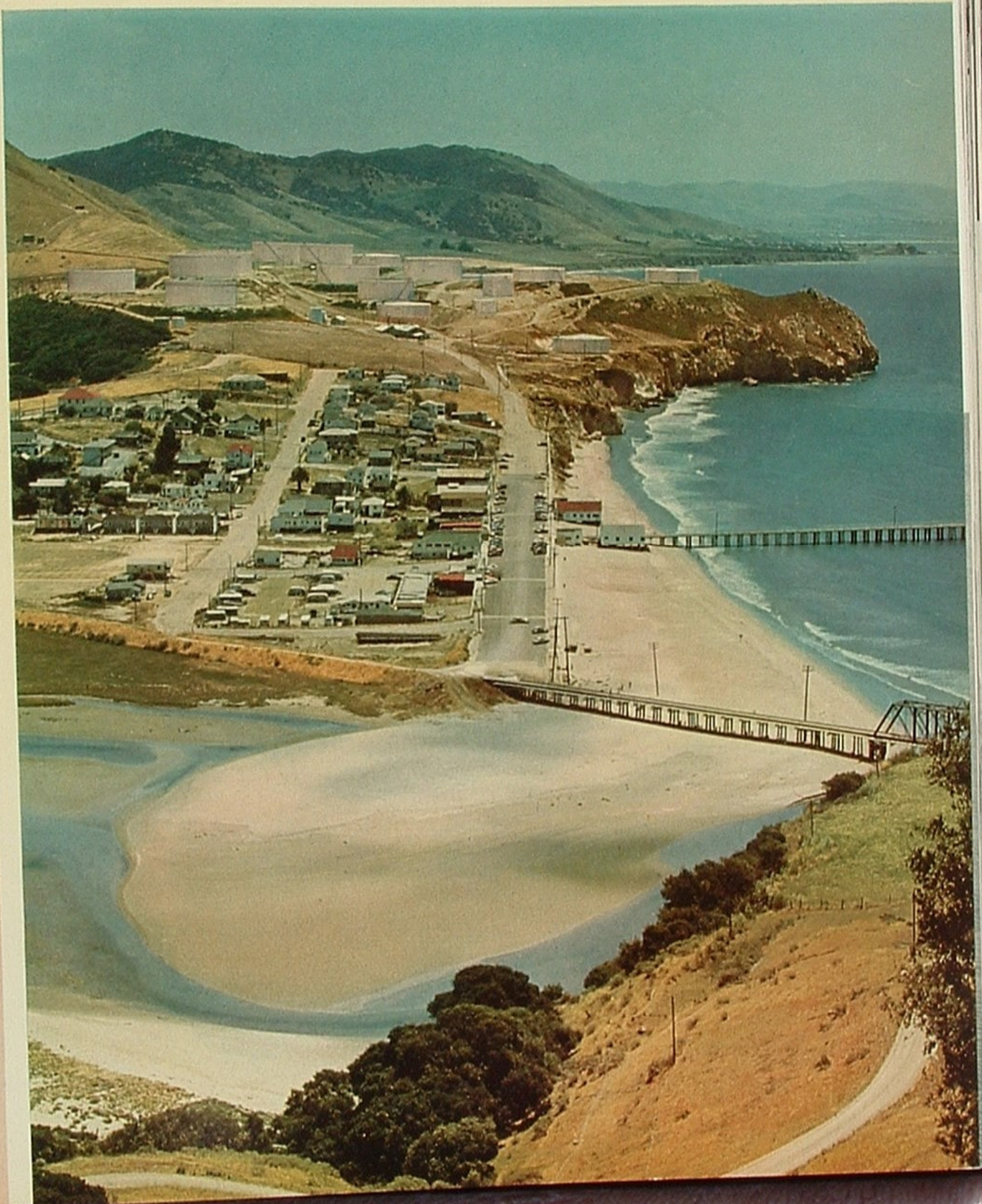
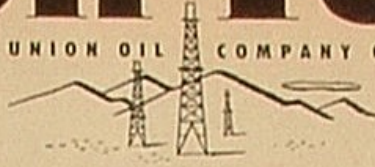


“AVILA”

# On Tour

WITH UNION OIL COMPANY OF CALIFORNIA



JUNE  
1954

# On Tour



Volume 16, Number 6  
JUNE 1954

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**WHAT'S WRONG WITH  
THIS PICTURE?**

**"ON TOUR"**, pronounced "on tower," is an oil field expression meaning "on duty." Our magazine by that title is published monthly by Union Oil Company of California for the purposes (1) of keeping Union Oil people informed regarding their Company's operations and progress, and (2) of recognizing and encouraging the fine accomplishments of employee groups and individuals. We invite communications from our employee readers, whose thoughts, interests and opinions are carefully weighed in determining editorial policy. Address correspondence to ON TOUR, Union Oil Building, 617 West Seventh Street, Los Angeles 17, Calif.

T. D. Collett, Editor  
R. C. Hogen, Assistant Editor



*At right, on April 9, the AVILA enters Los Angeles Harbor waters for the first time. Above, tugs ease her toward the dock at Los Angeles Harbor Terminal. Below, at Port San Luis she rubs noses with the Pipe Line Department's tug Avila whose employment record includes several courageous rescues of men and boats in the nearby fishing areas.*



# "AVILA" Lends Its Name To Union Oil's Newest Tanker

LEAVING the Bethlehem Shipbuilding yards at Sparrows Point, Maryland, on March 19 and picking up her initial oil cargo at Houston, Texas, on March 27, Union Oil's newest tankship, the AVILA, reported for duty at our Los Angeles Harbor Marine Terminal on April 9. She is the 48th vessel to be owned or chartered on a long-term basis by our Company since the W. L. HARDISON was built in 1888.

The AVILA, a sister ship of the SANTA MARIA launched in 1952, has a length of 551 feet, a gross tonnage of 11,486, a deadweight tonnage of 17,599, and a petroleum capacity of 145,659 barrels. Her accommodations for crew and officers are as comfortable as those of a modern hotel. At speeds up to 16 knots, she will ply coastwise between ports scattered from Alaska to South America. Occasionally she will carry a cargo of oil or petrochemicals to Hawaii or wherever duty calls her on the Seven Seas. Although owned by the Pico Tanker Corporation, she is chartered to Union Oil Co.

Recently the naming of Company ships has attempted

to bring recognition and honor to key communities in which Union Oil operates. Santa Paula, Oleum, Lompoc, Santa Maria and Los Angeles have been so honored. The AVILA continues this tradition. Her name honors the town of Avila, a picturesque seaside community shown on our magazine's front cover. Here Union Oil once operated a small refinery. For about half a century, our crude oil from San Joaquin Valley and Santa Maria Fields has been pumped aboard tankships through our Port San Luis facilities adjacent to the town. The Company dock extending seaward from Avila is seldom seen with less than one or two tankships loading or discharging alongside. And presently products from the Santa Maria Coking Plant, soon to be built, will move by pipe line to Avila, thence via the AVILA and her sisters of the present fleet to other Company refineries.

In pictures on the following two pages is indicated some of the enthusiasm generated from Seattle to Los Angeles by the AVILA's arrival. She works hard and she plays hard, which symbolizes fine character!



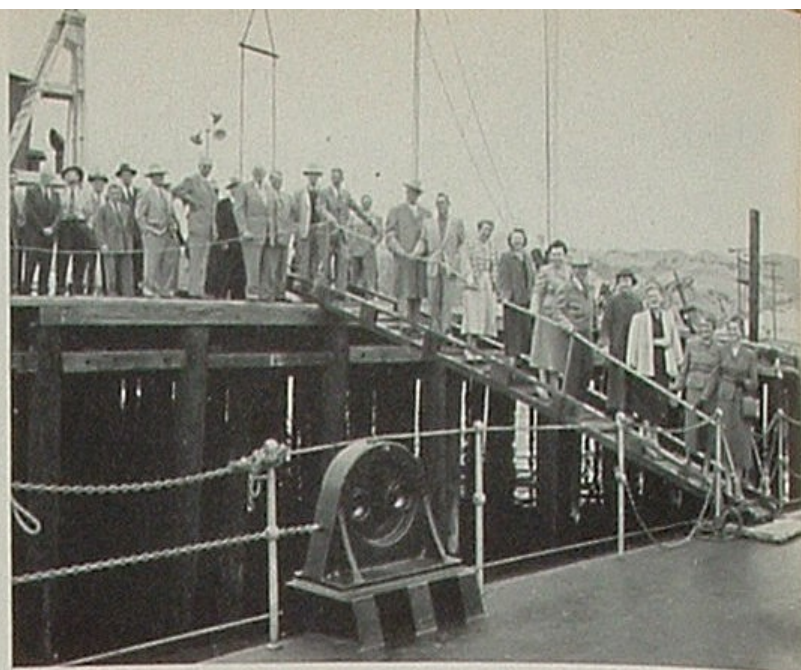


*On hand to welcome the new tankship at her namesake town, Avila, is the OLEUM, left, a vessel that served the Company well and has now been returned to its owners.*

*The employee inspection delegation at Avila included, from left, Jean Maughmer, Helen Alexander, Marianne Bregenzer and Laura Abbott of Northern Division Pipe Lines Office.*



*Union Oil mariners somehow prefer this side view of their new vessel—coming home from the sea—decks freshly*



*Some 75 Union Oil employees and community officials were invited aboard at Avila to make the ship's acquaintance. This first home-coming took place April 23rd.*

*Presenting Captain Kostoval, 2nd from left, with a plaque are H. G. Davis, Dick Kirby, Bert Smith, Gerard Parsons and Leo A. Brisco of Port San Luis Harbor Commission.*



*washed—superstructure newly painted—cargo tanks full of oil and mostly under scater—the smoke stack emitting no*



*Visitors coming to Seattle, Avila tankship mistress*

*Mrs. T. L. Cath of our resident builders at Sp*



*sign of fuel flowing from*





Visitors coming aboard during receptions at Wilmington, Seattle, Avila and other ports found the Pacific's newest tankship mistress capable of setting an excellent table.

Mrs. T. L. Catherwood, Shirley, Tommy and Skipper, family of our resident marine engineer who assisted the shipbuilders at Sparrows Point, returned home on the tanker.



sign of fuel inefficiency—with signal flags and pennants flowing from stem to stern on special festive occasions.



Our reception committee at Seattle included, l-r, S. V. Cutler, E. R. McCloud, L. B. Trelue, W. I. Martin, Capt. Kostowal, L. C. Burklund, G. F. Herrman, Jr., O. Weidemann.

At formal reception in Seattle, Manager W. I. Martin of Northwest Territory extends a "welcome aboard" to Captain John A. Crumpacker, commanding Naval Supply Depot.



Port Captain Otto Weidemann at Seattle exchanges memoirs with Rear Admiral L. W. Perkins, commandant of 13th Coast Guard District, and Captain Leonard T. Jones.



*"It isn't easy or the Chinese  
could be doing it," Cy told Reese.*

**For other interesting revelations  
about Union Oil's business, hear the**

## **PRESIDENT'S OFF-THE-CUFF TALK**

**TO INTERDEPARTMENTAL STUDY  
GROUP MEMBERS, LOS ANGELES,  
ON MAY 25**

*(Italics indicate that ON TOUR has taken editorial license  
in publishing Reese H. Taylor's man-to-man comments.)*

*Speaking extemporaneously, President Reese H. Taylor tells a group of employees the facts of life within Union Oil Company. He was introduced by Clarence R. Hand, left. At right are Emcee L. W. McLennan and R. R. Spiro.*

**T**HANK you very much, Clarence Hand! It certainly is a pleasure to be with all of you fellows. I don't know just how much Mr. McLennan spent on campaigning to be honorary chairman tonight but, as long as we are in the spirit of investigations, I think that should be investigated.

Seriously, you fellows are to be complimented on starting these Study Groups. So far as I know, there are very few companies that have such Study Groups. I think it displays a great deal of initiative and a great interest in wanting not only to serve your Company better but also to serve yourselves better.

I didn't prepare any speech tonight. I made a few notes. I got them all *mixed* up—thanks to John Arens sitting over there who gave me a lot of bum figures. I'm having Art Reed check them, incidentally, but I didn't give Art time enough to check all of them!

### **The Petroleum Industry**

In any discussion about the Union Oil Company, you've got to start in with a general summation of what our industry situation is—particularly on the Pacific Coast. We have had a big change.

When I first came with the Company in 1938, the total production of oil in California was around 600,000 barrels per day, of which 150,000 barrels, roughly, was being sold to Japan and other parts of the Orient, leaving 450,000 barrels per day for so-called domestic con-

sumption. We had an ability to produce far more than that. We had a potential much greater than that. And we had a lot of headaches because we had too much oil.

Well, in the meantime conditions have changed a great deal. Today over a million barrels a day of crude oil and natural gasoline are being produced in California. We have lost a lot of demand to the gas industry—I've heard figures stating that from 150,000 to 250,000 barrels a day of fuel oil have been replaced by natural gas brought in from Texas and elsewhere. The railroads have shifted from fuel oil to diesel oil, as you all know. We've lost a lot of our markets in the Rocky Mountains—some 32,000 barrels a day. West Texas and the Gulf Area have moved westward, taking 24,000 barrels a day of our market. Canada has taken about 35,000 barrels a day of our market.

But today, after producing something over a million barrels of crude a day, California is just able to meet its demand. In other words, if you had no other imports—no other intrusions on our market from Sumatra or Arabia or elsewhere—we would just about be in balance, despite losing all that market to gas, diesel oil on railroads, to the Rocky Mountains, West Texas and Canada.

That indicates what a tremendous growth we have had in our business since 1939 and 1940, when we were worrying about how to get rid of 600,000 barrels per day and how to keep the production in line.

I haven't included in those figures—because, frankly, I haven't got them—another loss: Union Oil and others used to supply Panama, Costa Rica and other Latin American countries from California. In fact, the reason we got into those markets was because we had a surplus of oil here. Today those markets are for the most part supplied from Aruba or Venezuela.

Now the important thing in my mind—and this ties into the matter of conservation which you've heard a lot about—is that we must preserve our Western Hemisphere oil for the Western Hemisphere. But we are not going to be able to do that if we are going to let oil from Iran, Kuwait, Sumatra, Arabia and every place else take away our markets!

There are a lot of people who talk *for* conservation about like they talk *against* sin. "I believe in conservation," "I don't believe in sin," and so on. What is meant by conservation? Well, to me conservation means that you produce and use without waste. But when, under the guise of conservation, you try to regulate production to make room for foreign or other oil to come in and replace your domestic production, I don't know just how this matter of conservation applies.

You have a beautiful example in Texas and other states which have so-called conservation laws or control laws. The laws were put in with the best of intentions—to conserve oil and eliminate waste, to reduce the release or flaring of gas, to eliminate producing over your so-called MER's (maximum efficient rate). But where do you find conservation when, after they have established the MER's, you can only produce 17 days a month? That's the situation in Texas. At what point does conservation end and control take over?

California has relatively more secondary recovery programs underway than any other state in the Union, including Texas, Louisiana or Oklahoma. We have prog-

ressed further in the matter of conservation—conservation as I think it should be described—than any other oil producing state. Yet you hear all of this poppycock about "We need conservation," "We have wasted millions of barrels of oil," "We have done this and that and the other thing."

We haven't wasted anything! California without conservation laws has made more conservation progress than any other state. So much for the industry picture.

### Embarrassed?

Now in getting into the Union Oil Company operations, I feel somewhat embarrassed. Usually when I'm talking to Union Oil people, I'm talking to department specialists. That's quite an advantage! For example, when I'm talking to somebody from the refinery, it isn't hard to make him believe I'm the greatest production man in the Company. Or if I'm talking to the Production Department, Kenny Kingman doesn't know very much about refining compared with me. To the Transportation guys I might be quite a marketer. But tonight, with you fellows from all departments on hand, I can't be an expert at anything. It's embarrassing. However, I'd like to tell you some of our Company's objectives.

### Importance of Raw Materials

In the first place, to have a sound company you've got to have a source of raw material available to work with. So, one of our principal objectives has been to have a crude supply that is equal to or greater than our refinery runs.

We must never get into trouble like *Competitor X* did when it went into receivership many years ago. They were buying all of their crude, or most of it. Somebody decided to cut the price of gasoline without cutting the

On hand at the dinner-meeting to hear Mr. Taylor were 150 members of the combined Study Groups, Los Angeles.



price of crude. And it didn't take very long until *Competitor X* was in receivership—as you can well imagine.

Now to give you an idea of what progress we've made toward our raw material objective during the last 15 years:

In 1940 Union's crude runs were 66,000 barrels a day; in 1953 they were 141,000 barrels a day, excluding the runs we made on processing deals.

Our net crude oil production in 1940 was 41,000 barrels a day, excluding royalties and all other purchases; in 1953 it was 103,000 barrels a day.

Now the percent of net production to crude runs increased from 62.2 per cent in 1940 to 72.9 per cent in 1953. In other words, after more than doubling our crude runs, we still increased our percentage of net production to crude runs from 62.2 to 72.9 per cent in that period of time.

If our refiners hadn't been so ambitious we could have realized this ambition of ours sooner. That's Cy Rubel's principal complaint. He says, "I can't ever catch up with these guys! Every time I increase the production and get more oil, they increase the refineries."

Which is partially true. But it keeps everybody trying. You know, man never runs so fast as against competition. Well, if we keep running against each other, we'll get someplace.

Getting back to raw materials, our controlled supply of crude in 1940 was 57,000 barrels a day; in 1953 it was 128,000 barrels a day. Percentagewise our net controlled production compared to crude runs increased from 86.8 in 1940 to 90.7 per cent in 1953.

## Our Heavy Crude Status

Many statisticians and other people have criticized Union Oil Company in the past, saying, "Sure you've got a lot of reserves, but they're all this Santa Maria crude, sour crude, heavy gravity stuff, etc." That was true to some extent a good many years ago. But it's no longer true. Due to a number of things—new discoveries, acquisition of the Los Nietos and Havenstrite properties, and other factors—the worm has turned.

This is the situation today. Statisticians for some reason or other take 20-gravity as being the dividing line between low and high gravity oil. Of all the crude produced throughout California, 27 per cent is below 20-gravity. But our Company's supply of crude below 20-gravity is only 23 per cent. In the 20 to 30-gravity classification, the State produces 33 per cent against Union Oil's 39 per cent. In other words, so far as gravity

is concerned, our raw materials are better than the California average. Furthermore, 76 per cent of the Company's reserves are above 20-gravity, while only 73 per cent of total oil reserves in California are above 20-gravity.

## Exploration

In the last few years we have been carrying on a very active exploration program for new oil in Texas, Louisiana, Canada, South America, and so on. In 1953, 20 per cent of our crude oil production was from outside of California, and, frankly, I think this percentage will be substantially greater in 1954.

We've had two very sizeable discoveries in Louisiana this year; one very good one in West Texas; and a particularly good one seems on the horizon in the Sturgeon Lake area of Canada. We don't know too much about the Canadian discovery yet, because the boys up there are ambitious to go on down deeper. They know they've got a good well in the upper zone, but they think they might get a better one in the lower zone. I hope they're right, but I'd kinda like to produce the first zone just to see what the oil looks like. But you know you hate to argue with success, and I'll say our field boys have been quite successful.

We're carrying on our exploration program at a continuing acceleration. We're going to spud in our first well in Costa Rica sometime in August. We've had to get some Navy landing craft to land our equipment on the beach, because there are no roads in there. I think all of you fellows who work up here ought to be very thankful because, while Costa Rica is a cool and beautiful country up on the plateau, over where those fellows are looking for oil is one of the most rugged places I was ever in. I spent two days out in the jungle, and it steams—literally! But like all Union Oil Company fellows, the boys down there get used to it and like it, and they've got their noses out for oil. I once said to Cy, "Why can't you find oil in some decent place?" He said, "Well, you know if it was easy, the Chinese would be doing it." That shut me up for a while. I quit complaining.

## United Geophysical

As you all know, we acquired the United Geophysical Company a couple of years ago. I don't think many people in the Company realized just what management was thinking about at the time. We weren't trying to buy a geophysical company as such, but for a long time we had had discussions in the Company about the



lack of coordination or correlation between the geologists and the geophysicists. When you go out and employ a geophysicist who works for a lot of different companies, the geologist doesn't want to take his hair down to him. So the geophysicist doesn't know what the geologist is looking for.

We felt the missing link could be found by creating a geophysical department. Whether to build one up or try to buy the United, which happened to come along about that time, was the subject of a long discussion. We determined we could do things much faster and better by acquiring United with its wonderful organization and equipment. And that has proved to be the case.

### Gas Production

Of course, in the process of looking for oil we find a lot of gas. I would venture a conservative guess. There are fellows in here who may know more about it than I do and who can challenge my guess if they want to, but I would venture that at the very rock-bottom minimum Union Oil could sell its gas properties in Louisiana for \$200 million or more.

I'm not trying to tell you that we've got that in mind, because we haven't. But those properties that are primarily gas are somewhat in jeopardy politically, because you have the Federal Power Commission who thinks it wants to control gas production. There is some question as to what is gas production and what is oil production, and where do you draw the line? Well, if you have something that is predominantly gas production, it might be a good idea to peddle it and get out from under any threat of that type of regulation. Don't take this for something we are negotiating or particularly thinking about. I'm just thinking out loud with you—discussing Company possibilities. I told Clarence earlier that not having prepared any talk, I'd probably ramble all over the mulberry bush.

### Transportation

Now we come to transportation. There has been a big change in our transportation situation and it is going to continue to change. Just like much else in this world, as long as we make progress things are going to change. We should never get into a status quo, so to speak. If we do, we are going to be dead ducks, because competition won't get there—at least the smart ones won't.

We've had a situation grow up with reference to marine transportation. The cost of operating tankers—due to increased construction costs, increased mainte-

nance costs, increased wages and benefits to marine employees—has gotten to the point where tankers are pricing themselves out of business.

Now here is a concrete example: As many of you fellows know, we have a pipe line going over to Ventura to our Submarine Terminal and we ship oil to the refinery by tanker from Ventura. We are now getting franchises and are going to build a pipe line from *one of our fields* down to the Los Angeles Refinery. We can bring that oil to the refinery for four cents a barrel less than it now costs through the pipe line-tanker setup.

Now four cents a barrel doesn't sound like much. But do you know what the pipe line tariff is? Not the cost, but the tariff we can charge on which the law allows us to earn 7 per cent on our investment? It is 6 cents a barrel. So, charging ourselves the full tariff, we can cut the shipping cost from 10 cents to 6 cents. And there is a profit in the 6 cents of 7 per cent on our investment.

That kind of thing is going on all the time. I predict that it won't be many years before—unless Union Oil gets to importing crude from elsewhere—there will be no crude oil shipped in or out of our refineries by tanker.

Do you know, what that new pipe line will eliminate is the equivalent of  $\frac{3}{4}$  of a tanker such as the SANTA MARIA! In other words, we can lay off the SANTA PAULA come next March, when it is sold, and we are through with it. We will never miss it—assuming the pipe line is finished by then, and we hope it will be.

Now all we have to do when Walt Jameson starts running our new Coker up in Santa Maria is put a pipe line up to Oleum, pump the coker distillate and other oil through the pipe line, and lay off the equivalent of a tanker and a half. It will save the Company a lot of money.

That is an example of how people price themselves out of business. People are dead wrong when they think they have no competition. Even the telephone company's got competition. Every day we compete with them through our own telephone company and through radio phones we have installed in Louisiana.

Another transportation improvement we are working on is to keep our trucks and transports off the highways as much as possible during rush hours. We have at least two very good reasons for doing this. One is to minimize accidents by doing a little more than our part in relieving highway congestion—one of the causes of accidents. The other is to avoid customer ill will. Lots of motorists aren't too happy about passing or being

slowed down by big trucks. So we're inviting public or customer good will by keeping our larger rolling equipment out of sight and out of mind during peak traffic hours.

## Refining

You fellows are certainly aware—through ON TOUR and other Company communications—of our refinery modernizations and expansion. We are building a new catalytic reformer at Cut Bank. We'll soon have the Santa Maria Coking Plant to give us a better utilization of high-sulfur crudes. A new Platformer and other new units are being constructed at Oleum.

All of these things are being done to increase the yield of lighter fractions from our crude and to further improve the quality of Union Oil products. We're after the quality buyers in our market—the folks who insist on the best and realize there is a certain economy in accepting nothing less. Our advertising effort is directed toward that type of buyer.

Why do we like the quality market? Well, it's quite a dependable type of trade that doesn't change its spots with every change in prices but remains pretty loyal to quality and service whenever it finds them. Furthermore, the quality field just about represents our share of the business. We're geared for it.

Oleum up there with its new Unifiner and Platformer is undergoing quite a change. One of these days we're going to have to build a Cracking Plant at Oleum. If there's anything that lowers my boiling point, it's this business of shipping crude oil to Oleum, and special Diesol back to Los Angeles Refinery, and light cracked gasoline back to Oleum again. Why, we wear the stuff out just transporting it!

While on the subject of refining quality products, I might state that we are steering clear of the rash of gasoline additives described everywhere in newspapers and on billboards. Our Research boys gave all of those so-called wonder chemicals a thorough going-over. They found that the wear and tear on motors, the deterioration of valves, and so on, resulting from the use of such additive-fortified gasolines more than discounted the benefits, if any. We found there was no substitute for good gasoline. Which reminds me of a story:

*It seems there was a guy who became a little concerned about his health—wanted to know if his blood was red or some other color. So he appeared at the doctor's office for a blood test. Several days later the doctor called him back to hear the verdict. "Joe," the doctor said, "we find your sample contains about one per cent phosphates, four per cent urea nitrogen, 10*

*per cent glucose, 80 per cent chlorides . . ." At that point, Joe grew a little panicky. "Hell, Doc," he broke in, "ain't there no blood in it?"*

Well, Joe wasn't so dumb at that. There's nothing better than good red blood. By the same token, our scientists find there is no substitute for high quality gasoline.

## Smog

You fellows might be interested in knowing that your Company has spent millions of dollars—ten million dollars directly—in this battle against smog. We have cleared the atmosphere over our Southern California plants far ahead of legal requirements. In fact I have urged Bill Stewart several times to ease up on assuming the whole smog burden and let other people do something for a change.

Yet we still come in for a lot of uncalled for damnation. Just the other night a politician out in the community where I live peddled some more abuse.

You know, we built our Sulfur Plant and several other expensive installations at Los Angeles Refinery not to make a profit, but to cooperate with the community and its officials in eliminating smog. We knew the sulfur wouldn't begin to pay for the plant, but it is only good sense to be a good neighbor in the community. Operating the Sulfur Plant, however, amounted to bringing most of the refinery's sulfur dioxide to this one location for processing. We extracted all the sulfur that the plant could extract and released the small remainder through the Sulfur Plant's one smoke stack.

Now, according to Rule 53 of the Air Pollution Control District, the total SO<sub>2</sub> emission from any one stack is limited to two-tenths per cent of the total volume. Our one stack being slightly in violation of the legal limit, the smog authorities insisted on shutting the Sulfur Plant down—even though it meant increasing the refinery's total release of sulfur to the atmosphere by 60 tons a day. Well, we got a court injunction and reopened the plant, and the thing is coming to trial and, I hope, soon. Such silly interpretations as that could soon condemn the entire Air Pollution Control Act to failure.

Several well-meaning people have urged us to take a kind of advertising advantage of our smog-control efforts and accomplishments. Others with much less to crow about have done a lot more crowing. But we have insisted repeatedly that smog abatement is an industry-wide effort. It's taking the combined effort of everybody, and we don't want to capitalize on it to our advantage or to the disadvantage of associates in the enterprise.

## Marketing

In Marketing, the Company is reaching out to offer service in territory that is rightfully within our economic limits. Recently we broadened our position in Idaho by appointing Forde Johnson as a distributor. His string of established service stations is bringing Union products to an area we barely touched before. In Los Angeles, Sunset Oil Company has agreed to market our products through such former Golden Eagle service stations as we feel have the appearance, location and maintenance standards to satisfy our marketing requirements. More than 80 of Sunset's stations have so far been selected, painted, and stocked with our products. And Al Grogan at present is looking at a number of other Sunset outlets in the Bay Area with a similar objective in mind.

Our own service station program calls for the building this year of some 150 new service stations and the rebuilding of 60 more. In addition, we are asking for increased sales per unit in some instances through better service and extended hours of operation. Where dealers refuse to cooperate with us, we have not hesitated to cancel their leases and employee-operate the stations. We prefer dealer operation, but we're not opposed to employee-operated units that get the desired results.

The centralization of Credit Card accounting in San Francisco is being further streamlined by machine accounting methods. Presently we will also supply our retail customers with a new type of credit-order purchase procedure. The two changes together should result in a more convenient credit service and in faster billing.

## Chemicals

I understand that Thursday, May 27, Brea Chemicals will ship the first carload of ammonia from their plant. I trust, Paul Foreman, that you boys will also start paying the rent then.

Our advent into the chemicals field through our new subsidiary is not a sudden move. It is backed by many years of patient research and preparation. Today we believe is a very good time to convert some of our relatively low-value by-products of refining into chemicals that attract a much higher price on the present market. It is about time we are capitalizing on the processes and new materials developed through research.

Now I have often said that we aren't ambitious to be the biggest oil company in the business, but we do like to be thought of as the best oil company. I look at our Research Department in about the same light; it's not the biggest, but I think it's one of the best.

However, there's limited value in research unless you can get something of use out of it. I'm thinking of the Hyperforming Process our boys have spent years in developing. It's evidently a good process because we've licensed quite a few units to other companies. The odd thing is that we haven't built one for our own use yet. I believe Fred Hartley has a selling job to do here at home.

Well, fellows, I've talked far beyond my allotted time, but before quitting I want to put in a word about our Retirement Plan. During the past quarter, we have had 15 withdrawals from the Retirement Plan—13 of them from the Manufacturing Department—I don't know why. Now the question arises as to why there should be any withdrawals from a plan that guarantees the employee's contribution against loss and in the long run provides him with such a big return on his investment. Personally, I don't think the Company is anxious to have such shortsighted people on our payroll.

I hope that my random remarks have been worthwhile to you. They had better be, because pretty soon, under the Incentive Plan, most of you fellows are going to be shareholders. It'll be very much to your interest to know more about why and where and how the Company is being managed and operated. You'll begin to take an entirely new and wholesome view of profits.

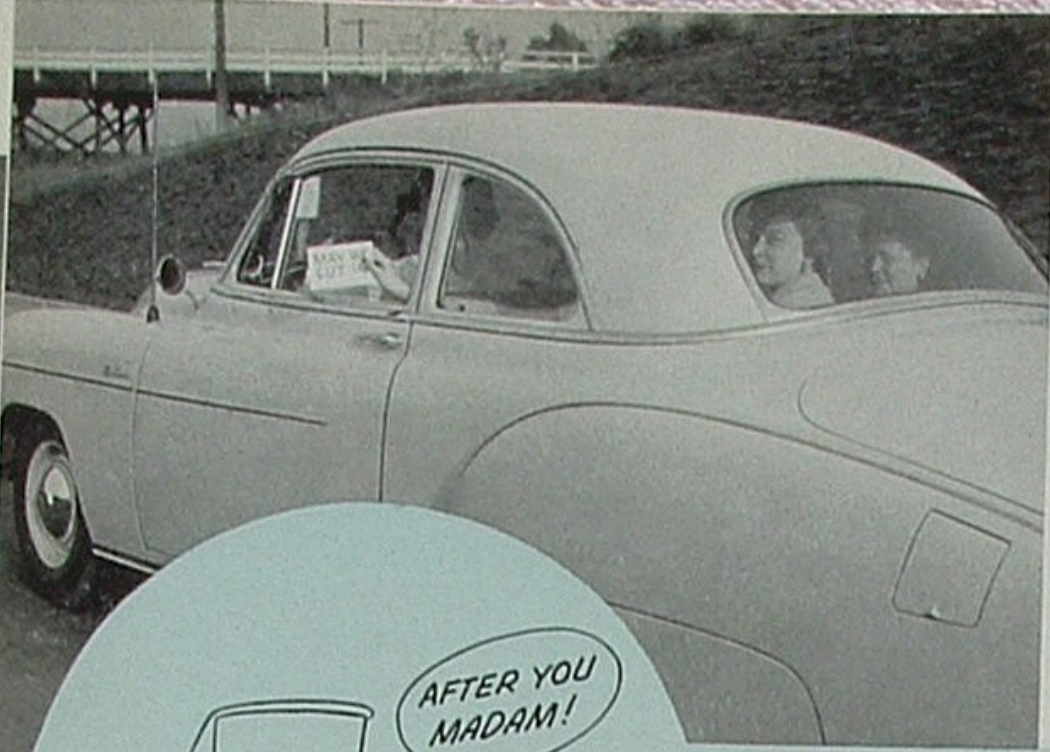
The idea of the Incentive Plan came to us while talking with employees in our various areas and departments. A great many fellows wanted to know why we didn't make Union Oil stock available to our employees. There were even a few groups being organized to buy blocks of Company stock on the open market. So it seemed to me that something ought to be done.

Of course, the Company had no common stock of its own to issue in this manner, and the whole thing had to be presented to the shareholders for their approval. Well, you know the story. The Incentive Plan was approved by the share owners after being presented by the Board of Directors.

You know, the progress that our company and our country have made is not due to the fact that we are luckier or have more resources or even that we are smarter. We have been fortunate, though, in developing and fostering an economic system, climate, and incentives to make this progress possible.

These are factors I know you all understand and appreciate. These are factors I know we'll all fight hard to retain and improve for the sake of our country, for ourselves and for Union Oil.

Again, congratulations on your fine efforts in these Study Groups—thanks for the honor of being asked to meet with you—and goodnight.

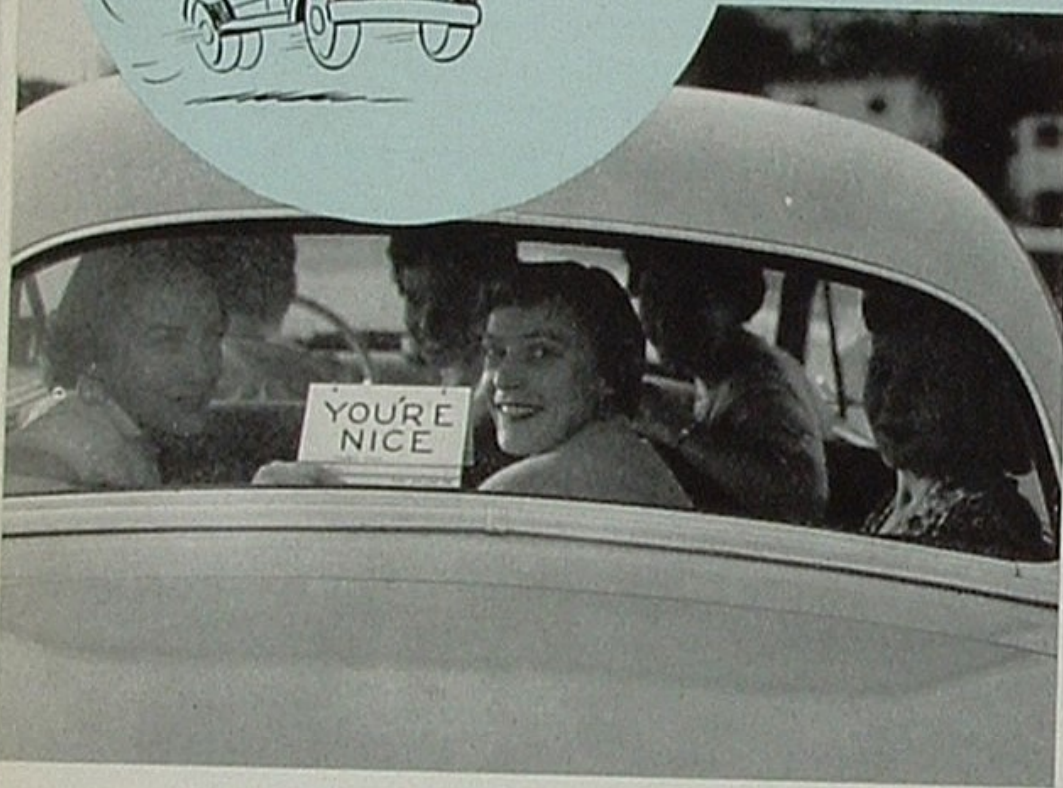


SIX Union Oil girls are becoming the talk-of-the-town among motorists who patronize Ramona Freeway in Los Angeles.

The girls commute daily to and from their jobs at Home Office and the Petroleum Building. Despairing of the ill-mannered crowding, honking and name-calling that takes place on the freeway during peak traffic hours, the commuters had several cards printed. One asks simply, "May we cut in?" Others are on the "We goofed" or "Thank you" themes. One is ultra-complimentary; it says "You're nice."



## Mightier Than the Horn



Originators of some highly effective "courtesy cards" for use on Los Angeles freeways are, from left, Nancy White and Velma Money of Southwest Territory; Maxine Powers, Kay Fisher, Betty Solt and Gertrude Hagner of Home Office.

Curious, ON TOUR followed the girls homeward recently to see how the idea worked. And well, the girls in their Chevrolet moved through dense traffic like a magic carpet. Twice they had to deliberately slow down and wait for the camera car to catch up.

Their first target for the "May we cut in?" sign was a husky young chap driving a gravel truck. He was moving at top speed with a heavy load. We didn't think the girls had a chance. But hardly had the card appeared from a side window of the Chevrolet before the truck slackened speed. From behind its windshield came a friendly salute indicating, "You first, ladies; it's a pleasure!" When from the rear window of the Chevrolet appeared the card "You're nice," the truck driver almost blushed with happiness.

Several times more along the freeway the signs demonstrated their worth. Men and women drivers, young and old, responded alike and cheerfully to the "May we cut in?" request. Invariably they waved or displayed a broad grin when the "Thank you" or "You're nice" appeared in the Chevrolet's rear window.

The idea might be of much greater consequence than its six smart inventors realize. Somebody is going to invent a simple system of automotive communication—maybe an electrically lighted panel that expresses the driver's wishes somewhat more lucidly and courteously than is possible at present. Even a "Thank you" flasher, designed for installation in rear windows, might find millions of enthusiastic buyers.

If highway courtesy once gets a good start, it will become contagious, thereby greatly reducing America's terrific toll of automobile accidents.



## Loading the Biggest With the Finest

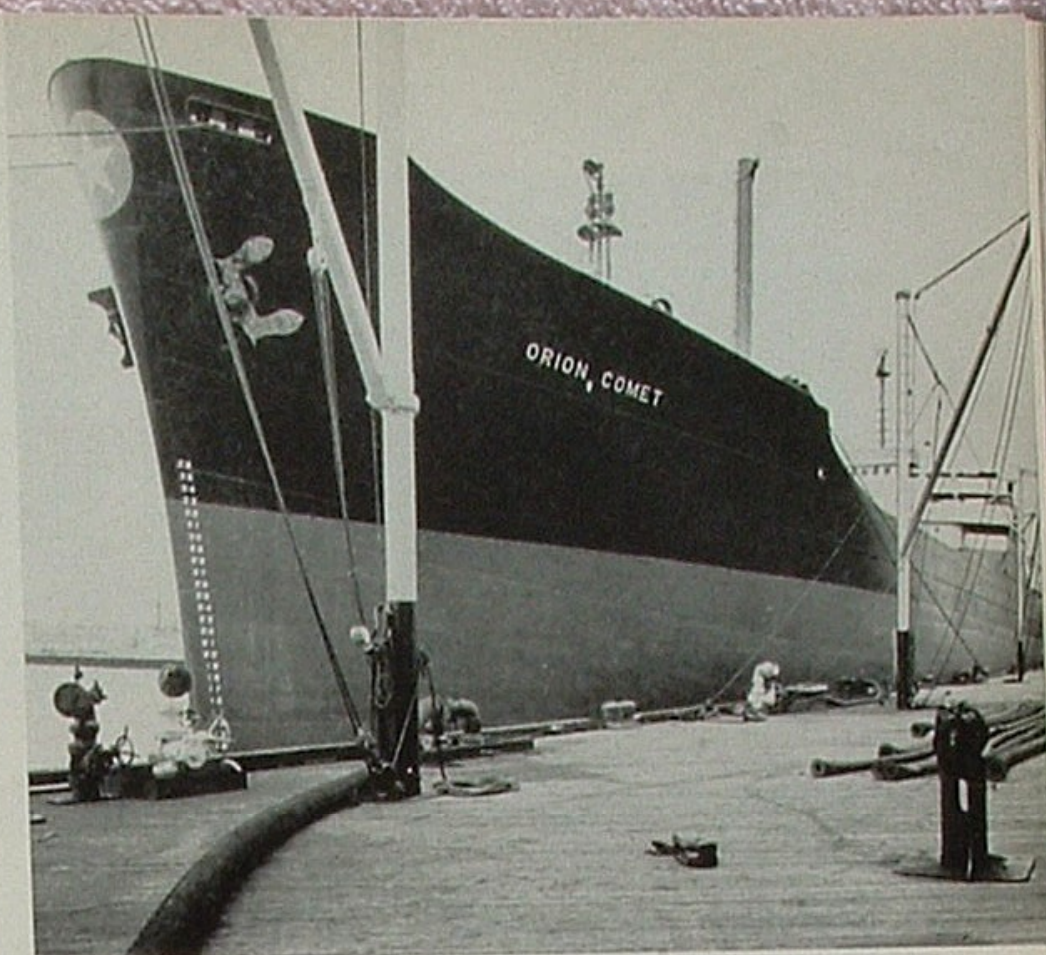
from Earl Welty

The greatest single shipload of gasoline—9,660,000 gallons—ever to leave Los Angeles Harbor was delivered May 22-23 from Los Angeles Refinery into the tanks of the ORION COMET, largest tankship ever to load in Southern California. The record cargo is destined for "Pacific delivery".

While berthed at our Los Angeles Dock, the ORION COMET took on enough gasoline to fuel the average automobile for 143 million miles, equivalent to 5,740 times around the world, or supply it for 15,000 years of average driving. To be equally explicit, that's enough gasoline to fill umpteen billion lighters.

Union Oilers at Wilmington loaded the gigantic vessel "round the clock" at the rate of approximately 300,000 gallons an hour.

The big tankship is owned by Oil Carriers Joint Venture, New York. It has a length of 615 feet, a beam of 84 feet, and a displacement of 37,864 tons.



*Captain H. E. Callis is skipper of the ORION COMET, seen below occupying practically two tankship parking spaces along our Los Angeles Terminal dock. The skipper matches his ship inch for inch in size and ruggedness.*





# INDUSTRIAL SUMMARY

## • INDUSTRIAL RELATIONS

The operations of this department are best summarized by what we can do in aiding and encouraging Union Oil people. Therefore, the following letter recently received from a grateful employee pretty well sums up some things we are endeavoring to accomplish:

*from W. C. Stevenson*

May 5, 1954

### TO WHOM IT MAY CONCERN:

*During the past six months, due to illness, I have been the beneficiary of our employees benefit plan, disability benefit insurance, unemployment compensation disability insurance and our recently instituted, insured medical plan. Needless to say, I am sold on these and I would strongly advise any new employee to take everything the Company has to offer. It has meant so much to me to be a Union Oiler when bad luck struck that I wanted to write you my feelings on this subject.*

*I had only been with the Company a little over twenty-three months when I suddenly found myself in the hospital facing a very expensive and prolonged treatment. Ordinarily this would have set me back many years financially, but, thanks to the medical plan of the Company and the disability benefit insurance, I have no worries to distract me from my main concern, which is getting well.*

*I have always had the attitude that I was too strong and healthy to get seriously ill but, believe me, disease is no respecter of persons.*

*The economic structure of America being what it is today, takes every bit of the average person's energy to hang on successfully for a normal existence without the emergencies which are bound to confront some of us. Knowing this, I have always thought it wise to have insurance, but I must confess that I didn't fully realize the extensiveness of our employee benefits before now. After talking with other hospital patients who have company medical plans also, I am convinced that Union Oil Company has one of the best medicals plans there is. The wide coverage that we have is certainly worth the deductions to me. I guess there are some who feel that*

*the deductions are high but, when I stop to think of how fast the first thousand dollars was used up in my case, I thank my lucky stars that I was covered by our new insured medical plan.*

*It gives me a great deal of satisfaction to know I am protected against financial loss in almost any emergency because of the Union Oil Company benefit plans.*

*Sincerely yours,*

(Signed) Philip Rich

## • FIELD

The lifting of the "road bans" in Alberta, Canada, now permits transportation after the spring thaws. This enables the activation of a pending exploration drilling program. Four additional exploratory wells are to be started immediately in the "Fairway" area of Alberta.

Summer weather along the Rocky Mountain front permits lower drilling costs than winter. This fact makes it possible to begin a drilling program in that area and in the Cut Bank area.

In Oklahoma, West Texas and the Gulf Divisions, field operations are at a peak. Six wells are drilling in the Gulf Division and five additional locations are awaiting rigs.

In California, our stepped up drilling program has been rewarded by several excellent completions which have brought the daily net crude oil production to 94,500 barrels per day in early May. This production is the peak so far for this year.

*from Sam Grinsfelder*

## • MANUFACTURING

The quantity of petroleum products handled at the Los Angeles Marine Terminal, which serves the Los Angeles Refinery, has increased by 60 per cent over the past five years. To take care of this increasing business, 460,000 barrels of additional tankage is to be constructed on 4.5 acres of land adjacent to the present terminal which has been leased from the City of Los Angeles. Plans are being considered to build an additional dock at this terminal.

The relocation of pipelines and facilities is in progress at Los Angeles Refinery to provide for the Harbor Freeway, which will cross the southwest edge of the refinery just below the old Administration Building.

Construction of the new Catalytic Reforming Unit at our Cut Bank Refinery in Montana is progressing on schedule and operation is expected by September, 1954. This new equipment will convert low knock rating, straight-run fractions to high knock rating gasoline fractions used in motor gasolines.

A catalytic Treating Unit for processing stove oil is also being constructed at Cut Bank. This unit, called a "Unifiner," removes sulfur and sulfur compounds from petroleum hydrocarbons. Unifining is a process developed by the Union Oil Company.

*from K. E. Kingman*

## ● TRANSPORTATION AND DISTRIBUTION

Delivery of crude oil to the Santa Maria Coking Plant will be made by a new pipe line consisting of 5 miles of 10 inch line from Summit Pump Station. Consideration is also being given to a crude oil pipe line from the Guadalupe Field. A separate line would also be required from the new refinery to the Guadalupe Field to deliver diluent for blending with the heavy crude produced in this field prior to movement by pipe line. Products from the refinery will be delivered through a new 8 inch line, about 18 miles in length, to Avila for loading aboard tankers.

A combination package and bulk lubricating oil delivery truck has recently been completed by the Automotive Department and released to Central Territory for operation in the San Francisco Bay area. Two similar vehicles have been in service in the Los Angeles area for the past two years. To date these two trucks have delivered enough product to change motor oil in one million automobiles. Further expansion of this method of delivering lubricating oil is being considered for other areas.

*from E. L. Hiatt*

## ● PURCHASING

Recent visitors to Head Office Purchasing included H. R. Morrison, district purchasing agent, San Francisco, A. Erickson, district purchasing agent, Seattle, and E. S. Loper, division purchasing agent, Houston, Texas. The occasion was the semi-annual Purchasing Department staff meeting to discuss and formulate uniform purchasing procedures for the entire department.

Purchasing must co-ordinate its departmental policies and procedures with some 3000 vendors and with every operating and service department of the Company requiring materials or services. The often rapid changes between scarcity and over production influence purchas-

ing methods and inventory programs. Construction programs in the refineries and sales department, extensions of pipe lines and fluctuating drilling programs all require advance planning and the co-ordinated efforts of every purchasing office. The flow of purchase orders to vendors and the handling of invoices to various accounting offices must be co-ordinated so that materials are purchased economically, arrive as required, and are paid for within the discount period.

These staff meetings assure all departments of co-ordinated efforts and uniform handling whenever purchasing for their needs is accomplished.

*from C. S. Perkins*

## ● MARKETING

Sales of Aristowax in the first quarter of 1954 showed a gain of 52 per cent over the corresponding quarter of 1953. Not generally recognized as an important item in our products, Aristowax is nevertheless a very essential part of our sales volume. It is very probable that the cellophane wrapping in your bread owes its high gloss to a thin coating of Aristowax. Candles, pencils, carbon paper, shoe polish and floor wax that you use daily have this Union Oil product in their manufacture. Customers are by no means confined to the Pacific Coast area. We ship to many points throughout Eastern United States, Canada, Central and South America, Europe, the Philippines, and other foreign countries.

During the month of April, the consolidated credit card accounting office at San Francisco, handled billing to over 300,000 active credit card accounts. This activity is reputed to be the largest retail accounting service concentrated in one location in the United States.

In the first four months of this year, our retail expansion program was accelerated by the approval of 94 new service stations and 19 rebuilds of existing locations. This compares with 150 new service stations and 59 rebuilds during the entire year of 1953.

*from Roy Linden*

## ● RESEARCH & PROCESS

At the recent meeting of the Division of Production of the American Petroleum Institute in Los Angeles, Mr. Vogel presented a paper entitled "Damage to Sandstone Cores by Particles from Drilling Fluids" prepared by Roland F. Krueger and Lee C. Vogel. Dr. Clyde Berg presented a paper entitled "The First Commercial Hyperformer" at the Mid-Year Meeting of the Division of Refining of the American Petroleum Institute in Houston. At the same meeting, Mr. George Lake delivered a paper prepared by W. C. Schaefermeyer and E. S. Smith on the subject of "Coordinating the Operations of a Petroleum-Research Analytical Group." All three papers were well received.

*from C. E. Swift*



▲ **"SEISMOGRAPH"** was the word that tripped up next to the last of Southern California's 42 best junior high spellers and won Elizabeth Barnett and her mother, right, a wonderful trip to the National Spelling Bee at Washington, D. C. in May. And in Washington, Elizabeth, a 7th grader, made a brilliant stand in competition

with 54 top spellers from throughout the United States. She lasted until the eighth round, finally erring slightly on that pesky word "visceral"! What's more remarkable, Beth was competing this year in spelling bees for her first time. She is the daughter of Union Oiler Walter I. Barnet, a chemical engineer in the Research & Process Department.

from Jack Miller

## Union Oilers



▲ **TONY PIRES**, whose father, Antonio, is employed as a pipefitter at Oleum Refinery, received a certificate of merit for the petroleum exhibit he entered in the San Francisco Bay Area Fair ending May 2. Tony, a pre-engineering student at St. Vincent's High School in Vallejo, of course used Union Oil products and technical know-how to produce his masterpiece. Over 20,000 persons viewed the fair. Tony's prize-winner will also appear at the 1954 Solano County Fair.

from Jack Betts



▲ **BERNAL PERALTA** who has been working on our Engineering Development Program at Los Angeles Refinery, was recently appointed Honorary Vice Consul of Costa Rica. As an assistant to Consul Jose Maria Castro in Los Angeles, he will attend diplomatic functions in this area, and is eligible to receive Consular Corps license plates from the Governor of

California. His father, prior to retirement in 1946, was Governor of the Province of San Jose, and later was Chief of the Foreign Relations Department for Costa Rica. Bernal's consular responsibilities will not conflict with his engineering ambitions. He is scheduled for assignment to the Process Development Group at Brea on June 15.

from Jim McDonald







### ▶ **BON VOYAGE**

It looks as if everyone in the Portland District turned out to say goodbye to Pat Schott when she took leave of her Union Oil job in the Great Northwest and headed for New York City. In the canyons of Manhattan, she will continue to serve Union Oil in the office of R. D. Davis, regional sales manager, New York. Even Dr. Edmund

W. Simmons, who has dressed Union Oil bruises in Portland for the past 30 years, joined the farewell delegation.

Being experts at the art of displaying roses, Portland plucked Pat out of the hothouse above and displayed her handsomely at right between two of the area's sharpest thorns—DSM's R. C. Glass and R. T. Carrington of Portland.

from Gudrun Larsen



### ▶ **AID REPS**

At the third birthday luncheon of AID (Associated In-Group Donors) held May 19 in Los Angeles, Union Oil was represented by, from left, Ruth Crowther, Hjalmer H. Hansen, Isabelle Hill and Joseph A. Bernard. They heard out-going President Harry J. Volk report that, in its three years of existence, AID had raised \$6,193,000 on behalf of nine major charities and 164 agencies of the Community Chest at a fundraising cost of less than 7 cent. Further economies may reduce costs this year to about 4.7 per cent.



### ▶ **SAFE-DRIVER AWARDS**

were presented in April to Union Oilers, from left, Juan F. Ruiz, Ernesto K. Rivera, Resident Manager A. W. Valdes, Domingo Gonzalez, Alberto Aleman, Jr., M. A. Urrutia, Manuel J. Ruiz, District Manager D. C. Mavor, Francisco Martinez, Juan B. Rodriguez, Eloy Vidal, Ricardo Icaza, Julio Harris, Resident Manager F. Hooper, Alberto Hurtado, and Resident Manager C. A. Denis. These men have driven without chargeable accidents in Panama, Colon and Balboa for periods ranging from one to six years..





▲ **ERROL T. O'GIEBLYN**, tank-truck salesman at Klamath Falls shows no resentment when described as a smooth talker. In fact, he thrives on it. Folks who know him more intimately as Pat say he can talk his way out of an overtime parking ticket and sell the judge a barrel of Royal Triton on the rebound. At any rate, he has been elected president of the Modoc Toastmasters.



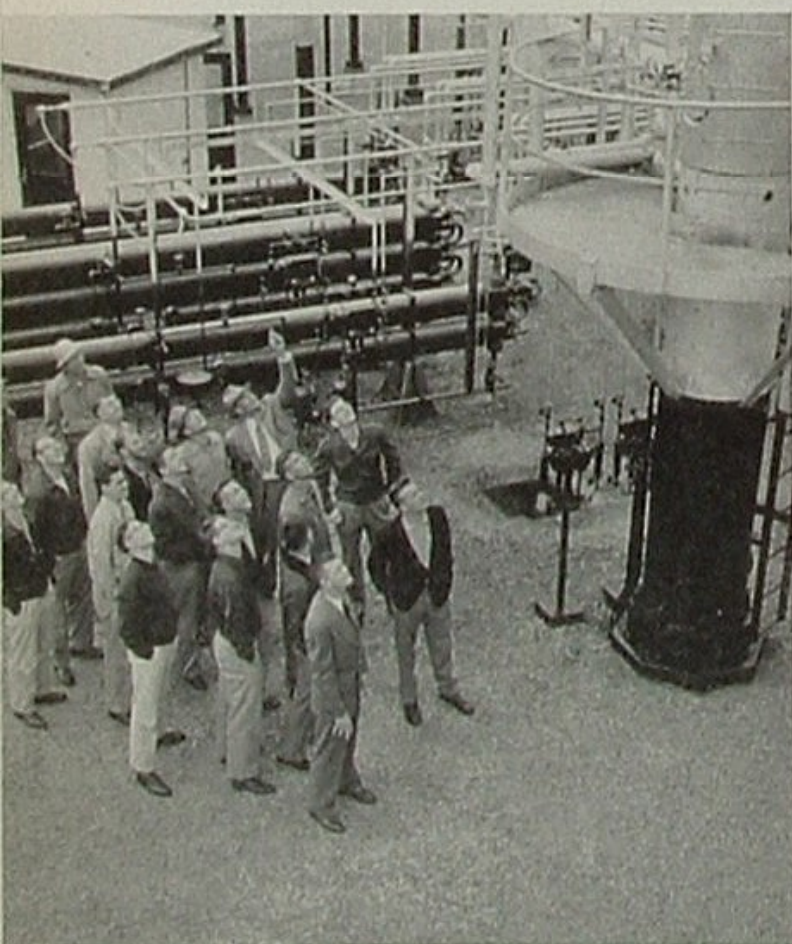
▲ **WATCH IT GROW!** The 60 employees at Willbridge Terminal (Portland) have tackled Safety on the same teamwork basis that has been so effective at our Research Center and Oleum Refinery. The plant's Safety-First scoreboard stands out front where everybody has to look at it before starting the day's work. The growing total of days without a lost-time accident daily stimulates the

realization that Safety is a reward of effort rather than a gift from Lady Luck.

Seen posting the terminal's 400th day without a lost-time accident are, from left, Superintendent Ralph Cairney, Harold Middleton, Foreman Russel B. Cole, and Assistant Superintendent Tom Sheehan.

Question: Why not a Permanent Safety Trophy for the leading plant?

from Gudrun Larsen



▲ **AT EDMONDS REFINERY** Being the only plant of its type in the Pacific Northwest, Edmonds Refinery receives a steady procession of visitors. Recently there arrived a large group of Cub Scouts who, at the conclusion of Jim Hastings' technical explanation, were asked if anyone had a question. A small hand came up in the rear ranks and a serious voice inquired, "Yes sir, are there any

more cokes?"

The more recent visitors, shown herewith, were 80 high school and 80 university students who are studying chemical engineering in the schools of Washington and Oregon. They were conducted through the refinery by Superintendent Hastings, seen pointing toward a column in the photo at left, and Les Johnson, talking laboratory techniques to some young chemical engineers.

from Gudrun Larsen



#### ▶ AT SAN FRANCISCO PLANT

Guests at our San Francisco Marketing Station on April 24 were a very alert delegation of Cub Scouts, accompanied by their den leaders and several parents. Much to our surprise and satisfaction, they knew beforehand that 7600 and Royal Triton were "the finest" petroleum products a feller can buy.

Encouraged by such prospective customers, employees and stockholders, we of course climaxed an educational tour of the plant with refreshments and a movie, "Constant Challenge."

In the photograph, Union Oiler W. J. McDonald is explaining marine loading. Mrs. Nichols, Mrs. Luke and Mrs. Johnson, wives of employees, volunteered as hostesses in serving refreshments.

from D. W. Nichols



◀ AT SEATTLE Continuing the successful experiment of holding a back-to-school Education-Business Day, 500 Seattle businessmen, including Union Oil representatives, returned to the classroom on May 6.

At left, DSM Earl McCloud, second from right, takes a lesson in sanitary potato paring from a pretty expert at Queene Anne High School. Below at left, DSM Larry Burklund, center, looks on with a sort of rip-saw nostalgia as a member of the up-and-coming generation wields the power-saw. Below, Resident Manager Stan Cutler takes it in stride as the "cop" ushers him safely across an intersection.

from Gudrun Larsen





## 28th Annual Golf Tournament

The cream of Union Oil Golfers, 356 in number, tilled the soil of Fox Hills Country Club, Los Angeles, on May 15 to determine the Company's 1954 champions. Awards were presented to winners at a dinner attended by 270.

In the photos at right:

"Veep" Harold Sanders is shown presenting the President's Cup to Loren Howell of Santa Maria for having toured 18 holes with a low-gross 71. "Veep" Sam Grinsfelder has just handed Darius Keaton of Home Office the Vice President's Cup for his runner-up score of 77. Comptroller Irving Hancock is handing the Triton Trophy to R. G. Greene of Exploration for his net 65 after a 13 handicap. "Veep" Woody Hiatt entrusts the Century Handicap award to Winn Miller for subsequent delivery to its rightful winner, James Bailey of Southwest Territory. And a somewhat modest Jim Sinclair accepts the Bull Throwers statuette from Hubert Ferry.

"Veep" Bill Stevenson awarded other prize winners, including Paul Perry, Basil Loftus, Chuck Berdrow, R. F. Krueger, Raoul Vaell, Harry Brandt, Douglas Jessup, Cliff Kimbrell, Oscar Noss, Clem Dummett and John Blanche.



President's Cup



Vice President's Cup



## 28TH ANNUAL BURNHAM BOWLING PLAYOFF

Oleum Refinery Bowlers swept the field in this year's rolling of the Company-wide bowling tournament, retaining the Major Burnham Trophy they won last year and, in addition, capturing both individual prizes.

Above from left are John Lissolo, Duke Wanlass, Bud Fitzgerald, Art Pink and Neil Bottrell, Oleum No. 2 team, who placed second by the slim margin of 11 pins; Vern Frederick-

son, custodian of the famous prize; and Claude Gistelli, Mike Matanic, George Creed, Mondo Gemignani and Jack Betts, whose total team series of 2692 pins won them the 1954 championship.

Exchanging congratulations at left are Bud Fitzgerald of Oleum No. 2 whose 240 was high game of the tournament, and Claude Gistelli of Oleum No. 1 team whose high series of 628 was the best individual bowling performance recorded.

Twenty-five teams competed.





Triton Trophy



Century Trophy



Bull Throwers Trophy



➤ **PRIDE OF RESEARCH & PROCESS**

With hundreds of mathematicians guarding against errors on the score sheets, the Research & Process Department has isolated its best bowlers of the 1953-1954 season. They are, from left, Dick Stegemeier, Bud Nosek, Roland Deering, Sally Darrow, Mike Kilgore, Norma Vallendar, Roland Krueger, Pat Milloy, Jack Wilson, Art Mays and Dr. R. S. Crog. The winning team consisted of Wilson, Krueger, Miss Milloy, Kilgore, Stegemeier and Dr. Crog. All other trophy bearers shown scintillated in individual bowling achievements.

➤ **HOME OFFICE CHAMPS**

At the conclusion of winter league competition, "Wotta Team" consisting of, from left, George Farthing, Lou Oelfke, Walt Hamilton, Betty Stretch and Fred Higgins were acknowledged to be the bowling kingpins of Home Office. They won  $72\frac{1}{2}$  games against  $39\frac{1}{2}$  losses. Their team and individual trophies, shown above, were presented at an awards banquet on April 23.



ON TOUR



**THE COMPTROLLERS** found their usual golf expert, Hugh Johnson, off form on April 24, and proceeded to keep books on a new set

of golfing greats. They are, from left, Orv. Burns, E. O. Anderson and Harry Kueny, flight winners; O. P. Hilton, low gross champion; Bill Wade, Bob Taylor and E. F.

Tackaberry, flight winners; and Bill Hizer, above, winner of the low-net trophy. The tournament was held in Los Angeles.

**THE GIRLS,** not to be outdone by anyone, graced the fairways of Western Avenue Golf Course, Los Angeles, on May 22 to select their own first ladies of the Great Scottish pastime. In 18-hole Flight A competition, Fay Sinclair, extreme right, shot a 90 for low-gross championship honors. Belva Bunce, left, with a handicap of 40, shot 101, or a low-net score of 61. Ann Steele, center, got the most exercise by pounding out a blistering 184.



**ART PARKER,** transport driver at Willbridge Terminal, prizes the picture below taken during the early days of his baseball career. He appears with Fred Haney, now manager of the Pittsburgh Pirates. While playing ball in high school and for Union Oil in 1928, Art attracted Major

League notice. He played seven years of professional baseball with several teams including the Chicago Cubs and Los Angeles Angels. His U. S. Army team won the Army's World Championship at Naples, Italy in 1944. Serving today during off-

hours as a Major League scout, he was recently photographed at the ball park with, l-r, Manager Bill Gabarino of the Portland Beavers, John T. Carson, Art, and Andrew J. Cook, Union Oil reseller and vice president of the Portland Club.





## SERVICE BIRTHDAY AWARDS

JUNE 1954

### EXPLORATION & PRODUCTION

Bowie, Herman E., Whittier	35
Purkiss, Thomas E., Orcutt	35
Hodkins, Joseph G., Richfield	30
Aggers, Harry D., Home Office	20
Fidel, Henry P., Whittier	20
Jones, Bradford C., Dominguez	20
Kenney, Doyle, Orcutt	20
McCaslin, Wendall P., Whittier	20
Mazingo, Willmer P., Whittier	20
Merrell, Orvel A., Bakersfield	20
Page, Marvin S., Richfield	20
Pedro, Otto, Bakersfield	20
Triggs, Ira E., Whittier	20
Trojo, Anton L., Dominguez	20
Welsh, Paul W., Richfield	20
Young, Charles L., Home Office	20
Hicks, Joe Fred, Orcutt	15
Moyer, Vaughn S., Whittier	15
Loftis, Basil C., Bakersfield	15
Christian, John K., Orcutt	10
Dutra, Tony, Orcutt	10
Goodloe, Earl W., Dominguez	10
Hardin, Elmer, Louisiana	10
Sonnier, Lennis J., Louisiana	10

### MARKETING

Keough, Leo B., Los Angeles	35
Holroyde, Alan E., Honolulu	30
Cadwell, Frank K., San Francisco	25
Carr, Donald E., Los Angeles	25
Graham, Wm. H., Seattle	25
Kjallin, Axel W., Seattle	25
Reed, Donald A., Los Angeles	25
Wood, Francis L., Portland	25
Gramse, Marlin, Portland	20
Inman, Herbert W., Long Beach	20
Lien, Elvin B., San Francisco	20
Nichols, Milton E., Tacoma	20
Sabella, Sam R., Rosecrans	20
Larsen, Gudrun M., Seattle	15
Miner, Joel H., Jr., Home Office	15
Schwind, Walter H., Washington	15
Barone, Michele, Seattle	10
Brown, Benjamin O., Santa Monica	10
Conroy, Edward A., Portland	10
Fryman, Guy, Portland	10
Marshall, Richard, Los Angeles	10

### MANUFACTURING

Wilson, Edward A., Oleum	30
Leighton, Stewart, Oleum	25
Wanlass, Ruel L., Oleum	25
Dolle, Melvin, Wilmington	20
Hammond, Schuyler K., Bakersfield	20
Knibb, Charles E., Wilmington	20
Lavigne, Frank C., Oleum	20

Matthews, Zelma, Wilmington	20
Ohlson, Allen E., Oleum	20
Sherman, Fred K., Wilmington	20
Stern, Edward W., Oleum	20
Erickson, Albin, Oleum	15
Schneider, Gabriel M., Cut Bank	15
Burns, Thomas, Wilmington	10
Hubbard, James R., Wilmington	10
Juul, Samuel H., Wilmington	10
Keen, Frederick S., Wilmington	10
Misita, Sam V., Wilmington	10

### PIPELINE

Lemucchi, John, San Luis Obispo	30
Berg, Clayton L., San Luis Obispo	20
Lemucchi, Michael, Santa Fe Springs	20
Martinson, Harold R., San Luis Obispo	20
Matney, Ellsworth J., San Luis Obispo	10

### COMPROLLERS

Trenberth, Jimmie E., Home Office	30
Chandler, Henry B., Seattle	25
Stewart, Harry O., Oklahoma	20

### PURCHASES

Loper, Eugene S., Texas	25
Clark, Ralph O., Los Angeles	15

### RESEARCH & PROCESS

Holman, Elmer L., Brea	20
Cartmel, Juanita M., Brea	10
Holler, Robert J., Brea	10
Kay, Nicholas L., Brea	10
Rhines, Ronald W., Brea	10
Schultz, Elwyn M., Wilmington	10
Zinser, Edward E., Brea	10

### AUTOMOTIVE

Winters, Richard E., Santa Fe Springs	20
Michel, Ernest M., Santa Fe Springs	10

### TRANSPORTATION & DISTRIBUTION

Ugrin, Nick T., Home Office	20
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### NATURAL GAS & GASOLINE

Kantzer, Basil P., Home Office	20
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### LEGAL

Gregg, Douglas C., Home Office	15
Schleicher, Blanche S., Home Office	15

### BREA CHEMICALS

Bills, John L., Brea	10
Covington, James M., Brea	10

### TAX

Ruesch, David L., Home Office	10
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## Retirements



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

### CONSTANTINE APOSTOL

Marine Department  
Employed 7/11/24—Retired 5/1/54

### RAY E. WEAVER

Field Department  
Employed 5/17/16—Retired 6/1/54

### PATRICK GALLAGHER

Field Department  
Employed 5/2/17—Retired 6/1/54

### RAYMOND NENDEL

Field Department  
Employed 10/29/17—Retired 6/1/54

### BENJAMIN JOSEFSEN

Marine Department  
Employed 8/4/21—Retired 6/1/54

### GEORGE A. RIZOR

Northwest Territory  
Employed 4/13/23—Retired 6/1/54

### HOMER F. KUNZ

Central Territory  
Employed 11/3/24—Retired 6/1/54

### LESTER L. STOCKTON

Pipe Line Department  
Employed 9/14/25—Retired 6/1/54

### ELIZIE McMILLIN

Oleum Refinery  
Employed 3/26/26—Retired 6/1/54

### CHARLES MARSTON

Field Department  
Employed 2/9/28—Retired 6/1/54

## In Memoriam

On May 11, 1954  
JACK LEE BRAGG  
Field Department



*What's wrong with this picture?*

You probably have a snapshot like it in your own photograph album.

It happens when you get too close to your subject, and the camera can't handle the perspective.

In another sense, you can get an equally distorted picture of the modern corporation. For viewed too close-up, it frequently looks bigger than it is.

Take Union Oil. In 1910—when we did but a \$12,000,000 volume—we seemed much smaller. *Yet at the time this was 23% of the total petroleum business in the western states.*

In 1953 we looked much bigger because we did a whopping \$325,000,000 volume. *But this was only 13% of the petroleum business in the West.*

Certainly we've grown. We've *had* to grow to serve a bigger market, to meet increased competition and to satisfy more consumer needs. *But in proportion to the total business, we aren't as big as we were 44 years ago.*

Seen in perspective, the picture is clear: Union Oil, like so many so-called "big" companies, is really getting smaller all the time!

**UNION OIL 76 COMPANY**  
OF CALIFORNIA



Buy American and protect your standard of living