


WRR
**WOOD
RIVER
REVIEW**
NOV. / DEC. 1993



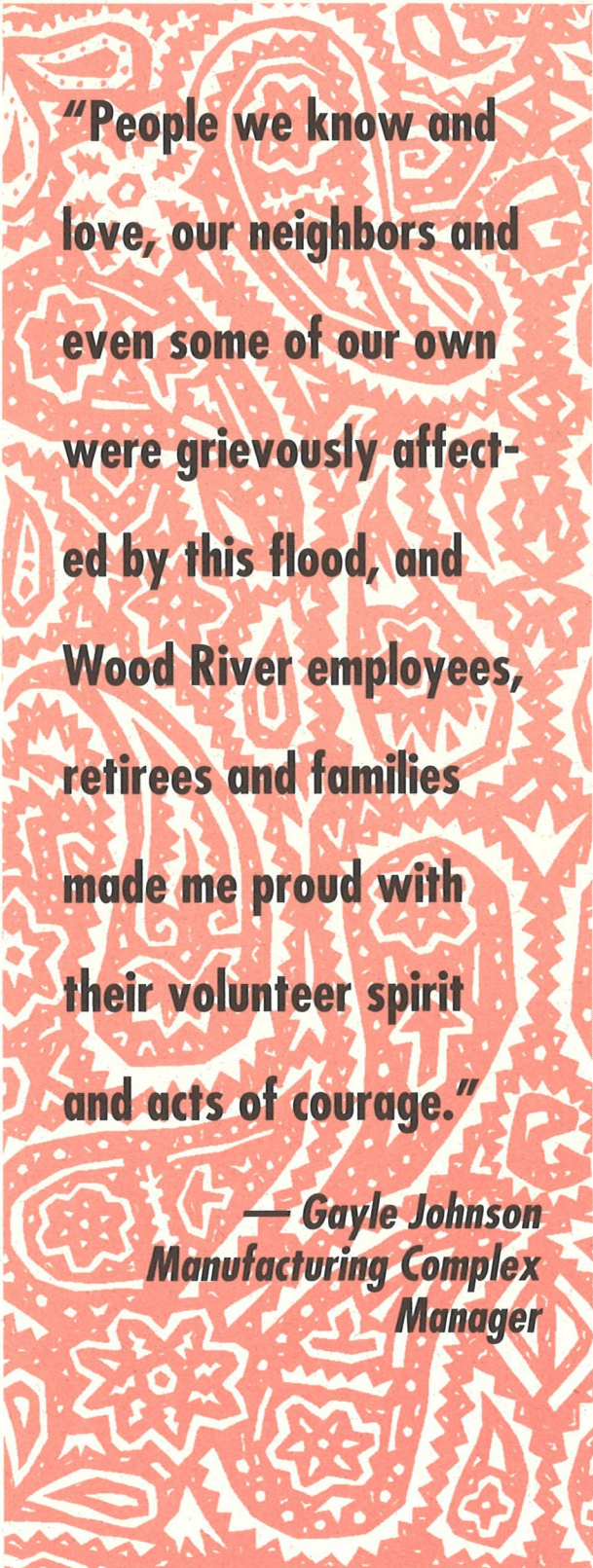
Best Wishes In The New Year From Gayle Johnson

he holidays always serve as a time for me to wrap up old business and, with the coming of a new year, forge ahead into the future. I'm sure, with Wood River Manufacturing Complex's many changes of 1993, you're looking ahead far more than backward in anticipation of the year ahead. I must tell you, so am I, but I refuse to leave 1993 without at least one backward glance, because truly it was an extraordinary year.

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WRR
**HOLIDAY
MESSAGE**

Continued from page 1



"People we know and love, our neighbors and even some of our own were grievously affected by this flood, and Wood River employees, retirees and families made me proud with their volunteer spirit and acts of courage."

**— Gayle Johnson
Manufacturing Complex
Manager**

This year has been filled with a great deal of pain and suffering, as well as so many triumphant stories. Most certainly, the Great Flood of 1993 comes to mind first when we think about 1993. People we know and love, our neighbors and even some of our own were grievously affected by this flood, and Wood River employees, retirees and families made me proud with their volunteer spirit and acts of courage.

Wood River continues to see the effects of very poor product margins and the effect on profits and the high costs of business due to the flood damage and shipping expenses. Hopefully, things have already begun to return to normal again within our facility, and we can only pray that saturated soil doesn't lead to floods in the spring. If it does, we will be there again to help victims with supplies, money and our hard work, and we'll strive to continue operations to the best of our ability.

The Complex also underwent some pretty dramatic changes inside its gates as well during this past year, with the focus on profits and ensuing changes. Not one person was unaffected by this major undertaking, and almost everyone participated in a movement to discover ways to improve profits. When Shell President and CEO Phillip J. Carroll visited the Complex on Sept. 1, he had many positive things to say about WRMC's progress in this arena, a sure signal that Head Office is taking notice of our efforts. This faith by Head Office in our progress is shown by increased capital spending on profit items versus primarily environmental expenditures in the recent past.

WRMC also ushered in its

75th year of operation with a subdued but jubilant opening of a refurbished building to house the History Museum. Alumni from Martinez Manufacturing Complex and Deer Park Manufacturing Complex, whose own History Museums provided the ideas and insight into WRMC's project, visited the Complex for the grand opening.

In the environmental arena, WRMC welcomed a new era of paper waste reduction, with the Paperwork Reduction Project initiated in June. Part of a Shell-sponsored project, the PWR was initiated to reduce the amount of paperwork at Shell's many locations. During the project, employees learned how to reduce paper waste as well as time waste through a sensible and fairly easy process. The Complex should realize an annual reduction of about 415,000 sheets of paper. Overall, Shell stands to save significantly, too, and that's good for all of us.

We also assisted the Illinois Environmental Protection Agency (IEPA) with its first-ever Hazardous Waste Collection Day for southwestern Illinois. The IEPA held the collection here at Wood River, with cars lining up with hazardous waste collected from area homes to be properly disposed of. WRMC was selected as the collection site because of its central location for the eight River Bend communities served during the Hazardous Waste Collection Day.

Of course, our safety numbers have risen significantly. On March 5, WRMC celebrated 7 million safe work hours. We improved on that record on July 6, when we reached 8 million safe work hours.

WRR
**HOLIDAY
MESSAGE**

And on Nov. 15, WRMC attained 9 million safe work hours, and is still counting, the highest ever in the Complex's history. WRMC also was recognized by the Illinois House of Representatives on May 18, with the passage of House Resolution No. 824. The resolution congratulated and commended the employees of WRMC for their outstanding safety record. It is very gratifying to see all the progress we are making on the safety front earning our employees such high-level recognition. We do, however, have significant progress to be made in the elimination of serious injuries. Our OSHA recordable rate at 2.8 exceeded our goal of 1.8, and extensive all-employee communications focused on the 1994 challenge in December.

We've also continued our support of the community through our educational and community outreach programs, such as SERVE, Choices, Partners In Education, and Project Business. I think it's important that we continue to value this aspect of our business, because it wasn't so very long ago when we had a less than favorable relationship with our neighbors.

That's why I hope to see the spirit of camaraderie and volunteerism swell even more during 1994. There's so much we can do for each other to reduce—even eliminate—accidents in the workplace, and there's so much we can do in our communities, especially in the wake of the flood. This time of year—this special holiday season—seems such a perfect time to begin giving the wonderful gift of caring.

In summary, 1993 was a year of change and many tough deci-

sions. We have now presented a detailed 3-5 year plan which shows WRMC returning to profitability even in this poor market. The plan was based on the work of all employees in our profitability study. In effect, the future is in our hands, and I am confident we can execute the plan we have laid out in a safe and environmentally clean manner.

I sincerely wish you and your families the best of happiness and good health during the coming year.



Gayle Johnson
Manufacturing Complex Manager

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WRMC Implements New OSHA Requirement

It's nothing new for Wood River Manufacturing Complex employees to use great precaution around hazardous chemicals. But the Occupational Safety and Health Administration (OSHA) developed a standard numbered 1910.119 to help define requirements, and you'll be hearing lots about it in the months ahead.

OSHA 1910.119 is called "Process Safety Management of Highly Hazardous Chemicals." The requirements of this standard are intended to protect employees and contractors by preventing or minimizing the consequences of incidents involving highly hazardous chemicals. However, OSHA 1910.119 is unique in that all companies are told what results must be accomplished, but does not provide specifications for how to accomplish those goals. That's why the Complex Leadership Team (CLT) chartered a Process Safety Management (PSM) Implementation Team in 1992 to address this issue.

Mike Delaney, Environmental Conservation, is the PSM Implementation Team Leader. The team is expected to develop detailed implementation guidance for WRMC. "This standard defines the desired outcome in 15 elements and allows us to develop our own roadmap for compliance," he says. "OSHA's motive was to minimize the likelihood of an incident and minimize the consequences if indeed one occurred."

Each element has a focal point, responsible for ensuring WRMC moves forward with compliance. In addition, extra members were assigned to assist with the implementation. The OSHA standard went into effect in May 1992, with staggered dates for compliance through 1997.

Here's a brief summary of the 15 elements that comprise the PSM standard, along with the names of focal points for each element. In issues ahead, the *Review* will cover the PSM elements in depth to ensure employee understanding of OSHA 1910.119.

Process Safety Management

1.

APPLICATIONS:

The regulation provides guidance that separates the Complex into 24 processes. This separation into smaller segments provides the basis for developing many of the other elements. Examples of covered processes include: BEU, CCUI, Volatiles, Lube Extraction and others.

2.

EMPLOYEE PARTICIPATION:

This element is to ensure that every employee participates in the whole pro-

cess. WRMC seeks employee involvement throughout the process with the goal to educate while this implementation is underway. Employees are participating through existing teams, such as the Health, Safety and Environmental Planning Group, B.E.S.T. Teams, Safety and Health Committee, Safety and Health Group and departmental SSEP meetings.

3.

PROCESS SAFETY INFORMATION:

This describes what happens in a unit and provides diagrams of the unit's innerworkings. This information must be

shared with every individual who works on a unit, including contractors. It also should be readily available at every unit.

4.

PROCESS HAZARDS ANALYSIS:

PHAs analyze the potential hazards from chemicals in a unit. Detailed analysis of what might occur is used to ensure prevention systems are in place. A team with both technical and operations expertise will complete PHAs for all covered processes.

5.

OPERATING PROCEDURES:

The standard requires that WRMC have written operating procedures that provide clear instructions for the safe operation of the covered process, including steps for each operating phase, operating limits, safety and health considerations and safety systems.

6.

TRAINING:

Employees and contractors are trained in the safe operation of the covered process, keeping in mind the hazardous chemicals they're dealing with.

7.

CONTRACTORS:

This element ensures that WRMC trains contract employers about the hazardous chemicals in the units. Contract employers must train their employees. This element also establishes guidelines for a system to evaluate contractor safety performance before Shell employs them.

8.

**PRE-STARTUP SAFETY
REVIEW:**

A new or modified unit process requires a team to review the changes before it is started up. Special attention is paid to these areas: equipment meets specifications; operating procedures are in place; people in contact with the unit are properly trained.

9.

**MECHANICAL
INTEGRITY:**

This regulation requires WRMC to have written repair/overhaul procedures for its mechanical facilities, training for process maintenance employees, and inspection and testing of the process equipment.

10.

HOT WORK PERMITS:

This element addresses the permitting of "hot" work. WRMC has long had a system in place for the permitting process.

11.

**MANAGEMENT OF
CHANGE:**

This element ensures that if there are changes affecting the process safety information of a covered process, the changes meet sound engineering practices and all operating procedures are updated to reflect those changes.

12.

**INCIDENT
INVESTIGATION:**

This regulation requires that WRMC investigate incidents which resulted in, or could have resulted in, a catastrophic release of covered chemicals. Expectations for timing for starting investigations, as well as investigation team membership, are provided.

13.

**EMERGENCY
PLANNING AND
RESPONSE:**

Emergency planning and response ensures that evacuation procedures and training are well defined and in place, with regular drills to test the systems and alarms.

14.

COMPLIANCE AUDITS:

This element ensures that WRMC periodically audits itself to ensure compliance with the PSM standard.

15.

TRADE SECRETS:

Because OSHA is requiring WRMC to share information previously held private, a system must be in place to ensure absolute confidentiality. It is important that competitive information is not shared outside of Shell.

"WRMC is in a solid position to comply with the standard, thanks to many procedures in place, as well as the SSEP. Each employee might ask 'Why is PSM important to me?' The answer is it provides a framework to enhance workplace safety through better documentation for operating units, clearer operating and maintenance procedures, and training for all. Clearly, open communication and employee participation are the ways each individual can contribute."

**PROCESS SAFETY MANAGEMENT
ELEMENT FOCAL POINTS:**

Applications	Shawn Anderson
Employee Participation	Mike Delaney/Larry Judge
Process Safety Information	Shawn Anderson
Process Hazard Analysis	Shawn Anderson
Operating Procedures	Marcy Fisher/Jeff Fornero
Training	Marcy Fisher
Contractors	Bruce Dorris
Pre-Startup Safety Reviews	Mike Delaney
Mechanical Integrity	Larry Snell
Hot Work Permits	Jeff Deerhake
Management of Change	Larry Snell
Incident Investigation	Jeff Deerhake
Emergency Planning & Response	Rick Haase
Compliance Audits	Jeff Deerhake
Trade Secrets	Larry Judge
SFME Coordination	John Cook
Computer Support	Bob Wassick

(For additional information about OSHA 1910.119 or WRMC's Process Safety Management of Highly Hazardous Chemicals, contact any team member.)



WRMC Tackles Flood Clean-up

It was dubbed the worst flood in more than 100 years. The Great Flood of 1993, which lasted most of the summer, wreaked heavy damage on the WRMC's dock, where much of the Complex's product is shipped to customers by way of the Mississippi River. But, in true Shell fashion, WRMC has been managing the cleanup of its Hartford dock facilities the same way it managed the flood itself—with careful planning, safe operations and the personal fortitude of many employees and contractors.

When the Mississippi River was reopened to barge traffic on Sept. 10, Wood River quickly prepared for its first shipment on the river in more than two months. And on Sept. 12, the first load of gasoline component began making its way down the river. That's not to say the dock facilities were up to par and running smoothly. To the contrary, much had to be done to repair the damage done by the muddy water.

According to Frank Smith, Marine Transportation Representative, WRMC's first move was to bombard the dock area with craftsmen once the water receded. More than 75 people spent more than a month inspecting every square inch of the dock facility. When they were finished, they provided Shell with a complete report on equipment, lines, piping integrity and marine vapor recovery.

When all was said and done, about half of what the Hartford dock started the summer with remained when the flood was over.

"Our asphalt lines were completely underwater, with the lines plugged with asphalt and the electrical tracing completely ruined," says Smith. "Every piping system was underwater."

Worst hit were the asphalt lines, the dock-

It's a tough job, but somebody has to do it. That's the attitude of Frank Smith and other WRMC employees and contractors who are undertaking the monumental task of cleaning up the Hartford dock facility after the Great Flood of 1993.



house and the marine vapor recovery system. "General cleanup has been a major headache, too," says Smith. "It was unbelievable the kind of trash carried in here by the Mississippi." Smith cited such items as refrigerators, large ice coolers, tires, trees, propane tanks, buoys and plenty of garbage.

As planned, the dockhouse was removed, and another was built in Houston and floated via barge to WRMC on Dec. 6. The new dockhouse is a two-story building, built so it rests above the Hartford levee. The second floor houses important electrical equipment, while the first floor has a restroom, shower, mini lab and kitchenette. Smith hopes the added height will avoid ever having the dockhouse flood again.

"This was the worst event I can remember in Wood River's history," says Smith, a long-time employee. "Deviation from routine creates room for error, but I'm really proud that the people who work at the dock have shown they can rise to the challenge. We staffed the facility throughout the flood, and we did a good job of keeping our heads in a tough situation. I think our approach to the whole event saw us through; we hoped for the best, but we were prepared for the worst."



Top photo: The Hartford dock area is not a pretty site after the ravages of the flood. Trash and a great deal of damage were all that remained after the water receded. Above: Workers prepare the site for the new, two-story dockhouse. This one should stand well above the high water mark reached during the 1993 flood. Right: Flood waters are extremely powerful, as you can see from the huge stump and roots of this tree uprooted and deposited at the Hartford dock facility.



WRR BILLBOARD

An Up-close Look At: The Hazmat Team

They're a dedicated group who pride themselves on their ability to apply a unique expertise at incidents involving hazardous materials. At a manufacturing complex such as WRMC, virtually every emergency response incident involves hazardous materials, and this special team is always on hand.

The Hazardous Materials (Hazmat) Team is a dedicated group of responders whose primary service is to control leaks, spills and releases of hazardous materials. Some 25 individuals carry the long-distance pager that could go off any time of day or night. Their commitment to the team is total—as Captain Mike Gutierrez explains, they never leave home or work without that pager nearby.

"This group works very closely with our fire crews," says Rick Haase, Health & Safety Inspector. "We've organized the system so that the Hazmat Team can assist the fire crew or the fire crew can assist the Hazmat Team, depending on the scenario."

Haase cites an example in which a fire crew is called to extinguish a fire caused by hazardous chemicals. "In this scenario, the fire crew would put out the fire, then the Hazmat Team would come in and patch the leak," he explains. "If a product is leaking but there is no fire, the Hazmat Team is considered the first responder. They patch the leak after the fire crew has set up a protective line to handle a fire if it erupts."

Haase says volunteerism within the emergency response system is critical to WRMC's safe operations. Without volunteers on the Hazmat and other emergency-response teams, the Complex would not be able to function safely. That's why he's proud of the interest shown in Hazmat during its



Dave Kopp (left) and Mike Gutierrez proudly show off WRMC's Hazmat truck, obtained in the fourth quarter 1992. This primary response vehicle serves as Operations Central for the Hazmat Team during an emergency.

first year of operation, as well as the interest shown in other emergency response services. Haase says his goal is to keep that interest piqued.

"Our volunteer Hazmat Team members come from all walks of life," he says. "Many are cross-trained, so they are members of the fire crew as well as the Hazmat Team. Several members also serve their communities on volunteer fire departments. This kind of involvement is great for Wood River, because when we have an emergency, we benefit from having people with expertise in all types of emergencies responding."

Mike Gutierrez, a Tester in Quality Assurance, has been involved in the Hazmat Team since its inception. As captain, he oversees the organization of the team, ensuring that all members participate in training, know procedures, are involved in pre-planning and drills, and maintain their safety equipment.

Gutierrez also works with Dave Kopp, an Engineer, who serves as the

team's training committee chairman.

Gutierrez wasn't a stranger to emergency response when he joined the Hazmat Team. He has always been an Emergency Responder at WRMC, and he also serves as a volunteer firefighter in the Long Lake Volunteer Fire Department in the Nameoke and Pontoon Beach area.

But becoming a member of the Hazmat Team wasn't a piece of cake, he says with a smile. Especially with the training requirements carried out by Kopp, the team's training committee chairman.

"This is physically very demanding work, so anyone who is on the team has to be in good condition with no physical impairments," explains Kopp. For instance, crew members must wear what are called "moon suits," suits which are fully self-contained with a breathing apparatus inside. These "moon suits" are extremely hot and confining.

Hazmat Team members also must

Continued on page 9

WRR BILLBOARD

A Moment In History

Artistic talent abounds at Wood River Manufacturing Complex. Just ask History Museum curators Andy Dick, Margaret Middlecoff and Lois Cooper, who initiated the museum's first-ever art exhibit in November. The exhibit features the talents of retirees and active employees alike, and runs the gamut from oil paintings to wood carvings.

By mid-December, the museum was showing about 30 works of art, with plans to continue the exhibit through January 1994. Among the featured artists: retiree and History Museum Curator Lois Cooper, who is showing some of her oil paintings; retiree Herschel Nelson, whose oil

paintings and pen-and-ink drawings of the area are on display; employee Mary Haynes, who is showing several of her oil paintings; retiree Doris Jilek, who also is showing her oil paintings; and retiree Ray Hanahan, whose oil paintings and wood carvings are on display.

"We'd love to have visitors drop in any Wednesday or Thursday to look at these works of art," says

Andy Dick, curator. "We really do have some talented artists among our ranks."

In its new location in the former Research Laboratory, the History Museum is open to the public two days a week and is available for tours on appointment. Open hours are Wednesdays and Thursdays, from 10 a.m. to 4 p.m. The new phone number is 255-3718. In addition, the museum is now welcoming outside groups for tours, such as retiree organizations and school classes.

If you are interested in volunteering as a History Museum host or have artifacts to donate, please call Andy, Margaret or Lois on Wednesdays or Thursdays during work hours at 255-3718.



Hazmat, Continued from page 8

undergo physical exertion monitoring and a complete exam of their past medical history. Age also is a factor in selecting team members. And, of course, team members must be willing to commit valuable time to emergency response, and they have to understand that Hazmat work is hazardous, just as the name implies.

"This has the potential to be very dangerous work," says Gutierrez. "Here in the refinery, we know what we're dealing with most of the time, and our team has a commitment to help our fellow employees during any time of need. My personal feeling is that I have an investment in this Complex—I would like to work here another 20 years, so if I can do something to avoid a major shutdown to the plant, I'll do it, and gladly. This kind of work gives me pleasure."

Rick Haase says the Hazmat Team will again be adding volunteers to its team during 1994. "We still have 75 applications on file from the 1993 solicitation, so we'll consider these first when we add to our team," he says. "But all of our emergency response teams are essential to safe operations here at the Complex, so we welcome inquiries and applications."

If you would like to learn more about the Hazmat Team or other emergency response teams, contact Rick Haase at 255-2624 or send a PROFS note to RJH34. Please remember that your department manager must approve of your participation before you can apply.

Here is a list of WRMC's Hazmat Team members. When you see them on the job, tell them thanks for the service they provide.

Gary Abner.....	Boilermaker/Maintenance
Rich Drew.....	Human Reliability/OE & Training Specialist
Terry Elrod.....	Maintenance Foreman/Maintenance
Steve Funk.....	Operator/Lubricants
Jack Gottlob.....	Insulator/Maintenance
Jeff Greer.....	Pipefitter/Maintenance
Mike Gutierrez.....	Tester/Quality Assurance
Larry Hargrave.....	Asst. Ind. Health & Safety Hygienist
David Havis.....	Industrial Hygienist/Health & Safety
Larry Heugatter.....	Industrial Hygienist/Health & Safety
Bob Johnson.....	Crane Operator/Maintenance
Debbie Kelly.....	Operator/Hydroprocessing
Dave Kopp.....	Engineer/Contractor Project Support
Dan Langendorf.....	Engineer/Engineering Services
Randy Marshall.....	Operations Foreman/Distilling/Gas
Bob Miller.....	Chemist/Quality Assurance
Dan Moore.....	Pipefitter/Maintenance
Bill Owens.....	Pipefitter/Maintenance
Mike Parish.....	Inspector/Health & Safety
Duane Paul.....	Special Assignment/Maintenance
Dave Smith.....	Crane Operator/Maintenance
Randy Smith.....	Pipefitter/Maintenance
Gary Spears.....	Supervisor/Lubricants
Tom Waghorn.....	Pipefitter/Lubricants
Jacob Young.....	Pipefitter/Maintenance

WRR BILLBOARD

In Remembrance

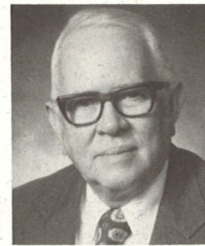
Elmer Childers, 85, died Oct. 23. Mr. Childers was an Operator in Catalytic Cracking before retiring in 1966 after 37 years of service.



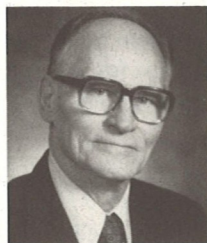
Leonard McCormick, 74, died Nov. 30. Mr. McCormick was an Operations Foreman in Cracking before retiring in 1980 after 38 years of service.



Lawrence Stokes, 78, died Nov. 12. Mr. Stokes was an Operations Foreman before retiring in 1977 after 40 years of service.



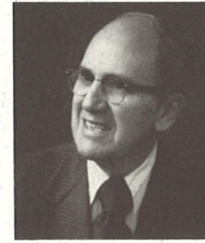
Charles Foster, 78, died Nov. 12. Mr. Foster was a Compounder in Lubricants/Compounding before retiring in 1978 after 32 years of service.



Herman Niemann, 81, died Nov. 6. Mr. Niemann was a Supervisor, Material control in Purchasing/Stores before retiring in 1965 after 31 years of service.

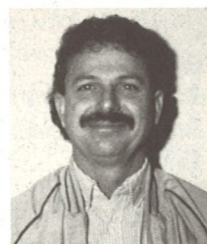


Al Wallace, 83, died Dec. 16. Mr. Wallace was a Craft Coordinator in Maintenance before retiring in 1975 after 36 years of service.



New Hires

J. Mark Jones transferred to WRMC as Senior Chemist in Quality Assurance. Previously, Mark was a Research Chemist at



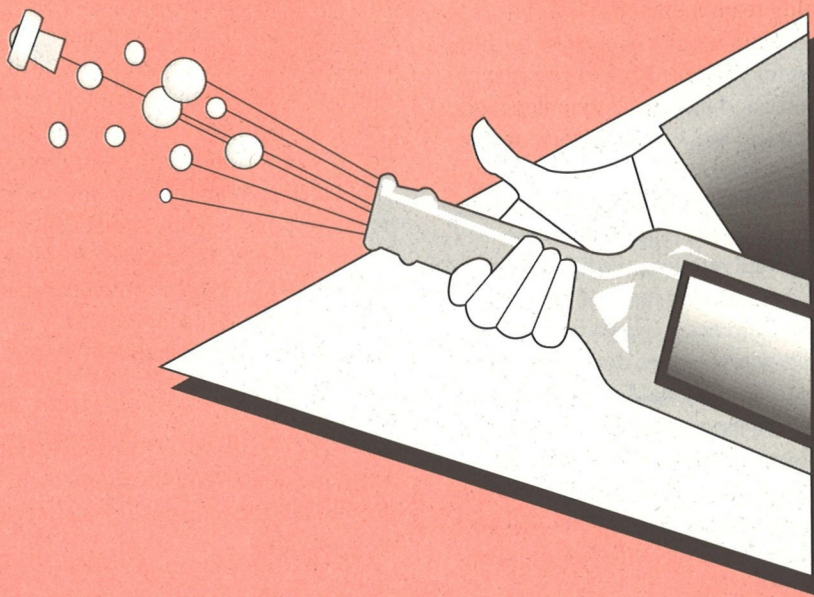
Westhollow Research Center. Mark, who has two children, Anthony and Jennifer, plans to live in St. Louis. He enjoys running and canoeing.

Retirements

Henry Dorn
Operator 1/Breaker
Logistics
21 years

Norb Komorowski
Quality Assurance Tester
Quality Assurance
16 years

Lefty Reeves
Machinist 1
Maintenance-Shops
25 years



WRR BILLBOARD

SRA Calendar: January - February 1994

SRA ACTIVITIES (ongoing):

Activities	League Secretary	PROFS
Volleyball	Keith Schoenleber	KAS34
Archery	Bill Owens	CWO34
Radio Club (all year)	Robert Travis	RET6



SRA Pistol League Posts Results

Here are the final results of the 1993 Olin Industrial Pistol League.

"A" League Winner:

Shell "A" Team

"B" League Winner:

Second-place tie for Shell "D" Team

Individual Awards:

SRA Pistol League

High Average:

Steve Lash, Shell "A" Team

SRA Pistol League

Most Improved Shooter:

Eddie Clark, Shell "F" Team

Team Awards:

Shell "A" Team:

High Average: Steve Lash

Most Improved: Jerry Hall

Shell "B" Team:

High Average: Jim Jackson

Most Improved: Larry Leuck

Shell "C" Team:

High Average: Terry Abernathy

Most Improved: Sam Effinger

Shell "D" Team:

High Average: Homer Barrett

Most Improved: Jerry Summers

Shell "E" Team:

High Average: Dennis Garofoli

Most Improved: Bob Travis

Shell "F" Team:

High Average: Dave Daniel

Most Improved: Eddie Clark

Top 20 Averages For The Year:

Steve Lash	"A" team	294.4
Kent Kramer	"A" team	293.2
Dave Kruckeberg	"A" team	287.2
Jerry Hall	"A" team	285.5
Steve Grissom	"A" team	276.9
Jack Mozley	"A" team	276.8
Homer Barrett	"D" team	276.5
Jim Jackson	"B" team	273.3
Paul Hanold	"A" team	270.8
Charles Kwas	"D" team	267.7
Dave Daniel	"F" team	266.4
Ron Nuernberger	"A" team	263.1
Bill Kreutzberg	"A" team	262.9
Terry Abernathy	"C" team	261.8
Jim Maxfield	"D" team	260.4
Sam Effinger	"C" team	260.3
Tom Rock	"C" team	253.3
Larry Leuck	"B" team	253.2

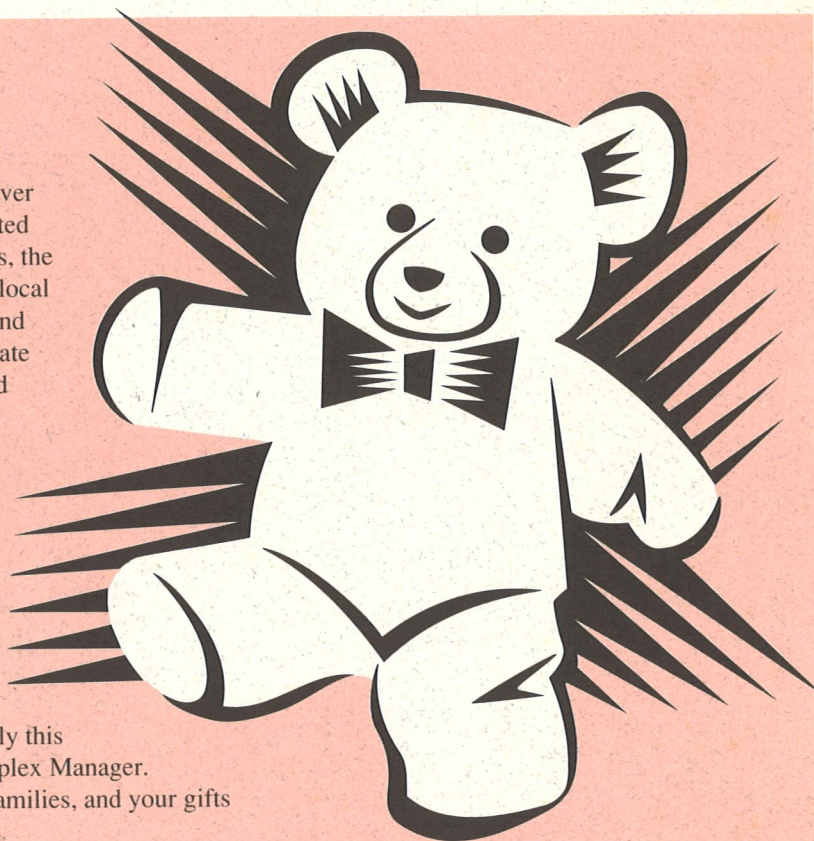
WRR BILLBOARD

WRMC Participates In Community Christmas and Toys For Tots

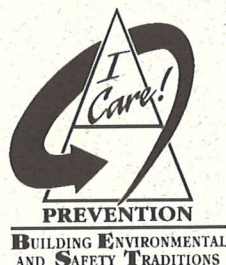
From Nov. 29 through Dec. 17, Wood River Manufacturing Complex joined the United Way, the United States Marine Reserves, the *Alton Telegraph* and a number of other local businesses and organizations in a clothes, food and toy drive. The Complex asked employees to donate canned goods, clean clothes and new, unwrapped toys.

The food and clothes were distributed among the following agencies: Operation Blessing, Catholic Children's Home, Crisis Food Center, Salvation Army, Project Helping Hand, Oasis Women's Center and First Call For Help. Toys were donated to the U.S. Marine Reserves' "Toys for Tots" distribution project, Operation Blessing and the United Way.

"Thanks to everyone who gave so generously this year," says Gayle Johnson, Manufacturing Complex Manager. "This was an especially hard year for so many families, and your gifts were truly appreciated."



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