

WOOD RIVER REVIEW

MARCH / APRIL 1995

Phase II: The Dot Begins To Move

As reported in the last issue of the *Review*, January through mid-February at WRMC was devoted to framing the new Business Model—a master plan for the Complex to achieve defined revenue growth and ROI (return on investment) targets. With planning completed, the implementation phase of the Business Model kicked off with a flurry of activities.

Governance Presentation: "Move The Dot"

On Monday, Mar. 20, 200 people were invited to attend a presentation on organizational transformation, governance and the Business Model. Leading off the 3 1/2-hour program, Gayle Johnson, Complex Manager, spoke about organizational transformation. In a video presentation on governance, Phil Carroll, President and CEO of Shell Oil Company, explained changes in the way Head Office and the four major Business Units will interact in the future and the expected impact of such changes.

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A new convection section on the CR1.
Inset: A few of the people who made the turnaround happen.

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Carroll explained that, as with nations, governance in corporations is about three things: power, money and accountability. The change in governance currently under way at Shell involves a devolution of power: placing "more control in the hands of people further down in the organization." To institutionalize this change and make it permanent, a formal restructuring of how power is exercised is necessary. In the future, each of the four Shell businesses will operate as a separate, publicly held company, with accountability for how it uses its financial resources. "You can't have power without accountability," said Carroll. "Otherwise it reverts to the old [authoritarian] system."

What relationship does Carroll see between the new style of governance and the Business Model? First come Vision and Values, which define the direction in which we want to move. Next, he says, comes the Business Model: "The Business Model is principally designed to make an immediate impact in helping strategic business units to get the right strategy for that business against its competitors and to give it hands-on measures of how well it's doing operationally. And then governance comes along behind that. [It is] designed to give longer term results and make changes permanent."

After the Carroll video, the focus turned more specifically to the Business Model and moving the



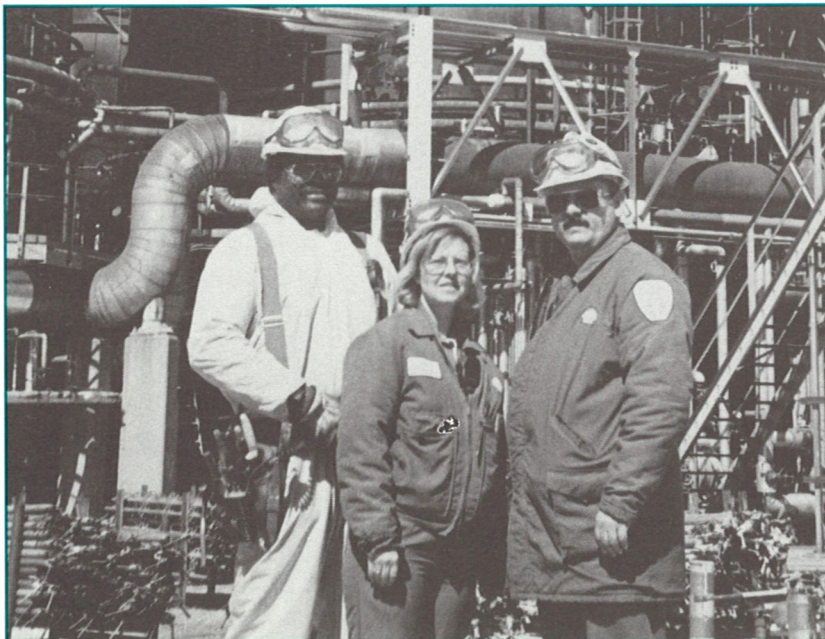
Tim Croxton and Lois Compton pose with the "Dot Mover" sculpture made by Croxton from parts of two valves replaced in the CR1 turnaround. "It's symbolic," says Croxton. "Replacing those valves is the kind of thing that will move the Dot the fastest."

Dot, and the Complex Leadership Team and the Business Model Team jointly fielded questions from the audience.

"This meeting provided a wonderful opportunity to explain the changes we're undergoing to a lot of people at one time, in one place" noted Business Model Team member Doug Groves. "It was also an opportunity for people to ask questions and get answers. The participation was excellent, and many challenging questions were asked."

Business Performance Review

The first Wood River Business Model Performance Review was held on March 21. Over a period of 12 hours, representatives from nearly every department met with the Complex Leadership Team to review their department's individualized Performance Scorecard. Each department developed its own Scorecard based on Value Drivers—operational activities that will increase profitability—identified in that department.



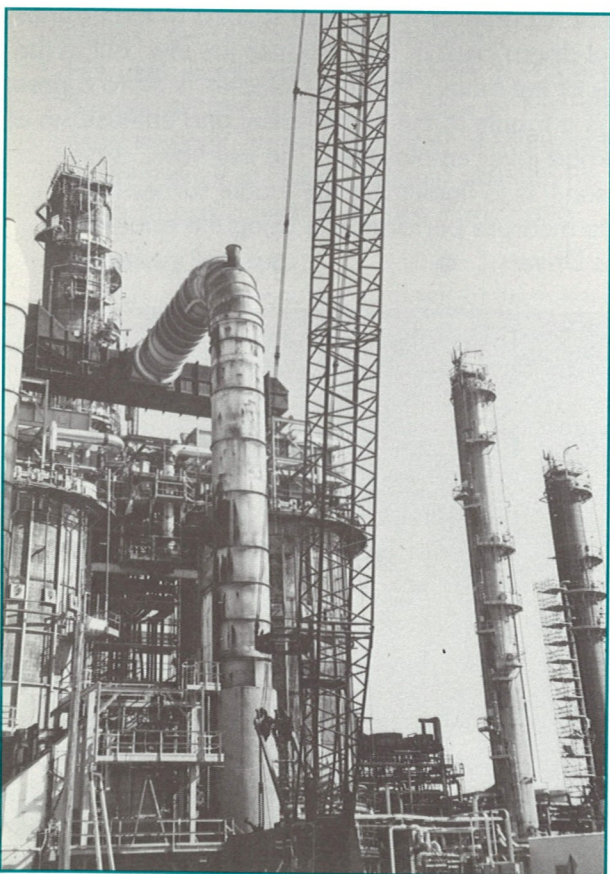
Tommie Harris, Lois Compton and Mike Hagan, three of the hundreds who worked on the CR1 turnaround. The Shell effort helped to hold down costs by minimizing the need for contractor support.

While the initial meeting focused on understanding each department's Scorecard and Value Drivers, subsequent meetings will focus on results and action plans. Approximately 20% of the time in each meeting will be devoted to a review of accomplishments and performance of the previous month. The remainder will be spent reviewing plans for the next month and next quarter and identifying areas where help might be needed.

"Lots of departments clearly understand the concept of Value Drivers," says Groves, "and they did a good job of getting widespread input into the process of developing Scorecards. Logistics, for example, had input from just about everybody."

"It's less of a struggle to develop a Scorecard in departments where things are easy to measure," points out Business Model Team member Doug Rule. "Some departments where operational activities are less readily quantifiable had to rethink the process and their role in achieving the goals of the Business Model."

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Positioning a new convection section atop DU2 required the help of large cranes.

TURNAROUND STATUS REPORT

Unit	Completed
DU2 (Distilling Unit1)	April
CR1 (Catalytic Reforming Unit 1)	April
HYDROCRACKER	March
SMR (Steam Methane Reformer-Hydrogen Plant)	March
KHT (Kerosene Hydrotreater)	March
VFC (Lubricants Vacuum Flasher Unit)	March

"HOW CAN I HELP" WINNERS?

Week	Group	Savings Benefit
1	Purchasing	\$40M/yr
2	CDU Operators	\$2MM/yr
	Distilling Operators	7 days on unit decontamination for DU2 TA
3	Butane Management & Volatiles	
	Operations Teams	\$1.5MM/yr
4	Environmental	
	Crafts Operators	prevented a \$25,000 failure repair
5	Logistics Tank Management (two projects)	\$15M/yr per tank; \$20M/yr per tank
6	Quality Assurance SDWT	\$100M/yr
7	Electrical Group-Engineering Services	\$400M/yr

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By all accounts, the first Performance Review was a success. Howard Olsen, Manager Planning and Economics and Business Model Team member, was especially pleased with the number of ideas that emerged from meetings. "Lots of people are directing a great deal of energy toward making this place profitable," he notes. As examples, he points to two recently implemented projects: (1) a plan to improve management of the Butane System which will increase profits up to \$6 million a year and (2) a \$30,000 investment to revamp operation of the Hazardous Waste System which will save \$200,000 annually. "That's a great return on investment," says Olsen.

Performance Reviews will be held every month throughout the year. Operating units and a few other departments having a critical impact on the current Value Drivers will meet with the CLT each month; reviews for other departments will be scheduled less frequently.

Turnarounds

Over a six-week period beginning in the middle of February, six operating units were the focus of feverish activity as hundreds of people worked to complete turnarounds. The turnarounds are regarded as vital in positioning the Complex to move the Dot rapidly toward the profitability goals established in the Business Model. The two largest turnaround projects involved the Distilling Unit (DU2) and the Catalytic Reforming Unit 1 (CR1).

Work on DU2 wrapped up in early April after 44 days. At completion, a massive new convection section crowned the unit. "This will give us greatly improved rate and yield capability," says Jeff Fornero, Manager Distilling.

A few blocks away, CR1 was coming back on line nearly simultaneously with DU2. The turnaround involved replacement of four large heat exchangers (better known as the "Texas Exchangers"), renewal of convection sections on the heaters, and various debottlenecking work to get more capacity through the unit.

"These and the other turnarounds will enable us to maximize our production capability," says Aamir Farid, Manager Hydroprocessing. "With the improvements we've made on DU2 and CR1, we'll get increased throughput and better yields, and greater reliability and energy efficiency will reduce operating costs. The work we've done on the Hydrocracker and SMR [Hydrogen Plant] will restore those units to full capacity."

"How Can I Help?"

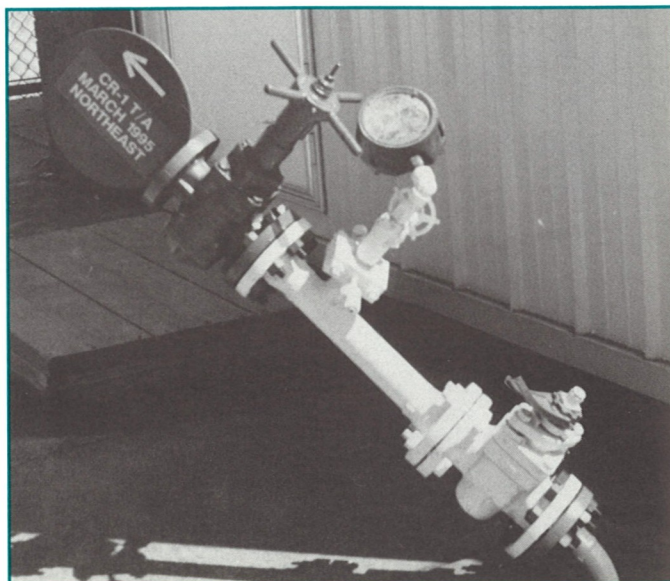
To encourage a steady flow of Dot-moving ideas, Gayle Johnson has issued a challenge to workgroups across the Complex to develop and implement one idea each week to improve financial performance. Ideas may be "anything to improve yields, save costs, improve profitability, speed up critical processes, make better decisions, improve quality, etc."

Workgroups may submit their ideas to Johnson via PROFS for the "How Can I Help?" incentive contest. Each week, one workgroup will be selected and rewarded with a free lunch (pizza, hamburgers or barbecue—no steaks!). To be eligible, ideas must have been implemented. Also, the effort must have improved performance, and results must be measurable.

Ahead Of The Pack

There is general agreement that, thus far, Wood River is further along than any other Shell location with development of its Business Model. "Wood River has discovered many innovations relative to the Business Model," says Business Model Team Member Doug Rule, "and we've even been doing video and teleconferencing to share ideas with Business Model Teams at other locations."

There is agreement also that success of the Business Model doesn't rest in the hands of the few, but in the hands of the many. That the Complex is off to a great start is a tribute to the commitment and enthusiasm of all Wood River employees. "The key now," says Johnson, "is to implement the model successfully and to measure performance using the established Value Drivers." ●



Operator Tim Croxton's "Dot Mover" sculpture, pointing to the NE, commemorates the CR1 turnaround.

Tom Purves Arrives, Sees Great Potential

Moving isn't new to Tom Purves, Wood River's new Operations Superintendent as of March 1. Nor is the challenge of adjusting to a new role.

After receiving his B.S. in chemical engineering from Illinois College in Jacksonville, Ill., and his M.S. from Iowa State in Ames, Iowa, Purves began his career with Shell in 1979 in New Orleans. He spent three years at Norco before transferring to Shell's Westhollow Research Center in Houston. Two years later, he was back at Norco. For the past seven years, he has been in Houston, first in the Base Chemical Business Center, then in Products Planning. His next move was to Deer Park as Operations Superintendent for the East Side of the refinery. Most recently, he was Manager of Manufacturing Maintenance at Head Office, a position he describes as primarily a consultancy role.

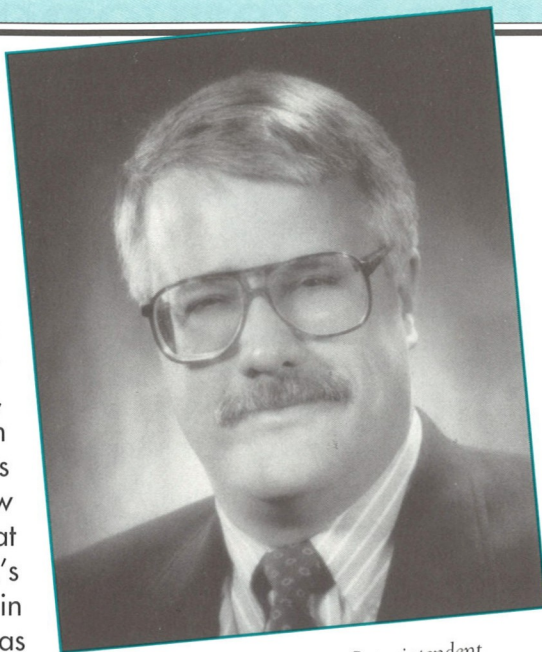
Coming Home

With all that moving, you might think news of yet another move would be met with some reluctance—but Tom was excited to learn he would be coming to Wood River. For one thing, he grew up in Springfield, Illinois, and still has family there. Mostly, however, he was excited because of Wood River itself: "I'm really impressed with Wood River and very happy to be here."

A week in March was spent looking for a house in the Edwardsville area, where the Purves family—Tom, Linda and daughters Beth, 14, Lindsay, 10, and Allison, 6—plan to settle into their new life as Illinoisans.

People And Progress

In assuming his newest role, Tom brings strong admiration for the quality of WRMC people and the progress they've made.



WRMC welcomes Tom Purves, Superintendent Operations.

"The people here are among the most competent, caring and enthusiastic people anywhere," he says, "and over the past few years they've made impressive strides. You can see it in the much-improved safety and environmental performance—or the great job Operators and Crafts have done in developing self-directed work teams. The progress is particularly amazing when you consider that it's been made during a time of tremendous change. My goal is just to keep building on that foundation."

Words On The Business Mode

Tom's arrival coincides with implementation of the new Business Model. What does he see as being its impact? "The Business Model is a really powerful tool," he says. "It's important to be aligned around the objectives we need to accomplish, and the Business Model gives us a structure to keep us focused on what we need to do to be profitable."

One of the greatest challenges Tom sees is the need to incorporate safety and environmental performance into the Business Model. He anticipates directing considerable energy toward that goal in the belief that "Outstanding safety and environmental performance is the cornerstone of success in the refining business."

Tom is looking forward to being part of the drive toward excellence he sees occurring at Wood River, and his goal is anything but modest: "I want this to become the best refinery in the U.S.," he says. "I see that kind of potential here—and strong people who can do it. I want to help that process along." ◆

Maintenance-Shops—Where Profitability Is Everyone's Business

Today in Maintenance-Shops at the Wood River Manufacturing Complex, *profitability* is in the forefront of everyone's consciousness. Making profitability the driving force of the workplace environment was a process which began early in 1993. That was when the Maintenance-Shops Profitability Study Team, sponsored by Jeff Hall, Engineering Maintenance Manager-Shops, first carried the challenge of profitability directly to Maintenance-Shops employees and asked for concrete ideas for making it happen. The Study Team members, including Butch Cottingham, Maintenance Foreman-Fleet; Ron Greeling, Maintenance Foreman-Support Crafts; Steve Lash, Maintenance Foreman-Metal Crafts; and Tim Rengel, Maintenance Foreman-EIM Crafts, asked each person to examine every aspect of his or her job and to think of new, less costly ways of doing things. The result was a flood of suggestions.

An Avalanche Of Good Ideas

Initially, the sheer number of ideas was overwhelming, posing what many considered to be an insurmountable challenge. "With so many good ideas, we wondered how to go about the successful implementation of those which were most promising," explains Jeff Hall. "I knew I had limited staff with which to accomplish this difficult task." Then, in the fall, a Maintenance-Shops Profitability Implementation Team, led by Roger Romani, Maintenance Supervisor-Fleet/Metal Crafts, was formed to implement the best proposals. Thanks to the work of team members Bonnie Hammond, Machinist; Bob Heuer, Tinner; Bob Hopkins, Carpenter; Bill Thompson, Equipment Operator; and Paul Willis, Carpenter, and the commitment of Maintenance-Shops employees, many of those ideas have been fully implemented. Still more are scheduled for implementation.

Making A Plan

Over an approximate six-week period, the Profitability Study Team studied suggestions and attached a rough estimate of potential cost savings

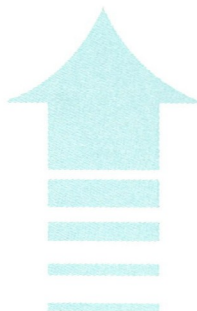
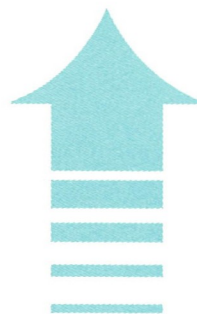
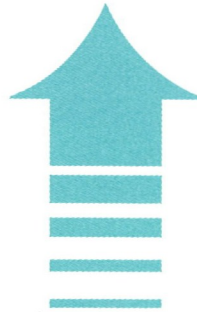
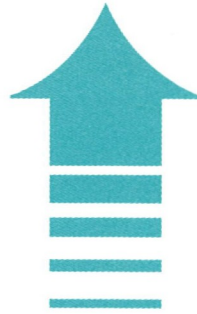
and implementation cost to each one. Those which appeared feasible and could be accomplished within a year were placed on a top priority list. Others, which would take longer to implement, were deferred for a second phase. "Only those which promised no real cost savings or would be impractical or problematic were eliminated, and no idea was rejected without consideration or without an explanation," emphasizes Roger Romani. Once priorities had been established, the list of items was passed to the Profitability Implementation Team, which analyzed them more closely, arriving at firm figures for projected cost benefits and implementation costs.

"No Sacred Cows"

Profitability suggestions from hourly employees covered the full spectrum of the workplace. "As employees scoured the work environment for ways to save money," says Paul Willis, "there were no sacred cows. Everything was scrutinized." Submitted ideas related to equipment, personnel and organization, and many reflected a focus on greater self-direction. Some involved minor items; others required major change.

The employee-generated profitability projects in Maintenance-Shops are too numerous to detail. Here, however, are a few examples, showing annual savings, post-implementation:

- Zip Crew Machinists, who work all over the Complex, operated independently. Assigning the Zip Crew to Shops centralized administration, saving \$57,000.
- Equipment from CATCO (heavy equipment yard/garage) was routinely brought in for greasing, requiring a work order and two mechanics. Installation of a grease gun in the CATCO area now enables cranemen and equipment operators to grease their own equipment on site with assistance from only one mechanic. No work order is required, and work is completed faster. Savings: \$28,000.



- Outside contractors frequently rented equipment while Shell equipment sat idle. By permitting contractors to use Shell equipment, passed-on lease costs were eliminated, saving \$178,000.
- Based on assessment of need, people in some areas were reassigned. Greater self-direction, for example, made it possible to reduce by one the number of EIM, Support Crafts and Metal Crafts Foremen for a savings of \$201,000. By transferring nine Shell Craftsmen into Carpenters, the need for ten contract carpenters was eliminated, saving \$305,000.
- The decision to purchase six man lifts eliminated the expense of building scaffolding for individual projects and greatly reduced project completion time. Savings: \$514,000.

In addition, the Profitability Implementation Team polled hourly employees about their need for training. Based on the outcome, employees took responsibility for organizing training to meet the needs they identified.

Making Change Work

The great challenge for the Profitability Implementation Team was to move projects from paper to the workplace and make them a working reality. According to Bill Thompson, making changes work hinges on acceptability to those who will be affected. "The team debated the workability and practicality of every item," he says. "Then we divided items up among the team members, went into the areas that would be impacted, and explained the proposals. We made sure the people affected had the chance to give feedback."

How were ideas received? "People are often frightened by change," says Thompson, "so we had to sell proposals—show the savings, show the benefits. We found that if people see how something makes sense, they're supportive."

Bonnie Hammond agrees. She also thinks that bringing people into the process, giving them greater autonomy and a stronger voice in decision-making, has helped. "Years ago, I had a foreman tell me I wasn't paid to think," she recalls. "But people who do the jobs have good ideas, and now they're being asked what they think instead of just being told, 'This is how it's going to be.' That makes a big difference."

Ideas from hourly employees in Maintenance-Shops had the potential to generate \$7.8 million in cost savings. Thus far, completed projects have produced actual savings of

\$7.1 million, with additional savings projected as more proposals are implemented. Thompson notes, "It's all been positive. There isn't an item on the list that hasn't been profitable, and we've cut a lot of fat and waste."

A New Way Of Thinking

Profitability has now become part of the everyday consciousness of those who work in Maintenance-Shops. They routinely challenge the status quo, asking such questions as: "How many people do we really need to do this job?" "How can we cut down on paperwork?" "Can we reuse something instead of buying new?" "Can we do the work ourselves instead of going outside?" "How can we save time?"

The consensus in Maintenance-Shops is that opening communications between management and hourly employees has empowered people to take a further step in self-direction and increased the pride of ownership they feel in their jobs. As Hammond observes, "There are a lot more open doors now"—and that means doors opening to profitability. ♦



Some of the people responsible for Maintenance-Shops' new focus on profitability: (left to right) Butch Cottingham, Steve Lash, Roger Romani, Bonnie Hammond, Paul Willis, Ron Greeling, Jeff Hall, Bob Heuer, Bill Thompson and Bob Hopkins.

Valve Repair Focuses On Customers

The old wisdom that "If it ain't broke, don't fix it" has been replaced at WRMC with a new philosophy of continuous improvement. Under this philosophy, excellence replaces adequacy as the goal. Perhaps this philosophy is nowhere better illustrated than in the Valve Repair Shop, where a growing awareness of business needs has resulted in putting the emphasis squarely on improving customer service.

The Valve Repair Shop, whose primary customers are the Operations units, works in partnership with both Control Systems Engineering (CSE), which has responsibility for control valves and level displacers, and Pressure Equipment, which has responsibility for pressure relief valves. Awareness of service to the customer has grown alongside the concept of self-direction and, to deliver that service, the Valve Repair Shop has actively sought to improve relationships with CSE and Pressure Equipment. That effort has resulted in strong partnerships between Valve Repair and both groups, as well as improved service to customers.

Taking Ownership

In the past, the Valve Repair Shop Foreman was the primary conduit of communications with Engineering personnel. According to Mike Sarti, Sr. Mechanical Engineering Technician and former Valve Repair Shop Foreman, "That has changed. As Craftworkers in Valve Repair continue their journey toward becoming a self-directed workgroup, they are beginning to 'own' the business." Now individual Craftworkers manage their own work and communicate directly with their partners in Engineering and their customers rather than routing communications through their Foreman. The result has been to eliminate communication bottlenecks and save time.

Bonnie Hammond, a Valve Repair Machinist, says, "We've improved the flow of work through the shop. In the past, we wouldn't get a list of things for turn-arounds until a couple of weeks before they were needed. Then we would end up waiting for parts. By doing assessment and preparing spec sheets well in advance, we've eliminated a lot of delays and expediting expense."

Sam Effinger, Senior Instrument Engineering Technician, applauds the changes. "During the past two years," he says, "there has been a remarkable attitude change in Valve Repair. The Craftworkers are very proactive and extremely helpful. They willingly share information and offer useful advice which

Bonnie Hammond: "We have a good image with customers now."



helps us manage our business better." As an example, he cites a situation in which a valve in for repair may need replacement on the next shutdown. Now, the Craftworker doing the work will likely take the initiative to inform his or her contact in CSE. "Armed with such knowledge in advance," says Effinger, "Control Systems Engineering can improve their planning."

Evolving Customer Focus

The direct, open partnership between Valve Repair Craftworkers and CSE didn't happen overnight. It evolved as the Valve Repair workgroup developed an increased customer focus and CSE personnel began to spend more time in the Valve Repair Shop. In time, a logical idea surfaced: Why not go directly to customers and ask them what they need?

Steve Worley and Robert Berry talked with their partners in CSE, then went back to their group, where they discussed ways to improve intergroup communication. Measured against what they learned from their customers, Valve Repair Craftworkers turned the spotlight on themselves, asking such questions as, "How am I doing?" and "What can I do better?"

More Training

In assessing their own performance, Valve Repair Craftworkers determined that more training was needed. In response to this identified need, they embarked on a cross-training program to transfer and expand knowledge, utilizing those with the greatest expertise in particular areas to train those less knowledgeable. Steve Worley, Terry Brawley, John Ingold, Dave Carlyon and Robert Berry have assumed responsibility for this program.

Worley developed classes on control valves and recently conducted a class on limitorque, a type of motor operated valve (MOV). Carlyon and Berry also developed MOV classes, and Ingold and Brawley provided pressure relief valve (PRV) training. Training classes on PRVs were attended by 40 of 68 machinists, and half of the machinists attended MOV classes.

Training has expanded the capabilities of the Valve Repair Shop and resulted in an overall higher level of performance. "Instead of sending things out as we often did in the past, we can keep more of the work here in the shop," says Brawley. Worley adds, "Training has given us better control over quality, particularly on overtime and turnarounds where people work on equipment they don't normally maintain."

Formalized training modules now being developed will assure consistency of training in the future.

Changing Roles

As Craftworkers have increasingly absorbed responsibilities that used to fall to the Foreman, the Foreman has been freed to do other things. As a result, the Foreman role has adapted toward becoming a facilitator of boundary issues. Less caught up in day-to-day matters, he has more time to look ahead to see what will be needed on big turnarounds.

By all accounts, Craftworkers find the change rewarding. "It's satisfying to know you can affect your own work place and move the Complex toward its profitability goals," says Bonnie Hammond. "We have a good image with our customers now. That's something we've done on our own through the quality of our work and the good relationships we've established. We're pretty proud of that."

The pride is well-deserved. The moves toward excellence and cost-effectiveness in Valve Repair have been so impressive that they have caught the attention of Head Office. On a visit to WRMC, Jim Morgan, President/CEO of Shell Oil Products Company, met with representatives from the Valve Repair and some Self-Directed Work Teams to learn the details of their success stories. ●



Steve Worley and Terry Brawley of the Valve Repair Shop.

Ken Brinker's resume as a volunteer is impressive. This Mechanic in the WRMC Garage is not only a volunteer firefighter and apparatus operator on the Complex fire crew—he's also the Captain of the Rescue Team and a member of the Medical Team (RAMS), the Crisis Intervention Team, and the Support Team. In addition, he's a volunteer Emergency Medical Technician, Firefighter and Training Officer with the Marine Fire Department. Perhaps the volunteer activity dearest to him, however, has come from his affiliation with the Illinois Fire Safety Alliance.

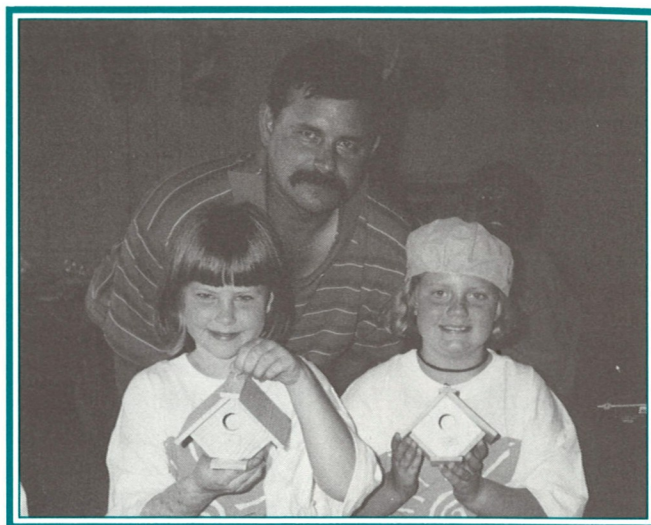
The Illinois Fire Safety Alliance, a totally volunteer, not-for-profit organization supported by corporate donations and fundraising events, sponsors grant programs throughout the state to help fire departments provide fire safety education. Grants go to departments which could not otherwise afford to conduct such programs.

With money and materials made available from the Alliance, firefighters work with local schools to conduct an 8-week program for children from preschool through the 6th grade.

In order to make the message understandable and appealing, the program is designed to fit the curriculum of each grade level. To maximize the educational impact, it involves the teacher and parents as well as the children and the firefighter presenter. Children learn to spot fire hazards and eliminate them, but, says Brinker, "Their parents learn, too." The idea is early education for prevention. Brinker emphasizes, "Good fire safety habits last a lifetime."

The Burn Camp

The Alliance also sponsors a week-long camp each August for burn victims ages 8 through 16. Last year was the fifth year for the



Two campers proudly display crafts projects as Burn Camp Counselor Ken Brinker looks on.

Fired Up About Helping Others

camp—and Brinker's first year as a volunteer counselor. It was an experience he will never forget.

Located in Englewood, Ill., 70 miles north of Chicago and 20 miles south of Lake Geneva, Wis., on the site of the YMCA's Camp Duncan, the camp was host last year to 105 children. Since these campers have a vast number and wide variety of special needs, the camp provides one counselor for every two children; in some cases, a counselor is assigned to only one child. In addition, the camp provides a managerial staff, a doctor, four nurses, and a physical therapist. Severe burns leave not only physical but also emotional scars, and several mental health professionals are also available.

Kids With A Can-Do Spirit

What about activities? What can children such as these, many severely disabled, do at a camp? "You'd be surprised," says Brinker. "It's really amazing what they're capable of doing with a little help. We had skill periods in which they learned different skills. There was a high rope activity, swimming, wood crafts, horseback riding, fishing. We had a parade of 30 or so trucks from neighboring fire departments and a carnival with games that were easy for

them to do and lots of prizes. They also made masks of themselves, first covering their skin with Vaseline, then making a cast."

A Vivid Memory

The mask activity occasioned one of Brinker's most vivid memories. "I worked with one boy who had been burned in a gasoline fire. He didn't have arms or legs. His arms had been amputated below the elbow, and he had mechanical fingers, so he couldn't make a cast of his hands as some of the children did. He also didn't want to make a mask of his face—he didn't have one. The fire had left him with no nose, no lips, no ears. I asked him what part of himself he wanted to use for his mask. He said, 'The back of my head.' He explained that people always stared at the back of his head, which was entirely bald. The only hair he had was a little tuft on top. He couldn't see them do it, but he could feel it and couldn't do anything about it. After the mask was made, he drew hair and ears on it—the things he most wanted."

"In their everyday lives," says Brinker, "these kids are different because of their disabilities. But at camp, they were with others like themselves. They didn't stick out and could just have fun."

Reaching For The Stars

One evening, Brinker, who knows astronomy, conducted an impromptu stargazing session with some of the campers, pointing out many of the constellations. "We saw several meteors, and they thought that was the greatest thing," he recalls. That evening also brought about another memorable experience.

"One 14-year-old boy had started a fire when he was six that killed his entire family. The memory of that event still caused him to wake up screaming at night. During that session, he asked me where the stars went in the daytime. He had no idea of how the earth revolves and its relationship to the sun and moon. To demonstrate, I got a basketball and held a flashlight on it. The next day, he came up to me, crying. I asked him what was wrong, and he said he wanted to thank me for showing him where the stars went. He had thought they just disappeared."

Because of the great success of Brinker's evening with the stars, next year's camp will include a designated Star Party. A local astronomy group will bring in telescopes for the campers to use.

"You Don't Know"

Many of the children arrived at camp well-outfitted with clothing and supplies. Others had little other than what they were wearing, and camp volunteers went out to local stores and bought them new clothes and supplies.

At the camp's end, some of the kids were happy to see their parents arrive, but others cried at the prospect of leaving. Brinker approached one boy who seemed particularly upset. "Aren't you glad to be going home?" he asked. The boy looked at him and said quietly, "You don't know where I live or how I live."

Don't expect to find Ken Brinker around the third week of August, 1995. He'll be back with the kids at the Burn Camp. "Nothing would keep me away," he says in a way that leaves no doubt he means it. ●

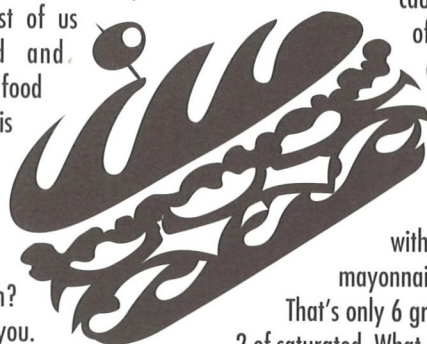
KILLER SANDWICHES

Mexican food. Chinese Food. Seafood restaurant food. Movie popcorn. And now, that All-American favorite: *deli sandwiches*.

The Food Police, more formally known as the Center for Science in the Public Interest, have taken aim once again, shooting down popular notions of a nutritious diet.

Well, maybe no one *really* thought an enchilada—swimming in grease, loaded with salt and smothered in fatty cheese—was healthy, but before recent research by this consumer group, most of us considered seafood and popcorn to be virtuous food choices. Not if the fish is fried and the popcorn drowning in butter, we were told.

But what about a tuna salad sandwich? Surely *that's* good for you.



Flunking The Fat Test

Contrary to popular belief, eating a tuna salad sandwich is one of the worst things you can do for your cardiovascular system. Made with lots of mayonnaise, tuna salad delivers a whopping 43 grams of fat. The maximum recommended allotment of fat for an entire day is only 65 grams.

Of the 12 sandwiches analyzed in the study, only the much-beloved Reuben was worse, with 50 grams of fat and a mind-boggling 20 grams of saturated fat—the culprit most responsible for clogging arteries. The Reuben also contained 3,268 milligrams of sodium (salt). To maintain good health, a person should consume no more than 2,400 milligrams of sodium daily.

Another surprise: you're not safe ordering a vegetar-

ian sandwich. As made in most deli restaurants, with avocado and cheese, the "Veggie" is packed with 40 grams total fat—as much as contained in (shudder!) two McDonald's Quarter Pounders.

What's For Lunch?

So, if you want to be heart-healthy, does all this mean you're going to have to give up sandwiches for lunch? Not necessarily. The problem is most often

caused by the addition of mayonnaise, cheese, bacon and other fat-loaded ingredients.

The best choice is a turkey made with mustard (not

mayonnaise) and no cheese.

That's only 6 grams of total fat and 2 of saturated. What about roast beef? Doesn't that have a lot of fat? Another surprise: today, most deli beef is quite lean. Order a roast beef with mustard and you'll keep fat intake to a reasonable 12 grams—considerably less than chicken salad or tuna salad.

If you love sandwiches *and* variety, don't despair—lobby! Many low-fat food products are now available. Restaurants, like most businesses, respond to consumer demand, so ask your favorite sandwich shop to carry lean meats, reduced fat cheeses and low-fat mayonnaise and dressings. ●

Hints For Health



Used Motor Oil? Don't Dump It—Recycle!

Look to your left just before you enter the Main Gate and you'll see the new motor oil recycling depository tank, just to the east of the Human Resources Building. In answer to requests, the P2 Team recently distributed between 200 and 300 plastic gallon-and-a-half containers which can be used to collect, transport and deposit used motor oil. The container is designed to make collection easy for those who change their own oil. Just slide it under the car, drain the oil into it, and use the spout to empty the oil into the tank.

Garage personnel monitor the tank, and a contractor empties it free of charge.

P2 Team Looks For Ways To Cut Waste And Costs

With the motor oil recycling program under way, the P2 Team is turning attention to other pollution prevention initiatives. In particular, they are coordinating efforts with Pat Hurley of C&C Construction to reduce waste disposal costs. One effort focuses on recycling cardboard to keep it out of landfills. Another aims to save and reuse good lumber.

A project initiated at the QA Lab has reduced the amount of oil sample waste discharged to the sewer. The Lab now uses a vessel to collect these sample wastes and trucks them to the Bad Batch System.

Thus far, the P2 Team has received several good ideas for recycling and cutting costs of waste disposal. If you have a suggestion, please send a note via PROFS, nickname P2. ♦



Museum Sponsors Insurance Program For Retirees

Between 350 and 400 retirees took advantage of an opportunity provided by the Shell History Museum to learn about their health insurance options. In two sessions at the Roxarena on April 4th, one in the morning and another in the afternoon, Guy Mason from Human Resources and representatives from GHP and SANUS talked with the retirees.

Margaret Middlecoff, Museum volunteer, explains, "Retirees must make a decision about what plan they want to go with by June 1st. Having a chance to find out about the plans available will help them make an informed choice when the time comes."

Middlecoff also reminds retirees that help with medical forms is available every Wednesday and Thursday at the Museum. ♦

TREES FOR EARTH DAY

April 22 marked the 25th anniversary of Earth Day, a day set aside to demonstrate our national commitment to protection of the environment. Shell marked the day by contributing 400 Bald Cypress trees, 100 each, to the surrounding communities of Roxana, South Roxana, Hartford and Wood River. Another 100 trees were donated to Alton Pride, Inc. Still another 100 went to the Boy Scouts and Girl Scouts, who will plant them to earn service recognition.

In addition, Shell helped to sponsor an early Earth Day presentation on the SIUE campus by former Senator Gaylord Nelson on Mar. 15. Senator Nelson was one of the founders of Earth Day in 1970. ♦

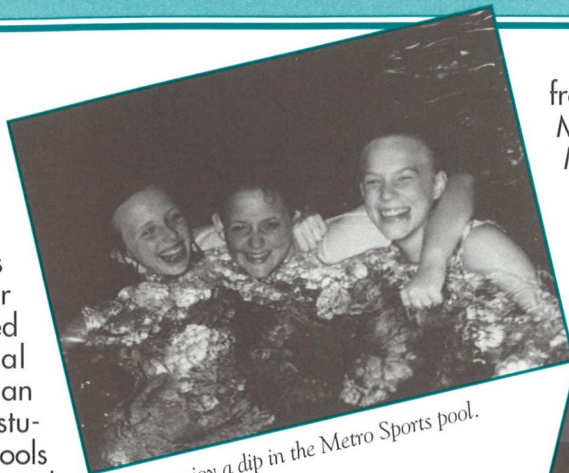


ROXANA AND MADISON MIX IT UP AT METRO SPORTS

On April 2, students from Roxana and Madison high schools gathered at the Metro Sports Center in Alton for a Shell-sponsored joint recreational evening. It was an opportunity for students at the two schools to become acquainted and have fun swimming, playing basketball, volleyball and racquetball—and, of course, building up sufficient appetite for the ample amount of food provided.

This is the second year that Shell has sponsored a joint activity for students from the two schools. "Most of the twenty or so students who attended

from each school are juniors," says Dave McKinney, Manager Community Relations-Midwest. "Now that they've had a chance to get to know one another, we hope to bring them together again in the fall of their senior year for a joint community service project." ●



Students enjoy a dip in the Metro Sports pool.



Fun and food for all!

Shell Named "MOST ADMIRABLE"

For the second year in a row, Fortune Magazine named Shell Oil Company the "most admired" petroleum refining corporation in America. Shell was chosen over nine other oil companies in a 1995 survey for the magazine's 13th annual ranking of America's Most Admired Corporations. In the overall ranking of 395 companies in all industry categories, Shell moved from 68th place in 1994 to 38th place.

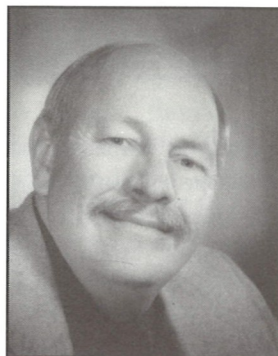
More than 10,000 senior executives, outside directors and financial analysts were asked

to rate the ten largest companies in their own industry. Those surveyed were asked to measure the contenders on quality of management, products and services; innovativeness; long-term investment value; financial soundness; ability to attract, develop and retain talented people; responsibility to the community and the environment; and wise use of corporate assets. ●





MARCH



Gale D. Crane
Operator 1/Breaker
Distilling
25 Years

Al E. Depping
Electrical/Instruments
Mechanic 1
Maintenance/Shops
20 Years

R. L. Earles
Insulator
Maintenance-Shops
25 Years

R. E. Lewis
Operator 1/Breaker
Utilities
25 Years

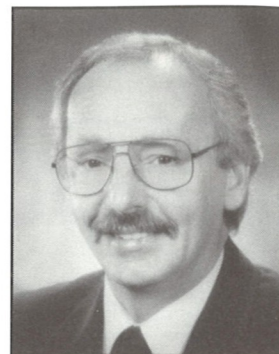
Walter F. Ortmann
Machinist 1
Engineering/
Maintenance/Field
25 Years



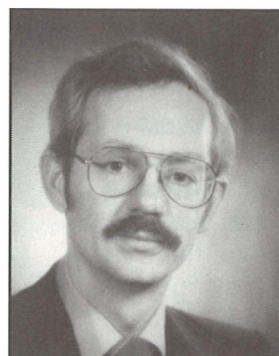
R. L. "Dusty" Rhoads
Maintenance Foreman
Engineering/Maintenance
25 Years

Paul M. Schutz
QA Tester
Quality Assurance
25 Years

APRIL

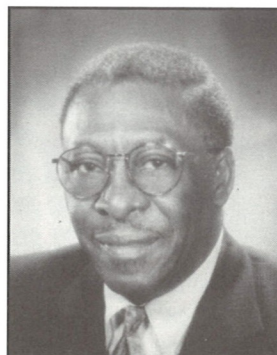


George D. Ritter
Operator 1/Breaker
Utilities
25 Years

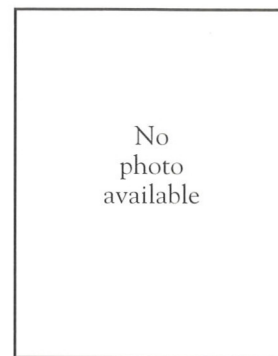
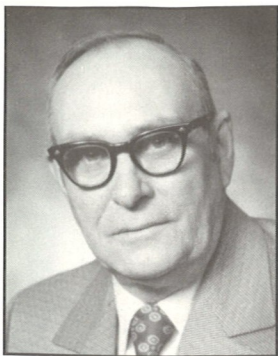


Jon D. Slayton
Insulator
Maintenance-Shops
25 Years

RETIRING



Frank F. Moore
Operator 1/Breaker
Logistics-Environmental
Operations
19 Years



George A. Bain, 79,
died March 16.

Mr. Bain, who retired as a Garage Mechanic I-Maintenance, retired Mar. 1, 1978. He served for 36 years.

James B. Chamness, 77, died February 10.

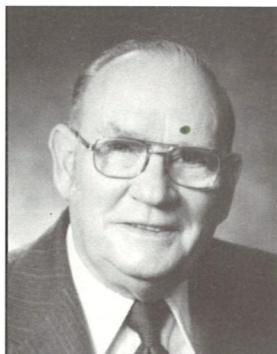
Mr. Chamness was an Engineering Foreman in Maintenance. He retired Feb. 1, 1980 after 41 years of service.

In Memoriam



John B. Magnino, 77, died April 2.

Mr. Magnino was a Yardman in Maintenance at the time of his retirement, June 1, 1984. He served for 29 years.

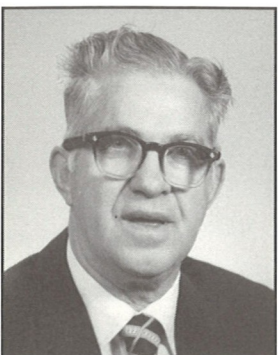
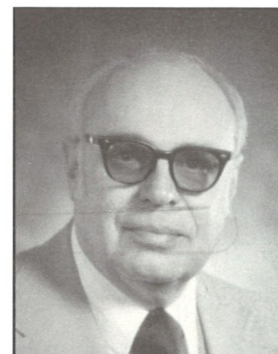


Frank Orval Smith, 79, died February 24.

Mr. Smith, who retired Feb. 1, 1978, served for 38 years. He was an Operations Foreman in LOP—Cat Cracking.

Arthur Leonard Wetzel, 78, died April 8.

Mr. Wetzel, who retired Feb. 1, 1979, was a Special Tester in Quality Control. He served for 37 years.

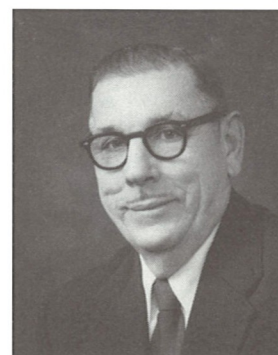


Jewell Dwight Wiltshire, 82, died April 2.

Mr. Wiltshire, an Operator Helper in Alkylation, retired Mar. 1, 1975. At the time of his retirement, he had served for 33 years.

Bazil Wilbur Wisnasky, 78, died March 6.

Mr. Wisnasky, who retired Mar. 1, 1975, was an E.F.-Pipefitter at the time of his retirement. He served for 30 years.





UPCOMING SRA ACTIVITIES...

SRA DANCE

May 20 at the KC Hall

Featuring the Jules Blattner Band • Dinner Served at 6:30 pm

For tickets, contact Dennis Mintert (pager: 1614) or Kerry Pitt (pager: 2055; ext. 2509)

SRA GOLF DAY

June 10 at the Woodlands Golf Course

For Tee Times, call ext. 2900 (the Red Room) on May 26 between 3:45 pm and 5:30 pm.

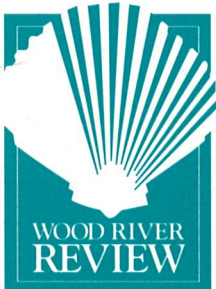
SRA FAMILY DAY

July 22, 12 pm until 9 pm at the Wood River Aquatic Center

Food served at 12 pm.

More Family Day information to follow...

Shell Oil Company
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