union Oil shareholders of record, only 11 cannot be accounted for. The Company has resorted to every available means of reaching the missing persons or their relatives or heirs, but without success. Dividend checks and notices addressed to them are regularly returned. Perhaps the readers of ON TOUR can be of assistance. If any of the following or their relatives are known to you, please advise ON TOUR of their whereabouts:

WILLIAM BUNKER
NORTON J. ECHLE
IDA V. FLINT
MARY F. HEALY
NATHAN N. JONES
ROBERT MONROE
MYRA MORGAN
FRANK OWEN
PAUL F. PETERSON
H. E. SMITH
HERBERT S. WATERMAN

departmental reports
bring you...

BUSINESS HIGHLIGHTS OF THE MONTH

- New production from old fields
- "The Finest" in Wyoming
- Products line will serve Nevada
- "There are no little fires"
- The "Tiger" is now a producer

Production

The old producing oil fields in California are receiving a lot of our attention. And from time to time they give us some very pleasant surprises. We recently plugged back a small producer in the Rosecrans Field, Los Angeles County, discovered in the early '20's, and made a recompletion in an interval around 4,000 feet for flowing production of 259 barrels per day. A second well has since been recompleted in this shallow zone for a comparable production rate, and there are additional candidates for this type of rework within the probable area of production. The high-gravity crude is of excellent quality.

Another well of more than usual interest was drilled during the past month on our old Stearns Lease in the eastern part of Los Angeles Basin. From perforations between 720 and 1,800 feet, the well is flowing 246 barrels per day of 23° gravity oil.

The older producing fields also are being studied from the standpoint of secondary recovery operations. At present we are conducting waterflooding projects in 13 zones in nine fields in California, in addition to gas injection in six zones in four fields, excluding unitized fields. Encouraging results are already being obtained in several of these operations.

from Dudley Tower

Transportation & Distribution

The Southern Pacific Pipe Line Company has started construction of a products pipeline from the San Francisco Bay refining area to Fallon, Nevada. At Sparks, Nevada, near Reno, the pipeline company will construct terminal tankage to be leased to shippers.

Our new products line between Oleum and Richmond Terminal will be connected to the Southern Pacific system to permit shipment of products by pipeline from Oleum to terminal storage at Sparks. From Sparks, redistribution will be made by truck and rail to marketing stations in central and northern Nevada.

It is expected that the pipeline and terminal storage will be completed and in service before the end of this year.

from E. L. Hiatt

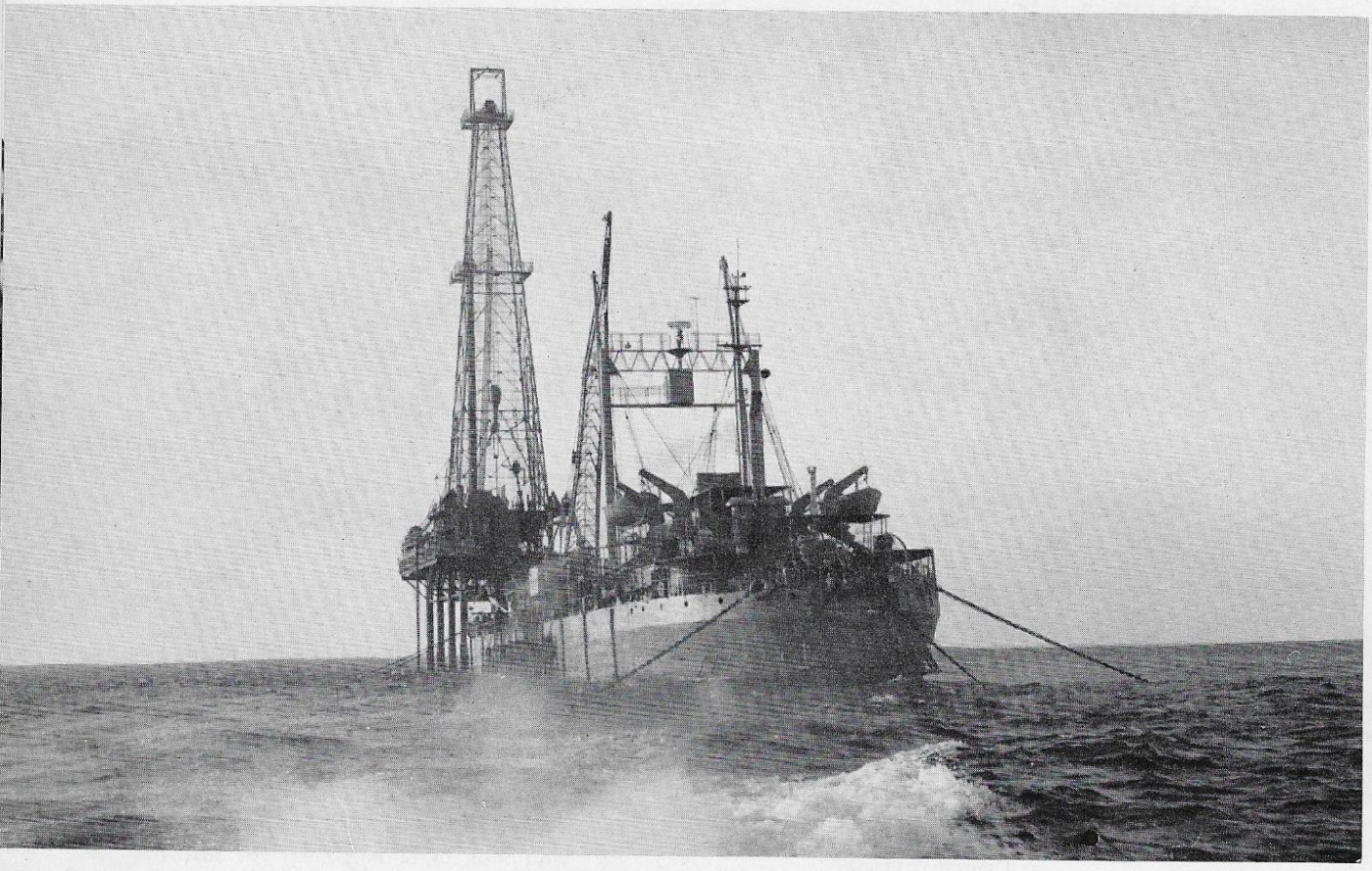
Comptroller's

The Annual Report to shareowners for the year of 1956 was recently completed and distributed. In line with the over-all objective of improving the general appearance and clarity of the report, the financial statements this year have been presented in a new simplified and more understandable format. It is believed the statements better meet the varied requirements of many interests who look to management for information—shareowners, employees, bondholders, security analysts, the investing public, Company distributors and dealers, etc.

As usual, the financial statements include (1) the Statement of Consolidated Financial Position—a summary of resources devoted to the Company's activities; (2) the Statement of Shareowner's Equity—an analysis of the shareowner's ownership of these resources; and (3) the Statement of Consolidated Earnings —a summary of the effectiveness with which management and employees have used these resources. However, these basic reports have been briefed to bare essentials for the convenience of those who need only an over-all view of Company finances and to assist those not accustomed to analyzing the oftentimes confusing details of such reports. On the other hand, those who need all the details of the many classifications and accounts no longer included in the summary statements will find additional data in the Financial Notes.

from Max Lorimore

Block 26 in the Gulf of Mexico, scene of "Tiger by the Tail" in our January issue, is now a significant discovery.



Purchasing

With some 575 carloads of pipe already delivered by A. O. Smith to our Los Banos, California, pipeyard, most (80%) of this material is now on the job for the 183-mile stretch of 16-inch pipe comprising most of the Junction-Oleum pipeline. To fill another 42-mile stretch of this line, some 3,600 tons of 12-inch pipe have been delivered by truck from the Kaiser mills in California.

Behind-the-scenes activities in securing this 16-inch pipe ready to be laid in the trench required the cooperation of many people and companies. McLouth Company in Detroit produced the quarter-inch steel plate in coils. From there, it was trucked to Copco, who *stretcher-leveled* the coils and sheared the steel into *skelp* of the required size. This skelp was then shipped by rail to A. O. Smith Company in Milwaukee, who fabricated it into finished pipe.

Arriving at Los Banos, the pipe was put through its final conditioning steps by Pacific Pipeline Construction Company. In a portable plant designed for this purpose, the pipe was welded into 80-foot lengths, then x-rayed, coated and wrapped, according to Union Oil specifications, to protect the line from leaks and corrosion.

from C. S. Perkins

Exploration

We are pleased to announce a happy ending to the story entitled "Tiger by the Tail" appearing in the January 1957 issue of ON TOUR. Union OCS 0297 No. B-2, a sequel to the blowout well and relief well drilled on Vermilion Block 26 off the Louisiana coast in the Gulf of Mexico, reached a depth of 13,500 feet on February 9, thereby fulfilling a drilling obligation by which the Company earned a half-interest in this potentially productive 5,000-acre parcel.

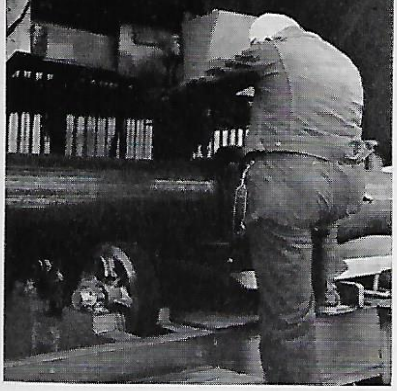
The well was drilled subsequently to a total depth of 13,570 feet and production facilities are now being installed preparatory to a routine completion as the first gas condensate producer. In all, a total of four wells have been drilled on Block 26. This discovery of gas and condensate is of major significance, as it opens a new area for Union Oil field development.

from Sam Grinsfelder

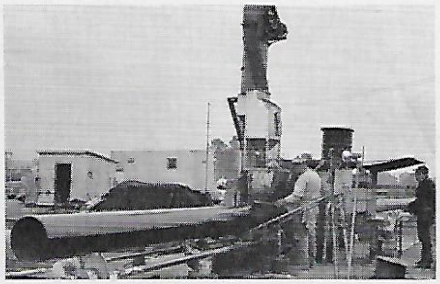
Research

The annual Department Review was held for all Research personnel during February. At this time, members of the department discuss principal accomplishments of the past year and current goals and objectives. Particular emphasis was placed on the Oil Shale project, since the plant in Colorado and pilot plants in California are now at peak experimental operation. The use of electronic computers—to solve intricate

In a pipeyard at Los Banos, California, 183 miles of 16-inch pipe is being:

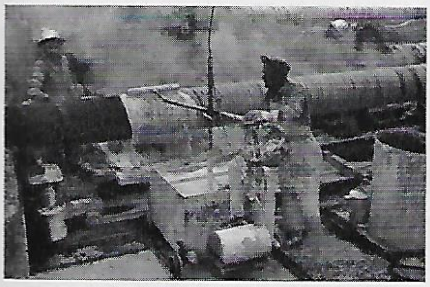


Welded into 80-foot lengths,



Cleaned and covered with asphalt primer,

Coated with layers of asphalt and felt



Given a final lime-wash surfacing,

And dispatched to the Junction-Oleum job.

mathematical problems of secondary oil recovery, natural gasoline fractionator design, gas analyses, etc.—was reviewed in detail.

from Fred L. Hartley

Manufacturing

The word "potential" has considerable usage in our refineries. We speak of potential mechanical failure, potential accidents, potential fires, etc. The word with relation to fire means that there exists a possibility for a fire. To the refineries there are no little fires—a single spark is a "potential" holocaust.

Our refineries have adopted the approach that in order to reduce the number of fires, each and every "potential," such as the uncontrolled escape of oil and gas, is a real emergency. When a potential fire occurs the fire alarm is given, the refinery is alerted to the emergency and the refinery's entire fire fighting system is activated.

After the emergency, even though no actual fire has occurred, a very detailed report is made. A meeting or several meetings are held by all parties concerned to investigate thoroughly the emergency and corrective measures to be taken. Similar action is taken with regard to other types of "potential," such as accidents.

Continual awareness of these potentials, whether potential fires, potential accidents, or potential mechanical breakdowns, is required to insure greater safety for the refinery employees and their equipment.

The Manufacturing Department is assisting with the training of two employees of Maurzen Oil Company of Japan, one of Union Oil's valued customers. The two men will stay several days at our refineries studying various operations.

from J. W. Towler

Marketing

March 1 marked the introduction into the domestic market of new Royal Triton 10-30—the oil designed specifically for the modern high-powered automobile. During March, special sales promotion activities were being carried on at all retail outlets in an endeavor to promote the draining of crankcases and refilling with the new oil. A complete story on the development and merits of this new and revolutionary product was reported in the February issue.

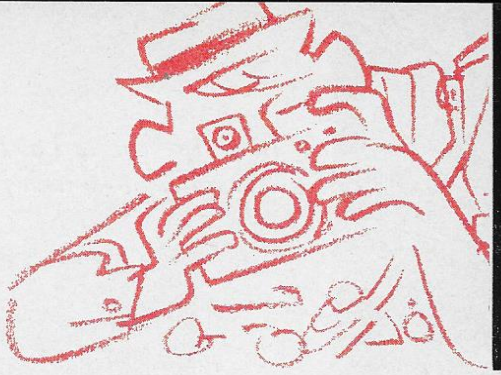
We are now marketing "The Finest" in eastern and northern Wyoming. Distributor Gene Bondi is located in Sheridan, while Distributor Carl F. Lange maintains headquarters in Cheyenne.

Membership in "Club 100" is a most cherished accomplishment among sales personnel of our Eastern Continental Territory. Each quarter a trophy is awarded to the top regional sales manager with the highest sales increase over his assignment. Additional memberships in the exclusive group are granted to sales representatives who similarly lead in exceeding their assignments.

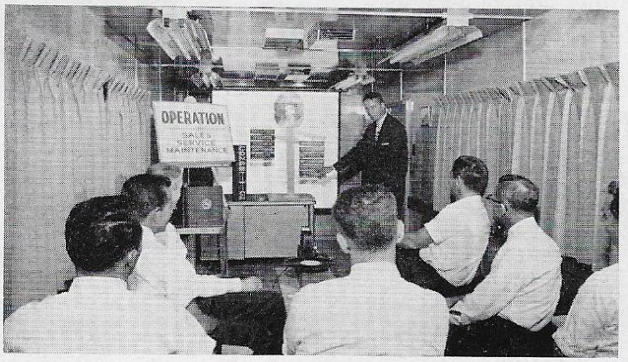
Northwest Territory distinguished salesman "Sammy" winners for 1956 are Roland E. Foss at Tacoma and A. J. Peterson of Portland.

In the interests of dealer relations and improved communications, representatives of Dealer Sales management recently held a series of informal meetings with small groups of dealers throughout our western marketing area. Over 450 dealers participated in these discussions of mutual problems.

from Roy Linden

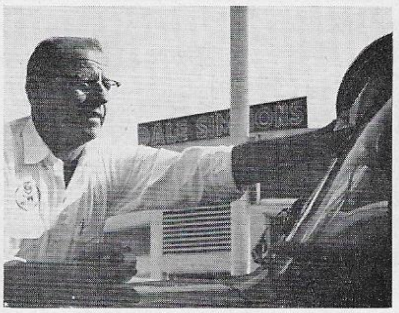


IN FOCUS

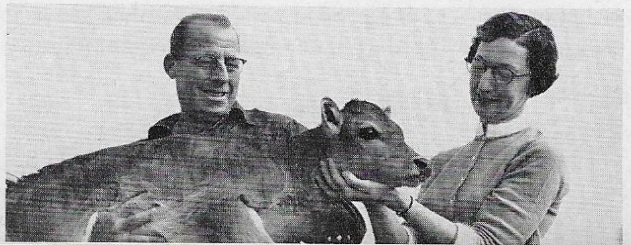


SCHOOLHOUSE ON WHEELS Salesmanship, as practiced in Union Oil service stations, is a combination of many skills and courtesies—how to greet a customer—how to service his car—how to detect and suggest the need of lubrication, oil, a new battery, new tires, accessories—what to do and what not to do. No man is born a Minute Man. The technique has to be acquired—learned, practiced and polished. So the Marketing Department has instituted a Schoolhouse on Wheels. During 1956, this unit in Southwest Territory operated 191 school days for the benefit of 2,053 retail students. Typical of the classes was this Long Beach group, from left, Instructor John Newton, Joe Emely, Dix Selby, Bill Fowks, Jim Emely, Don Simpson, John Collyer, Darryl Sprague and Larry Shaffer. Consignees, dealers and veteran service station men, as well as recruits, obtain valuable education in this manner.

FROM T. W. PROUDFOOT



DEALER DALE SIMMONS of Los Angeles combines his city vocation with an interesting hobby—ranching. Below, he and his sister, Mollie Fulkersin, engage in some calf judging, while, at right, Dale puts one of his cow ponies through its paces. Vocation and hobby add up to a fine recipe for living.



SERVICE BIRTHDAYS

March 1, 1957

COMPTROLLERS — Years of Service

LAWRENCE L. SWEET, *Home Office*.....40
WILLIAM J. CALVERT, *Home Office*.....30
ROBERT L. THOMPSON, *Home Office*.....30
OLIVER M. FRINIER, *Home Office*.....25
ELLSWOOD TACKABERRY, *Home Office* 25
ARTHUR A. BURRY, *Home Office*.....10

TAX

CARL A. BLUM, *Home Office*.....40
VELMA JONES, *Home Office*.....20

EXPLORATION & PRODUCTION

LEE M. DAVIS, *Dominguez*.....35
SAMUEL PAULSON, *Whittier*.....35
DYER A. BENNETT, *Richfield*.....20
CLYDE H. AYCOCK, *Louisiana*.....15
DOZETA MILLER, *Louisiana*.....15
DOYLE T. GRAVES, *Los Angeles*.....10
FRED L. HIXON, *Bakersfield*.....10
CLAUDE O. PIEPKORN, *Bakersfield*.....10
LAWRENCE L. RINGEY, *Ventura*.....10
AARON J. WILLIAMS, *Texas*.....10

EXECUTIVE

DWIGHT WHITING, *Home Office*.....35
STANLEY M. MORSHEAD, *Home Office*....35

PIPELINE

WILLIAM STURDIVANT, *Santa Fe Spgs.* 35
CLIFFORD O. PERRY, *Santa Fe Springs*....30
JENNINGS PETERSON, *San Luis Obispo* 30
SHIRLEY C. BELL, *San Luis Obispo*.....10
JOHN W. GORMAN, *San Luis Obispo*....10
W. HILDENBRAND, *San Luis Obispo*.....10

MARKETNG

LEE OLIVER DAMPIER, *San Francisco*.....30
ARTHUR A. McDOUGAL, *Maltha*.....30
FLOYD A. WILLEY, *Santa Barbara*.....30
WILLARD CHRISTOPHER, *San Francisco* 25
CARL DUSS, *Los Angeles*.....25
HONALD C. FRANDSEN, *Los Angeles*.....25
CLARK C. FRY, *Los Angeles*.....25
BRADLEY E. LINDSEY, *Los Angeles*.....25
JOSEPH L. MILLER, *San Diego*.....25
LESLIE S. MORRIS, *Seattle*.....25
WILLIAM J. WALKER, *Los Angeles*.....25
ALFRED WATSON, *Los Angeles*.....25
HOWARD R. WEBB, *Seattle*.....25
HAROLD CAMPBELL, *Los Angeles*.....20
GERALD T. CLARK, *Seattle*.....20
MALCOLM H. GARRETT, *Las Vegas*.....20
BERNARD M. SCHWALM, *Pennsylvania*....15
MARY R. SHERIDAN, *San Francisco*.....15
RICHARD T. SOFIA, *Rosecrans*.....15
IRENE R. ABBOTT, *San Francisco*.....10
SIMEONE D. ADDIEGO, *San Francisco*....10
LAWRENCE E. BARNEY, *Portland*.....10
ROBERT W. CHESTNUTT, *Santa Barbara* 10
ENRIQUE J. CLEMENT, *Central America* 10
DOROTHY E. ENNES, *San Francisco*.....10
JOHN A. GEARY, *Edmonds*.....10
JAMES B. PLUNKETT, *Sacramento*.....10
DIMAS RIOS, *Central America*.....10
RICHARD H. THOMAS, *Los Angeles*.....10

INDUSTRIAL RELATIONS

ETHEL P. FARNSWORTH, *Home Office*....30

MANUFACTURING

THOMAS H. GAINES, JR., *Wilmington*....25
JEFFERY, DARYL F., *Wilmington*.....25
BAUMGARTNER, GEORGE S., *Maltha*.....20
CHARLES W. COX, *Oleum*.....15
FRANK MATHOS, *Oleum*.....15
MARSHALL L. MOSHER, *Oleum*.....15
MARCUS D. ROE, *Oleum*.....15
JOSEPH E. ROSE, *Oleum*.....15
FRANK T. RUSSO, *Oleum*.....15
STANLEY J. STAME, *Wilmington*.....15
EUGENE C. VAUGHAN, *Wilmington*.....15
KENNETH L. FALCONER, *Wilmington*.....10
ALSTON R. KING, *Wilmington*.....10
FRANK McGLAUGHLIN, *Wilmington*.....10
ALVIN E. WOLFF, *Wilmington*.....10
AVERY V. YANCEY, *Maltha*.....10
LOURAE E. GORICH, *Oleum*.....10

AUTOMOTIVE — Years of Service

ARTHUR CONKEY, JR., *Santa Fe Spgs.* 20
EARL G. SCHUPPERT, *Santa Fe Springs*....20

RESEARCH

ODELL L. WHITFIELD, *Brea*.....20

April 1, 1957

MARKETNG

CHARLES B. REYNOLDS, *Mojave*.....35
CLYDE B. MALLORY, *Yakima*.....35
CHARLES J. BODE, *Seattle*.....30
RUSSELL W. DYER, *Van Nuys*.....30
THOMAS H. LUCKHAM, *San Francisco*....30
JOHN A. MARUSICK, *Edmonds*.....30
GEORGE L. SHEETS, *San Francisco*.....30
JOSEPH R. YOUNG, *San Francisco*.....30
WILLARD W. JOSSELYN, *San Francisco* 25
RAYMOND J. MORSE, *Spokane*.....25
ROBERT M. AKERVICK, *Seattle*.....20
NORMAN C. BANN, *Yuma*.....20
ARTHUR WM. JOHNSON, *Astoria*.....20
HERBERT S. KRAGH, *Eugene*.....20
McLEAN SMALL, *San Francisco*.....20
EDWARD B. BEVAN, *San Francisco*.....15
WALTER RAMAZZINI, *Colusa*.....15
RANSOM T. RICE, *San Francisco*.....15
RILEY T. STONE, *Edmonds*.....15
ALMA A. HANSON, *Los Angeles*.....10
FLORA J. JENKINS, *San Francisco*.....10
EDWARD A. McFADDEN, *Home Office*....10
JACK T. MUTCHLER, *Cornelius*.....10
RICHARD RAPOZA, *Honolulu*.....10
JOSEPH F. RUHR, *Los Angeles*.....10
HENRY E. TEMPEST, *Wilmington*.....10
MARION H. WHITMORE, *Chicago*.....10

MANUFACTURING

GEORGE H. HODGSKINS, *Oleum*.....35
EARL F. FOWLER, *Wilmington*.....30
CHARLES LEAVENWORTH, *Wilmington* 30
REX A. LUARD, *Wilmington*.....30
JOHN SCOTT, *Oleum*.....30
ALFRED E. VALENTINE, *Oleum*.....30
DARYL K. ARMSTRONG, *Oleum*.....25
ROY W. MUNCY, *Wilmington*.....25
WILLIAM L. CORREIA, *Oleum*.....20
LYNN A. BUSH, *Oleum*.....15
WILLIAM C. DOLBEAR, *Oleum*.....15
SALVADOR G. FORCADES, *Oleum*.....15
ERNEST R. PADILLA, *Oleum*.....15
FLOYD SHARP, *Oleum*.....15
JOHN W. WEAVER, *Oleum*.....15
HERMAN C. CORDES, SR., *Oleum*.....15
ARNOLD F. CARLSON, *Oleum*.....10
CHARLES B. GIBBS, *Wilmington*.....10
RUDOLPH A. McCANN, *Wilmington*.....10

PIPELINE

WM. P. CORRELL, JR., *San Luis Obispo* 30
JOHN H. WHITE, *San Luis Obispo*.....25
CHARLES BARLOGIO, *San Luis Obispo*....15
BILLY J. WOOD, *Santa Fe Springs*.....15
THOMAS K. ADAMS, *San Luis Obispo*....10

RESEARCH

FRED J. HAMILTON, *Brea*.....30
CHARLES F. JONES, *Brea*.....30

AUTOMOTIVE

HOBART H. HOPKINS, *Santa Fe Springs* 30

TREASURY

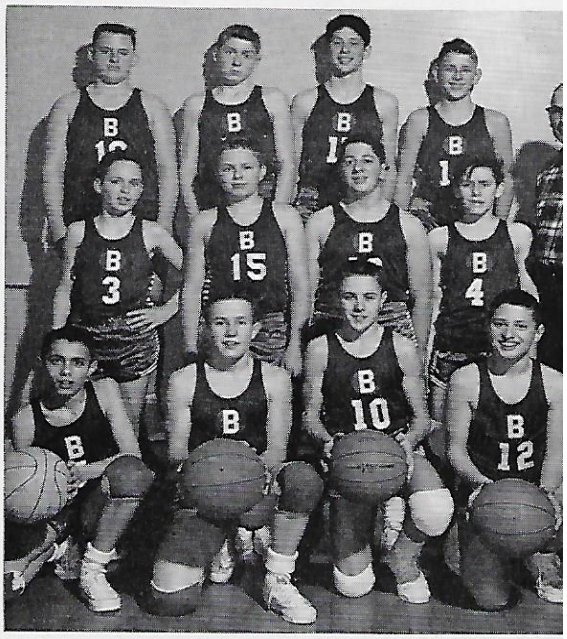
IRMA SPERBECK, *Home Office*.....30

EXPLORATION & PRODUCTION

CARL L. SHELBY, *Montana*.....20
DONALD E. SNELL, *Orcutt*.....20
ALFRED W. STRANE, *Texas*.....20
HOWARD C. HUGHES, *Bakersfield*.....20
JESS A. GLENN, *Richfield*.....15
JOE DOCKWILLER, JR., *Santa Paula*.....10
GEORGE D. FOSTER, *Ventura*.....10
GERALD E. GRIMES, *Bakersfield*.....10
WILLIAM R. JURINJAK, *Orcutt*.....10
HARRY D. KAYS, *Montana*.....10
BUFORD E. McBRIDE, *Texas*.....10
HAROLD MUSCIO, *Orcutt*.....10
GERALD E. WILLIAMSON, *Bakersfield*....10

COMPTROLLERS

WAYNE M. HUNT, *Home Office*.....10



RALPH CAIRNEY, right, terminal superintendent at Willbridge, evidently has been overlooked by the PCC. As a spare-time coach, he has led his boys to a City of Portland Seventh Grade football championship in 1955, to an Eighth Grade championship in 1956, and is currently high in the race for a basketball crown.

FROM J. W. WHITE

LOU PHILLIPPI, Union Oil distributor in Detroit, has sponsored a Royal Triton bowling team for two years in the Mack Avenue Businessmen's League, one of the city's oldest. Bowlers, from left, Harold Ellis, George Housey, John Capoferi, Alfred Galonzka and Louis Phillippi were holding top position in the 18-team league when this picture was taken.

RETIREMENTS

March 1, 1957

	SERVICE DATE
FREDA S. BAILEY, *Northwest Territory*	January 16, 1928
CECIL W. BIERCE, *Los Angeles Refinery*	September 14, 1943
WILLIAM L. COWEN, *Nat. Gas and Gasoline Dept.*	July 21, 1924
JOHN L. JOSLIN, *Pipe Line Department*	October 24, 1928
WENDELL P. McCASLIN, *Field Department*	June 1, 1934
ELIZABETH T. McDONALD, *Northwest Territory*	November 4, 1929

April 1, 1957

GEORGE C. BISSETT, *Field Department*	August 13, 1920
WILLIAM O. CASSINGHAM, *Los Angeles Refinery*	January 21, 1924
LEON E. DECKER, *Northwest Territory*	April 5, 1919
CLARENCE W. FROOME, *Ventura Field Dept.*	December 13, 1921
GUILFORD S. HANMORE, *Field Department*	August 23, 1920
JOHN H. McCLOUD, *Field Department*	December 15, 1925
CHARLES J. McGOURTY, *Field Department*	July 6, 1925
EARNEST C. MAY, *Los Angeles Refinery*	July 30, 1928
SIGURD O. NESS, *Field Department*	March 28, 1919
ROYSE B. SCHERICH, *Oleum Refinery*	May 14, 1930
JOSEPH O. VILLA, *Oleum Refinery*	April 3, 1925

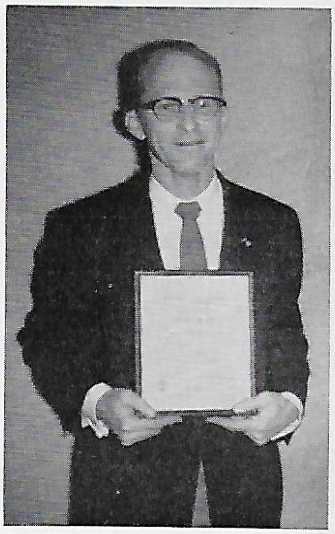
AMONG THE LEADERS in Seattle District sales during 1956 were, from left, Salesman W. L. Knight, Consignee W. P. Leicester, DSM R. G. Chandler, Consignee V. J. Warner, Salesman John Gunderson, Industrial Sales Engineer C. C. Kinsey and Consignee H. W. Conley. The incentive program was called "Target 76 for '56."

FROM J. W. WHITE

A BLESSED EVENT took place January 23 in a Southern California superior court when Robert Olaf Killinger, age 20 months and of Korean birth, officially adopted Union Oiler parents. Sharing in the happiness of the event were, from left, Attorney Robert E. Bivens, the parents and Judge John Gee Clarke. Dad Killinger is manager of a Union Oil service station at Malibu Beach.

LAURIE C. SMITH of our Research Center at Brea holds an honorary life membership in the California Congress of Parents and Teachers, Inc. It was presented to him in Anaheim during February in recognition of his outstanding contributions to Boy Scout and other youth programs during the past 20 years.

FROM PAUL DOYLE



IN MEMORIAM

EMPLOYEES

FRED W. BROWN, *Oleum Refinery*	January 28, 1957
HAROLD LLOYD PIPKIN, *Brea Chemicals*	February 2, 1957

RETIREE

CLARENCE R. WAGNON, *Coast Production*	February 3, 1957

ON TOUR

MARCH-APRIL 1957

Volume 19 Number 3

Joshua trees on the Mojave desert of Southern California stand out in bold relief from a threatening sky by eerie stormlight.

"ON TOUR" pronounced "on tower," is an oil field expression meaning at work or on duty. Our magazine by that title is published monthly by Union Oil Company of California as a means of keeping Union Oil people informed regarding their company's plans and operations. We invite communications from our readers, whose interests and opinions are carefully weighed in determining editorial policy. Address correspondence to ON TOUR, Union Oil Building, 617 West Seventh Street, Los Angeles 17, California.

C. HAINES FINNELL
Director Public Relations

THIEL D. COLLETT
Editor

ROBERT C. HAGEN
Assistant Editor

In a temporary pipeyard at Los Bano
California, several hundred carloads of 16-inc
pipe are being coated preparatory t
becoming a part of our 225-mil
Junction-Oleum line. A full report on th
construction of this pipeline will appea
in a subsequent issue

Morley Barnard

Service separates the boys from the Minute Men

I'M ONE OF 4500 dealers who represent the Union Oil Company of California.

Minute Men, we call ourselves, because we feature service that's the last word for speed with thoroughness.

Regular customers take it for granted. But we nearly always get a comment from the new ones. Last week, for example, a man I'd never seen pulled up at my station here in Cedar Hills, Oregon.

In 4½ minutes we filled his tank with gasoline, checked his oil and tires, added clean water to his radiator and battery,

washed his windows, brushed out his car, emptied the ashtrays and gave him his receipt.

"I've been in a lot of gas stations," he said, "but nothing like this ever happened."

I bragged a little: "Service is what separates the boys from us Minute Men."

"Aren't you ever tempted to take short cuts?" he asked.

I allowed as how we sometimes were. But there were two big reasons we didn't.

First, Union Oil. They spend thousands of dollars perfecting new service techniques, then teach them to us for nothing. We've learned it pays to keep our service up to the quality of Union Oil products. And they're the finest!

Second, ourselves. Every Union Oil dealer owns or leases his own station. This gives you the incentive to make every customer a satisfied one.

"WE NEARLY ALWAYS GET A COMMENT FROM THE NEW CUSTOMERS."

You know, I think he liked my answer almost as much as the service. Just the other day he stopped in for a credit card. "Go ahead," he said with a smile as we started our service routine. "Spoil me!"

* * * *

A UNION OIL STATION, customers tell us, is the only place where the service is certain to be good as the gasoline.

This is high praise of our dealers, because their gasoline is new Royal 76, the West's most powerful premium.

As long as our economy furnishes both the dealers and Union Oil the incentive to constantly do better the things we do well, this happy situation is likely to continue.

YOUR COMMENTS ARE INVITED. *Write: The Chairman of the Board, Union Oil Co., Union Oil Bldg., Los Angeles 17, Calif.*

Union Oil Company OF CALIFORNIA

MANUFACTURERS OF ROYAL TRITON, THE AMAZING PURPLE MOTOR OIL