The Petroleum Landman: a Sociological Analysis of an Occupation.

Clifton Dow Bryant

Louisiana State University and Agricultural & Mechanical College

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THE PETROLEUM LANDMAN:
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A Dissertation

Submitted to the Graduate Faculty of the Louisiana State University and Agricultural and Mechanical College in partial fulfillment of the requirements for the degree of Doctor of Philosophy

in

The Department of Sociology

by

Clifton Dow Bryant
B. A., University of Mississippi, 1956
M. A., University of Mississippi, 1957
January, 1964
DEDICATION

Work is a mighty moulder of men. Their occupational milieu helps shape their view of the world, the routine of their work directs their daily behavior, and their occupational specialty gives them an identity in society. Work in some instances brings out the worst in a man, but in many instances brings out the very best in a man. The latter, we feel, is the case with Petroleum Landmen. This dissertation is affectionately dedicated to them in general, and to one in particular, my father, Clifton E. Bryant.
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The author will be eternally appreciative of the many contributions of his wife, Patty, who labored long and hard in helping him bring this dissertation to fruition.
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ABSTRACT

This dissertation examines the occupation of petroleum landman within a social system framework. This is done by focusing on the structural makeup of the occupation and certain processes which tend to maintain the structure as well as the historical development of the occupation. The general objectives are to contribute to the systematic knowledge of occupational behavior, and to increase understanding of the relationship of man to his work.

Qualitative data were obtained through personal experiences, acquaintances within the occupation, participant observation, interviews and historical sources. Other findings are based on quantitative data derived from 1451 questionnaires completed and returned by members of the American Association of Petroleum Landmen. The members of this organization are considered to be typical of the occupational membership as a whole.

The major findings and interpretations are:

1. The petroleum industry is barely more than one hundred years old. The first successful oil well in 1859 and subsequent discoveries created a need for totally new occupational specialties. A unique set of circumstances involving land and mineral ownership, legal doctrines, and technological change, necessitated specialists in the acquisition of the right to explore for petroleum. The earliest petroleum landmen had to develop the necessary skills through experience, and tended to be generalists because of the usual conditions of work they encountered. In more recent times landmen have experienced more specialization.
2. The landman is part of a larger work complex involving the exploration and production segment of the oil industry. He functions loosely as a member of a team which includes several other occupations. There is considerable interdependence among these occupations. Although the duties of the landman have become increasingly technical and specialized in nature, he, nevertheless, retains a variety of responsibilities, and as such plays a set of complex occupational roles.

3. The social selection process in the occupation operates so as to attract a highly selected group of individuals in terms of geographic origins, socio-economic background, and social characteristics. There is considerable reliance on "feeding" occupations as a source for recruiting neophytes, primarily due to the lack of formal means of acquiring the necessary skills.

4. The relatively short history of the petroleum industry and the fact that much of the early history of the industry is "within the memory of living man" has tended to produce a tradition which is still transmitted by word of mouth, and which continues in large measure to place a premium on certain personal characteristics. The socialization and control processes are accomplished primarily through informal means. Occupational norms are largely concerned with loyalty, honesty, and protection of the occupational image.

5. Petroleum landmen have an "in-group" orientation, not as much toward the occupation as toward the petroleum exploration and production complex, or "oil fraternity," as they term it. The solidarity they display results in large measure from the interdependent nature of the work com-
plex, the necessary routine of the work, and shared esoteric knowledge of the industry. A number of mechanisms, such as occupational organizations and petroleum clubs, tend to facilitate informal interaction and cohesion.

6. Landmen, while not presently meeting all the necessary criteria for professional status, do appear to possess the potential requirements, and many of the activities carried out by their national occupational association suggest that they are purposely aiming in this direction.
CHAPTER I

INTRODUCTION

I. STATEMENT OF THE PROBLEM

This study is an analysis of the occupation of petroleum landman using a sociological frame of reference. More specifically, it examines the organization of the occupation, its internal structure, and the mechanisms by which recruitment is effected, socialization is accomplished, and control is established and enforced. Additionally, relationships of occupational members to each other and to their clientele, as well as the overall influence of membership in the occupation itself will be investigated.

Since this study does not seek to test specific hypotheses, but rather to proceed on the basis of several broad assumptions with the purpose of gaining insights, it is an exploratory study. Because the occupation itself has not been previously studied and the general research focus is relatively unique, this study can be considered a pioneering venture.

Petroleum landwork consists of ascertaining the availability of land open for oil exploration in a given area, determining the legitimacy of the title claim of the alleged owner of the land or minerals, securing a conveyance of said land or minerals for oil exploration, and expediting the removal of any hinderances, legal or otherwise, to such
oil exploration. Persons who possess the title of petroleum landman may either be salaried employees of petroleum corporations, or self-employed individuals, who perform the same work on a fee or commission basis.

This occupation was selected for study on the basis of several considerations. First, accessibility of data was a prime factor. The author himself was a petroleum landman at one time and the experiences gained while a member of the occupation have provided many insights. He still has numerous acquaintances within the occupation, including friends, associates, and his own father, who has been an independent landman for many years. Because of these contacts, it has been possible to act as a participant observer in situations within the petroleum industry, and to gain considerable information concerning the occupation from conversations and interviews, both formal and informal over a period of years. A second factor in selection of this occupation was the petroleum industry background. The petroleum industry is little more than one hundred years old, and yet ranks in size and importance with many far older industries. In the process of attaining this size and importance, the petroleum industry has had to compress its growth in terms of the development of various types of work institutions and occupational specialities. Thus it is possible in studying a petroleum occupation to examine the total development of occupational institutions and behavior patterns of the members, in terms of accelerated processes, within the framework of an industry that is relatively
isolated from other industries in terms of its integrated nature and its short history. Finally, the occupation of petroleum landman possesses several unique properties. There is considerable ingroup feeling and camaraderie among the members, thus permitting a better view of occupational norms and control. This occupation, as well as other occupations within the industry, has many sub-cultural characteristics, and as a result provides an excellent opportunity for the examination of the process of occupational socialization. In addition, the duties which are involved in the occupation have increasingly required more specialized training on the part of the members. This need for more specialized skill is reflected in the changing composition of the occupational labor force. Although the present composition of the occupational membership reflects diverse educational backgrounds, a high degree of occupational value consensus among the landmen seems apparent. This is suggestive of an effective socialization process and presents a unique opportunity for the study of occupational value and attitude development.

II. REVIEW OF THE LITERATURE

The observation that man is significantly related to and often influenced by his work, and more particularly by his specific work specialty or occupation, has been the subject of comment by both philosophers and social scientists for many centuries. Ibn Khaldun, the fourteenth century Arab Philosopher, observed the influence of an individual's livelihood on his character and noted that: "The difference
between different peoples arises out of the differences in their occupations."¹ In the nineteenth century, Adam Smith suggested that: "... the very different genius which appears to distinguish men of different professions, when grown up to maturity, is not upon many occasions so much the cause as the effect of the division of labor."² More recently, Dubin has stated: "We can tell a great deal about the life history of an individual if we know something about his occupational career."³ Hughes also has emphasized the important influence of a man's occupation, when he opinions that: "... a man's work is one of the more important parts of his social identity, of his self, indeed, or his fate, in the one life he has to lead, for there is something almost as irrevocable about choice of occupation as there is about choice of a mate."⁴ On another occasion he has said: "In our particular society, work organization looms so large as a separate and specialized system of things, and work experience is so fateful a part of every man's life, that we cannot make much headway as students of society and of social psychology


However no one has put it more succinctly than have Anderson and Davidson when they state that:

A man's occupation exerts a most powerful influence in assigning to him and his immediate family their place in society, in deciding their place of residence, and in determining the occupational status of the children when they enter employment. The work a man does to earn his livelihood stamps him with the form and level of his labor, use of his leisure, influences his political affiliations, limits his interest and the attainment of his aspiration and tends to set the boundaries of his culture. In a word, except for those few persons whose way of life and future are secured by the inheritance of great wealth, occupation is the supreme determinant of human careers. 6

In recent decades, sociologists have actively attempted to investigate this relationship between man and his work and toward this end have conducted considerable research.

An examination of recent pertinent literature reveals a wealth of information in the area of occupation and work. Studies have been made of a wide variety of occupational callings, utilizing an equally wide variety of research orientations.

Some of the studies have been extensive in nature and have dealt with single occupations or occupational types. Data for these studies have

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been obtained from surveys conducted by the author or by others, or from a range of published sources. The professional soldier,\textsuperscript{7} the lawyer,\textsuperscript{8} the priest or clergyman,\textsuperscript{9} and the business executive,\textsuperscript{10} are occupations which have been so studied.

Another area of inquiry has concerned itself with occupational types in a broader categorization and has tended to rely more on insights gained from observations, informants, interviews and impressions. Among those occupational categories studied have been foreign and American executives\textsuperscript{11} and workers.\textsuperscript{12}

\textsuperscript{7}Morris Janowitz, \textit{The Professional Soldier} (Glencoe: The Free Press, 1960).


Yet another group of studies have focused on a single occupation and have tended to be based on the personal experience of the author, or on informants. These might be classed as case study monographs. Examples of occupations examined in this manner are boxers, truckdrivers, merchant seamen, salesclerks, schoolteachers, Russian physicians, call girls, thieves, and railroaders.

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Some authors have dealt with the historical development of an occupation such as that of the funeral director. Others have tended to deal more specifically with the occupational role. Notable examples of role analyses have been those dealing with the naval officer, the banker, the musician, the industrial foreman, the industrial supervisor, the business executive, the chiropractor, the


ister, and the college professor.

A great many studies have tended to focus not so much on the occupation or occupational category itself, but rather instead on the various aspects of occupational processes and occupational adjustment. Included under processes have been the examination of socialization, occupational mobility and trends, control, and recruitment. In the area of


occupational adjustment, such dimensions as work satisfaction and dissatisfaction, occupational attitudes, occupational conflict, and the prestige ranking of occupations have been investigated.

The contributions of the many articles and books in the area of the sociology of work (of which only a few have been cited) have been formidable. However, the very selectivity of focus, as well as the variety of data gathering techniques which have permitted such penetrating insights in these previous studies have at the same time, in many cases, generated a degree of incompatibility of findings.


III. METHODOLOGY

Theoretical Framework

The advent of an integrated body of sociological theory derived from the research dealing with work and occupation awaits the compilation of a sufficiently large quantity of findings derived from a uniform conceptual framework. This appears to be equally the case whether an occupation or industry is the object of focus. As Dietrich puts it:

"... it would be helpful to develop a conceptual scheme of social organization that would provide a more uniform approach to industry studies, and that would make possible valid comparisons between various types of social organizations in an industrialized society..."40

Traditionally sociologists have been interested in work as a social phenomenon worthy of inquiry because of the social relationships involved. Gross for example states:

Sociology is concerned with man's social life. Consequently, the sociologist is interested in work insofar as it involves some form of social organization. The focus therefore is on what are called work relationships. A work relationship is one in which persons perform activities which are designed to achieve objectives usually defined by others. The activities that they perform are called work..."41

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Work relationships may be examined from two complementary points of view. First, one may focus attention on a given type of work and consider the manner in which social relationships among practitioners of the type of work (or related practitioners) are defined. A type of work is ordinarily referred to as an occupation. And second, one may focus attention on the manner in which different occupations are related within a given work organization, such as the factory.41

The work relationships involved, being reciprocal in nature, make up a network of functional interdependence. Thus we may view occupations or work organizations as do Miller and Form, as social systems. They write:

A social system is a complex pattern of social interrelationship which may be considered as a whole because each part bears a relation of interdependence to every other part.42

Accordingly, a most profitable approach to the study of work organizations and occupations would appear to be that of social system analysis in terms of the interrelated components of the system and the processes by which the interrelationships of the system are maintained. In this research we will approach the occupation of the petroleum landman as an occupational social system existing within a larger industrial social system, that of the petroleum industry. We shall be concerned with the structural makeup of the landman occupation, including such aspects as


the division of labor, role and status, subgroups, value systems, and norms, as well as with the processes which tend to maintain the structure such as social selection, recruitment, socialization, control, informal interaction, and progression within the structure or mobility.

Structure and function provide the basic conceptual framework for the gathering of data and its subsequent presentation and analysis. In this connection, several more detailed outlines of conceptual frameworks for the study of occupations were available. One of these is the widely distributed, but unpublished outline for the sociological study of an occupation by Everett C. Hughes. Another is the systematic outline produced by the Working Group on Work. Still another is the conceptual framework utilized by Gross in his book, Work and Society. All three of these do yeoman duty in the present study, although externally our approach more closely resembles that of Gross.

This study is based on data from a number of sources and obtained through various techniques. An attempt will be made to examine an

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44The Working Group on Work was an informal seminar composed of faculty members and graduate students of the Department of Sociology at Louisiana State University, who met periodically during 1959 and 1960 for the purpose of developing a systematic outline for the study of occupations.

occupation within the framework of social system analysis. It is hoped that it will aid in building a body of knowledge concerning many diverse occupations in a systematic manner that will permit "cross occupational" comparisons, and that hopefully will eventually yield some theoretical conclusions about the interrelationships of man and his work.

Moving from the general to the more specific, several of the particular data gathering methods merit some elaboration here. While all of the methods were utilized, a questionnaire provided the chief source of information.

**Personal Experience**

The author’s father is a petroleum landman and on a number of occasions some years ago, the author had the opportunity to accompany and assist his father in lease acquisition activities. After leaving military service in 1954, the author worked full time for approximately a year doing petroleum landwork in association with his father. These experiences have afforded an unusually intimate knowledge of the occupational culture.

**Acquaintances Within the Occupation**

A number of close friends and associates, all petroleum landmen, have been most helpful in providing information concerning their occupation, their relationship with clientele and the oil industry in general. Their frankness in relating "inside" information has provided us with many illuminating insights.
**Participant Observation**

Since embarking on the study, the opportunity has arisen on several occasions to participate in social activities with landmen and their families, as well as to be involved in their day to day occupational routine. These opportunities gave us first hand observations of informal social interaction among the occupational members and familiarized us with the type of work situations normally encountered by the landmen in a variety of settings.

**Historical Sources**

The American Association of Petroleum Landmen generously made available a complete set of back issues of their journal, *The Landman*. This was particularly appreciated since the journal contained invaluable information concerning the history of the association and landwork in general, and especially as the journal was not among the holdings of any library to which we had ready access. Other documents and accounts which shed light on the history of the oil industry and the development of the occupation of petroleum landman have also been utilized.

**Interviews**

Approximately twenty interviews of varying lengths with petroleum landman in Jackson, Mississippi, were recorded on tape and used to supplement information on the early days of the oil industry and to inquire into areas where obtaining data by questionnaire was impracticable.
The Questionnaire

In order to obtain quantitative data on petroleum landmen and their occupational experiences, it was decided to effect the distribution of a questionnaire to a large sample of occupational members. The possibility of distribution of the questionnaire through employing companies or through local occupational groups or associations was rejected on the grounds of difficulty in determining an inclusive sample and the length of time required, as well as complications involved in the liaison arrangements which would be necessary. A more expedient and appropriate alternative presented itself in the form of the American Association of Petroleum Landmen, a national occupational association comprised of both company employed landmen, as well as independent landmen, and among whose purposes was the "advancement of land work as a profession." Contact was made with some of the officers of the association, and it was learned that membership was upwards of 3,000 individuals. The membership of the association appeared to reflect membership in the occupation as a whole, both in terms of numbers, as well as individual characteristics, to a considerable degree, and this group was then selected as an occupational sample to receive the questionnaire.


47 Discussions with officers of the association and other landmen indicated that the total number of persons performing land work is somewhat less than 10,000 persons. However, of these 10,000 persons, possibly as many as 5,000 could be considered as "marginal" or "part-time" landmen. In this category would be included many attorneys or real estate people who only at certain times engage in land work. Also,
The amount of information sought required too long a questionnaire for any one individual to be expected to complete. Accordingly, a questionnaire was devised in the form of four separate instruments, each concerned with a separate area of inquiry. Questionnaire A, the first instrument, made inquiry into a broad variety of background information. Questionnaire B, the second instrument, required a number of evaluations by the individual of the relative rank of several status attributes of fifteen selected occupations. This set of questions was designed to make inquiry into the area of status congruities and incongruities. Questionnaire C, the third instrument, dealt with the many independent oil producers or speculators who from time to time trade in oil leases could be included. A certain number of "shady characters" who term themselves landmen would also be included. The remaining 5,000, it was felt, more accurately represented the number of individuals, who because of the nature of their full-time occupational duties, could be properly termed Petroleum Landmen. The "hard core" landman might probably number somewhat less. Thus the numerical membership of the American Association of Petroleum Landmen would probably represent at least two-thirds of the "true" occupational group. Membership in the association is open to both salaried and independent landmen, but the qualifications for membership are such as to include only "genuine" landmen. Members include individuals from many of the United States, as well as Canada, and even some persons currently working in foreign countries. In view of these factors, it was concluded that the membership of the association fairly represented the total occupational membership.

48 See Appendix A for a copy of the entire questionnaire.

patterns of informal interaction among landmen and their families. Questionnaire D, the fourth and last questionnaire, inquired in detail of the individual's occupation history. Every member of the association received Questionnaire A, but the members were divided into three groups of approximately equal size for the distribution of the other three instruments. Thus every member received Questionnaire A, and either Questionnaire B, C, or D, depending on which sub-group he has been assigned. In this way a wider variety of data could be obtained and it was hoped that the information as reported on Questionnaire A would demonstrate a sufficient similarity among the three sub-groups as to suggest membership in the same universe, and thus permit generalizations concerning data derived from either Questionnaires B, C, and D, to extend to all three sub-groups, as well as the group who responded to the specific questionnaire.

The questionnaires were prepared, and together with self addressed (but not stamped) envelopes for return mailing, a cover letter of explanation from the author, and a cover letter of introduction indicating approval, and requesting cooperation, signed by the Executive Vice President of the American Association of Petroleum Landmen, were mailed to

50The membership list of the association is arranged alphabetically by name within specific towns and cities, which are arranged alphabetically within states or provinces (and countries) which are also arranged alphabetically, thus a somewhat randomizing of individuals was "built in" the list. Consecutive numbers, starting with a number selected from a table of random numbers were assigned to each name, and starting down the list, each individual was assigned to sub-sample AB, AC or AD.
every name on the membership roles of the association; the membership at this time numbering 2,724. Although the returns which were received arrived usually within two to three weeks, a period of approximately three months was allowed for receiving questionnaires. Of the questionnaires mailed out, some 1,451 were completed and returned.

The question arises in connection with any research involving mail questionnaires of "mail-back" bias and validity and/or suitability of returned questionnaires as a sample. In this particular case, the extremely high percentage, 53% of returns represents more than half of the membership of the association, and if the aforementioned estimate of 5,000 individuals comprising the occupation membership is substantially correct, then the questionnaire returns would seem to represent approximately one-third of the total occupational membership. While size of sample alone, of course, does not necessarily indicate validity of sample, nevertheless, a sample of this numerical size and percentage gives a note of confidence in further justifying the validity of the sample. A discussion of preliminary tabulation of data with knowledge-

51For a recent discussion of mail-back bias see: Richard F. Larson and William R. Cotton, Jr., "Can The Mail-Back Bias Contribute to a Study's Validity," American Sociological Review, 24 (April, 1959), 243-245. In way of support they state: "It seems likely that the persons named on the mailing list of a voluntary association who return mailed questionnaires resemble the universe of those to whom the organization is a significant reference group more closely than non-respondents." p. 244. In this study, it is the membership of the occupation of petroleum landman and not the membership of the American Association of Petroleum Landmen that constitutes the research focus, and accordingly, it is intended that the questionnaire represents the occupational universe.
able informants within the occupation, and a reliance on experiences in the occupation, leads us to accept the data derived from these questionnaires as accurately depicting the occupational membership.

In order to permit the extension of findings derived from any one of the sub-group's responses to either questionnaire B, C, or D, to the other two sub-groups, it was felt necessary to demonstrate a significant similarity of responses to inquiries on Questionnaire A, so as to suggest that individuals in all sub-groups do, in fact, represent the same universe. Accordingly, responses as given by individuals in all three sub-samples were compared to determine if any significant differences in response patterns did exist. The factors of age, education, possession of legal training, company or independently employed, years of experience in the oil business, and years of experience as a petroleum landman were used as comparison factors. The responses for the three sub-samples, on these areas of inquiry were tested for significance of difference using the Chi-Square test and the results permitted rejecting the hypotheses that the three sub-groups do in fact constitute different universes. Data then obtained from any one of the three sub-groups should permit generalizations for all three.

IV. ORGANIZATION OF THE STUDY

Immediately following this chapter will be an account of the pre-history of the petroleum industry and a description and analysis of the development of the occupational specialty of land work since the advent
of the Drake well in 1859. Chapter III is concerned with the institutional system of the petroleum industry in general, and of petroleum land work in specific. The next chapter, Chapter IV, is devoted to the career of the landman, and includes such areas as the social origins and social characteristics of the landman, the mechanisms of recruitment, and his specific career patterns. Following this, Chapter V discusses the structure and ideology of the occupation, including the culture, status and role, socialization, and control in the occupation. Chapter VI considers the work group in terms of its formal and informal interaction, and extra work activities. The final chapter, Chapter VII, consists of a summary and an analysis of conclusions.
CHAPTER II

THE HISTORY OF PETROLEUM AND THE EVOLUTION OF THE OCCUPATION OF PETROLEUM LANDMAN

Petroleum is a greasy, usually dark-colored liquid organic mineral composed of an extremely complex mixture of hydrocarbons. It has been utilized by man in both natural and processed forms to fulfill a fantastic variety of functions which include: fuel, lubricant, illuminant, weapon of war, cleanser, medicine, dye, preservative (of such diverse materials as human corpses, candy and jelly), anesthetic, anticeptic, insecticide, and cosmetic. It is also used in the manufacture of such products as plastics, poisons, rubber, cloth, paint, food fats, photographic film, highway paving substances, glues, and inks.¹

I. THE HISTORY OF PETROLEUM

Petroleum in Ancient Times

Although it is only in the past century that modern scientific technology has made possible the many applications of petroleum and petroleum derivatives mentioned above, petroleum has, however, been used for at least 7,000 years in one way or another by various peoples scattered around the earth.

¹See Max W. Ball, This Fascinating Oil Business (New York: The Bobbs-Merrill Company, 1940), Chap. XV.
The origin of the utilization of petroleum is lost in antiquity. The Greek poet, Euripides, in one of his plays written in 431 B.C. mentioned petroleum.\(^2\) The Bible also makes numerous references to various forms of petroleum.\(^3\) Asphalt was used for caulking boats in the middle east as early as 6,000 B.C. and in Mesopotamia as early as 4,000 B.C., asphalt was used as a matter to hold bricks together. Petroleum was also used to color metals, waterproof buildings, and to make imitation precious stones by early middle east peoples. The Egyptians used asphalt to embalm the dead and the word mummy is derived from an old Syrian-Arabic word, "mummia," meaning bitumen or asphalt.\(^4\) Ball reports that petroleum was also used for medicinal purposes by the ancients. He states:

Some if not all of the uses prescribed about 60 A.D. by Pliny the Elder, the Roman naturalist, had been common among Mesopotamians and possibly Egyptians for thousands of years. Among other things Pliny recommends oil or bitumen for bleeding, cataract, leprosy, skin eruptions, gout, diarrhoea, rheumatism, coughs, shortness of breath, and toothache and for straightening eyelashes, hastening menstruation, driving away snakes and the detection of epileptics.\(^5\)


\(^3\)Ibid., Chap. 8. Also John J. McLaurin, *Sketches in Crude Oil* (Harrisburg: Published by the Author, 1896), p. 3.

\(^4\)See Ball, *op. cit.*, Chap. XVI. In connection with the practice of the early Egyptians in using asphalt in embalming their dead, McLaurin reports an ironic twist of fate which occurred at the turn of the century. He states: "Mummified Pharaohs are burned as fuel to drive locomotives over the Sahara . . ." McLaurin, *op. cit.*, p. 4.

Petroleum also figured prominently as a weapon of war from the earliest times. Homer described the use of naphtha in the Trojan war. Flame throwers, burning missiles, and fire pots were but a few of the varieties of weapons which utilized petroleum. The Greeks, the Persians, and other peoples of Asia Minor employed such weapons in their wars and campaigns. Forbes relates some early accounts of the use of petroleum in war. He states:

Naft was extensively used by the Arab and Mongol armies for grenades, flame throwers and other war engines. Not only are we informed that Persians and Syrian oil were imported into Egypt for the torches of the Sultan's body-guard. When Cairo was evacuated and destroyed in 1077 as the Crusaders approached the conflagration was fed with the "naft" from 20,000 pottery jars and flasks, which means about 200 tons of gasoning sic were stored in the arsenal. The special asbestos-clad "naffatyn" handling such inflammable materials always formed part of the parades of the Arab armies and demonstrated their skill to the delight of the spectators. Thus Abd Al-Latif of Baghdad tells us that such a parade was held at Baghdad in 1228 during which parade many soldiers played with glass balls filled with naft which they threw about them so that the steppe was filled with fire. Greek fire played a large part in the Byzantine and Arab armies and its use often turned the scale. In 846 the town of Heraclea immediately surrendered to Harum Al-Rashid when the inhabitants marveled at the large machines throwing burning naphtha.6

The source of the petroleum which the ancients made use of was the very numerous natural bitumen beds and natural seepages of gas and naphtha which were found throughout the near east. Alexander the Great was said

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to have been intrigued by some flaming gas seepages and a lake of naphtha (also from a seepage) which he observed in Mesopotamia. Similar phenomena were reported by many individuals, including some years later, by Marco Polo. He gives us the following account, for instance:

To the north lies Zorzania, near the confines of which there is a fountain of oil which discharges so great a quantity as to furnish loading for many camels. The use made of it is not for the purpose of food, but as an unguent for the cure of cutaneous distempers in men and cattle, as well as other complaints; and it is also good for burning. In the neighbouring country no other is used in their lamps, and people come from distant parts to procure it.

Natural oil seepages and asphalt deposits were not the only source of petroleum for the ancients. The Chinese were drilling wells in order to obtain salt several centuries before the Christian era. They employed a method of drilling known as a "spring pole," which was still used as late as the twentieth century in this country. In the process of drilling for salt brine, the Chinese at times encountered both natural gas, which they employed for heating and illuminating purpose by way of bamboo "pipelines," as well as oil which they used for medicinal purposes, and to burn in lamps. In fact as early as the fourth millennium

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7See Ball, op. cit., p. 294.


9See Ball, op. cit., p. 312. For a further discussion of the production and use of petroleum in the Orient during the Pre-Christian Era, see also: Herbert Asbury, The Golden Flood (New York: Alfred A. Knopf, Chap. 12, "Ex Oriente Bitumen."
B.C., a sizeable oil industry was flourishing in Asia Minor, including the gathering of raw petroleum products and the processing of the crude oil into many forms. There was apparently brisk trading in those days, and the Code of Hammurabi concerns itself with at least one form of petroleum price fixing. No less sizeable was the transportation end of the industry which made use of fleets of oil "tanker" rafts with which to transport the petroleum to Babylon. Distillation and other refining techniques were in evidence in the near east by the early centuries of the Christian era. The Arabs especially interested themselves in refining techniques, and it was largely due to the Arabic invasion of Spain that the techniques were available in Europe in the middle ages. The diffusion of petroleum refining techniques was unfortunately not facilitated by the ancient Greeks because of their failure to transmit petroleum technology to Western Europe via the Romans.

**Petroleum in Europe**

Travelers such as Marco Polo had described many natural oil and gas seepages which occurred in the Caucasus region of Russia. It was some of these flaming gas seepages which figured prominently in the Zoroastrian religion and its fire worshiping. The Romans had observed similar oil

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10Ball, op. cit., pp. 293-294.


springs during their military occupation in Rumania during the second century A.D. Although petroleum had been known for centuries, the peoples of Europe made little effort to collect petroleum except from ground seepages until about the sixteenth century, when the production of petroleum from wells, or to be more correct, oil pits was recorded. Ball gives us an account of petroleum production activities in Rumania at that time:

What happened during the Middle Ages we do not know, but in the second half of the sixteenth century oil was being produced from pits in the Prahova district of Walachia and as early as 1650 oil shafts were producing in the Bacau district of Maldaria. In 1750, according to a writer of that day, oil was being used to light court­yards, treat diseases of cattle, and grease the axles of carts. The first wells were drilled in 1860 in the Bacau district and in 1863 in the Prahova district.

In and around Hanover, Germany, there were also a number of oil seepages. To gather this oil more effectively, shafts were sunk in the ground, which permitted the oil seeps to collect in the bottom of the shafts. Individuals would climb down into the bottom of these pits and collect the oil with a bucket. By the early 1800's, however, oil was discovered accidentally in many cases in attempting to discover other minerals such as salt, coal, and lignite. In 1857 to 1863 in Germany, a man by the name of Hahse was commissioned to drill thirteen wells. Oil was discovered at around the depth of 122 feet. As time went on, more and more wells were drilled in Germany. Other such

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13Ibid., p. 320.

14Ibid., pp. 320-321.
primitive attempts were taking place in Austria and Barvaria. The same
was true of Alsace-Lorraine.¹⁵

**Petroleum in the New World**

Petroleum was by no means unknown in the New World, however. The
eyear European explorers discovered oil or asphalt deposits in Cuba,
Mexico, South America, Trinidad, and many parts of North America.¹⁶
Sir Walter Raleigh, among others, commented on such finds in his jour­
nals. He, for example, reported on the asphalt lake in Trinidad:

> At this point called Tierra de Brea or Pitche there is an
> abundance of stone pitch that all the ships of the world
> may therewith laden from thence, and we made a trial of it
> in trimming our shippes to be most excellent good, and
> melteth not with the Sunne as the pitch of Norway, and
> therefore for shippes trading the South parts very profit­
> able.¹⁷

Some years later various military expeditions into the Allegheny
region of the present United States observed oil seeps and springs.
Various individuals reported that the Indians were dipping the oil scum
off the surface of ponds and creeks and using it for medical purposes.
Eventually the oil of this region became known as Seneca oil after the
Seneca Indians, who inhabited this area. The settlers having experience

See also Ball, op. cit., pp. 325-326.

¹⁶Williamson and Daum, op. cit., pp. 8-10.

¹⁷Sir Walter Raleigh, "The Discovery of the Large, Rich, and Beauti­
ful Empire of Guina," in Hakluyt's Voyages, VII ("Everyman's Library:"
with various kinds of oil liniments and remedies from Europe, were not slow in recognizing the medical effects of petroleum and it became a popular remedy for numerous maladies. It is curious to note, however, that although petroleum was little valued for other than medical purposes, it was in fact put to other use from time to time. Harter, for example, reports the use of natural gas as an illuminant:

... the streets of Valley Forge were lighted by gas emanating from fissures in the earth during the days of George Washington.

It was still, however, the medical properties of petroleum which stimulated the growth of the first "oil industry" in this country. Salt, a staple used by the early settlers for preserving food, tanning hides and other purposes, was in such great demand that conventional methods of digging, gathering or boiling down brine did not suffice to satisfy the demand. Various individuals, including David and Joseph Ruffner, were experimenting with techniques for drilling for salt. Their attempts were relatively successful and subsequent improvements in drilling techniques soon produced a thriving salt industry. The early salt drillers were often thwarted in their efforts, when they struck natural gas rather than salt. Frequently the natural gas would blow the tools out of a well and it would have to be abandoned. Petroleum also was an often unwelcome by-product of the salt drilling and in cases would gush

18Williamson and Daum, op. cit., pp. 11-13.

forth in such quantities that the well was considered "ruined."\(^{20}\)

Around 1840, one Samuel Kier leased some land from his neighbor for the purpose of drilling for salt. He called in Josephy Doty, Sr., an expert salt "borer" to sink the well. In due time the salt well began producing small amounts of petroleum. Kier's wife was sick at the time, and when the doctor prescribed "American Oil," which was the new medical name for the oil, Seneca oil, he quickly recognized the fact that the crude waste from his own well resembled the "American Oil." Kier leased additional neighborhood land, and about 1849 organized a company to bottle and sell his oil. Kier apparently had considerable ability as a huckster, and by 1858 reportedly had sold almost a quarter of a million half-pint bottles of Rock Oil for medical purposes at $1.00 per bottle.\(^{21}\)

**Petroleum in the Pre-Drake Era**

Although petroleum was enjoying considerable success as a medical remedy, it was the quest for illuminating oils that eventually produced the beginnings of today's petroleum industry. The need for an adequate illuminant, both in Europe and the United States, had prompted the use of a diverse variety of materials. Among the illuminants used from time to time were oil, tallow candles, sperm whale oil, lard, camphene, an oil distilled from turpentine, and stearic acid. Gas manufactured from


\(^{21}\)Ibid., pp. 18-23.
various chemicals had also been utilized to some extent. All possessed many disadvantageous properties. Coal oil, an illuminating oil extracted from channel coal, became more popular as it possessed few of the disadvantages of the other materials. In 1846, Abraham Gesner, a Canadian inventor, demonstrated an illuminating oil which he had distilled from bitumen. He termed this new oil "kerosene," and this name soon stuck to the lamp oil obtained from bituminous coals, as well as that obtained from crude petroleum. Better refining techniques were developed and petroleum became an important new source of illuminating oil. This, coupled with its widespread use as a lubricant, signaled the use of a substantial kerosene industry in America. Interestingly enough, illuminating oil derived from petroleum had been used in Eastern Europe for some years prior to its application in America. Forbes reports one instance of its use in Poland:

Production from these seepages on a larger scale started early in the nineteenth century when Joseph Hecker and Johann Mitis obtained concessions to dig shafts in the Boryslaw region and worked them from 1810-1817. Hecker managed to produce kerosene from his crude to light the nearby town of Drohobycz and petroleum lighting was also adopted by the military barracks of Sambor.

Now that adequate markets existed for petroleum, the problem now became that of obtaining a sufficient supply. E. L. Drake was to furnish the answer to this problem.

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22 Ibid., Chap. 2.

23 Ibid., pp. 43-48

II. THE AMERICAN PETROLEUM INDUSTRY

Petroleum and the Drake Era

In 1851, one Dr. Francis Beattie Brewer, a member of the lumber firm of Brewer, Watson & Company, located in Titusville, Pennsylvania, became interested in an old oil spring on the firm's property.

Brewer's interest culminated on July 4, 1853, in what was probably the first lease looking toward petroleum development. The firm leased the spring to J. D. Angier of Titusville, who agreed to keep it in repair for five years, construct a new spring, and gather the oil, which was to be divided equally after deducting expenses from the proceeds. Following an orthodox trenching procedure, Angier dug ditches to carry the oil from the water with simple machinery that he erected at a cost of $200.25

The following year Brewer carried along a sample bottle of the oil on a trip to visit relatives. The oil sample came to the attention of a New York lawyer named George H. Bissell, who recognized the similarity between petroleum and coal oil, and foresaw that petroleum might be useful as an illuminant. After some investigation, Bissell, his partner in a New York stock office, J. G. Eveleth, and Brewer's lumber firm formed a stock company to develop the oil spring. James M. Townsend, the president of the New Haven, Connecticut, City Savings Bank and other leading citizens of the community became interested in the project and were induced to invest in the new Pennsylvania Rock Oil Company of New York. After some difficulty in raising funds, the Company was reorganized in Connecticut, where corporation law tended to minimize the responsibility of stockholders. Bissell, by this time had become interested

25Williamson and Daum, op. cit., p. 64.
in the possibility of drilling for oil. Townsend also was impressed with this possibility and it was decided to proceed accordingly. An individual was sought who could go to Titusville, perfect the title to the lease, and begin production. E. L. Drake, a retired conductor of the New York & New Haven Railroad, who happened to be living in a New Haven Hotel, was available for such a mission and also he could obtain a free railroad pass to Titusville, thus minimizing the company's expenses. Townsend, hoping to create a favorable reception for Drake in Titusville, had sent him some mail on ahead addressed to "Colonel" E. L. Drake. The citizenry was suitably impressed and the title stuck. Drake was enthusiastic after looking the situation over, and Townsend and his associates formed a new company, the Seneca Oil Company of Connecticut, to handle the drilling operations. Drake was appointed general agent of the new company and operations got under way. Drake with no previous experience, and nowhere to turn for technical assistance, was forced to design much of the equipment himself. He did succeed in hiring W. A. "Uncle Billy" Smith, an ex-salt well operator and blacksmith, as well as Smith's son to help him. Smith, it appears, had had some experience in making boring tools for salt well drillers. After many initial failures, technical setbacks and financial difficulties, the project seemed doomed. Even Townsend's enthusiastic support faded. Then Townsend wrote Drake to pay off any outstanding obligations and abandon the project. Also, at the same time Drake's well finally began to produce oil. It had taken Drake two years to drill 69 1/2 feet, the depth at which he struck oil using drilling tools made by "Uncle Billy" Smith, with $30.80 worth
of iron. The production rate of 8 to 10 barrels of oil per day was hardly impressive, but it demonstrated that petroleum could be drilled for successfully, and in the years that followed the results of this finding would create a fantastic new industry and play a key role in the mechanization and industrialization of America.26

Subsequent Petroleum Developments in Pennsylvania

When Drake's well began to produce petroleum in August of 1859, it was the spark that set off a wild petroleum "rush." The area around Titusville would become a "boom" region. The "boom" was a little slow in getting underway, however. In this regard, Tait mentions that:

While some of Drake's enterprising partners immediately went about leasing and buying nearby land and planning other wells, there was nothing approaching a boom till the following year. The delay resulted from public apathy toward the commercial possibilities of petroleum. Many of the same potential investors who formerly did not think oil could be secured in sufficient quantity for a commercial future now feared there would be insufficient facilities for refining and marketing. Their fears were unfounded. In the very year of Drake's discovery, there were fifteen plants in the country devoted solely to processing petroleum, and in the following year, 1860, Erie became a refining center with numerous plants for making illuminant from crude oil.27


If the boom was slow in coming, it made up for its slowness by its magnitude. The natives in and around Titusville had not been as cautious, and many of them had rushed out and leased large tracts of land in the region. Giddens described the excitement which took place in the region.

Considering the communication facilities of the time, the rapid spread of the news of Drake's discovery was phenomenal. It seemed as if the entire population of Titusville and the surrounding country had heard the news simultaneously, for in less than twenty-four hours, hundreds of people were milling around the Drake well. Everyone was wild to lease or buy land at any price and drill a well. Because of the location of Drake's well, it was believed that the best place to drill was in the low lands and as near as possible to the water. Consequently, there was a mad rush to secure land near the Drake well and along the creek. Land bordering on Oil Creek was soon taken up and within a relatively short time, the entire valley as far back as and even into the hillsides, had been leased or purchased. Soon scores of wells were being drilled.²⁸

In time the outsiders began to pour in. As more and more oil promoters and drillers moved into the area, the derricks became as thick as the trees in a forest. Similar strikes were made in other areas of Pennsylvania and fortunes were made overnight. The frenzy to drill for oil produced some humorous folklore, as Tait relates:

The condition provoked not only similes but satire, as in the story of the body which was buried in two different lots in Oil City cemeteries, each time being removed to make way for an oil well, and was finally shipped to Rochester, New York, to prevent its being bored through in the search for oil.²⁹


²⁹Tait, op. cit., p. 23.
The boom had arrived, and no mistake about it. The spectacle which followed would make the California Gold Rush seem dull in comparison. For twenty miles along Oil Creek between Titusville and Cornplanter nothing could be seen but derricks, and the two former villages became bustling, but shabby towns that now sported numerous saloons, houses of prostitution and hastily erected "hotels" to accommodate the flood of fortune seekers.

The boom which the entire region was experiencing was to continue for many years, and Pennsylvania oil provided the beginnings of the emerging American petroleum industry.

The Beginnings of the Petroleum Industry in California

At the same time in California, another oil boom was taking place. There had been some hand-dug oil pits around seepages in California prior to the Drake well in Pennsylvania, but the first actual well drilled was in Humboldt County in 1861. By 1865, a mild boom had been touched off, but it collapsed due to competition and cheaper prices of eastern oil. Up until around 1880, more money was being put into the ground in California than was the value of the oil being extracted. In some cases the wells were not producing sufficient oil to be profitable, and in some cases the cost of transporting the oil to terminals was excessive. Suddenly the oil field which had been supplying San Francisco quit producing. The accompanying demand for oil which followed stimulated the drilling of new fields and a proposed pipe line caused the railroads to lower their
excessive rates. Oil was there to stay in California. 30

Within a relatively few years California was the largest producer of oil of any state in the United States. Certainly one particular well tended to demonstrate the petroleum potential of California. The well in point was Lakeview No. 1, a 2200 foot well near Taft and Maricopa, California, which had been a continual source of frustration and disappointment while it was being drilled, and one which came extremely close to being abandoned on several occasions. It eventually came in, but as an uncontrollable gusher. As Joseph Rossi describes it:

By 7 o'clock that morning of March 15, water, shale and sand began tumbling from the hole. Presently, when these heavy materials had been disgorged, there followed a roaring column of gas and oil. It shot hundreds of feet high and sent a stream of oil flowing down every adjacent ditch and gully. Rather than diminishing in force after a few hours, it grew stronger, eventually blasting out a crater so large that the derrick and drilling equipment were completely swallowed. 31

It continued out of control for the better part of two years and poured out 9,000,000 barrels of oil before dying just as quickly as it had been born. Other petroleum discoveries followed, which maintained California's status as a major petroleum state.


The Texas Discoveries

But the Pennsylvania and California production was only a drop in the bucket compared to what was coming. The forthcoming Texas discoveries would assure America of a leading position in the world oil production. In Beaumont, Texas, there was a man by the name of Pattillo Higgins, who was a model citizen and Sunday School teacher. On occasion he would take his Sunday School class to a place called Spindletop Springs, a short distance out of town, for a picnic. Spindletop Springs was an interesting place to both Higgins and the children in the Sunday School class. It was interesting because up on the hill one could punch a cane into the ground and then light a flame as gas escaped. It was natural gas, but no one realized the significance of this at the time. Other strange phenomena were present, such as an oil taste or oil scum on the water of some of the springs. Higgins was fascinated and studied geology on his own, but all the books stated definitely that there were no oil bearing formations in the area. He studied more and then brought noted geologists to the area and presented his findings to them, but they all laughed and assured him that his efforts to find oil there would be fruitless, but Higgins would not be daunted. He interested others in his scheme to explore for oil in the area, and actually managed to form a corporation which bought the oil leases on the area. But his other partners did not have his expansive imagination, for he could foresee forests of derricks, and even cities arising on the site. He even had stationery printed up which showed a drawing of his proposed city. After
many difficulties, he finally promoted a well, but the primitive equipment of the day was not suited for the rock formations encountered at Spindletop Springs. Eventually Higgins teamed up with a man by the name of Lucas, who was an ex-sulphur mining engineer, and they, with two brothers who were well drillers, managed to bring in a well, but it was a well the likes of which had never been seen before. When it came in, it blew six tons of four inch pipe through the top of the derrick, tearing the top off. The geyser continued for several days before it was successfully capped off. Prior to this time no one had ever seen a geyser of oil outside of Russia, and one of the roustabouts on the drilling crew observing it said, "Mister, that's some gusher, ain't it?" and so the word gusher was born, but the comment of the roustabout was an understatement, for the well was actually flowing 100,000 barrels a day. This one well was capable of producing as much oil as thirty-seven thousand eastern wells, six times as much oil as California, twice as much as Pennsylvania (the leading oil state), and at least half of the nation's output. When five additional wells were brought in, Spindletop Field could produce more oil in one day than the rest of the fields in the world combined. When the full impact of this field struck home in the rest of the country, pandemonium broke loose in Beaumont. At one point oil was so plentiful it sold for three cents a barrel, and water was so scarce that a barrel brought six dollars. The full story of Pattillo Higgins and the Spindletop discovery is told in a book by the title of Spindletop by Clark and Halbouty, but some of the atmosphere
Every man was a boomer. The carnival spirit prevailed. It was like the stock market during a crisis, a battlefield during the attack, and a faro game where a fortune was won or lost on the turn of a card. This was no ghost walk or mere spectacular show. It was real. Deals involving millions of dollars were as common as popcorn sales at a fair. This was Beaumont, the home of Spindletop, from April, 1901, until no man knew when. The Crosby House became a center for this madness. It was an old frame building with two great galleries where men gathered day and night. The bar and the cafe became twenty-four-hour operations along with the remainder of the hotel. It was here that most of the traders chose to assemble. They would stand on tables and chairs and offer to buy or sell leases. One night a man stood on a chair in the center of the lobby waving a hundred $1,000 bills, which he was offering for a single acre in proven territory. The crowd laughed. That was the price a twenty-foot lot would bring next to an oil well. Money was a cheap commodity. It came into town in carloads from all over the nation to pay for stock. Silver dollars were stacked like cordwood in the banks and railroad stations. Men would come in and scoop it up in shovels and count it in back rooms. Trading, all transacted in cash, was done with notes of large denominations. It was not unusual to see a trader throw a five-dollar bill away when it got mixed up in his $100, $1,000 and $5,000 notes.32

Many of the fortunes made in the Spindletop strike were the basis for even larger fortunes, portions of which still exist today. While this one strike would have been sufficient impetus to create wide-spread oil operations in Texas, there were yet other new strikes to come. Almost three decades later, there was another prophet by the name of Dad

Joiner, who could envision an "ocean of oil" under east Texas. He too attempted to promote a well and raised money with which to do it. He was successful in raising his money, and his company brought in a well, only to realize that Dad was somewhat less than a good business man. Dad, in his excitement and enthusiasm to raise the necessary money, had sold the same leases over and over. It was reported that one lease had been resold to eleven different people, each buyer thinking he was the sole owner. The well was more successful, however, for the field eventually brought in oil to the tune of three billion dollars, and the end nowhere in sight. At this point, H. L. Hunt entered the picture, for he bought from Dad Joiner what interest he had in an attempt to untangle the legal knots. He originally paid Dad twenty-five thousand dollars for his tangled interest, and eventually paid him another million and a quarter. Hunt himself made considerably more off the deal.33

Pennsylvania, California, and Texas were not to be the only oil producing states. New York and West Virginia on the Atlantic Seaboard were to become oil producers. Indiana, Illinois, and Michigan all became sizeable producers. Large oil discoveries were made in many of the other western states. Even the southeastern states of Arkansas, Louisiana, and Mississippi, with the eventual discoveries there, helped give the United States its importance in oil production.

33Ed Laster and John Toland, "Jackpot From a 'Dry Hole',' True, 38 (November, 1957), 59 & 114-119. More authoritative sources report that the actual payment to Dad Joiner by Mr. Hunt was $24,000 cash, three or four notes totaling $45,000 payable within one year, some $350,000 payable out of 7/32 of the oil and some $550,000 payable out of 7/64 of the oil, the total ultimate consideration being $1,000,000.
III. THE OCCUPATIONAL HISTORY OF PETROLEUM LANDWORK

The Need for New Skills

With the discovery of petroleum in the United States in commercial quantities and the advent of large scale petroleum exploration, a need was created for a number of specialized skills on the part of those individuals who would be involved in this exploration for, and eventual production of petroleum.

Drake's well had been brought in by a salt driller. But salt and water drillers managed to become sufficiently adept at the task of petroleum drilling to bring in a number of fields in several states within a very few years after the first well. The rapidity with which the oil industry grew in its early years necessitated the conversion of skills from other lines of work into skills specifically oriented at petroleum production. While Drake had been able to acquire the right to drill an oil well and supervise and coordinate all of the activities in connection with his well pretty much by himself, the increasing complexity of petroleum exploration in the years which followed began to require specialists in the various phases of exploration and drilling, as well as refining. One of the activities which soon required specialization was that of acquiring the right to drill.

The Complexity of Land Ownership

In theory at least, all of the land in the world is owned by someone. Since the beginnings of recorded history there have been accounts of transactions involving land ownership and litigations concerning the validity of
title to the land. In some parts of the world the problem of valid land
titles is relatively simple. The ownership of all, or most of the land
in the country is vested in the sovereign. Certainly in many parts of
the world, the chain of land ownership would be relatively unencumbered
because of the stability of the population. In some circumstances, the
same family would have retained title to a parcel of land for numerous
generations. In the United States after the Drake well, the question of
land titles was somewhat more involved than in other parts of the world.
At least it was sufficiently involved to render the acquisition of the
right to drill for petroleum a complex activity.

In 1785, the Continental Congress enacted legislation which provided
for surveying the "Western Territory" and dividing it into regular sized
parcels using a system of grid lines. This system is known as the "rectan­
gular system," and has even until today provided the basis for practically
all land surveys. Under this system, a true North and South line is drawn
intersecting an East and West line on true parallels of latitude, at the
point of some distinctive natural landmark, or of some man-made prominent
monument. Additional lines are run parallel to the North and South line
ever six miles, and dividing the land into Ranges. Other lines are drawn
parallel to the East and West line every six miles, further dividing the
land into Townships. Townships are subdivided by an additional system of
grid lines into thirty-six equal sized parcels known as Sections, which
are one mile square. The Sections are divided into four Quarters of one
hundred and sixty acres each designated by its geographical location, and
each Quarter is further subdivided into four Quarter Quarters of forty
acres each, also designated by their geographical location. Where neces-
sary, successively smaller subdividing of the parcels was feasible, and
is often employed. The rectangular system of land surveying permits an
accurate description of land, and facilitates the transferrance of title
in land conveyance matters. The ease and accuracy of land conveyance
under this system are no doubt factors which contributed to the abundant
traffic and trading in land which this country has known.\(^3\)\(^4\)

Unlike countries in some other parts of the world where private indi-
viduals could hold title to the surface of the land, but title to all sub-
surface minerals was vested in the sovereign; in the United States it has
been generally possible for the private individual to hold title to both
the surface of the land as well as the sub-surface minerals. Further, the
owner could separate the two and convey both land and minerals to differ-
ent individuals. In connection with minerals, timber, or other resources
on or under the land, it was traditional in many countries for a certain
portion of exploited resources, or payment in lieu of, to be held out for
the sovereign or royal person, hence the term "royalty." This custom was
continued in the United States with the exception that the "royalty" was
reserved for the land owner if someone other than he was exploiting the
resources under the terms of some form of resource conveyance. This
royalty portion constituted an additional part of the total land assets

\(^3\)\(^4\)For a more detailed account of the rectangular system of land sur-
veying see Dorsey Hager, Fundamentals of the Petroleum Industry (New York:
McGraw-Hill Book Company, Inc., 1939), pp. 99-114. Also see "Land Measure-
ment," The Landman, III (June, 1958), 22-25.
which could be conveyed.

In 1862 the Congress of the United States created the Free Homestead Act which made available much federal land on the frontier to persons moving westward. In time a large portion of what had previously been enormous tracts of land held by the government had been broken up into relatively small parcels owned by private individuals.

The rectangular system of land survey, while accurate and functional for conveyance purposes, tended to be sufficiently complex as to be beyond the ability of most amateurs in carrying out land transactions. This may well have not been the case in the beginning, but our inheritance laws, which often varied from state to state, tended to redistribute ownership of title in numerous different ways to heirs when the original owner died intestate. Even when a will provided for the transferrance of title to heirs, the large families of rural America in the 1800's tended to complicate the ownership of land. With each successive generation this ownership often became further involved. This, coupled with the fact that minerals and other resources could be separated from the land and sold individually, or turned over to others on some sort of temporary lease arrangement, even made more complex the determination of actual ownership. Loans, tax arrears, and other types of liens all tended to cloud the title of the land. The large number of homesteaders simply tended to extend this title complexity to practically all parts of the nation. By the time of Drake's well and in the years which followed, highly specialized skills were needed to determine land and/or mineral ownership accurately in order
to acquire the right to explore for petroleum.35

Oil Leasing Presents New Problems

At first the oil operators acquired their own leases much as Drake himself had done, but within a short while operators were relying on others to acquire their leases for them as the size of their operations grew. Attorneys, real estate dealers, and commodity buyers were used as lease takers. All manner of agents and even adventurers appeared on the scene and became engaged in lease trading. This early phase of lease activity is described by Mills, who relates:

In the following year, people of all trades and walks of life descended on Titusville. They purchased oil leases or subleases, or the oil itself. In those days, and for many years afterwards, the only leases taken were the ones on which a well was to be drilled. The procedure was to wait until the well was successful and the actual presence of the oil was known. The more accepted way of trading at that time was to purchase a one or two acre lease, actually a sublease, from a successful operator. Those trades usually carried a large bonus payment for the sublease, together with up to one-half production reserved to the original lessee, who in turn had to pay the landowners royalty in addition thereto.36

The emerging oil industry was developing unique problems and unique needs in regard to acquiring the right to explore for oil. These kinds

35 An excellent discussion of land titles is found in Mariam C. Milne, "The History of Land Titles" (Part 1), The Landman, II (November, 1957), 24-25; and "The History of Land Titles" (Part 2), The Landman, III (December, 1957), 28-29.

36 Joseph H. Mills, "From Oil Smeller to Landman," The Landman, IV (August, 1959), 49.
of needs, as well as the new skills being required by the actual drilling for oil itself, were being met by individuals who were acquiring the necessary skills by actual trial and error experience itself. The leasing arrangements which emerged after the Drake well were in many ways distinctive from earlier leasing for the exploration of other types of minerals. The Pennsylvania Supreme Court, in commenting on this, stated in 1875:

The discovery of petroleum led to new forms of leasing lands. Its fugitive and wandering existence within the limits of a particular tract was uncertain, and assumed certainty only by actual development founded upon experiment. The surface required was often small compared with the results when attended with success, while these results led to great speculation, by means of leases covering the lands of a neighborhood like a swarm of locusts. Hence it was found necessary to guard the rights of the landowners as well as public interests, by numerous covenants, some of the most stringent kind, to prevent their lands from being burdened by unexecuted and profitless leases, incompatible with the rights of alienation and the use of the land. Without these guards, lands would be thatched over with oil-leases by sub-letting, and a farm riddled over with holes and bristled with derricks, or operations would be delayed so long as the speculator would find it hopeful or convenient to himself alone. Hence covenants become necessary to regulate the boring of wells, their numbers and time of succession, the period of commencement and of completion, and many other matters requiring special legislation. Prominent among these was the clause of forfeiture to compel performance and put an end to the lease in case of injurious delay, or a want of success. 37

The courts established the principle of the so called "law of capture" which decided that petroleum in the ground belongs to the individual who brings it to the surface or "captures" it, not necessarily to the person

37Quoted in Clark, op. cit., pp. 96-97.
from under whose land the petroleum comes. This principle led to various kinds of lease arrangements calling for drilling on parcels of land offsetting producing wells in order to protect surrounding land owners from being deprived of their oil through the original well. Multiple wells drawing on the same reservoir of oil often led to overproduction, and in some cases to the actual destruction of the oil pool's capacity to produce. The solution to these problems was attempted in the form of proration, unitization, and other conservation and price protection measures based on the "Doctrine of Correlative Rights." All of these events tended to create the full time petroleum landman because of the increasingly complex arrangements necessary in acquiring the right to explore for petroleum.

**Landwork Keeps Pace With the Developing Petroleum Industry**

At first, landmen tended to buy and sell oil leases to companies and individuals much in the role of a trader. They were simply the self-employed middle men who, through their acquired skill in the specialized area of lease acquisition, were able to provide this service in the form of leases for sale to the companies.

After the turn of the century, as many of the originally small petroleum companies grew in size, they began more and more to require permanent representation in the various discovery areas in which they were drilling. In the face of this difficulty, they began employing full time company landmen. Hugh Post described the activities of these early company landmen and relates:
The Petroleum Landman, as we know him today, developed through three stages. In the early 1900s occurred the first great impetus to exploration and drilling activity. The typical large oil company of that era used to employ a man to sit on a well and watch its progress. Usually this employee was a clerk, tool dresser or tool pusher in the production department. As drilling progressed and there was a pretty good show of oil, this man would immediately lease the surrounding lands. This was the first Leaseman.38

Smaller oil companies also required representation, and this they were able to obtain via independent petroleum landmen who would act as their agent on a temporary basis. Many larger companies, even those with landmen in their permanent employ, would on occasion require supplemental representation, especially in times of unusually active exploration and discovery. They, too, utilized the services of independent landmen who acted as agents on a commission basis.

The oil industry was fiercely competitive and various firms were often drilling simultaneously in the same area. It became important to an oil company that they stay informed of their competitor's progress. The decision to buy leases in a given area might be based in large part on intelligence gathered concerning the drilling activities of other companies. Under these circumstances, the nature of land work began to change. In this regard, Post states:

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Soon this company noticed wells being drilled by other operators in the area. Realizing that information from its competitors' efforts could be of extreme value, and not being averse to using it, it began to send this clerk or production man on scouting assignments. Our man would then watch his competition and if indications showed production, he would immediately proceed as before and lease land. (Of course he soon discovered that this assignment had its hazards and perils). Thus he became in this second stage, a combination scout and leaseman. He was a general, all-around handy man who, by necessity, had to have many talents, the most important of which was a pleasant and sociable nature and the ability to gather information quickly and expeditiously.39

But the nature of the changing and developing oil industry also necessitated changes in the work of the landman. A degree of specialization became necessary. As Mills puts it:

The landman of the early 1920's and 30's was a jack of all trades - a lease buyer, a scout, he settled claims, bought pipeline right-of-way, purchased crude oil, and just a little bit of anything else his boss suggested. Since World War II, the picture has changed to one of specialization in various facets of the landman's original trade - oil leases and titles and that administrative work which enters into their handling. Specialization, like education, became the mode of the day. The petroleum industry had changed from a million dollar baby into a billion dollar giant. As lease costs increased, attorneys recommended additional lease security in the form of joinders, ratifications, and general perfected title to protect their investment. In short the diversified ability of yesterday's landman succumbed to the monster that created him.40

39 Ibid.
40 Mills, op. cit., 50.
Post sees this trend in the direction of specialization as the third stage in the development of the occupation. In this vein he observes:

Finally as exploration activity increased and more geological information became available, this company began to realize not only the importance of land with all its complications and ramifications, but also the necessity of securing leases prior to the initiation of any drilling activity. All of this required the employment of a specialist skilled in title work, leasing, etc. Thus was born the Petroleum Landman of today.\footnote{Post, op. cit., 8.}

The landman of today, while more of a specialist than his counterpart of the 1920's and 30's, still plays a multi-dimensional work role. It is the present day landman and his work which we shall examine in subsequent chapters.
CHAPTER II

THE INSTITUTIONAL SYSTEM

I. THE WORK COMPLEX

The Makeup of the Petroleum Industry

The petroleum company enterprise in the United States may range from the one-man operator driller to the gigantic integrated petroleum corporation which produces, refines and markets the products. In between the two extremes lie a variety of other size petroleum companies.

Generally speaking, oil concerns are classified as majors, minors, and independents. Major oil companies are corporate enterprises engaged in domestic, and often foreign petroleum production, as well as the refining, processing and manufacturing of petroleum products, and the marketing of these products. Total corporate assets in major companies would be upwards of $100,000,000. The minor oil companies are much the same, being for the most part integrated companies in terms of being involved in all of the activities in finding petroleum and getting it from the well to market. Their range of activities might not be quite as comprehensive as that of the majors, and in some cases they may only be involved in production or in some other segment of the total process. Their assets, while extremely large, would not approach those of the major companies. They would not as likely be involved in foreign exploration and production. They are, for the most part, like
the majors - large enough to have non-owner management. The independent oil company is frequently owner operated or managed. This classification of company is often engaged only in exploration and production, or in some other single segment of the total process such as refining or marketing. It is almost always involved purely in domestic activities. The size of the enterprise and total assets are generally considerably smaller than those of major and minor companies.

The oil companies proper, of course, make up only a part of the total petroleum industry. At every step of the total process, from exploration to marketing, numerous ancillary enterprises and individuals provide goods and services to the oil companies. At the exploration stage, consulting geologists and seismic companies provide geological and geophysical services and information. Aerial photograph and map companies provide mapping service. In the process of acquiring the right to explore and drill for oil, abstract companies often assist in determining proper title to the lands involved and seek employed attorneys' aid in title curative work. Once the location for drilling is determined, a private drilling company will generally be used for the actual well drilling. This well drilling firm will in turn utilize the services of many other ancillary firms. These services will include drill stem testing, formation fracturing, mud log service, chemical and cement services, oil well parts and supply service and electric log service, to name but a few. If the well produces, independent crude oil transportation firms will carry the oil from well to refinery, or in other cases
lines will be constructed by independent firms on contract basis. From refinery on to market and consumer, vast numbers of individuals and firms other than petroleum companies proper will play major roles in the total petroleum process. In this respect the petroleum industry is not unlike many other industrial and occupational complexes that involve many interrelated and interdependent specializations, both in a primary and in a support mission.

Internal Structure of the Petroleum Company

The integrated nature of many petroleum companies necessitates some sort of internal subdivision along functional lines. The industry as a whole is in large measure subject to this functional cleavage. Due to this separation of function, different sub-units of oil companies may exist and operate a considerable distance apart geographically. Thus the exploration for and production of crude petroleum may be centered in some parts of the United States while the processing and manufacturing of petroleum products will be largely centered in other parts of the country, and the marketing and sales functions carried out primarily in yet another area.

The functional cleavage and often geographical separation of various kinds of activities in the petroleum industry tends to produce sub-industrial complexes revolving around specific functions such as exploration. These sub-industrial complexes are made up of those parts of petroleum companies directly charged with the function in question, as well as all of the ancillary individuals and firms providing goods
and services in support of the function. Occupational interdependence, interrelationships, and solidarity, tend to be within the functional area, rather than within the entire industry.

Because of the variations in the size of petroleum companies, there will also be variations in the matter of their internal organization. Generally speaking, integrated companies will possess a number of departments which are relatively standard throughout the industry. These departments are: exploration, development, production, pipe line, transportation, storage, refining and/or manufacturing, marketing, legal, accounting, personnel, and public relations.¹ Some firms may have more departments than this and others may include several of the departments under one rubric. These departments frequently are assembled into three relatively autonomous groupings, plus the home office staff departments. The legal, accounting, personnel and public relations departments are staff departments and are usually located at the home office. The marketing department, which includes the traffic, sales, and advertising divisions, is in many cases a relatively autonomous unit of the company, and may be located at the home office. The refining and/or manufacturing department will be charged with the processing of crude petroleum into gasoline and other products, and will frequently be centralized but located away from the home office. The transportation, pipe line, and storage depart-

¹Adapted from Max W. Ball, "Organization of an Oil Company," This Fascinating Oil Business (New York: The Bobbs-Merrill Company, 1940), p. 387.
ments may be a part of the refining group, or in some cases may be a part of the marketing group, or may be split between the two groups.

Exploration and Production Activities

The exploration and production departments usually make up a group and because of the wide geographical range of oil deposits, this group sometimes is located away from the home office of the corporation, and its operations are also in many cases decentralized. This decentralization takes the form of land and exploration divisions and districts. The district comprising a part of a state or an entire state, is generally the smallest autonomous unit. Over several districts is the division, which comprises several states or parts of states. In addition there are sometimes larger subdivisions of a regional nature. All exploration and production activities may be coordinated and supervised from one national center, but this may be apart and geographically separate from the corporate home office.

Activities carried on in the exploration and production departments include geologic, scouting, land and leasing, drilling and producing. The petroleum landman usually works out of the district office. This office may be divided into two major units, exploration and production. The exploration unit may be further subdivided into geological section, scouting section, and land and leasing section. The production unit will be subdivided into the drilling and rental sections. The internal organization of the petroleum company which we have described is only an approximation and may contrast sharply with the actual organization of any
specific company. The extremely wide variety of type and size of petroleum firms permits generalizations of only the grossest sort.

Nevertheless, in this hypothetical firm, the office manager and district supervisor could come from any of the internal sections. Not infrequently, however, the supervisor at district level will be the district landman. In such a case, the district landman would be responsible for the overall coordination and supervision of all employees in the office including geologists, scouts, landmen, as well as drilling and rental section employees. At division level, the division landman may also be division manager. In some cases operational control of geological, scouting, and rental activities at district level may be exercised by counterpart personnel at division level. Considerable operational autonomy is usually enjoyed by most district offices.

II. THE WORK STRUCTURE

Division of Labor in the Exploration Department

In the district office the geologist aided by geophysical, geological, and other types of intelligence information obtained from higher level offices, and geological archives, as well as that gathered locally, will make recommendations concerning likely areas for oil exploration. He and his staff will also prepare detailed maps and specifications of selected areas to facilitate well location.

The oil scout is charged with the function of intelligence gathering. His duties have been described by Hager who states that:
Most oil companies maintain scouts who obtain information on all drilling and leasing activities. A scout's duties include daily reports to headquarters of the progress of all drilling wells, all strikes of gas or oil, any geological or leasing activities, and the immediate dispatch by telephone or telegraph of any important development in the area assigned to him. Scouting activities enable the aggressive operating concerns to keep in touch with all activities. When oil is discovered in his area, the scout furnishes pertinent facts concerning the well and the lease situation, which enables the company to secure quickly land that otherwise would be missed.

It is the landman's task, on the basis of information derived from the geologists and scouts, to acquire the right to explore and drill for oil on the prospective lands. This right to explore and drill generally takes the form of an oil and gas lease on the land, since this involves a smaller amount of money than outright purchase. The length of the lease generally permits sufficient time for exploring and drilling, and should any wells drilled be dry, the loss to the company is considerably less than if they purchased the land outright. In the event of oil production, the oil lease continues in force past the original term specified, for as long as production continues.

Once the lease is acquired, arrangements for the actual drilling of the well are made by the drilling section personnel with private drilling concerns, and should the well produce, the rentals section sees that the appropriate royalty is paid to the landowner. The rentals section

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also is responsible for yearly rental payments being made to landowners whose land has been leased, but not yet drilled.

The Mechanics of Oil Leasing

The exploration department may assign to a landman the task of acquiring oil leases on either a sporadic or systematic basis. Occasionally the landman will have to secure a lease on some isolated tract of land that appears attractive as a speculative piece of land or because it is a land remnant overlooked by some other firm. Where a number of small isolated tracts are leased to complete a leasing program, it is known as "cleanup" work. Rather than this sporadic approach to leasing, more often the systematic leasing plan is undertaken by the landman. Generally systematic leasing falls into one of five categories. The first of these categories is known as the checkerboard system. In this system a number of relatively uniform sized leases are acquired in an alternating or skip pattern over a large area of land which appears favorable, geologically or otherwise. Checkerboarding provides the broadest lease coverage over a large area, where narrowing the geological prospects proves initially difficult. Checkerboarding also permits a predetermined budgeting of funds to any given lease acquisition program. The second category of systematic leasing is known as the block system. In block leasing, an attempt is made to secure a solid group of leases on a given area of land. In this case a more definitive picture of the geological substructure is usually available. A third system of leasing is the leasing of offset
acreage against test wells. This involves the obtaining of leases on small tracts of land strategically located, adjoining or in close proximity to land where a well is being drilled, or is scheduled to be drilled. This type of lease is often extremely expensive and as such is highly selective. A fourth system of leasing is the buying of lease spreads around test wells. Here the acreage surrounding a test well may consist of a large block or blocks of land. These blocks are sometimes broken up into groups of smaller tracts, called spreads, by the owner of the land (or leases.) These spreads will be graded in price in accordance to their general closeness to the test well. These groups of acreage will then be conveyed to various oil companies or individuals. Often involved here is a transfer of leases rather than initial leasing. The fifth system of leasing is called the unit plan. In unitization, the company doing the leasing over a given area of land will attempt to get the various landowners to participate in a type of joint ownership of any oil or gas produced. All of the leases will be treated as a single unit and each individual landowner will have an interest in all oil and gas produced anywhere within the entire unit, in direct proportion to the amount of acreage he owns in comparison with the size of the entire spread. This type of arrangement is financially attractive to the companies in many cases in that it permits complete selectivity in drilling locations without regards to offset requirements. Unitization is also attractive to the individual landowner in many cases in that it tends
to pool risks as well as the rewards.  

The Lease Contract

The leasing arrangements generally offered by oil companies will vary to some degree depending on the state or region and on the particular firm, although certain arrangements may be relatively standardized. A widely used contract form for the acquisition of petroleum exploration rights is known as the Producers 88 Form, although it too will vary somewhat in wording and detail from state to state. This instrument names the Lessor and Lessee, gives the date of the agreement, and contains a number of provisions usually covering such considerations as the amount paid for the lease, the description of the land, the interest owned by the Lessor, the term of the lease, the royalty to be paid by the Lessee, amount of the yearly rentals, and the name of the bank in which rentals are to be deposited. The lease contract may also provide for the lease continuing in force after the initial term, on condition of Lessee being engaged in drilling or reworking operations, and also provide for the drilling of offset wells. In some cases, the lease gives Lessee the right to remove equipment and property, including casing, but also requires him to bury pipe lines below plow depth.
and not to drill, without Lessor's consent, within 200 feet of residence or building. Among other clauses sometimes included will be those that concern the rights and conditions of assignment by either party, provide that the lease not be terminated as a result of breach of obligations by Lessee, or require that Lessor defend title to the land in question. This lease agreement is signed by all parties concerned before a Notary Public, or witnesses, or both. The lease is then recorded at the office of the appropriate official of the county or parish; for example, the Chancery Clerk of the county in Mississippi.

The Varied Dimensions of Land Work

Although the landman's task is to acquire the right to explore and drill for oil on given tracts of land, more than simply getting the Lessor's signature on a lease form is necessary. After having been assigned a particular area to lease, the landman will first have to determine who is the actual owner of the minerals he seeks to lease. He may be initially aided by various ownership maps which are supplied as a specialty service by several aerial photo and map companies. These firms attempt to keep the ownership information on the maps current, but this often proves to be extremely difficult, especially in areas where there is a large volume of land transactions. Some map companies only try to supply ownership information concerning the land, and not the minerals. Others list land and mineral ownership. The ownership maps may provide a start, but usually more definitive information about
mineral ownership is required. This can be obtained in some cases by going out "on the ground" and seeking such information from the persons living on the land itself. The person dwelling on the land may turn out to be owner of both land and minerals, and may have copies of his deeds in his possession. This, while simplifying things, often is a unreliable technique. The person dwelling on the land may misrepresent his holdings, he may be mistaken about his holdings, or he may simply have insufficient information about the ownership of his land and minerals. A great many individuals are under the impression that they own land and minerals, when in fact relatives of theirs may own an interest, or the individual himself may have in the past conveyed all, or part interest in his minerals, and have either forgotten the transaction, or not have been fully aware of what he was doing at the time. Most landmen find it more expeditious to determine accurately for themselves the ownership of the minerals under the land in question by searching the county records of title. This is almost imperative, of course, where absentee ownership is involved, or where there is knowledge beforehand of mineral and land separation.

In some states the records of land title are arranged and indexed by a system known as the Sectional Index. This index permits locating records of land title, even if only the description of the land itself is known, and not the current ownership. Transactions are broken down and classified by particular land section under the rectangular system of townships and ranges. Relatively rapid determination of current min-
eral ownership is possible where this classification system is in use. Unfortunately in other states, and in some parts of states, a different indexing and classification system is in use. This is known as the Direct and Reverse Index. Here land transactions and conveyances are indexed in two ways; from the earliest transaction to the most current by name of original owner, and from most current transaction to the earliest by name of most recent owner. If no information is available about the original or current owner, the determination of title is made considerably more difficult. In the process of checking the chain of title, the landman may discover earlier transactions and liens which may raise serious questions about the actual ownership of the land or minerals in question. To answer these questions, the landman may have to do additional research in the official land, tax, and other records; or in some cases, interview individuals who may have personal recollections of, or knowledge of the land in question, transactions involving it, or the succession of owners of the land. As a result of these kinds of tasks, the landman may be thought of as an expert of sorts in land title law, as well as a research historian. Once he has made a determination of present ownership of the minerals he desires to lease, he must locate the owner in order to negotiate with him. In some cases it may prove relatively simple to locate the owner of the minerals, as he may also be the owner of the land and live on the land itself. In other cases, however, the owner of the minerals may live half way across the country, in another part of the world, or have no known address. Here the landman has to be something of a detec-
tive to locate the owner. This is not the only complication the landman may encounter in locating the owner. He may find the owner of the minerals, only to discover that the owner is legally insane, a minor child, or some other person who cannot enter into a lease agreement by himself. Frequently large numbers of heirs may own fractional interest in the minerals. Sometimes, although fortunately for the landman not too often, the land or minerals will have been conveyed to God, or held in trust for a deceased relative until Judgement Day. In such situations the landman has a far more complicated task to secure a lease. Private individuals are not the only owners of minerals, however. Railroads and other corporations and firms, Indian tribes, and municipal, county, state, and federal governments also may be the owners of lands and minerals. The landman may be called on to negotiate with any kind of owner, be it individual, Indian tribe, or state government. His task will be further complicated in that he may have to deal with people who are illiterate, or do not speak English. Further, title law and oil and gas law vary somewhat from state to state, and in at least one state, land is not always measured in acres.

5Such situations, while not common, are not isolated either. Some of our informants have related humorous incidents concerning such situations. A concrete example of land having been conveyed to God is found in R. L. Choate, "It's In The Lease," The Landman, V (February, 1960), 36-37. An example of land being held in trust for a deceased individual until he has risen from the dead is to be found in Jack Gibson, "It's In The Lease," The Landman, IV (September, 1959), 50.

6In French Louisiana land is frequently still reckoned in arpents rather than acres. The arpent is a French unit of land and many old records contain descriptions of land in such units.
Once the landman has located the legitimate owner of the minerals, and if the owner is legally competent to enter into a conveyance agreement, then the landman can begin to function as a salesman. First, he must persuade the owner to lease his land or minerals. Some owners feel if they have no immediate need for money, they are better off not to tie up their land with a lease. Others, strange as it may seem, are reluctant to have oil wells drilled on their land, as they may be damaging or disruptive to whatever operations they are carrying out on the land at that time. If the landowner can be persuaded to lease per se, he must then be persuaded to lease at that time. Often an owner may prefer to wait until there is a more active program of oil exploration in the area before leasing. He may also prefer to wait until his relatives and neighbors have leased before he does. Once he can be convinced that he should lease his land at that time, there is still the question of the oil company doing the leasing. Many land and mineral owners are anxious to lease to companies which are active in drilling. In some cases the landman is not at liberty to disclose which company he is representing. He must therefore give assurances to the owner about the reputation of the company he represents and often vouch for their intentions to drill in the area rather than simply hold the lease. After convincing the land or mineral owner that he should lease at that time, and to his company, the landman then has three main points, and occasionally a fourth to negotiate. These points are; first, the amount of bonus money to be paid per acre for the lease; second, the length of the lease; third, the amount of rentals
per acre to be paid yearly. Occasionally as a fourth point, the mineral owner will want an increase in his customary one-eighth royalty in the form of an overriding royalty. In areas of active oil exploration, the landman may have to negotiate all four points, but in areas of little oil activity, the length of the lease and yearly rentals may be relatively standardized at a particular length and amount. In such areas, the question of overriding royalty will seldom arise, and thus the amount of bonus money will be the only point to negotiate.

After all points are settled and the land or mineral owner has signed the lease form it may also be necessary to obtain the signature of the wife, or in some instances, other relatives. The landman may have to start his persuasive arguments from the beginning again. The signatures of the lessors have to be witnessed, preferably by a Notary Public. At times the landman will have taken the lease in his own name to protect the anonymity of his company. If this is the case, he will then have to transfer title to his company or principals. In this phase of his work, the landman has been a salesman and contract negotiator.

The job of the landman is by no means finished at this point. An attorney will examine the title of the lease which has been purchased, and will render a title opinion setting forth what defects he believes exist which require curing before having a sound title. The landman will often be the one to cure these title defects by securing affidavits and other information from various individuals concerning certain details missing in the official records of the chain of title. The landman will
have to find such people as have pertinent information, interview them in a systematic way, and secure a written statement from them. He may obtain information from public officials and archives as well. Again he becomes historian and detective, and in this case interviewer as well. If the company he represents commences well drilling operations in the area in which he has been leasing, he may negotiate further with the landowner for the well location and handle claims for damages incurred by the well operations. He will further act as liaison man between the various mineral owners and his company, serving to work out specific individual problems in regard to rentals and royalty. In this phase of his work he functions as public relations man, claims adjustor, and expeditor.

On some occasions he may negotiate with other oil companies in collective exploration activities, rather than with mineral owners. In this sense he is a liaison man between companies. Other duties which he may pursue will include, among others, handling arrangements, well drilling contracts, preparing of lease activity reports, and if a company landman, the letting of buying orders to independent landmen.

In one sense the petroleum landman is a specialist in the area of oil and gas lease contracts and oil and gas titles, but in another sense a generalist, playing the roles of a historian, a detective, a negotiator, an expeditor, a salesman, an interviewer, a public relations man, and a liaison man. We shall explore this generalist quality of his roles in greater detail in a later chapter.
The Company Man and the Independent

The majority of landmen are company men, being permanent full time employees of an oil company, or of an independent operator and producer. They may pursue any or all of the tasks described previously, depending on the kind of firm for which they work, and the nature and extent of oil activity in the area in which they work. Some firms will, in active periods, require additional landwork for a short time. This is obtained from independent landmen which are employed on a commission or day basis as supplemental personnel. Other firms may desire a degree of anonymity in a buying program which they can better obtain from an independent landman who can take the leases in his name without disclosing the name of the firm he represents. As he may work for a number of firms over a period of time, even his competitors will not know which firm he represents at that particular time. Although an independent landman may charge more for a given length of time than the salary of a company landman, some firms find it more economical to use an independent for a short period if they have only occasional need of landwork. Other wise they would be paying the salary and fringe benefits of an individual on a yearly basis even though they might have need of a landman for only a portion of the year. Independent landmen may be specialists in certain kinds of landwork or specialists in certain geographical areas, thus offering the companies services not otherwise obtainable. Many companies find that they derive maximum flexibility from a staff of full time company employed landmen complemented and supplemented from time to time by the services of
Many, although not all, landmen begin as company men and at some later date go independent. The companies offer a means of acquiring landwork skills which would be difficult for a person to acquire if he initially became an independent. As the independent relies on acquaintances, contacts, and reputation to obtain work from companies, he is far better equipped for this after having been a company landman for a substantial time. This process will be explored in a later chapter.

III. ECONOMIC COMPLEX

How Payment Received

The company landman receives his remuneration in the form of a salary paid usually on a monthly basis, and in the form of various fringe benefits. The independent landman will be employed temporarily by companies and individuals on a commission or daily basis. If he is employed to acquire leases, it will be known as a "buying order" or "ticket" basis. On a daily basis he will usually receive from $35.00 to $50.00 per day and expenses plus mileage. This rate may be exceeded for some unusual situations such as especially long jobs where he would be tied up and thus unavailable for more lucrative commission basis jobs. On commission "tickets," the independent usually receives $1.00 per acre for all leases he acquires for his principals. If the area he has is particularly large in terms of the amount of acreage he can acquire, or if the area is broken up, for the most part, into extremely large tracts, he may receive a
smaller amount per acre. In buying royalty, and occasionally in buying leases, he may receive an interest rather than money. Rather than these more standardized rates, the independent may, on occasion, receive some combination of day rate and commission. His rate of remuneration will vary depending on the company for which he works, the type of assignment, and the part of the country in which he works.

**Payment in Kind**

The oil industry in general provides its employees with many attractive fringe benefits. These include the usual medical, hospitalization, life insurance, retirement and social security benefits, as well as a variety of profit sharing, stock purchase and savings plans, where the company matches some portion of the employees contribution. Company landmen receive all of these and in addition, have expense accounts which compare favorably, and in many cases, exceed those of persons in other kinds of work. Most company landmen are provided with a company automobile, and although many companies rely on automobile pools, some firms assign individual automobiles to landmen. In such instances, they may permit their employees to use the automobiles for personal use. Although many companies are opposed to their landmen buying oil royalty in general, and in the same areas where the company is engaged in leasing, this objection is by no means universal. Some companies even permit their landmen to purchase personal royalty under leases which they take for the company. A few companies have a program whereby their senior officers, including on occasion, division or higher landmen, pool some
of their money to use for purchasing royalty under company leases. These companies may even have their own landmen acquire these royalty interests for the officers. A number of companies will pay the dues of their district or higher landmen in local Petroleum Clubs. A number of ancillary firms, as a gesture of good will and public relations, give parties and occasionally small gifts to the employees of the companies in the area. Landmen are included in such gestures.

Independent landmen are, of course, under no such restriction as are company landmen in regard to buying royalty. They are ethically obligated not to profit from information entrusted to them while acting as agent for some company. However, during the times they are not employed as a company agent, they often acquire royalty, and may purchase leases which appear attractive as a speculative venture. They may later offer these leases for purchase to various companies. Some independents almost exclusively buy and sell leases. As many independents have considerable experience as landmen, they are well equipped to assess the relative merits of such royalty interest and minerals available to lease as they may find. Some independent landmen have, over the years, acquired substantial holdings of mineral leases and royalty. These holdings may be under producing wells and provide them with supplemental incomes. As the independent landman will have no retirement income, as do company landmen, income from producing royalty is understandably an attractive goal of many. Some independent landmen specialize in promoting test wells in areas where the lease holdings are divided among a number of different
companies or individuals. In such situations, no one company or individ­
ual has sufficient lease holdings to justify the expense of drilling a
well individually. The independent here will act as co-ordinator, and
using contributions of money or acreage from all parties holding leases
in the area, will assemble enough capital to drill a test well. All of
the parties will profit from the findings of the well at a capital risk
commensurate with their holdings. The independent, for his part in co-
ordinating the activities and promoting the well, will usually retain an
interest in the well which he may sell or retain as a gamble against its
producing.

Payment in Money

The landmen who received our questionnaire were queried as to the
amount of their annual gross taxable income, which could include income
from sources other than salary or fees. The results are shown in Table
3.1. Of the 1440 landmen responding to this question, less than 1% stated
that they made less than $5,000. Slightly less than one-third, or 31%
indicated that their yearly income was between $5,000 and $9,999. The
largest single percentage of landmen, 38%, said that they made between
$10,000 and $14,999. Slightly less than one-third stated that they made
$15,000 or more annually. Of this group, approximately half, or 15% of
all the landmen, gave $15,000 to $19,999 as the range of their yearly
income, and the remainder, or 15.2% of all landmen responding to the ques-
tion replied that their annual income was $20,000 or over. The median
income of the group was between $10,000 and $14,999.
Table 3.1 Gross Annual Income of Petroleum Landmen

<table>
<thead>
<tr>
<th>Gross Annual Income</th>
<th>Number of Landmen</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Up to $4,999</td>
<td>12</td>
<td>.8%</td>
</tr>
<tr>
<td>$5,000 - $9,999</td>
<td>446</td>
<td>31.0%</td>
</tr>
<tr>
<td>$10,000 - $14,999</td>
<td>547</td>
<td>38.0%</td>
</tr>
<tr>
<td>$15,000 - $19,999</td>
<td>216</td>
<td>15.0%</td>
</tr>
<tr>
<td>$20,000 and over</td>
<td>219</td>
<td>15.2%</td>
</tr>
<tr>
<td>Total</td>
<td>1440*</td>
<td>100.0%**</td>
</tr>
</tbody>
</table>

* Does not include 11 Did Not Answer responses.
** Based on total responding to question.

Table 3.2 Annual Earnings of Landmen Compared with Total U. S. Males in Civilian Labor Force and Male Professional, Managerial, and Kindred Workers

<table>
<thead>
<tr>
<th>Annual Earnings</th>
<th>Petroleum Landmen</th>
<th>U. S. Males*</th>
<th>Male Professional, Managerial and Kindred Workers*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Up to $4,999</td>
<td>.8%</td>
<td>55.5%</td>
<td>29.3%</td>
</tr>
<tr>
<td>$5,000 - $9,999</td>
<td>31.0%</td>
<td>37.2%</td>
<td>47.8%</td>
</tr>
<tr>
<td>$10,000 and over</td>
<td>68.2%</td>
<td>7.1%</td>
<td>22.8%</td>
</tr>
<tr>
<td>Total</td>
<td>100.0%</td>
<td>99.9%</td>
<td>99.9%</td>
</tr>
</tbody>
</table>

In Table 3.2, a comparison of the annual earnings of petroleum landmen is given with those of all U. S. males in the civilian labor force and the annual earnings of the occupational grouping with the highest income, those of the male Professional, Managerial, and Kindred workers for 1959. While more than one-half of the U. S. males, and slightly less than one-third of the Professional workers made less than $5,000, less than 1% of the landmen earned this amount. Approximately one-third, or 31% of the landmen earned between $5,000 and $9,999, and the remainder, or 68.2% of the landmen reported an annual earning of over $10,000. A slightly larger percentage, 37.2% of U. S. males earned $5,000 to $9,999, and only 7.1% earned over $10,000. Of the male Professionals, almost one-half, or 47.8% earned between $5,000 and $9,000, but the remainder, 22.8%, had annual earnings in excess of $10,000. While annual earnings of male Professional, Managerial, and Kindred workers exceeded those of all U. S. males, more than two-thirds of both groups made less than $10,000, while more than two-thirds of the landmen exceeded this amount in annual earnings. On the average, it would appear that petroleum landmen constitute an occupational group with annual incomes somewhat in excess of those of most other occupational categories.
CHAPTER IV

THE CAREER

Little headway could be made in gaining an understanding of the relationships of man to his work without devoting considerable attention to the ways and means by which an individual comes to pursue a given specialty in the division of labor. The influence and consequences of occupation on an individual's life and behavior is widely recognized, but an examination of the kinds of persons who fill the ranks of a given occupation in terms of their social characteristics, as well as the factors and barriers operating to facilitate or hinder entrance to the occupation, will often go far in aiding us to account for this importance of occupational influence. Upon obtaining entrance to the occupation, the individual does not find himself a free agent, but rather continues to be subject to restricting barriers, as well as institutionalized channels and tempos of progression. These, along with various contingencies, reflect themselves in career patterns often unique to the given occupation.

It is these general processes of occupational social selection and career patterning which we plan to examine at this time for the occupation of petroleum landman. Following the usage of Gross, we will employ the term social selection to refer to selection of the individual rather than selection by him. As he states:
If we bear in mind that "selection" does not necessarily imply that the individual is himself conscious of the fact that he chooses, and, further, that the choice may be made by others for him, then we have the core of the idea of social selection. Theoretically, persons in our culture are free to enter any occupation, and through compulsory education and subsidies we try to equalize opportunities to secure needed training. But many other factors affect the probability of entry to an occupation. Instead, then, of speaking of persons as choosing an occupation (though all may try), we find it more revealing to ask how they are selected for the occupation. This approach leads us to focus on such factors as family, location, sex, age, access to education, social class, race, and national origin. This process we call social selection by analogy with the process of natural selection in Darwinian theory.¹

Inquiry into these topics has often yielded considerable insights into social mobility and the role of occupation in social stratification.² To probe this area of social selection for occupations, a number of specific questions were directed toward the landmen in our sample.

I. SOCIAL SELECTION

Geographical Origin

Petroleum landmen indicated that they originally came from a wide geographical area. As shown in Table 4.1, all the geographical regions


Table 4.1 Geographical Origin of Petroleum Landmen Compared with Geographical Origin of U. S. Native White Male Population and Ranking by Geographical Region of Crude Oil Production

<table>
<thead>
<tr>
<th>Geographical Region of U. S. (or county if outside U. S.)</th>
<th>Number of Landmen by Region</th>
<th>Percentage of Landmen</th>
<th>Ranking of Region by U. S. Native White Male Pop.</th>
<th>Percentage of Ranking of U. S. Native Origin of Landmen by Region</th>
<th>Ranking of Region by U. S. Native Production**</th>
</tr>
</thead>
<tbody>
<tr>
<td>W. S. Central States</td>
<td>834</td>
<td>58.9%</td>
<td>1</td>
<td>9.8%</td>
<td>5</td>
</tr>
<tr>
<td>W. N. Central States</td>
<td>154</td>
<td>10.9%</td>
<td>2</td>
<td>12.8%</td>
<td>1</td>
</tr>
<tr>
<td>E. N. Central States</td>
<td>106</td>
<td>7.5%</td>
<td>3</td>
<td>21.2%</td>
<td>3</td>
</tr>
<tr>
<td>Mountain States</td>
<td>78</td>
<td>5.5%</td>
<td>4</td>
<td>3.2%</td>
<td>9</td>
</tr>
<tr>
<td>Mid Atlantic States</td>
<td>64</td>
<td>4.5%</td>
<td>5</td>
<td>20.3%</td>
<td>2</td>
</tr>
<tr>
<td>E. S. Central States</td>
<td>58</td>
<td>4.1%</td>
<td>6</td>
<td>8.5%</td>
<td>6</td>
</tr>
<tr>
<td>Pacific States</td>
<td>49</td>
<td>3.5%</td>
<td>7</td>
<td>5.4%***</td>
<td>8</td>
</tr>
<tr>
<td>South Atlantic States</td>
<td>29</td>
<td>2.1%</td>
<td>9</td>
<td>12.0%</td>
<td>4</td>
</tr>
<tr>
<td>New England States</td>
<td>6</td>
<td>0.4%</td>
<td>10</td>
<td>6.5%</td>
<td>7</td>
</tr>
<tr>
<td>Canada</td>
<td>30</td>
<td>2.1%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Great Britain</td>
<td>4</td>
<td>.3%</td>
<td>11</td>
<td>.1%</td>
<td>10</td>
</tr>
<tr>
<td>Germany</td>
<td>2</td>
<td>.1%</td>
<td>12</td>
<td>(Reported as Born Abroad)</td>
<td></td>
</tr>
<tr>
<td>Switzerland</td>
<td>1</td>
<td>.07%</td>
<td>13</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>1415*</td>
<td>100.0%</td>
<td></td>
<td>100.0%**</td>
<td></td>
</tr>
</tbody>
</table>

* Does not include 36 Did Not Answer responses.


*** Source - U. S. Bureau of the Census, Statistical Abstract of the United States: 1959. (Eightieth edition.) Washington, D. C., 1959, 730. (Although ranking in crude oil production has changed over the years, this period was selected as most appropriate, as almost two-thirds of the Landmen were between the ages of 31-45 at the time of the study, and these individuals would presumably have been entering the labor force during approximately the date 1941-1950.

**** 144,875 persons reported being born in territories and possessions. These were grouped under Pacific States since at time of 1950 Census, Hawaii and Alaska were not states, but for Landman column, Pacific States did include Hawaii and Alaska.
of the United States, as well as Canada, Europe, and Great Britain are mentioned. It will be noted, however, that only two geographical regions of the United States account for an extremely large percentage of the landmen; the West South Central states and the West North Central states. More than half of the landmen, 58.9%, state they originally come from the West South Central states of Arkansas, Louisiana, Oklahoma, and Texas. The next largest number of landmen, although a substantially smaller percentage, 10.9%, indicated that they originally came from the West North Central states, comprising Minnesota, Iowa, Missouri, North Dakota, South Dakota, Nebraska, and Kansas. These two regions together account for 69.8% of all those responding to the question. No other region or country was listed by more than 10% of the landmen, and with the exception of the East North Central states, and the Mountain states, with 7.5% and 5.5% of the respondents respectively, no other region or country was mentioned by more than 5% of the landmen as their region of origin. In Table 4.1, a comparison is given of the geographical origin of petroleum landmen and U.S. native white male population, in terms of percentage of individuals by region of origin and ranking of regions. Also appearing in this table is the ranking of regions by crude oil production for the period 1946-50. There appears to be considerable variance between the ranking of regions by origin of landmen and the ranking of regions by origin of the U.S. native white male population. On the other hand, a comparison of ranking of region by landmen's origin and by crude oil production shows a somewhat closer fit. The most significant ranking
is that of the West South Central states, which ranks 1st in crude oil production, as well as geographical origin of landmen, but 5th in present ranking of total population. The particular makeup of states in census regions may tend to be somewhat misleading in regard to a comparison of landmen's origins and crude oil production, and for this reason a comparison by state of the seven states which are most frequently cited by landmen as from where they originally come, and their relative ranking in crude oil production, is given in Table 4.2. As will be noted, the top six states ranked by origin of landmen are also the same six states ranking top in crude oil production, although not in exactly the same order. Texas is, however, ranked first in both cases, and the difference in rankings for the other states is relatively close, especially considering the small differences in percentages of landmen from these states. Also in Table 4.2 is presented a ranking by population for these states for the years 1900, 1910, 1920, and 1930. With the exception of Texas, which reached the rank of 5th in population, Illinois, which consistently ranked 3rd, and California, which only by 1930 had reached the rank of 6th, none of the other states which have been frequently mentioned by landmen as the states from which they originally came, have ever ranked more than 21st in population for any of the years listed.

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3These years were selected for comparison since almost 90% of the landmen were born sometimes between 1910 and 1930.
Table 4.2 Geographical Origin of Petroleum Landmen by Seven Most Frequently Mentioned States Compared With Ranking of These States by Oil Production and Population of U. S. for Years 1900-1930, in 10-Year Periods.

<table>
<thead>
<tr>
<th>State</th>
<th>Percentage of Landmen by State of Origin</th>
<th>Ranking of State by Origin of Landmen</th>
<th>Ranking of State in Crude Oil Production (1941-50 average)*</th>
<th>Rank of State in Total U. S. Population**</th>
</tr>
</thead>
<tbody>
<tr>
<td>Texas</td>
<td>31.35%</td>
<td>1</td>
<td>1</td>
<td>6 5 5 5 5</td>
</tr>
<tr>
<td>Oklahoma</td>
<td>18.47%</td>
<td>2</td>
<td>4</td>
<td>30 23 21 21</td>
</tr>
<tr>
<td>Kansas</td>
<td>4.96%</td>
<td>3</td>
<td>5</td>
<td>22 22 24 24</td>
</tr>
<tr>
<td>Louisiana</td>
<td>4.75%</td>
<td>4</td>
<td>3</td>
<td>23 24 22 22</td>
</tr>
<tr>
<td>Illinois</td>
<td>3.17%</td>
<td>5</td>
<td>6</td>
<td>3 3 3 3</td>
</tr>
<tr>
<td>California</td>
<td>2.89%</td>
<td>6</td>
<td>2</td>
<td>21 12 8 6</td>
</tr>
<tr>
<td>Arkansas</td>
<td>2.89%</td>
<td>7</td>
<td>9</td>
<td>25 25 25 25</td>
</tr>
</tbody>
</table>

** Source - Same as above, 12.
The comparisons in the two tables show that landmen, in terms of place of birth, are not geographically representative of all the states. Rather, the Western Central states tend to account for the geographical origin of a majority of them. Moreover, the specific states listed most often as states of origin are also those states which rank highest in crude oil production. It would seem then that a generalization would be justified that the presence of crude petroleum production in appreciable quantity in one's home state is an important factor in the social selection process of petroleum landmen. The great oil discoveries in the western states during the four decades of this century provided a picture of dynamic growth and unusual occupational opportunities in oil producing areas. The petroleum industry in this period constituted a major economic plank in the economy of these same states. It is not surprising that some persons growing up in physical proximity to this industry gravitated naturally toward such occupational opportunities as it offered. It is also to be expected that the more professional type jobs would be especially attractive. The social selection process then seems to begin for oil landmen with propinquity of occupational opportunities and with awareness of the means of availing one's self of them.

4Even though petroleum landwork is not classified as professional by the Bureau of the Census, nevertheless the very nature of the work itself, as well as the skill required, would undoubtedly make the occupation seem professional in nature to the outsider, as well as to the insider.
Demographic Background

The landmen were queried concerning the size of their hometown. The results are given in Table 4.3. The landmen appear to be relatively well distributed among all of the census population categories, with the exception of the categories of towns of 10,000 - 25,000 and towns of over 25,000 - 100,000, which were indicated by a smaller percentage of respondents as the size of their hometown than smaller or larger places. However, almost two-thirds, or 64.2%, of the landmen had hometowns when they were growing up of 25,000 or under. Another 12.4% of them reported hometowns of over 25,000 - 100,000, and only 23.4% came from cities of over 100,000.

When the petroleum landmen are compared with the total U. S. population in distribution by size of town, we find a similarity in percentages of both groups for towns of 25,000 or smaller, and for towns of 25,000 or larger. The landmen are slightly over represented in the population of towns of over 25,000 - 100,000 category, as compared with the total U. S. population for all of the 10-year period from 1900 to 1930. The landmen are also slightly over represented in the over 100,000 category in comparison with the U. S. population for 1900 and 1910, but slightly under represented in comparison with 1920 and 1930.

In the broad category of towns 25,000 or smaller, a somewhat sharper contrast is shown when the landmen are compared with the total U. S. population. The landmen are relatively evenly distributed for all three of the specific population categories. The total U. S. population is instead predominately represented in the under 2,500 category for all of the time.
Table 4.3 Size of Population of Hometown of Landmen Compared with Distribution of Total Population in U. S. by Size of Town for the Period 1910-1930.

<table>
<thead>
<tr>
<th>Population of Place</th>
<th>Number of Landmen</th>
<th>Percentage of Landmen</th>
<th>Percentage of Total U. S. Population 1900</th>
<th>1910</th>
<th>1920</th>
<th>1930</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 2,500</td>
<td>341</td>
<td>23.7%</td>
<td>60.3</td>
<td>54.3</td>
<td>48.8</td>
<td>43.8</td>
</tr>
<tr>
<td>2,500 - 9,999</td>
<td>311</td>
<td>21.6%</td>
<td>8.0</td>
<td>8.7</td>
<td>8.8</td>
<td>8.6</td>
</tr>
<tr>
<td>10,000 - 25,000</td>
<td>272</td>
<td>18.9%</td>
<td>5.7</td>
<td>6.0</td>
<td>6.7</td>
<td>7.4</td>
</tr>
<tr>
<td>Over 25,000 - 100,000</td>
<td>179</td>
<td>12.4%</td>
<td>7.3</td>
<td>8.9</td>
<td>9.3</td>
<td>10.5</td>
</tr>
<tr>
<td>Over 100,000</td>
<td>338</td>
<td>23.4%</td>
<td>18.8</td>
<td>22.1</td>
<td>26.0</td>
<td>29.6</td>
</tr>
<tr>
<td>Total</td>
<td>1441*</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

* Does not include 10 Did Not Answer responses.

periods listed, although the percentage diminished with each 10-year period from 60.3% in 1900 to 43.8% in 1930. In comparison only 23.7% of the landmen reported the population of their hometown as 2,500 or under.

The petroleum landman for the most part came from a town of small to medium size. Slightly more than half, or 52.9%, reported the size of their hometown as 2,500 to 100,000. This is several times as large a percentage as the U. S. population for the years 1900 to 1930. Approximately the same percentage of landmen, about one-fourth, had hometowns of 100,000 or over as the total U. S. population. Only about one-fourth of the landmen came from rural places of under 2,500, as contrasted with approximately one-half of the U. S. population who lived in places of this size between 1900 and 1930.

Landmen’s Fathers’ Educational Background

The fathers of the petroleum landmen in our study appear to have a relatively high educational level. The tabulation of responses to the question concerning fathers’ education is found in Table 4. More than two-thirds of the fathers reached high school or above. More than one-half of all fathers reported on were high school graduates or above, and more than one-third had some college or above. The median educational attainment was high school graduation.

An interesting group for comparative purposes is the 8,000 business leaders studied by Warner and Abegglen in 1952. In their study they

---

5Warner and Abegglen, op. cit.
Table 4.4  Education of Fathers of Petroleum Landmen as Compared with Fathers of 1952 Business Leaders and U. S. Adult Males in 1940.

<table>
<thead>
<tr>
<th>Education</th>
<th>Fathers of Landmen</th>
<th>Fathers of 1952 Business Leaders**</th>
<th>U. S. Males 55 Years and Over in 1940***</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number</td>
<td>Percentage</td>
<td></td>
</tr>
<tr>
<td>Less than High School</td>
<td>431</td>
<td>30.4%</td>
<td>38%</td>
</tr>
<tr>
<td>Some High School</td>
<td>146</td>
<td>10.3%</td>
<td>16%</td>
</tr>
<tr>
<td>High School Graduation</td>
<td>361</td>
<td>25.4%</td>
<td>18%</td>
</tr>
<tr>
<td>Some College</td>
<td>205</td>
<td>14.4%</td>
<td>10%</td>
</tr>
<tr>
<td>College Graduation</td>
<td>171</td>
<td>12.1%</td>
<td>18%</td>
</tr>
<tr>
<td>Graduate or Professional School</td>
<td>105</td>
<td>7.4%</td>
<td>18%</td>
</tr>
<tr>
<td>Total</td>
<td>1419*</td>
<td>100.0%</td>
<td>100%</td>
</tr>
</tbody>
</table>

* Does not include 32 Did Not Answer responses.
also inquired about the educational attainment of the fathers of the business leaders. Their findings are also presented in Table 4.4, as well as the education of U. S. males 55 years and over in 1940. Warner and Abegglen included these figures in their analysis, although noting that the figures for the educational level for adult males of 1920 would have been preferable if available.

The percentage of the fathers of landmen who graduated from college or had graduate training is approximately the same as that of the fathers of business leaders. In this instance, 19.5% for the landmen's fathers as compared with 18% for the fathers of business leaders. The 14.4% of landmen's fathers who attended some college only slightly exceeds the 10% of business leaders' fathers who did so. For high school graduation or lower, the picture is somewhat different, however. Of the fathers of landmen, 25.4% graduated from high school as opposed to 18% of the fathers of the business leaders. A larger percentage, 16%, of business leaders' fathers had only some high school than did the landmen's fathers, of whom only 10.3% had some high school. The business leaders' fathers also exceeded the fathers of landmen in the percentage who had less than a high school education, 38% as compared to 30.4%. Both groups were approximately the same with respect to college education or higher. The business leaders' fathers tended more to have only some high school or less than did the landmen's fathers.

When the educational attainment of both of these groups is compared with that of U. S. males 55 years of age and over in 1940, we find consider-
able variation. Considerably more than two-thirds of the U. S. males had less than a high school education, and only 7% had some college or higher.

In Table 4.5, the educational level of landmen is compared with that of the fathers. A marked contrast is evident. Where 66.1% of the fathers were high school graduates or below, only 11.2% of the landmen were so categorized. Of the landmen, two-thirds, or 66.4%, were college graduates or higher as opposed to only 19.5% of the fathers. It would be expected that members of recent generations would exceed their fathers in educational attainment by a good margin. However, considering the relatively high educational background of the fathers, for the sons to exceed this level to the degree which they do is surprising indeed.

Landmen's Fathers' Occupational Background

In order to examine occupational succession, the landmen were queried as to the main occupation of their fathers. The results from this question are given in Table 4.6. Fathers' occupations are categorized into the more recent U. S. Census Bureau major occupational groups. For comparative purposes, two other sets of data are also included in the table. The first is information concerning the occupation of the fathers of Warner and Abegglen's 1952 Business Leaders. The second set of data is drawn from the findings of Mabel Newcomer in her study of big business executives.

6Tbid., p. 40.
Table 4.5  Education of Fathers of Petroleum Landmen Compared with that of Petroleum Landmen

<table>
<thead>
<tr>
<th>Education</th>
<th>Fathers of Landmen</th>
<th>Landmen</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number</td>
<td>Percentage</td>
</tr>
<tr>
<td>Less than High School</td>
<td>431</td>
<td>30.4%</td>
</tr>
<tr>
<td>Some High School</td>
<td>146</td>
<td>10.3%</td>
</tr>
<tr>
<td>High School Graduate</td>
<td>361</td>
<td>25.4%</td>
</tr>
<tr>
<td>Some College</td>
<td>205</td>
<td>14.4%</td>
</tr>
<tr>
<td>College Graduate</td>
<td>171</td>
<td>12.1%</td>
</tr>
<tr>
<td>1-2 Years of Graduate or Professional School</td>
<td>30</td>
<td>2.1%</td>
</tr>
<tr>
<td>2 or More Years of Graduate or Professional School</td>
<td>75</td>
<td>5.3%</td>
</tr>
<tr>
<td>Total</td>
<td>1419*</td>
<td>100%</td>
</tr>
</tbody>
</table>

* Does not include 32 Did Not Answer responses.
** Does not include 5 Did Not Answer responses.
Table 4.6 The Occupations of Landmen's Fathers

<table>
<thead>
<tr>
<th>Major Occupation Group</th>
<th>Landmen's Fathers</th>
<th>Fathers of Big Business Executives (1950)**</th>
<th>Fathers of 1952 Business Leaders***</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional, Technical, and Kindred Workers</td>
<td>301</td>
<td>17.8%</td>
<td>14%</td>
</tr>
<tr>
<td>Farmers and Farm Operators</td>
<td>244</td>
<td>13.4%</td>
<td>9%</td>
</tr>
<tr>
<td>Managers, Officials, and Proprietors, Except Farm</td>
<td>379</td>
<td>55.7%</td>
<td>49%</td>
</tr>
<tr>
<td>Clerical and Kindred Workers</td>
<td>59</td>
<td>5.6%</td>
<td>8%</td>
</tr>
<tr>
<td>Sales Workers</td>
<td>194</td>
<td>5.6%</td>
<td>8%</td>
</tr>
<tr>
<td>Craftsmen, Foremen, and Kindred Workers</td>
<td>155</td>
<td>5.4%</td>
<td>13%</td>
</tr>
<tr>
<td>Operatives and Kindred Workers</td>
<td>37</td>
<td>2.1%</td>
<td>7%</td>
</tr>
<tr>
<td>Service Workers</td>
<td>33</td>
<td>2.3%</td>
<td>7%</td>
</tr>
<tr>
<td>Laborers</td>
<td>18</td>
<td>1.2%</td>
<td>7%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1420</strong></td>
<td><strong>100 %</strong></td>
<td><strong>100 %</strong></td>
</tr>
</tbody>
</table>

* Does not include 31 Did Not Answer responses.


(Note - In both the Newcomer study as well as the Warner and Abegglen, the occupational group categories were slightly different from the more recent census categories which we have employed, and appropriate adjustments in the grouping of occupations were necessary for comparative purposes.)
Both studies presented their findings concerning the occupation of the fathers of their respondents in fewer and slightly different occupational categories. We have tried to allow for this difference and make appropriate conversions of categories for comparison with the fathers of landmen.

For all three groups approximately two-thirds of the individuals were classified in the first three categories: Professional, Technical, and Kindred Workers; Farmers and Farm Operators; and Managers, Officials, and Proprietors, Except Farm. For all of the other occupational categories, the percentages for all three groups were relatively small. Notable, however, was the somewhat larger percentage, 17.9%, of fathers of landmen classified as Clerical and Kindred Workers or Sales Workers, as opposed to fathers of big business executives with 5.6% so classified, and 8% of fathers of 1952 business leaders. The combined percentages of landmen's fathers for these two occupational categories were, in fact, as large as those classified as Farmers. Of the three groups of fathers, the landmen's fathers represented the largest percentage of Professionals, followed by big business executives' fathers and fathers of 1952 business leaders. The same order of percentages was true for Farmer category. The most pronounced difference in occupation of fathers was that approximately one-half of the executives' fathers and business leaders' fathers were classified as Managers, Officials, and Proprietors, as opposed to only about one-fourth of the landmen's fathers.
Fathers of big business executives and fathers of business leaders tended primarily to be classified as Managers, Officials, and Proprietors. To a much smaller degree they were Professionals, Farmers and Craftsmen. The fathers of landmen were primarily Managers, Officials, and Proprietors and Professionals, to about the same degree, and to a slightly smaller degree were classified as Farmers and Clerical and Sales Workers.

In response to a question concerning the type of their fathers' employment, more than one-half of the landmen responded that their fathers were self-employed. These responses are given in Table 4.7. Of the landmen, 55.4% stated their fathers were self-employed. An additional 34.8% were employed by a private firm. Those fathers employed by all other sources totaled less than 10%. This exceptionally large percentage of self-employed fathers, together with the occupational classifications noted above, suggests perhaps a strong influence on the orientation of landmen in the direction of free enterprise, self-reliance, and the Protestant ethic.

Information was sought concerning the fathers' experience, if any, in the oil business, and more specifically as a petroleum landman. In Table 4.8 we note that only slightly more than one-quarter of the fathers were ever employed in any occupational capacity in the oil business. The remaining 74% had no experience in the oil business. An even considerably smaller percentage of the fathers were ever landmen themselves, as shown by Table 4.9. Only 7.6% of the landmen stated that their fathers were ever employed as petroleum landmen themselves, and 92.4% indicated that their fathers had never at any time been employed as a petroleum landman.
Table 4.7 Type of Employment of Landmen's Fathers

<table>
<thead>
<tr>
<th>Father's Employer</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self Employed</td>
<td>775</td>
<td>55.4%</td>
</tr>
<tr>
<td>Private Firm</td>
<td>487</td>
<td>34.8%</td>
</tr>
<tr>
<td>City, County or State</td>
<td>64</td>
<td>4.6%</td>
</tr>
<tr>
<td>Federal Government</td>
<td>56</td>
<td>4.0%</td>
</tr>
<tr>
<td>Non Profit Organization</td>
<td>16</td>
<td>1.1%</td>
</tr>
<tr>
<td>Private Family</td>
<td>1</td>
<td>0.1%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1399*</td>
<td>100%</td>
</tr>
</tbody>
</table>

* Does not include 52 Did Not Answer responses.

Table 4.8 Oil Business Experience of Landmen's Fathers

<table>
<thead>
<tr>
<th>Father Ever Employed in Oil Business</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>376</td>
<td>26%</td>
</tr>
<tr>
<td>No</td>
<td>1072</td>
<td>74%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1448*</td>
<td>100%</td>
</tr>
</tbody>
</table>

* Does not include 3 Did Not Answer responses.

Table 4.9 Employment of Landmen's Fathers as Petroleum Landmen

<table>
<thead>
<tr>
<th>Father Ever Landman</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>110</td>
<td>7.6%</td>
</tr>
<tr>
<td>No</td>
<td>1338</td>
<td>92.4%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1448*</td>
<td>100%</td>
</tr>
</tbody>
</table>

* Does not include 3 Did Not Answer responses.
General Educational Background of Landmen

As an occupational group, petroleum landmen have an unusually high educational level. In Table 4.10 we find that about two-thirds of all respondents indicated that they had four years of college or more. An additional 22.4% had 1-3 years of college. Only 3% had less than a 12th grade education. In contrast of Warner and Abegglen's 1952 Business Leaders, 13% had less than a 12th grade education; a little more than one-half, or 57% of this group had 4 years of college or more, and 24% had no college background. Both landmen and business leaders compare most favorably with the U.S. white male population in 1960, however. Only 9.7% of the U.S. white males had 4 years of college or more, and 60.5% had less than a 12th grade education. Of this group, more than two-thirds, or 81.7% had no college training.

Professional Educational Background of Landmen

Much of the landman's work is of a technical nature and requires some degree of legal knowledge. Some petroleum companies require that their landmen possess some formalized legal training, while others acquire this knowledge in the process of their work. In recent years the trend has been for companies more and more to require some specific formalized legal training before employing an individual as a landman.

The landmen were questioned concerning whether or not they possessed any legal training, if so, how was this acquired, and had they ever been admitted to the bar in any state. The responses to these questions are
Table 4.10 Educational Background of Landmen

<table>
<thead>
<tr>
<th>Education</th>
<th>Landmen Number</th>
<th>Percentage</th>
<th>1952 Business Leaders**</th>
<th>U. S. White Males (25 years &amp; older) in 1960***</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 12th Grade</td>
<td>43</td>
<td>3.0%</td>
<td>13%</td>
<td>60.5%</td>
</tr>
<tr>
<td>12th Grade</td>
<td>119</td>
<td>8.2%</td>
<td>11%</td>
<td>21.2%</td>
</tr>
<tr>
<td>1-3 Years of College</td>
<td>324</td>
<td>22.4%</td>
<td>19%</td>
<td>8.6%</td>
</tr>
<tr>
<td>4 Years of College</td>
<td>532</td>
<td>36.8%</td>
<td>57%</td>
<td>9.7%</td>
</tr>
<tr>
<td>1-2 Years of Graduate or Professional School</td>
<td>162</td>
<td>11.2%</td>
<td>57%</td>
<td></td>
</tr>
<tr>
<td>2 or More Years of Graduate or Professional School</td>
<td>266</td>
<td>18.4%</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>1446*</td>
<td>100 %</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

* Does not include 5 Did Not Answer responses.
given in Tables 4.11, 4.12, and 4.13. The group is divided almost exactly in half with 50.5% indicating in Table 4.11 that they possess legal training and 49.5% who do not. Of those with legal training, some 39.4%, as shown in Table 4.12, stated they had graduated from an accredited law school. Another 6.6% indicated they had taken some work at an accredited law school. The remaining 54% acquired their legal training in some different manner, such as correspondence courses, night law school and other means. In Table 4.13, we find that a relatively small percentage, only 20.2%, had ever been admitted to the legal bar of any state. The remaining 79.8% had not. The number of individuals who had been admitted to the bar is almost the same as the number who graduated from an accredited law school. In most cases graduation from an accredited law school would result in admission to the bar of the state in which the school was located. However, in many states it is still possible to take a bar examination with training acquired in other ways, or for that matter, with no specific training at all. Passing the bar examination would admit the candidate to the bar. This was possible in somewhat more states in years past.

General Social Characteristics of Landmen

Table 4.14 contains the age distribution of landmen. A very small number are 25 years of age or under, and only 5.2% are under 30. Almost one-half of all the landmen reporting their age are between the ages of 31 and 40. Another 27.7% are between 41 and 50, and 17.5% are above the age of 50. Only 5.3% are 61 or older. The median age for the group is
Table 4.11 Legal Training

<table>
<thead>
<tr>
<th></th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>729</td>
<td>50.5%</td>
</tr>
<tr>
<td>No</td>
<td>715</td>
<td>49.5%</td>
</tr>
<tr>
<td>Total</td>
<td>1444*</td>
<td>100%</td>
</tr>
</tbody>
</table>

* Does not include 7 Did Not Answer responses.

Table 4.13 Membership in State Legal Bar (Ever in Any State)

<table>
<thead>
<tr>
<th></th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>290</td>
<td>20.2%</td>
</tr>
<tr>
<td>No</td>
<td>1146</td>
<td>79.8%</td>
</tr>
<tr>
<td>Total</td>
<td>1436*</td>
<td>100%</td>
</tr>
</tbody>
</table>

* Does not include 15 Did Not Answer responses.

Table 4.12 How Legal Training Acquired

<table>
<thead>
<tr>
<th>Source of Legal Training</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Some Post Graduate Work at Accredited Law School</td>
<td>49</td>
<td>6.6%</td>
</tr>
<tr>
<td>Graduated From an Accredited Law School</td>
<td>293</td>
<td>39.5%</td>
</tr>
<tr>
<td>Studied Law Through Some Other Means Such as Night Law School, Etc.</td>
<td>317</td>
<td>42.7%</td>
</tr>
<tr>
<td>Other Means</td>
<td>83</td>
<td>11.2%</td>
</tr>
<tr>
<td>Total</td>
<td>742</td>
<td>100%</td>
</tr>
</tbody>
</table>

* Does not include 10 Did Not Answer responses and excludes 699 Not Applicable responses.
Table 4.14  Age of Landmen

<table>
<thead>
<tr>
<th>Age Range</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>20-25</td>
<td>3</td>
<td>.2%</td>
</tr>
<tr>
<td>26-30</td>
<td>70</td>
<td>5.0%</td>
</tr>
<tr>
<td>31-35</td>
<td>347</td>
<td>25.1%</td>
</tr>
<tr>
<td>36-40</td>
<td>339</td>
<td>24.5%</td>
</tr>
<tr>
<td>41-45</td>
<td>213</td>
<td>15.4%</td>
</tr>
<tr>
<td>46-50</td>
<td>171</td>
<td>12.3%</td>
</tr>
<tr>
<td>51-55</td>
<td>101</td>
<td>7.3%</td>
</tr>
<tr>
<td>56-60</td>
<td>68</td>
<td>4.9%</td>
</tr>
<tr>
<td>61 and older</td>
<td>73</td>
<td>5.3%</td>
</tr>
<tr>
<td>Total</td>
<td>1385*</td>
<td>100 %</td>
</tr>
</tbody>
</table>

* Does not include 66 Did Not Answer responses.
in the 36-40 category, and some two-thirds of the individuals are between the ages of 31-45.

In religious affiliation shown in Table 4.15, the landmen appear to be predominately Protestant, with 84.6% so indicating. Of the group, 12.1% are Catholic and only .3% Jewish. The remaining 3% report other or no religious affiliation. This distribution is relatively similar to the religious affiliation of military leaders as shown in the same table, with the exception that no Jewish military leaders are reported. The big business executives differ in that a smaller percentage, 80.25% as opposed to 84.6% for the landmen, are Protestant. Also a smaller percentage, 8.97% as opposed to 12.1% for the landmen, are Catholic. Some 4.61% of big business executives are Jewish and 6.15% report other religious affiliation, as opposed to .3% and 1% respectively for the landmen. All of these occupational groups contrast sharply with the total U. S. white male population, of whom a somewhat smaller percentage, 66.8%, are Protestant. A substantially larger percentage, 25.9% of the U. S. white males are Catholic, but only 3.3% are Jewish, and 4% report other or no religious affiliation. Protestant landmen appear, in comparison with the U. S. white male population, to be over represented, while Catholic and Jewish landmen are somewhat under represented. Catholic landmen may well be even more under represented in all states except Louisiana, where a number of landmen in the southern part of the state are natives and Catholic.

Tables 4.16 and 4.17 give present marital status of the landmen, and the number of children they have respectively. The great majority of the
Table 4.15 Religious Denomination of Petroleum Landmen Compared With That of Executives, Military Leaders and Total U. S. White Male Population

<table>
<thead>
<tr>
<th>Religious Affiliation</th>
<th>Petroleum Landmen Number</th>
<th>Percentage</th>
<th>Big Business Executives (1950)**</th>
<th>Military Leaders***</th>
<th>Total U. S. White Male Population (14 Years and Older)**</th>
<th>Army</th>
<th>Navy</th>
<th>Air Force</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Protestant</td>
<td>1225</td>
<td>84.6%</td>
<td>80.25%</td>
<td>89%</td>
<td>90% 84%</td>
<td>100%</td>
<td></td>
<td></td>
<td>100%</td>
</tr>
<tr>
<td>Catholic</td>
<td>175</td>
<td>12.1%</td>
<td>8.97%</td>
<td>11%</td>
<td>10% 16%</td>
<td></td>
<td></td>
<td></td>
<td>25.9%</td>
</tr>
<tr>
<td>Jewish</td>
<td>5</td>
<td>.3%</td>
<td>4.61%</td>
<td>—</td>
<td>—</td>
<td></td>
<td></td>
<td></td>
<td>3.3%</td>
</tr>
<tr>
<td>Other</td>
<td>14</td>
<td>1.0%</td>
<td>6.15%</td>
<td>—</td>
<td>—</td>
<td></td>
<td></td>
<td></td>
<td>1.3%</td>
</tr>
<tr>
<td>None</td>
<td>29</td>
<td>2.0%</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td></td>
<td></td>
<td></td>
<td>2.7%</td>
</tr>
<tr>
<td>Total</td>
<td>1448*</td>
<td>100%</td>
<td>100%</td>
<td>100% 100% 100%</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
<td>100%</td>
</tr>
</tbody>
</table>

* Does not include 3 Did Not Answer responses.
### Table 4.16 Present Marital Status of Landmen

<table>
<thead>
<tr>
<th>Present Marital Status</th>
<th>Landmen Number</th>
<th>Percentage</th>
<th>Total U. S. White Male Population 14 Years &amp; Older</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single (Never been married)</td>
<td>45</td>
<td>3.1%</td>
<td>23.9%</td>
</tr>
<tr>
<td>Married</td>
<td>1375</td>
<td>95.0%</td>
<td>70.7%</td>
</tr>
<tr>
<td>Widowed</td>
<td>6</td>
<td>.4%</td>
<td>3.8%</td>
</tr>
<tr>
<td>Divorced</td>
<td>22</td>
<td>1.5%</td>
<td>1.7%</td>
</tr>
<tr>
<td>Total</td>
<td>1448*</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

* Does not include 3 Did Not Answer responses.

### Table 4.17 Number of Children of Landmen

<table>
<thead>
<tr>
<th>Number of Children in Family</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>One</td>
<td>239</td>
<td>18.6%</td>
</tr>
<tr>
<td>Two</td>
<td>530</td>
<td>41.2%</td>
</tr>
<tr>
<td>Three</td>
<td>331</td>
<td>25.7%</td>
</tr>
<tr>
<td>Four</td>
<td>137</td>
<td>10.6%</td>
</tr>
<tr>
<td>Five</td>
<td>32</td>
<td>2.5%</td>
</tr>
<tr>
<td>More than Five</td>
<td>18</td>
<td>1.4%</td>
</tr>
<tr>
<td>Total</td>
<td>1287*</td>
<td>100%</td>
</tr>
</tbody>
</table>

* Does not include 9 Did Not Answer responses or 155 Not Applicable responses.
landmen, 95%, are presently married. This is substantially larger than
the 70.7% of married U. S. white males. This difference, however, might
well be accounted for by the fact that the Census Bureau includes as total
U. S. white male population all persons 14 years or older. Only .4% of
the landmen are widowed as opposed to almost nine times as many, or 3.8%,
of the U. S. white males. The relatively young age of most of the landmen
would probably account for this. Only 1.5% of the landmen, or slightly
less than the 1.7% of U. S. white males are divorced.

Of those landmen with children, slightly less than one-half, or
41.2%, have two children. An additional 25.7% have three children, while
only 18.6% have only one child, and the remaining 14.5% have four or more.
An extremely small percentage, only 3.9%, have five or more children.

Summary

Petroleum landmen do not reflect the distribution of state origin of
the general population, but rather tend predominately to come originally
from one of the West South Central states, or to a somewhat lesser degree,
from the West North Central or East North Central states. This phenomenon
is likely related to the presence of and importance of oil production
activities in many of those states. Gross commenting on this states:

Important also are the occupations that are traditional in
a region or in a town. When a town population is dependent
on a single industry for its living, the probability that a
child will enter that industry is greater than it would be
otherwise. Such a factor is, perhaps, especially important
for extractive resource industries. 

---

8Gross, op. cit., p. 156.
Neither does the petroleum landman reflect the rural origins of the general population. Instead the occupational group is relatively evenly distributed over the entire range of hometown population size categories. As a broad generalization, landmen can be said to come more from small and medium sized towns than from rural areas or large cities.

Petroleum landmen have fathers who appear to have been educated far beyond the average population. With high school graduate as a median education, and 20% of them having graduated from college or done graduate or professional study, they compare most favorably with the fathers of many select professional and managerial occupational groups.

The fathers of petroleum landmen represent a relatively select set of occupational categories. Almost one-half of the fathers are classified as Managers, Officials, and Proprietors, except Farm, or as Professional, Technical, and Kindred Workers. An additional one-third of all fathers are classified as Farmers and Farm Operators, or as Sales Workers. Of all the landmen's fathers, more than one-half were self-employed. While a relatively small percentage, only 7.6%, of the fathers had ever been a petroleum landman, a somewhat larger number, about one-fourth of the fathers, had worked in some capacity in the oil business at some time or another. Information from other questions suggests that in many cases relatives other than, or in addition to fathers, worked within the oil industry. With this background of private ownership, self employment, or professional and white collar work, as well as members of the family in the industry, it is perhaps not surprising that an industry with its attendant occupational specialties which offered the opportunities, as
well as the particular orientation of mobility and dynamic growth that the oil industry had, should prove attractive as a career to the sons of these individuals.

As an occupational group themselves, the landmen have an unusually high educational level. Two-thirds of the landmen are college graduates and almost one half of these have graduate or professional training. The rest of the group, with the exception of only 3%, are high school graduates or have some college training. The educational level of the fathers may well have provided a value orientation emphasizing higher education for their sons. Then too, the occupational background of the fathers may have tended to make college education more economically possible than might have been the case with persons of different occupational levels.

Even though landwork often involves activities which require some degree of legal skill or knowledge, only one-half of the landmen indicate that they have any legal training, and only one-fifth of them have ever been members of the bar of any state. Of the 50.5% with legal training, only about two-fifths acquired their training at and graduated from an accredited law school. The remaining individuals with legal training acquired their training through other means. For those landmen who had no training in law, their proficiency was presumably obtained through experience and on the job training. The relatively short history of the oil industry has produced a situation where specific and unique skills are needed, as in land work, but no formalized source of training has been available. The law school, of course, represented the best educational background, but even here in many cases the training for
the specific activities in landwork has not always been available. A law
degree has not always been essential, but some legal knowledge has often
been desirable. Experience, on the job training, or legal training from
other than accredited law schools appears to have been, at least in the
past, adequate sources of this legal knowledge.9

Petroleum landmen are on the whole a relatively young group of
individuals with more than three-fourths of those studied being between
the ages of 31 and 50. The median age is between 36 and 40. While a
wide variation in age is present, it is interesting to note that only
5.2% of the group are 30 or younger and only 5.3% of the group are 61
or older. If it is possible to speak of occupational generations, then
the ranks of landmen are filled with the post World War I pre-depression
generation.10

The petroleum landman is, in most cases, a Protestant, with only a
relatively small number of individuals being Catholic. Members of Jewish,
or other or no religious faith make up only a tiny percentage. In this,
landmen resemble certain elite occupational categories such as business
executives and military leaders, but differ markedly from the total white
male population in distribution of religious membership.

9Trends in professional preparation will be discussed in a later
chapter.

10See Dero A. Saunders, "Executive Discontent," in Sigmund Nosow
and William H. Form (eds.), Man, Work and Society (New York: Basic
Books, Inc., 1962), pp. 461-467. Saunders deals with occupational gene-
nerations and includes a similar category. He speaks of the "pre-crash
generation," although his individuals in this category may have been
born somewhat earlier than World War I.
Landmen, in a predominant number of instances, are married, and on the average have two or three children.

Many research findings exist which demonstrate the relatively minor part which individual choice plays in occupational entrance. Instead, the individual is subject to influences and pressures of a wide variety, ranging from cultural or geographical perspective to positive restrictions; all of which serve to channel him into an occupation often within a narrow range of alternatives. Members of a particular religious faith may find certain occupational specialties objectionable in terms of value orientation, while members of other religions may find some specialties closed to them. Some individuals may find it relatively impossible to enter an occupation short of actual occupational inheritance. Awareness of occupational opportunities may be a function of the part of the country in which one lives, as well as the size of the town in which he grows up. Many occupational specialties require extensive education and training as a prerequisite to entrance, and this may in turn be a function of the family's economic means which may result from the father's occupation. Inside information, contacts, and family tradition and orientation will all play a part in shaping the occupational "choice" of the individual.

In the case of petroleum landwork, the makeup of the membership in terms of socio-economic characteristics and background suggests that several mechanisms of social selection are present. The aspirant to petroleum landwork is apparently an individual whose geographical location and resultant propinquity to the oil industry has made him aware of occupational opportunities. He has possibly had a father or relative
working in the industry to further serve as an informant and contact. He comes from a family where the father has an educational level considerably above the national average, and where presumably higher education is valued and encouraged. His father's occupation appears to have permitted him economically to obtain college and professional training to equip himself for a career in the oil industry at the technical, managerial, or professional level. He is male, relatively young, married, Protestant, and has a small family. Before turning to the actual mechanisms of recruitment, it is possible to categorize the landman as an individual with relatively select social characteristics which undoubtedly equipped, suited, permitted, or qualified him as a candidate for eventual admission to the occupation.

II. RECRUITMENT

Means of Gaining Entrance to Oil Business

An examination of the mechanisms of recruitment in the landman occupation suggests a heavy reliance on informal, rather than on formal techniques. Table 4.18, for example, gives the distribution of means by which the first job in the oil business was obtained. As will be noted, the category with the largest percentage is that including those individuals who indicated they obtained their first job in the oil business "Through the Help of Friends or Family." This group represents 45.7% of all responding to the question. The category with the next highest percentage, 32.6%, is that of "Applied to a Company Cold, Without Knowledge That There was an Opening." The remaining categories, with the exception of
### Table A.18 Means Through Which First Job in Oil Industry Was Obtained

<table>
<thead>
<tr>
<th>Means</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Answered Employment Ad</td>
<td>11</td>
<td>2.2%</td>
</tr>
<tr>
<td>Through Employment Agency</td>
<td>20</td>
<td>4.0%</td>
</tr>
<tr>
<td>Through the Help of Friends or Family</td>
<td>227</td>
<td>45.7%</td>
</tr>
<tr>
<td>Through a Company Recruitment Program on a College Campus</td>
<td>36</td>
<td>7.2%</td>
</tr>
<tr>
<td>Applied to a Company &quot;Cold&quot;</td>
<td>166</td>
<td>33.4%</td>
</tr>
<tr>
<td>Other</td>
<td>37</td>
<td>7.5%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>497*</td>
<td>100%</td>
</tr>
</tbody>
</table>

* Does not include 9 Did Not Answer responses.

### Table 4.19 Breakdown of "Other" Category

<table>
<thead>
<tr>
<th>Means</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Was Approached</td>
<td>12</td>
</tr>
<tr>
<td>Heard of Opening</td>
<td>5</td>
</tr>
<tr>
<td>Was in Allied Field</td>
<td>5</td>
</tr>
<tr>
<td>Employed by Family Member</td>
<td>2</td>
</tr>
<tr>
<td>Opportune Circumstances</td>
<td>2</td>
</tr>
<tr>
<td>Started Out as Independent</td>
<td>5</td>
</tr>
<tr>
<td>Did Not Specify</td>
<td>6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>37</td>
</tr>
</tbody>
</table>
"Other," which represent more conventional means of obtaining a job, such as "Answered Employment Ad," "Through Employment Agency," and "Through Company Recruitment Program on a College Campus," all together were indicated by a total of only 13.4% of those responding. A breakdown of the "Other" category is shown in Table 4.19. There are a relatively few individuals for each of the various means; however, almost all of the means specified by the landmen do involve personal contacts, intimate knowledge, or occupational propinquity.

It would seem likely that applying "Cold" to a company or firm for a job would presuppose at least some limited knowledge of the company, or the prospective job. An awareness of the possibility of employment, and the fact that the petroleum company which hired the individual was initially approached, perhaps along with other kinds of firms, suggest that the individual, in many cases, had information or encouragement to apply in the form of advice or suggestion, presumably from family or acquaintances. This, combined with the large percentage of persons who attribute their first job in the oil business to the help of friends or family, leads to the conclusion of the existence of, and in fact, importance of occupational contact networks as a mechanism of recruitment from outside the oil business. Information from interviews and informants in the landman occupation tend to support this conclusion.

11For a full discussion of this concept see Fred E. Katz, "Occupational Contact Networks," Social Forces, 37 (October, 1958), 52-54.
As the total number of petroleum landmen is apparently relatively small in relation to the total number of other professions and semi-professions, the number of new entrants required annually would seem to preclude the need for an organized recruitment program on college campuses.\(^{12}\) In view of this small annual requirement, there is little to justify such a program economically. In addition, until recently an educational curriculum designed to equip an individual specifically for landwork was not available on college campuses.\(^{13}\) This has tended in many cases to encourage the recruitment of persons with experience in other phases of the oil business.\(^{14}\) Accordingly, the use of employment agencies or want ads would seem to be less effective than reliance on informal channels for obtaining new landmen. The reliance on occupational contact networks by the companies as a means of obtaining new recruits seems functionally sound. In addition to securing sufficient recruits, it provides the occupational members with a means of regulating entrance to the occupation itself.

\(^{12}\)In conversations this author has had with college recruitment representatives from various petroleum companies, the individuals confessed to having almost no knowledge, much less information, concerning opportunities in landwork with their firms. Their interest was entirely in the other occupational specialties such as sales and marketing, geology, engineering, etc.

\(^{13}\)Such curricula do in fact exist now and this will be discussed in a later chapter.

\(^{14}\)The skill needs of landwork and the opportunities to acquire some of these skills through experience in other specialties will be discussed in Chapter V.
This is not to suggest that the occupational networks serve only to recruit novices from outside the oil business, but rather in addition, such networks tend to recruit new landmen from other occupational ranks within the oil business. Katz describes this general process:

One utilization of these contacts occurs when the individual seeks a new job. If engineer "A" has his eye on working for company "X" located a thousand miles away, he will not ordinarily begin by making the thousand-mile trip to the company and presenting himself to the personnel manager. He will not, even, begin by writing to the personnel manager of company "X". Instead, he will first contact his former colleague who works at "X". From him he may find out a great deal more about the company than the personnel manager might have been willing or able to tell him. He may learn what kind of man his would-be boss is; how the company "treats" a man in his specialty, and in which department a vacancy exists. Indeed, his former colleague may have contacted him in the first place to tell him about a particular vacancy.15

Initial Specialty in Oil Business

The requirement for persons with degree of skill usually obtainable only through experience has led to the use of "feeding occupations"16 within the oil business as a source of landmen recruits. Table 4.20 presents a distribution of initial occupations in the oil business. As will be noted, only 19.4% of the individuals entered the oil business as company landmen. An additional 7.8% indicated that their first job

15Katz, op. cit., p. 52.

16For a full discussion of this concept see H. S. Becker and A. L. Strauss, "Careers, Personality, and Adult Socialization," American Journal of Sociology, 62 (November, 1956), 253-263.
Table 4.20 Initial Occupational Specialty in Oil Business

<table>
<thead>
<tr>
<th>Occupational Specialty</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scout</td>
<td>78</td>
<td>15.6%</td>
</tr>
<tr>
<td>Company Landman</td>
<td>97</td>
<td>19.4%</td>
</tr>
<tr>
<td>Independent Landman</td>
<td>39</td>
<td>7.8%</td>
</tr>
<tr>
<td>Attorney in Company Legal Department</td>
<td>10</td>
<td>2.0%</td>
</tr>
<tr>
<td>Clerical Worker</td>
<td>118</td>
<td>23.6%</td>
</tr>
<tr>
<td>Blue Collar Worker and Laborers</td>
<td>61</td>
<td>12.2%</td>
</tr>
<tr>
<td>Other</td>
<td>96</td>
<td>19.2%</td>
</tr>
<tr>
<td>Total</td>
<td>499*</td>
<td>100%</td>
</tr>
</tbody>
</table>

* Does not include 7 Did Not Answer responses.

Table 4.21 Breakdown of "Other" Category

<table>
<thead>
<tr>
<th>Occupational Specialty</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting Work</td>
<td>5</td>
</tr>
<tr>
<td>Title and Abstract Work</td>
<td>8</td>
</tr>
<tr>
<td>Drafting Work</td>
<td>14</td>
</tr>
<tr>
<td>Geological, Geophysical, and Petroleum Engineering Work (All Capacities)</td>
<td>25</td>
</tr>
<tr>
<td>Technicians in Refinery or Well Drilling Operations</td>
<td>15</td>
</tr>
<tr>
<td>Assorted</td>
<td>21</td>
</tr>
<tr>
<td>Sales, Claims, Right of Way Work and Trainees</td>
<td>8</td>
</tr>
<tr>
<td>Total</td>
<td>96</td>
</tr>
</tbody>
</table>
was as an independent landman. However, it is likely that many of these individuals were working with their fathers or relatives who were independent landmen. Thus they became, in a sense, apprentices. A relatively small number, only 2%, entered the oil business as attorneys in company legal departments. Blue collar worker accounted for only 12.2%.

The occupation of "Oil Scout" was indicated by 15.6% of the respondents as their initial job in the oil business. An additional 23.6% of the individuals indicated "Clerical Worker," and 19.2% of the individuals indicated "Other" occupational specialties as their first occupation in the oil business. The "Other" occupational specialties broken down in Table 4.21 appear to represent a wide range of activities within the oil business, rather than a select few.

Of all those responding, 72.8% indicated that their first job in the oil business was in some other occupational specialty than that of landman, either company employed or independent. It would seem therefore that in the past at least, the use of "feeding occupations" has played an important part in the recruitment process. Gross in commenting on a study by Becker and Strauss says: "Becker and Strauss note that some occupations may take care of the recruiting problem by having established 'feeding occupations' which provide a continuing stream of persons." 19

17 Such was the case with this author.

18 Some petroleum companies use the occupation of oil scout as a formal step in the career progression of landmen. Other companies permit career lines in both occupations.

19 Gross, op. cit., p. 198.
Present Landwork Specialty

The petroleum landman is predominately employed by a firm, rather than self employed. The present distribution of employment specialties is indicated in Table 4.22. More than three-fourths of the landmen responded that they were company men. Of these, 66.6% were specifically titled company landmen, and another 9.5% had other company titles. An extremely small percentage, only 1.1%, did landwork with ancillary firms such as oil map companies, etc. Slightly less than one-fourth of the landmen, 22.8%, were self employed independent landmen, producers, or operators.

The company landmen do not appear to be hierarchically distributed in terms of their rank or level in the company. It will be noted from Table 4.23 that 25.5% of the company employed individuals are classified as landmen. Almost the same percentage, 25.8%, are district landmen, the next higher level. There are somewhat fewer division landmen, the subsequent level in that only 16.3% are so classified, and only a slightly smaller percentage, 15.7%, of the individuals are heads of major divisions or departments. The same percentage, 15.7%, have other company titles, and 1% either did not specify their title, or could not be categorized. There is, as shown by these figures, a relatively high ratio between higher level positions and lower or first level landman positions. It would appear that structural opportunities for promotion and mobility do exist. A detailed examination of mobility patterns will be considered later.
Table 4.22 Present Occupational Sub Specialty of Landman

<table>
<thead>
<tr>
<th>Sub Specialty</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company Landman</td>
<td>965</td>
<td>66.6%</td>
</tr>
<tr>
<td>Other Company Title</td>
<td>137</td>
<td>9.5%</td>
</tr>
<tr>
<td>Independent Landman</td>
<td>309</td>
<td>21.3%</td>
</tr>
<tr>
<td>Independent Producer or Operator</td>
<td>22</td>
<td>1.5%</td>
</tr>
<tr>
<td>Oil Maps</td>
<td>3</td>
<td>.2%</td>
</tr>
<tr>
<td>Other (Assorted or Did Not Specify)</td>
<td>13</td>
<td>.9%</td>
</tr>
<tr>
<td>Total</td>
<td>1449*</td>
<td>100%</td>
</tr>
</tbody>
</table>

* Does not include 2 Did, Not Answer responses

Table 4.23 Specific Company Title (If Employed by Company)

<table>
<thead>
<tr>
<th>Company Title</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Landman</td>
<td>280</td>
<td>25.5%</td>
</tr>
<tr>
<td>District Landman</td>
<td>284</td>
<td>25.3%</td>
</tr>
<tr>
<td>Division Landman</td>
<td>179</td>
<td>16.3%</td>
</tr>
<tr>
<td>Head of Major Division or Department</td>
<td>172</td>
<td>15.7%</td>
</tr>
<tr>
<td>Other Company Title</td>
<td>172</td>
<td>15.7%</td>
</tr>
<tr>
<td>Other (Assorted or Did Not Specify)</td>
<td>11</td>
<td>1.0%</td>
</tr>
<tr>
<td>Total</td>
<td>1098*</td>
<td>100%</td>
</tr>
</tbody>
</table>

* Does not include 353 Did Not Answer or Not Applicable responses.
Summary

There is apparently little reliance on formalized and systematic recruiting mechanisms for petroleum landwork. Approximately three-fourths of the landmen in the study came into landwork from some other occupational specialty in the oil business. Although oil scouting and clerical work for an oil company figure prominently as occupational steps to landwork, almost the entire range of occupational specialties in the oil business are represented in the initial job history of present landmen. Landwork, as an occupational system, can be said to use a wide variety of "feeding" occupations in the oil business as a source of novices to be recruited. Members of a "feeding occupation" are, of course, in an advantageous position of potential or actual landwork openings, as well as to know helpful contacts to assist them in becoming landmen. In this connection, it appears that "occupational contact networks" play a large part in landman recruitment, as well as for jobs in the oil business generally. Some 45.7% of the individuals responding indicated that they obtained their first job in the oil business through the help of friends or family. Another 33.4% replied that they applied to a company "Cold," but this, in all probability, entailed some intimate knowledge of the oil business, as well as information about job opportunities in specific firms. Likely this kind of information came from friends or acquaintances in the oil business.

To be aware of and take advantage of job opportunities in the oil business, as with many industries and occupational systems, often
involves the possession of esoteric information usually obtainable only through informal channels and personal contacts.

Initially the individual comes into landwork as a company employee and the majority of present landmen remain as company landmen. The number of second or higher supervisory levels in landwork is extremely large in proportion to first or lowest level positions. This "room at the top" no doubts provides unusual opportunities for career mobility in landwork.

III. CAREER PATTERNS

Longevity in Oil Business

Present day petroleum landmen have not had a long tenure in the oil business. Although as Table 4.24 shows, there is a wide range in the number years worked in the oil business, the majority of the landmen in the study are relative newcomers. Nearly two-thirds of the individuals, or 62.5%, have worked in the oil business only since about the end of World War II, some 15 years ago. Almost three-fourths of the individuals, or 72%, have worked in the oil business for only 20 years, since about the beginning of World War II. Only 10.6% of the landmen have more than 30 years experience in the oil business. Petroleum landmen, then, are for the most part Post World War II entrants to the oil business.

Longevity as Petroleum Landman

An even larger number of individuals have been landmen for only a relatively short number of years. From Table 4.25, it will be noted that substantially more than one-half of the individuals, or 57.5%,
Table 4.24

<table>
<thead>
<tr>
<th>No. of Years</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 5 Years</td>
<td>91</td>
<td>6.4%</td>
</tr>
<tr>
<td>6-10 Years</td>
<td>396</td>
<td>27.7%</td>
</tr>
<tr>
<td>11-15 Years</td>
<td>406</td>
<td>28.4%</td>
</tr>
<tr>
<td>16-20 Years</td>
<td>135</td>
<td>9.5%</td>
</tr>
<tr>
<td>21-25 Years</td>
<td>152</td>
<td>10.6%</td>
</tr>
<tr>
<td>26-30 Years</td>
<td>97</td>
<td>6.8%</td>
</tr>
<tr>
<td>31-35 Years</td>
<td>74</td>
<td>5.2%</td>
</tr>
<tr>
<td>36-40 Years</td>
<td>41</td>
<td>2.9%</td>
</tr>
<tr>
<td>41 Years or Longer</td>
<td>36</td>
<td>2.5%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1428*</td>
<td>100%</td>
</tr>
</tbody>
</table>

* Does not include 23 Did Not Answer responses.

Table 4.25

<table>
<thead>
<tr>
<th>No. of Years</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 5 Years</td>
<td>260</td>
<td>18.2%</td>
</tr>
<tr>
<td>6-10 Years</td>
<td>560</td>
<td>39.3%</td>
</tr>
<tr>
<td>11-15 Years</td>
<td>317</td>
<td>22.2%</td>
</tr>
<tr>
<td>16-20 Years</td>
<td>130</td>
<td>9.1%</td>
</tr>
<tr>
<td>21-25 Years</td>
<td>71</td>
<td>5.0%</td>
</tr>
<tr>
<td>26-30 Years</td>
<td>46</td>
<td>3.2%</td>
</tr>
<tr>
<td>31-35 Years</td>
<td>22</td>
<td>1.6%</td>
</tr>
<tr>
<td>36-40 Years</td>
<td>11</td>
<td>.8%</td>
</tr>
<tr>
<td>41 Years or Longer</td>
<td>9</td>
<td>.6%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1426*</td>
<td>100%</td>
</tr>
</tbody>
</table>

* Does not include 25 Did Not Answer responses.
have been working as landmen for only 10 years or less. More than three-fourths of the landmen, or 79.7\%, have been pursuing their occupation for at least 15 years, and only slightly more than one-tenth of them, or 11.2\%, have been landmen for more than 20 years. With a median longevity of 6 to 10 years, the landmen in the study represent a group of recent entrants to the specialty.

Continuity of Employment Within the Oil Business

Once employed in the oil business, the landmen have, in most instances, continued to work within the business. As shown in Table 4.26, some 89.5\% of the landmen have worked continually within the oil industry since their first job. Only slightly more than one-tenth of the landmen ever worked at one time or another outside the industry.

Table 4.27 gives the length of time worked for those who did have a job outside the oil business. More than two-thirds of the landmen, or 67.3\% of them, who did at one time work outside the oil business did so for only five years or less. Another 23.9\% worked outside the business for 6 to 10 years and only 8.8\% worked outside the oil industry for more than 10 years. Once employed in the oil business in some capacity the majority of landmen tended to make a career for themselves in the industry. Where individuals did leave for work in other industries and later returned to oil work, their absence tended to be relatively short.

Continuity of Employment Within Oil Business Since Becoming Landman

A slightly smaller percentage of landmen worked outside the oil
Table 4.26  Continuity of Employment in Oil Business Since First Job

<table>
<thead>
<tr>
<th>Since First Job in Oil Business:</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Worked Continually Within Oil Industry</td>
<td>445</td>
<td>89.5%</td>
</tr>
<tr>
<td>At One Time or Other Worked Outside the Industry</td>
<td>52</td>
<td>10.5%</td>
</tr>
<tr>
<td>Total</td>
<td>497*</td>
<td>100%</td>
</tr>
</tbody>
</table>

* Does not include 9 Did Not Answer responses.

Table 4.27  Length of Time Worked Outside Oil Business

<table>
<thead>
<tr>
<th>Number of Years</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 5 Years</td>
<td>31</td>
<td>67.3%</td>
</tr>
<tr>
<td>6-10 Years</td>
<td>11</td>
<td>23.9%</td>
</tr>
<tr>
<td>11-15 Years</td>
<td>1</td>
<td>2.2%</td>
</tr>
<tr>
<td>16-20 Years</td>
<td>1</td>
<td>2.2%</td>
</tr>
<tr>
<td>21-25 Years</td>
<td>1</td>
<td>2.2%</td>
</tr>
<tr>
<td>26-30 Years</td>
<td>1</td>
<td>2.2%</td>
</tr>
<tr>
<td>Total</td>
<td>46*</td>
<td>100%</td>
</tr>
</tbody>
</table>

* Does not include 6 Did Not Answer responses.
business after entering the landman specialty. Table 4.28 shows that only 8.1% of the individuals ever worked outside the oil business since becoming landmen. The remaining 91.9% have worked continually within the oil business.

Of those individuals who did work outside the oil business since becoming landmen, the majority worked outside the business for only a relatively short time. As shown in Table 4.29, more than one-half of the individuals worked outside the oil business for only 5 years or less. Another 23.5% worked outside the business for 6 to 10 years and only 17.6% worked for a longer period outside the oil business.

The small number who did work outside the oil business since becoming landmen pursued a variety of occupational specialties. This distribution of specialties is given in Table 4.30. Almost one-half, or 44.4%, of the landmen were Managers, Officials, and Proprietors, Except Farm while working outside the oil business. One-fifth, or 20%, were Professional, Technical, and Kindred Workers. Some 15.6% did Sales Work and another 13.3% were Farmers and Farm Operators. The remaining 6.6% were either Laborers or Clerical Workers.

Sequence of Company/Independent Employment

Among those individuals classified as company landmen, there is evidence of continuity in employment by organizations. In looking at Table 4.31, for example, we find that 88.1% of those respondents who are now company landmen state that they have never at any time been an independent landman. Only 11.9% indicate that they have ever been independent. Of this group, more than half were independent landmen
Table 4.28 Continuity of Employment In Oil Business Since Becoming Landman

<table>
<thead>
<tr>
<th>Worked Outside Oil Business</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>40</td>
<td>8.1%</td>
</tr>
<tr>
<td>No</td>
<td>456</td>
<td>91.9%</td>
</tr>
<tr>
<td>Total</td>
<td>496*</td>
<td>100%</td>
</tr>
</tbody>
</table>

* Does not include 10 Did Not Answer responses.

Table 4.29 Length of Time Worked Outside Oil Business Since Becoming Landman

<table>
<thead>
<tr>
<th>No. of Years</th>
<th>Number</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 5  Years</td>
<td>20</td>
<td>58.9%</td>
</tr>
<tr>
<td>6-10 Years</td>
<td>8</td>
<td>23.5%</td>
</tr>
<tr>
<td>11-15 Years</td>
<td>3</td>
<td>8.8%</td>
</tr>
<tr>
<td>16-20 Years</td>
<td>3</td>
<td>8.8%</td>
</tr>
<tr>
<td>Total</td>
<td>34*</td>
<td>100%</td>
</tr>
</tbody>
</table>

* Does not include 6 Did Not Answer responses.

Table 4.30 Main Occupation Outside of Oil Business Since Becoming Landman

<table>
<thead>
<tr>
<th>Major Occupation Group</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional, Technical, and Kindred Workers</td>
<td>9</td>
<td>20.0%</td>
</tr>
<tr>
<td>Farmers and Farm Operators</td>
<td>6</td>
<td>13.3%</td>
</tr>
<tr>
<td>Managers, Officials, and Proprietors, Except Farm</td>
<td>20</td>
<td>44.4%</td>
</tr>
<tr>
<td>Clerical and Kindred Workers</td>
<td>1</td>
<td>2.2%</td>
</tr>
<tr>
<td>Sales Workers</td>
<td>7</td>
<td>15.6%</td>
</tr>
<tr>
<td>Craftsmen, Foremen, and Kindred Workers</td>
<td>0</td>
<td>00.0%</td>
</tr>
<tr>
<td>Operatives and Kindred Workers</td>
<td>0</td>
<td>00.0%</td>
</tr>
<tr>
<td>Service Workers</td>
<td>0</td>
<td>00.0%</td>
</tr>
<tr>
<td>Laborers</td>
<td>2</td>
<td>4.4%</td>
</tr>
<tr>
<td>Total</td>
<td>45*</td>
<td>100%</td>
</tr>
</tbody>
</table>

* The additional people in this total apparently were listed as Did Not Answer responses in Table 4.28.
for a relatively few years. Table 4.32 lists 51.5% of those who were independent landmen at one time as having been independent for five years or less. An additional 24.3% were independent for six to ten years, but only 24.2% were independent landmen for a longer period of time. Further, a substantial majority of those who are now company landmen indicated that they plan to continue as company landmen. Table 4.33 shows that 87.8% of the company landmen say they plan to continue as company landmen, and only 12.2% stated that they did not.

The company landman, in most cases, has been employed continuously by a firm or corporation and also, in most cases, plans to continue his company employment. Where he has worked at one time or another as an independent, it has been for a period of five years or less, or to a lesser extent for up to ten years.

An examination of the employment patterns of independent landmen yields a somewhat different picture. Table 4.34 gives the figures for independent landmen who have ever been company landmen. Here we find that 58.8% of those individuals who are now independent landmen have at one time or another been employed by a company, as opposed to 41.2% who have never been company landmen. This is in striking contrast to the only 11.9% of company landmen who had ever been independent. Of those independent landmen who have been employed by a company at one time, approximately the same percentage have worked for a company for ten years or less, as had company landmen who were independent landmen for the same period. Looking at Table 4.35, we see that some 75.4% of
### Table 4.31 If Now Company Landman, Have Ever (At Any Time) Been an Independent Landman

<table>
<thead>
<tr>
<th></th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>46</td>
<td>11.9%</td>
</tr>
<tr>
<td>No</td>
<td>341</td>
<td>88.1%</td>
</tr>
<tr>
<td>Total</td>
<td>387*</td>
<td>100 %</td>
</tr>
</tbody>
</table>

* Does not include 21 Did Not Answer responses and excludes 98 Not Applicable responses (Those who are not now Company Landmen).

### Table 4.32 If Yes, For How Long altogether

<table>
<thead>
<tr>
<th>No. of Years</th>
<th>Number</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 5 Years</td>
<td>17</td>
<td>51.5%</td>
</tr>
<tr>
<td>6-10 Years</td>
<td>8</td>
<td>24.3%</td>
</tr>
<tr>
<td>11-15 Years</td>
<td>5</td>
<td>15.2%</td>
</tr>
<tr>
<td>16-20 Years</td>
<td>1</td>
<td>3.0%</td>
</tr>
<tr>
<td>21-25 Years</td>
<td>1</td>
<td>3.0%</td>
</tr>
<tr>
<td>26-30 Years</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>31-35 Years</td>
<td>1</td>
<td>3.0%</td>
</tr>
<tr>
<td>Total</td>
<td>33*</td>
<td>100 %</td>
</tr>
</tbody>
</table>

* Does not include an additional 13 Did Not Answer responses out of the 46 who answered yes to the previous question.

### Table 4.33 If Now Company Man, Plan to Continue as a Company Landman

<table>
<thead>
<tr>
<th></th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>323</td>
<td>87.8%</td>
</tr>
<tr>
<td>No</td>
<td>45</td>
<td>12.2%</td>
</tr>
<tr>
<td>Total</td>
<td>368*</td>
<td>100 %</td>
</tr>
</tbody>
</table>

* Does not include 26 Did Not Answer responses and excludes 112 Not Applicable responses.
Table 4.34 If Now Independent Landman, Have Ever (At Any Time) Been a Company Landman

<table>
<thead>
<tr>
<th></th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>67</td>
<td>58.8%</td>
</tr>
<tr>
<td>No</td>
<td>47</td>
<td>41.2%</td>
</tr>
<tr>
<td>Total</td>
<td>114*</td>
<td>100%</td>
</tr>
</tbody>
</table>

* Does not include 28 Did Not Answer responses and excludes 36 Not Applicable responses (Those who are not now Independent Landmen).

Table 4.35 If Yes, How Long Altogether

<table>
<thead>
<tr>
<th></th>
<th>Number</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 5 Years</td>
<td>23</td>
<td>40.3%</td>
</tr>
<tr>
<td>6-10 Years</td>
<td>20</td>
<td>35.1%</td>
</tr>
<tr>
<td>11-15 Years</td>
<td>5</td>
<td>8.8%</td>
</tr>
<tr>
<td>16-20 Years</td>
<td>4</td>
<td>7.0%</td>
</tr>
<tr>
<td>21-25 Years</td>
<td>3</td>
<td>5.3%</td>
</tr>
<tr>
<td>26-30 Years</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>31-35 Years</td>
<td>2</td>
<td>3.5%</td>
</tr>
<tr>
<td>Total</td>
<td>57*</td>
<td>100%</td>
</tr>
</tbody>
</table>

* Does not include an additional 10 Did Not Answer responses out of the 67 who answered yes to the previous question.

Table 4.36 If You are Now an Independent Landman, Do You Plan to Continue as an Independent

<table>
<thead>
<tr>
<th></th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>100</td>
<td>98%</td>
</tr>
<tr>
<td>No</td>
<td>2</td>
<td>2%</td>
</tr>
<tr>
<td>Total</td>
<td>102*</td>
<td>100%</td>
</tr>
</tbody>
</table>

* Does not include 25 Did Not Answer responses and excludes 379 Not Applicable responses (Those who are not now Independent Landmen).
independent landmen who were ever company landmen were so employed for ten years or less. Table 4.32 had previously indicated that 75.8% of company landmen who had ever been independent had been so for ten years or less. A noticeable internal difference between these two percentages does however exist. A somewhat smaller percentage, 40.3% of independent landmen who had been company employed, have been so employed for five years or less, as opposed to 51.5% of the company landmen who had been self-employed for the same period.

As for plans to continue self employment, an exceptionally large majority of independent landmen said they planned to continue as independents. As indicated by Table 4.36, 98% of the independent landmen have such intentions. This percentage is somewhat larger than the 87.8% of company landmen who indicated an intention to continue in company employ.

The independent landman, more often than not, has at some time been employed by a company. His length of employment by a company in the majority of cases was ten years or less, and more often less than five years. He almost unanimously plans to continue as an independent.

In comparing the sequence of company employment and independent employment of landmen, several conclusions appear justified. The independent landman has far more often been a company landman at some time, than has the company landman been an independent. In either case the time period spent in the alternate type of employment, in the majority of cases, has not exceeded ten years. A substantial majority of company landmen, and an almost overwhelming majority of independent landmen
indicate that they planned to continue in their respective types of employment. Any pattern of company or independent employment sequence would be in the direction of independent employment preceded by employment as a company landman.20

Inter-Company Mobility

The petroleum landman, like some occupational specialties, but unlike others, possesses a set of generalized but technical skills that are highly operative and utilizable in theory in any oil company or firm. It might be expected then that landmen, like such occupational specialties in other industries, would be highly mobile in terms of inter-company employment. Such, however, does not appear to be the case. Table 4.37 gives the distribution of landmen by number of firms for whom worked. More than one-half, or 55.3% of the landmen who were company employed, or had ever been a company man, had only worked for one company. An additional 28.2% had only worked for two companies. Thus somewhat more than three-fourths of the individuals, or 83.5%, had worked for only as many as two companies. Some 12.3% of the landmen had worked for three firms, and less than 5% had worked for four or five firms. It appears that in spite of skills which are relatively interchangeable among almost all oil companies, the petroleum landman has a relatively stable career in terms of inter-company employment.

20These tabulations support impressions derived from interviews, personal observations, and statements from informants to the effect that independent landmen frequently are individuals who obtained experience and contacts as company landmen before going independent.
### Table 4.37 Number of Companies Ever Worked For

<table>
<thead>
<tr>
<th>Only Worked for:</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>One Company</td>
<td>243</td>
<td>55.3%</td>
</tr>
<tr>
<td>Two Companies</td>
<td>124</td>
<td>28.2%</td>
</tr>
<tr>
<td>Three Companies</td>
<td>54</td>
<td>12.3%</td>
</tr>
<tr>
<td>Four Companies</td>
<td>9</td>
<td>2.1%</td>
</tr>
<tr>
<td>Five Companies</td>
<td>9</td>
<td>2.1%</td>
</tr>
<tr>
<td>Total</td>
<td>439*</td>
<td>100%</td>
</tr>
</tbody>
</table>

* Does not include 67 Did Not Answer responses.

### Table 4.38 Number of Years Worked for First Company

<table>
<thead>
<tr>
<th>Number of Years</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-5</td>
<td>175</td>
<td>39.9%</td>
</tr>
<tr>
<td>6-10</td>
<td>117</td>
<td>26.7%</td>
</tr>
<tr>
<td>11-15</td>
<td>75</td>
<td>17.1%</td>
</tr>
<tr>
<td>16-20</td>
<td>23</td>
<td>5.2%</td>
</tr>
<tr>
<td>21-30</td>
<td>36</td>
<td>8.2%</td>
</tr>
<tr>
<td>31-42</td>
<td>13</td>
<td>2.9%</td>
</tr>
<tr>
<td>Total</td>
<td>439</td>
<td>100%</td>
</tr>
</tbody>
</table>

### Table 4.39 Number of Years Worked for Second Company

<table>
<thead>
<tr>
<th>Number of Years</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-5</td>
<td>118</td>
<td>60.1%</td>
</tr>
<tr>
<td>6-10</td>
<td>49</td>
<td>25.0%</td>
</tr>
<tr>
<td>11-15</td>
<td>9</td>
<td>4.6%</td>
</tr>
<tr>
<td>16-20</td>
<td>10</td>
<td>5.1%</td>
</tr>
<tr>
<td>21-30</td>
<td>8</td>
<td>4.1%</td>
</tr>
<tr>
<td>31-32</td>
<td>2</td>
<td>1.1%</td>
</tr>
<tr>
<td>Total</td>
<td>196</td>
<td>100%</td>
</tr>
</tbody>
</table>
Table 4.40 Number of Years Worked for Third Company

<table>
<thead>
<tr>
<th>No. of Years</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-5</td>
<td>42</td>
<td>58.3%</td>
</tr>
<tr>
<td>6-10</td>
<td>17</td>
<td>23.6%</td>
</tr>
<tr>
<td>11-15</td>
<td>3</td>
<td>4.2%</td>
</tr>
<tr>
<td>16-20</td>
<td>4</td>
<td>5.6%</td>
</tr>
<tr>
<td>21-30</td>
<td>4</td>
<td>5.6%</td>
</tr>
<tr>
<td>31-37</td>
<td>2</td>
<td>2.7%</td>
</tr>
<tr>
<td>Total</td>
<td>72</td>
<td>100%</td>
</tr>
</tbody>
</table>

Table 4.41 Number of Years Worked for Fourth Company

<table>
<thead>
<tr>
<th>No. of Years</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-5</td>
<td>14</td>
<td>77.8%</td>
</tr>
<tr>
<td>6-10</td>
<td>3</td>
<td>16.7%</td>
</tr>
<tr>
<td>24 yrs.</td>
<td>1</td>
<td>5.5%</td>
</tr>
<tr>
<td>Total</td>
<td>18</td>
<td>100%</td>
</tr>
</tbody>
</table>

Table 4.42 Number of Years Worked for Fifth Company

<table>
<thead>
<tr>
<th>No. of Years</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 yr.</td>
<td>3</td>
<td>33.4%</td>
</tr>
<tr>
<td>2-4</td>
<td>2</td>
<td>22.2%</td>
</tr>
<tr>
<td>5-7</td>
<td>4</td>
<td>44.4%</td>
</tr>
<tr>
<td>Total</td>
<td>9</td>
<td>100%</td>
</tr>
</tbody>
</table>
An additional inquiry was made of the landmen as to the length of time worked for various firms. The results of this inquiry are found in Tables 4.38 through 4.42. It will be noted that in the majority of cases, relatively short periods of employment with a given firm was the norm. In Table 4.38, we find that somewhat more than a third, or 39.9%, of the landmen worked for their first company for five years or less, and another one-fourth, or 26.7%, worked for the first company for ten years or less. Only fractionally more than one-third of the individuals worked longer than this for the first company. As shown in Table 4.39, almost two-thirds of the individuals who worked for two or more firms, worked for the second firm for five years or less. Another 25% worked for ten years or less. In the case of those landmen who worked for at least three firms, more than one-half, or 58.3%, as seen in Table 4.40, worked for the third company for five years or less. Close to another one-fourth worked ten years or less. In Table 4.41, we find that of the relatively few individuals who worked for at least four companies, more than three-fourths of them worked for the fourth firm for five years or less. The number of individuals who worked for five firms was extremely small, but looking at Table 4.42, we see that more than one-half, or 55.6%, of these worked less than four years for the company, and the remainder of the individuals worked less than seven years. It appears that the largest single percentage of individuals worked five years or less for their first employer, with the majority working ten years or less. For those persons who have been employed by more than one firm,
a period of five years of less employment with each firm is the rule in the majority of cases. The relatively recent entrance to the oil business of the majority of landmen no doubt accounts in large measure for the short periods of employment in different firms. But additionally, it would seem that those individuals who do change employers and go to other companies to work, tend to do so within their first five years with the firm.

Promotional Patterns

On the basis of data concerning length of time worked before promotion, it appears that advancement has been relatively rapid for many landmen. Table 4.43 contains information concerning length of service prior to promotion for those individuals who are now district landmen. More than one-fourth, or 28.5% of the individuals worked only two years or less as landmen before being promoted to district landmen. Another 29% worked three or four years before promotion, and 23.8% worked five or six years. Only the remaining 18.7% worked longer than six years prior to promotion to district level.

A slightly more rapid rate of advancement is indicated in Table 4.44. Of those individuals who are now division landmen, more than one-fourth, or 28.3% of them worked only two years or less as district landmen prior to promotion. Almost a third, or 31% of the division landmen worked three or four years as district landmen before promotion and 26.6% of them worked five or six years. Only 14.1% were promoted to division jobs after six years.
<table>
<thead>
<tr>
<th>Number of Years</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>16</td>
<td>9.3%</td>
</tr>
<tr>
<td>2</td>
<td>33</td>
<td>19.2%</td>
</tr>
<tr>
<td>3</td>
<td>29</td>
<td>16.8%</td>
</tr>
<tr>
<td>4</td>
<td>21</td>
<td>12.2%</td>
</tr>
<tr>
<td>5</td>
<td>22</td>
<td>12.8%</td>
</tr>
<tr>
<td>6</td>
<td>19</td>
<td>11.0%</td>
</tr>
<tr>
<td>7-10</td>
<td>22</td>
<td>12.8%</td>
</tr>
<tr>
<td>11-15</td>
<td>10</td>
<td>5.9%</td>
</tr>
<tr>
<td>Total</td>
<td>172*</td>
<td>100%</td>
</tr>
</tbody>
</table>

* Does not include 334 Not Applicable responses (those who are not now District Landmen) and Did Not Answer responses.
Table 4.44 Length of Time Worked as District Landman Before Promotion to Division Landman

<table>
<thead>
<tr>
<th>Number of Years</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>13</td>
<td>11.5%</td>
</tr>
<tr>
<td>2</td>
<td>19</td>
<td>16.8%</td>
</tr>
<tr>
<td>3</td>
<td>15</td>
<td>13.3%</td>
</tr>
<tr>
<td>4</td>
<td>20</td>
<td>17.7%</td>
</tr>
<tr>
<td>5</td>
<td>22</td>
<td>19.5%</td>
</tr>
<tr>
<td>6</td>
<td>8</td>
<td>7.1%</td>
</tr>
<tr>
<td>7-10</td>
<td>12</td>
<td>10.6%</td>
</tr>
<tr>
<td>11-15</td>
<td>4</td>
<td>3.5%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>113</strong>*</td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

* Does not include 393 Not Applicable responses (those who are not now Division Landmen) and Did Not Answer responses.
Although there are higher level landmen positions, some individuals become officers of the company, or are promoted into other kinds of managerial positions after division landmen positions.

Summary

Although present day petroleum landmen as a whole represent a wide range of occupational generations, the majority of them are relative newcomers to the oil business. Almost two-thirds of the landmen in the study entered the oil business since the end of World War II, and close to three-fourths of them began working in the oil business since about 1940.

Landmen in general are even more recent entrants to the occupational specialty, with more than one-half of them having worked as landmen for ten years or less. Almost 80% of the individuals have been practicing their trade for only fifteen years or less, and only about one-tenth of the occupational membership have been landmen for longer than twenty years.

The oil business has provided a stable career for the great majority of the landmen in that almost 90% of them have continued to work within the oil business since their first oil job. Of those individuals who worked outside the oil business at one time or another, more than two-thirds worked outside the industry for only the relatively short period of five years or less.

Only 8.1% of the landmen ever worked outside the oil business after becoming a landman, and more than one-half of those worked outside the
business for only five years or less. When working in another field, most of the individuals did managerial, professional or technical, and sales work; specialties which are in most cases quite similar in terms of various aspects of the work.

Most of the company landmen, almost nine-tenths in fact, had never been independent and of those who had worked as an independent landman, more than half had done so for only five years or less, and another one-fourth had been independent for only a period of six to ten years. The overwhelming majority indicated plans to remain in company employ.

On the other hand, upwards of 60% of the independent landmen had at some time been company employed, and more than one-half of these had been company men for six years or more. All but 2% of the independents planned to continue as an independent.

Company men, as a rule, had worked for relatively few firms. More than half had worked for only one firm and almost 85% had worked for only two firms. Those individuals who had worked for more than one firm as a rule tended to remain with a given company for only five years or less.

Advancement to supervisory landmen positions tended to be relatively rapid. About one-fourth of the district landmen were promoted to their present position after only two years or less, and another one-fourth after three or four years. All but about one-fifth of them were promoted to district level within six years.

Of the present division landmen, more than one-fourth were promoted after two years or less to district men, and almost one-third were pro-
moted after three or four years. All but 14.1% were promoted to division rank within six years.

The ranks of petroleum landmen, although containing a number of senior persons, for the most part is filled with post war entrants, both to the industry and occupational specialty. They have made a career of the oil industry and landwork, seldom leaving the business, and then only in small numbers and for short periods.

For the most part, they are company employees and tend to work for the same firm throughout the major part of their career. Independent landwork is usually preceded by company work. Career advancement in the company ranks appears to be quite rapid for most. It would seem then that the oil business and landwork have provided career opportunities, commitment, and advancement for this occupational group.
CHAPTER V
THE STRUCTURE AND IDEOLOGY OF THE OCCUPATION

I. THE CULTURE OF THE PETROLEUM INDUSTRY

The Early Tradition

Occupations, occupational complexes and industries, in the course of their growth and history, tend to develop a set of beliefs and customs which become traditional in time, and become an integral part of the culture of the occupation or industry. Succeeding generations of entrants will, in the process of socialization, be exposed to these traditions and belief systems, and will often acquire an outlook or ideology unique to members of the occupation. In one sense, the occupational member can be thought of as a social type because of this ideology, and through the complex system of occupational socialization and controls, this social type is usually self perpetuating, subject, of course, to some modification in ideology through time as a result of changing social environment and new circumstances.

The petroleum industry, with its occupational system, lacks the long history of some other occupational complexes such as medicine, law, or the military, for example, but it nevertheless, even in the relatively short span of time since the Drake well, has developed a rich tradition which has served in some measure to influence the ideology of today's petroleum occupations.
The early days of the oil business in this country were characterized by boom and excitement and above all, risks, both economic and personal. Oil exploration was dangerous; it was expensive, and it involved a gamble since scientific searching for oil was relatively new, and relatively unknown. But the rewards were great and it was this fact that drew men from many walks of life into this new industry. No one has described this aspect of the early days of oil in Pennsylvania better than has Tower when he states:

> During the first years of the oil boom the developments were confined largely to the operations of men of only moderate means. Men of wealth apparently hesitated about investing in any enterprise which had sprung into existence so suddenly, for in the early annals of the oil fields are found practically no names familiarly connected with the important affairs of that day. The pioneers in the field, like Drake himself, were largely a class of adventurers, often roving spirits who had seen much of the world and came here trusting to their wits and energy to bring them success. In the rush for leases and wells it soon became a case of the *devil take the hindmost.*

And again in describing the early days he comments:

> Capitalists, speculators, prospectors, traders, laborers, gamblers, all kinds and classes of humanity poured in, until within a few years the hustling population numbered not far from ten thousand. Speculation of every possible sort among all classes went on to such an unbridled extent that it amounted to little less than sheer madness. Land speculations especially were colossal.

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2Ibid., p. 50.
The early pioneer in the oil industry was beset by many difficulties. In his search for the pot of gold, he found it necessary to rely upon himself and to trust his intuition, for there was little else to rely on. Competition was keen and the risks were formidable. It was a rugged challenge and it took a staunch individual to meet the challenge. The early oil man made mistakes and sometimes lost, but he learned and the industry grew, strengthened by his new knowledge and experience. This period has been well characterized by Dietrich who writes:

The latter half of the nineteenth century, 1859-1899, may very well be designated as the formative period in the growth of the petroleum industry. It was a period in which cupidity rather than reason reigned. Thousands of people from all walks of life rushed to the hitherto unsettled oil regions. Knowingly or unwittingly, they often invested entire life savings in the countless speculative and risky "over-night" oil companies. It was a period in which personal fortunes were won and lost in the "twinkling of an eye."

It was a period of gross inefficiency and waste. With no previous opportunity to learn the oil business, the first oil men relied upon their luck and individual ingenuity to achieve success, rather than upon their skill and trading . . .

It was a period of individualism. For despite its disastrous experience in England, the philosophy of laissez faire was very attractive to the new American industrialist of the latter half of the nineteenth century who enthusiastically endorsed and accepted it . . . . . . . .

The discovery of crude oil and the reestablishment of the new petroleum industry challenged the initiative and ability of the individual. It offered no guarantee of making a fortune, but, like the uncertain lottery or horse-race, it had that element - the "chance" of winning - which appealed to the optimistic spirit of the adventurer.

According to Dietrich, like many other writers, the cultural "zeitgeist" of the early industry could best be described as "rugged individualism." He states for example:

But the disordered conditions during the early years of the petroleum industry that fostered the spirit of "rugged individualism," in a large measure, were also responsible for the rise of the monopoly trust. The "rugged individualist" was he who survived to make economic gain under competitive conditions of "every man for himself, the devil take the hindmost." Modified and adapted to the doctrine of laissez-faire, "rugged individualism" became the dominant characteristics of American industrial culture. This was especially so in the petroleum industry where individualism as a measure of success, found full expression in a new industry which lauded the exploits of those who were willing "to take a chance."

In this period of the great booms and the great speculations and the great gambles, it might have been expected that conditions and circumstances would have fostered widespread dishonesty. Certainly the opportunities were there and the oil industry, like other industries, had its share of crooks and "shady dealers." These were not the genuine oil men, however. The true oil pioneer might outsmart and outtrade his competitor, but he would not swindle him. Fair dealings and trust were necessary between colleagues and between employee and employer if the emerging oil business was to grow and to flourish. As a result of this need, a kind of pioneer business morality developed among oil men and the first commandment was to "live up to your word." As Botsford describes this morality:

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4Ibid., p. 67
Outstanding in the development of the oil industry in its first dramatic decade is the honor with which trans-
actions were consummated. Deals involving hundreds of thousands of dollars were often settled without a single paper being signed. A meeting of minds, a hurried clasp of the hand - and the deal was concluded. Clerks, probably earning less than fifteen dollars a week, were often entrusted to negotiate the sale of oil to the value of thousands of dollars, to collect and deliver the cash. They had abundant opportunity to cheat, did these unsung, obscure, white collar errand boys. Yet, there is no re-
cord that any one of them ever tried to take advantage of the situation.

A man's promise was as good as his note. "If a man would break his word, his note of hand wasn't worth a confederate bill," an oldster once told me.5

If an employee proved honest and trustworthy pursuing his employer's business, it was as likely the result of loyalty and identification with his employer as it was a personal sense of morality which motivated him. Only a fraction of the individuals in the oil business labored in their own behalf. The majority worked as employees of a company or another individual. Only a fraction of the individuals in the oil business became rich. This did not detract from the glamour and excitement of the business, nor from their loyalty to company or employer. Oil men, since the earliest days of the industry have demonstrated this loyalty and identification with their employer. Floherty describes this pheno-
ena in recent times and says:

Whether I sat with a high executive in his chaste office or stood on the muddy floor of a rig, watching driller and roughnecks feverishly probing deep into the earth for pre-
cious oil, or was piloted through the mazes of a great

refinery, I observed that oilmen regardless of rank, have that same pride in their outfit - company, if you will - that I had seen so many times exhibited by officers and enlisted men in their regiment.6

The early oilman, forced to rely upon himself and his intuition, came to place much value on hunches, luck, his five senses, and a "practical" utilitarian outlook which he felt better equipped him for the circumstances he encountered. With experience, the early oil man developed a "feel" for his work which he was not prone to relinquish to the newer "text book" approach. As Floherty comments:

So far, the oil industry had progressed under the guidance of stalwart men who lived and did business according to the doctrine of their day: might makes right. Many of them had come from the oil wells and had what they were pleased to call "oil sense." They were typical of the rough-and-ready pioneer stock that laid the foundations, not only of our great industries but of our country. When they sought oil, they were dependent on their own resources. One man's guess was as good as another's when it came to pushing a heel in the ground and saying, "Drill here!" Lacking the most rudimentary knowledge of science, many of the early oilmen turned to the occult. Prospecting was often conducted on hunches.7

And again:

So deeply involved with the potency of the occult were some of the old-timers, they found it difficult to approve entirely the introduction of science into oil prospecting. In spite of the greater success of the geologist or geophysicist in locating oil, they frowned on the "highfalutin schoolroom ideas" of the technicians.8


7Ibid., p. 41

8Ibid., p. 41. For a rather humorous account of oil exploration methods based on magic, mysticism and second sight, see Robert L. Klaus, "How to Strike Oil Without Really Trying," The Landman, V (February, 1960), 16-19.
Botsford, observing something of the same in recent times relates:

There's an adage in the oil fields to this day that the trained engineer isn't worth a two-penny damn until he has become a practical oil man. When that development has been accomplished, he is able to combine his engineering knowledge with his practical knowledge and thus becomes valuable to the industry.\(^9\)

The Cultural Transition

From the very earliest days of oil pioneering in Pennsylvania, the men who faced the difficulties and challenge of exploration and production have felt an occupational kinship toward one another, much in the same way as seafaring men or railroaders, or scientists. The oil business was different from other businesses; there was a different language, a different environment, and a different set of skills which were required. The search for oil led to isolation in some cases and high geographical mobility in others. More often than not, it was other members of the industry that they came into contact with most frequently in their work and in their play. A sense of camaraderie emerged which was in later years to draw men of many occupational specialties, but all within the oil business, into a solidified collectivity known to them as the "oil fraternity." The outsider often did not understand or fully appreciate the difficulties or attractions of oil exploration, and thus could not share the identification with the industry. Common and often shared experiences developed a "consciousness of kind" which has persisted through time. Just as the oil industry created the technical inno-

\(^9\text{Botsford, op. cit., p. 252.}\)
vations and skills it required, it also created its own kind of individual to work in its occupational ranks. As Botsford puts it:

To this day the oil industry breeds a race of men apart, distinctive, individualistic, fiercely proud of their industry.\textsuperscript{10}

To meet the challenge of a given field of work, individuals with a special outlook or perspective or set of psychological characteristics are needed, and men with some of these characteristics can be attracted into the work. The other characteristics they must develop, if they are to successfully continue with the work. The early oil industry tended to attract the adventurer, the gambler, and the roving spirit. Many failed, or could not measure up to the challenge, and instead took up other endeavors. Those who remained had to possess or develop initiative and self reliance. They were optimists and trusted in luck, but they used ingenuity and determination to help insure luck. They were individualistic and the business conditions of the day made them fiercely competitive, but the nature of the oil business also made them staunchly loyal, mutually cooperative, and unfailingly trustworthy in their word. The early oil industry developed a culture with customs and belief systems of its own. It attracted a certain kind of man and then imposed on him behavior patterns, attitudes and belief expectations. In living up to the demands of the culture, he provided the traditions which were to follow him and persist in part until today.

\textsuperscript{10} Ibid., p. 254.
Landwork was no exception in that it also tended to shape its occupational members. As N. D. Bartlett puts it:

Landmen have always been rugged individuals able to "tote" their own loads. The nature of the activity develops that trait.\(^{11}\)

But as conditions in the oil business changed, so did the oil culture and so did the expectations and traditions. The oilman himself changed as well. As Floherty puts it:

As the present century dawned, oil entered the realms of big business. Its standards of practice, while not perfect, were on a par with those of other industries. The rough-and-ready individualists of its earlier days were fast disappearing. A new type of oilman was in the ascendency. He has vision, enterprise and in many instances sound education. To him oil was a commodity rather than a token or blue chip. He worked hard and drove hard and his capital was carefully invested rather than recklessly gambled. In short, oil became a conservative business under his guidance.\(^{12}\)

II. OCCUPATIONAL ROLES AND SOCIALIZATION

The Occupational Roles

In an earlier chapter we had observed that the landman is in one sense, a generalist and plays the roles of historian, detective, negotiator, expeditor, salesman, interviewer, public relations man, and liaison man. There are those who tend to see the status of landman as encompassing an even wider range of roles. As an example take the following advertisement


\(^{12}\)Floherty, op. cit., p. 48.
which appeared in an industry trade paper several years ago:

I AM QUALIFIED AS A LEASE BROKER
I HAVE THE FOLLOWING PROCLIVITIES
TO MAKE A SUCCESSFUL BROKER.

You have to have vision and ambition, be an after-dinner speaker, and before and after dinner guzzler, night owl, work all day and half the night, drive 200 miles and appear fresh the next day; entertain bankers, farmers, cattlemen, pet widows without becoming too amorous, inhale dust, drive thru snow and sleet and work hard all summer without perspiring or acquiring BO --

Must be a man's man, a lady's man, model husband, fatherly father, a good provider, Plutocrat, Democrat, Republican, Dixiecrat, New Dealer, gin dealer, politician, engineer, mechanic, babysitter, diaper changer, and notary public --

Must be a buying genius, full of misinformation, land scout, and carpenter, visit clients in hospitals, jails, honky-tonks, flop houses, and boudoirs and always be able to step off a couple of thousand miles on 10 minutes notice; must have endurance, wide range of telephone numbers, acquaintances from Cape Cod to the Pecos, own a good car, belong to everything from the Swedish Business Men's Pool Poker and Marching Society to the Petroleum Club --

Must be a hotshot, liar, Rhumba dancer, pitch player, diplomat, financier, capitalist, lawyer, abstractor, and be an authority on dogs, dice, horses, and have peak information on blondes, brunettes, and red heads; must know geology, doodlebugging, and be able to mix drinks with everything from Vodka to corn squeezings --

Maybe the old worn out goat is right—Maybe I'll take up picketing or turtle trapping—Wonder why someone doesn't burst out with a hot oil play up in the cool mountains for the summer?13

It is interesting to note that in the above description of the prerequisites of a successful landman, there is a premium placed on flexibility and ingenuity and great emphasis on diplomacy and the ability to get

13L. A. Hawkins, "I am Qualified as a Lease Broker," Mississippi Oil Review, July 29, 1952, p. 3. This ad is apparently a variation of a short essay that was originally used by Dana H. Kelsey, once vice president of Sinclair Oil and Gas Company, and now deceased.
along with people, especially the land or lease owner. Since the landman in his work may encounter individuals from all walks of life under an amazing variety of circumstances, he will of necessity need to develop the maximum of flexibility and ingenuity in himself. Other occupations, of course, encounter many types of individuals among their clientele; the physician and policeman for example. But in both cases the clientele find it necessary to submit to the services offered. The patient needs the skill, knowledge, and treatment, which only a physician can offer, and the law breaker or complainant has no other recourse. The clientele of both occupations are in a sense "captive" clientele. Of course more literally in the case of the policeman's clientele. The salesman of some merchandise or service also encounters a variety of clientele, but in most cases there is good reason to expect the clientele to possess many similar characteristics. A salesman of office machinery or calculators would, for example, only seek out persons who might reasonably have a need for such merchandise. Even the buyer of most commodities, merchandise, or material, would, in the course of his work, tend to deal with people who had a similar interest in selling, or shared some characteristic of possession. But again, a buyer would probably have some expectation as to the kind of person with which he would deal. In the case of the landman, his clientele usually has only one thing in common. They own some interest in land or minerals. They may have come into possession of this land or minerals in a myriad of ways. The mineral owner may range from a Mississippi farmer, who lives on forty acres,
and acquired the minerals with the land; to a Dallas businessman, who bought mineral rights as an investment; to a San Quentin inmate, who by virtue of being the seventh son of a seventh son, inherited a fractional interest in a city lot (complete with minerals) in Spanish Flat, Utah, from some distant ancestor, who in turn may have "squatted" on the land that was originally owned by a prolific Spanish nobleman, who left illegitimate heirs scattered throughout the mountains of Northern Mexico. All of a landman's clientele are not equally interested in leasing their land or minerals; nor are they equally knowledgable about the mechanics of leasing. They certainly do not equally share a realistic opinion of the economics of oil leasing. The landman, then, finds it extremely necessary to develop a real skill in human relations at the interpersonal level. In dealing with the land owner they must also keep uppermost in their mind the best interest of the firm or principal who is employing them on a salary or fee basis. The need for diplomacy and for the ability to deal with people is well known among landmen and others in the oil business. N. D. Bartlett, for one, comments:

The landmen of the petroleum industry have always performed very important functions in oil development in America. On reports of the geological departments, they have furnished the leases on which the production of oil has spread over the entire country. It has been their business to contact the land owners in the areas to be prospected and secure the leases for development.

In carrying out this task they have had to deal with all classes of people. In other words, a cross-section of the United States.

This requires men of versatile ability, alertness, business sense, an even temper, quick perception of conditions and circumstances and always an undivided loyalty to the company that employs them.14

14 Bartlett, op. cit., 2.
In a similar vein, John Folks stresses the interactional aspects of landwork when he writes:

 Truly the ideal broker fears God and walks in the paths of righteousness. He is an humble man, ever cognizant of the unique relationship he enjoys between the fee and mineral owners on one hand and the ultimate owners of the leases on the other. His integrity is unquestioned and his sincerity and loyalty to profession is of such magnitude that it causes an immediate feeling of trust and confidence within those with whom he deals. He is able to borrow, by simply signing a receipt, the widow's abstract on the home place . . . . He should have been exposed to either such formal education or to such experiences as will permit him to move gracefully in all social levels.15

Equally well recognized is the need for ingenuity and flexibility, in view of the wide range of situations he may encounter. We find in The Landman for example:

 But a landman never has two leasing jobs alike. In each case, he's dealing with people; his problems are as varied as their personalities. The landman, part sleuth, diplomat and psychologist, still can't measure human nature in the scientific manner an engineer runs a log or a geologist defines a rock.

 Paradoxically, the landman must enter his job prepared for any eventuality; but he cannot get such preparation in prescribed school courses. Unlike geologists, geophysicists and engineers, who are prepared in school, the landman can only learn his job on the job.

 The landman speaks a number of languages, anything from crops to the farmer, cattle business to the rancher, and a lawyer's lingo to attorneys.16

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This view is shared by Owings who writes:

Every lease deal is as different as the people who are involved in the trade, which means that the landman must be well informed on many subjects, but able to discuss them on an instant's notice, be quick mentally, and under no circumstances get into arguments.17

There appears to be almost universal agreement among landmen that one of the major roles they play is concerned with salesmanship, bargaining and negotiating with mineral owners. In this sense, the role of a diplomat and negotiation agent comes into play.

Certainly he will have to follow through in most cases and oversee the agreement which he made with the property owner. He will also have to engage in tangential activities. Here he begins to play the role of manager and administrator. This is stated in a more formal way by Joseph H. Mills who writes:

One of the better definitions I have found for a professional landman is that he (or sometimes she) is generally considered to be a person in the exploration branch of the oil industry who is predominately engaged with the negotiation, acquisition, maintenance, and administration of any contractual agreement involving land titles, which is expeditious and/or necessary to the exploration for hydrocarbons.18

Before a landman can acquire an oil lease on a tract of land, he must first accurately determine the legal owner or owners of the minerals, and then locate the person or persons. In accomplishing either, he may


well find that land records do not give him the complete picture, and will be forced to seek other sources of information. He can turn to other official records, such as tax assessor rolls, vital statistic records, or wills, but in some cases may find it necessary to look far afield. One senior landman related how some years earlier, in trying to determine the chain of title on a particular piece of land and in resolving a particular heirship question, his search had taken him to an old Spanish mission in the Southwest, where he found the answer to his problem in church records of marriages and births. It turned out that the old church records kept by former priests contained information not obtainable elsewhere. Finding a land or mineral owner may prove an equally challenging problem. In both cases, the landman must play the role of historian and detective. As a historian, he even must specialize in land title history and vital statistics. It is often necessary to seek out elder members of the community to obtain information where no written records exist, and on these occasions the landman becomes a field interviewer. Many landmen make a practice of keeping a mental file on the "old timers" in an area since the occasion may arise when they may need to utilize the memory of an elder confident to assist in a title search.

The problem of determining proper and legal ownership of land or minerals and obtaining a oil and gas lease on the land has become increasingly complicated over the years as land titles and lease contracts have become more and more intricate and complex. As Bartlett observes:
In the formative period of the oil industry in Pennsylvania, the leases consisted of just two or three paragraphs of simple contractual nature. As various situations developed, other paragraphs were added until now the oil and gas leases consist of one or more pages of fine type worded by smart lawyers protecting the oil company in every way possible. The growth and importance of the industry has probably been the main contributing cause for the intricate oil lease of today.\(^{19}\)

With the advent of these conditions the landman, more and more, had to play the additional roles of real estate expert and title and contract attorney. An expansion of this theme is given by Ross Brown, a practicing landman, who writes:

As suggested by his title the landman becomes an expert in all aspects of real estate that concern the development of oil and gas. This would include the legal knowledge needed to determine ownership of minerals and to negotiate with lawyers over title requirements. From this legal framework used to determine mineral ownership, the landman moves into the business dimension of landwork. Buying leases and bargaining in joint operations adds to the landman's specialty an understanding of the economic value of land and of the business of developing oil properties. The trading required in these activities demands the development of the basic business skills of appraising value in a market place and of negotiating with economic values. The landman becomes a specialist in practical legal matters related to the ownership of minerals and in the business problems that arise in the development of oil and gas properties.\(^{20}\)

Mr. Brown, in the above description and in other parts of his article, stresses the importance of the legal-economic aspects of the landman's work role. He tends to see the landman as a negotiator and businessman agent

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\(^{19}\)Bartlett, op. cit., 2.

of the company. As he puts it, "Because of his key part in the economic
development of leases, the landman is often referred to as the business-
man on the exploration team."21

Other points of view exist, and it is interesting to examine the
view of the geologist. Concerning landmen, Morgan J. Davis, Chairman
of the Board of Humble Oil and Refining Company, says:

I have always had a great deal of admiration for the
oil industry's landmen. Perhaps this stems partly from
my personal experiences with them when I was a young geol-
ogist in New Mexico and certainly it reflects my later
experiences, not only here in Texas but in other parts of
the country. I have come to know the landman as a person
of many talents, a man with a working knowledge of land,
law, accounting, geology, and surveying. There is even a
bit of Sherlock Holmes in him as he seeks out the true
owners of inherited acreage. And certainly there must
be a touch of the diplomat in almost everything he does -
for example, in negotiating with landowners worried about
the damage that exploration may do to their crops or cattle.22

And in the same vein, Russell S. McFarland, President of Seaboard Oil
Company comments:

Despite the fact that I am a petroleum geologist,
most of my career in the Industry has been associated
with land work. The duties of a landman are so numerous
that it would be almost impossible to limit them. To be
of maximum effectiveness in his field, he must have some
knowledge of geology, geophysics, engineering, law, account-
ing, and taxation. He must also keep himself informed on
general conditions in the Industry. He must maintain the
closest cooperation between the land and geological depart-
ments. Because of his versatility he often becomes a spec-
ialist in a certain line of work.23

21Ibid., 15.

22Morgan J. Davis, "The Outlook for 1963 for the Domestic Petroleum

23R. S. McFarland, "Management Views," The Landman, III (March,
1958), 2.
Mr. Davis and Mr. McFarland, both members of top management, saw the need for landmen to be able to play roles in addition to those previously mentioned, that involve technical knowledge or skills, including engineering, geophysics, geology, accounting, and surveying, among others.

Not to be overlooked are the roles which the landman plays which are of a liaison nature. Petroleum companies often cooperate in joint drilling activities. Sometimes companies will exchange acreage with each other, or will buy leases from one another. Fairly frequently a company may contribute money or acreage to another company which is drilling a well in an area where the first company has sizable lease holdings. In most of these cases, it is the landman who will be the go-between or liaison man, and who will work out the necessary agreement between the companies. Post describes a typical situation of this type:

Sometime later he may be approached by another operator with land in the same area proposing a joint operation for exploration and drilling. The Landman then roughs out the details of the contract as to the land, geological provisions, drilling, accounting, etc., with the Exploration Group and most likely with the Accounting and Production Departments. Then he requests a lawyer to draw up a contract embodying the provisions as suggested by the group, or as in some cases, the Landman, being a lawyer himself, is equipped to make up his own contracts.24

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relations roles, and liaison or information sharing roles. The first set of roles involving technical skills provides the work relationships between the status of landman and the statuses of other occupational specialties in the exploration and production part of the oil industry. In the chain of activities, from initial interest in an area by a petroleum company to the finished producing well, the landman provides an important link with his work. Thus the technical roles relate the landman to his fellow workers in the petroleum industry.

The many human relations, diplomatic, and salesman roles, which a landman must play serve to relate his status to the status of land or mineral owner, and to his employer. Just as the store clerk represents the store chain, and the judge imposes sanctions as a representative of the body politic, the landman stands between landowner and petroleum company. The landman represents the petroleum company and acts as its agent. It may well be that the landowner will have no other contact with the firm that contracts to explore for and possibly produce his oil, other than with the landman as agent. In this connection Post comments:

Finally, a Landman, whether he be working for a large company, a small company, or for himself, occupies the unique and responsible position of being a representative for the oil industry to the public. He should also be conscious of his responsibility as a representative of our industry, whether he is conducting negotiations on a big deal with a railroad company or settling a small damage claim with a solitary farmer. In either case he is the spokesman for the petroleum industry about which neither the railroad company nor the farmer possibly have very little first-hand knowledge and much of this knowledge may be wrong.25

25 Ibid., 9.
He is an economic agent, but at the same time as representative of his firm and the oil industry in general, his own occupational prestige is involved, as he derives much of this from the industry itself. His individual success may well be measured by his superiors on the basis of ability to make a "trade." It is little wonder that so much emphasis is placed on the importance of these roles.

Finally, a landman must relate his status to that of other landmen. As representatives of their respective firms, they will serve as negotiators and liaison men dealing with each other for their employers, on cooperative ventures. It is important for them to maintain this arrangement whereby they are the appropriate negotiation agents. On an informal basis, through interaction with colleagues, they can develop useful contacts for their firms, as well as keep their companies informed as to exploration activities in the area.

Teaching and Learning

If a neophyte in an occupation is to become a successful practitioner, he must possess or come to possess the technical skills, learn the tricks of the trade, and acquire the necessary social skills. In a more generalized way, he must learn the occupational role and come to play the role in accordance with the expectations of his colleagues, fellow workers, and clientele.

With the discovery of the Drake well and the subsequent and sudden emergence of a flourishing oil industry in this country, there were no established mechanisms through which individuals could prepare themselves and acquire skills as were necessary for the various oil occupa-
tions, other than experience itself. Landwork was no exception. Early landmen simply came into being to meet the need of the business, although some came from other occupations outside the petroleum industry, where their previous work may or may not have had some similarity to certain aspects of landwork. As Hugh Post relates:

The thought occurs to me that perhaps the Petroleum Landman happened accidentally by necessity. This has been corroborated by personal discussions I have had with many men in the industry here locally, who have devoted twenty-five to thirty-five years of their lives to petroleum land work and I am indebted to them for their assistance. They all agree that the Landman, even though he was not known or trained as such, certainly originated with the oil industry itself. Even the first discoverer of oil in the United States, Colonel Drake, either must have employed a man to secure land for him for the drilling of his first well in Pennsylvania, or perhaps even handled that job himself, which would make him the first Landman. So we can definitely state that a Landman had his origin concurrently with the petroleum industry itself.

However, there were exceptions that would indicate that many landmen came from various occupations and professions. One of my informants told me that long ago one of his acquaintances was a shipping clerk for a railroad company. For some reason or other, he started working for a small operator in the oil business in Oklahoma as a clerk. His first lease acquisition turned out to be a valuable producing property. Later he advanced to become the president of one of the largest oil companies in the country.26

Once in the oil business in any capacity, an individual was in a position at least to acquaint himself with the nature and mechanics of the business, and he was able to acquire skills that would be useful in almost any other oil occupation. This apparently became the pattern for

26Ibid., 8.
some years to come. Persons would gravitate to the oil industry from
other lines of work, serve an "apprenticeship" of sorts, and armed with
his experience and his new knowledge and skill, was better prepared for
various other occupational specialties in the business. Certainly there
is reason to believe that in landwork, at least in recruiting new members
of the occupation, a major source of neophytes was, and continues to be,
individuals in other occupational specialties in the oil industry. In
a previous chapter we learned that a sizable majority of present day
landmen worked in other occupational capacities in the oil business prior
to taking up landwork. "Feeding occupations" provided the training, ex­
perience, and skills necessary for landwork. This was perhaps necessary
as the nature of landwork duties varied considerably from one company to
another, and even within a company there might be some degree of special­
ization. This has been described by Leroy Gibson who states:

As you know, each individual who now labels himself
a Petroleum Landman has had a different background as to
experience and education. No experience or education that
is common to all Landmen is now required nor has it ever
been required to qualify one for entrance into the so-called
land end of the oil business.

Some had backgrounds as Production men, some as Engineers,
some as Lawyers, some as Geologists while others worked as
Scouts in the Exploration Department. Despite their varied
backgrounds all of them call themselves Landmen, although
they may perform one, some or all of the following tasks:
Doing exclusively farmout work; doing only title work; con­
cerning themselves strictly with rental and royalty obliga­
tion paper work; knocking on doors for a lease play; or as
a broker or independent Landman acquiring leases to sell to
a company or promoting the drilling of wells. Out of this
combination of backgrounds and job descriptions emerges the
Petroleum Landman title.27

27Leroy J. Gibson, "Landman Talks to Geologists," The Landman, VI
(March, 1962), 23.
The use of "feeding occupations" has been institutionalized by some oil companies who have required their landmen to work as oil scouts for a period of time before being permitted to do landwork, unless they had previous experience as a landman. For those companies with no such institutionalized program, the problem was approached through on-the-job training. In some cases, the new landman would work with an older more experienced company man, gradually acquiring his skills through observation and participating in the work. Other firms often sent their new inexperienced landmen out with an independent man to "learn the trade." As Roger Owings suggests:

Initially, the neophyte landman should be sent to the field with an experienced lease broker, for in his later company work, he will be the one dealing with the broker and giving the broker the buying orders. His first job is to be present at all conferences between the broker and the landowner and during the trading and execution of the leasing agreement. He should witness the details of the trade, including the understanding of the parties as to how the deal is to be consummated, problems relating to the delivery and return of abstracts, time for the examination of title and necessary curative matter, and the details with respect to how the final payoff should be handled.28

More recently in some cases there is a regular on-the-job training program similar to those found in many other industries where the neophyte landman has an opportunity to work at a number of tasks in several different departments of the company.29 More and more, companies are

28Owings, op. cit., 41. This practice is relatively common. Even where a company does not send a young landman out with an experienced independent, some landmen elect to "ride" with an independent for a period of time to learn the trade.

29For a description of such a program see "Landman Training Program: Phillips Petroleum Company," The Landman, VI (May, 1962), 30-32.
also requiring a law degree, or at least some legal training as a requisite to employment in their land department. Post, in describing this recent trend, states:

These various functions which a Landman must carry out require certain abilities and characteristics. In contrast with the old days, our embryo Landman today normally begins his training as a graduate of a university or college with a business or science degree or a law degree or as a full fledged lawyer. He then goes to work in the Land Department of an oil company and begins an on-the-job training program in all phases of land work—mapping, lease record control, title work, leasing, etc. If he makes the grade, a permanent assignment is given him, usually in one of the company's district offices, where from then on he is pretty much on his own. From this point his ability and ambition is the only limit for his future progress into the ranks of top management, for the same abilities which distinguish a successful Landman are not unlike the abilities needed to manage any modern business enterprise. 30

Landmen also acquire many of their skills informally from other landmen outside of their own firms, as well as from scouts, geologists, drillers, and many other occupational specialties in the business, not to mention ancillary individuals such as abstractors, lawyers, court house clerks, and even notary publics. Landmen often come into contact "in the field" and the neophyte can often learn many of the "tricks of the trade" from the senior men they meet.

The teaching and learning situation in landwork makes it possible for the neophyte to become exposed to the occupation's folkways and mores while he develops his skills, and being in close contact with his colleagues per-

30Post, op. cit., 9.
haps fosters a stronger sense of identity with the occupation. Under present conditions, the occupation is able to control both entrance and learning to a large degree. Oil companies requiring landwork recruits with knowledge of the industry and some technical skills, or at least acquaintance with the skills, turn to other occupational specialties in the industry for such individuals; but entrance to many occupational specialties in the oil industry often requires awareness of job opportunities, and as we have seen in an earlier chapter, frequently involves the aid of friends or family, or at least contacts in the industry. Landmen themselves, no doubt, play a substantial part in recommending or accepting neophytes from the "feeder occupations," and once elevated to a landman position, there is still the problem of acquiring the more specific technical and social skills, as well as learning the "tricks of the trade."

Whether through a formal "apprenticeship" arrangement in the company, or through informal interaction with fellow landmen, the neophyte is dependent on his colleagues for much of his learning process. Not to be overlooked also is the sharing of contacts. Most landmen have many acquaintances in the region in which they work who are able to be of considerable help in furnishing information and providing an entree to rural communities, as well as personal introductions to land and lease owners. The occupational colleagues can share these acquaintances with the neophyte, or they can leave him to his own devices to develop his own contact network; often a prolonged process on his own.
III. THE OCCUPATIONAL CONTROL SYSTEM

Folkways and Mores

Although the occupational organization of landwork is based to a large degree on consensual elements, there are certain symbiotic aspects as well. Landmen come to depend on other landmen from the beginning of their career to the end. Their entrance to the occupation and their subsequent training often results from the efforts of other landmen. Once full fledged landmen, they will continue to depend on their colleagues for advice, tips, contacts, and information directly; and indirectly they depend on each other not to destroy or erode the image of the landmen held by others. If, for example, one landman were to cheat or swindle a land or leaseowner or in some way mislead him, the story of this would circulate among other landowners in the community, thereby making more difficult the job of landmen who would later try to take leases in the same area. The ability of a landman to do his job effectively is based largely on his ability to inspire trust in those with whom he trades, as well as other members of the community who might endorse or sponsor him. By the same token, a landman should not be too "good" to any one landowner in the sense that if he is attempting to lease a tract of land and pays far in excess of the market value, the neighbors of the landowner will tend to expect similar payment and will feel cheated if they later find that they all received a smaller bonus payment than did the favored landowner. This too will create ill feelings and make it difficult for the next landman in the area. Some landmen will go to the
extreme, and having traded with a number of landowners at a price satisfactory to all and then encountering one holdout landowner who extracts a larger payment, they will return to all of the other individuals and rewrite a new lease contract at the higher price. While under no legal obligation whatsoever to do this, by doing so the reputation of the occupation is preserved and there are no disgruntled landowners to plague the next man.

Landmen are equally anxious that their colleagues prove honest in their dealings with their firms, since they occupy a position of considerable trust, as well as having freedom and responsibility in their work. These things they might stand to lose should there be many cases of persons not being worthy of their trust to their company. To avoid uncontrolled competition which would serve to create cleavages in the membership and in the long run make it difficult for all, there are certain norms concerning lease transactions. Should two or more landmen go to a landowner to try and acquire a lease, the second and subsequent individuals by tacit agreement wait inside their automobile or in an inconspicuous place until the first to arrive has had an opportunity to make his proposition and have it considered by the owner. There is widespread, but not universal avoidance of "top leasing," an arrangement whereby one takes a lease on a tract of land already under lease, but with the present lease to expire soon. By doing this, the land is taken off the market before any interested landman has had an opportunity to approach the owner. Landmen are generally reluctant to comment on the quality of competitive companies when dealing with landowners. Such a practice could mushroom
to the detriment of all companies and all landmen. Naturally, there is much concern about protecting confidential information entrusted to them, especially from outsiders who may not share the same values concerning trust, and who might be tempted to "cash in on it." In this connection, it is interesting to note that many landmen, independents in particular, but oil people in general, are apprehensive about dealing with "outsiders." To the "outsider," oil represents great and sudden wealth, and many assume that anybody in the oil business has information, which if exploited, would lead to this wealth. Some landmen have the problem of convincing the "outsider" that they could not, and would not, provide information which would enable him to "strike it rich." Perhaps even more troublesome is the "outsider," neighbor or friend, who is eternally wanting to invest money in oil wells. Many landmen, and independents especially, are often in a position to advise "outsiders" on good investments in oil properties, but the "outsider," often not fully appreciative of the economic risks involved in oil exploration, become embittered if the well is dry and his investment is lost. Thus to avoid bad feelings with their friends in other lines of work, many landmen, as a matter of course, avoid giving any advice on oil investments to "outsiders," and some independents refuse to sell well interests or leases to those persons who do not fully understand the risks involved. The story is told of one senior independent landman who when pressured by friends "outside" the oil business to let them invest money in well deals of his, always told them that if they did invest money and the well was dry, he would refund the entire amount of their investment. With such an offer, the investors usually felt
ashamed to request a "refund" and almost never felt badly toward the man if their investment was lost.

The cardinal rule of the oil business is to live up to one's word completely. There is, of course, a very sound rationale for this. The nature of the oil business is such that situations arise that require rapid decisions and almost immediate implementation of these decisions if various opportunities are to be successfully exploited. If everyone had to wait for the usual bureaucratic paper work found in many industries, most of the opportunities would have come and gone. The only way to be able to act quickly is to rely on oral contracts or commitments. As a result, in the oil business there is great reliance on these oral commitments, and often great sums of money are involved. The system will only work as long as everyone lives up to their word and since the earliest days of oil exploration this norm has been almost universally observed.

Company men depend on each other to be cooperative in joint company ventures and depend on independents to protect confidential information. Independents, in turn, depend on company men for buying assignments. All landmen, in a sense, depend on each other to uphold the image and values of the occupation. As Gross puts it:

In sum, members of a colleague group feel that what happens to any one of their number is of importance to the others, that all are "in the same boat" and that what one of them does affects the interest of the others.31

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There are also those folkways which concern the more subtle behavior patterns encountered in day to day work relationships with colleagues and fellow workers. Some of these have been aptly summed up by Leslie Moses in an article dealing with "types that make you mad." He writes:

Firstly, there is the "perfect" landman. He never does a thing wrong. If it turns out wrong, it was because someone else worked on it, too. . . . . . .

Closely following this type is the "complainer." He finds fault with everybody and everything. . . .

Intimately, associated with the complainer is the "fly-specker." No lease, assignment, deed, or other instrument he works on satisfies him. . . . . . .

We cannot overlook the "free-rider," with the "let George do it" attitude. . . . . . . . . .

Contrasted with the "free-rider" is the "publicity hound." He likes to see his name in the paper, his picture is always taken, and he appears on a lot of committees. . . . . . . . . . . .

The pathetic one is the "name-dropper." Ask him for a report on a matter and he will preface it by saying he saw Mr. Smith, his good friend, who is Assistant to the General Manager of the Texas Division of the Gulf Coast Region of X Oil Company, and obtained the following information. . . . . . . . . .

We also have the "Great I," known for his outstanding bragging— and hot air. . . . . . . .

Unfortunately, we find a few, a very very few "gougers." The gouger is money-mad, wanting to make something personally out of every deal he works on. . .

Finally we come to the "procrastinator." . . .

Sanctions

Landmen have three general ways of enforcing occupational norms. The first is the withdrawing of help, support, contacts, and referrals. With the high degree of interdependence in the oil business generally, and the

occupation specifically, an individual who cannot rely on his colleagues has a difficult time in successfully doing his work. If an independent, whether he receives work or not often depends on colleagues. The reliance placed on "occupational contact networks" means that word of mouth condemnation of an individual could close many doors which were previously open to him. Secondly, the deviate can be rejected socially. As we shall see in the next chapter, there is a high degree of "in-groupness" among the "oil fraternity," and the nature of the job, as well as high geographical mobility, means that the oil community may be the only readily available group for social interaction; much as the case with military, diplomatic, and academic people, who often tend to segregate themselves socially, frequently out of geographic necessity. To be cut off or excluded from the oil community is tantamount to being excluded from all social intercourse, at least until new affiliations can be achieved. Finally, there are aggressive ways of sanctioning a deviate landman. Landwork is highly competitive, but members of the occupation can make it even more so for any member. They can accomplish this by passing the word around about his lease buying activities should they gain information on it, refuse to cooperate with him or even "bust his block;" that is, buy leases in an area on which he was trying to obtain a solid block of leases, and thus sabotage his work. These kinds of sanctions are for the most part theoretical, in that the degree of identification with the occupation and the business, as well as the awareness of the interdependent nature of the work on the part of most landmen is such that everyone is generally supportive of the norms. It is most frequently
the marginal "shady character" who is the recipient of the sanctions, and who thus finds it difficult to get entrenched in the business. In this regard landmen resemble physicians who fear the charlatan because he may damage the occupational image, and who exert considerable effort to drive the "quack" out of the field.

It is interesting to note that in recent years the American Association of Petroleum Landmen took steps to draft a Code of Ethics. This code formally incorporates many of the folkways and mores traditionally observed among landmen. Special emphasis is placed on public relations and dealings with outsiders to protect the occupational and industrial image, avoidance of uncontrolled competition, safeguarding confidential information and loyalty to firm or principal, as well as personal qualities "predicated on the basic qualities of honesty and integrity."33

IV. THE CLIENTELE

The relationship between practitioner and clientele is subject to wide variation. Some clients seek out the occupational practitioner, as in the case of the patient who seeks the physician's aid, while others attempt to avoid the services of the practitioner; the lawbreaker and the policeman being a case in point. Using or receiving the services of a particular occupational specialty may be an occasion of sadness in the case of the mortician, for example; discomfort, perhaps, in the case of

33For the present entire Code of Ethics, see Appendix D. For an earlier proposed draft, see "AAPL Proposed Code of Ethics Submitted to Members for Discussion," The Landman, III (January, 1958), 5.
the dentist; an occasion of indifference or nuisance for some with the barber; and in some occupational specialties, could even be an occasion of joy or elation. At first consideration, it would appear that the occasion of a landman taking a lease on the land or minerals of a given individual would be such an occasion. For an oil and gas lease, the landowner will receive bonus money, rental payments and royalty, should oil be discovered on his land. It would seem that this opportunity would represent extreme good fortune to the landowner. To illustrate this ideal reception, consider the remarks of Harvey O'Connor, who in taking the part of the landowner, says:

So far as you are concerned, the whole thing is quite accidental. You didn't put the oil there, you didn't discover it there, and neither will you take it out. You will merely sign a document, sometimes a Lease 88, and manna will fall from the heavens.34

Landmen, however, encounter all kinds and types of people, including a great many who do not welcome the chance to lease their land, or at least not under the conventional arrangement. Many of the landowners will, of course, live on the land and farm or ranch.

The landman with his rational business proposition encounters, in some cases, irrational folklore, superstition, and rural community subcultures with norms and values that run counter to those of his own. Additionally, the typical rural landowner had not been very knowledgeable or sophisticated about the mechanics of leasing or oil economics.

There are in reality, and not just in fiction, those individuals who are concerned that oil will be discovered on their land, and the resultant derricks, storage tanks, and other apparatus will disturb their farming activities.

To the offer of a fair market-price bonus for his lease, he may counter with a demand for a much higher price, as his land "really has oil under it." This particular argument is a bit of folklore that has apparently been diffused rather widely. A typical variation on a theme may run something like this: "Many years ago an old itinerant geologist spent the night with the landowner. To pay for his night's lodging, he performed a 'geological survey' the next morning. As a result of this survey, he concluded that oil was to be found in two places in the county; under his host's land, and under the county court house." Naturally where there is a certainty of oil under his land, the landowner wants ten times the market-price for a lease.

Many landowners are apprehensive about leasing, for fear a neighbor may hold out and later receive a higher price, thus he would "lose face" for having accepted a less attractive deal.

Some landowners, as members of large families, feel compelled to act as a family unit, each waiting for the other's decision, and all delaying the landman.

Not to be overlooked are those landowners who must await a sign from the Almighty or some supernatural source. One particular landowner from personal experiences comes to mind, who leased all of her land except a small parcel, for an exceptionally good price. She wanted to
think and pray about the remaining parcel of land. On contacting her a short while later, she informed us that the Lord had subsequently advised her to lease, but only at three times the bonus price, for a three year period instead of five years, and she was to retain a 1/16 overriding royalty in addition to her regular 1/8 royalty. The Lord apparently was pretty well versed on the oil business.

Many rural landowners have a suspicion of all lawyers and landmen, where their property is involved. There is a sort of traditional agrarian fear of being cheated in the process of entering into any legal agreement. A popular piece of folklore is that they were cheated out of one-half of their minerals in the past. This popular rationalization is wide spread. One common story is that "back in the depression two men, one fat and short, and a tall thin man, came to my place and told me they would lease my land. I signed their paper and discovered later I had been cheated out of half my minerals, as it was a mineral deed I signed, not a lease." The fact of the matter is, many landowners did sell half of their minerals with complete knowledge of what they were doing, only at that time they had no idea the minerals would ever be valuable; and they frankly thought they were putting a "fast one" over on the buyer. To admit now they had been so short sighted would be to "lose face." Also many of the landowners, particularly in the south, originally bought their land from the Federal Land Bank, lumber companies, or some other financial institution, who reserved half the minerals before conveying the land. There are landowners, who in all sincerity, mistakenly believe they own the full mineral rights to their land. Others, however, know better but let the landmen
discover it for themselves, and then act surprised, if not resentful. More than one landowner has demanded payment for full mineral rights, even while admitting that he originally acquired only one-half the mineral rights. If one landman gives in and pays the full amount in order to take a desirable lease, quite likely the landowner will continue to demand the same dispensation for all subsequent releasings.

Of course, not all land or mineral owners display these traits. Most, perhaps, are rational and reasonable people with which to deal. Some go overboard in the other direction, in that they offer to lease their land at a low price, and then to obtain more money, they offer to sell their royalty also, or for that matter, their house and land also.

The landman must overcome all of these suspicions and hostilities and learn to cope with the seemingly irrational arguments of some landowners. He must also come to recognize the normative structure of the rural community and appreciate the landowner's fear of "losing face." To accomplish this, the landman must at all times be honest and sincere in his propositions, his arguments, and his agreements; not all for his own benefit, but also for the sake of all landmen who will come into the same area to lease.

Once the lease is in effect, the landowner may still develop hostilities toward the oil company that holds his lease and the landman who took it; especially if a well is drilled and it turns out dry. The landowner may well have other opinions about the well. As Charlie Wilkins describes it:
He becomes especially interested in the little rainbows of oil on the slush pit made by tool joint grease. He does not ask about this, because any fool can see it is oil.

One fine day he starts down for his daily well check and sees the derrick being dismantled. No one tells him whether a well has been made or not, and he may not know the difference between a plugging job or setting pipe. If the odds run true to form he has a dry hole, but he will talk this over with neighbors and they always come up with the idea that the lease situation just was not right or the oil company just did not want to bring the well in at this time. He is a little put out with the producer, and as time goes on he becomes bitter about the whole thing.35

In the face of this kind of situation possibly arising, the landman must originally establish a rapport based on mutual trust with the landowner, and keep the landowner informed every step of the way, if at all practical.

In many cases, landmen have formed friendships with particular landowners that lasted for life. Some landowners have refused to lease land to anyone else but some favored landman friend, or refused to lease without seeking his advice.

Just as the oil business changed, and the oilman himself changed, so too has the landowner changed. Today's landowner is far more sophisticated about oil, and as a result makes for a more rational, though not necessarily less challenging clientele for the landman. As George Bixler puts it:

35Charlie S. Wilkins, "But He Doesn't Forget!," The Landman, IV (September, 1959), 13.
Today's landman is a highly specialized and knowledgeable individual, having to deal with land and mineral owners who know just about as much concerning the oil and gas business as the landman knows.36

V. SUMMARY

The early oil industry fostered a tradition of chance, self-reliance, ingenuity, and above all "rugged individualism." These characteristics were necessary to cope with the conditions and circumstances encountered in oil exploration. A premium on these traits lingered until the present, and residues of some are still to be encountered. Honesty, trust, and "living up to one's word," are examples of such characteristics which have been continually supported by the petroleum sub-culture and still found today. Conditions in the oil business changed, and to a large degree so did the oilman. The oilman of today is better educated, more scientific in his approach to oil exploration, a conservative businessman, but still a visionary and individualist.

The status of petroleum landman encompasses many occupational roles which generally fall into three categories: human relations or diplomatic salesmanship roles which equip him to deal with unknowledgeable landowners, scientific or technical roles which aid him in performing his part of the oil exploration process in conjunction with fellow workers in other oil occupation specialties, and liaison or information sharing roles, which relate him to his colleagues.

36"AAPL President in Casper," The Landman, VI (February, 1962), 18.
The esoteric nature of the oil industry has previously necessitated landmen being recruited from the ranks of other occupational specialties where he could develop a foundation of oil experience. Hitherto there have been no formal means of acquiring landwork skills outside the oil business itself. More recently with the increasing complexity of land titles and lease contracts, oil companies have tended to hire individuals with legal training for prospective landmen, and have in some cases supplemented this with company interdepartmental training programs. Still, however, many neophyte landmen are sent out initially to work with more experienced men, especially senior independents, to observe, participate, and learn the "tricks of the trade" and social skills. Many of the occupational techniways and secrets are transmitted informally among colleagues. In this respect, the occupation retains considerable control over the teaching and learning process, as well as recruiting itself.

The majority of the occupational norms are concerned with loyalty to company or principal, protecting confidential information entrusted to him, preventing uncontrolled competition, and especially protecting the occupational image with clients, employers and "outsiders." To enforce occupational norms, landmen can employ three general kinds of sanctions: ostracism in the extra-work area, withdrawing or withholding of aid, information, assistance and referrals in the area of work, and direct sabotage of the deviant individual's work. It appears that the need for those sanctions appears most frequently in connection with the marginal individual of the "shady character" variety, who by his continued activities, might damage the occupational image.
The landman's clientele may come from all walks of life, sharing only the characteristics of owning land or minerals. However, many are farmers and ranchers. Traditionally many landowners, not being well acquainted with the oil business and oil leasing, tended to be suspicious, irrational, superstitious, hostile, or reluctant to act, among other things. His values and attitudes were often the product of a rural sub-culture which did not always predispose him to lease his land. There were considerations other than economic. This necessitated the landman acquiring an understanding of his clientele and developing skills in dispelling mistrust, suspicion, and irrationality in dealing with him. Over the years many landowners have become more knowledgeable about the oil business and some are able to negotiate with landmen with equal sophistication concerning leasing arrangements.
CHAPTER VI

THE OCCUPATIONAL COLLEAGUE GROUP AND THE WORK GROUP

I. COLLEAGUESHIP AND OCCUPATIONAL IDENTIFICATION

Members of given occupations come to identify with their specialties and with each other. In some cases, especially the professions with long traditions and/or with "protected" information, the identification is acquired in the process of learning the occupational skills prior to admittance to full practitioner status. Medical or law schools are cases in point. For other occupations the routine of the work, or the nature of the work, may tend to separate or segregate the members from individuals in other lines of endeavor. Military people and academic people work apart from the rest of the community, and military people, in many instances, live apart in that they live on an Army post exclusively with other military people. Persons in some kinds of work, because of the routine of the work, find it difficult to interact with persons other than those with the same routine. Railroaders, firemen, and night shift workers are examples of this to some degree. Being apart from the rest of the community, whether the result of routine, nature of the work, tradition, or desire, often develops this sense of identification with the occupation, or perhaps the broader occupational complex or industry. The identification with occupation or work may be developed through the ingroup/outgroup concept. The town-
gown split in college towns and the "show people" - "ape" distinction made be carnival workers between themselves and local citizens are notable examples.

Identification may follow separation, segregation or selective interaction; or on the other hand, because of identification, occupational members may tend to restrict their associations and interactions to colleagues in large measure. In either case, occupations are generally interested in building a sense of colleagueship among their members. Gross mentions six methods by which colleagueship is developed. He first suggests control over the entry of new members. In a previous chapter we have seen how landmen exercise a large degree of informal control over occupational entrance through the use of feeding occupations as a screening mechanism, occupational contact networks, and through offering or withholding tricks of the trade, information and referrals. Secondly, Gross cites the development of occupational consciousness. The traditions and folklore of the oil industry, and the emphasis placed on reputable dealings and ethical conduct in their work, has contributed greatly to the development of occupational consciousness among landmen. Another element listed by Gross is the fact that every

1We use the term "colleague" to refer to persons in the same occupation, and the term "co-workers" will be used to mean persons in the same work group or occupational complex. In this regard we follow the usage of Gross. See Edward Gross, Work and Society (New York: The Thomas Y. Crowell Company, 1958), Chap. 6.

2Ibid., Chap. 6.
occupation supplies a limited market, and uncontrolled competition must
be prevented or antagonisms, clevages, and loss of the market to out-
siders or marginal persons will result. In this respect, landmen have
been especially concerned about observance of the occupational norms
dealing with competition among colleagues, and attempt to control this
with informal sanctions, as well as incorporating proscriptions against
unfair competition in the code of ethics of their national association.
The remaining elements discussed by Gross involve informal interaction,
distinctive behavior, and the formation of occupational organizations.
These three elements, or means of developing colleagueship and identi-

In an attempt to examine colleagueship among landmen, our question-
aire directed a number of inquiries concerning various kinds of informal
interaction and membership participation in occupational organizations.
In addition to the kinds of activities in which they engaged, landmen
were asked to differentiate generally whether their activities were
carried on with colleagues (other landmen exclusively), with co-workers
and including colleagues (persons in the oil business as well as landmen),
or with others (persons outside the oil business). In this way it was
hoped to gain some insights into the identification orientation, using
associational behavior as an index. As a further dimension of the
analysis, it was assumed that certain significant subgroupings occur
in the occupation which might affect or direct the associational be-
behavior and suggest some leaning toward identification with these sub-
groups. Within most occupations, some kind of sub-groupings would prob-
ably suggest themselves immediately. In academic life, there exist,
of course, the various academic disciplines, if one accepts college
professor as an occupation. So, too, in medicine, are there distinc-
tive specialties. Other occupations may contain somewhat obvious type
sub-group differentiation. In landwork the presence of both company
employed and independent individuals suggests a significant sub-grouping.
An additional dimension worthy of consideration as a sub-grouping factor
is the variability of legal training among landmen. For those landmen
with law degrees, landwork is something of a legal specialization. For
those with no legal background, landwork would seem to be a work specialty
distinctive in and of itself. In between these two extremes are those
individuals with some legal training, but with no law degree, who may
well share something of both identifications. Finally, there is the
factor of divergent age, which is present in almost all occupations.
Although the age of occupational members may range widely, there is
reason to believe that for certain occupations, specific years or span
of years may serve as significant "cut-off" points and persons who fall
in one or the other of these age categories may represent distinctive
occupational ideologies as a result of their work experiences in given
time spans. This phenomenon has been referred to by some authors as
occupational generations.\(^3\) Although in the first three decades of this

\(^3\)One such author is Dero A. Saunders, "Executive Discontent," in
Sigmund Nosow and William H. Form (eds.), \textit{Man, Work and Society} (New
century several distinct phases of landwork can be distinguished, the number of landmen who worked in those years is relatively small. Instead, the landmen were divided into those 40 years old or younger, and 41 years of age or older. This division roughly coincides with the beginning of World War II. The tremendously increased demand for petroleum products created by the war, and the technological developments which occurred in response to this demand resulted in a more modern phase of the oil industry in contrast to pre-war days. The accelerated pace of exploration, more advanced technology, and organizational growth all made for a distinctive difference in the post-war era in oil. Presumably the two broad occupational generations of landmen would reflect this difference and would make up significant sub-groups. These three variables, then; age grouping, company/independent employment, and legal training, will be employed in the analysis of associational behavior.

II. INFORMAL INTERACTION

Gross suggested distinctive ceremonial behavior and objects as means by which occupations develop colleagueship. Landmen do not, as do some occupations, have uniforms, secret handshakes, or in large degree distinctive paraphernalia. In some of the western states, persons in the oil business may affect wide brim Stetsons, or a western cut to their clothing, but the same is true of persons in many lines of work in the same area. Although the physician may have his stethoscope to set him apart, and the tailor, his tape measure around his
neck, there is no paraphernalia to identify the landman, save possibly a rolled up land ownership map which he may carry on occasion. In the way of distinctive behavior, the landman, as well as other persons in the exploration and production part of the oil business, do have a distinctive esoteric jargon or technical language which not only permits them to communicate with each other, but also serves to identify a member of the oil business, since fluency in this jargon is difficult to acquire except through intimate association with other members of the industry, and through experience. At the same time, there is an unusual degree of informal interaction among colleagues and co-workers in the oil business.

**Lunching and Coffee Klatsching Patterns**

Going to lunch and to coffee breaks with friends and associates is a popular type of informal interaction in our society, especially among those in the work force. Landmen were questioned about their companions in such situations, and the results are given in Tables 6.1, 6.2, and 6.3.

In Table 6.1, the associational patterns are broken down by age category. Landmen indicated that they do not to any great degree, lunch and take coffee breaks exclusively with other landmen, but rather, for the most part do so with co-workers, as well as colleagues. Less than 10% say that they lunch and go to coffee with outsiders. There appears to be little, if any difference, between the two age categories in terms of associational patterns.
### Luncheon and Coffee Break Associational Patterns

#### Table 6.1 Associational Patterns by Age Category

<table>
<thead>
<tr>
<th>Age Category*</th>
<th>(Colleagues)</th>
<th>(Co-workers)</th>
<th>Others</th>
<th>Total</th>
<th>%</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>40 or younger</td>
<td>10.3%</td>
<td>81.5%</td>
<td>8.2%</td>
<td>100%</td>
<td>(232)**</td>
<td></td>
</tr>
<tr>
<td>41 or older</td>
<td>9.1%</td>
<td>81.4%</td>
<td>9.5%</td>
<td>100%</td>
<td>(210)**</td>
<td></td>
</tr>
</tbody>
</table>

* 24 individuals did not respond to age inquiry and are excluded from table.
** Does not include 1 Did Not Answer response.
*** Does not include 2 Did Not Answer responses.

#### Table 6.2 Associational Patterns by Employment Status

<table>
<thead>
<tr>
<th>Employment Status*</th>
<th>(Colleagues)</th>
<th>(Co-workers)</th>
<th>Others</th>
<th>Total</th>
<th>%</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employed</td>
<td>10.4%</td>
<td>81.0%</td>
<td>8.6%</td>
<td>100%</td>
<td>(348)**</td>
<td></td>
</tr>
<tr>
<td>Independent</td>
<td>6.9%</td>
<td>82.8%</td>
<td>10.3%</td>
<td>100%</td>
<td>(116)</td>
<td></td>
</tr>
</tbody>
</table>

* 2 individuals did not respond to employment status inquiry and are excluded from table.
** Does not include 3 Did Not Answer responses.
Luncheon and Coffee Break Associational Patterns (Continued)

Table 6.3 Associational Patterns by Legal Background

<table>
<thead>
<tr>
<th>Legal Background*</th>
<th>When in town generally lunch and have coffee with:</th>
<th>%</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Various individuals in the petroleum industry</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Graduate of accredited law school</td>
<td>Usually only other landmen (Colleagues and Co-workers)</td>
<td>12.5%</td>
<td>71.6%</td>
</tr>
<tr>
<td>Some legal training</td>
<td>Including landmen</td>
<td>10.1%</td>
<td>80.5%</td>
</tr>
<tr>
<td>No legal training</td>
<td>Others (Outsiders)</td>
<td>8.4%</td>
<td>85.4%</td>
</tr>
</tbody>
</table>

* 2 individuals did not respond to legal background inquiry and are excluded from table.
** Does not include 2 Did Not Answer responses.
*** Does not include 1 Did Not Answer responses.
The results in Table 6.2 are broken down by employment status, and much the same patterns are evident. Landmen predominately lunch and take coffee breaks with co-workers as well as colleagues, and only less than 10% indicated outsiders. Again there is little, if any difference, between company employed and independent landmen, with the exception that independents lunch and have coffee exclusively with colleagues slightly less than do company men, and are slightly more inclined to do so with outsiders.

When lunch and coffee break patterns are analyzed by legal background as in Table 6.3, the same overall pattern appears, but there is a linear trend indicated. Law graduates, more than do those individuals with only some legal training or no legal training, tend to lunch and take coffee breaks only with other landmen, and with outsiders. Those with some legal training show these same tendencies, in turn, more than do those with no legal training. In all categories of legal background, more than two-thirds of the individuals indicated that they lunched and took coffee breaks with co-workers as well as colleagues. Extent of legal training appears to be slightly related to colleague and outsider orientation. There is a possibility that these colleagues and outsiders may well be other persons with legal training or degree.

Hobby Activity Patterns

Another frequent type of informal interaction is hobby activities.

Tables 6.4, 6.5, and 6.6, contain the data given by landmen concerning hobby patterns by age. A very small percentage of landmen indicated
**Hobby Associational Patterns**

**Table 6.4 Associational Patterns by Age Category**

<table>
<thead>
<tr>
<th>Age Category*</th>
<th>(Colleagues)</th>
<th>Co-workers</th>
<th>Others</th>
<th>Total</th>
<th>%</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>40 or younger</td>
<td>3.4%</td>
<td>66.1%</td>
<td>30.5%</td>
<td>100%</td>
<td>(233)</td>
<td></td>
</tr>
<tr>
<td>41 or older</td>
<td>1.4%</td>
<td>61.0%</td>
<td>37.6%</td>
<td>100%</td>
<td>(210)**</td>
<td></td>
</tr>
</tbody>
</table>

* 24 individuals did not respond to age inquiry and are excluded from table.
** Does not include 2 Did Not Answer responses.

**Table 6.5 Associational Patterns by Employment Status**

<table>
<thead>
<tr>
<th>Employment Status*</th>
<th>(Colleagues)</th>
<th>Co-workers</th>
<th>Others</th>
<th>Total</th>
<th>%</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company Employed</td>
<td>2.6%</td>
<td>64.7%</td>
<td>32.7%</td>
<td>100%</td>
<td>(349)</td>
<td></td>
</tr>
<tr>
<td>Independent</td>
<td>1.7%</td>
<td>61.2%</td>
<td>37.1%</td>
<td>100%</td>
<td>(116)**</td>
<td></td>
</tr>
</tbody>
</table>

* 2 individuals did not respond to employment status inquiry and are excluded from table.
** Does not include 2 Did Not Answer responses.
### Table 6.6 Associational Patterns by Legal Background

<table>
<thead>
<tr>
<th>Legal Background*</th>
<th>Graduates of accredited law school</th>
<th>Some legal training</th>
<th>No legal training</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>%</td>
<td>%</td>
<td>%</td>
</tr>
<tr>
<td>(Colleagues)</td>
<td>6.7%</td>
<td>0.0%</td>
<td>2.2%</td>
</tr>
<tr>
<td>Co-workers</td>
<td>57.3%</td>
<td>65.8%</td>
<td>65.2%</td>
</tr>
<tr>
<td>Others</td>
<td>36.0%</td>
<td>34.2%</td>
<td>32.6%</td>
</tr>
<tr>
<td>Total</td>
<td>100% (89)**</td>
<td>100% (149)*****</td>
<td>100% (227)</td>
</tr>
</tbody>
</table>

* 2 individuals did not respond to legal background inquiry and and are excluded from table.

** Does not include 1 Did Not Answer response.

*** Does not include 1 Did Not Answer response.
hobby activities with only colleagues. Approximately two-thirds said they participated in hobbies with co-workers as well as colleagues, and about one-third listed outsiders. There appears to be little difference between age groups. The older group, slightly more than the younger group, indicated that they participated in hobbies with outsiders, and inversely less with colleagues and co-workers.

When the data is analyzed by employment status, almost the same patterns emerge. A very small number of landmen listed only colleagues as hobby companions. Almost two-thirds of the individuals indicated co-workers as well as colleagues, and close to one-third gave outsiders as their companions. There was little difference in employment status other than that independents, slightly more than company men, participated in hobbies with outsiders, and slightly less than company men, with co-workers as well as colleagues.

Again, an analysis by legal background reflects the same overall pattern as by age and employment status. Legal graduates indicate that they engage in hobbies with outsiders, and inversely less with co-workers as well as colleagues, slightly more than do those individuals with some legal training, who in turn slightly more than those with no legal background, engage in hobbies with outsiders.

Closest Friends

When landmen were asked to indicate whether their closest friends were colleagues, co-workers as well as colleagues, or outsiders, a pattern of responses similar to previous questions was found. In all
three analyses, upwards of two-thirds of the landmen stated that their best friends were co-workers as well as colleagues, slightly less than one-third listed outsiders, and generally from 5% to 10% indicated only colleagues. The analysis by age group in Table 6.7 shows almost no difference between age groups other than that younger landmen, slightly more than older landmen, list colleagues exclusively as best friends, and slightly less give co-workers as well as colleagues as best friends. When the data is broken down by employment status in Table 6.8, little, if any difference is found. The results are tabulated by legal background in Table 6.9. More than a third of the law graduates listed best friends as outsiders; a little more than one-half gave co-workers and colleagues, and 11.2% indicated colleagues exclusively. Of those with some legal training, upwards of two-thirds state that their best friends were co-workers as well as colleagues, and slightly more than one-third gave outsiders. Less than 5% listed only colleagues. More than two-thirds of those individuals with no legal training said that their best friends were co-workers and colleagues. Some 28.8% listed outsiders, and the remainder gave colleagues only. It would appear that the more extensive the legal background, the more tendency to have outsiders as best friends, and the less tendency to indicate co-workers as well as colleagues as best friends.

**Neighborhood Propinquity**

Landmen were asked if they had knowledge of other persons in the petroleum industry living in their neighborhood. The results are given
**Indicated Closest Friends**

Table 6.7 Indicated Closest Friends by Age Category

<table>
<thead>
<tr>
<th>Age Category*</th>
<th>Usually only other landmen (Colleagues)</th>
<th>Including landmen (Colleagues and Co-workers)</th>
<th>Outsiders</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>40 or younger</td>
<td>9.4%</td>
<td>58.4%</td>
<td>32.2%</td>
<td>100%</td>
</tr>
<tr>
<td>41 or older</td>
<td>4.8%</td>
<td>63.1%</td>
<td>32.1%</td>
<td>100%</td>
</tr>
</tbody>
</table>

* 24 individuals did not respond to age inquiry and are excluded from table.

** Does not include 3 Did Not Answer responses.

Table 6.8 Indicated Closest Friends by Employment Status

<table>
<thead>
<tr>
<th>Employment Status*</th>
<th>Usually only other landmen (Colleagues)</th>
<th>Including landmen (Colleagues and Co-workers)</th>
<th>Outsiders</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company Employed</td>
<td>6.9%</td>
<td>60.2%</td>
<td>32.9%</td>
<td>100%</td>
</tr>
<tr>
<td>Independent</td>
<td>7.8%</td>
<td>62.6%</td>
<td>29.6%</td>
<td>100%</td>
</tr>
</tbody>
</table>

* 2 individuals did not respond to employment status inquiry and are excluded from table.

** Does not include 2 Did Not Answer responses.

*** Does not include 1 Did Not Answer response.
### Table 6.9 Indicated Closest Friends by Legal Background

<table>
<thead>
<tr>
<th>Legal Background*</th>
<th>Usually only other landmen</th>
<th>Including landmen</th>
<th>Others</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate of accredited law school</td>
<td>11.2%</td>
<td>52.8%</td>
<td>36.0%</td>
<td>100%</td>
</tr>
<tr>
<td>Some legal training</td>
<td>4.7%</td>
<td>60.4%</td>
<td>34.9%</td>
<td>100%</td>
</tr>
<tr>
<td>No legal training</td>
<td>7.1%</td>
<td>64.1%</td>
<td>28.8%</td>
<td>100%</td>
</tr>
</tbody>
</table>

* 2 individuals did not respond to legal background inquiry and are excluded from table.
** Does not include 1 Did Not Answer response.
*** Does not include 1 Did Not Answer response.
**** Does not include 1 Did Not Answer response.

### Table 6.10 Colleague and Co-Worker Neighborhood Propinquity

<table>
<thead>
<tr>
<th>Know of any members of petroleum industry living in neighborhood?</th>
<th>Yes</th>
<th>No</th>
<th>%</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>89.8%</td>
<td>10.2%</td>
<td>100%</td>
<td>(461)*</td>
</tr>
</tbody>
</table>

* Does not include 8 Did Not Answer responses.
in Table 6.10. Close to 90% responded that they did know of such persons living in their neighborhood, and only about one-tenth did not.

Entertainment Patterns

Informal interaction with colleagues and co-workers is not confined to practitioners, but also includes their wives and families. Landmen were questioned as to whether they and their wives generally entertained colleagues and their wives, co-workers as well as colleagues and their wives, or outsiders and their wives. Tables 6.11, 6.12, and 6.13 contain the tabulations of their responses. Regardless of age category, employment status or legal background, the majority of the landmen indicated that when they and their wives entertained, they usually invited co-workers as well as colleagues and their wives. A relatively small number, in most cases 5% or less, listed only colleagues and their wives. In examining Table 6.11, we find that a somewhat larger percentage of older landmen than younger landmen, 36.4% as compared to 27.2%, generally entertained outsiders and their wives; and inversely, a slightly smaller percentage, 61.6% as compared to 68.7%, stated that they and their wives entertained co-workers as well as colleagues and their wives.

In Table 6.12 where the results are broken down by employment status, it will be noted that a larger percentage of independents than company men, 36.3% as compared to 29.7%, stated that they and their wives generally entertained outsiders and their wives. At the same time, 61.9% of the independents and 66.9% of the company men responded that when they
# Entertainment Patterns

## Table 6.11 Entertainment Patterns by Age Category

<table>
<thead>
<tr>
<th>Age Category*</th>
<th>Landmen and their wives</th>
<th>Individuals in the petroleum business including landmen and their wives</th>
<th>Individuals not in the petroleum business including landmen and their wives</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>40 or younger</td>
<td>4.1%</td>
<td>68.7%</td>
<td>27.2%</td>
<td>100%</td>
</tr>
<tr>
<td>41 or older</td>
<td>2.0%</td>
<td>61.6%</td>
<td>36.4%</td>
<td>100%</td>
</tr>
</tbody>
</table>

* 24 individuals did not respond to age inquiry and are excluded from table.

** Does not include 14 Not Applicable responses and 2 Did Not Answer responses.

*** Does not include 4 Not Applicable responses and 10 Did Not Answer responses.

## Table 6.12 Entertainment Patterns by Employment Status

<table>
<thead>
<tr>
<th>Employment Status*</th>
<th>Landmen and their wives</th>
<th>Individuals in the petroleum business including landmen and their wives</th>
<th>Individuals not in the petroleum business including landmen and their wives</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company Employed</td>
<td>3.4%</td>
<td>66.9%</td>
<td>29.7%</td>
<td>100%</td>
</tr>
<tr>
<td>Independent</td>
<td>1.8%</td>
<td>61.9%</td>
<td>36.3%</td>
<td>100%</td>
</tr>
</tbody>
</table>

* 2 individuals did not respond to employment status inquiry and are excluded from table.

** Does not include 18 Not Applicable responses and 10 Did Not Answer responses.

*** Does not include 3 Did Not Answer responses.
### Entertainment Patterns (Continued)

**Table 6.13 Entertainment Patterns by Legal Background**

<table>
<thead>
<tr>
<th>Legal Background*</th>
<th>When entertaining with wife, usually invite:</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Landmen and their wives</td>
<td>Individuals in the petroleum business including landmen and their wives</td>
<td>Individuals not in the petroleum business including landmen and their wives</td>
<td>Total</td>
</tr>
<tr>
<td>Graduate of accredited law school</td>
<td>6.3%</td>
<td>56.2%</td>
<td>37.5%</td>
<td>100% (80)**</td>
</tr>
<tr>
<td>Some legal training</td>
<td>2.8%</td>
<td>63.1%</td>
<td>34.1%</td>
<td>100% (141)***</td>
</tr>
<tr>
<td>No legal training</td>
<td>1.9%</td>
<td>70.7%</td>
<td>27.4%</td>
<td>100% (215)****</td>
</tr>
</tbody>
</table>

* 2 individuals did not respond to legal background inquiry and are excluded from table.

** Does not include 8 Not Applicable responses and 2 Did Not Answer responses.

*** Does not include 4 Not Applicable responses and 5 Did Not Answer responses.

**** Does not include 6 Not Applicable responses and 6 Did Not Answer responses.
and their wives entertain, it is co-workers as well as colleagues and their wives who they invite.

Table 6.13, containing the analysis of results by legal background, shows a trend similar to the previous tables. More than one-third of the law graduates, or 37.5%, state that they and their wives entertain outsiders. A slightly smaller percentage, 34.1% of those individuals with some legal training so indicate, and only a little over one-quarter of those with no legal training list outsiders and their wives. Inversely, 56.2% of law graduates, 63.1% of those with some legal training, and 70.7% of those with no legal background say that they and their wives when entertaining, usually invite co-workers as well as colleagues and their wives. Again extent of legal training appears to be positively related to interaction with those outside the oil industry; in this case entertaining individuals and their wives.

Wives’ Associational Patterns

Frequently the wives of occupational members associate with each other on both an informal, as well as a formal level. A specific inquiry concerning their wives’ informal associational patterns was made of the landmen in this study. Their responses are found in Tables 6.14, 6.15, and 6.16. We see from Table 6.14 that only about 5% of both age categories say that their wife, in her activities, primarily associates with the wives of colleagues exclusively. Of the older group, the same percentage of landmen, 47.5%, indicate that their wives primarily associate with the wives of outsiders, as those who state that their wives associate
### Wives' Associational Patterns

**Table 6.14 Wives' Associational Patterns by Age Category of Husband**

<table>
<thead>
<tr>
<th>Age Category*</th>
<th>Wives of individuals</th>
<th>Wives of individuals not in the petroleum</th>
<th>Wives of landmen</th>
<th>Wives of landmen's wives</th>
<th>Total</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>40 or younger</td>
<td>5.5%</td>
<td>54.9%</td>
<td>39.6%</td>
<td>100%</td>
<td>(217)**</td>
<td></td>
</tr>
<tr>
<td>41 or older</td>
<td>5.0%</td>
<td>47.5%</td>
<td>47.5%</td>
<td>100%</td>
<td>(200)***</td>
<td></td>
</tr>
</tbody>
</table>

*24 individuals did not respond to age inquiry and are excluded from table.

**Does not include 14 Not Applicable responses and 2 Did Not Answer responses.

***Does not include 5 Not Applicable responses and 7 Did Not Answer responses.

**Table 6.15 Wives' Associational Patterns by Employment Status of Husband**

<table>
<thead>
<tr>
<th>Employment Status*</th>
<th>Wives of individuals</th>
<th>Wives of individuals not in the petroleum</th>
<th>Wives of landmen</th>
<th>Wives of landmen's wives</th>
<th>Total</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company Employed</td>
<td>6.2%</td>
<td>53.2%</td>
<td>40.6%</td>
<td>100%</td>
<td>(325)**</td>
<td></td>
</tr>
<tr>
<td>Independent</td>
<td>1.8%</td>
<td>44.2%</td>
<td>54.0%</td>
<td>100%</td>
<td>(113)***</td>
<td></td>
</tr>
</tbody>
</table>

*2 individuals did not respond to employment status inquiry and are excluded from table.

**Does not include 18 Not Applicable responses and 8 Did Not Answer responses.

***Does not include 1 Not Applicable response and 2 Did Not Answer responses.
Table 6.16  Wives' Associational Patterns by Legal Background of Husband

<table>
<thead>
<tr>
<th>Legal Background*</th>
<th>Wife primarily associates in her activities with:</th>
<th>Wives of individuals</th>
<th>Wives of individuals not in</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Wives of in the petroleum</td>
<td>in other industry including</td>
<td></td>
</tr>
<tr>
<td>Graduate of law school</td>
<td>8.5%</td>
<td>41.5%</td>
<td>51.0%</td>
<td>100%</td>
</tr>
<tr>
<td>Some legal training</td>
<td>4.3%</td>
<td>46.1%</td>
<td>49.6%</td>
<td>100%</td>
</tr>
<tr>
<td>No legal training</td>
<td>4.1%</td>
<td>57.6%</td>
<td>38.3%</td>
<td>100%</td>
</tr>
</tbody>
</table>

* 2 individuals did not respond to legal background inquiry and are excluded from table.

** Does not include 7 Not Applicable responses and 1 Did Not Answer response.

*** Does not include 5 Not Applicable responses and 6 Did Not Answer responses.

**** Does not include 7 Not Applicable responses and 3 Did Not Answer responses.
with the wives of co-workers and colleagues as well. Of the younger category, more than one-half, or 54.9% list wives of co-workers as well as colleagues, while only 39.6% list their wives as primarily associating with the wives of outsiders.

When the results are broken down by employment status, a relatively small percentage of landmen say that their wives primarily associate with wives of colleagues exclusively. However, a larger percentage of company men so indicate than do independents, 6.2% as compared to 1.8%. Of the company employed landmen, more than one-half, or 53.2% state that their wife primarily associates in her activities with the wives of co-workers and colleagues as well, while some 40.6% list wives of outsiders. For the independents, almost the reverse is true. More than one-half of the independents, or 54% say that their wives associate with the wives of outsiders and 44.2% list the wives of co-workers and colleagues as well.

Table 6.16 contains the breakdown of the data by legal background. A small percentage of landmen in all categories indicate that their wives primarily associate with wives of colleagues exclusively, but 8.5% of law graduates so state, as opposed to 4.3% of those with some legal training, and 4.1% of the landmen with no legal training. Slightly more than one-half, or 51% of the law graduates said that their wives associate with wives of outsiders, while 41.5% of them listed wives of co-workers and colleagues as well. Of those individuals who had some legal training, slightly less than one-half, or 49.6% indicated wives of outsiders, while 46.1% stated that their wives primarily associate with wives of co-workers.
and colleagues. A somewhat smaller percentage, 38.3% of landmen with no legal training responded that their wives associate with wives of outsiders, while more than one-half, or 57.6% said that their wives associate primarily with wives of co-workers as well as wives of colleagues. There seems to be a positive relationship between extent of law training and tendency for the wife to associate with wives of individuals outside the petroleum business.

**Assessment of Social Life**

The data until now has indicated that landmen do, in fact, extensively interact, informally at least, with colleagues and co-workers, but not with colleagues exclusively, to any great degree. The question then arises as to whether this informal interaction is perceived by the landmen as meaningful and satisfying. To this end, landmen were asked to say whether they thought the social life in the oil business was more, or less enjoyable than their perception of social life in other industries. In some cases, of course, their perception of other industries would be more accurate, as a result of experience or actual knowledge of the industry. Tables 6.17, 6.18, and 6.19 present their responses. In all cases, the overwhelming majority, around 95% of the landmen, say that the social life of the petroleum industry is more enjoyable than in other industries. While the differences between the various categories are relatively small, there is a slight tendency in Table 6.17 for the younger group to say the social life is more enjoyable. In Table 6.18, there is a slight tendency for independents to say the social life is
Assessment of Social Life in Petroleum Industry

Table 6.17 Assessment of Social Life by Age Category

<table>
<thead>
<tr>
<th>Age Category*</th>
<th>More Enjoyable</th>
<th>Less Enjoyable</th>
<th>%</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>40 and younger</td>
<td>95.5%</td>
<td>4.5%</td>
<td>100%</td>
<td>(223)**</td>
</tr>
<tr>
<td>41 and older</td>
<td>93.9%</td>
<td>6.1%</td>
<td>100%</td>
<td>(197)***</td>
</tr>
</tbody>
</table>

* 24 individuals did not respond to age inquiry and are excluded from table.
** Does not include 10 Did Not Answer responses.
*** Does not include 15 Did Not Answer responses.

Table 6.18 Assessment of Social Life by Employment Status

<table>
<thead>
<tr>
<th>Employment Status*</th>
<th>More Enjoyable</th>
<th>Less Enjoyable</th>
<th>%</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company Employed</td>
<td>93.5%</td>
<td>6.5%</td>
<td>100%</td>
<td>(324)**</td>
</tr>
<tr>
<td>Independent</td>
<td>97.4%</td>
<td>2.6%</td>
<td>100%</td>
<td>(115)***</td>
</tr>
</tbody>
</table>

* 2 individuals did not respond to employment status inquiry and are excluded from table.
** Does not include 27 Did Not Answer responses.
*** Does not include 1 Did Not Answer response.
### Assessment of Social Life in Petroleum Industry (Continued)

#### Table 6.19 Assessment of Social Life by Legal Background

<table>
<thead>
<tr>
<th>Legal Background*</th>
<th>More Enjoyable</th>
<th>Less Enjoyable</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate of accredited law school</td>
<td>92.9%</td>
<td>7.1%</td>
<td>100% (85)**</td>
</tr>
<tr>
<td>Some legal training</td>
<td>94.3%</td>
<td>5.7%</td>
<td>100% (140)***</td>
</tr>
<tr>
<td>No legal training</td>
<td>95.3%</td>
<td>4.7%</td>
<td>100% (214)****</td>
</tr>
</tbody>
</table>

* 2 individuals did not respond to legal background inquiry and are excluded from table.
** Does not include 5 Did Not Answer responses.
*** Does not include 10 Did Not Answer responses.
**** Does not include 13 Did Not Answer responses.
more enjoyable, and in Table 6.19, there is a slightly greater percentage of those with no legal training who say the social life is more enjoyable than those with some legal training. Those with some legal training, in turn, exhibit slightly more tendency to say the social life is more enjoyable than do the law graduates.

**Assessment of Forced Interaction**

Finally, the question arises as to whether landmen feel as if the conditions, routine, and circumstances of their work make it possible for them to interact informally only with others in the petroleum industries, and prevents them from meeting and associating with outsiders. To gauge their feelings in this regard, the landmen were asked to agree or disagree with the statement that "the petroleum industry tends to 'throw its members together' socially and does not permit them many opportunities for meeting individuals and their families who are not in the petroleum industry."

In Table 6.20, we find that slightly more than two-thirds of the younger group disagree with the statement, while slightly less than one-third agree. Of the older group, less than one-fourth agree, and more than three-fourths disagree. The younger landmen, slightly more so than the older group, seem to perceive forced interaction, although the majority of both groups do not.

In Table 6.21, both company men and independents are in agreement. Slightly more than one-fourth of both groups agree with the statement, and slightly less than three-fourths disagree.
Assessment of Forced Interaction in Petroleum Industry

Table 6.20 Assessment of Forced Interaction by Age Category

<table>
<thead>
<tr>
<th>Age Category*</th>
<th>Agree</th>
<th>Disagree</th>
<th>%</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>40 and younger</td>
<td>32.3%</td>
<td>67.7%</td>
<td>100%</td>
<td>(229)**</td>
</tr>
<tr>
<td>41 and older</td>
<td>22.1%</td>
<td>77.9%</td>
<td>100%</td>
<td>(208)***</td>
</tr>
</tbody>
</table>

* 24 individuals did not respond to age inquiry and are excluded from table.
** Does not include 4 Did Not Answer responses.
*** Does not include 4 Did Not Answer responses.

Table 6.21 Assessment of Forced Interaction by Employment Status

<table>
<thead>
<tr>
<th>Employment Status*</th>
<th>Agree</th>
<th>Disagree</th>
<th>%</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company Employed</td>
<td>27.4%</td>
<td>72.6%</td>
<td>100%</td>
<td>(343)**</td>
</tr>
<tr>
<td>Independent</td>
<td>27.6%</td>
<td>72.4%</td>
<td>100%</td>
<td>(116)</td>
</tr>
</tbody>
</table>

* 2 individuals did not respond to employment status inquiry and are excluded from table.
** Does not include 8 Did Not Answer responses.
Assessment of Forced Interaction in Petroleum Industry (Continued)

Table 6.22 Assessment of Forced Interaction by Legal Background

<table>
<thead>
<tr>
<th>Legal Background</th>
<th>Agree</th>
<th>Disagree</th>
<th>%</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate of Accredited Law School</td>
<td>32.2%</td>
<td>67.8%</td>
<td>100%</td>
<td>(87)**</td>
</tr>
<tr>
<td>Some Legal Training</td>
<td>24.2%</td>
<td>75.8%</td>
<td>100%</td>
<td>(149)***</td>
</tr>
<tr>
<td>No Legal Training</td>
<td>27.8%</td>
<td>72.2%</td>
<td>100%</td>
<td>(223)****</td>
</tr>
</tbody>
</table>

* 2 individuals did not respond to legal background inquiry and are excluded from table.
** Does not include 3 Did Not Answer responses.
*** Does not include 1 Did Not Answer response.
**** Does not include 4 Did Not Answer responses.
Summary

The landmen were asked a number of questions concerning specific informal interactional activities. In most cases the question called for them to identify the category of persons with whom they engaged in these interactional activities. The three categories offered were colleagues, colleagues and co-workers, and outsiders. The responses were then broken down by age category, employment status, and legal background.

On the basis of the results a number of conclusions can be drawn. Landmen tend to engage in informal activities with other persons in the petroleum industry more than with outsiders. Their informal interaction with persons in the petroleum industry is not restricted, in most cases to colleagues exclusively, but rather to colleagues and co-workers as well.

In regard to lunching and coffee-break activities, less than 10% of the landmen indicate outsiders as their companions, with few exceptions. Some 15.9% of the law graduates say they lunch and take coffee breaks with outsiders.

For hobby activities and entertaining with their wife, approximately two-thirds of the landmen say they engage in hobbies with and entertain persons in the petroleum industry. Again, law graduates tend more than other landmen to select the outsider category.

In indicating best friend, only about one-third or less of the landmen give outsiders, with the exception of law graduates, of whom
36% list outsiders. A relatively small percentage of landmen say that best friends are exclusively landmen, although slightly more younger landmen than older landmen indicated colleagues as best friends, and slightly more law graduates than those with some or no law training gave colleagues.

There is the suggestion of neighborhood propinquity in that the vast majority of the landmen, almost 90%, said that they knew of other members of the petroleum industry living in their neighborhood.

When entertaining with wife, relatively few of the landmen said that they entertained landmen and their wives exclusively. Only about one-third indicated that they entertained outsiders and their wives, while the majority listed individuals in the petroleum industry, including landmen and their wives. More older landmen than younger, more independent landmen than company men, and more law graduates than those with some or no legal background said that they entertained outsiders and their wives.

Less than 10% of the landmen stated that their wives associated primarily with the wives of other landmen. Generally speaking, the landmen's wives were about equally divided between association with the wives of petroleum people and wives of outsiders, although the wives of landmen in the younger category, the company employed category, and the no legal training category were somewhat over represented in their association with wives of persons in the petroleum industry.

The vast majority of all the landmen indicated that they perceived
social life in the petroleum industry to be more enjoyable than in other industries.

Approximately a three-fourths majority of the landmen did not perceive any forced social interaction in the petroleum industry, with the exception of the younger landmen and the law graduates, of whom two-thirds did not perceive any forced social interaction.

Overall, the younger landmen appear, more than the older category, the company men more than the independents, and the law graduates more than those with some or no legal training, to be colleague oriented. Also, the older landmen, the independent landmen and the law graduates appear to be more outsider oriented than the younger group, the company men, and those with some or no legal background, respectively. In most cases those landmen with some legal training are intermediate between law graduates and landmen with no legal training. Finally, the majority of landmen are oriented in their informal interaction toward both colleagues and co-workers together.

III. MECHANISMS FOR FACILITATING INFORMAL INTERACTIONS AMONG COLLEAGUES

Another element in the development of colleagueship is the presence of mechanisms for facilitating informal interaction among colleagues. As specific examples Gross mentioned clubs, outings and "occupational communities." These mechanisms provide the opportunities for frequent

\[\text{Gross, op. cit., pp. 229-230.}\]
interaction among occupational members and serve to strengthen the identity with the occupation. In the petroleum industry generally, and in landwork specifically, there are several such mechanisms that bear examination. These are the local Landmen's Associations and especially their social programs, the local Petroleum Clubs, and various organizations for the wives of landmen and other persons in the petroleum industry.

The Local Landman's Association

In recent years there has been considerable activity among petroleum landmen to organize themselves into various local and regional occupational associations. The purposes of these local associations are twofold. One purpose is the furtherment of professionalization objectives and the other is to provide opportunities for informal interaction among colleagues through different kinds of social activities and thus foster occupational identification and camaraderie. Local associations have been formed in practically all areas of the country where any appreciable oil activity and concentration of petroleum industry personnel are present. As a result, almost all landmen have the opportunity of associating themselves with a local organization.

In this connection the landmen in our study were asked about the presence of a local association in their area. Their responses, as represented in Table 6.23, indicate that the vast majority, some 94.4%, have a local association accessible to them.

---

*A discussion of the background and history of local Landmen's Associations will be found later in this chapter.*
Table 6.23 Presence of Local Landman's Association in Area

<table>
<thead>
<tr>
<th>Is there a local Landman's Association in area?</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>94.4%</td>
<td>4.6%</td>
</tr>
</tbody>
</table>

* Does not include 9 Did Not Answer responses.

Participation in Organizational Activities of Local Landman's Associations

Table 6.24 Participation in Organizational Activities by Age Category

<table>
<thead>
<tr>
<th>Age Category*</th>
<th>Yes</th>
<th>No</th>
<th>%</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>40 and younger</td>
<td>70.7%</td>
<td>29.3%</td>
<td>100%</td>
<td>(205)**</td>
</tr>
<tr>
<td>41 and older</td>
<td>68.3%</td>
<td>31.7%</td>
<td>100%</td>
<td>(183)***</td>
</tr>
</tbody>
</table>

* 24 individuals did not respond to age inquiry and are excluded from table.
** Does not include 25 Not Applicable responses and 3 Did Not Answer responses.
*** Does not include 24 Not Applicable responses and 5 Did Not Answer responses.
### Table 6.25 Participation in Organizational Activities by Employment Status

<table>
<thead>
<tr>
<th>Employment Status*</th>
<th>Yes</th>
<th>No</th>
<th>%</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company Employed</td>
<td>72.9%</td>
<td>27.1%</td>
<td>100%</td>
<td>(314)**</td>
</tr>
<tr>
<td>Independent</td>
<td>58.2%</td>
<td>41.8%</td>
<td>100%</td>
<td>(91)***</td>
</tr>
</tbody>
</table>

* 2 individuals did not respond to employment status inquiry and are excluded from table.
** Does not include 29 Not Applicable responses and 8 Did Not Answer responses.
*** Does not include 22 Not Applicable responses and 3 Did Not Answer responses.

### Table 6.26 Participation in Organizational Activities by Legal Background

<table>
<thead>
<tr>
<th>Legal Background*</th>
<th>Yes</th>
<th>No</th>
<th>%</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate of accredited law school</td>
<td>65.8%</td>
<td>34.2%</td>
<td>100%</td>
<td>(76)**</td>
</tr>
<tr>
<td>Some legal training</td>
<td>62.3%</td>
<td>37.7%</td>
<td>100%</td>
<td>(130)***</td>
</tr>
<tr>
<td>No legal training</td>
<td>75.8%</td>
<td>24.2%</td>
<td>100%</td>
<td>(198)****</td>
</tr>
</tbody>
</table>

* 2 individuals did not respond to legal background inquiry and are excluded from table.
** Does not include 12 Not Applicable responses and 2 Did Not Answer responses.
*** Does not include 15 Not Applicable responses and 5 Did Not Answer responses.
**** Does not include 25 Not Applicable responses and 4 Did Not Answer responses.
If landmen do afford themselves the opportunity of affiliation with a local association, they apparently tend to be relatively active in it. The landmen were asked if members of a local association, did they generally attend most of the meetings. In the majority of categories, two-thirds or more of the landmen said that they attended most of the meetings. In Table 6.24, we find that slightly more than two-thirds of the landmen in both age categories indicated that they attended most of the meetings.

When attendance at meetings is compared by employment status in Table 6.25, the company employed landmen appear to be more active. Some 72.9% of the company men stated that they attended most of the meetings, as compared with 58.2% of the independents.

In Table 6.26, we find that slightly under two-thirds of the law graduates and those individuals with some legal training indicated that they attended most of the meetings, but three-fourths of those landmen with no legal training reported that they generally attended most of the meetings.

Age is apparently not a significant variable in attendance at meetings of local Landmen's Associations. The company men and those individuals with no legal training attend meetings to a somewhat greater extent than do the other categories of individuals. The company men would not have the same occupational autonomy as the independents and those with no legal training would probably not have the professional identity of the law graduates, or for that matter, even those persons with only some
legal training. As a result both company men and individuals with no legal training would seem to have more of a vested interest in promoting the professionalization of land work. One of the better ways of accomplishing this would be through support of the local association by attendance at meetings.

Landmen also demonstrate a high degree of participation in social activities sponsored by their local landman's association. In all cases more than one-half, and in some incidences, upwards of three-fourths of the landmen indicate that they participate in such social activities.

When participation is broken down by age as in Table 6.27, we find that close to three-fourths, or 71.4% of the younger group say that they attend most of the social activities, as opposed to somewhat less than two-thirds, or 59% of the older group.

Again, more company landmen indicate participation in social activities than independents. As shown in Table 6.28, slightly more than two-thirds, or 68.1% of the company men stated that they generally attended most of the social activities sponsored by the local association, in contrast with only 56.2% of the independent landmen.

Law school graduates seem to participate more in social activities than do those landmen with some or no legal training. Looking at Table 6.29, we see that some 72% of the law graduates listed that they attended most of the social activities, while a slightly smaller percentage of those individuals with no legal training so indicated. Only a little more than one-half, or 55.1% of the landmen with some legal training said that they participated in most of the social functions sponsored
### Participation in Social Activities of Local Landmen's Associations

#### Table 6.27 Participation in Social Activities by Age Category

<table>
<thead>
<tr>
<th>Age Category*</th>
<th>Yes</th>
<th>No</th>
<th>%</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>40 and younger</td>
<td>71.4%</td>
<td>28.6%</td>
<td>100%</td>
<td>(206)**</td>
</tr>
<tr>
<td>41 and older</td>
<td>59.0%</td>
<td>41.0%</td>
<td>100%</td>
<td>(178)***</td>
</tr>
</tbody>
</table>

* 24 individuals did not respond to age inquiry and are excluded from table.

** Does not include 24 Not Applicable responses and 3 Did Not Answer responses.

*** Does not include 28 Not Applicable responses and 6 Did Not Answer responses.

#### Table 6.28 Participation in Social Activities by Employment Status

<table>
<thead>
<tr>
<th>Employment Status*</th>
<th>Yes</th>
<th>No</th>
<th>%</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company Employed</td>
<td>68.1%</td>
<td>31.9%</td>
<td>100%</td>
<td>(313)**</td>
</tr>
<tr>
<td>Independent</td>
<td>56.2%</td>
<td>43.8%</td>
<td>100%</td>
<td>( 89)***</td>
</tr>
</tbody>
</table>

* 2 individuals did not respond to employment status inquiry and are excluded from table.

** Does not include 30 Not Applicable responses and 8 Did Not Answer responses.

*** Does not include 25 Not Applicable responses and 2 Did Not Answer responses.
Participation in Social Activities of Local Landmen's Associations (Continued)

Table 6.29 Participation in Social Activities by Legal Background

<table>
<thead>
<tr>
<th>Legal Background*</th>
<th>Yes</th>
<th>No</th>
<th>%</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate of accredited law school</td>
<td>72.0%</td>
<td>28.0%</td>
<td>100%</td>
<td>(75)**</td>
</tr>
<tr>
<td>Some legal training</td>
<td>55.1%</td>
<td>44.9%</td>
<td>100%</td>
<td>(127)***</td>
</tr>
<tr>
<td>No legal training</td>
<td>69.2%</td>
<td>30.8%</td>
<td>100%</td>
<td>(198)****</td>
</tr>
</tbody>
</table>

* 2 individuals did not respond to legal background inquiry and are excluded from table.

** Does not include 13 Not Applicable responses and 2 Did Not Answer responses.

*** Does not include 18 Not Applicable responses and 5 Did Not Answer responses.

**** Does not include 24 Not Applicable responses and 5 Did Not Answer responses.
by the local Landman's Association.

Overall it would seem that landmen, for the most part, if members of the local association, generally attend most of the social activities. More of the younger landmen, the company men and the law graduates appear to participate in social activities than do the other categories. Considering that the types of social activities often sponsored are dances, parties, golf tournaments, etc., it might be expected that these kinds of activities would have more appeal to a younger group. This would likely hold true also for the company men, of whom a larger percentage are 40 years of age or younger than the independents. In addition, the independents would in many cases be out of town more often in connection with their work than would company men and possibly would be unable to attend some of the social activities.

The Petroleum Club

In a number of areas across the country where there is a large concentration of individuals in the petroleum industry, social clubs known as Petroleum Clubs are found. These clubs are generally uptown clubs with dining, lounging and conference facilities for their members. Membership, in most cases, is restricted to persons in the petroleum industry proper, although persons in ancillary industries are sometimes admitted. Persons in the production and exploration segment of the industry perhaps contribute heaviest to the membership of most of the clubs. In addition to providing opportunities for interacting with colleagues and co-workers on the premises itself, the clubs frequently sponsor other activities
such as golf tournaments, dances, and trips to football games with block tickets. The Petroleum Club, then, is an important mechanism in facilitating informal interaction among colleagues.

The landmen were queried as to the presence of a Petroleum Club in their area. From Table 6.30 we learn that almost 90% have a club available in their area. A somewhat smaller number of landmen, however, belong to the Petroleum Club in their area. When the landmen are broken down by age category in Table 6.31, we find that a little more than one-third, or 37.1% of the younger category are Petroleum Club members, while slightly more than one-half, or 51.7% of the older landmen belong to a club.

Table 6.32 contains club membership data broken down by employment status. Some 41.0% of the company employed landmen are members of the Petroleum Club in their area as opposed to more than one-half, or 55.4% of the independents who are members.

Finally, in Table 6.33, Petroleum Club membership by legal background is given. All three of the legal background categories are similar in their representation in Petroleum Club membership. In all three categories a little under one-half of the individuals are members. Those with no legal training are least represented, with 42.4%, as opposed to about 46% for the other two categories.

Somewhat under one-half of the individuals in the study indicate that they are members of the Petroleum Club in their area. The exceptions to this are those landmen over 40 and the independents, with more than 50% of both these groups indicating club membership. For both categories, the older landmen and the independents, there is a better chance that
Table 6.30 Presence of Petroleum Club in Area

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>89.1%</td>
<td>10.9%</td>
<td>100%</td>
</tr>
</tbody>
</table>

* Does not include 2 Did Not Answer responses.

Petroleum Club Membership

Table 6.31 Membership in Petroleum Club by Age Category

<table>
<thead>
<tr>
<th>Age Category*</th>
<th>Yes</th>
<th>No</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>40 and younger</td>
<td>37.1%</td>
<td>62.9%</td>
<td>100%</td>
</tr>
<tr>
<td>41 and older</td>
<td>51.7%</td>
<td>48.3%</td>
<td>100%</td>
</tr>
</tbody>
</table>

* 24 individuals did not respond to age inquiry and are excluded from table.
** Does not include 1 Did Not Answer response.
*** Does not include 7 Did Not Answer responses.
Petroleum Club Membership (Continued)

Table 6.32 Membership in Petroleum Club by Employment Status

<table>
<thead>
<tr>
<th>Employment Status*</th>
<th>Yes</th>
<th>No</th>
<th>%</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company Employed</td>
<td>41.0%</td>
<td>59.0%</td>
<td>100%</td>
<td>(346)**</td>
</tr>
<tr>
<td>Independent</td>
<td>55.4%</td>
<td>44.6%</td>
<td>100%</td>
<td>(112)***</td>
</tr>
</tbody>
</table>

* 2 individuals did not respond to employment status inquiry and are excluded from this table.
** Does not include 5 Did Not Answer responses.
*** Does not include 4 Did Not Answer responses.

Table 6.33 Membership in Petroleum Club by Legal Background

<table>
<thead>
<tr>
<th>Legal Background*</th>
<th>Yes</th>
<th>No</th>
<th>%</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate of accredited law school</td>
<td>46.0%</td>
<td>54.0%</td>
<td>100%</td>
<td>(87)***</td>
</tr>
<tr>
<td>Some legal training</td>
<td>46.3%</td>
<td>53.7%</td>
<td>100%</td>
<td>(147)****</td>
</tr>
<tr>
<td>No legal training</td>
<td>42.4%</td>
<td>57.6%</td>
<td>100%</td>
<td>(224)*****</td>
</tr>
</tbody>
</table>

* 2 individuals did not respond to legal background inquiry and are excluded from this table.
** Does not include 3 Did Not Answer responses.
*** Does not include 3 Did Not Answer responses.
**** Does not include 3 Did Not Answer responses.
they have been living in the same town for a longer time than most of the other categories, which might be a factor in their club membership. Also Petroleum Club membership would be quite functional for the independent in that it would provide opportunities for business contacts with company landmen. Finally, the older landmen would, in all probability, have the higher incomes, permitting the luxury of Petroleum Club membership.

Wives' Auxiliary Organizations

In towns where there are local or regional Landmen's Associations, there are also frequently auxiliary clubs or organizations for the wives of the landmen. In addition to these auxiliary clubs, there are also other women's social organizations for the wives of individuals in the petroleum industry (usually those individuals engaged in exploration and production activities). These social organizations for wives of landmen (or oilmen generally) serve to promote informal interaction, as well as promote cohesion in, and identification with the "occupational community."

The individuals in this study were questioned about their wife's affiliation in such organizations as mentioned above. Their responses were broken down by the different categories as with previous questions and the results are given in Tables 6.34, 6.35, and 6.36. There

---

6For a list of social organizations for landmen's wives see "Landmen's Associations & Ladies Auxiliary Clubs," The American Landman, II (March, 1957), 5.
### Table 6.34 Wives' Affiliation with Petroleum Social Organizations by Age Category of Husband

<table>
<thead>
<tr>
<th>Age Category*</th>
<th>Yes</th>
<th>No</th>
<th>%</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>40 and younger</td>
<td>54.0%</td>
<td>46.0%</td>
<td>100%</td>
<td>(215)**</td>
</tr>
<tr>
<td>41 and older</td>
<td>51.5%</td>
<td>48.5%</td>
<td>100%</td>
<td>(200)***</td>
</tr>
</tbody>
</table>

* 24 individuals did not respond to age inquiry and are excluded from table.
** Does not include 15 Not Applicable responses and 3 Did Not Answer responses.
*** Does not include 7 Not Applicable responses and 5 Did Not Answer responses.

### Table 6.35 Wives' Affiliation with Petroleum Social Organizations by Employment Status of Husband

<table>
<thead>
<tr>
<th>Employment Status*</th>
<th>Yes</th>
<th>No</th>
<th>%</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company Employed</td>
<td>54.8%</td>
<td>45.2%</td>
<td>100%</td>
<td>(323)**</td>
</tr>
<tr>
<td>Independent</td>
<td>47.7%</td>
<td>52.3%</td>
<td>100%</td>
<td>(111)***</td>
</tr>
</tbody>
</table>

* 2 individuals did not respond to employment status inquiry and are excluded from table.
** Does not include 20 Not Applicable responses and 8 Did Not Answer responses.
*** Does not include 3 Not Applicable responses and 2 Did Not Answer responses.
### Wives' Organizational Affiliations (Continued)

Table 6.36 Wives' Affiliation with Petroleum Social Organizations by Legal Background of Husband

<table>
<thead>
<tr>
<th>Legal Background*</th>
<th>Yes</th>
<th>No</th>
<th>%</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate of accredited law school</td>
<td>56.3%</td>
<td>43.7%</td>
<td>100%</td>
<td>(80)**</td>
</tr>
<tr>
<td>Some legal training</td>
<td>53.2%</td>
<td>46.8%</td>
<td>100%</td>
<td>(139)***</td>
</tr>
<tr>
<td>No legal training</td>
<td>51.6%</td>
<td>48.4%</td>
<td>100%</td>
<td>(217)****</td>
</tr>
</tbody>
</table>

* 2 individuals did not respond to legal background inquiry and are excluded from table.
** Does not include 8 Not Applicable responses and 2 Did Not Answer responses.
*** Does not include 8 Not Applicable responses and 3 Did Not Answer responses.
**** Does not include 7 Not Applicable responses and 3 Did Not Answer responses.
seems to be little difference among the various categories of individuals in terms of their wife's affiliation with petroleum social organizations. With all of the categories except independent landmen, a little more than one-half of the individuals indicated that their wife belonged to a woman's petroleum social organization. Only a slightly smaller percentage, 47.7% of the independents said that their wives were affiliated with such organizations. The younger landmen, the company men, and the law graduates had a slightly higher percentage of affirmative answers than did the comparison categories, but the differences in all cases were relatively small.

Summary
In the petroleum industry (especially the exploration and production segment) and adjunct to the landman occupation specifically, there are a number of mechanisms for facilitating informal interaction among colleagues (and co-workers). Such mechanisms include local Landmen's Associations, and particularly the social activities sponsored by the organizations, Petroleum Clubs, and social organizations for the wives of landmen and other individuals in the petroleum industry.

Specific inquiries concerning affiliation with, and participation in the various organizations mentioned above were directed at the landmen and the responses were broken down by age category, employment status, and legal background, as in earlier sections of this chapter.

The results from these comparisons suggest that the vast majority, some 94.4% of the landmen in the study have a local association in their
area. A somewhat smaller, but nevertheless substantial percentage of individuals indicated that if they are members, they tend to actively participate to the extent of attending most of the meetings. Participation percentages ranged from 58.2% to 75.8%. Approximately the same percentage of both age categories attended most of the meetings, but a somewhat larger percentage of company landmen than independents attended most of the meetings. A larger percentage of individuals with no legal training than those with some legal background, or law graduates, responded that they attended most of the meetings of their local association.

In regard to social activities, the various categories range from 55.1% to 72%, indicating that they generally attend most of the social activities. A larger percentage of younger landmen and company men attend social activities than do the older landmen group and independents respectively. The law graduates have a higher percentage of persons indicating participation in social activities than those individuals with some or no legal training.

A large majority of the individuals in the study said that there was a Petroleum Club in their area. A somewhat smaller percentage of the individuals indicated that they were members of the Petroleum Club in their area. Slightly over one-half of the older group of landmen and the independents were members of a Petroleum Club, while somewhat less than one-half of the other categories said that they were members. The lowest club membership representation was that of the younger landmen category with only 37.1% responding in the affirmative.
All of the various categories of landmen are generally similar in indicating that their wife is a member of a women's petroleum social organization. With the exception of independent landmen, of whom only 47.7% replied that their wife belonged to a social organization, a little more than one-half of all the other categories indicated that their wife was affiliated with a petroleum social organization. The younger landmen were represented by a slightly higher percentage than the older group, and a higher percentage of company men replied in the affirmative than independents. The law graduates were the category with the highest percentage, some 56.3% saying that their wife belonged to a women's petroleum social organization.

It would appear that landmen as an occupational group tend to actively support their local Landmen's Associations and Petroleum Clubs to a considerable extent in terms of membership and participation in activities. The landmen with no legal training, and the company landmen seem to be the most active in organizational participation in their local associations, but this perhaps would be expected as they would have more of a vested interest in seeing the occupation develop along professional lines than would those persons with legal training who can identify with the legal profession. The independent landmen are, in many cases, restricted to only associate membership in their local landmen's groups and have the self-employed businessman's identity as well.

The younger landmen, company men, and law graduates are the most active in social affairs sponsored by the local associations. Many of the social activities would probably have more appeal for the younger
group and age may be the factor in the other two categories in that both the company men and the law graduates on the whole tend to be younger than independents and persons with some or no legal training.

The older landmen and independents lead the other categories in Petroleum Club membership, but then one might expect the older men with their assumed seniority to occupy the better paying positions, or to have more clientele, and thus probably best able to afford membership in the Petroleum Club. Many independents would find Petroleum Club membership useful in meeting company men and making business contacts.

IV. FORMAL OCCUPATIONAL ORGANIZATIONS

An important element in the process of identification with an occupation and the development of colleagueship is the formal occupational organization. For some occupations the formation of such organizations and associations reflects professionalization tendencies, and is often an indispensable step in this direction. Gross, in commenting on this phenomena states:

A fifth method of developing colleagueship is the deliberate formation of formal occupational organizations—professional associations, craft unions, and, sometimes, industrial unions. The functions of these organizations are varied: they regularize and help facilitate controls on the entry of suppliants by establishing standards, provide a formal expression of group consciousness, help punish violators of occupational folkways and mores, especially those relating to internal competition and prices and wages, and help the occupation maintain a monopoly on the services it provides. Relevant to these functions—and a function in its own right—is that of relating the
occupation to the outside world through propaganda. The attempt is made to create a set of attitudes favorable to the occupation so that its claim to be the uniquely qualified suppliers of the service may be legitimized. 7

In the case of petroleum landmen, there has been considerable activity in the area of occupational organization within a relatively short span of years.

Early Organization

Probably the first occupational organization on a national scale which involved petroleum landmen was the National Oil Scouts Association, which was incorporated on July 28, 1924. This organization was incorporated after a meeting and convention of scouts and landmen from north, east, and west Texas in Mineral Wells, Texas, on June 9, 1924. This organization resulted indirectly from earlier informal meetings of scouts and landmen in Texas in an attempt to "become acquainted." One such meeting was suggested by a Mr. M. G. (Buddy) Hale, an oil scout of Graham, Texas. Concerning this informal meeting, the chronicler of the association, Sam Semple, relates:

He (Hale) decided it would be a good idea if scouts from all of (the) districts that adjoined the Graham district could meet and become acquainted. He sent out a general notice to all scouts and landmen he could think of, suggesting they all get together in Graham on a certain date and have dinner. The response to his invitation was practically unanimous and a good time was had by all. But aside from the decision that they could again meet for a similar affair no suggestion was made to form an organization. 8

7 Gross, op. cit., p. 231.

The success of the first informal meeting prompted some scouts to consider the possibility of organizing a regional association. Sam Semple, Ben Bell, and several other individuals took the lead in making the arrangements for the initial convention at Mineral Wells. From that convention in Mineral Wells resulted the National Oil Scouts Association.

The number of landmen who were members of the National Oil Scouts Association in the early years was apparently quite small, and in all probability consisted of individuals who had both scouting and landwork duties in connection with their positions. As a few of the scouts who were members subsequently became landmen and elected to remain in the association, the name was changed some years later to the National Oil Scouts & Landmen’s Association. After the formation of the American Association of Petroleum Landmen, its membership felt it would be desirable that only one national organization use the landmen title, and a request was made of the National Oil Scouts & Landmen’s Association to drop the term landmen from their name. A survey was made at this time and it was established that the number of landmen who were members was indeed quite small, and accordingly the scouts organization did drop the landmen part of their title and became instead the International Oil Scouts Association. Since that time, the American Association of Petroleum Landmen has been the only national organization of petroleum landmen.

The American Association of Petroleum Landman

By the early 1950’s, a number of local or regional landmen’s associations had been formed, but there was no national organization made up of
landmen exclusively. It was felt by many landmen that such a need existed and that steps should be taken to initiate the formation of such an organization. As Tillson Craft describes this situation:

During the early months of 1954 a group of landmen in Denver were giving much thought and discussion to the growing need for a landmen's association of either regional or national scope.

It was their opinion that the National Association of Scouts and Landmen was too broad in its scope to provide for adequate advancement of the landmen's profession.9

Originally the Denver group envisaged a regional association made of several local organizations in the Rocky Mountain states. It later appeared that local associations throughout the country were also interested in a national organization, and as a result of this, steps were taken to hold an initial meeting of delegates from the various local associations throughout the country.

The president of the Denver Landmen's Association, Robert E. Barnard, contacted more than twenty local associations and invited them to a meeting in Denver, "for the purpose of discussing the feasibility of organizing a national landmen's association."10 The Houston Landmen's Association had been proceeding along similar lines, and upon receiving the invitation, were enthusiastic in cooperating. Other local associations were equally enthusiastic and some eleven local groups sent representatives to the meeting in Denver on the 20th and 21st of May, 1954. Various basic

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10Ibid., p. 5.
ground rules resulted from this meeting. In this connection:

It was the unanimous thinking of the group that the national association should be formed on an individual membership basis of "Simon Pure Landmen," and should not in any way be controlled by, or have any affiliation with the various local groups already in existence.11

At this organizational meeting a number of committees were established, and work on a constitution and by-laws was begun. After several months of work and a meeting in Oklahoma City on November 15, 1954, by the Organizational Committee, an initial constitution was ready to be presented to prospective members. A copy of this constitution and a letter of invitation to membership was mailed to landmen throughout the country. By February of the following year, some 601 landmen had joined the association. At that time the Organizational Committee met for the last time to plan for the first annual meeting. It was decided that several changes in the constitution and by-laws would be necessary in view of the rapidly expanding membership and the members were then advised of these proposed changes.

The first annual convention was held in Fort Worth, Texas, on April 28th, 29th, and 30th, 1955. Almost 1,000 landmen had affiliated by the time of the convention and more than 400 delegates attended. Since that time the American Association of Petroleum Landmen has continued to grow in size, with a membership in the neighborhood of 3,000 by the time of this study. It produced a monthly publication called The American Landman

11Ibid., p. 7.
(more recently entitled *The Landman*) and by 1957 had employed a full-time Executive Secretary, to manage the affairs of the association from a national office in Fort Worth, Texas.\footnote{For other informative accounts of the history of the American Association of Petroleum Landmen, see Frank B. Taylor, "Association of The Industry's Landmen," *The Independent*, XXVI (March, 1956), 26-27 & 60; and "F. Y. I.: A. A. P. L., A Plenum of Plenipotentiaries," *American Petroleum Institute Quarterly*, (Summer, 1956), 5-7.}

**Petroleum Land Management Curriculum**

A significant accomplishment on the part of the American Association of Petroleum Landmen was the instrumental part played by its National Educational Committee and other sub-committees in having a Petroleum Land Management Curriculum instituted at the Universities of Oklahoma and Texas.

This curriculum was first introduced at the University of Oklahoma in 1958 and the following September a similar program was initiated at the University of Texas. Initially at the University of Texas the program included 25 semester hours of Geology and Engineering, 51 semester hours of Business Administration, Law and Accounting, 3 hours of electives, 16 semester hours of Mathematics, 18 semester hours of Social Sciences, as well as 12 semester hours of English and Speech. In connection with the purpose of the specific course offerings in this program, the American Association of Petroleum Landmen indicated that:
The courses were deliberately selected to provide the professional landmen to be with a broad-based education through which he might better understand and perform his assigned responsibilities in the petroleum industry and from which he might continue to learn and progress as a dedicated professional career employee, and as an enlightened citizen of his community.13

Basically this curriculum would provide a standardized educational experience for prospective entrants into the occupation and would furnish certain fundamental skills necessary in landwork. The institution of such a curriculum was an important step toward professionalization, inasmuch as graduates of this program could in time provide a pool of technically trained neophytes available to be recruited as practitioners. As the number of technically trained persons increases, the recruitment process can become progressively selective by excluding most of the applicants who have not acquired the proper educational credentials. Such a process gives an occupation more formal control over the entrance of new members, as well as upgrading the competence and image of the membership as it undergoes changes in composition over time.

Committees of the American Association of Petroleum Landmen have continued to advise the two Universities in connection with any modifications in the curriculum. A Student Landmen's Association has been formed for the students enrolled in the Petroleum Land Management Program at the University of Texas. Landmen, attorneys, independent producers and other

13"Petroleum Land Management at University of Texas," The Landman, VIII (October, 1963), 48-51.
practicing members of the petroleum industry are often featured speakers at the monthly meetings.

The American Association of Petroleum Landmen, through its Summer Job Committee, has made it possible for many of the students in the program to have summer employment opportunities with oil companies and independent oilmen, thus acquiring actual experience along with their classroom work. The Association, through its Permanent Job Committee, has been extremely successful in placing graduates of the Petroleum Land Management Program in well paying positions in the petroleum industry.

A number of scholarships for students in the program have been provided by local landmen's associations, as well as the American Association of Petroleum Landmen. These groups, together with individual landmen throughout the country and various oil companies, have made it possible for a large specialized library dealing with petroleum landwork to be assembled at the University of Texas.

All of these activities have created a high degree of identification with the occupation on the part of the students majoring in Petroleum Land Management. In this respect, the students in Petroleum Land Management are experiencing a type of secondary socialization similar to that operating in Medical and Law Schools. The acquisition of the occupational values and orientation prior to actual entrance into the occupational ranks is considered highly desirable by most professions. Through its participation in the overall Petroleum Land Management Curriculum, the American Association of Petroleum Landmen is greatly aiding landwork in its progression toward professional status.
To date a total of ninety-five individuals have graduated in Petroleum Land Management at the Universities of Texas and Oklahoma, and a strong *esprit de corps* surrounds the entire program.¹⁴

**The Local Landmen Association**

One of the mainstays of occupational organization for the petroleum landmen has been the local association, usually a state or regional organization, but in some cases where there is a large concentration of landmen, it takes the form of a city association.

The first such local association was the Tri-State Landmen’s Association, organized in Evansville, Indiana, in 1939 by Brantley Jackson and C. H. (Red) Fiddler. This first association had as its goal:

The purpose of this organization is a closer association and acquaintance among the landmen of the area and of discussing problems of mutual interest, etc.¹⁵

The Tri-State Association ceased operations during the Second World War, but reorganized after the war. Because of this break in its continuity, the claim for the oldest continuous local association goes to the Mississippi Landmen’s Association, organized in Jackson, Mississippi, in June, 1944.

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¹⁴For a listing of the course offerings in the Petroleum Land Management program at the University of Oklahoma, see "The Scholarship Fund, University of Oklahoma Landman’s Degree," *The Landman*, IV (December, 1958), 14-15. A program of a similar nature is offered at McMurry College. For details of this program see, "McMurry College at Abilene, Texas, Now Offering Oil Management Course," *The Landman*, II (November, 1957), 9.

Since World War II, other local landmen's associations have been organized throughout the country. These groups have afforded educational opportunities for their members in the form of guest speakers and landwork seminars. In addition, the local associations have engaged in numerous civic activities and fund-raising drives, as well as setting up scholarship funds for students in the Petroleum Land Management Curriculum in various western universities. Local associations also sponsor a wide variety of social affairs and sports events (golf tournaments for example) for the members and their wives.

Summary

Formal occupational organizations play an important part in the development of colleagueship among members of an occupation. These organizations are also greatly facilitative in the attainment of professionalization status on the part of the occupation.

Several kinds of formal occupational groups have been organized by petroleum landmen. The earliest such organization was the National Oil Scouts Association organized in 1924. This organization was primarily for oil scouts, but because of the dual scouting and landwork duties of

16 As of 1962 there were thirty-seven local associations throughout North America, stretching from Alaska to Pennsylvania. These local associations are scattered over eighteen states and three Canadian provinces. For a complete list of these local associations, see Appendix C.

17 An example of such a seminar was the Petroleum Landwork Course sponsored by the New Mexico Landmen's Association. This course consisted of eight lectures given over a period of eight weeks. For a complete description, see "Landman's Course at Roswell A Success," The Landman, IV (December, 1958), 36.
some individuals, as well as the desire of a few to remain as members after promotion to landmen, some individuals classified wholly or partly as petroleum landmen were included in the membership.

Starting in 1939 landmen began to organize themselves into local associations, the first of these being the Tri-State Landmen's Association in Evansville, Indiana. Over the next twenty years a number of other local associations were organized in different parts of the country, so that by 1962 there were thirty-seven city, state, or regional landmen's associations throughout the United States and western Canada. The local associations had fulfilled a number of needed functions, but many landmen felt that some type of national organization exclusively for landmen would be desirable. In 1954, the Denver Landmen's Association, in cooperation with other local associations, held a preliminary meeting to consider the feasibility of organizing a national landmen's group. Eleven local associations were represented at this first meeting. After some months of committee work, a constitution and by-laws were ready and plans for the first annual convention were made. By the time of the convention on April 28th, 29th, and 30th, 1955, in Fort Worth, Texas, almost one thousand landmen had become members and more than four hundred delegates attended. Within a few years, membership had almost approached three thousand. The American Association of Petroleum Landmen, as it was called, soon had a monthly publication, a national office, and a full time Executive Secretary.

The National Oil Scouts & Landmen's Association still retained the landmen term in its title, but it appeared that the number of landmen who
were members was relatively small. After a survey of landmen membership in the scouts' organization showed that there were, in fact, only a small number of landmen members, the American Association of Petroleum Landmen requested that the scouts' organization drop the term landman from their title, which they did, leaving only the one national landman's organization.

One of the more significant accomplishments of the American Association of Petroleum Landmen was the part they played in having a Petroleum Land Management Curriculum instituted at the Universities of Texas and Oklahoma. This program was designed to provide a standardized professional type educational experience for students desiring to pursue a career in landwork.

Their formal occupational organizations appear to have been facilitative in developing a sense of colleagueship among landmen, as well as assisting in the process of professionalizing the occupation.
CHAPTER VII

SUMMARY AND CONCLUSIONS

This final chapter is composed of three parts, each devoted to a discussion of the three goals of the chapter. The discussions will attempt to: (1) summarize the findings as presented in the previous chapters; (2) draw certain sociological conclusions in connection with the occupation of landwork and the general work system in which it operates; and (3) to suggest extensions of this research and implications for further research generated by the findings of the study.

I. SUMMARY

The Research Project

Work, its social nature, and its effects on man, have been topics of interest to scholars and philosophers for centuries. Many writers in times past have observed that differences in individuals are often the result of differences in the nature of their work, and especially their specific occupational specialty. Social scientists began to turn their attention increasingly to the social aspects of work by the end of the 19th century. In recent years a rich body of literature on the subject has begun to emerge. Many of the recent studies have dealt with single occupations. Among those studied have been soldiers, business executives, priests and clergymen, lawyers, boxers, truckdrivers, merchant seamen, school teachers, sales clerks, and call girls, to name a few. Other
investigators have examined broader occupational types, such as workers, academic persons, or clerical employees. The researchers in these cases have drawn their data from surveys, personal observations and experiences, informants, and historical sources. Yet, other studies have focused more on certain aspects of occupational processes and occupational adjustment, rather than on any single work specialty or category of work specialties. Such phenomena as occupational socialization, occupational mobility, occupational recruitment, occupational conflict, and the development of occupational attitudes are examples of the processes so examined. While many of these studies have made significant contributions, the wide range of selective foci, as well as the variety of sources of data have tended to prevent any great degree of meaningful comparison and integration of finding. Such meaningful integration would be greatly facilitated by the use of a uniform conceptual framework with which to examine work and work relations. As many social scientists view certain work relationships as social systems due to their making up a network of functional interdependence, it is perhaps profitable to study occupations and work organizations using social system analysis. Structure and function would provide the basic conceptual framework for the gathering of data and its analysis.

Such a conceptual framework was used in this research. The structural makeup of the petroleum landman occupation was examined. Included here was the division of labor, role and status, certain occupational subgroups, value systems and norms. Also examined were the functional processes which serve to maintain the structure, such as social selection, recruitment, socialization, control, informal interaction and mobility.
The data for this study was obtained through several different techniques. The author had some personal experience in the occupation, having once worked as an "apprentice" independent landman for the better part of a year. A number of personal and family acquaintances in the petroleum business, including a great many landmen, provided information concerning their own careers and experiences in the occupation. Several opportunities arose since beginning the study for participant observation of informal social interaction among occupational members. A variety of historical sources were consulted, including a number of accounts of the early days of the oil industry in this country, various petroleum newspapers, documents furnished by persons in the oil business, and especially the back issues of The Landman, the journal of the American Association of Petroleum Landmen. To obtain some additional qualitative data, approximately twenty interviews were conducted with petroleum landmen in Jackson, Mississippi. The bulk of the quantitative data employed in the study came from a questionnaire submitted to the 2,724 members of the American Association of Petroleum Landmen, a national occupational organization of both company employed, as well as independent landmen. The amount of information sought in the total questionnaire was felt to be excessive for any one individual to furnish, so the questionnaire was divided into four parts. The first part dealt with general objective information, and the other three were concerned with either subjective information, or inquired into selected areas of behavior. Every member of the association received the first part of the questionnaire and one other part. The membership list was randomly divided into three equal size groups, and
inclusion in one of the subgroups was the basis for receiving one of the other three parts of the questionnaire.

The questionnaires were mailed directly to the individuals together with cover letters of explanation and addressed return envelopes. Of the questionnaires mailed out, 1451 were completed and returned. By comparing the responses given on the first portion of the questionnaire, it was determined that there was a significant similarity sufficient to permit generalizations concerning the entire group for responses given on any of three secondary parts of the questionnaire. The quantitative and qualitative findings were then organized and presented.

The History of Petroleum

Petroleum has been utilized by man in one form or another since perhaps as early as 6,000 B. C. Among its major uses have been those of preservant, cosmetic, medicine, waterproofing agent and weapon, as well as, in more recent times, those of fuel, lubricant, illuminant, and road surface.

Petroleum was apparently relatively abundant in ancient and mediaeval times being obtained primarily from natural oil and gas seepages in many parts of Europe and Asia. The Chinese, however, were drilling for salt and often encountering oil and gas, and in some instances were building bamboo "pipelines" to transport the gas.

In the 17th and 18th centuries, deliberate attempts to obtain petroleum in seep pits were being made in Europe.

Petroleum was present in the new world and was utilized by the various Indian tribes. The early settlers also used petroleum, finding it excellent
for medicinal purposes. Petroleum was frequently encountered when drilling for salt, and by the mid 19th century, at least one company was enjoying unusual success at selling petroleum by the bottle as a all purpose medicine.

When it became evident that petroleum would be useful as an illuminant, some interest was evoked in the deliberate exploration for petroleum itself. In 1859 one "Colonel" E. L. Drake discovered oil outside of Titusville, Pennsylvania, at a depth of 69\frac{1}{2} feet. In spite of a production of only some eight to ten barrels a day, the well was a milestone, since it demonstrated that petroleum could be found and extracted by drilling for it.

Shortly thereafter a petroleum "rush" resulted, as the commercial possibilities of petroleum expanded. Pennsylvania became the center of the emerging American petroleum industry.

Other petroleum discoveries were made in California, and shortly after the turn of the century, the Spindletop well in Beaumont, Texas, was brought in, with the enormous production of 100,000 barrels per day. Some thirty years after the discovery of the Beaumont field, the East Texas field was discovered with fantastic petroleum reserves. In the meanwhile, petroleum discoveries had been made in many other states throughout the country. The United States became an oil producer of world importance, and the petroleum industry had grown into a giant aided by the appetites of millions of automobiles, and hundreds of thousands of industrial machines.

Although the history of petroleum is long, it was not until its fuel and illuminant potentialities could be utilized by society that a delib-
erate and systematic approach to its discovery became necessary. The Drake well demonstrated the feasibility of exploring for petroleum. Thus while petroleum is old, the petroleum industry is relatively new. This has meant that new and unusual work specialties have emerged within the span of a few years. Petroleum land work is one such of these specialties.

The History of Landwork

After the Drake well discovery, it became apparent that a whole set of new work skills were going to have to be developed to find and produce petroleum if the growing demand were to be met.

One situation partially unique in this country was the private ownership of sub-surface minerals, as opposed to many other areas of the world where title to the sub-surface minerals, and even in some cases, the land itself, is vested in the sovereign or ruler. Added to this have been the numerous changes in title ownership of land and minerals which resulted from a mobile population, the absence of entail and primogeniture laws and laws permitting land and minerals to be conveyed separately. The complexity of land and mineral ownership made the simple acquisition of the right to explore for petroleum a task beyond the competence of many persons. As time passed, further complications entered the picture in that leasing and drilling arrangements became progressively involved as the legal concepts of the "law of capture" and the "Doctrine of Correlative Rights" had to be taken into account.

Lacking a source of persons with specialized training to meet these needs, the new oil industry turned to occupations who partially possessed
some of the necessary skills, such as attorneys, real estate dealers and commodity buyers. Various kinds of agents did land work, as well as the adventurers who were attracted by the boom times. For a time in the early years of the petroleum industry, landmen tended often to be self-employed middle-men who bought and sold oil leases as a speculation. In many cases, also, the oil driller acquired his own leases. The larger petroleum companies began to require permanent representation in the discovery areas. They required a man who could observe the progress of a well being drilled, and if oil shows resulted, they could take leases in the surrounding area. Thus, the larger companies began to employ full-time landmen for this purpose, while the smaller companies utilized the services of independent landmen in much the same capacity.

As competition increased, the companies needed to keep abreast of the drilling activities of their competitors. The landman, at this point, became a combination scout and landman, in that he gathered information on competitors' oil exploration and acted to take leases if the competition got production or indications of petroleum.

The former jack of all trades began to give way to the specialization required as a result of technological change, and the increasing cost of leases and oil exploration. The petroleum landman of recent years, in many cases has become something of a specialist, often also the product of a specialized educational background, perhaps the graduate of an oil and gas law program. The petroleum companies themselves have, in some cases, had their landmen pursue something of a specialized career within the company.
Although the petroleum landman has had to become a specialist of sorts, nevertheless in the course of his work he has had to play a variety of roles. In this respect he tends to resemble somewhat the traditional professional who offers an unstandardized product requiring a high degree of specialized competence.

The Institutional System of the Petroleum Industry

Petroleum companies can, generally speaking, be divided into the majors, the minors, and the independents. The majors are large integrated corporate concerns engaged in the exploration and production of petroleum and the refining, processing and production of petroleum products, as well as the marketing of these products. The minors, for the most part, only differ in the size of corporate assets, and the fact that their range of activities might not be as comprehensive as that of the major. Both majors and minors are generally managed by non-owner employees. The independent petroleum company is often owner operated or managed and in some cases is engaged in only one or several phases of the total production process, exploration and production, for example. In addition to the petroleum companies proper, the petroleum industry is also made up of numerous ancillary firms and individuals provide a wide range of goods and services to the petroleum companies in every phase in the total production process.

The integrated nature of most petroleum companies requires considerable organizational cleavage along functional lines. Thus the petroleum companies are usually broken down into several sub-units charged with the responsibility of one or more phases of the total production process.
These sub-units, with the ancillary firms and individuals, make up sub-industrial complexes revolving around one of the specific functions, such as exploration and production or refining. Occupational interdependence tends to be within the functional area, rather than within the entire industry.

As landwork is part of the exploration and production activities, it is this sub-complex that is of particular interest. Within many petroleum companies the exploration and production departments often make up a group, and there is usually considerable decentralization of the activities of this group into geographical units. The smallest of these units is the district, usually comprising a part of a state or an entire state. The next larger geographical unit is the division, comprising several states or parts of states. Sometimes there are larger units than the division, often of a regional nature.

Included in the activities carried on in the exploration and production departments are geological work, scouting, land and leasing, as well as drilling and producing. The district exploration and production office is often divided into an exploration unit and a production unit. The exploration unit is made up of the geological section, the scouting section and the land and leasing section. The production unit is made up of the drilling section and the rental section. The landman usually works out of the district exploration and production office.

In the district office, the geological section will make recommendations concerning likely areas for oil exploration and will prepare detailed maps and specifications of the selected exploration areas. The scouting
section will gather and furnish information concerning the progress of all drilling wells, any oil and gas strikes, and any geological or leasing activities in the area.

Based on data from the geological and scouting sections, it is the task of the land and leasing section to acquire the right to explore and drill for oil on the prospective lands. This right to explore and drill generally takes the form of an oil and gas lease on the land. After the acquisition of the right to explore and drill on a particular tract of land, the arrangements for the actual drilling are made by personnel in the drilling section. If, and when the wells produce, the oil royalty payments are made by the rental section.

The petroleum landman, in accomplishing his task of acquiring oil leases, may do so on either a sporadic or systematic basis. Sporadic leasing is the acquisition of isolated leasing as a speculative venture, or as a hedge against production in the area. Where numerous small land remnants are leased to complete an acquisition program, it is known as "cleanup" work. Opposed to sporadic leasing is the systematic leasing plan which may fall into one of five categories. The first category of systematic leasing is the checkerboard system where relatively uniform sized leases are acquired in an alternating or skip pattern over a large favorable area. The second category is the block system, where a solid group of leases in a particular area of land is sought. Another system of leasing is the leasing of offset acreage against test well, which involves the obtaining of leases on small tracts of land strategically located, adjoining to, or in close proximity to land where a well is
being drilled or is scheduled to be drilled. A fourth leasing system is the lease spread, where blocks of leases around a test well are broken up into groups of smaller tracts, called spreads, which are then graded in price according to their closeness to the test well and conveyed to various oil companies or individuals. The fifth leasing system is the unit plan where a petroleum company attempts to get the various landowners in an area to participate in a type of joint ownership of any oil and gas produced by receiving an interest in any production in direct proportion to the amount of acreage they own in comparison with the size of the entire spread.

In acquiring the right to explore for oil and gas, the landman frequently relies on a type of legal instrument known as a Producers 88 Oil and Gas Lease Form. Although lease instruments may vary somewhat in form from one part of the country to another, most will contain a number of generally similar provisions pertaining to the leasing conditions and arrangements. Included in the instrument will be the name of Lessor and Lessee, amount paid for the lease, date of the agreement, term of the lease, description of the land, interest owned by the Lessor, royalty to be paid by Lessee, name of bank in which rentals are to be deposited, as well as a statement of some of the responsibilities of Lessee in regard to drilling operations and responsibilities of Lessor in regard to defense of title. The lease agreement is signed by all parties, notarized and recorded in the office of the appropriate county or parish official.

The duties of the petroleum landman include considerably more than simply acquiring the right to explore and drill for oil. Before he can
negotiate a lease, he must first determine who is the actual owner of the minerals he seeks to lease. To accomplish this, he may go out "on the ground" and seek information from the persons living on the land itself, or he may turn to the official records of land and mineral conveyances. In some cases, the land title records are arranged and indexed by a system known as the Sectional Index. Under this system, land transactions are broken down and classified by particular land sections under the rectangular system of townships and ranges. In other cases, land title conveyances are arranged and classified by means of a Direct and Reverse Index. Under this system, land transactions are indexed in two ways: from the earliest transaction to the most current by name of original owner; and from the most current transaction to the earliest by name of most recent owner. Once the landman has determined the correct owner of the land or minerals he wished to lease, he must then physically locate the owner. This in itself may involve some detective work. The owner, once located, may turn out to be a minor, legally insane person, or someone else unable to enter into a lease agreement. If the owner is able to legally lease his land, the landman will have to persuade him to lease at that time, and to the landman's principal, as well as work out the specific arrangements. Normally the landman has three main considerations to negotiate. The first is the amount of bonus money per acre to pay. The second consideration is the length of the lease, and the third is the amount of yearly rentals to be paid. Occasionally the mineral owner may demand more than the customary one-eighth royalty to lease his land, and this eventuality constitutes a fourth consideration to negotiate.
After the lease has been signed, an attorney will examine the title of the leased land or minerals and render a title opinion, setting forth what defects he believes exist which require curing before having a sound title. Often it is the task of the landman to cure these defects in title by securing certain affidavits and other information from persons familiar with the chain of title. Here the landman plays the role of historian and detective.

After drilling operations begin, the landman will often handle claims for damages incurred by the well operations. In addition, the landman acts as liaison man between the mineral owner and his company. He also handles well drilling contracts, prepares lease activity reports, and if a company landman, lets buying orders to independent landmen.

The majority of landmen are permanent full-time employees of oil companies. As such, they carry out all of the tasks previously described, as well as others, depending on the individual company. In addition, there are large numbers of independent landmen who are employed by petroleum companies and independent producers on a commission or day basis for limited periods. The independent is utilized by petroleum companies as a means of preserving anonymity in their lease acquisition programs, as supplemental personnel during periods of peak leasing activity, and in situations where there is only occasional need of landwork. Some independents are specialists in certain phases of landwork. Many landmen begin as company men and later become an independent. Their company employment affords them a means of acquiring landwork skills difficult to acquire otherwise.
The company landman is paid a salary, usually on a monthly basis, plus various fringe benefits, including medical, hospitalization, life insurance, retirement, social security benefits, profit sharing, stock purchase plans and savings plans. A few companies even permit their landmen to purchase personal royalty under leases they acquire for the company. The independent landman, on the other hand, is employed temporarily as an agent by oil companies or individuals on a commission or daily basis. On a daily basis he will usually receive from $35.00 to $50.00 per day and expenses, plus mileage. When he works for a commission, it is known as a "buying order" or "ticket" basis, and usually receives $1.00 per acre for all leases that he acquires for his principals. Occasionally in buying royalty and leases, the independent landman will receive an interest rather than money. Independents are generally free to acquire leases and royalty as speculations or investments.

In response to a direct inquiry concerning their gross taxable income, slightly under one-third, or 31.8% reported an annual income of $9,999 or less, with only .8% reporting less than $5,000. Somewhat more than one-third, or 38% stated that their income was between $10,000 and $14,999. The remaining 30.2% said that their gross annual income was $15,000 or higher, with 15.2% reporting one of $20,000 and over. The median income for petroleum landmen of $10,000 to $14,999 is considerably above the median annual income of $4,999 or less for U. S. Males, as well as somewhat above that of the $5,000 to $9,999 income for Male Professional, Managerial and Kindred Workers.
Some degree of validation for the annual income responses is available in the results of the Bexley Survey,\(^1\) a survey which consisted of questionnaires sent to some 200 individuals across the country who were "employed in representative phases of petroleum landwork." The questionnaire requested that the respondent estimate the average monthly salary of petroleum landmen. The average estimated salary was $730.00 per month, with a range of estimates from $625.00 to $1,100.00 per month. Although the average estimated salary of $730.00 reported in the Bexley Survey is somewhat smaller than the median gross taxable income of $10,000 to $14,000 in our own findings, it is relatively close. The Bexley questionnaire was apparently only sent to company landmen, while this study's questionnaire was submitted to both company men and independents. The inclusion of independent landmen plus the fact that our own respondents reported gross taxable incomes which could conceivably include income from other sources than salary, probably accounts for the larger median figure which we found reported.

The Career

Although petroleum landmen originally came from a wide geographical area, including all of the regions of the United States, as well as Canada and several European countries, they predominately tend to come from one of the Western Central states of the United States, and particularly from

the West South Central states. In this respect, landmen do not reflect the distribution of state origin of the general population, but apparently tend to come from the regions of highest crude oil production, which suggests that the presence of and importance of oil production in their home state may well be a factor in the initial social selection process in the occupation.

Landmen are considerably under-represented as compared with the total U. S. population in terms of rural origin. They tend to resemble the general population in percentage, reporting a hometown with a population of over 100,000. The majority of landmen, some 53% come from small and medium towns, with a population of 2,500 to 100,000, as opposed to approximately one-half this percentage of the U. S. population.

The fathers of petroleum landmen have a relatively high educational level, with high school graduation as a median education. More than one-third had some college education, and close to 20% of all the fathers were college graduates, or had done graduate or professional study. Close to one-half of the landmen's fathers had occupations classified as Managers, Officials and Proprietors, Except Farm, or as Professional, Technical, and Kindred Workers. More than one-half of the fathers were self-employed. Although a little over one-fourth of the landmen's fathers had been employed in the oil business, only 7.6% of the fathers had ever been employed as petroleum landmen. The educational and occupational characteristics of the fathers indicate a relatively select group of individuals. The fact that their sons took up landwork as an occupation portends well for the attractiveness of the occupation even to persons of select origins.
The petroleum landmen themselves are also extremely well educated, having a median educational level of four years of college. Almost one-third of the landmen in the study have some graduate or professional work, and only 3% have less than a 12th grade education. The results of the Bexley Survey indicated that the average amount of education for landmen was 16.8 years of schooling. This is consistent with our own finding in that the use of the mean as a measure of central tendency rather than the median would have produced a slightly higher "average" as a result of the relatively large percentage of landmen who had attended some Graduate or Professional School.

Approximately one-half of the landmen had some legal training, although only about 40% of those had actually graduated from an accredited law school, while the other 60% had either studied law by correspondence, attended a night law school, only had some work at an accredited law school, or had acquired their legal training through other means.

Petroleum landmen as a group are relatively young, with more than three-fourths of the occupational membership between the ages of 31 and 50. The landman's median age is between 36 and 40. This is supported by Bexley's finding that the average age of landmen in his survey was 38.

Landmen predominately list Protestant as a religious denomination, with only 12.1% indicating Catholic, .3% indicating Jewish, and 3% mentioning Other or None. This is considerably under the 25.9%, 3.3%, and 4% respectively for the total U. S. White Male population 14 years of

2Ibid., 56.

3Ibid., 56
age or older. The large majority of landmen, some 95% are married and have on the average two or three children, with two the median number.

The social and background characteristics of the landman group suggest the presence of several mechanisms of social selection. Among these is a socio-economic background which financially permitted, and no doubt encouraged the college and professional training necessary for a career at the technical, managerial or professional level. Geographical location and propinquity to job opportunities, as well as family contacts in the oil business perhaps help account for the pursuance of this career in the petroleum industry.

In gaining entrance to the oil industry generally, and the landman occupation specifically, there is a heavy reliance on informal rather than formal techniques. In response to a direct inquiry in this regard, only 6.2% answered that they had gotten their first job in the oil industry by answering an employment ad or through an employment agency. In addition, only 7.2% had obtained a position through a company recruitment program on a college campus. On the other hand, close to one-half, or 45.7% of the landmen indicated that they had obtained their first job through the help of friends or family. Another 33.4% said that they had applied to a company "cold" seeking a job, however, this in large measure presupposes some information about job opportunities in specific firms or at least a degree of intimate knowledge of the oil business in many instances. Such information or knowledge would, in all probability, result from personal contacts through friends and family and other informal channels.
Landmen as a rule did not initially enter the oil business in a landman capacity, but instead tended to serve an "apprenticeship" in some other occupation. Only slightly under 20% of the landmen in this study began their oil career as a company landman, and only 7.8% began as independents. The others began their oil careers in such occupational specialties as scout, clerical worker or blue collar worker. While most companies do not necessarily require this "apprenticeship," some do, and many of the others apparently find that persons who have acquired some experience in other oil occupations are better equipped for landwork duties. It is possible to say then that the use of "feeding occupations" has played an important part in the recruitment process in that the "feeding occupations" supply a continuing stream of neophytes with some oil business experience. The obtaining of first jobs in the oil business through friends and family suggests a heavy reliance on "occupational contact networks" as a means of recruiting novices from outside the oil business, as well as, perhaps, to recruit new landmen from other occupational ranks within the oil business.

When asked about their present sub-specialty, two-thirds of the landmen in our study indicated that they were company landmen, while close to another 10% reported other company titles. Just under one-fourth of the individuals reported that they were independent landmen or independent producers, while only 1.1% replied that they had other kinds of landwork positions such as working for oil mapping firms.

Ibid., 58. Bexley, for example, found that only 36.1% of his respondents indicated that their companies actually required an "apprenticeship" as a scout, clerk, etc., before becoming a landman.
Although some of the landmen in our study had worked in the oil business for longer than forty years, the majority were relative newcomers to the industry. Close to two-thirds of the individuals entered the oil business within the last fifteen years, and almost three-fourths of them had twenty years or less of experience in the oil business.

The individuals in our study had even less experience as landmen. Substantially more than one-half, or 57.5% of them had only worked as a landman for ten years or less, while slightly under 80% had been landmen for fifteen years or less. Only about 10% had more than twenty years experience. In this regard Bexley found that the average number of years experience in petroleum landwork was 10.3 years.\(^5\)

Careers in the oil business have apparently proved to be relatively stable ones for landmen, in that close to 90% of the individuals have continued to work within the oil business since their first oil job. Of those persons who worked outside the oil business, more than two-thirds of them only did so for five years or less before returning to employment within the industry. After becoming landmen, only 8.1% of the individuals ever worked outside the oil business, and of those, more than one-half only did so for five years or less, before returning to the business.

Most of the company landmen had never been an independent landman, while a majority of independent landmen had at one time been a company landman. Close to nine-tenths of the company men said they had never

\(^5\)Ibid., 56.
worked as an independent. Of those who had, slightly more than one-half had only been independent for five years or less. Some 87.8% of the company men indicated that they plan to continue as a company landman. Of the independent landmen, on the other hand, close to 60% said that they had at one time been a company man. Three-fourths of these indicated that they had been a company man ten years or less before going independent, and all but 2% of the independent landmen stated that they planned to continue as an independent. It would appear that where both company employment and independent employment are found in a landman's career, independent employment is most often preceded by employment as a company landman.

Petroleum landmen generally had worked for relatively few firms. Some 55.3% of the individuals in the study had worked for only one company, and close to 85% had worked for only two firms. Where individuals had worked for more than one company, they tended to have only been employed by any given firm for a period of five years or less.

Promotion from the rank of landman to that of district landman is apparently relatively rapid for many individuals. More than one-fourth of the individuals were promoted to district level after only two years or less. More than another one-fourth of the individuals were promoted after three or four years. All but some 18.7% required only six years or less before promotion. The same rapidity was evident in promotion from district to division level. Upwards of 60% of present division landmen were promoted from district level after four years or less, and all but 14.1% were promoted after six years or less.
It would appear that landwork constitutes a career for most landmen. While many are relative newcomers to the oil business in general, and to landwork in specific, they nevertheless have tended to work continually within the oil business, and after becoming landmen have continued in that occupational specialty. Where they pursued work outside the industry, it has in most cases been only for short periods of time, before returning to oil work. As a rule where individuals become independent landmen, it is after having worked as company men for a period of time. Both company men and independents say they plan to continue in their present capacity. Landmen, for the most part, have only worked for one firm, or at most a few.

Promotional advancement has been rapid, for many requiring only a few years before promotion to the next higher company level. The oil business and landwork has provided career opportunities, commitment, and rapid advancement for the occupational members.

The Structure and Ideology of the Occupation

Conditions existing in the early days of the petroleum industry were such that the early oilmen had to develop traits of self-reliance, ingenuity, gambling, and "rugged individualism." Exploring for oil was risky from an economic standpoint, and often physically dangerous. The characteristics developed by the oilmen were necessary to cope with the conditions and circumstances which they encountered. The nature of the business arrangements in those days necessitated a dependence on oral contracts and verbal commitments. As a result, honesty and trust were valued attributes in members of the petroleum occupation.
Most of the conditions of the early industry changed due to advances in science and technology, and the oilman had to keep pace by becoming better educated, more scientific in his approach to oil exploration, and more specialized in his work. Many of the old characteristics lingered on, however, and continued to be highly valued in oilmen. Together with pride in the growth and advances of the oil industry, there continues to be pride in the early traditions.

The early landman was a generalist and jack-of-all-trades, but in recent years he has increasingly become a specialist. In spite of this trend, the status of landman still involves a number of occupational roles. These can be grouped into three general categories: human relations roles which equip him to deal with clientele, technical roles which assist him in performing his part of the oil exploration process, and information sharing roles which symbiotically relate him to his fellow landmen.

Until recent years there was no formal means by which individuals could acquire landwork skills outside of the oil business itself. Law training was one means by which some of the technical skills were provided, but these usually had to be supplemented by on-the-job training, company training programs, or working with experienced landmen as a means of acquiring the practical skills. The occupational techniques and "tricks of the trade" being transmitted informally to the neophyte by the experienced practitioner has tended to let the occupation retain considerable control over the teaching and learning process.

The occupational norms in landwork primarily concern themselves with protecting confidential information, protecting the occupational image,
preventing uncontrolled competition, and loyalty to company or principal. Several types of sanctions are available to enforce the occupational norms, including ostracizing the deviant from social activities, withholding assistance, information, and referrals, as well as direct sabotage of his work. Landmen are quite sensitive to the "quack" or "shady character" who might harm the occupational or industrial image, and are particularly prone to employ sanctions to drive such a person out of the business.

The landman's clientele is by definition, land or mineral owners. Many are often farmers or ranchers. Frequently the land or mineral owner is unknowledgeable about the oil business and the economics and mechanics of oil leasing. As a result the clientele may sometimes be suspicious, superstitious, irrational and/or hostile. This makes it necessary for the landman to acquire an understanding of his clientele and the sub-culture of which his clientele is a part, and to develop skills in dispelling the mistrust and irrationality which he encounters. Many experienced landmen have developed considerable competence in these skills, but in recent years many landowners are becoming increasingly conversant in leasing matters, and are often able to negotiate a lease arrangement with a degree of sophistication almost equal to that of the landman himself.

The Occupational Colleague Group and the Work Group

Petroleum landmen, like most other occupational members, interact informally off the job with their occupational colleagues and their co-workers. Most landmen, in fact, appear to restrict their informal interaction almost exclusively to colleagues and co-workers. Unlike some occupations, however, landmen do not restrict their informal interaction
primarily to colleagues, but rather broadly interact with co-workers, as well as colleagues. In response to an inquiry about lunching and coffee break activities, only about 10% of the landmen indicated persons outside the oil business as companions. When asked about hobby activities, only about one-third of the landmen stated that they participated with outsiders in their hobbies. Only about one-third of the landmen considered outsiders as their closest friends. Almost 90% of the landmen said that they knew of other members of the oil industry in their neighborhood. When asked about entertaining with their wife, again only about one-third of the landmen responded that they usually entertained outsiders. The wives of landmen did not appear to be quite as clannish as the landmen themselves were with other oilmen. With some subgroup variations, approximately one-half of the landmen indicated that their wife usually restricted her association only to wives of persons in the petroleum industry. However this is still a sizeable percentage. This apparent "in-groupness" appears to be satisfying to landmen in that when asked to make an assessment of the social life in the petroleum industry, close to 95% replied that they felt the social life to be more enjoyable than in other industries. To test the question of "forced" in-groupness, the landmen were queried as to whether they felt that the petroleum industry "threw its members together." With a few sub-group variations, close to three-fourths of them disagreed with this proposition.

In no activity mentioned did landmen say that they participate to any great degree exclusively only with other landmen. It would appear that landmen informally interact as oilmen with other oilmen, and not just
colleagues alone.

In the oil business generally, and accessible especially to landmen and others in the exploration and production phase of the industry, are a number of mechanisms which facilitate interaction among colleagues and co-workers. The local landmen's associations open only to landmen, of course offers opportunities for landmen to interact informally at meetings and at the social affairs which the associations sponsor. The landmen were queried about the presence of a local association in their area and about their participation in organizational and social activities. Almost 95% reported a local association in their area, and of those who were members, more than two-thirds stated that they attended most of the meetings. Of those who were members, close to two-thirds also indicated that they attended most of the social activities. Another mechanism for facilitating informal interaction among oilmen generally is the petroleum club, a social organization of the town club variety. The club facilities themselves offer opportunities for informal interaction, as do the social activities sponsored by the clubs. Almost 90% of the landmen indicated the presence of a petroleum club in their area, although a somewhat smaller percentage, approximately 45% were members. The figure was subject to some sub-group variation. For the wives of landmen and oilmen generally, there are a number of women's clubs and auxiliaries which offer opportunities for informal interaction. Slightly more than one-half of the landmen reported that their wife belonged to such an organization. The various clubs and associations, as well as the social activities sponsored by these organizations, which are available to landmen and their wives appear to be extremely effective in facilitating
informal interaction among colleagues and co-workers.

Several occupational organizations have been available to the petroleum landman and all have aided in developing a sense of colleagueship and in fostering a professional orientation. The earliest of these organizations was the National Oil Scouts Association, which was incorporated on July 26, 1924. The membership of this organization was primarily composed of oil scouts, but included some landmen. This organization apparently did not meet the need which many landmen felt for a national occupational association, so in 1954, meetings were held in Denver, Colorado, by representatives of local landmen's organizations across the country to determine the feasibility of organizing a national landmen's association. Work on the new national association progressed, and by April of 1955, the first annual convention was held in Fort Worth, Texas, with more than 400 delegates attending. The American Association of Petroleum Landmen, as it was called, had a membership of almost 1,000 by the time of its first annual convention. Within a few short years, its membership numbered almost 3,000. Due to the relatively small number of landmen in the National Oil Scouts & Landmen's Association, the term landmen was dropped from the name, leaving the American Association of Petroleum Landmen as the only national organization for petroleum landmen.

One of the important accomplishments of the American Association of Petroleum Landmen was their part in having a Petroleum Land Management Curriculum introduced at the Universities of Texas and Oklahoma. This program made it possible for individuals to acquire the necessary specialized training to equip themselves for a career in landwork. It also pro-
vided a pool of technically trained neophytes available for recruitment into the occupation, and was an important step toward professionalization.

Prior to the formation of the American Association of Petroleum Landmen, the local associations were the mainstay of occupational organization for the landmen. The first of these local associations was the Tri-State Landmen's Association, organized in Evansville, Indiana, in 1939. At the time of this study, there were thirty-seven local associations spread over eighteen states and three Canadian Provinces. The local associations have provided guest speakers, seminars, and other types of educational opportunities for their members, as well as participating in civic activities and sponsoring a variety of social affairs.

The occupational organizations of landmen have played an important part in developing a sense of colleagueship and in fostering an identification with the occupation.

II. CONCLUSIONS

The Trend Toward Professionalization

The status of professional is a highly valued one in our society. In recent years a number of occupational groups have made claims, and often unwarranted claims, on this status. Petroleum landmen have not officially made such a claim, but they, in fact, may be justified in anticipating the acquisition of professional status in the not too distant future. Cross, for example, mentions six criteria of professionalization; the unstandardized product, degree of personality involvement, wide knowledge of a specialized technique, sense of obligation to one's art, sense of identity with
Considering the fantastic variety of situations which the landman may encounter in his lease acquisition activities, as well as the complexities, both legal and human, which he may have to surmount, there is strong argument that the landman already offers an unstandardized product. The landman, as the representative of his company or principal, is entrusted with considerable responsibility. Vast amounts of money, the success of a crucial exploration program, the reputation of the company and far-reaching legal implications all depend on the landman in the pursuit of his tasks. No company or principal would care to entrust this kind of responsibility to a mere "hired hand." Rather, they would surely require a person of great dependability and loyalty, as well as a person who would put his entire self into the job. The landman must do as good a job for his principal as he would for himself. In this respect, the landman appears to meet the criterion of personality involvement. The professional must have a wide knowledge of a specialized technique. So too, the landman must have knowledge of many esoteric subjects, including land titles, geology, real property, conveyances, and oil and gas law, as well as an understanding of his clientele, if he is to successfully do his job. Certainly the pride that most landmen display toward their ability to make a good, but fair trade, in acquiring a lease suggests a sense of obligation to their art. The landman feels that in order for him to do a good job, his

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clientele must be satisfied, as well as his company or principal. He, himself, must also be satisfied. For many landmen, there is almost a compulsion to accomplish satisfactory job closure. To do this, it may be necessary to locate a mineral owner half way around the world, or to spend months untangling the interests involved. The fact that landmen are so concerned with the public image of the occupation and the industry as well is an indication of their sense of identity with their colleagues. The exception here is that landmen appear to identify as much with oilmen in general as with colleagues. The occupational organizations which are now facilitating a sense of colleagueship are of comparatively recent origin, and this might account for the orientation toward co-workers rather than exclusively toward colleagues. For sure, landmen are especially anxious to avoid uncontrolled competition among themselves. It is on the last criterion that perhaps the landman falls somewhat short. While the landman may think of himself as an integral part of the petroleum exploration team, and as such, essential to the welfare of society, the general public appears not to be equally aware of this. In this instance, the public is, for the most part, unknowledgeable about the part that petroleum plays in their lives, or what occupational skills are required to make petroleum available for the uses of society. William H. Keown, in discussing the trend toward professionalization in landwork, suggested that landmen had made progress toward professionalization in many ways, but were still deficient in several criteria.7 He pointed out that a systematic body of spec-

ialized knowledge has yet to be completely identified. He concluded that it would be difficult to apply the general statements of the present Code of Ethics to specific situations, or to formally enforce any Code of Ethics. He also showed that there is a difficulty in establishing and enforcing standards of qualifications for admission at present.

Landwork does have a colorful history and admirable traditions which have carried over today from an earlier time. There is considerable informal control. Another factor has been the presence of a substantial number of law graduates, and thus professional persons, in the occupational ranks of landwork. There is evidence that the percentage of such persons was increasing until several years ago. In Table 7.1 legal training is compared by years of experience. Although there was a fluctuation in percentage over the years of those persons with no legal training, the overall percentage remained relatively similar. On the other hand, the percentage of persons with some legal training decreased as years of experience decreased, while the percentage of law graduates increased as years of experience decreased. Of those persons with thirty-one or more years of experience, only 3.31% were law graduates, while more than one-third, or 33.06% of persons with ten years or less experience in the oil business were graduates of accredited law schools. While the percentage of less experienced persons with no legal training was still relatively high, there was more of a tendency for people with less experience to be a law graduate, until the introduction of the Petroleum Land Management Curriculum at the Universities of Texas and Oklahoma. With an increasing number of graduates of the program since our data was obtained, the picture has been altered somewhat in that new landmen now are less likely to
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* Does not include 23 Did Not Answer responses to either one of the two inquiries.
be law graduates. Continued recruitment of the graduates of the program is going to be a factor in landwork achieving professionalization status. In summary, it might be said that while landwork does not yet meet the traditional criteria for professional status, it nevertheless has many of the "makings" and if the occupational membership persist in their efforts, landwork will continue to progress in this direction.

General Conclusions

Petroleum landwork makes up an occupational complex which is part of a larger work complex, that of the exploration and production segment of the oil industry. In both the occupational system and the larger work system, there is a division of labor and specialization. Landwork consists of a group of relatively esoteric activities which require a variety of technical skills, as well as human relations skills. The practitioner is paid both in money and in kind for performing these activities. The petroleum industry is relatively new in this country, and its early history was colorful, exciting, adventurous and demanding. There was a certain pioneering aspect to early oil exploration and a rich tradition, complete with a type of "code of the oil business," developed. A portion of the early period in petroleum history is "within the memory of living man," and the traditions and "codes" have, in large part, been passed on to the newcomers by word of mouth. This has tended to make for an unusually effective informal occupational socialization process. In addition, it has also placed great reliance on informal and to a great degree, internalized systems of control to enforce the "codes" and norms. A set of unusual circumstances surrounding land titles and land and mineral
conveyances and oil drilling arrangements in this country produced a need for specialized skills not readily available through any formal mechanism such as colleges or trade schools. As a result, teaching and learning in the occupation has tended in the past to be carried on through an apprenticeship-like arrangement, with the neophyte either acquiring experience in a "feeding" occupation, or under the direct tutorage of an experienced practitioner. The occupational membership has in this way retained considerable control over the socialization process, as well as the recruitment process. Lacking a formal way of acquiring the necessary skills to enter the occupation, and having limited opportunities for formally applying for entrance, the aspirant has had to rely in most cases on personal contacts in the form of relatives or friends already in the oil business. A highly selective group of individuals in terms of geographical location, socio-economic background and personal social characteristics, is attracted into the occupation. Screening of unsuitables apparently takes place primarily upon entrance to the occupation, as landmen on the whole demonstrate rapid career mobility, which suggests that there are few mechanisms limiting mobility after achieving practitioner status.

There is a great emphasis on symbiotic relationship in the oil industry generally, and in the exploration phase of it, as well as among landmen specifically. This is reflected in the feeling that everyone is part of the big "exploration team" or as is more commonly heard, part of the "oil fraternity." Such an orientation generates great cohesion, solidarity, and identification with both industry and occupation. Both during work and in informal interaction, there is considerable "in-groupness."
This is partially the result of physical segregation of oil activity offices, the routine of the work, the symbiotic interdependence of oil occupations, and to some degree, due to a "coolness" toward persons not in the petroleum industry, who are assumed to be unknowledgeable about the industry, unsympathetic toward it, and inclined to want "get rich quick" tips for investment purposes. This ingroupness is demonstrated by the fact that landmen tend to interact in a variety of informal ways, predominately with oilmen rather than outsiders. They do not restrict this interaction only to colleagues, but include co-workers and colleagues both as their companions. This again reflects the "oil fraternity" orientation. Mechanisms such as petroleum clubs and occupational organizations have both resulted from this ingroup orientation and have also helped perpetuate it.

Landmen would like to achieve professional status and are making strong efforts in this direction. Landwork apparently is highly satisfying to its members in that they find the occupational career rewarding and the way of life in the oil business a meaningful experience. This satisfaction has been eloquently expressed by Frank H. Kelley who said:

> If I had my life to live over and had a chance to choose any field I desired, I would be a professional landman, for I know of no field that affords a man a greater opportunity for a respectable honorable and rewarding life, nor a greater vehicle for service to the public--and the very fact that you represent a successful company marks you with the public as a successful man.  

8Frank H. Kelley, "It Pays to be a Fair Trader, Says Magnolia's Star Landman, Frank Kelley," The Landman, II (November, 1957), 12.
The Future of Petroleum Landwork

The use of petroleum as a fuel and general energy source will probably continue for a great many years, as other types of energy such as atomic and solar have certain limitations which will not likely be overcome in the foreseeable future. In addition, the expanding use of petrochemicals to produce fertilizers, drugs, plastics, and even food, offers an almost unlimited growth potential for the oil industry. As long as there is private ownership of minerals, there will presumably be a need for landwork.

Several additional factors make the future of landwork seem even brighter. The first is that oil exploration is expanding over a wider geographical area, and in all probability will continue to do so over the years. This means that there will be a larger and larger area each year being actively explored for oil, and thus requiring landwork. Secondly, oil leases are tending to be of shorter term as time goes by, because the mineral owner does not wish to keep his minerals tied up for too long a period for only one bonus payment, and also because the oil companies are tending to avoid having excessive acreage under lease at one time to save on rental payments. This means a more rapid turnover of leases, and more need for landwork. The third factor making the future of landwork encouraging is that with each generation, land titles are becoming more fractionalized and complex. When a land or mineral owner dies, his holdings are divided among his heirs, thereby breaking it up into smaller and smaller interests. In addition, more persons are buying mineral interest, and more landowners are separating the minerals from their
land and selling all or part of them. As land titles become more complex and land and mineral owners become more scattered, there will be an increased need for landwork. Time and technology appear to be the two best friends of landwork.

III. NEED FOR FURTHER RESEARCH

In the course of conducting this study, several areas warranting additional investigation were uncovered or suggested. Research on these topics we feel would tend to complement our own findings. The specific recommendations are listed below.

1. Our study was primarily based on data obtained from members of the American Association of Petroleum Landmen. While we have reason to believe that these association members are representative of most "genuine" landmen, it would be especially insightful to gather similar information on individuals who are considered to be, and consider themselves "marginal" occupational members.

2. It would be interesting to study two groups of prospective landmen; those persons who are students in the Petroleum Land Management Curriculum, and those individuals who are presently members of "apprentice type feeding" occupations, where there is a anticipation of advancing into the ranks of landwork in time. In instances there would be unusually promising opportunities to study the occupational socialization process and the acquisition of occupational values.

3. Finally, and perhaps most intriguing is the work complex known as the "oil fraternity" consisting of landwork and a number of other
occupational specialties, including geology, scouting, petroleum engineering, and oil well drilling contracting, among others. If similar information could be obtained on all of the occupational specialties that think themselves part of the "oil fraternity," we would possess a rich storehouse of insights into the makeup and interrelationships of an entire work system.

In conclusion, this investigation has been an attempt to examine an occupation in its totality, utilizing a conceptual framework that would permit a comparability and integration of results with studies of other occupations. To accomplish this, we have drawn on data derived from a number of sources, and examined them as parts of an occupational social system. It is hoped that our findings have made a contribution to the understanding of the relationship of man and his work.
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NEWSPAPERS


UNPUBLISHED MATERIALS


APPENDIX A

(This is the complete questionnaire as received by the individuals in the study. It was not possible to utilize all of the information obtained with the questionnaire.)
Instructions:
Listed below are a number of questions concerning various aspects of an individual and his background. We ask these in order to be able to compile some averages for the landmen across the country. In this way we can know something about the members of the occupation. Try to answer the questions as they best apply to you and as accurately as you can.

1. From what state or province do you originally come? _________

2. Approximately what was the population of your hometown when you were growing up?
   (a) Under 2,500
   (b) 2,500 - 9,999
   (c) 10,000 - 25,000
   (d) Over 25,000 - 100,000
   (e) Over 100,000

3. Did you spend the most of your early life:
   (a) Inside corporate limits of town, city or village
   (b) In open country on a farm
   (c) Outside of town, city or village, but not on a farm

4. What was your age at your last birthday? _________

5. What is your religious affiliation?
   (a) Protestant
   (b) Catholic
   (c) Jewish
   (d) Other
   (e) None

6. Are you a church member?
   (Yes)
   (No)

7. Do you attend regularly (at least twice a month)?
   (Yes)
   (No)

8. Does the rest of your family attend church regularly?
   (Yes)
   (No)
   (Not Applicable (if single))
9. What was your gross taxable income last year? (Do not include money received from expense account)
   (a) Up to $4,999
   (b) $5,000 - $9,999
   (c) $10,000 - $14,999
   (d) $15,000 - $19,999
   (e) $20,000 and over

10. What is your present marital status?
    (a) Single (never been married)
    (b) Married
    (c) Widowed
    (d) Divorced

11. Have you been married more than once?
    (a) Yes
    (b) No
    (c) Not Applicable

12. If married more than once, how many times?
    (a) One
    (b) Two
    (c) Three
    (d) Four
    (e) Five
    (f) More than five
    (g) Not Applicable

13. How many children do you have?
    (a) One
    (b) Two
    (c) Three
    (d) Four
    (e) Five
    (f) More than five
    (g) Not Applicable

14. Does your wife work?
    (a) Yes
    (b) No
    (c) Not Applicable

15. If she works, does she work:
    (a) Part time
    (b) Full time
    (c) Not Applicable

16. What is your educational background? Circle the highest grade which you completed. 
    Grade School  High School  College  Professional
    1 2 3 4 5 6 7 8 9 10 11 12 1 2 3 4 1 2 3 4

17. Have you had any legal training?
    (a) Yes
    (b) No
18. If you have, how did you acquire it?
   (a) Some post graduate work at an accredited law school
   (b) Graduated from an accredited law school
   (c) Studied law through some other means such as night law
        school, home study course, studied law on your own, etc.
   (d) Other means (specify) _________________________________
   (e) Not Applicable

19. Have you ever been a member of the Legal Bar of any state?
   (a) Yes
   (b) No
   (c) Not Applicable

20. How many years have you been in the oil business, in any occupational capacity? ______

21. How many years have you been a petroleum landman (company or independent)? ______

22. What is your wife's educational background? Circle the highest grade which she completed. (If widowed or divorced, please answer as it previously applied)

   Professional
   Grade School  High School  College  or Graduate
   1 2 3 4 5 6 7 8  9 10 11 12  1 2 3 4  1 2 3 4

23. Was your wife, by chance, employed by an oil company prior to the time you were married?
   (a) Yes
   (b) No
   (c) Not Applicable

24. What was your father's educational background? Circle the highest grade which he completed.

   Professional
   Grade School  High School  College  or Graduate
   1 2 3 4 5 6 7 8  9 10 11 12  1 2 3 4  1 2 3 4

25. What is, or was your father's main occupation?
   Specify his occupational title (example, physician, insurance salesman, farmer, accountant) ________________________________
   For what type of institution did he work? (example, federal government, wholesale hardware company, law firm, self employed, etc.) ________________________________

26. Was your father ever in the oil business in any occupational capacity?
   (a) Yes
   (b) No

27. Was your father ever a petroleum landman, (company or independent)?
   (a) Yes
   (b) No
28. What is your occupation specifically?
   (a) Company landman
   (b) Independent landman
   (c) Other (specify)

29. If you are a company landman, what is your specific rank or responsibility? (This is difficult as various companies assign different titles to the various ranks, so try to approximate as best you can where your rank would fit into the hierarchy listed below).
   (a) Landman (general landman duties, no supervisory capacity)
   (b) District landman (usually responsible for land activities for a state, part of a state, or whatever area the company considers its smallest unit of responsibility)
   (c) Division landman (usually responsible for land activities for a larger area such as several states)
   (d) Head of a major division or department
   (e) Other (specify)

30. Are you a member of a local or regional Landman's Association
   (a) Yes
   (b) No

31. If yes, which one?
   (a) Not Applicable

Part II
Below are a number of pairs of statements about things you may or may not like; about things with which you may or may not agree. Look at this example:

A. Ambition should be moderate.
   B. One should get ahead by work.

Which of these statements do you agree with more? Circle its letter, either A or B. If you agree with both, choose the one you like better. If you disagree with both, choose the one you dislike less (the one you agree with more). Your choice should be a description of your own personal likes and feelings. Be sure you circle the letter A or the letter B next to the number of each pair of statements. Make a choice for every pair, do not skip any.

1. A. I only like to participate in groups in which the members have warm and friendly feelings toward one another.
   B. Every person should live by a few good and unchanging rules of conduct.

2. A. I am usually more cooperative than competitive.
   B. I like situations which I have to struggle to master.
3. A. I dislike anyone who doesn't take work seriously.
   B. The individual is pretty helpless in today's world.

4. A. I like very much to be thought of as having "good taste".
   B. I want to do my share to improve the world situation.

5. A. Work and play should be clearly separated activities.
   B. Teachers should be more concerned with the child's social
      adjustment than with his academic progress.

6. A. A sense of duty is the basis of character.
   B. A father's first duty is to be a pal to his children.

7. A. A person has to be able to sell himself.
   B. I have clear-cut goals in life.

8. A. I like situations which I have to struggle to master.
   B. It's all right to be an individual but I wouldn't want to be
      very different from those around me.

9. A. The really important things are learned from our parents.
   B. I like to have strong attachments with my friends.

10. A. If I were a parent I wouldn't want my child to get very far
      "out of step" with other children.
    B. I want to be like certain great people whom I admire.

11. A. Work and play should be clearly separated activities.
    B. I like to participate in new fads and fashions.

12. A. Wasting time doesn't particularly bother me.
    B. It's more important to get the job done than worry about hurting
       people's feelings.

13. A. One should take "time out" to look one's self over.
    B. I like very much to be thought of as having "good taste".

14. A. No matter how good a job seemed to be, I wouldn't take it if
    I had to work with people I couldn't get along with.
    B. What matters is what one can accomplish.

15. A. I dislike doing things by myself.
    B. I frequently feel "indignant" about politics.

16. A. A sense of duty is the basis of character.
    B. A secure job is better than a risky one which involves high stakes.
17. A. I like to participate in new fads and fashions.
   B. I like situations which are demanding.

18. A. The really important things are learned from friends.
   B. If someone "delivers the goods", it doesn't make much difference what kind of person he is.

19. A. The teacher is supposed to see that the children learn a curriculum, not that they enjoy it or learn group cooperation.
   B. Wasting time doesn't particularly bother me.

20. A. What matters is what one can accomplish.
   B. I dislike doing things by myself.
**QUESTIONNAIRE B: OCCUPATIONAL EVALUATIONS**

Instructions:
Listed below are 15 occupations which you probably are familiar with and possibly come into contact with in the course of your work. Below each of the occupations are five attributes or characteristics. Beside each of these attributes are five blanks, each representing a value such as high, very high, low, etc. We should like for you to consider each of the occupations and decide how you would evaluate the occupations in terms of the five attributes or characteristics. For each of the attributes rank the occupation from very low to very high, and place a check or mark in the appropriate blank. Thus for each occupation you will make five evaluations. Please evaluate all fifteen. If varying experiences with any of the occupations suggest to you different evaluations, try to generalize concerning the occupation as best you can.

The Occupational Attributes and a brief explanation:

a. **Economic Rewards** - Salary, income, wages or any monetary reward derived from the occupation.

b. **Authority** - That amount of control over the behavior of others which an individual possesses as result of his occupation.

c. **Prestige** - Distinction, reputation, or social ranking attaching to an individual as a result of his occupation.

d. **Functional Importance** - How necessary, important or indispensable an occupation is or how much of a fundamental contribution it makes.

e. **Psychological Reward** - That degree of satisfaction, enjoyment, or pleasure which accrues to an individual as result of his being in a particular occupation.

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11. Factory Superintendent (Factory has 150 employees)  
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13. Banker (Vice President of bank in town of 60,000)  
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14. Mortician (Mortician's school training)  
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15. Civil Servant (Regional Section Chief in charge of office with 23 employees)  
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<td>a. Economic Rewards</td>
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QUESTIONNAIRE C: EVALUATIONS OF CLIENTELE AND INTERACTIONAL PATTERNS

Part I: Evaluations of Clientele

Instructions:

Many occupations deal to a large extent with people rather than things. Thus, doctors have patients, salesmen have customers, wardens have inmates, etc. For lack of a better word we are calling all of these individuals who receive the action of those in a particular occupation, clientele. In your case your clientele would probably be primarily land owners or those from whom you secure leases.

Everybody has various attitudes concerning their clientele. We should like to find out how you tend to evaluate your own clientele. Below are listed ten dimensions by which some have attempted to rate or evaluate their clientele. You will notice that each of these dimensions has two extremes and various degrees inbetween, represented by blanks. Try to think of your clientele as a whole and attempt to generally rate them on each of the dimensions listed below.

For example we might use talkative-quiet as a dimension. If you felt that your clientele were in general quite talkative, you would check the appropriate blank as indicated below. Or if you felt that they were very quiet, you would check that blank.

Talkative ______ ______ ______ ______ ______ Quiet

very talkative talkative talkative quiet than quiet than quiet talkative

Now do the same for the following ten dimensions:

1. Polite ______ ______ ______ ______ ______ Rude
2. Interesting ______ ______ ______ ______ ______ Boring
3. Reasonable ______ ______ ______ ______ ______ Unreasonable
4. Friendly ______ ______ ______ ______ ______ Unfriendly
5. Challenging ______ ______ ______ ______ ______ Unchallenging
6. Dependable ______ ______ ______ ______ ______ Undependable
7. Intelligent ______ ______ ______ ______ ______ Stupid
8. Cooperative ______ ______ ______ ______ ______ Uncooperative
9. Receptive ______ ______ ______ ______ ______ Unreceptive
10. Trusting ______ ______ ______ ______ ______ Suspicious
Part II: Interactional Patterns

Instructions:
Individuals in many occupations participate in a number of social and other activities with other members of the occupation. We should like to find out something of this participation among the landmen. This is understandably a difficult thing to derive from a questionnaire. However, we have listed below a number of questions dealing with this matter which only require a yes-no or simple choice answer. Please answer the questions as they generally are true or untrue.

1. Is there a Petroleum Club in your area? ____Yes  ____No

2. Do you belong to the Petroleum Club in your area? ____Yes  ____No

3. When in town do you generally lunch and have coffee with:
   ____ (a) Usually only other landmen
   ____ (b) Various individuals in the petroleum industry including landmen
   ____ (c) Others

4. When you participate in hobbies such as hunting, fishing, card playing, etc., do you usually do so with:
   ____ (a) Usually only other landmen
   ____ (b) Various individuals in the petroleum industry including landmen
   ____ (c) Others

5. Would you say that your closest friends are:
   ____ (a) Usually only other landmen
   ____ (b) Various individuals in the petroleum industry including landmen
   ____ (c) Others

The following questions pertain to married individuals. If single, check the not applicable blank. If widowed or divorced, try to answer the questions as they formerly applied.

6. Does your wife belong to any women's petroleum social organizations (i.e., Black and Gold, etc.) ____Yes  ____No  ____Not Applicable

7. Does your wife primarily associate in her activities with:
   ____ (a) Wives of other landmen
   ____ (b) Wives of individuals in the petroleum industry, including landmen's wives
   ____ (c) Wives of individuals not in the petroleum business
   ____ (d) Not Applicable
8. Do you know of any members of the petroleum industry living in your neighborhood?  _____Yes  _____No

9. When you and your wife entertain, do you usually invite:
   _____ (a) Landmen and their wives
   _____ (b) Individuals in the petroleum business including landmen and their wives
   _____ (c) Individuals not in the petroleum business and their wives
   _____ (d) Not applicable

10. Do you feel that the travel involved in your work keeps you away from home enough to make it unpleasant?  _____Yes  _____No

11. It is said by some that the petroleum industry with the travel and moving involved tends to "throw its members together" socially and does not permit them many opportunities for meeting individuals and their families who are not in the petroleum industry. Would you agree _____ or disagree _____ with this?

12. Would you say that the social life among members of the petroleum industry is more or less enjoyable than in other industries?
   _____ More enjoyable
   _____ Less enjoyable

13. Would you say that generally speaking your wife is happy with your occupation and all that goes with it?
   _____ Yes
   _____ No
   _____ Not Applicable

14. Do you feel that the transfers and moving which occur in your occupation tend to work a hardship on your children?
   _____ Yes
   _____ No
   _____ Not Applicable

15. Do you feel that the traveling in your job keeps you from being with your children as much as you should?
   _____ Yes
   _____ No
   _____ Not Applicable

16. Is there a local landmen's association in your area?
   _____ Yes
   _____ No
17. If you are a member of the local association, do you generally attend most of the meetings?
   ___ Yes
   ___ No
   ___ Not Applicable

18. If you are a member of the local association, do you generally attend most of the social activities, such as dances, etc?
   ___ Yes
   ___ No
   ___ Not Applicable

19. When you take your annual vacations, do you generally go with:
   ___ (a) Only your own family
   ___ (b) Other landmen and their families
   ___ (c) Other individuals in the oil business and their families
   ___ (d) Individuals not in the oil business and their families
   ___ (e) Not Applicable
PART I: WORK SATISFACTION

Instructions:

It has been said that the satisfaction one receives from a job, occupation, or work is dependent on many things. What these things or factors are, of course, vary with occupation and from individual to individual. We should like to know how you feel about these factors. Below are 18 factors which have been said to contribute in some measure to work or occupational satisfaction. Beside each variable or factor are 5 evaluations. Decide how you would evaluate each of the factors in terms of what degree it contributes to or makes for work satisfaction and check the appropriate blank.

<table>
<thead>
<tr>
<th>Factors</th>
<th>Degree to which factor contributes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Company savings plan or profit sharing</td>
<td>very little little somewhat much very much</td>
</tr>
<tr>
<td>2. Being one's own boss</td>
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<tr>
<td>3. The work itself being interesting and challenging</td>
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<td>4. Good retirement or pension plan</td>
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<td>5. Good chance for advancement</td>
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<tr>
<td>6. An easy going, relaxed and cordial relationship with bosses or superiors</td>
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<tr>
<td>7. Having a job with high prestige</td>
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<tr>
<td>8. Being able to deal with pleasant interesting people (clientele) in one's work</td>
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<tr>
<td>9. Being free to make decisions or use initiative on the job</td>
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<tr>
<td>10. Having a &quot;good&quot; salary or income</td>
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<tr>
<td></td>
<td>Having a pleasant group of people to work with (office group or fellow employees)</td>
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<tr>
<td>11.</td>
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<tr>
<td>12.</td>
<td>Being in a job where there is little possibility of being &quot;laid off&quot; or discharged</td>
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<tr>
<td>13.</td>
<td>Good hospitalization or medical plan</td>
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<tr>
<td>14.</td>
<td>Having pleasant and comfortable work surroundings</td>
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<tr>
<td>15.</td>
<td>Having an adequate expense account</td>
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<tr>
<td>16.</td>
<td>Working &quot;good&quot; or regular hours such as no Saturday work, not out of town at night, etc.</td>
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<tr>
<td>17.</td>
<td>Dealing more with people than with things</td>
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<tr>
<td>18.</td>
<td>Being in a job where a definite ability or skill is required</td>
</tr>
</tbody>
</table>

**Part II: Work History**

**Instructions:**

The following questions deal primarily with your own particular work experiences or history. Try to answer them as accurately as you can.

1. What was your first occupation in the oil business?
   - (a) Scout
   - (b) Company Landman
   - (c) Independent Landman
   - (d) Attorney in company legal department
   - (e) Clerical worker
   - (f) Blue collar worker
   - (g) Other (specify)
2. Through what means did you obtain your first job in the oil business?
   ___ (a) Answered employment ad
   ___ (b) Through employment agency
   ___ (c) Through the help of friends or family
   ___ (d) Through a company recruitment program on a college campus
   ___ (e) Applied to a company "cold," without knowledge that there was an opening
   ___ (f) Other (Specify) _______________________

3. If you are now a company landman, have you ever at any time been an independent landman?
   ___ Yes
   ___ No
   ___ Not Applicable
   If yes, for how long altogether? ________

4. If you are now an independent landman, have you ever at any time been a company landman?
   ___ Yes
   ___ No
   ___ Not Applicable
   If yes, for how long altogether? ________

5. If you are a company man now, do you plan to continue as a company landman?
   ___ Yes
   ___ No
   ___ Not Applicable

6. If you are now an independent landman, do you plan to continue as an independent?
   ___ Yes
   ___ No
   ___ Not Applicable

7. Since your first job in the oil business, have you continually worked within the oil industry or have you ever pursued a line of work outside the industry?
   ___ (a) Worked continually within the oil industry
   ___ (b) At one time or other worked outside the industry
   If you have worked outside the industry, for how long? ________

8. Since you have been a landman, company or independent, have you ever worked outside the oil business?
   ___ Yes
   ___ No
   If yes, for how long? ______
   What was your main occupation outside the oil industry? __________
9. If you were starting over again, would you pursue some other line of work outside the oil industry?
   Yes
   No

10. If you are now, or have ever been a company landman, how many companies have you worked for? And how long for each?
   First Company: Length of time worked
   Second Company: Length of time worked
   Third Company: Length of time worked
   Fourth Company: Length of time worked
   Fifth Company: Length of time worked
   Sixth Company: Length of time worked

11. What income (gross taxable) do you expect to be making five years from now?
   (a) Up to $4,999
   (b) $5,000 - $9,999
   (c) $10,000 - $14,999
   (d) $15,000 - $19,999
   (e) $20,000 and over

12. What income (gross taxable) do you expect to be making ten years from now?
   (a) Up to $4,999
   (b) $5,000 - $9,999
   (c) $10,000 - $14,999
   (d) $15,000 - $19,999
   (e) $20,000 and over

13. If you are now a District Landman or its equivalent, how long did you work as a landman before you were promoted?
14. If you are now a Division Landman or its equivalent, how long did you work as a District Landman before you were promoted?
15. Did you come directly out of school into the oil business?
   Yes
   No
   If you did not, what was your main occupation prior to entering the oil business?
OIL, GAS AND MINERAL LEASE

THIS AGREEMENT made this ___________________ day of ___________________ 19______________, between

Lessor (whether one or more) whose address is: _______________________________________________________________________________________________________

and

Lessee, WITNESSETH:

1. Lessor in consideration of ___________________ Dollars (__________), in hand paid, of the royalties herein provided, and of the agreement of Lessee herein contained, hereby grants, leases and lets exclusively unto Lessee for the purpose of investigating, exploring, prospecting, drilling and mining for and producing oil, gas and all other minerals, laying pipe lines, building roads, tanks, power stations, telephone lines and other structures thereon to produce, save, take care of, treat, transport and own said products, and housing its employees, the following described land in ___________________ County, Mississippi, to-wit:
This lease also covers and includes all land owned or claimed by Lessee adjacent or contiguous to the land particularly described above, whether the same be in said section or sections, grant or grants, or in adjacent sections or grants, although not included within the boundaries of the land particularly described above. For the purpose of calculating the rental payments hereinafter provided for, said land is estimated to comprise

Dollars

2. Subject to the other provisions herein contained, this lease shall be for a term of ten years from this date (called "primary term") and as long thereafter as oil, gas or other mineral is produced from said land or lands with which said land is pooled herunder.

3. The royalty to be paid by Lessee are: (a) on oil, gas or other mineral produced from said land and sold or used off the premises or in the manufacture of gasoline or other product therefrom, the market value at the wellhead of the oil, gas or other mineral being produced; (b) on free use of oil, gas, coal, wood and water from said land, except water from Lessee's wells, for all operations hereunder, and the royalty on oil, gas and water shall be $0.00 per barrel of oil and $0.00 per thousand cubic feet of gas and water for stoves and inside lights in the principal dwelling thereon out of any surplus gas not needed for operations hereunder.

4. Lessee, at its option, is hereby given the right to lease or share any portion thereof with other land, lease or leases in the immediate vicinity thereof, when in Lessee's judgment it is necessary or advisable to do so in order properly to develop and operate said premises in compliance with any rule, ordinance, or authority, or, when to do so would, in the judgment of Lessee, promote the conservation of the oil and gas in and under and that may be produced from said premises. Lessee shall execute in writing an instrument identifying and describing the acreage so pooled into a tract or unit shall be treated, for all purposes except the payment of royalty on production from the pooled unit, as if it were included in this lease. If production is found on the pooled acreage, it shall be treated as if production is had from this lease, whether the well or wells be located on the premises covered by this lease or not. In lieu of the royalties elsewhere herein specified, Lessee shall receive on production from a unit so pooled only such portion of the royalty stipulated herein as the amount of its acreage placed in the unit or his royalty interest therein on an acreage basis bears to the total acreage so pooled in the particular unit or unit.

5. If operations for drilling are not commenced on said land or on acreage pooled therewith as above provided on or before one year from this date the lease shall then terminate as to both parties, unless on or before such anniversary date Lessee shall pay or tender to Lessee or to the credit of Lessee in (which bank and its successors are Lessee's agent and shall continue the depository for all business hereunder regardless of changes in ownership of said land or the rentals) the sum of

Dollars
9. The breach by Lessee of any obligation hereunder shall not work a forfeiture or termination of this lease nor be cause for cancellation hereof in whole or in part save as herein expressly provided. If the obligation should require the drilling of a well or wells, Lessee shall have ninety (90) days after the receipt of written notice by Lessee from Lessor specifically stating the breach alleged by Lessor within which to begin operations for the drilling of any such well or wells; and the only penalty for failure so to do shall be the termination of this lease save as to forty (40) acres for each well being worked on or producing oil or gas, to be selected by Lessee so that each forty (40) acre tract will embrace one such well. After the discovery of oil, gas or other mineral in paying quantities on said premises, Lessee shall reasonably develop the acreage retained hereunder, but in discharging this obligation it shall in no event be required to drill more than one well per forty (40) acres of the area retained hereunder and capable of producing oil, gas or other mineral in paying quantities.

10. Lessor hereby warrants and agrees to defend the title to said land and agrees that Lessee at its option may discharge any tax, mortgage or other lien upon said land, either in whole or in part, and in event Lessee does so, it shall be subrogated to such lien with right to enforce same and apply rentals and royalties accruing hereunder toward satisfying same. Without impairment of Lessee's rights under the warranty in event of failure of title, it is agreed that if Lessor owns an interest in said land less than the entire fee simple estate, then the royalties and rentals to be paid Lessor shall be reduced proportionately. Failure of Lessee to reduce rental paid hereunder shall not impair the right of Lessor to reduce royalties.

11. Should Lessee be prevented from complying with any express or implied covenant of this lease, from conducting drilling or reworking operations thereon or from producing oil or gas therefrom by reason of scarcity of or inability to obtain or to use equipment or material, or by operation of force majeure, or any Federal or state law or any order, rule or regulation of governmental authority, then while so prevented, Lessee's obligation to comply with such covenant shall be suspended, and Lessee shall not be liable in damages for failure to comply therewith; and this lease shall be extended while and so long as Lessee is prevented by any such cause from conducting drilling or reworking operations on or from producing oil or gas from the leased premises; and the time while Lessee is so prevented shall not be counted against Lessee, anything in this lease to the contrary notwithstanding.

12. The undersigned Lessor, for himself and his heirs, successors and assigns, hereby surrenders and releases all rights of homestead in the premises herein described, in so far as said rights of homestead may in any way affect the purpose for which this lease is made as recited herein, and agrees that the annual drilling deferment rental payments made to Lessor as herein provided will fully protect this lease as to the full interests of the undersigned.

In WITNESS WHEREOF, this instrument is signed, sealed and delivered on the date first above written.

WITNESS:

---------------------------------------------------------------------------------(SEAL)
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STATE OF MISSISSIPPI,

County of ____________________________________

THIS DAY personally appeared before me, the undersigned, in and for said County and State, the

who acknowledged that he signed and delivered the within and foregoing instrument on the day and year therein mentioned.

GIVEN under my hand and seal of office, this ___________ day of __________________________, A.D., 19____

(SEAL)

My commission expires: ____________________________

Notary Public.

STATE OF MISSISSIPPI,

County of ____________________________________

PERSONALLY APPEARED before me the undersigned ____________________________

(SEAL)
PERSONALLY APPEARED before me the undersigned:

In and for said County and State, the within named:

one of the subscribing witnesses to the within and foregoing instrument, who being first duly sworn, deposes and saith that he saw the within named

subscribed thereto, sign and deliver the same to the said:

that he, this affiant, subscribed his name as a witness thereto in the presence of the said:

and that he saw the other subscribing witness sign the same in the presence of the said

and that the witnesses signed in the presence of each other, on the day and year therein named.

Sworn to and subscribed before me, this the _______day of_.

(Affix Seal)

My commission expires:

Notary Public.
<table>
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<tr>
<th>Name</th>
<th>Location</th>
</tr>
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<tbody>
<tr>
<td>Alaska Association of Petroleum Landmen</td>
<td>Anchorage, Alaska</td>
</tr>
<tr>
<td>Ft. Smith Landmen's Association</td>
<td>Ft. Smith, Arkansas</td>
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<tr>
<td>Bakersfield Association of Petroleum Landmen</td>
<td>Bakersfield, California</td>
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<td>Durango, Colorado, and Farmington, New Mexico</td>
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<td>Indiana</td>
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<td>Southern Oklahoma Association of Petroleum Landmen</td>
<td>Ardmore, Oklahoma</td>
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<tr>
<td>Tulsa Association of Petroleum Landmen</td>
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<tr>
<td>Michael Late Benedum Chapter of A. A. P. L.</td>
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<td>Abilene Association of Petroleum Landmen</td>
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<td>Permian Basin Landmen's Association</td>
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<td>San Antonio Association of Petroleum Landmen</td>
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<td>East Texas Association of Petroleum Landmen</td>
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<tr>
<td>Utah Association of Petroleum Landmen</td>
<td>Salt Lake City, Utah</td>
</tr>
<tr>
<td>Wyoming Association of Petroleum Landmen</td>
<td>Casper, Wyoming</td>
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</tbody>
</table>
APPENDIX D
AMERICAN ASSOCIATION OF PETROLEUM LANDMEN

CODE OF ETHICS

Preamble:

In an area of human endeavor involving trading under conditions usually competitive, ethical standards for fair and honest dealing can be made increasingly meaningful by an association organized and dedicated not only to the definition, maintenance, and enforcement of such standards, but to the improvement and education of its members. Such is the objective of the American Association of Petroleum Landmen and such is its public trust.

The following Code of Ethics is hereby established as a basis of conduct, business principles and ideals for the members of the American Association of Petroleum Landmen; and it shall be understood that conduct of any member of the Association inconsistent with the provisions set forth below shall be considered unethical and said individual's membership status shall be subject to review by the Board of Directors of the Association.

Article I. Relationship With People Outside of the Oil Industry
1. It is the duty of the Landman at all times to promote and, in a fair and honest manner, represent the petroleum industry to the public at large with the view of establishing and maintaining good will between the industry and the public.
2. The Landman in his dealings with landowners and others outside the industry, shall conduct himself in a manner consistent with fairness and honesty, and such as to maintain the respect of the public.

Article II. Relationship With People Within the Oil Industry
1. Competition among those engaged in the oil business is to be kept at a high level with careful adherence to established rules of honesty and courtesy.
2. A Landman shall not betray his employer's (or client's) trust by directly or indirectly turning confidential information to personal gain.
3. The Landman shall exercise the utmost good faith and loyalty to his employer (or client) and shall not act adversely or engage in any enterprise in conflict with the interest of his employer (or client).
4. The Landman shall never assume unwarranted authority in the other professional fields involved in his work.

Article III. Individual Conduct
Among the Landman's personal qualities are friendliness, a knowledge of human nature, and an understanding of values and a sound trading instinct predicated on the basic qualities of honesty and integrity. The range of his contacts is such that he could not long survive without some understanding of human nature and behavior and without the ability to apply
himself patiently and conscientiously to the task at hand. His lively interest in people is hardly separable from a like interest in things and it is a part of his professional life to seek additional education and self-improvement, not only on the field of his work but in all areas of his personal activities.

Article IV. Allegiance to AAPL

The AAPL is a voluntary organization designed to secure deserved recognition and improved standing for the Landman in the oil industry by coordinating the work and efforts of landmen as a class, by unselfish industry service, by education, and by promoting the growth and development of the Association. The member will be expected to feel responsibility as an individual for the furtherance of these organizational aims and to consider it a privilege to promote these objectives. The enthusiastic acceptance of the Association by the industry should no way lessen the felling of responsibility in the individual member to strive through his own professional bearing and through collective effort to attain and deserve higher levels of recognition.
The author was born on December 25, 1932, in Jackson, Mississippi. He received his primary education in various towns in North Mississippi, and his secondary education in Jackson, graduating from Central High School in Jackson in May of 1950. In the fall of 1950 he attended the University of Mississippi in Oxford, Mississippi.

In August of 1953 he was commissioned a Second Lieutenant in the Military Police Corps of the United States Army, and served two years before discharge in October, 1955.

Following his release from the Army, he returned to Jackson, Mississippi, and did petroleum landwork until the following summer.

In the summer of 1956 he returned to college and completed the requirements for the Bachelor of Arts Degree, receiving the degree in August of 1956 from the University of Mississippi. In the fall of that year he began graduate study at the University of Mississippi, majoring in Sociology and minoring in Labor Economics. He received his Master of Arts Degree in August of 1957. He did additional graduate work at the University of North Carolina in the 1957-58 school year. During the summer of 1958 he taught at Pennsylvania State University. In the fall of 1958 he began his graduate studies at Louisiana State University, again majoring in Sociology and minoring in Labor Economics. He continued his graduate training at that University for the next two years.

In June of 1960 he accepted a position as Instructor and Research Associate at the University of Georgia, where he remained for three years.
The author accepted his present position as Assistant Professor and Acting Chairman of the Department of Sociology at Millsaps College in Jackson, Mississippi, starting in September of 1963. He is married to the former Patty Maurine Watts of Brookhaven, Mississippi, and has three children. He is now a candidate for the degree of Doctor of Philosophy.
Candidate: Clifton Dow Bryant

Major Field: Sociology

Title of Thesis: The Petroleum Landman: A Sociological Analysis of an Occupation

Approved:

[Signatures]

Major Professor and Chairman
Dean of the Graduate School

EXAMINING COMMITTEE:

[Signatures]

Date of Examination: December 19, 1963