



UNION OIL SERVICE



"On Tour"

On Tour

VOL. 11, NO. 6
JUNE 1949



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The Cover

"The most beautiful service station in America," located on Pasadena's renowned Lake Street, owes much of its attractiveness to the architect's skillful blend of modernism with light and color.

The '49ers

TEN years from now a lot of folks are going to congratulate, and perhaps envy, the 'forty-niners—not the hard-bitten gold seekers of 1849, but the hard-working and hard-thinking gold savers of 1949.

For, actually, much greater riches await today's hardy prospectors than were mined 100 years ago by all of the West's roaring gold camps combined.

However, the 1949ers are going to strike pay-dirt in a rather modern manner:

This year, through many mediums, including thousands of pay envelopes, the working men and women of America are being invited to invest part of their earnings monthly in the world's greatest enterprise. They are assured the safest investment on earth, having hardly a chance of depreciating or being lost. In return, the 1949ers are promised all of the money they have loaned, plus an extra dollar for every three dollars invested, plus a number of securities that money cannot buy.

The enterprise is the United States of America.

The invitation is the Government's "Opportunity Drive."

The recommended investments are United States Savings Bonds, which are already being purchased by 7,500,000 workers at the average rate of \$20 every month.

The monetary rewards are gratifying:

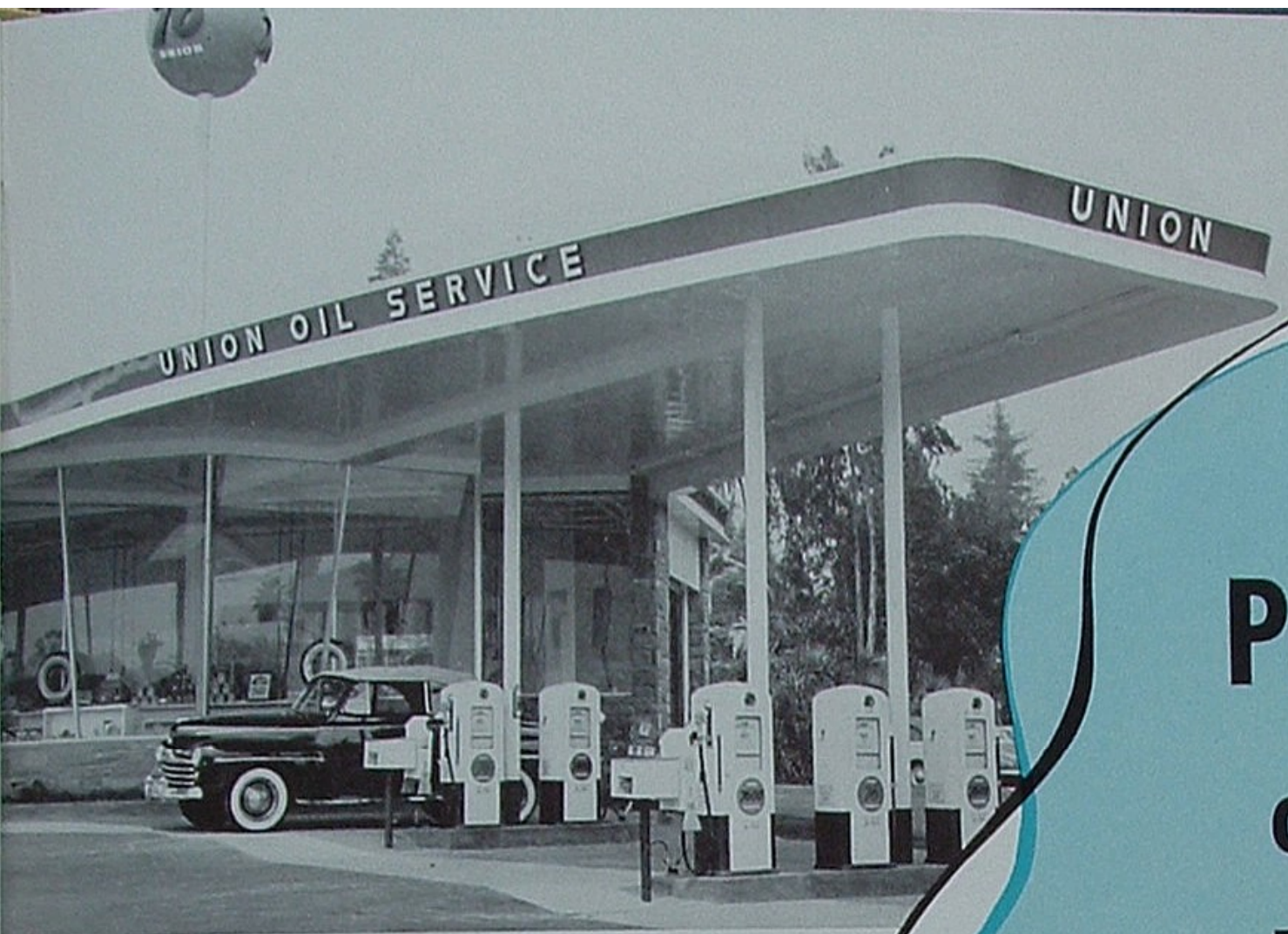
Invest Each Month In Series E Bonds	And You Will Have —			
	In 1 Year	In 5 Years	In 10 Years	At Maturity
\$18.75	\$225	\$1159.44	\$2498.94	\$3000
37.50	450	2319.00	4998.00	6000
75.00	900	4638.00	9996.00	12000

Those other rewards that cannot be measured in money will include independence, confidence, self-respect, security, the satisfaction of having served—ingredients all of democratic happiness.

The envied '49ers will be those workers who are staunch and wise enough to tighten up their belts a notch on luxuries and determine to "Go West" on the first prairie schooner of Uncle Sam's "Opportunity Drive."

Union Oil Company management is solidly behind this worthy and necessary means of helping to liquidate the Nation's debt. Government circulars and payroll deduction authorization blanks will be mailed soon to every employee. Your request that the Company purchase bonds in your name with payroll deducted funds will be heeded without service charge or obligation.

In 1959, be one of the lucky '49ers!



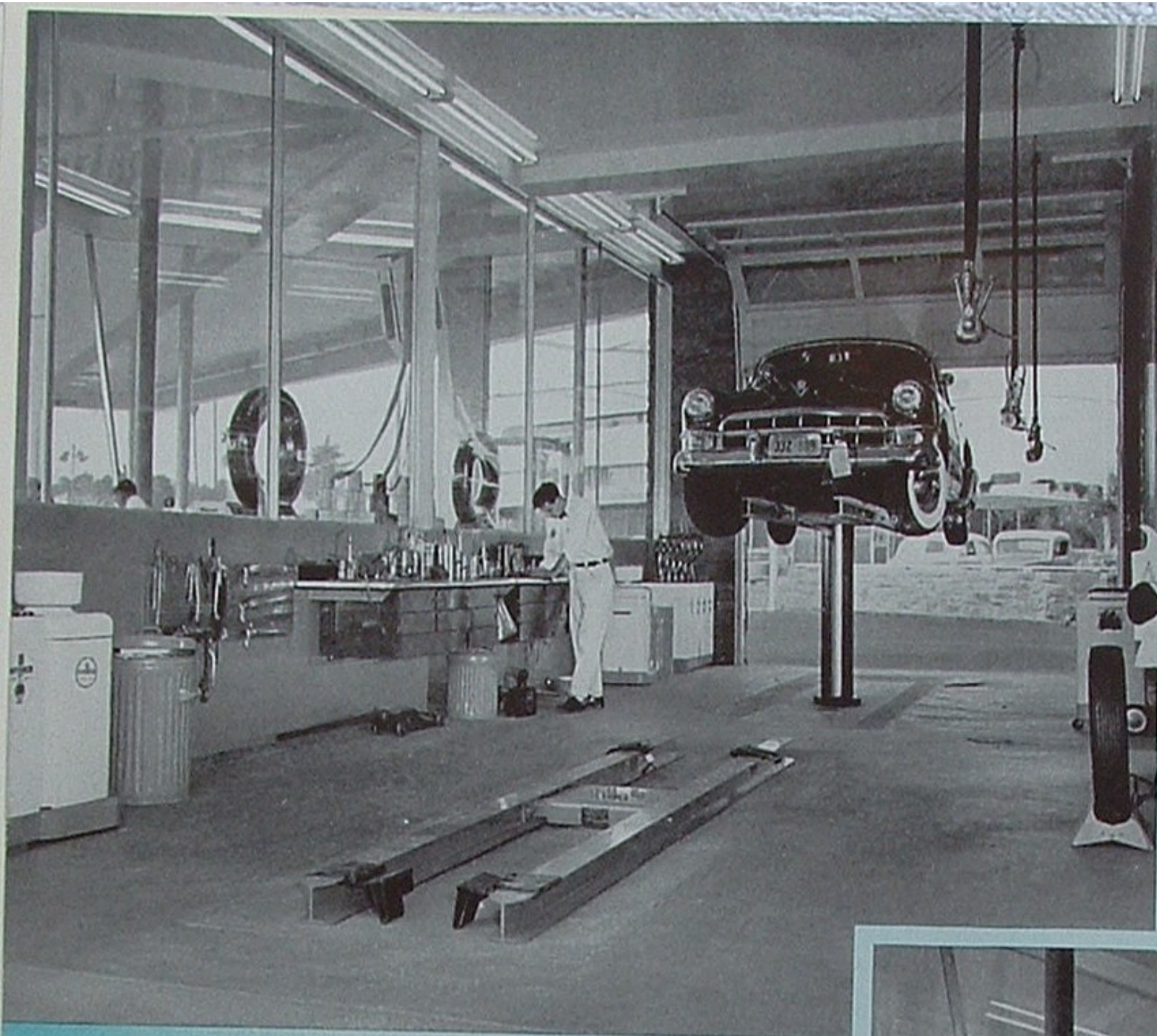
The Pride of Pasadena

"THE MOST BEAUTIFUL SERVICE STATION IN AMERICA!" are the words that Pasadena residents were using to describe the new marketing unit officially opened by Union Oil Company on May 2nd. Nor are Pasadenans alone in their high esteem. They are joined by hundreds of visitors, designers, artists, photographers, architects, contractors and merchants who have traveled to Lake and San Pasqual streets since the station's completion. Needless to say, no Union Oiler has stepped forth to caution admirers against over-enthusiasm.

No. C-3000, as the station has been numbered, was designed by Raymond Loewy Associates of New York, Chicago, South Bend, Los Angeles, Sao Paulo and London—world famous for their hundreds of designs ranging through such a diversity of items as the Lucky Strike package, steamships, the new Studebaker car and Pennsylvania Railroad's streamlined locomotives. Their western manager, George S. Hunt, is credited with this current accomplishment in Pasadena architecture, and he has quite lived up to the Loewy philosophy that "Industrialization Can Come Well Groomed."

While being outstandingly pleasing and different, the new station makes few nods to frills or embellishments.

Rather, the design accentuates convenience, utility and the more pleasing features of our best previous attempts. Canopies are higher, more spacious and extensive, less dependent upon space-consuming pillars and supports, more pleasing to the eye. Ingress and egress are as easy as changing traffic lanes. Ten pumps of short stature are arranged to accommodate eight or more cars at one time. The salesroom is large and almost entirely glass-encased. Hoists in the commodious Stop-Wear department accommodate two large cars with ample convenience. Lubricants are dispensed from an anteroom via three sets of hoses that unreel through the ceiling. There are spacious stockrooms, a separate telephone room; convenient racks, shelves and cabinets for the storage of accessories. Immaculate restrooms, walled in blue tile, offer pleased customers a sanitary new foot-pedal control of water facilities. Attractive shrubs and landscaping provide fencing as well as beauty. A patio umbrella-table and chairs invite customers to relax while their cars are being serviced. Even commuters by bus and streetcar are courteously remembered with a comfortable corner bench, compliments of "76" Gasoline.



◀ Note in this immaculate STOP WEAR department the roll-top doors, overhead lubrication hoses, excellent lighting by day or night, roominess, and unobstructed view of the salesroom and pumps.

Undoubtedly, the architect's painstaking attention to every small detail has added much to the general achievement. Colorful, plastic-enveloped signs appear to be molded into the canopies, not tacked on. Under-canopy fluorescent lighting provides midday illumination at midnight. Tilted panes of glass eliminate reflections and transform the salesroom into a bright showcase. Green plants grow where the service station man of bygone days used to rest on an oily nail keg. Competing with the moon for attention are a new "76" target sign and, atop the station, a large steel globe whose blue "76" continents float on an orange sea.

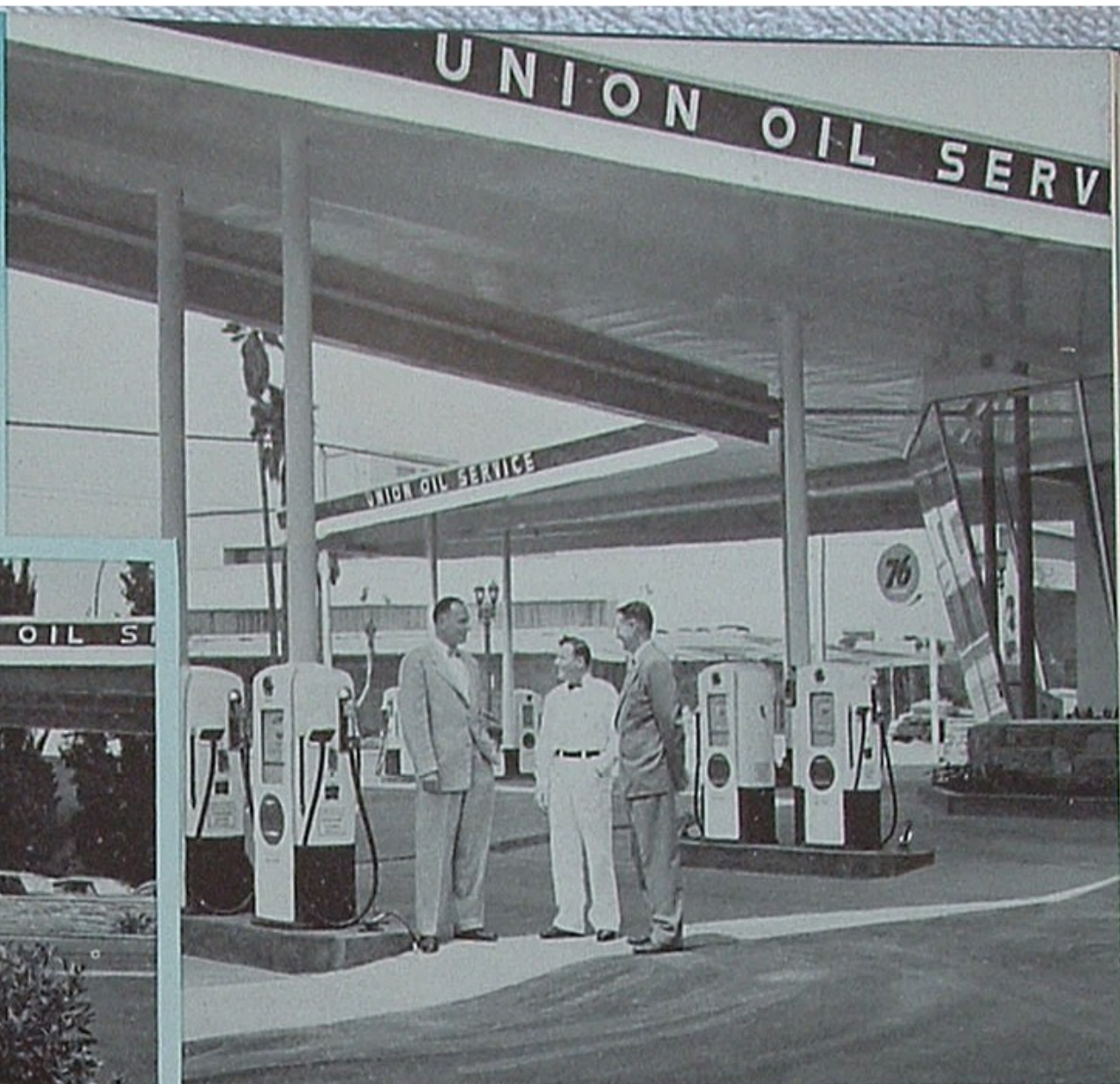
A glance at the cost sheet shows that building No. C-3000 was an expensive undertaking. The real estate alone, rubbing curbs with Bullock's of Pasadena, I. Magnin & Company's new store and a dozen other deluxe merchandising establishments planned for this western Fifth Avenue, had been considered in the past to be just about out of the service station world, financially speaking.

However, the station is a distinct credit to the neighborhood, the community, the West, and certainly a tangible asset to the company that dared to build it. Although it may not be duplicated soon in construction and price, some of its salient styling and conveniences are bound to influence the pattern of future design for Union Oil Company and the industry.



▲ Tilted panes of glass have effectively transformed the salesroom into a bright showcase, easily viewed from the pump islands. Lasting cleanliness is assured by placing this room off the usual beaten path.

Even commuters by bus and street-car are remembered with a sturdy corner bench. And observe the new target "76" sign beyond the canopy.



Union Oilers who are responsible for No. C-3000's success and upkeep include (L-R) Dumont Kimmell, district manager at Pasadena; Robert Bohannon, station manager, and Earl McCloud, resident manager.

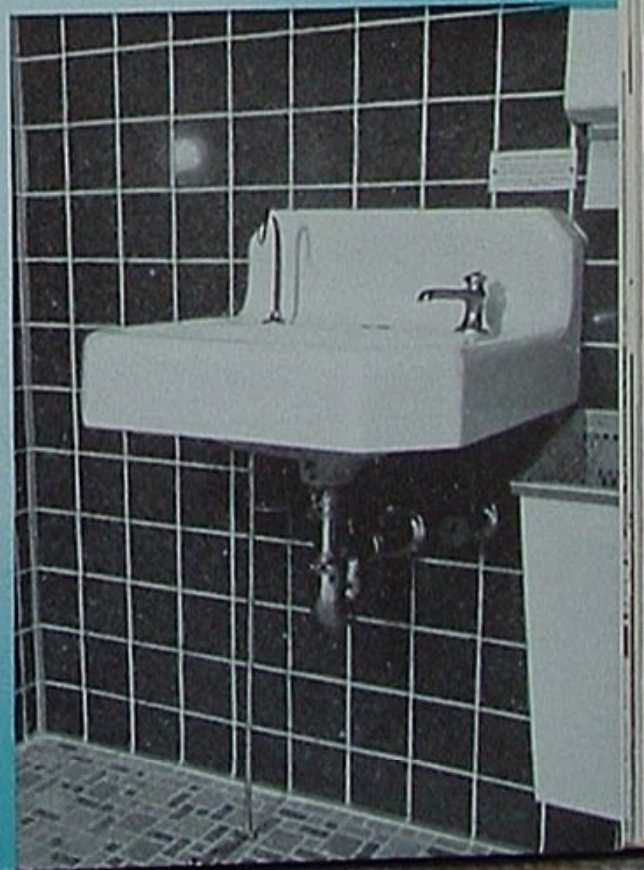
A separate telephone room provides customers with comfortable privacy, free from noise and intruders.



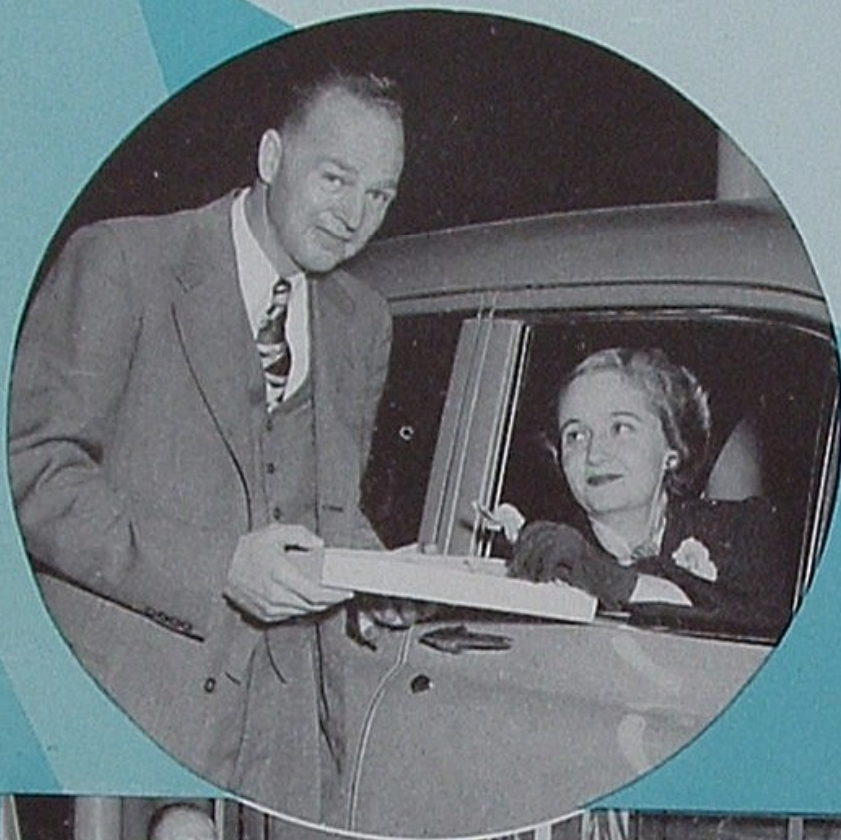
Another courtesy is this shaded patio where tire trouble can be turned into moments of relaxation.



Foot-operated water facilities in the tiled restrooms present new heights of sanitation and convenience.



Premier...



Pretty recipient of the thousandth gift orchid presented by Company representatives, including L. E. Peverill (L), was Mrs. Paul Johansing of Pasadena.



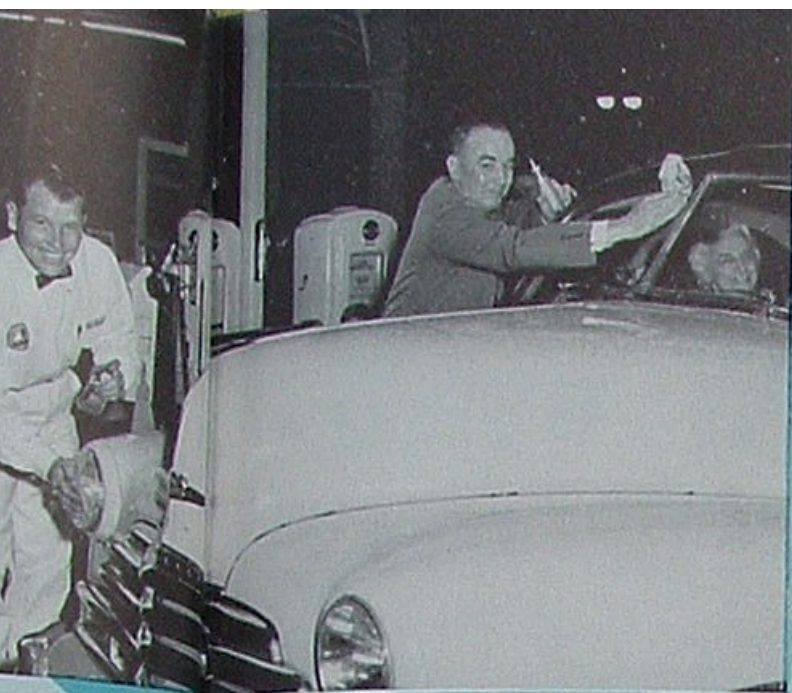
Among many Pasadena and Company officials on hand for the opening were (L-R) City Directors A. E. Abernathy and C. G. Wopschall, Sr.; Fire Chief C. L. Bolz; Territory Manager J. W. Miller, O. W. Fox, General Motors distributor; E. C. Moller, Kiwanis president and vice president of the Chamber of Commerce; George S. Hunt, the architect.



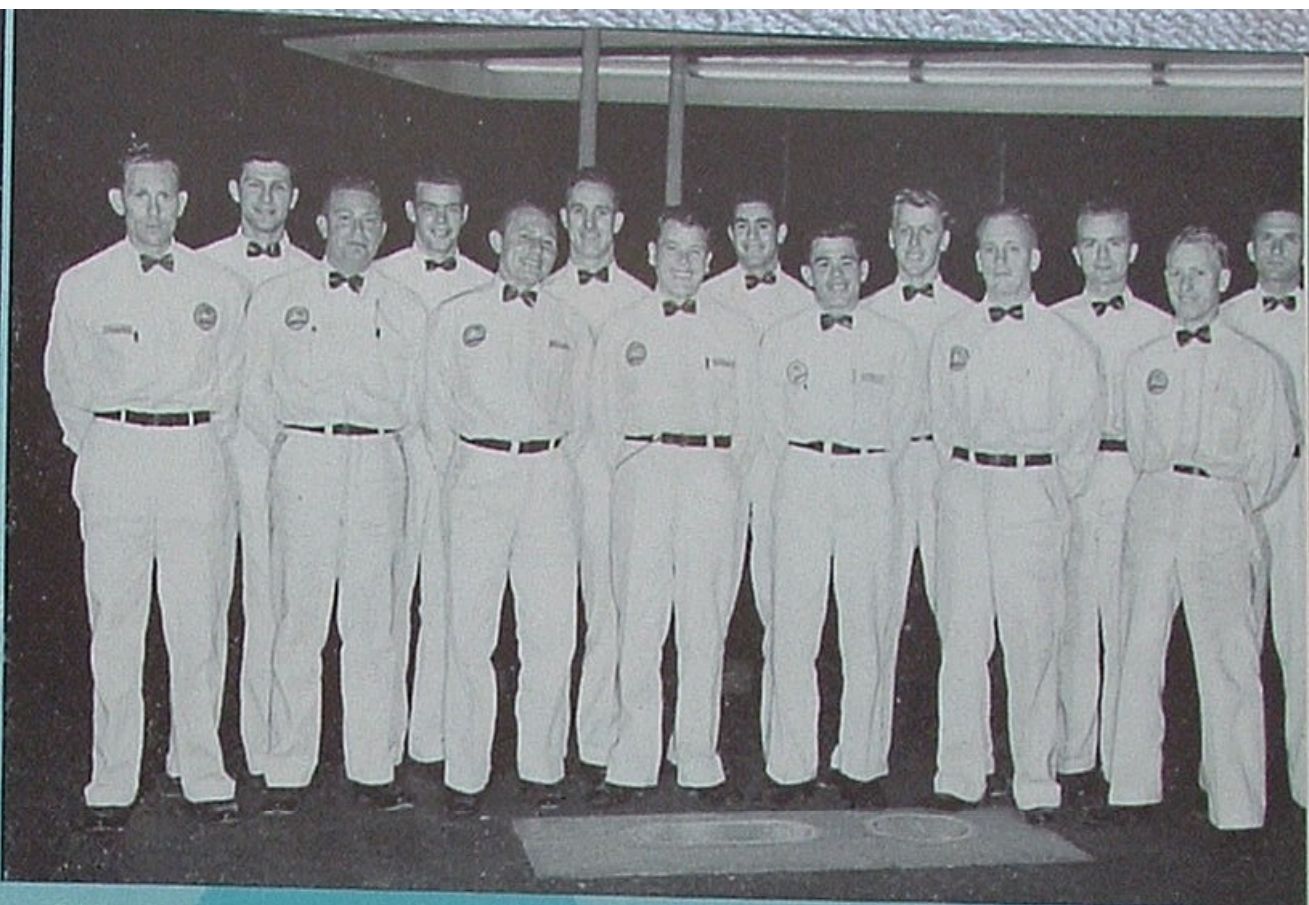
Bob Bohannon teamed with H...
sistant territory...
vide faultless M...

From noon until midnight a steady stream of cars kept every pump island occupied and purchased 4370 gallons of gasoline along with other products.





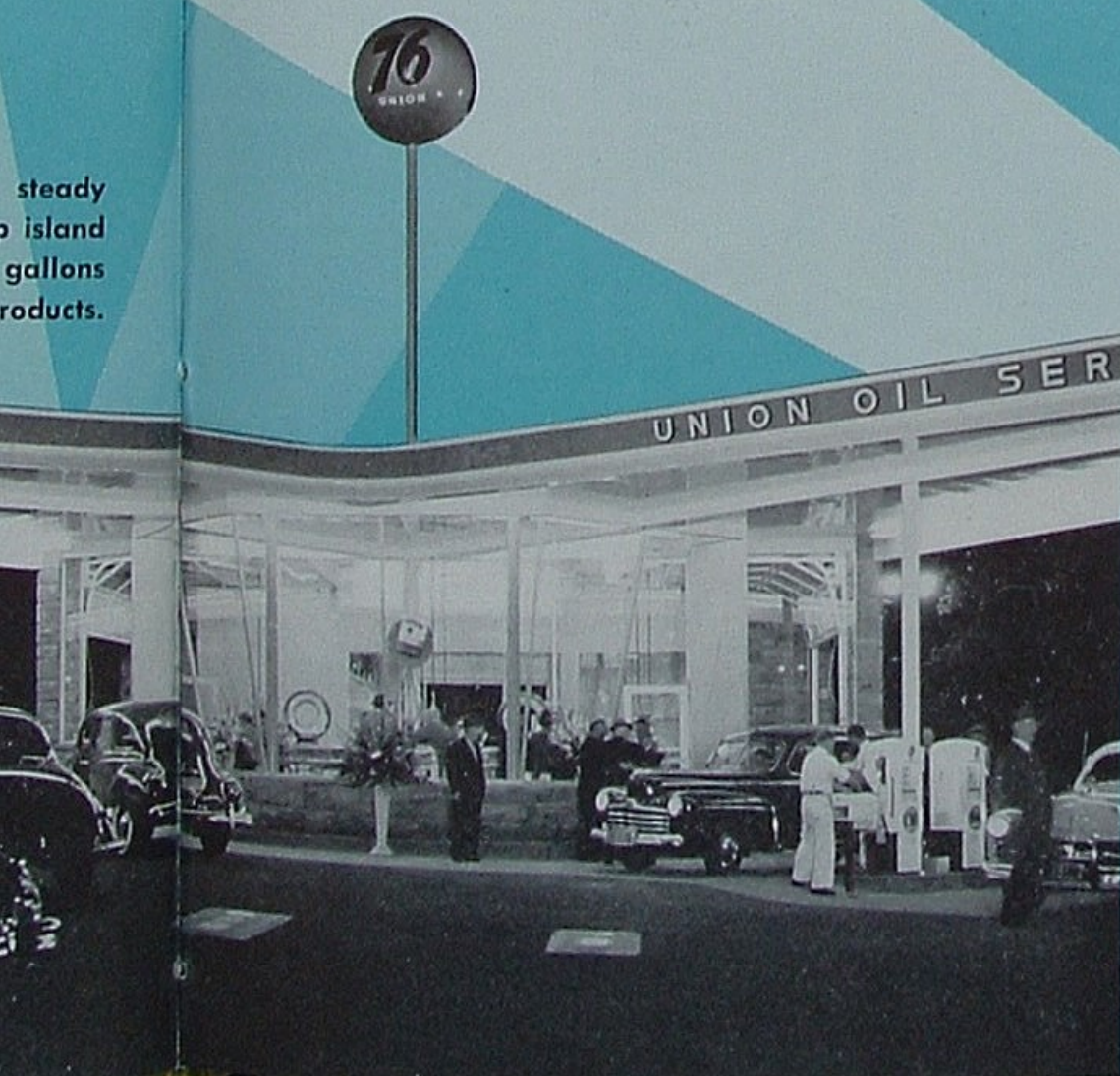
Bob Bohannon, station manager, teamed with H. D. McCarthy, assistant territory manager, to provide faultless Minute Man service.



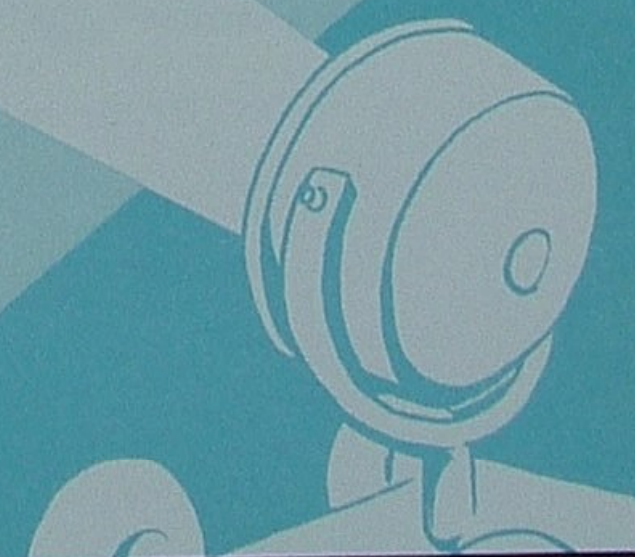
Still white and smiling after serving over a thousand first-nighters were (L-R) Richard Behnke, George Petrie, Burl Taylor, Ralph Phillips, Glen White, Howard Shoemake, Bob Bohannon, Irving Weinberg, Iggy Guerrero, Eddie Glass, Merle Elgin, Ernie Bragdon, Tom Grindle and Lou Dagoff.



(L-R) Union Oilers Nellie Nardini and Virginia Gonzales brought Virginia's sisters Margaret and Evelyn over to see the gala show.



steady
to island
gallons
products.





Dr. Sam: "This may bother you a little."

Open Wide and Say "Naw!"

"Seeking to better, oft we mar what's well." —Shakespeare

TOMORROW everything is going to be wonderful—medically speaking. You and I may not get in on the maternity or grammar-school advantages of socialized medicine, but possibly Uncle Sam will foot the bill for a few colds, an operation or two, and at least a farewell fling in the state hospital.

Just imagine entering this world in a GI (Government Issue) delivery room; spending seven wonderful days with mother and a flock of beautiful WAC nurses in the glistening GI hospital; riding home for the first time in a GI ambulance and wrapped in swaddling GI diapers; and hearing father tell the departing GI doctor, "Just charge everything to the taxpayers."

And think of the lifelong advantages of this wonderful new plan. Free shots to prevent all the diseases. Free bands for those crooked teeth. Adenoids and tonsils removed without cost. A thorough physical examination once or twice yearly, gratis. A free trip to the doctor's office every few days or weeks to get a thumb bandaged, a bruise examined, a broken bone set, a boil poulticed, or to get sympathy for an annoying cold. Warts, moles and blemishes removed; aches, pains and discomforts banished; overweight and underweight corrected; eyeglasses prescribed, furnished and changed; hearing aids supplied; X-rays for the asking; teeth regularly cleaned, straightened or, if necessary, filled, pulled or replaced; a hospital bed available for every operation or prolonged illness; crutches, canes and braces for the crippled; private nurses for the critically ill or completely disabled; drugs, medicines, bandages and vitamins for everybody; dietetic supervision for the underfed, overfed and misfed; psychiatric aid for the hypochondriacs and neurotics; surgeons, doctors and nurses enough for every city and hamlet; hospitals for the physically ill, the mentally ill, the indolent ill, the dope addicts and the alcoholics. All at no expense whatever, except to Uncle Sam and his capitalistic army of taxpayers. A medical Utopia even beyond the grave, for Uncle Sam may go so far as to kick in \$289.80 for each citizen's burial expenses and up to \$150 a month for the surviving widow and her dependents.

Well, fellow Utopians, there you have the tasty coating of sugar that adherents are wrapping around all future health prescriptions. But how much will it actually cost? How effective is the medicine itself? How bitter to our Yankee tastes?

Fortunately, we who classify ourselves as Union Oil employees are in a position to speak with some authority on the subject. Because, since 1915, when our Employees' Benefit Plan was organized, we have been practising on a very small scale one of the most economical forms of group, prepaid medicine.

Our Employees' Benefit Plan is designed to provide employee members with limited medical services on a cooperative basis. Membership is restricted to people who have passed rigid physical examinations and have a better than average health expectancy. The benefits EBP provides include all reasonable medical, surgical and hospital services up to a maximum cost of \$750 for any one illness or condition. Excluded are illness or accidents covered under Workmen's Compensation Acts and those that are found to exist when a member joins the Plan. Also excluded are treatments for such conditions and diseases as flat feet, pyorrhea, venereal diseases, pregnancy, wilful injuries of a self-inflicted nature, injuries sustained while committing a felony, conditions due to intoxication or the use of drugs, optical refractions, dental ailments or injuries, and expenditures for most drugs, medicines or sick room supplies. In brief the Employees' Benefit Plan, while offering excellent insurance to the normal law-abiding employee during his off-duty activities, is by no means an all-inclusive program.

There is little confusion in our minds as to the cost of this limited protection. Each month a \$3 payroll deduction reminds us that every member employee has had to pay that amount to keep EBP solvent. In addition, we are conscious of the Plan's overhead expenses absorbed by the Company—the stationery, postage, clerical service, office space, heat, lights, taxes, salaries and travel expenses of personnel supervisors and ad-

ministrators, and the countless other costs that would have to be met if the Plan were completely independent. Most probably the actual cost of EBP is nearer to \$5 per month per employee. At any rate, no insurance company has yet offered to provide comparable benefits at any such \$5 price, although several have been invited.

Assuming, therefore, that \$5 per person per month is the fairly accurate cost of EBP, what then would be the cost if such a plan were extended to include four members of a family instead of one? Or if it embraced industrial accidents and illnesses as well as non-industrial types? Or if it excluded no conditions or ailments? Or if it included infants, children and the aged, who comprise a large proportion of the world's doctor-ed inhabitants? Or if it included the unemployed and the unemployable? Or if it sought to reclaim every drug addict, every drunkard and every victim of careless and lawless living? Or if it dared to accomodate that considerable horde of people who would flock to a gratis agency at the slightest hint of physical distress?

The Truman Plan

Currently in the American spotlight is a social panacea that is scheduled to be ridden through Congress by President Truman. Under the President's plan:

- 1 Nearly every working man or self-employed person would receive *free* medical care for himself and his family, plus a food subsidy when incomes drop too low.
- 2 Workers would be pensioned at the age of 65 and would receive up to \$96.60 a month if unmarried, or up to \$144.90 a month if married.
- 3 Every citizen could die with the assurance that \$289.80 of Government money would be spent on his funeral expenses.
- 4 Dependents of the deceased would receive up to \$150 a month after his death.
- 5 And, to make it a completely comprehensive plan, an unemployed person, regardless of the reason for his unemployment, would receive weekly checks up to \$30 if unmarried, or \$45 if married, for a period of 26 weeks.

Costs of this painless program would be met through a compulsory insurance plan. By 1955, U. S. payrolls, representing over 100 million wage earners and self-employed people, would turn over at least 11 percent

of the nation's wages to the unemployed, the unemployable, the ill, and the dead. Additional Social Security finances, if needed, would come from taxes, which certainly are paid to no small extent by those same workers.

It is estimated that by 1990, when the plan is in full operation, over 18 percent of all wages will be dropping via payroll deduction into the Government insurance barrel. Obviously the plan would fail or demand much heavier financial support in the event of war or economic depression. This fifth of our earnings, mind you, would be in excess of our present huge withholding tax, most of which is being lavished on past wars and existing bureaucracies.

Nothing New

There is nothing new about socialized medicine. It started at least as early as the old Roman Empire, whose military leaders found it advantageous to draft army doctors rather than send ailing or wounded soldiers home for treatment. Slaves of the Roman Empire also, when no longer fit for work, were sent to an island to die, but were granted the status of free men if they had the luck to recover their health and strength. Thus the island developed into one of the first known government health resorts for the poor.

Prior to the last world war, many countries of Europe, notably Germany and Austria, developed compulsory health insurance programs. Similar plans have been and are being tried in the Scandinavian countries, in South America, and New Zealand. Russia instituted state medicine during the earliest years of the revolution. England started a system of health insurance a half century ago and, since World War II, has adopted a form of state medicine supported entirely by taxes and offered *free* to all Britons.

The success of these experiments is at best questionable:

England

In England, as our first example, insured workmen during the year 1933 paid sickness insurance premiums in an amount of over 159 million dollars, in the form either of payroll deductions or of parliamentary grants (taxes). In medical benefits they received a total of less than 134 million dollars. Their remaining 25 million dollars went to "Cost of Administration", namely government societies, insurance committees and health departments. . . . During this same year, over 50 percent of those insured patients eligible to patronize free govern-

ment clinics consulted "real doctors" instead, because the latter inspired greater confidence and gave better service. . . . Days of lost working time rose to 12½ days per working person per year, compared with a figure of 6½ days in the United States during the same year. . . . Diphtheria mortality rates, considered by doctors to be a dependable barometer of a nation's medical effectiveness, rose in England and other compulsory insurance countries while dropping in Canada and the United States. . . . Doctors, working under the supervision of state agencies and politicians and each handling from 30 to 60 cases a day, became negligent, over-worked, poorly paid and unenthusiastic.

Germany

A German doctor in an article entitled, "Will America Copy Germany's Mistake?" had this to say regarding compulsory sickness insurance, which had been a German institution for 50 years:

"German medical science has become a cheap article and doctors have given up conscientious treatment. Doctors prescribe according to the government's book of medical regulations, not according to their own training and wisdom. They are compelled to resort to mass practise and the genuine patient is neglected. . . . The workman pays the full expense of the insurance, for no one any longer doubts that the employer's share of the premium is taken from the workman's wage. . . . A network of deception has spread. When wages are decreased, or work is scarce, or one objects to the work he is given, or one does not feel like working, sickness insurance comes in handy. In one official checkup of 2008 patients, nearly half of them were not ill at all. . . . The genuine patient, justly indignant to find that the existence of his illness is doubted, has little confidence in the doctor. And the doctor, wedged into bureaucratic apparatus, has little confidence in himself."

Another authority, who worked for 30 years as a German panel doctor, added:

"An insurance scheme soon becomes a business—it must to succeed, while the practice of medicine must be a profession to succeed, and the two will not mix. In Germany, the physician who most pleased the insurance officials and patients, for reasons quite other than his professional skill, obtained the most rapid preferment. . . . The trouble with a scheme that allows a fixed fee per patient is that it makes hurried and careless work more profitable. . . . These circumstances have turned many of our idealistic and most qualified young men away from medicine as a career. . . . The American people will do well to pause long before adopting compulsory sickness

insurance, remembering that such a system once instituted is sure to perpetuate itself. I have been in this country a year and a half. Some of the hospitals here are the most wonderful I have seen anywhere in the world, and I have traveled extensively."

Austria

Writing of similar conditions in Austria, another doctor said:

"I know from experience with actual reality that compulsory sickness insurance, no matter how nearly perfect it may appear as an ideal means of caring for the poor, does not work in practise. The physician is forced to run people through his mill as fast as possible—a quick look, a stock prescription, a pat on the back, and out the door. I do not know any doctor who remained long at this sort of practise in Austria who did not become hardened. He must hurry through his insurance patients so that he can have plenty of his best self left to take care of his private patients. . . . A new face comes between the doctor and the patient, that of an inspector or supervising physician. This man doesn't care whether the patient lives or dies, only how much he costs the fund. . . . The system that you now have in the United States is not perfect. But I know from experience that the conditions imposed by compulsory sickness insurance are far worse. It is impossible to socialize the doctor unless the businessman, the banker and the lawyer are socialized too. Until the time comes, if it ever does come, when we have communism or some form of collectivism, compulsory sickness insurance simply will not work."

England's State Medicine

A most recent report concerning state medicine as being tried in England today indicates that some Britons are quite willing to overlook the faults and shortcomings of the new system as long as the service remains *free*. Drawing a less easy breath, these same disciples of socialism will then complain that there is much else wrong with modern England, including not enough food, clothing, fuel or houses, and a tax load that's just about unbearable. *Free* medicine, indeed! It is *free* in the same sense that World War II was *uncostly* to American workers. We don't meet such expenses directly out of pocket; but somehow a huge slice out of every earned dollar and pound slips quietly away to the tax collector.

Russia

From behind the iron curtain in 1947 came a book entitled, "Medicine and Health in the Soviet Union." The

author begins where he should by presenting an elaborate series of organization charts, listing such administrative groups as the

Supreme Council of Constituent Republic
Council of People's Commissars of Constituent Republic
People's Commissariat of Health
Director's Office of the Commissariat
Mobilization Department
Department of Capital Construction
Department of Planning and Finance
Department of Medical and Sanitation Statistics
Secretariat
Department of Cadres
Pharmaceutical Department
Scientific Medical Council
Department of Administration and Economy
Department of Children's Medical Institutions
Chief of Forensic Medicine
State Sanitation Inspector
Department of Anti-Epidemic Enterprises
Department of Hospitals, Clinics, Ambulatories
Department of Supply
Department of Legal Consultation
Inspector for Control and Complaints
Senior Inspector for Health Education
Senior Inspector for Maternity Homes

This is merely the top row of Russia's health bureaus, roughly equivalent to what could happen in Washington, D. C. In addition, nearly all of these departments branch out and are duplicated in the Soviet provinces, districts and cities. That the organization is not even yet complete is evidenced by one of the author's significant remarks:—"It is the task of the District Health Department to inspect, control and advise all medical institutions in the district. Eventually the departments will probably be subdivided so that the administration may get closer to the people and may better know their individual needs."

The communist chart is so lengthy and complex that when it reaches bottom, or the limit of this author's endurance, there is still no evidence of a doctor in the house. Imagine getting a tooth pulled by one of that crowd, or enjoying *free* service under so much salaried supervision!

Even this enthusiastic book stays pretty much aloof from administration costs and is forced to admit that hard luck has dogged the Russian experiment. The revolution itself delayed the medical program for several years. Then a succession of five-year plans placed major emphasis on improving the country's economic plight.

Meanwhile, disastrous famines gripped the land, during which millions of people couldn't even get indigestion, let alone free treatment for it. Following periods when there were far too few doctors to handle the load, there were other times when the government did not have enough money to pay them. And finally, just as Soviet medicine was about to reach the production line, along came World War II and the shelving of every health project except that of saving the collective Russian neck.

Back Home

Finally we come to the bourgeois United States, where thus far nearly every state medicine or compulsory health insurance proposal has failed to win the support of Congress and the various state legislatures. And what is the picture here?

No where else in all the world do we find more or better doctors, finer hospitals, better health facilities, or greater results. Our infant mortality rate, by far the world's lowest, continues to decline. American children have fewer diseases and better care in the event of illness than the children of any other nation. To combat some of humanity's worst plagues, such as tuberculosis, infantile paralysis and cancer, we have cooperated in forming unequalled non-profit foundations, helpful to the rich and poor alike. No country is more generous in extending effective help to the people of less fortunate nations. Americans are so well protected by vaccination, inoculation and health education that some of the worst diseases of other continents are hardly known here. Statisticians declare that we live the longest and most comfortable lives.

No one can claim with sufficient proof that medical help is outside the reach of certain classes of our people. Certainly some hospitals and the offices of some doctors close their doors to a few charity cases for which our county hospitals and relief organizations are intended. But extremely rare in the United States are instances wherein the critically ill or injured are not given promptest attention by the nearest doctor and hospital regardless of the patient's ability to pay. Thousands of destitute people are aided each month for the one occasional neglect case brought to light by newspapers.

Most of us, who complain about not having enough money to seek medical examination and treatment, seem to have enough for liquor, tobacco, confections and numerous other luxuries that are probably at the root of many ailments in the first place. It has been estimated that Americans spend far more on liquor and tobacco alone than would be needed to pay our entire medical bill.

It is hard to imagine how any American citizen could

be lulled into the belief that medicine ever can be free. Those of us who are employed or have incomes know through cold-cash experience the high cost of medical treatments, hospitalization and other health restoring measures. A few of us save for those rainy days of ill health, either through direct savings or insurance plans. Others of us have entered or adopted cooperative plans, such as our own Employees' Benefit Plan, the Blue Cross, and a host of similar insured or clinic services. Of course, too many people just do nothing except hope. But within our American grasp already is every type of health insurance or cooperative short of tried-and-found-wanting state medicine or compulsory insurance.

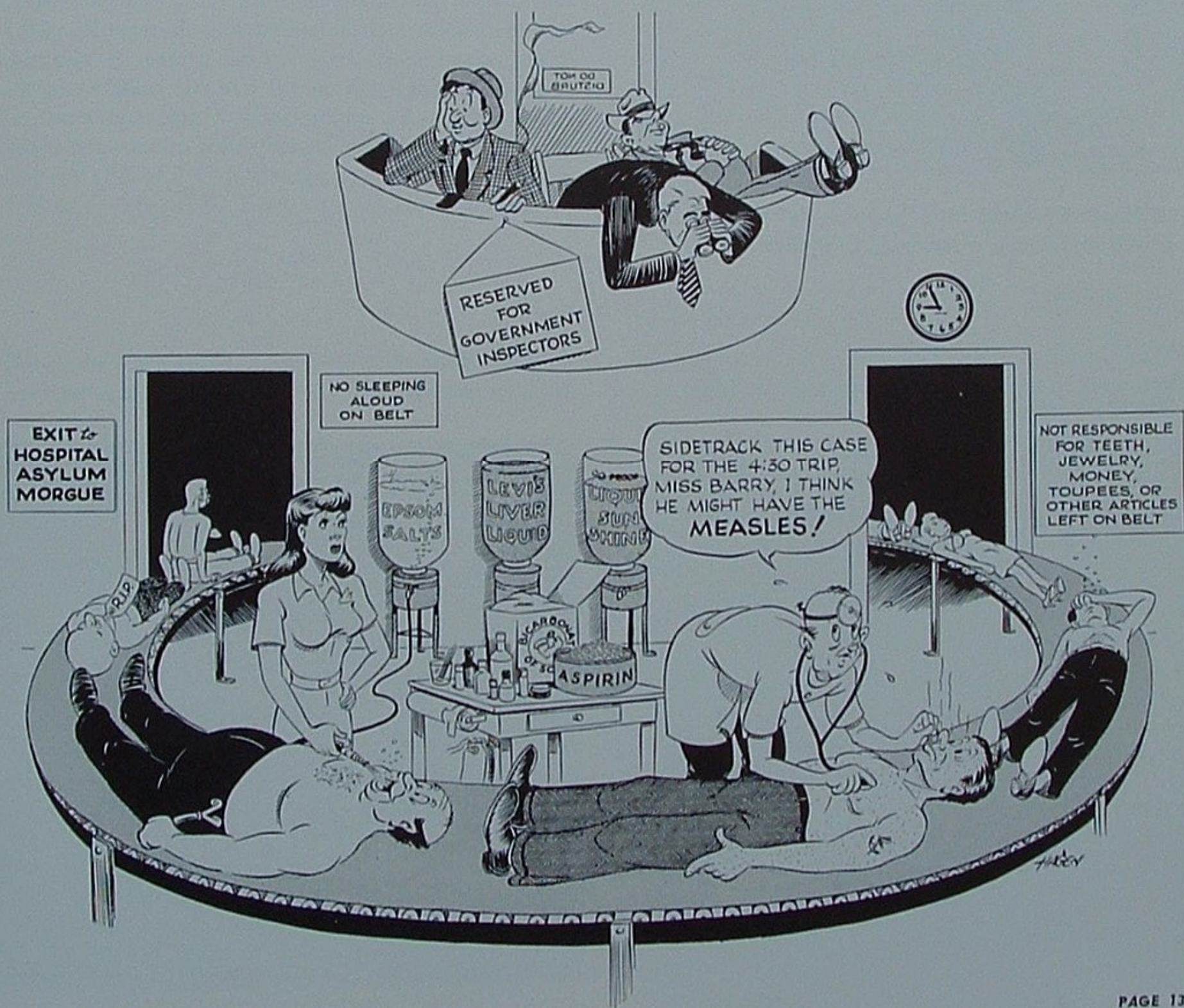
Our medical pattern is indeed polyglot and perhaps imperfect. But it is steadily improving from within. And it works now and always, regardless of revolutions,

famines, five-year plans, wars and bureaucracies. That, after all, is the only dependable test we can apply to men, machines or ideas.

So, would it not be wisdom for every American citizen to remain on guard against the current epidemic of socialistic medical proposals? If we throw medicine to the politicians, it would only encourage them to return for another handout of agriculture, oil, manufacturing, transportation or organized labor control. Next might come a system of state prepaid transportation in which Uncle Sam would offer free streetcar and train rides, plus a free GI automobile every ten years—all for another slice of taxes and the surrender of our free agency.

Isn't it about time to "Open wide and say 'Naw'?"

The Disassembly Line Technique



Cable Tools Ret

IT was predicted near the turn of this century, when rotary drilling equipment was invented, that cable tools would soon become museum pieces. If the predictor were alive now, he might have to eat his words, for the ancient "spudding" method is still a useful and necessary means of drilling.

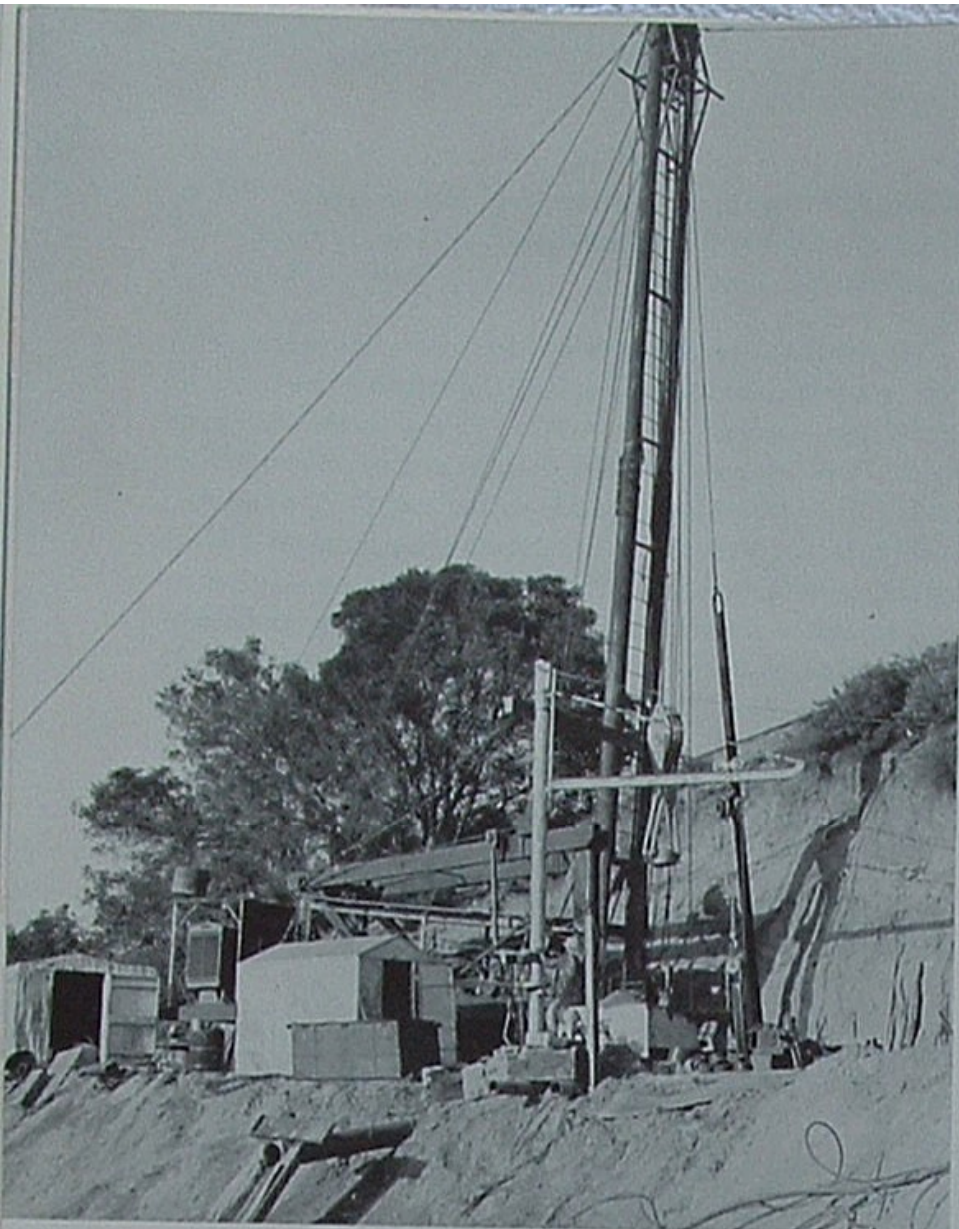
To folks who are not in the least acquainted with oil field jargon, we should explain that cable tool drilling is a mechanical adaption of the oriental springpole and is one of the oldest methods through which man has endeavored to bore holes in the earth in quest of water and oil. The technique consists of raising a heavy metal tool or bit by means of a beam, then permitting the bit to fall and pulverize the underlying rock. At regular intervals the broken rock, called cuttings, is removed with a bailer, after which the punching process is repeated. Since the bit and bailer are run into and pulled out of the hole by means of a cable suspended from a tall mast and attached to mechanically controlled spools, the entire unit of equipment is appropriately referred to by field men as cable tools.

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employs
site with
remove
drilling
crew of
drilling

Driller c
provide



This modern version of a "cable tools" rig, believe it or not, can outrill a rotary rig in shallow fields.

"Tool dressing" consists of flaring the white-hot end of a steel bit with the chain-supported ram (right).

Cable toolmen W. R. Saunders (L) and I. E. Yarbo apply finishing touches to the bit with a deft sledge hammer.



Tools Return to Santa Paula

century, when
at cable tools
redictor were
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to by field

Rotary drilling, in contrast, employs a boring method comparable to that of the motor-driven drill used in penetrating blocks of metal. Cuttings are removed by circulating drilling mud through the well.

Cable tools are used at present principally to drill shallow wells or to penetrate layers of hard rock near earth surfaces. Such rigs are most effective at depths down to two or three thousand feet; but Union Oil at one time set a world's record in Texas by exceeding 6000 feet with a cable tool spudder. The cable tool bit works to best advantage near the surface, where the drill pipe of a rotary outfit is not heavy enough to exert the necessary downward pressure. For this reason cable tools are often used to start ("spud in") a new well.

The older method has several other advantages. It employs light equipment that can be moved from site to site with greater economy. No drilling mud is needed to remove cuttings. Drill pipe, an expensive part of most drilling operations, has no place among cable tools. A crew of two men can handle the older rig, whereas rotary drilling calls for at least five men "on tour". Cable tools

can be hoisted out of a well in very short order, while it oftentimes requires hours to haul up and disjoint several thousand feet of drill pipe. Of course, there are kind things to be said about rotary rigs also; otherwise they wouldn't hold their predominant position in the industry.

The cable tool "spudder" we are introducing this month is the property of Frazier & Willbanks, contractors from deep in the heart of Abilene, Texas. Its advantages seem made-to-order for the drilling of twenty or more shallow wells along Tar Creek or in other Santa Paula areas. Because the wells are expected to produce only a few barrels of crude per day, no other method of drilling is economically advisable.

It should be quite a toast to the founders of Union Oil in 1890 to state that their methods are still the best methods insofar as Tar Creek is concerned.

To a few veteran Union Oilers this scene of a "walking beam" and "bailer" looking down on the orange groves of Santa Clara Valley should evoke fond old memories.

Varbo apply
ge hammer.

Driller and tool dresser, here seen "dumping the bailer," provide all the help needed on a "cable tools" project.



ON TOUR

ON TOUR





INDUSTRIAL SUMMARY

● MARKETING

Notwithstanding the recent introduction of improved premium gasolines by competition, sales of "7600" Gasoline so far this year show an increase of approximately 15 per cent over the same period of 1948. This product now comprises over 45 per cent of combined "7600" and "76" civilian domestic sales compared to approximately 41 per cent a year ago.

I. B. M.

For many months Room 507 in Head Office has been teeming with activity. Plans and procedures have been in preparation for converting part of our Marketing Department to International Business Machines operation. J. U. Witt of Sales Services and L. A. Weber of I. B. M. have stayed with the project constantly since its inception. They have been assisted by J. H. Halliday, Jr. of I. B. M., H. O. Crawford of Comptrollers, Carl Yount of Northwest Territory, Don Bahn of Central Territory, and Ray Hudson of Southwest Territory.

For some time each territory has had a number of keypunch operators preparing master cards to be used in the accounting offices to avoid repetitious coding, such as field designations, customers' names and addresses, and class of trade categories. Automatic multipliers, sorters and accounting machines have been installed. The climactic shift from manual to I. B. M. operation was scheduled for May 26.

Use of I. B. M. will speed up preparation of reports, insure greater accuracy, and permit the collection of more complete information with less effort and expense. Eventually I. B. M. will be extended to other accounting functions.

● MANUFACTURING

At Oleum, many auxiliary facilities of the new Triton project have been placed in operation. Rearrangement of the dewaxing plant was completed and operation was started near the end of April. The crude still was down

for rearrangement that will increase its capacity about 50 per cent.

After extensive field tests by Research, Oleum is preparing to produce a new line of steam cylinder oils that offer simplicity of manufacture, improved quality and lesser cost. Also during April a lower pour point T5X-10 oil was approved for production at Oleum to meet Montana and Alaska requirements.

● FIELD

Although our company was the first to cut back in the production of heavy oils in California, the overproduction of this type of crude has been recognized throughout the industry. Currently there is a cut back of approximately 30,000 barrels per day of heavy oil in California as compared with production figures of January 1, 1949. As light refining crude is still in demand, the Field Department is using seven strings of tools to increase this kind of production in California. Out of state we are drilling eleven wildcat or semi-wildcat wells in light oil areas.

● MARINE

Negotiations with two unions representing seagoing personnel were completed during April. New contracts were developed and signed, which brought Company rates of pay into line with corresponding wage levels in the maritime industry on the West Coast.

The RUBEL sailed from Houston on April 2 with a cargo for the Panama Canal Zone and Chilean ports, proceeding thence to Aruba on May 2.

The LOMPOC was decommissioned for eight days during April for drydocking, painting, retubing of main condenser, and miscellaneous voyage repairs. The contract was awarded to the Evertt Pacific Shipbuilding and Drydock Company. On April 22, this tankship departed from Oleum with a cargo for the Hawaiian Islands. Also leaving for the Hawaiian Islands was the OLEUM, departing from Los Angeles harbor on April 25. All of our other ships were engaged coastwise.

New D. S. M. at Yakima



J. S. Barlow

The Northwest Territory has announced the appointment of J. S. Barlow as district sales manager at Yakima, Washington, effective May 1, 1949. His newly formed marketing district includes Cashmere, Chelan, Cle Elum, Ellensburg, Naches, Oroville, Omak, Pateros, Prosser, Sunnyside, Toppenish, Twisp, Wapato, Waterville, Wenatchee and Yakima.

Prior to joining the Company in 1945, Stan Barlow served for several years as a pilot for Boeing. In the Company assignment of aviation representative, he has blazed marketing trails as far north as the Arctic Circle in Alaska.

First Afloat

THE CALIFORNIA YACHT ANCHORAGE in San Pedro's outer harbor now boasts the first floating type service station in the entire Long Beach and Los Angeles harbor area. Installation was completed recently by L. K. Gerkey to provide pleasure craft owners with MINUTE MAN products and services.

The principal advantage of a floating dock is that it compensates automatically for rising and falling tides. Thus, while fueling, a boat remains at a constant level in relation to dock, pumps and hoses. Also, a floating dock presents fewer possibilities of a yacht's being damaged against stationary pilings or being grounded. If necessary, the buoyant facilities can be disconnected easily and towed to a more convenient berth or location without dismantling.

The installation at California Yacht Club Anchorage consists of a neat salesroom "bridge" and three steel-encased electric pumps with recoiling hose reels. Fire-fighting equipment of latest design has been installed for the protection of dock and yacht owners alike.

Fuels dispensed through the pumps are "76," "7600" and Diesol. A full line of Company lubricants is measured from "lubsters" or sold in packaged form. "Cash on the barrel head" is forgotten if the buyer produces his Union Oil Credit Card.

Storage tanks for bulk fuels have capacities of 7500 gallons and are located on dry land several hundred feet from the dock. Metal pipe lines ashore and afloat are connected by flexible hose lines. A target "76" sign at the seaward entrance to the anchorage advises all yachtsmen where to replenish their petroleum stores.

California Yacht Anchorage sparkles with other new improvements valued at a quarter-million dollars. A cafe, club room, shops, lockers, showers and an ice house also cater to the 185 yacht owners who dock there.



Several hundred patrons and visitors of California Yacht Anchorage regard this sea-going MINUTE MAN installation as a most serviceable and welcome convenience.

OBSERVED AD

READ MOST

T
57%

M
63%

W
50%

T
35%

M
41%

W
28%

T 41%
M 48
W 34

T 41%
M 48
W 33

T 41%
M 49
W 32

T 54%
M 61
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T 41%
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T 39%
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M 45
W 30

T 39%
M 46
W 30

T 42%
M 49
W 35

T 35%
M 41
W 28

T 42%
M 48
W 34

GREATER ENGINE PROTECTION-
WITH THE OIL YOU NEED CHANGE ONLY 2 TIMES A YEAR!

How CAN I CHOOSE THE BEST OIL FOR MY CAR?

PUT IT THIS WAY — WHICH IS BOUND TO BE BETTER — AN OIL GIVING A SAFETY MARGIN OF 1,000 MILES, OR TRITON, WITH A SAFETY MARGIN OF 6 MONTHS? OF COURSE, TRITON IS YOUR BEST AND SAFEST BUY!

How DOES TRITON GIVE MY ENGINE BETTER PROTECTION?

BY GIVING YOU A SAFETY MARGIN OF 6 MONTHS INSTEAD OF ONLY 1,000 MILES. THIS MEANS THAT UNDER THE SAME DRIVING CONDITIONS, TRITON GIVES YOU GREATER RESERVE PROTECTION THAN OILS USED TO PROVIDE.

How CAN TRITON LAST SO LONG?

THE MAIN REASONS WHY OILS USED TO BREAK DOWN AT THE END OF 1,000 MILES OR SO WERE ACID FORMATION AND SLUDGING. UNION OIL SCIENTISTS HAVE DEVELOPED SPECIAL COMPOUNDS TO COMBAT THESE LUBRICATION EVILS. YOU'LL HAVE LESS SLUDGE AND ACID-FORMATION WITH TRITON AFTER 6 MONTHS THAN OILS USED TO FORM IN ONLY 1,000 MILES!

WON'T TRITON GET DIRTY IN 6 MONTHS OF USE?

WITH TRITON, DARK OIL MEANS A CLEAN MOTOR! TRITON CONTAINS A SPECIAL DETERGENT COMPOUND WHICH GRADUALLY KEEPS YOUR ENGINE AS YOU DRIVE. THIS COMPOUND THEN HOLDS THE LOOSENED DIRT AND CARBON HARMLESSLY SUSPENDED IN THE OIL.

UNION OIL COMPANY OF CALIFORNIA

TRITON
76
MOTOR OIL

ASK your Union Oil Minute Man about the amazing new purple oil—Royal Triton—and its sensational 30,000-mile endurance record, the equivalent of 3 years normal driving without an oil change.

Legend: T—total readers, M—men readers, W—women readers

Triton Ads Set the Pace

FOR the second consecutive year, Union Oil Company's Triton advertising campaign has been acknowledged champion among 87 top-ranking national advertisers from the standpoints of appeal and sustained reader interest. Such are the conclusions of Daniel Starch, nationally recognized advertising authority, whose summary of readership checks on all ads appearing in the national metropolitan group of comics was recently reported. Incidentally, the comics are known to be one of the best mediums through which to gain advertising attention.

The first important job of an ad is to "get read." Unless it carries enough showmanship not only to attract notice but to hold attention until the general sales idea "sinks in," then the substance of its salesmanship is lost.

Advertising appeal is measured by the percentage of readers who have merely "Noted" the ad; the percentage who have "Seen and Associated" it with the advertiser; and the percentage who have "Read Most" of its content. In addition, statistics are recorded as to the ad's popularity among men and women readers.

According to Starch, the Triton campaign, produced through the services of Foote, Cone & Belding, the Company's advertising agency, chalked up a most remarkable record. Here is the box score showing how the best of 87 campaigners finished in this interesting competition:

	Men Readers		
	Noted	Seen and Associated	Read Most
TRITON CAMPAIGN	68%	63%	46%
Camel Cigarettes	56	55	39
Wildroot Cream Oil	43	42	34
Ford Cars	49	47	32
Gillette Razor Blades	39	38	32
Average of 87 Campaigns	27%	25%	10%
	Women Readers		
	Noted	Seen and Associated	Read Most
TRITON CAMPAIGN	56%	51%	32%
Grape-Nuts Flakes	43	41	31
Toni Permanent	39	39	31
Ivory Soap	37	37	29
Aunt Jemima Flour	48	47	28
Average of 87 Campaigns	33%	32%	14%

It is most remarkable for petroleum advertising that Triton ranked ahead even of campaigns designed specifically for women readers.

These readership checks are highly significant. They mean that we have been talking effectively to a buyer audience fully nine times larger than the one ordinarily attracted by petroleum advertising. In fact, the report shows that no other national advertiser of any product has been able to make an equally successful sales talk. Furthermore, our oil ads have been devoted 100 per cent to the selling of a product, not merely to gaining attention by entertain the reading audience.

The effectiveness of this advertising copy is determined by reader surveys and checks. Portions of the ad at left scored exactly as indicated according to the Starch survey.

LONGER-LASTING TRITON GIVES YOU **AN EXTRA MARGIN OF SAFETY!**

"YOU LEARN A LOT ABOUT LUBRICANTS, WORKING WITH ENGINES THAT TURN FASTER THAN 7,000 REVOLUTIONS PER MINUTE!"

COMMODORE ROY SKAGGS,
OWNER OF THE WORLD'S FASTEST PERSONAL SPEED OF 151.82 M.P.H.

"THAT'S WHY I USE TRITON MOTOR OIL IN MY CAR. IT STANDS UP LONGER—EVIDENCE TO ME OF EXTRA QUALITY AND STAMINA!"

WHAT IS TRITON'S SECRET?

A RICH, PURE 100% PARAFFIN-BASE STOCK, CAREFULLY PROCESSED BY THE MOST MODERN REFINING EQUIPMENT, GIVES TRITON ITS BASIC STRENGTH AND DURABILITY. TO THIS STOCK ARE ADDED SPECIAL, PATENTED COMPOUNDS WHICH RETARD ACIDITY, SLUDGING AND CORROSION AND CLEAN YOUR ENGINE AS YOU DRIVE. THIS TREATMENT PRODUCES AN OIL SO HIGH IN QUALITY IT WILL LAST FOR MONTHS!

HOW ABOUT ACIDS?

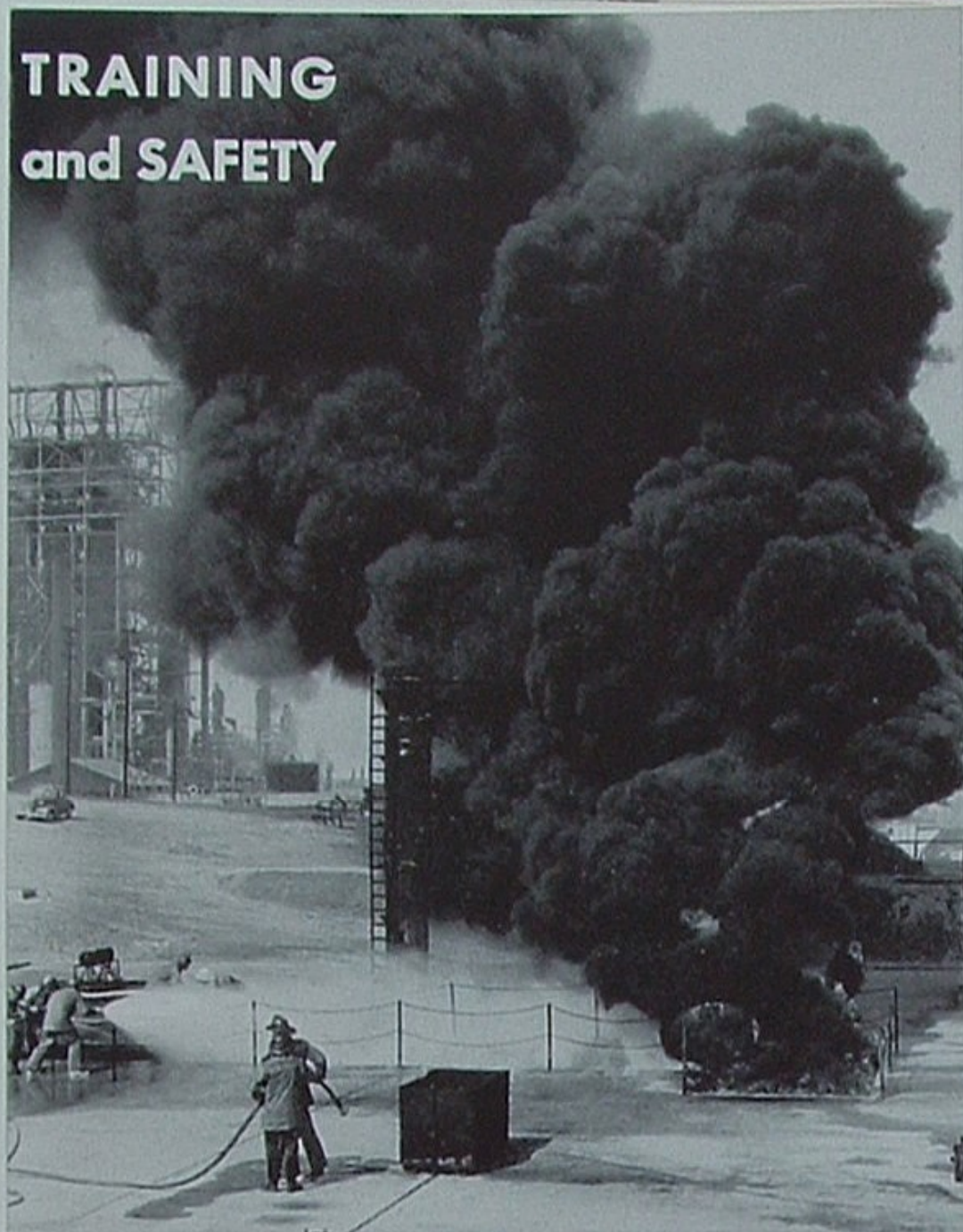
TRITON COMBINES A SPECIAL LOW-BOUND THAT FIGHTS ACID FORMATION SO COMPLETELY THAT TRITON WILL ACTUALLY SHOW A LOWER ACIDITY AFTER MONTHS OF DRIVING THAN NON-COMPOUNDED OILS WILL IN ONLY 1,000 MILES!

HOW CAN I CHOOSE THE BEST OIL FOR MY CAR?

PUT IT THIS WAY: WHICH IS BOUND TO GIVE BETTER PROTECTION FOR YOUR CAR—AN OIL THAT LASTS ONLY 7,000 MILES, OR TRITON WITH A SAFETY MARGIN OF MONTHS? OF COURSE, TRITON IS YOUR BEST AND SAFEST BUY.

UNION OIL COMPANY OF CALIFORNIA

TRAINING and SAFETY



The Los Angeles Refinery fire school, above, has been used for the past two years as a means of training more than 1000 municipal firemen, in addition to Company personnel, in the techniques of controlling oil fires. At a recent departmental graduation ceremony, below, Fire Chief Sandeman of Long Beach presented Jesse Marshall and Charles Lippens, L. A. Refinery safety supervisors, with Honorary Battalion Chief badges in recognition of their fire-combating skills and training contributions to municipal firemen.

High Regard Is Mutual

PROBABLY no cities in the United States have better fire departments than have Los Angeles and Long Beach. For the effectiveness and excellence of their personnel and equipment, they have received nation-wide recognition.

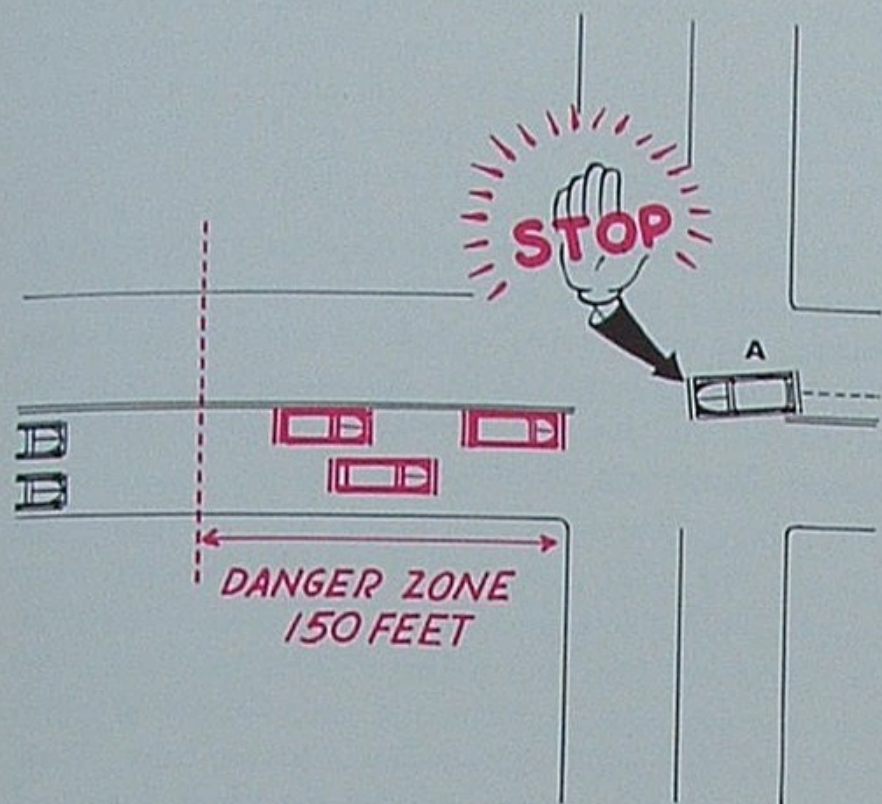
So, it was no insignificant event when, during March, Union Oilers Jesse Marshall and Charles Lippens were urged to be present at a fire department graduation ceremony in Long Beach. As a feature of the formalities, these two men were presented with Honorary Battalion Chief badges, indicating the high regard this country's best professional firemen have for our fire training school and instructors at Los Angeles Refinery.

During the past two years, more than 1000 Los Angeles and Long Beach firemen have benefited from training at the refinery school, which specializes in controlling oil fires. After first being indoctrinated by Marshall, Lippens and other qualified Company fire experts, the municipal instructors took over the job of training fire department groups, using refinery school facilities.

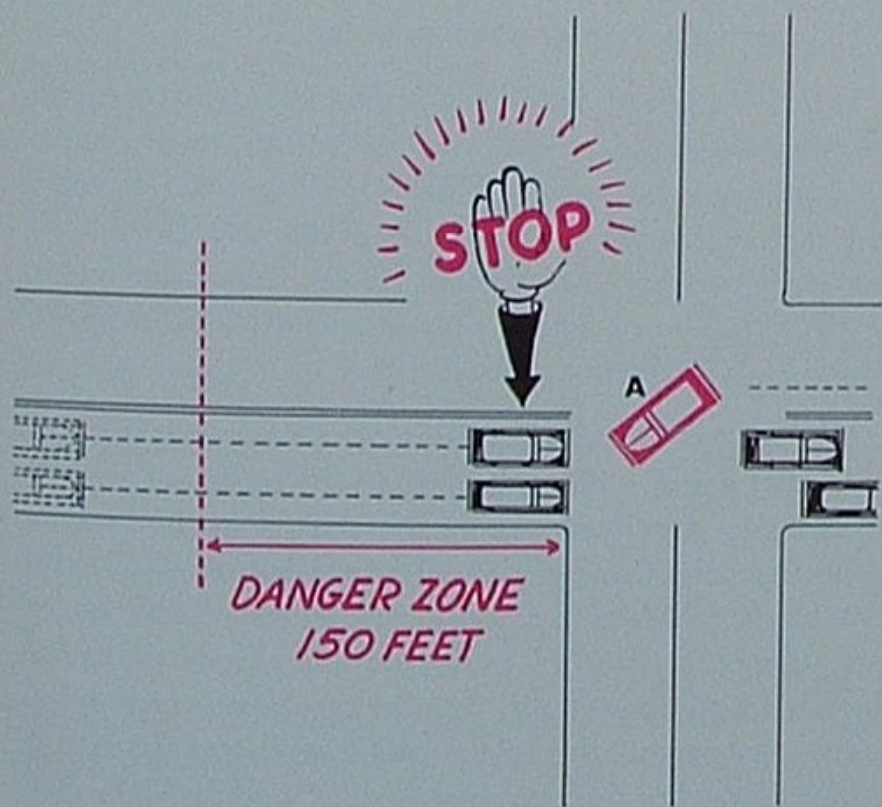
This cooperative plan has been highly beneficial to everyone concerned, including the public. The firemen have gained skills and experience that are obtainable only through fighting large scale fires under known conditions. And the refinery has on immediate call, not only some of the best municipal equipment available anywhere, but efficient squads of rugged young men with chiefs and captains who are thoroughly trained in handling petroleum fires. Within the last two years, Union Oilers and personnel of the Los Angeles and Long Beach fire departments have teamed up to provide invaluable service to communities and oil companies alike.



WHOSE TURN IS IT



In the above drawing, you are the driver of car A and are about to make a left-hand turn. You must yield the right-of-way to all vehicles within the DANGER ZONE.



In the drawing above, you, the driver of car A have the right-of-way and all approaching vehicles which were not in the DANGER ZONE when you started your left turn must yield the right-of-way to you.

TRAFFIC statistics show that about one-fourth of city vehicle accidents are caused by right-of-way violations. Through the suggestion of John T. King, safety engineer, ON TOUR places you in the driver's seat to point out three of the principal violations of the California Vehicle Code which cause the greatest number of accidents.

First, let us define the DANGER ZONE of an intersection. In residential or business areas the DANGER ZONE includes the intersection and 150 feet of each street adjoining it. If traveling at 25 miles per hour, the legal speed limit for residential and business districts, cars will have ample time to stop within the 150-foot area. On streets where higher speeds are permitted, the DANGER ZONE extends up to 400 feet from the intersection.

Suppose we have arrived at the intersection and are about to make a left-hand turn. If approaching traffic has entered the danger zone, we must yield the right-of-way, since these vehicles constitute an immediate hazard.

If the oncoming cars have not reached the danger zone by the time we are ready to turn, then we have the right-of-way and all approaching vehicles are obliged to slow down or stop for us.

Or suppose we are attempting to make a left turn in a 25 miles-per-hour zone and have yielded the right-of-way to all cars within the danger zone. Two lanes of traffic have stopped for us. However, one driver, approaching in the third or curb lane, fails to stop. Therefore, he is at fault and is acting in violation of the California Vehicle Code.

Obviously, COURTESY would prevent most intersection accidents as well as many others. The California Vehicle Code defines right-of-way as the "privilege of the immediate use of the highway." It is a COURTESY, not a right. While remembering that courtesy prevents damage and injury, it is important that we do not place too much faith in the other driver's courtesy even when the right-of-way is ours.

In my opinion ...

Dear Editor:

Several Union Oil employees in my work area noted with interest your "Speculation" in the April issue of ON TOUR. It occurred to me that you might very possibly be interested in our reaction. With the hope that it may prove constructive, I will endeavor to acquaint you with our thinking.

First, we appreciate your showing us in actual figures what could be accomplished in the way of savings over a period of years if one followed a definite program. Second, it pleases us that you recognize the potential value to company and employees of an employee-ownership program. In our opinion such a program would give the best possible insurance for congenial company-employee relationship. Some old-timers expressed themselves as being unable to remember any move or indication on the Company's part in favor of a program which might create special employee interest in Company welfare since the "bonus on earnings" program was discontinued approximately twenty-five years ago. Third, we feel your points were appropriate concerning the present tendency to overspend and the value of frugality. All in all we like the slant of your article and hope it is an indication of better things to follow.

To complete the picture we believe that some thought should be given to other angles. Probably a large majority of us realize the value of thrift. However, anyone giving the matter thought must realize that if employees, as a group, were sharp business people they would not be employees—they would be running the business. I do not mean that we are not, as a group, smart, or that we are not industrious and responsible, but I do mean that for some reason or other we are working for wages. We all know that, when we find a worker for wages who is out from behind the eight-ball financially, we also find one of several reasons for it—either he has only himself to support, or another in his household is working for wages, or he has made a lucky investment, or he has received an inheritance.

One more thought—we feel that if the Company were sincere in wishing to see employee-ownership developed to a substantial extent, the Company would not hesitate to offer us stock at market value, without brokerage commission, for which we could pay by payroll deduction. If and when such an offer is made, we warrant that employee-ownership will really climb.

Donald J. Spragg
Field Operator, Rosecrans

Dear Sir:

"Speculation" was inspired by our knowledge of a Company employee who has systematically saved 10 per cent of his wages since coming to work 12 years ago. Although all his savings have not gone into Union Oil stock, every cent has been put to work in comparable forms of investment and left untouched.

The man came to work with no other property assets than a car, a modest wardrobe, and less than \$100 in money. His starting wage was \$120 a month. He had no "pull," no high priced skills. His promotions were run-of-the-mill and his salary today is about in line with that of the average 12-year man.

His financial fortunes, meanwhile, have not been above average. His wife worked only part of two years, then remained home to begin rearing their present family of five children. They purchased a small home on a 20-year payment plan, furnished it and, because of transfers, have since sold and purchased homes twice. Their medical obligations have included the usual drugs and dentistry, a major operation for his wife, all five visits by the stork, and an expensive illness afflicting one child. They have paid for one new and one nearly new car. Although being behind the "eight-ball" financially several times and receiving no large gifts or inheritances, they have persisted tenaciously in putting aside 10 per cent of the man's wages each and every month. At no time have they appeared to be miserly or more frugal than the normal American family.

If he can do it, why can't you and I?

It is this form of thrift that is furnishing many of our working tools and seems to be one of the major hopes of our industrial society. Many of the great fortunes are melting away or being attracted into tax-exempt securities such as Government bonds. More and more, small savings are becoming the financial life of industry, which is undoubtedly a good thing.

You suggest that the Company offer stock to employees at market value, without brokerage, by means of payroll deductions. Obviously any such shares would have to come from the Company's authorized but unissued common stock, which action would not be permissible under our present articles of incorporation. However, today there is ample opportunity for any employee or employee group to accumulate savings and buy shares through a bank or banker. Commissions are not unduly high. For instance, on 100 shares valued at \$3000, the broker's commission would be \$25, or less than one per cent. On as little as 10 shares, worth \$300, the commission would be \$6.

Ed.

Dear Mr. Taylor:

I take this liberty to express to you and Union Oil Company my thanks for the fine things the Company does for its employees . . .

I am proud to be writing this letter as an individual employed by Union Oil Company. As of March 1, 1949, I was selected for Superior Court jury duty at Long Beach, California. I am proud to serve as a citizen. But it is very satisfying and helpful to know that I am losing no pay. I think it is great that the Company encourages employees to accept this civic responsibility and goes so far as to make up for any wages we might lose while on jury duty . . .

Conditions are not the same as before the strike. There is a feeling of strained relationships and too much "silent treatment" in evidence. Only time can do anything about it. But with the Company doing everything possible to treat employees fair and square, it cannot lose.

Frank Ulbing



SPEAKING OF ADVERTISING

A very alert student, we should say, is W. J. Dickinson of U. S. C., whose initiation into Alpha Delta Sigma, national advertising fraternity, was prefaced by three days of campus sandwich-board activity. He picked Triton Motor Oil and "76" Gasoline as the two products best suited for recognition and promptly found himself on speaking terms with all of the motoring coeds.



SERVICE BIRTHDAY AWARDS

JUNE 1949

Thirty Years

Bowie, Herman E., So. Div. Field
Keough, Leo B., Southwest Territory
Maguire, Owen J., Northwest Territory
Maier, Albert F., Oleum Refinery Mfg.
Purkiss, Thomas E., Coast Div. Field

Twenty-Five Years

Herriman, Chester, So. Div. Field
Holroyde, Alan E., Honolulu Dist.
Hodkins, Joseph G., So. Div. Field
Lemucchi, John, No. Div. Pipe Line
Trenberth, James E., H. O. Comptroller's
Wilson, Edward A., Oleum Refinery Mfg.

Twenty Years

Cadwell, Frank K., Northwest Territory
Carr, Donald E., Southwest Territory
Chandler, Henry B., N. West Terr.-Comp.
Daniels, Wm. M., Northwest Territory
Graham, Wm. H., Northwest Territory
Kjallin, Axel W., Northwest Territory
Leighton, Stewart, Oleum Refinery Mfg.
Loper, Eugene S., For. Oper.-Paraguay
Reed, Donald A., Southwest Territory

Wanlass, Ruel L., Oleum Refinery Mfg.
Wood, Francis L., Northwest Territory

Fifteen Years

Aggers, Harry D., So. Div. Field
Ashley, Frank L., Southwest Territory
Berg, Clayton L., No. Div. Pipe Line
Dolle, Melvin, L. A. Refinery Mfg.
Fidel, Henry P., So. Div. Field
Fouchet, Louis L., Oleum Refinery Mfg.
Gamse, Marlin, Northwest Territory
Hammond, Schuyler, K., MalthaRef. Mfg.
Holman, Elmer L., Research-Wilmington
Inman, Herbert W., Southwest Territory
Jones, Bradford C., Expl.-Domz.
Kantzer, Basil P., H. O. Executive
Kenney, Doyle, Coast Div. Field
Knibb, Charles E., L. A. Refinery Mfg.
Lemucchi, Michael, So. Div. Pipe Line
Lien, Elvin B., Central Territory
McCaslin, Wendall P., So. Div. Field
Martinson, Harold R., No. Div. Pipe Line
Matthews, Zelma, L. A. Refinery Mfg.
Mazingo, Willmer P., So. Div. Field
Merrell, Orvel A., Valley Div. Field
Nichols, Milton E., Southwest Territory
Ohlson, Allen E., Oleum Refinery Mfg.

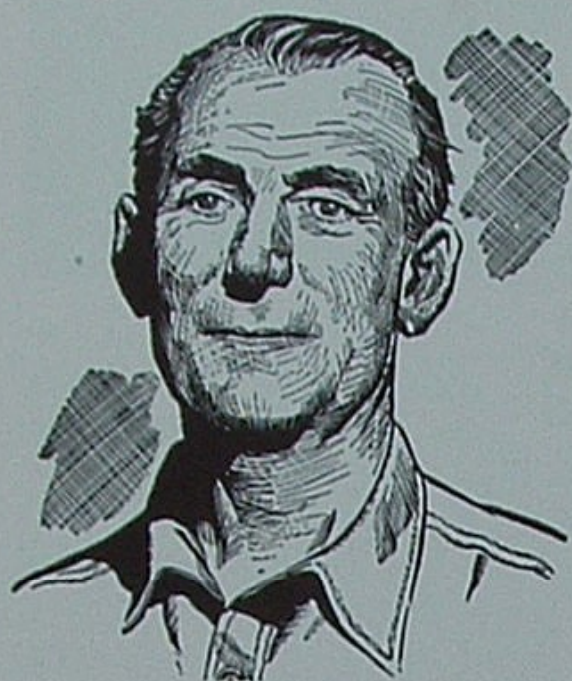
Page, Marvin S., So. Div. Field
Pedro, Otto, Valley Div. Field
Sabella, Sam R., Southwest Territory
Sherman, Fred K., L. A. Refinery Mfg.
Stern, Edw. W., Oleum Refinery Mfg.
Stewart, Harry O., Comptroller's-Wyo.
Triggs, Ira E., So. Div. Field
Trojo, Anton I., So. Div. Field
Ugrin, Nick T., No. Div. Pipe Line
Welsh, Paul W., So. Div. Field
Winters, Richard E., So. Div. Automotive
Wood, Laurence G., Central Territory
Young, Charles L., Coast Div. Field

Ten Years

Clark, Ralph O., H. O. Purchasing
Erickson, Albin, Oleum Refinery Mfg.
Gregg, Douglas C., H. O. Legal
Hicks, Joe Fred, Coast Div. Field
Larsen, Gudrun M., Northwest Territory
Miner, Joel Hart Jr., Northwest Territory
Schleicher, Blanche, H. O. Executive
Schneider, Gabriel M., Cut Bank, Mont.
Schwind, Walter H., Northwest Territory
Moyer, Vaughn S., Valley Div. Field
Webster, Fred E., Cut Bank, Montana



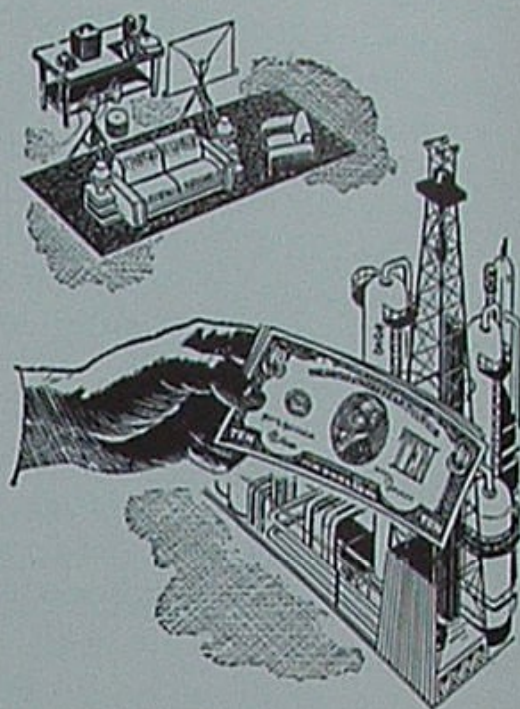
Like to meet a Capitalist?



1. Bill Ryan, 55, is foreman mechanic at the Dominguez Water Company in Long Beach, California. He and Mrs. Ryan live in a company bungalow at the main plant. Bill went to work for the company as a mechanic in 1923 and has been with them ever since. He is also one of the owners of Union Oil Company.



2. In 1940 he started buying Union Oil stock. Today he owns 100 shares. At the present market his stock is worth over \$3,000. He could sell it for that tomorrow if he chose. \$3,000 would buy many things the Ryans could use. Among other projects, they're looking for a home of their own; Bill would like to add to his home movie equipment; and Mrs. Ryan has some ideas about furniture.



3. But the Ryans have chosen to invest that money in oil wells, tools and refineries that make gasoline for other people instead of spending it on things they could use themselves. Naturally, they are entitled to some compensation for this. For you can't eat, live in, ride on or use your share of an oil company. In fact, the investment doesn't even entitle you to free gasoline.



4. So our American system offers people who put their money into "tools" instead of "goods" a reward in the form of dividends—whenever the company makes a profit. Last year Union Oil dividends amounted to \$1.95 per share. So the Ryans got \$195.00 from their holdings. This is within \$72.00 of what the average Union Oil common-stock holder got in 1948.



5. For Union Oil Company is owned not by one man, or two, but by 34,229 common-stock holders like the Ryans and 2,085 holders of preferred stock. The average common-stock holder owns just 137 shares—the average preferred-stock holder 120 shares. Naturally, some stockholders own more than this average and some less.



6. But the largest individual Union Oil stockholder owns only 1% of the total stock. So the profits of Union Oil—and most American corporations—don't go to a few millionaires. They are split up among thousands of average American capitalists like the Ryans—capitalists whose combined savings have made Union Oil and most of our American corporations possible.

UNION OIL COMPANY OF CALIFORNIA

INCORPORATED IN CALIFORNIA, OCTOBER 17, 1890

This series, sponsored by the people of Union Oil Company, is dedicated to a discussion of how and why American business functions. We hope you'll feel free to send in any suggestions or criticisms you have to offer. Write: The President, Union Oil Company, Union Oil Building, Los Angeles 14, California.