



DECEMBER 1951

*"On Tour"*

# On Tour



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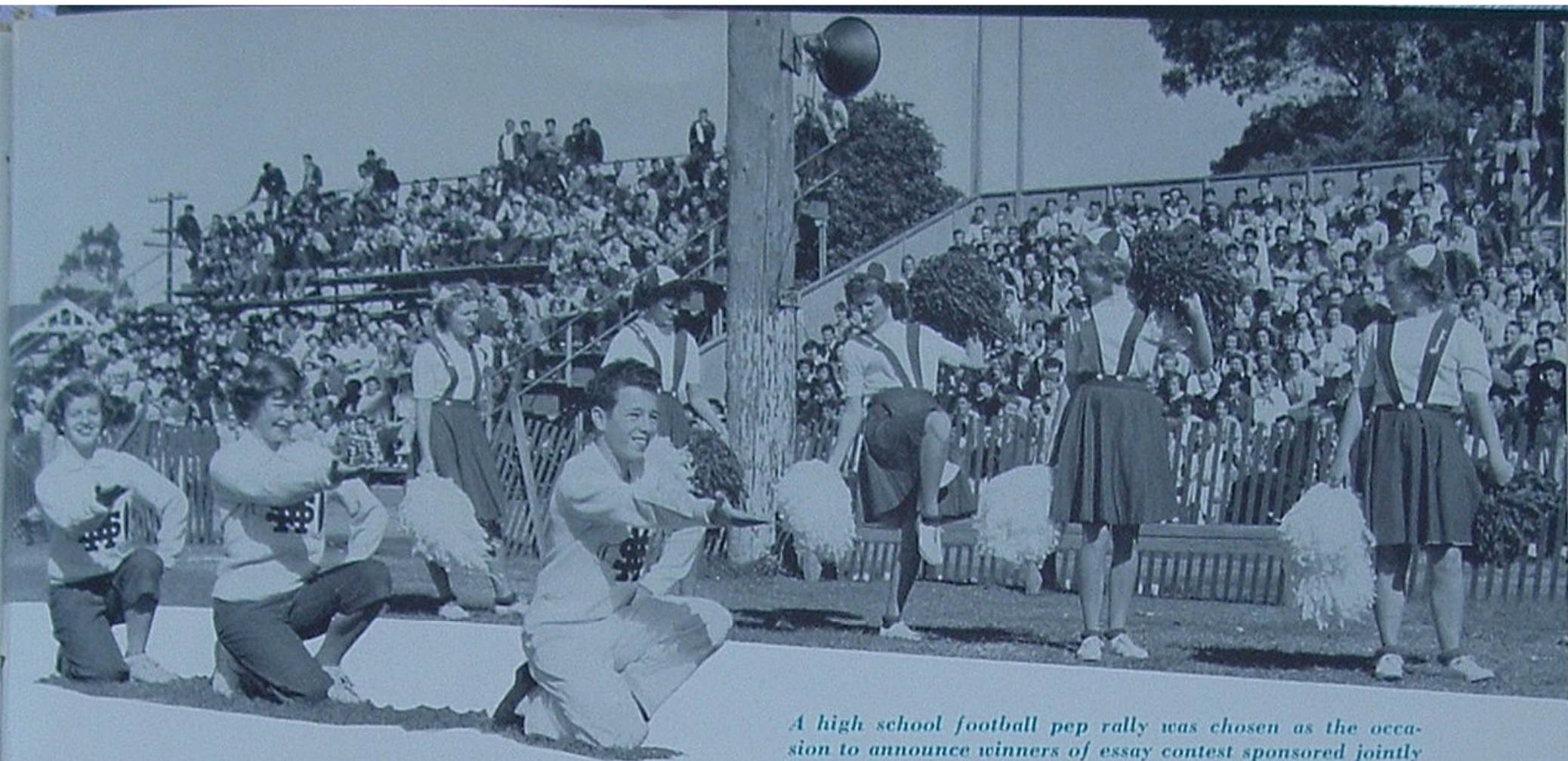
*The year 1951, despite troubled conditions in many parts of the world, has been one of relative peace and comfort to most Union Oil people.*

*Perhaps our wishes to each other during the last Holiday Season had little to do with this pleasant result. But that little was important. Most of the progress and accomplishments of mankind were kindled at the outset by a wish—sincerely given.*

*So, let us respect and carry on this warm tradition. And may we of Home Office be among the first to wish Union Oil people everywhere—at home, at work, and in the service of our country—a Merry Christmas and greatest happiness throughout the coming year.*

Sincerely,





*A high school football pep rally was chosen as the occasion to announce winners of essay contest sponsored jointly by Union Oil Company and the "Santa Maria Times."*

**T**O the casual passerby a football pep rally in Santa Maria, California, could hardly have any connection with the building of a tankship in Baltimore, Maryland. However, on October 26, as 1,200 loudly enthusiastic high school students concluded their vocal preparations for the year's big game, an unusual quietness invaded the field. Every mind turned toward the Baltimore shipyards and at least 62 students entertained a keenly hopeful feeling of being there on December 7, when the ship would be launched.

That was the Big Prize—a 10-day, all-expense-paid trip to the tankship christening, with exciting side trips to New York, Philadelphia and Washington, D.C. It would be given to the Santa Maria Union High School student who wrote the best original essay on "What the Oil Industry Means to Santa Maria." Furthermore, the winner

*Below, judges of the contest included Glenn E. Seaman, E. R. Trebon, Don Taylor and Dr. August Mollath, civic and business leaders. Right, three winners (center), flanked by H. E. Tyler, school superintendent, Glenn Seaman, mayor, Walter Curnane, our resident manager, and S. H. Stauffer, editor, received cheering ovation.*

## **City Joins Company in Naming of New Tankship**

# SANTA MARIA

could take his or her parents along to share in the fun. They would live in the finest hotels, see the best shows on Broadway, and meet their congressmen in Washington as part of this once-in-a-lifetime thrill.

There were other rich awards, also—scholarships of \$500 and \$300 to the writers of second and third best essays. In fact, so desirable were the prizes that high





*Part of Santa Maria's charm is provided by friendly trees that touch branches across the main thoroughfare.*

school students had been combing libraries and oil company offices night and day in search of information. Then, in a closely supervised classroom, they had struggled for three hours to shape their information into prize-winning essays.

Who was the winner? Up to this point, even the judges—civic, school and business leaders—did not know. They had identified each of the essays by number, and only a member of the school faculty knew the names that corresponded with those impersonal numbers.

But Mayor Glenn E. Seaman smilingly ended the weeks of suspense by stepping before a field microphone, pulling a strip of tape off the concealed name, and announcing: "The winner of First Prize—an expense-paid trip to the christening of Union Oil's new tankship SANTA MARIA at Baltimore on December 7—is Charles Leland

Stafford!"

A great cheer arose from the bleachers and for the first time that day it wasn't led by the cheer leader. Instead, he turned nearly as pale as the white uniform he wore and his eyes seemed to be doubting what his ears had just absorbed. For, although everyone called him "Bing," Charles Leland Stafford was the official signature under which he had written the prize-winning essay.

Twice again quiet was restored as Diane Edwards was announced winner of the \$500 Second Prize and Catherine Neiggemann came forward to be acclaimed winner of the \$300 Third Prize. Then in a fine gesture of American sportsmanship, the entire student body rose to its feet and voiced approval as only high school students can.

Thanks to the "Santa Maria Times," co-sponsor with

*L-R, Mr. and Mrs. Charles L. Stafford, their son Charles, First Prize winner, Vice President Ronald D. Gibbs, Diane Edwards, Second Prize winner, and Catherine Neiggemann, Third Prize winner, took a bow at USO Youth banquet.*

*Among nearly 400 Union Oilers at work in the Santa Maria Valley are Neil Fagerbourg, Stewart Clemons, Frank Skelton and Harold Muscio, who in the role of well pullers help to keep hundreds of Company oil wells operating efficiently.*



Union Oil Company of this essay contest, all of Santa Maria Valley knew of the event and eagerly reached for their newspapers the evening of October 26. How interested they were was demonstrated the following Monday when, at a big USO-Youth Fund dinner, winning contestants were introduced and sponsors were publicly thanked for so honoring the city of Santa Maria.

Our friendship toward this charming community is one of long standing. It began about 50 years ago when Union Oilers took a second look at geological features of the Santa Maria Valley and concluded it would be a good place to drill. Valuable oil discoveries soon substantiated these estimates and there began an era of growth and prosperity that has been conducive to the happiest of Company-community relationships.

Today, nearly 400 Union Oil employees work in or near the Santa Maria Valley. They keep several hundred oil wells pumping, man our large crude treating and transportation facilities, staff several offices, and market our refined products there. They and their families enjoy and contribute to a standard of living described by one of the young essay writers as being 60 per cent better than the California average and twice as good as that of the United States generally.

So, it should require no further explanation as to why the tankship young "Bing" Stafford and his parents will help christen is being named SANTA MARIA. Actually, it is the third Union Oil tankship to bear that name. The others gave way to newer and faster vessels after many years of excellent service. One, after being sold at the beginning of World War I, was soon thereafter torpedoed by a German submarine. The second ship, sold in 1941, is now sailing trans-world under Greek-Argentine registry as the CALIROY. Their successor, we trust, will serve with at least equal distinction and bring honor to its namesake community.

*Carl Morgan, Thomas Purkiss, Lawrence Powell, Paul Northrup and Ben Chadband are representative of the men at our Battles Plant who handle field processing of natural gas and crude oil prior to sale or shipment to refineries.*



*The Company's new Coast Division office, above, at nearby Orcutt accommodates Exploration & Production personnel, among whom are, below, Robert Talley, Joe McCullough, Jacqueline Glines, Blanche Brannagan, George Thomas and William Greenwalt. Union founded the town 50 years ago.*

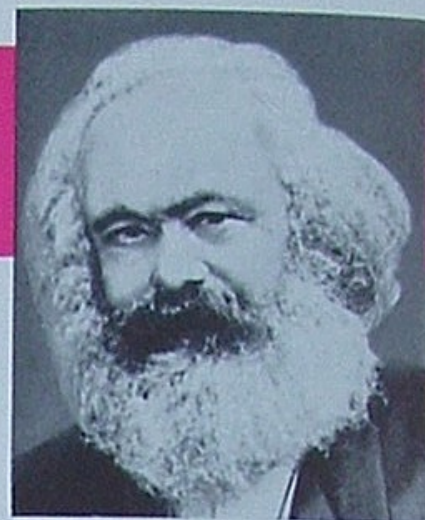


*Marketing responsibilities in Santa Maria Valley are handled by Ralph Meadows, Clem Conns, Robert Bienert, Don Craig and Paula Goeb. Resident Manager Walter Curnane, also a member of this group, appears in photo on Page 3.*



# Marx Was Mistaken

From an Address by Reese H. Taylor  
Before the Stockholder Relations Institute  
October 3, 1951, at Santa Monica



*Karl Marx, whose own father characterized him as "giving himself up to suffering at the smallest sign of trouble, displaying a bleeding heart at every sorrow, weak, self-indulgent, and conceited," is regarded as the human foundation of communism and its jumble of false doctrine.*

... I'm going to open my remarks with quotations from three gentlemen. All three are dead. And all three will undoubtedly spin in their graves at being quoted in this company, on this occasion, by this speaker. But in view of the human suffering they have caused, I would seriously question whether they have ever "Rested in Peace" since the hour of their interment. So quote them I will.

The first gentleman is Friedrich Engels. The second is Nikolay Lenin. And the third is Karl Marx.

I am going to quote these three because I have been thinking a good deal recently about the need for re-examining, in the light of what has actually happened since 1883, the theories which Marx arrived at almost 70 years ago. Those theories constitute the doctrine under which about half the population of the world is ruled today. They are, to the hard core of Communist Party members throughout the world, the be-all, the end-all, the Gospel and the Faith. And they are accepted and embraced by these Communist Party members with a blind fanaticism that has few counterparts in history. The question I'd like to examine is:

## ARE THOSE THEORIES RIGHT?

Therefore, I have chosen these three particular quotes because they sum up, in the words of the three greatest Communist progenitors, the basic concepts of Marxist philosophy.

Friedrich Engels, the close friend and co-creator of Marx's ideas, had this to say about Marx's first fundamental concept:

"Marx discovered the simple fact (heretofore hidden beneath ideological undergrowths) that human beings must have food, drink, clothing and shelter first of all before they can interest themselves in politics, science, art, religion and the like. This implies that the production of the immediately requisite material means of subsistence—and therewith the existing phase of development of a nation or an epoch—constitute the foundation upon which the state institutions, the legal outlooks, the artistic and even the religious ideas are built up. It implies that these latter may be explained out of the former, whereas the former have usually been explained as issuing from the latter."

Now that's not the easiest paragraph to understand. But in simple language—something that both Marx and Engels seem to have avoided like the plague—Engels means that the first pillar of Marx's philosophy is the doctrine of materialism: The belief that a nation's political, legal, cultural and religious institutions are an outgrowth of its economic way of life—rather than vice versa.

For the second basic concept, I'll quote Lenin:

"Marx did not rest on the materialism of the 18th Century. He made an advance in philosophy. He enriched materialism with the acquisitions of the German classic philosophy, especially the system of Hegel . . . The chief of these acquisitions is the dialectic—that is, the understanding of evolution in its fullest, deepest and most universal aspect . . ."

Lenin maintains that the evolutionary or *dialectic* materialism of Marx is

"... one of the greatest achievements of scientific thought."

For, he goes on to say:

"The caprice and chaos reigning up to that time among opinions about history and politics were here replaced by a strikingly whole and symmetrical and scientific theory, showing how, out of one set-up of social life, another higher one develops in consequence of the growth of productive forces—capitalism for example out of feudalism."

That gives us two of the three main concepts of Marxist philosophy:

1. The theory that a nation's political, legal, cultural and religious institutions are an outgrowth of its economic way of life—rather than vice versa.
2. That this economic way of life goes through an evolutionary process which follows natural laws that are inevitable and beyond the control of man.

For that reason, it was inevitable that feudalism would be supplanted by the petty industries and crafts of the Middle Ages and that these in turn would be supplanted by 19th Century capitalism.

At this point in the argument most of us, I think, would be in general agreement with Marx's line of reasoning as far as its economic aspects are concerned. Although I, and I am sure many others, would quarrel emphatically with his argument that the religious institutions of a nation are, in all cases, an outgrowth of its economic way of life.

But there certainly is great justification in maintaining that serfdom and slavery must inevitably lead to the concept that every man is entitled to the fruits of his labor and the ownership of property. And that this concept in turn should lead to the development of something like 19th Century capitalism.

But the crux of our present day world argument is *where* dialectic materialism—if you please—would lead us from the 19th Century on. Marx, on the evidence available to him in the 1870's and 1880's, believed that it must inevitably lead to world communism. His followers have based their "hope of heaven" on this prediction.

For that reason, it is impossible to debate the subject with them. By taking Marx's definition of 19th Century capitalism as the definition of *all* capitalism, they have wrapped themselves in the comforting belief that this capitalism must—by the inevitable natural law of dialectic materialism—be supplanted by something else. "And what," they ask, "can that something else be but world communism?"

Before we answer that question, let's follow—through our third quote—the line of reasoning that led Marx to his conclusions about capitalism. In the 32nd Chapter of Volume 2 of "Das Kapital," he gives his theory of what "capital accumulation," as he calls it, leads to. He first points out that the evolution from feudalism to a system of private ownership, where the individual worker owns his "means of production," (the land that he tills, the tools that he uses, and so on) presupposes:

"... parcelling of the soil and scattering of the other means of production."

This, he says, is:

"compatible with a system of production, and a society, moving within narrow and more or less primitive bounds. To perpetuate it would be to decree universal mediocrity."

We can see from this that Marx did recognize, and firmly believe in, the merits of modern mass production. Furthermore, he thought that the evolution from a village craft economy into 19th Century capitalism was inevitable. As he puts it:

"The primitive form must be annihilated; it is annihilated. Its annihilation, the transformation of the individualized and scattered means of production into socially concentrated ones, of the pigmy property of the

many into the huge property of the few, the expropriation of the great mass of the people from the soil, from the means of subsistence and from the means of labour, this fearful and painful expropriation of the mass of people forms the prelude to the history of capital. Self-earned private property, that is based, so to say, on the fusing together of the isolated, independent labourer with the conditions of his labour, is supplanted by capitalistic private property, which rests on exploitation of the nominally free labour of others, i.e., on wages-labour.

"As soon as this process of transformation has sufficiently decomposed the old society from top to bottom . . . then expropriation . . . takes a new form."

And here is his major conclusion:

"That which is now to be expropriated is no longer the labourer working for himself, but the capitalist . . . This expropriation is accomplished by the action of the immanent laws of capitalistic production itself, by the centralization of capital. One capitalist always kills many.

"Along with the constantly diminishing number of the magnates of capital, who usurp and monopolize all advantages of this process of transformation, grows the mass of misery, oppressions, slavery, degradation, etc."

Finally, Marx says:

"Centralizations of the means of production and socialization of labour at last reach a point where they become incompatible with their capitalistic integument. The knell of capitalistic private property sounds. The expropriators are expropriated."

This expropriation of the capitalists, he says, is much easier to accomplish than early stages of capitalism because in the early stages of capitalism "we had the expropriation of the mass of the people by a few usurpers; in this, we have the expropriation of a few usurpers by the mass of the people."

In other words, Marx concluded from his observations of 19th Century capitalism that capitalism must inevitably lead to great, privately owned monopolies and cartels—with greater and greater centralization of capital in the hands of fewer and fewer capitalists.

Well, from where he sat, that was not too illogical a conclusion to reach. In the England of 1883 it looked as if it might go that way. *The tragic, unforgivable error of Marx and all his followers was the blind assumption that that was the only way capitalism could go—that such a course was preordained and written in the stars. And consequently, that the system which supplanted 19th Century capitalism must be communism.*

Actually, "dialectic materialism," or whatever you choose to call it, forced capitalism to take an entirely different course in America. Nineteenth Century capitalism was supplanted by a higher form of economic system completely different from communism and completely superior to communism.

For 15 or 20 years after Marx finished "Das Kapital" capitalism in America followed, generally, the route Marx predicted. It is human nature to want an economic monopoly—whether you are a member of a labor union that restricts the number of apprentices to your craft or a businessman who buys out his competitor. Consequently most of our late 19th Century capitalists—the "Empire Builders"—went in that direction. But thanks largely—I believe—to the fact that this was a big new country, with plenty of "means of production" in the form of land available to all, we were able to preserve the economic independence of a large part of the United States electorate through that period. This electorate was able to rise up on its feet in the early 1900's and throw the weight of its opinion behind the Antitrust Laws.

I think some of our capitalists of the early 1900's were already beginning to suspect that there was a limit to the scope of a corporation beyond which it was difficult, if not impossible, to operate it efficiently. But at any rate, they soon learned under the Antitrust Laws that fair competition was a blessing rather than a curse, and that there was a place for all sizes, shapes and kinds of companies in the American economic scene.

From that point on, we entered into the greatest period of economic development that this country or the world has ever seen. And we evolved a new economic system that is as different from what Marx predicted as freedom is different from slavery.

In fact, this economic system is so different—it has taken shape so rapidly (actually in less than 50 years)—and it is still so much in the process of development—that I sometimes wonder if we ourselves are completely aware of it. Certainly, the vast majority of Europeans are not familiar with it.

For example, what has happened under our American form of capitalism to Marx's prediction that there would be an inevitable centralization of capital into the hands of the few? Exactly the opposite. Ever since the turn of the century there has been a steady *dispersal* of capital from the hands of the few into the hands of the many. Even by 1941, before the economic effects of World War II and the post-war years had been felt, approximately 60 per cent of the savings set aside during the year was accumulated by people with annual incomes of less than \$10,000. Today the percentage, of course, is higher.

From the standpoint of secured capital, for example, (I'd like to say something about risk capital later) the life insurance companies have almost doubled their insurance in force since 1941. Twenty-three billion dollars—38 per cent of their funds—are invested in industrial securities. And I don't have to point out to this group the important role the insurance companies play in present day corporate financing. They are the biggest single factor in the capital market today.

And they are acting as indirect investment agents for more than three fourths of the families in the United States. (Approximately three families out of every four

in this country own life insurance policies. And even among those families in the lowest income group—\$1,000 a year and under—the percentage of insurance ownership is 50 per cent.)

When you combine these insurance investments with the nation's savings accounts—60 billions—and the individual-owned industrial bonds, you find that the average American is playing a major part in the secured capital market of this country. Furthermore, the more productive we become as a nation, the more important his role will become.

From the standpoint of risk capital, ownership is not yet as widespread. But the figures are astonishing and the trend is even more so.

When Forbes Magazine made its first attempt at counting shareholder noses in 1928, they checked 128 corporations and found 4,200,000 shareholders. In 1950 they polled 355 corporations and found 12,000,000 shareholders. But even that figure, as big as it is, doesn't tell the whole story. In addition to those 355, there are some 700 other publicly-owned corporations listed on the New York Stock Exchange alone. And in the country as a whole there are over 491,000 active corporations.

Consequently, it would seem reasonable to assume that there must be at least 15,000,000 shareholders in this country and probably more. That means approximately one family out of every three in the nation owns stock in some American company.

Even more surprising is the fact that we have as many shareholders in the United States as we have members of organized labor unions—15,000,000 of each. And shareholders outnumber the 8,000,000 farmers in the nation almost two to one.

*So, contrary to Marx's prediction, capital, both secured and risk, is not centralizing itself into the hands of the few in this country. It is being steadily dispersed on a broader and broader base every year.*

From the standpoint of physical assets and their concentration into large economic units, Marx was equally mistaken. He predicted, you remember, that capitalists in the advanced stages of capitalism would expropriate other capitalists; that "one capitalist kills many."

This simply hasn't happened under our American form of capitalism. There has been a growth in the number of large corporations, but there has been a growth in the number of small ones as well. We had 270,000 odd corporations in this country in 1910 and we have over 490,000 today.

Concentration and size of operating units seems to depend entirely on the nature of the industry. The Twentieth Century Fund made a study of this subject in the 1930's. They found a wide variation in the concentration and size of operating units in various industries and trades. In the manufacturing industries, for example, where concentration tends to be higher, they found all shades of concentration—or lack of it. In the cigarette industry at one end of the scale, the eight largest concerns employed 99.4 per cent of all the employees of



the entire industry. In women's clothing manufacture, at the other end, the six largest companies employed only 3.7 per cent of that industry's total workers. In between these two extremes there were all degrees of concentration.

The same thing is true of other industries. In finance, mining and public utilities, the concentration tends to be high. In construction, trade, service and agriculture, it is of no significance whatsoever.

Most important were these two conclusions: First, size is no guarantee of success. Out of the 101 largest industrial corporations in 1919, 20 either went into receivership, or reorganized with a write-down of capital in order to avoid receivership, at some time before the end of 1934.

Second, 81 per cent of all American economic activity is carried on by medium or small corporations, by firms which are not incorporated at all, or by individuals.

This study was made in the 1930's. But the subsequent trend in industry toward decentralization and more and more subcontracting would probably make that percentage even higher today. Certainly the trend is in that direction.

*So on this point, too, Marx was at least 80 per cent mistaken. Concentration of operating units is not an inevitable development of American capitalism. It depends entirely on the nature of the industry. It depends entirely on the methods required to achieve the greatest efficiency in that particular field of economic activity.*

Finally, let's examine Marx's last prediction and then I will be through. He says that under capitalism, "the expropriation of the great mass of the people from the soil, from the means of subsistence and from the means of labor" is inevitable. In other words, the people can no longer own their "means of production."

Nothing could be farther from the truth.

*As far as the soil is concerned, our American farmers are about as "expropriated" as Joseph Stalin. The Twentieth Century Fund investigators found less than seven per cent of our farm income was produced by farm corporations. As of today, 70 per cent of our farms are owner-operated. The rest are operated by tenants, all of whom are working on a participating, profit-sharing basis.*

When we turn to the industrial "means of production" in the United States, we find a different situation. In those industries where large corporations are needed for operating efficiency, large corporations have developed. The workers for these big companies do not directly own the "means of production." Neither do the presidents of the corporations. In fact, they are owned—just as Marx advocated—by the public. It is true that this public doesn't take as much interest in the affairs of its corporations as we would like them to take. But I would venture the opinion that the average shareholder in a large corporation has more direct and indirect influence on the affairs of his company than the average voter

has on the management of his municipally owned light and power company.

The big difference, however, between a publicly-owned corporation and a socialized one is that the corporation is privately-managed. Consequently, it is subject to the economic laws of a free market. It must continually demonstrate its value to society in a competitive climate. And its efficiency can be constantly measured by the yardstick of profit and loss.

*So, in these big corporations in America, we have accomplished the public ownership and mass production techniques which Marx advocated, while still preserving individual rights and freedom, the human incentives, the competition and the efficiency which socialization inevitably destroys.*

At the same time, alongside these corporation giants, we have developed in the non-agricultural industries alone more than five million unincorporated enterprises and 490 odd thousand medium and small corporations that outnumber the big fellows by more than 15,000 to 1. (If you add the five million farms to that total, it would be more than 27,000 to 1.)

I don't see how anyone can face those figures and still maintain that the American "means of production" have been expropriated from the people. It looks to me as if the reverse has taken place.

So Marx was mistaken on this prediction, too. In fact, he was mistaken on all three of the major conclusions he reached in his analysis of the course 19th Century capitalism would take. Living proof that he was wrong is evidenced every day in the economic life of this country. Yet those three conclusions of Marx are the very heart of the conviction held by every loyal communist—that dialectic materialism makes world communism inevitable.

Personally, I think they've held this conviction long enough. I think it's time we disabused them.

That's why I'm going to close by emphasizing once again the need for all of us to understand and be articulate about this new and developing economic system of ours. We've been very poor debaters in the ideological arguments that have raged throughout the world since the Soviet regime was established in Russia. We've been weak in our arguments at home and we've been worse than weak abroad.

This man Marx was no oracle. He was right about some things. He was terribly wrong about other things. And he was fuzzy-minded about many things. But he certainly doesn't deserve the blind, devout, fanatical following he has enlisted.

Let's arm ourselves with facts and figures and go out and do a little battle with these hot-eyed disciples. When they can't muster any more arguments than the internal accomplishments of Russia or the theories and prophecies of Marx—already historically disproved—it's a crying shame to let them go unanswered.



Boarding a "Union Oil Special" sight-seeing bus at Home Office, honored guests embarked on a tour of Southland.



Lunch at the Research cafeteria provided a contrast to 1916's boarding-house according to Field Department men.



Under Research analysis, the Class of 1951 averaged 36½ years each for a total service contribution of 985 years.

## Our 61st Birthday

CONTINUING the pleasant tradition of celebrating Company birthdays by inviting all 35-year, 40-year and 45-year employees to a Los Angeles reunion, Home Office this year observed the 61st anniversary by entertaining a record 26 honored guests.

Of the two women employees invited, Antoinette MacNaughton of San Francisco was prevented by illness from attending. Estelle Kleaver of Los Angeles did not shrink from dining alone with 60 men and, in her own words, was "completely equal to the situation."

The honored male contingent was headed by Fern O. Pressey, veteran of 45 service birthdays.

The 40-year men present were Patrick J. Collins, William J. Esplin, Homer Ambrosier, John C. Beck, Milton L. Varner and John Czarniecki.

Thirty-five-year celebrants, in addition to Estelle Klea-

*Climax of this year's observance was a reception and informal dinner, below, at the California Club. Here the Company's top hands joined honored guests in an excel-*





*At Twentieth Century-Fox studio, the boys at last indulged their youthful fancy of riding a "reel" stage coach.*



*Although only a movie set, this Hollywood corner brought to mind shopping conditions during early Union Oil days.*

## thday Observance

ver, were William Stockert, Roy Linden, Albert B. Simpson, Fred Frampton, George L. Parsons, Charles H. Henderson, Paul H. Youngquist, Floyd LaGraffe, Orley R. Dunham, Maitland Smith, Ray E. Weaver, Herbert C. Dalton, Jesse D. MacClocklin, Cecil V. Hardman, Alfred S. Fowks, Lloyd J. McCain, Theodore R. Laidlaw and Arthur Mackenzie.

The event brought to light some interesting facts:

Since the Company was organized in 1890, 139 employees have attained 35-year service emblem recognition; and 62 of this number are now in active service.

Of the 26 Union Oilers who have worked 40 years, 13 remained on the job as of October 30.

Since service emblems were first awarded in 1927, a total of 7,005 pins have been presented. Later, to these were added 9,587 rubies and 168 diamonds.

lent birthday dinner, after which President Reese H. Taylor, extreme right, presented gold watches to those entering the 35-year honor column.



*John Czarniecki and Roy Linden claim the tank wagon had at least one advantage, the windshield never got dirty.*





● **MARKETING**

Union Oil credit cards are now honored in Alaska, recognition of the growing importance of this area in our marketing operations. Travel in Alaska is increasing rapidly, as evidenced by the nation-wide interest in our Alaska road map.

Firestone Tire & Rubber Company has approved the sale of Royal Triton Motor Oil in all Firestone stores from coast to coast.

A New Car Dealer program, featuring Royal Triton and called the "Royal Triton Maintenance Program," is meeting with enthusiastic acceptance by new-car dealers throughout the Territories and Glacier Division. The car dealer participating therein may honor Union credit cards for motor maintenance as well as for Union Oil products. Coincidental with the announcement of this program, meetings were held with service station dealers, acquainting them with it and with the expanded usefulness of the credit card.

Twenty-eight distributors in 34 Eastern states are now aggressively marketing Royal Triton and various other Company products.

Aggressive marketing in Chile by our distributor, Duncan Fox, has resulted in greatly increased oil and grease sales. Through their efforts, Triton R.R. Diesel

Engine, our railroad diesel engine lubricating oil, is being test-run in Chilean Railroad equipment. A sale of 5,300 gallons of lubricating oil and 14,500 pounds of grease was made to distributor Cia Agencias Unidas, Bolivia, South America, marking our re-entry into this country following World War II.

*from Roy Linden*

● **COMPTROLLERS**

Illustrative of the growing complexity of our payroll accounting is the fact that the Company is now reporting unemployment taxes in 34 states and the District of Columbia, as compared with 20 states one year ago. No two of these taxes are alike.

In the field of withholding taxes also, the Company is confronted with new problems in dealing with such levies by the cities of Philadelphia, Dayton, Columbus and Louisville. A year ago we were concerned only with the Federal, Alaskan, Canadian and Oregon withholding taxes.

During the Group Insurance policy year ending September 30, 1951, the insurance carrier settled death and total and permanent disability claims of our employees in the sum of \$395,750, bringing the total paid out since inception of the Group Life Insurance Plan in 1915 to \$6,814,477.72.

*from Irving J. Hancock*

● **FIELD**

Construction of an additional waste water line from our Battles Station near Santa Maria to the ocean is under way. This new 15-inch line, paralleling the existing line, will be approximately 14¾ miles in length and will cost close to \$500,000. The present line was installed in 1938 at a cost of approximately \$750,000. Additional facilities have been made necessary by an increase in the production of water in our Coast Division fields concurrently with capacity crude oil production rates. The capacity of the twin disposal lines—which will handle other companies' waste water



*This "76" sign and potential Eskimo customer are located at Kotzebue, Alaska, 60 miles north of the Arctic Circle and probably our northernmost outpost. For the photo we thank Kirk Crawford of Vulcan Pipe & Engineering Company, Los Angeles, who "practically stood in the Arctic Ocean last summer" to focus his subjects.*

in addition to our own from the Orcutt, Santa Maria Valley, West Cat Canyon, and Gato Ridge fields—will be doubled to 100,000 barrels per day.

Disposal of water produced along with crude oil becomes an increasing problem as fields become older and more water is produced with the crude. Today, Company-produced crude in California amounts to 114,000 barrels per day, and the water produced with this crude totals 184,000 barrels per day.

*from Sam Grinsfelder*

## ● INDUSTRIAL RELATIONS

Once again our Voluntary Plan for Unemployment Compensation Disability Insurance will have to be revised to keep pace with changes made in the law during a recent session of the California legislature. Our maximum weekly benefit will be raised from \$27.50 to \$32.50, effective January 1, 1952. The State benefit will be raised from \$25 to \$30 per week. The additional benefit of \$8 per day during hospital confinement remains the same but will be paid (up to a maximum of 12 days) any time an employee is hospitalized, even though he is receiving sick pay at the time.

Cost of the State Plan remains at 1 per cent of the first \$3,000 earned annually. The cost of our Voluntary Plan will have to be increased from the present one-half-of-one-per-cent to three-quarters-of-one-per-cent. Even with this increase, the Voluntary Plan provides greater benefits than the State Plan and at a lesser cost to California employees, who alone are affected.

*from W. C. Stevenson*

## ● PURCHASES

Purchasing is watching closely various weak spots in our national economy. While no general recession is hinted, there are several straws in the wind that could develop into a trend. Paperboard back-orders are 40 per cent under a year ago and many plants are accepting fiber-case orders for current delivery. Plywood production is greater than demand, with a consequent weakening of prices. Tire manufacturers have reduced prices to automobile producers for original equipment on passenger cars.

American ingenuity has never failed to meet the challenge of increased needs. In addition to expanded facilities, our steel mills are increasing production from present equipment. Unless we have an all-out war, we can anticipate a much greater supply of steel and steel products by the second and third quarters of 1952.

*from E. H. Weaver*

## ● MANUFACTURING

A recent Government order restricts the use of certain high antiknock gasoline stocks, such as alkylate and

cumene, to aviation gasoline. The intent of this order is to make maximum amounts of aviation gasoline available to the military.

With the normal seasonal reduction of demand for asphalts, Edmonds Refinery is now producing fuel oils for the Northwest area.

In these days of large figures, it is of interest that Los Angeles Refinery uses nearly 50 million gallons of salt water every day. This water is used essentially as a cooling and condensing medium.

*from K. E. Kingman*

## ● TRANSPORTATION & DISTRIBUTION

Work has been started on installation of a new 10-inch products pipe line between Torrance Tank Farm and the Los Angeles Refinery to handle an increased volume of refined products between these two points when the Manufacturing Department's new Los Angeles Refinery facilities are in operation. Engineering is progressing satisfactorily and material and equipment are being ordered for the additional pumping facilities and enlargement of suction and filling lines necessary at Torrance. The new line will have a capacity of 100,000 barrels per day. However, at the present time we are providing pumps to handle only 50,000 barrels a day. Additional pumps can be installed when necessary.

*from R. D. Gibbs*

*On October 31, 1951, our shiploading personnel at Wilmington loaded aboard the Norwegian tanker M/S DALFONN, below, the largest single cargo handled by our facilities in recent years. It consisted of 143,000 barrels of fuel oil, sold by Union to Norsk-Braendseolje A/S, and 8,300 barrels of our bunker fuel. Loading time was 12 hours and 55 minutes.*



Scrap iron bins, such as the ones being inspected at Los Angeles Refinery by George Majors and Frank McMullen, Jr., are the major source of supply for . . .

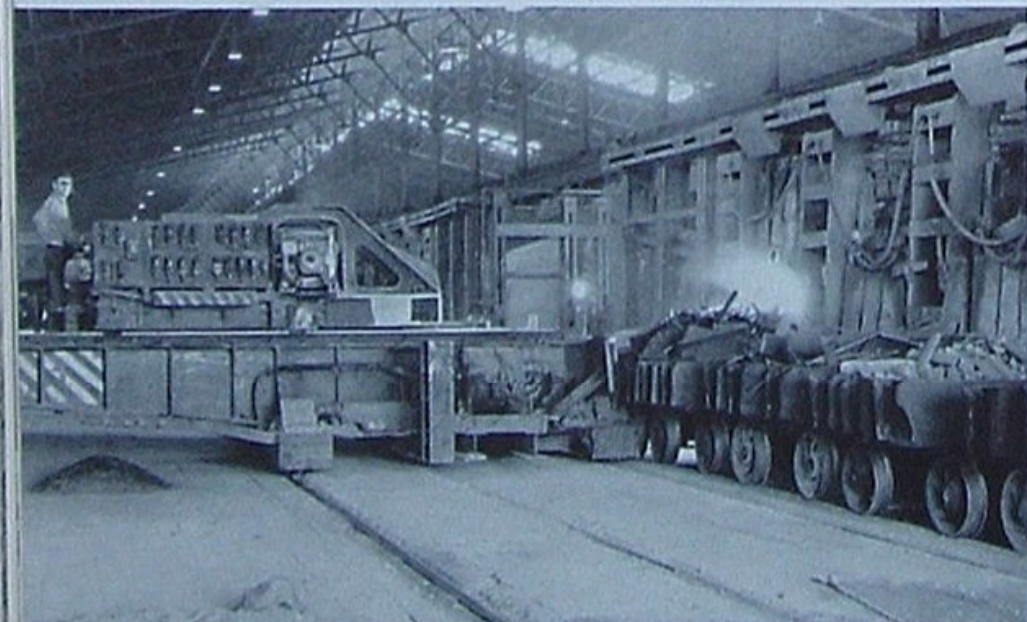


## Let's Get In The SCRAP



. . . steel mills (photos depict Columbia Steel of Torrance). Here magnet-equipped cranes sort the scrap into piles and transfer it to "charge buggies," extreme left . . .

Fed by a charging machine, furnaces prefer a diet of between 50 and 75 per cent scrap. Pig iron contains higher percentage of impurities and is also scarce . . .



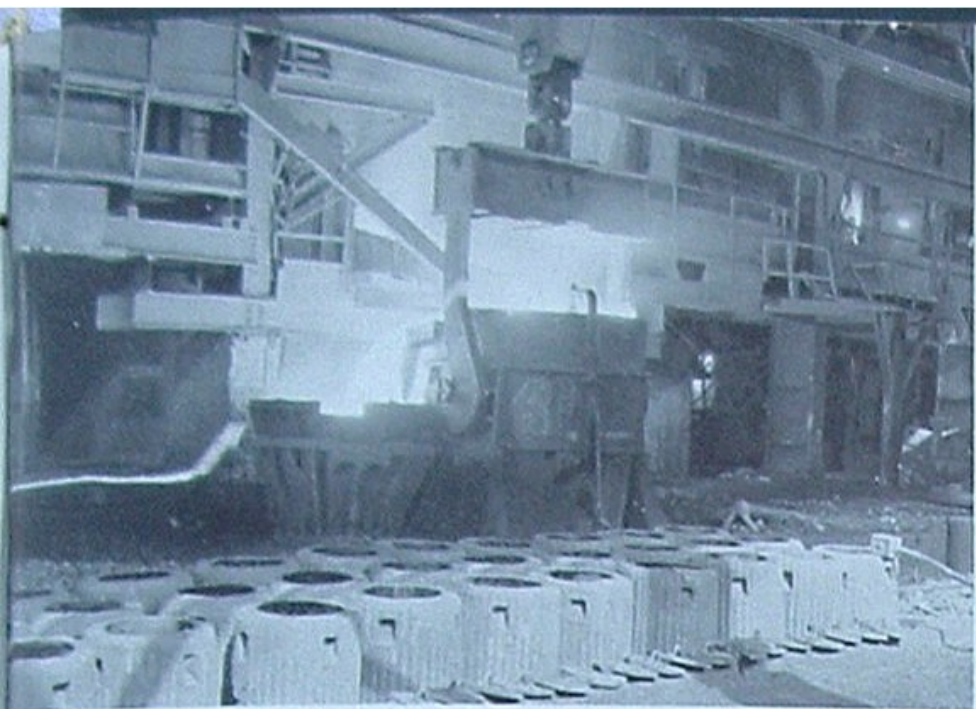
AMERICA is facing a critical shortage of scrap iron. To you personally this may mean a delay or indefinite postponement of delivery on your next car, refrigerator, range or any other commodity requiring steel. To the Company it may mean costly delays in drilling oil wells or building pipe lines, refining units, ships, service stations and trucks. To the nation it could mean the prolonging of war in Korea or the loss of everything we have to communism.

Oddly enough, it is not scrap iron itself that is in short supply. There are countless thousands of tons of idle metal rusting away under benches and in storage rooms and on farms and in corporation yards. America undoubtedly has a greater wealth of scrap than any other nation.

But we are short of awareness and human effort. If every American would clear his premises and working place of useless metal goods, this shortage could be whipped in a matter of days.

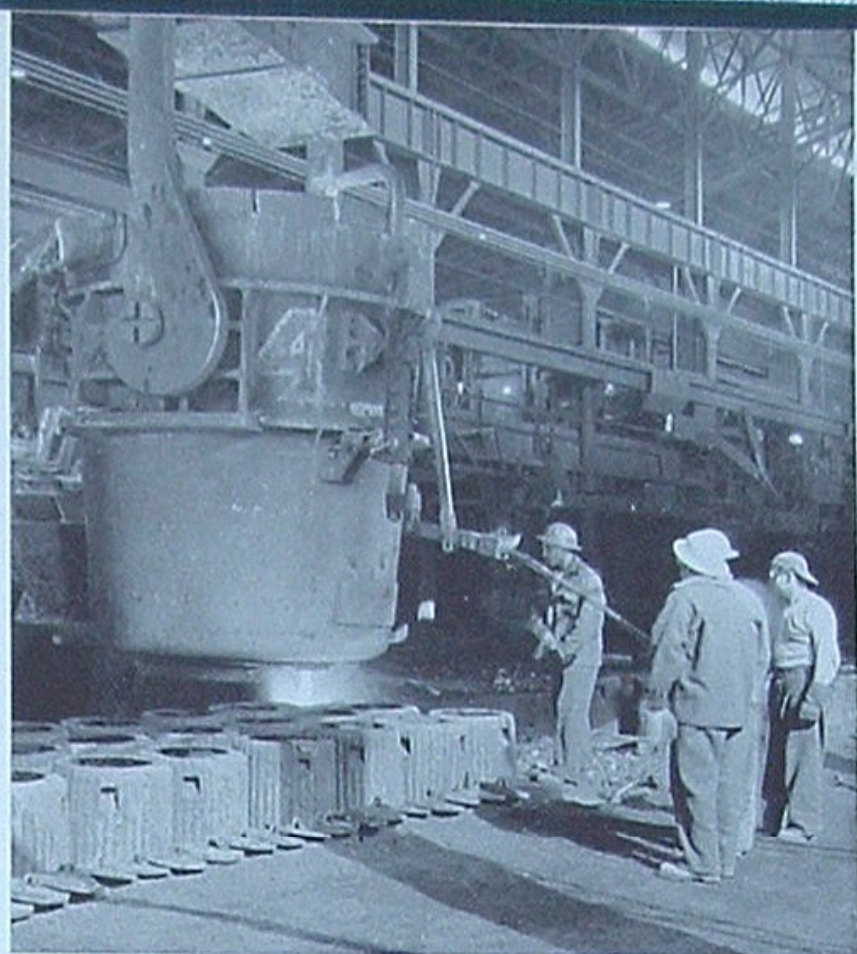
Along with other big companies in American industry, Union Oil has offered all-out support to the national scrap iron drive. However, the result depends upon the efforts of Union Oilers individually.

Please take stock of every surplus metal item in your working area. If it has no definite usefulness either now or in the future, recommend that it be converted to scrap. By doubling our normal scrap sales of 10,000 tons annually, we will do our part in meeting the 35,000,000 tons needed by industry in 1952.



Leaving the furnaces several hours later, the molten metal flows into a crane-supported 60-ton ladle. Slag rises and is skimmed off into slag pots at left . . .

Next, right, the ladle discharges its 2200-degree cargo into ingot molds, where the steel is allowed to solidify and cool before continuing on through the mill . . .

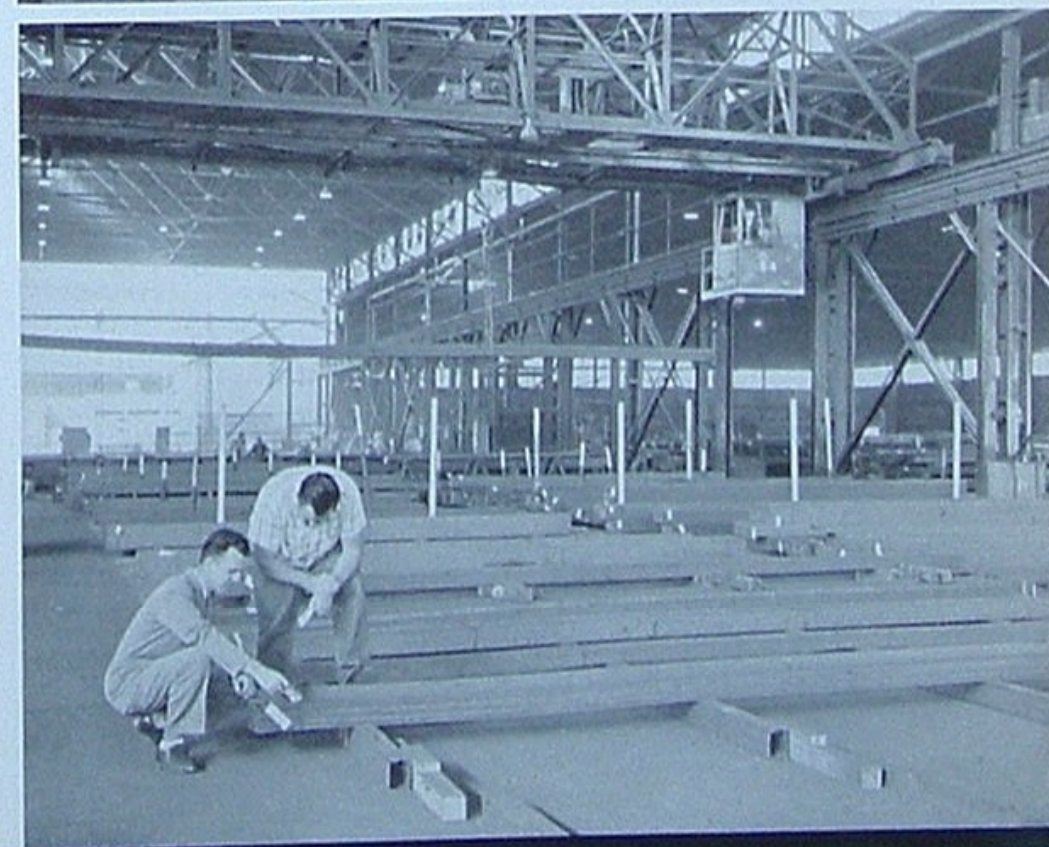


Ingots are reheated to a white-hot forging temperature, then sent through a series of rolls which squeeze them gradually into thinner plates or long ribbons of steel.

Right, deft operators direct the elongated stream of steel through other machines, where it is shaped and sheared into bands, plates, angles, rods and similar useful forms.



Finally, in the rolling mill warehouse Merle Richardson and Earl Larcom face the tough problem of filling big orders with small supplies. **LET'S GET IN THE SCRAP.**



# PECAN ISLAND



*Pecan Island, an hour's ride by motor boat from our East White Lake Field in Louisiana, is the home or birthplace of many Union Oilers who handle Gulf Coast production.*



*"Three men had finished another TOUR of oil duty and were speeding home by MUD BOAT to the island . . ."*

*"It was wonderful—a half-mile walk under shelter of moss-draped trees to the Veazey home. . . ."*



**T**HREE Union Oilers at East White Lake Field had finished another *tour* of oil duty and were speeding home by *mud boat* to Pecan Island. As we watched them disappear among tall reeds of the marsh, questions began to pop up. How far do they have to travel? Isn't it a bit risky going 25 miles an hour down a ditch that often narrows to four or five feet and holds only a foot or two of water? And what is this Pecan Island, anyway?

George Veasey, production foreman in our South Louisiana District, was standing at our side with the answers:

"They'll be home in about an hour on an open throttle, if nothing happens.

"It's not too risky because the marsh makes a pretty soft landing if the boat happens to toss you out. Mud boats have special propellers that ask for only about a foot of water, or, at slow speed, will plow through mud itself. In fact, the more those boats travel a canal, the deeper the canal gets. They don't stall in the marsh very often. If they do, the men either walk a few miles home or wait for someone to come and get 'em.

"That's right, I said *walk*. Where some folks might sink to their chins, Pecan Islanders can walk without getting their soles wet. It must be our webbed feet," George laughed.



"Pecan Island isn't really an island. It's just a high spot in the marsh, nowhere more than 15 feet above sea level. It's a thousand feet wide and 15 miles long—a ridge of fine soil and decomposed shell that long ago was part of the Gulf's shoreline. You'd never find it except for its plume of oak and wild pecan trees."

Our questions continued, and so did George:

"Aside from Indians who once lived on Pecan, Jake Cole was the first settler. In 1840, accompanied by two slaves, he drove a few cattle across the marsh and spent two years on the island—hiding from a spiteful wife, so the story goes. His venture attracted others, who had no domestic problems, until all the land on Pecan was taken. Today about 400 people live there, most of them descendents of settlers who arrived nearly 100 years ago.

"Yes, I was born there, too. My grandfather, Andre Veazey arrived in 1838 when *Papa* was only four years old. Grandpa was quite a man—weighed around 400 pounds—counted his kids by the dozen—and had to provide them with every homespun necessity of life.

"*Papa* never learned to read or write, not because schooling wasn't considered necessary, but because school teachers wouldn't come to a place that was three days by boat from the nearest stores and towns. But he learned all there was to know about living successfully on the island, and he hasn't forgotten a thing. Today, he's 67—hardly a gray hair in his head—still plows the fields and produces everything he needs—traps a few hundred nutria, muskrats and mink in the winter—and spends his spare time urging the development of schools, churches, medical facilities, and a new highway that will soon touch one end of Pecan.

"Oil? None on the island yet. But it's all around us in the marshes. Most of the mineral rights are leased and many Pecan Islanders have gone to work for oil com-



*"With young Cecil Vincent at the helm, we were soon going so fast that reeds stung like a whip lash. . . ."*

panies. Oil men, who as a rule are willing to work anywhere, hesitated when they saw the Louisiana swamps. So we folks who had hobnobbed with reptiles and mosquitoes all of our lives were offered the jobs.

"Say, if you're really interested, why not come over and spend a night on Pecan. Why, lots of Union Oil folks have been there—Mr. Grinsfelder, Mr. Tower, Mr. and Mrs. Rubel and dozens of others. The folks'd be mighty pleased." George's eyes were even more inviting than his words.

Of course, we couldn't be so rude as to accept, but somehow we did. Within a few minutes, East White Lake camp was shrinking in the wake of our launch, while on the horizon ahead appeared and grew that 15-mile-long ridge of oak and pecan trees.

It was wonderful—the hour's ride across White Lake—a half-mile walk under shelter of moss-draped trees to the Veazey home—Papa Veazey doing his evening chores—Mama Veazey and her daughters fixing mounds of delicious home-grown food for 20 guests—son Buford offering grace at the dinner table—then a happy evening by the fireplace, trapping otter, killing alligators at night by aiming an ax between their fiery red eyes, digging for lost Confederate treasure, shooting a dozen ducks with a half-dozen shotgun shells, rescuing an exhausted seismograph crew from the swamp. Midnight came too soon.

Three winks later, so it seemed, lusty crowing under the window sill aroused us, followed closely by Papa Veazey's knock at the door. He had been up an hour preparing Cajun coffee, one swallow of which yanks a man out of bed and up to the breakfast table. Another exciting day was born.

*"Then a happy evening by the fireplace—trapping otter, killing alligators, rescuing an oil crew from the swamp."*





*"Travis Broussard invited us to stop at a lonely hut far out on the marsh—his home in the trapping season. . . ."*



*And demonstrated the "piroque," a tiny craft that carries its navigator through water, mud or damp grass . . .*



*And showed us how a skillful trapper may catch \$8,000 worth of nutria, muskrat, mink and otter in 70 days. . . .*

Union Oiler Jesse Bourque, once a professional alligator hunter, suggested a mud boat ride across the marsh to an oyster reef in the Gulf of Mexico. With young Cecil Vincent at the tiller, we soon were going so fast down a five-foot ditch that reeds stung like a whip lash. We saw a shiny black mocassin skidding across the canal. A nutria, looking like a muskrat but four times as large, swam in front of us and climbed a mudbank. His ancestors, known as coypu in Brazil, were imported from that country in 1938. Bearing 13 or 14 young to the litter, they now exceed muskrats in parts of Louisiana, both in number and fur value. Ducks were everywhere despite the fact that most of their number had already migrated northward. But the alligators stayed in hibernation quite as if they knew Jesse was along.

Travis Broussard invited us to stop at a lonely hut far out on the marsh. To him such a place is home in the trapping season. During the 70-day period he traps around 1,000 nutria valued at \$6 each, 500 muskrats at \$2, 75 mink at \$14, and a few otter. The total catch, valued at about \$8,000, is generally divided between the trapper-lessee and any company or individual who holds title to the fur-yielding acreage of marsh.

Dissuaded by rough water from reaching the Gulf of Mexico oyster reef, we sped back through the bayous and canals to be in time for Mama Veazey's Sunday dinner. It was like leaving home when Rod Daley that afternoon took his final picture of The Veazeys—son Buford, Papa Ulysse, Mama Aline, and son George—urging us to "Please come again soon and bring your children—they'd love it here."


Of such is Pecan Island—home of many sturdy, industrious, hospitable Union Oilers who provide the manpower for Company operations in Louisiana. We thought you'd like to see it before the new highway is finished and sort of spoils things.

*It was like leaving home when we took this final picture of the Veazeys—son Buford, Papa Ulysse, Mama Aline and son George—sturdy, industrious, hospitable Union Oil folks.*



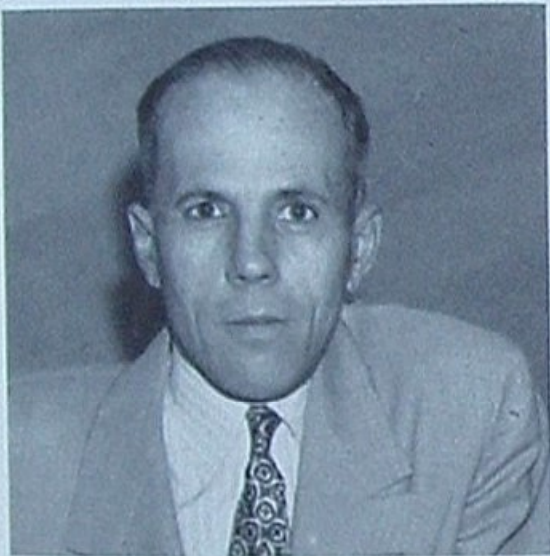
## Union Oilers




 **UNION OIL NIGHT** at the hockey game found Seattle employees, 125 strong, grouped in a block of choice seats and cheering the home team on to victory. Such group outings are highly popular in Northwest Territory, where the sales-minded

rooters generally get in a "76" plug or two during the fun. At left, Bill Martin, district sales manager, is shown inspecting the Seattle Ironmen after their full evening of mayhem.


from Gudrun Larsen



 **DELEGATE** to the Thirty-Eighth National Trade Convention in New York City, October 29 to 31, was Frank M. Jacobs of our Foreign Sales Department, who also is vice president of the World Trade Association of San Francisco. At Waldorf-Astoria headquarters the convention studied problems of aiding the Free World through international trade and investment.


from Ethel Cline



 **PRESIDENT** newly elected of the Los Angeles Automotive Council, Inc., largest organization of private fleet superintendents in the U. S., is Ray F. Labory of Home Office Transportation & Distribution. Announcement of the election results was made before 600 members and guests at a dinner served in the Los Angeles Breakfast Club on September 24.


from Bob Hagen



 **HOME AGAIN** on a Portland transport, after four years of aircraft gunnery in World War II and 300 combat hours in B-29's over Korea, is Bill Hooper of our Willbridge Terminal. Bill's happiness at being back on the job is due in part to his confessed respect for Red China's MIG Jets, whose pilots are accurate enough to take all pleasure out of combat flying.

from Gudrun Larsen



 **FOUR ACES** seldom turn up together at one sales meeting either. But such was the case at the Washington Athletic Club in Seattle on September 25 when Vice President Roy Linden, a 35-year employee, had the honor of presenting four Northwest Territory men with their 30-year service emblems. The 155-year group are, from left, Norman Rothwell, Roy Linden, Howard Elliott, James Newberry and W. Cook Hammond.

from Gudrun Larsen



◀ **OIL PROGRESS WEEK** in October was given its official blessing in Sacramento when Governor Earl Warren signed a California proclamation in the presence of, from left, Union Oiler Basil Kantzer, chairman of the Southern California Oil Information Committee, W. W. Stevens of Shell Oil, and T. C. Moroney of Honolulu Oil. The governor's statement pointed out that oil in California is second only to agriculture and that 120,000 oil people are engaged here in producing \$2,000,000,000 worth of products annually.

from Earl Welty



◀ **ALOHA WEEK** is Hawaii's biggest public festival, featuring floral and lantern parades, mass hula and song festivals, holoku balls, community luaus, Hawaiian sports and water pageants, plus most of the attractions popular elsewhere in the world. Civic-minded individuals and organizations join the sponsoring Jaycee Oldtimers of Hawaii in making the occasion 100 per cent colorful and joyful. Accordingly, our Honolulu District Office staff came to work several October days in their *aloha* shirts, *mumuus*, *holomuus* and *pakemuus*, as per photographic sample. They are left to right, front row, Makoto Murakami, Katherine McLacklan, Eloise Bruns, Della Hoeman, Ben Ono; back row, James McBrien, A. E. Holroyde, R. H. Rath, Charles K. Crabb and Jack Kummer.

from Ethel Cline



◀ **COMPANY HOSTS** and their distinguished guests representing the National Railways of Mexico paid an inspection visit to the new Brea Research Center on October 1. From left, they are Frank Crowhurst, Union Oil engineer, Manuel Sevilla Serdian, National Railways engineer, Lawrence Wolff, Union Oil executive assistant, Lucio Morales, chief chemist of National Railways, J. L. Broughten, Union Oil chemist, J. W. Graham, our manager of foreign sales, and R. Perez Sandi, National Railways engineer.

from Maxine Hollenback



by Derek Povah

**More Than Ever Before**, hard-working Union Oilers are turning to athletic pursuits of all varieties for needed relaxation.

**Top Spot This Month** goes to the Company baseball team in Seattle which, unbeaten except by the champs, finished second in the City's Petroleum League. Aside from elegant new uniforms, there were three potent reasons for success: (1) **Chuck Flanagan**, crack first baseman and cross-handed .429 batter. Chuck, who consistently hit the longest ball in the League, delivered four home runs when bases were loaded. (2) **Fred Forester**, team manager and unquestionably the League's best catcher. Fred, whose good arm was sensationally seconded by a couple of likewise legs, copped first base on several occasions out of leg hits to the infield. Batting average was .348. (3) **Robert Sims**, who pitched a 3-0 no-hit, no-run game against Standard Oil.

**Undaunted by the Approach of Armistice Day** the Los Angeles Refinery Golf Club staged its battle of the year at the Lakewood Country Club on November 12. For clambering to top spot on the top flight ladder during the season, **Henry Anderson** won the Championship Flight trophy. One rung below was **Roland Krueger**. Other flight winners were (Flight 1) **John Fraser**, (2) **Jim Crawford**, (3) **Chuck Welsh**, (4) **R. S. Crog**, (5) **Lloyd Sluyter**, and (6) **Roy Wills**. **Ev Howard** was on the ladder doubles winning team with **Rod Kinsella** and also won first flight ladder singles. Second flight ladder singles went to **Chuck Welsh**.

Low gross in the day's medal play was garnered by **Eldon Turner**; although it took him two extra holes to beat out **Bill Harper** who had tied him with a 77. **Ralph Chapin**, with a 31 handicap, copped the low net with a 63. Sharpshooters who came closest to the cup were **Bob Spratt** on No. 9 and **Roland Krueger** on No. 17. Longest drive of the day was made by **Ray Tatum**—from San Diego.

After presentation of the hardware by **Homer Reed**, club members elected **Eldon Turner**, **Cloy Reeg** and **Carl Gescheider** as prexy, vice and secretary-treasurer respectively.

**The Keglers**, devotees of a sport that was banned by law a century ago, are now out trading belt-line spares for the score card variety. In the Company Leagues as we go to press, **Aristo** and **Unoba** are

HIT THE DECK, MAC!

... PLAYED QUARTER AND WINGBACK FOR NAVAL AIR STATION—WON NAT. SERVICE CHAMPIONSHIP—1944.

THIS WAY I AM READY FOR ANYTHING!

... EARNED LETTERS IN TRACK, FOOTBALL, BASEBALL AND BASKETBALL WHILE ATTENDING COMPTON HIGH.

OMIGOSH! I HAVE ON THE WRONG JERSEY!

...PLAYS SHORTSTOP FOR STAR-KIST TUNA CO., 3<sup>RD</sup> BASE FOR "NIGHT HAWKS" AND DENEER TELEVISION. WAS CHOSEN TOP 3<sup>RD</sup> BASEMAN OF NATION FOLLOWING TOURNEY OF INTERNATIONAL SOFTBALL LEAGUE HELD AT GREELEY, COLORADO.

UNION OILER  
**"CLINT" HEARRON**  
RESEARCH TECHNICIAN, BREA

tied at Seattle, while first and second places respectively go to The Pumpers and Refined Oil at Oleum, The Welders and Alkeys at L. A. Refinery, Road Graders and The Beginners at San Francisco, Garage and Engineers at Orcutt, and The Corny Four and Pumpers at Los Angeles.

**Individual Stars** in the gutter-ball and headpin set include **Myrel Moss** (Oleum) with a 300 game and **Cliff Shamblen**, whose 169 average is sparking the Union Oil team entered in the Midland, Texas, Petroleum League (9 wins, 11 losses). Two Los Angeles misses, **Phyllis Brown** and **Betty Blum**, scored high games of 213. For the benefit of male detractors, Betty's average is only 199. Another **Betty (Brandstrom)** rolled up a 210 game a few weeks ago in Seattle.

**A Quayle Who Raises Pigeons (John Y. of Home Office)** sends orchids to Oleumites **Caesar Costa**, whose racing homer was trapped-in first in the recent Klamath Falls

to Martinez race, and **Frank Maderos**, whose show birds won three ribbons at the Sacramento Fair. Quayle's best effort was in 1948 when his "Little Grizzle Hen" beat all but three out of 678 birds in a Redding to Los Angeles race. **James Stevenson**, who flies the Company's B-23, used to participate in this three thousand year old sport, but now finds himself interested in birds which don't require a tailwind to reach 65 miles per hour.

**Speaking of Birds**, 45 Union Oilers are batting them around every Monday night at the Hollywood Sport Center in preparation for the Annual Employees' Badminton Tournament scheduled for the Los Angeles area some time next spring.

**New to Seattle** as Territory Accountant is soft-spoken **Robert H. Clark**, a potent track and field man of the early thirties. Bob was second only to famous "Tarzan" Morris, world's record breaker, in the Decathlon at the Berlin Olympiad in 1936.

## In my opinion ...

October 21, 1951

Dear Sirs:

While in the hospital the other day, I chanced to come across your magazine ON TOUR, the May-June issue, and I saw some photos of typists, etc., in some of your branches. My friend and I wondered if it would be possible for you to get one to write to each of us. Our ages are 19 and 20. When we come back from a patrol in the jungle, there is nothing for us to do except write, read or sleep, and we thought it would be nice to write to a girl in America.

We are both in different regiments. My pal is in the Queen's Own Royal West Kents and I am in the Royal Marine Commandos, both fighting the communist bandits out here. We would both be very grateful if you could get a girl to write to each of us.

I remain yours faithfully,  
Dennis A. Emerton

22442101 L/CA Jim Wright  
11 Platoon, D Company  
1st Royal West Kent Regt.  
Erskine Camp  
Kuala Kuba Bharu  
Selangor, Malaya

R.M. 9033—L/Cpl. D. A. Emerton  
H.Q. Troop, 42 Commando  
Royal Marines  
c/o G. P. O. Ipoh  
Perak, Malaya

Russian Zone  
Germany  
October 8, 1951

Management of Union Oil Co.  
Los Angeles, California

Dear Sirs:

A few days ago I received a picture postcard, natural color scene of the West. As a former resident of California, I'm much interested—for old-times' sake. But, since I'm living in the East Zone of Germany, I'm unable to get in touch with the western world except by mail.

Would you be so kind as to send me a series of your postcards. It's indeed the only joy in reach of me. The picture I got is No. 76 of the City Hall of Los Angeles. I shall be most happy to return the favor should any chance occur to do so. Sorry I'm unable to pay you the expenses. Thousand thanks in advance.

Otto .....



September 18, 1951

Dear Mr. Taylor:

To put it mildly, it would take the proverbial team of horses to keep me from accepting your gracious invitation to attend the dinner party on October 30th.

While I note that I am to be a guest of honor, I am not unmindful of the fact that it is truly a privilege to be a part of this great company of ours and my sincere wish is that, during my remaining years, I can repay in part the many favors bestowed upon me during the past years.

In the present trend of regimentation, socialism and the dreaded evils of communism, it is refreshing to know that you represent a truly democratic organization flying the banner of free enterprise.

Thank you, sir, for the invitation.

Yours very truly,  
Ted Laidlaw

New Orleans  
November 15, 1951

Dear Editor:

For the past five months there has been a mad scramble in this office by employees rushing to get their copy of ON TOUR—and to see how we look in a picture. To date, the picture has not appeared. We went to considerable trouble for the photo—baths and that sort of thing—to look our Union Oil best. That's why our feelings are hurt at being left out.

It's not publicity we're seeking. But our 1,400 square feet of newly furnished office—in one of the most beautiful buildings of historic old New Orleans—with six hard-working boys and girls on the job—deserves RECOGNITION. Don't you think?

Sincerely,  
Employees  
New Orleans Office

Reply:—If ON TOUR completes its visit in the Gulf Division without a weekend in New Orleans, we deserve the worst you can think of us. Be patient an issue or two longer, please.  
Ed.

August 13, 1951

The President, Union Oil Company

Dear Sir:

This is just to say that I am in complete agreement with your ad, copy of which is enclosed.

Your figures on 1960 consumption are probably, if anything, underestimated.

As I see it, it is wrong on the part of the government to extract from the employer large corporation taxes. It is also wrong to extort from the wealthy huge income taxes. Personal initiative and private enterprise must be justly rewarded. Philanthropy and public-consciousness by the individual must replace socialistic tendencies as evidenced by the present administration.

Therefore, my solution is a new administration, one which believes in private enterprise, the industriousness of the individual instead of a mothering, coddling socialistic state. Although you do not mention the political aspects of this situation in your ad, I presume that you will agree with me on this subject.

Let us not envy the wealthy and confiscate their earned gains, both capital and income, but rather strive to imitate their success.

And let us eliminate government by crony.

The bureaus and agencies of Washington are bogged down in self-made red tape. Let's put new, untainted men in these offices. The men now there can then go out into private industry and take a fresh approach to a new problem—that of rebuilding an America which recognizes private enterprise, the integrity of the individual, and his inalienable right to provide for himself, rather than let the government do all for him.

Congratulations on your ad!

Sincerely,  
Philip C. Russell  
Journalist First Class, USNTC  
Great Lakes, Illinois

WEATHER REPORT—November issue cloudy:—Last month ON TOUR incorrectly quoted Sam Grinsfelder as calling big fields "bit" fields; published a picture of Cleo Goyette that was not Goyette but Clint Herron; described Phil McCutchan as being on Bill Gentle's one-hour deer hunt; and identified retiring employee A. L. Sullivan of Automotive as a Southern Division Field employee. December prediction:—Clear and warmer.



## SERVICE BIRTHDAY AWARDS

### DECEMBER 1951

Department	Location	Years
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#### EXPLORATION & PRODUCTION DEPT.

Fowks, Alfred S., Santa Fe Springs.....	35
McCain, Lloyd J., Orcutt.....	35
Absher, Thomas C., Dominguez.....	30
Froome, Clarence W., Ventura.....	30
Judy, Ray F., Santa Fe Springs.....	30
Lowry, Clell, Dominguez.....	30
Goforth, Herbert M., Los Angeles.....	20
Blaikie, Wm. G., Dominguez.....	15
Nicholson, Frank A., Orcutt.....	15
Clevenger, Stanley, Orcutt.....	10

#### MANUFACTURING

Henderson, Chas. H., Wilmington.....	35
Dunkelberger, Jerry H., Oleum.....	25
Howe, George E., Wilmington.....	25
Stewart, Guy G., Oleum.....	20

#### CREDIT DEPARTMENT

Simpson, Albert B., Los Angeles.....	35
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#### MARKETING

Fahay, Thomas J., Spokane.....	30
Free, Theodore R., Portland.....	25
McCloud, Earl R., San Diego.....	25
McLaughlin, Eugene G., Pasadena.....	25
Sanders, George F., Los Angeles.....	25
Dittrich, Edward, Klamath Falls.....	20
Isheim, Herman H., Fresno.....	20
Leithoff, Carl F., Portland.....	20
Olsen, Peter M., Gresham.....	20
Wells, Dale E., Hyde Park.....	20

Wilcox, Roy, Gresham.....	20
Rucker, Eugene R., Los Angeles.....	15
Luce, Laurette V., San Francisco.....	10
Perry, Walter Geo., Honolulu.....	10
Taneuye, Masatoki, Honolulu.....	10

#### PURCHASES

Koeneke, Leroy C., Los Angeles.....	30
Marcy, Herbert L., Santa Fe Springs.....	30
Leicy, Herman L., Santa Fe Springs.....	20

#### RESEARCH & PATENTS

Lester, William H., Brea.....	30
Reynolds, Maynard S., Brea.....	30
Swift, Claude E., Brea.....	25

#### PIPELINE

Haslett, Edward L., Santa Fe Springs.....	25
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#### COMPTROLLERS

Hymmer, Jean F., Los Angeles.....	25
McIntosh, Jeanette, Los Angeles.....	20
Schoepe, Paul R., Los Angeles.....	20
Ragland, Thomas M., Los Angeles.....	15

#### DISTRIBUTION DEPT.

Young, James R., Los Angeles.....	20
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#### SECRETARIAL DEPT.

Umstead, Esther, Los Angeles.....	15
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#### MARINE

Meyer, Kurt O., Wilmington.....	10
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#### REFINERY SALES

Hill, Leonard M., Minneapolis.....	10
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## IN MEMORIAM

With deep regret and with earnest sympathy toward their families and intimate associates, we report the death of the following employees:

On October 1, 1951

#### HANS EHLERS

Marine Department  
Employed April 4, 1908  
Retired September 1, 1944

On October 10, 1951

#### DANA FISKE

Southern Division Pipe Lines  
Employed November 23, 1909  
Retired September 1, 1931

On October 20, 1951

#### THOMAS H. DUFFY

Marine Department  
Employed April 18, 1925  
Retired August 8, 1947

On October 27, 1951

#### WALTER M. EVANS

Northern Division Pipe Lines  
Employed April 24, 1926  
Met death in auto accident just prior to scheduled retirement on November 1, 1951

On October 27, 1951

#### HAROLD I. ROVREIT

Cut Bank, Montana  
Employed May 1, 1932

On November 2, 1951

#### RICHARD F. HALL

Southwest Territory Wholesale  
Employed December 1, 1923

On November 3, 1951

#### ALBERT BARTON

Oleum Refinery  
Employed March 17, 1913  
Retired June 30, 1948

On November 7, 1951

#### FRANK A. BROWN

Northern Division Pipe Line  
Employed July 24, 1916  
Retired July 31, 1947

On November 12, 1951

#### ALVA NORMAN

Northern Division Pipe Line  
Employed November 17, 1933

## Retirements



A grateful Company and hosts of well-wishing employees are bidding farewell to the following Union Oilers who have concluded long careers of Company service and are retiring:

#### LOUIS T. WINFREY

Southern Division Pipe Line  
Employed 2/19/26—Retired 10/1/51

#### DORTHY MILL

Home Office  
Employed 9/1/33—Retired 11/1/51

#### VICTOR WANEE

Southern Division Field  
Employed 5/12/24—Retired 11/1/51

#### LEE H. CALDERWOOD

Southern Division Field  
Employed 2/29/32—Retired 12/1/51

#### FERN O. PRESSEY

Ventura Field Department  
Employed 7/1/06—Retired 12/1/51

#### C. H. MANN

Central Territory  
Employed 5/24/17—Retired 12/1/51

#### MAUDE ANDERSON

Southwest Territory  
Employed 6/1/22—Retired 12/1/51

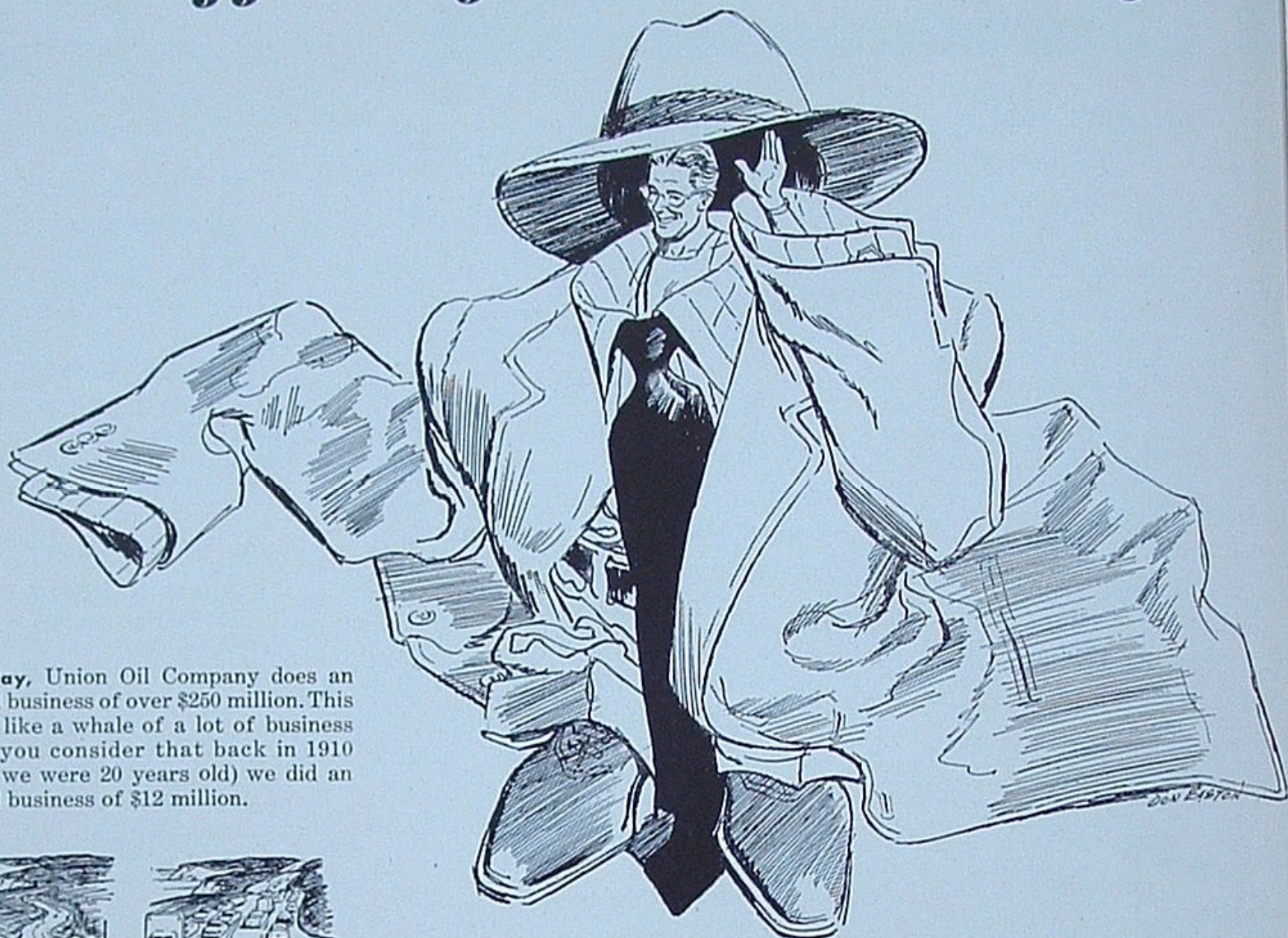
#### BERNHARDT DUYSSEN

Los Angeles Refinery  
Employed 9/1/26—Retired 12/1/51

#### HENRY GORHAM

Central Territory  
Employed 5/21/28—Retired 12/1/51

# The bigger we grow the smaller we get!



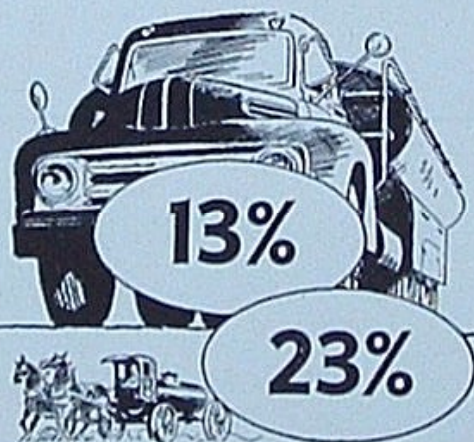
**1. Today,** Union Oil Company does an annual business of over \$250 million. This seems like a whale of a lot of business when you consider that back in 1910 (when we were 20 years old) we did an annual business of \$12 million.



**2. But back in 1910** there were only 468,500 cars in the U. S. and the average American used only one quart of petroleum products a day. Today there are over 44 million cars in the U. S. and the average American uses  $1\frac{9}{10}$  gallons of petroleum products every day.



**3. To supply** this steadily increasing demand for petroleum products, long-established companies had to expand and many new companies have entered the field. As a result, *competition* has increased. In 1951 there were  $4\frac{1}{3}$  times as many oil companies in the U. S. as there were in 1910—all in competition for your business.



**4. Today** we are among the nation's 100 largest corporations and are 20 times as big as we were in 1910. But here's the important point: 42 years ago we did about 23% of the oil business in the 5 western states—our major marketing area. Today, in spite of our growth, we do only 13% of the oil business in the 5 western states.



**5. In view of all this,** it seems rather strange to hear so much talk about *big-ness*. Of course, individual oil companies are bigger. They have to be bigger to serve the bigger need. But the vast majority aren't as big *in proportion to the total business* as they were 42 years ago. In fact, they are getting "smaller" all the time.

## 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 17, Calif.*

**Manufacturers of Royal Triton, the amazing purple motor oil**