



# WOOD RIVER REVIEW

WOOD RIVER MANUFACTURING COMPLEX



VOL. 48, NO. 4 APRIL, 1985

## HCU/CR-1 Shutdown Nears Completion

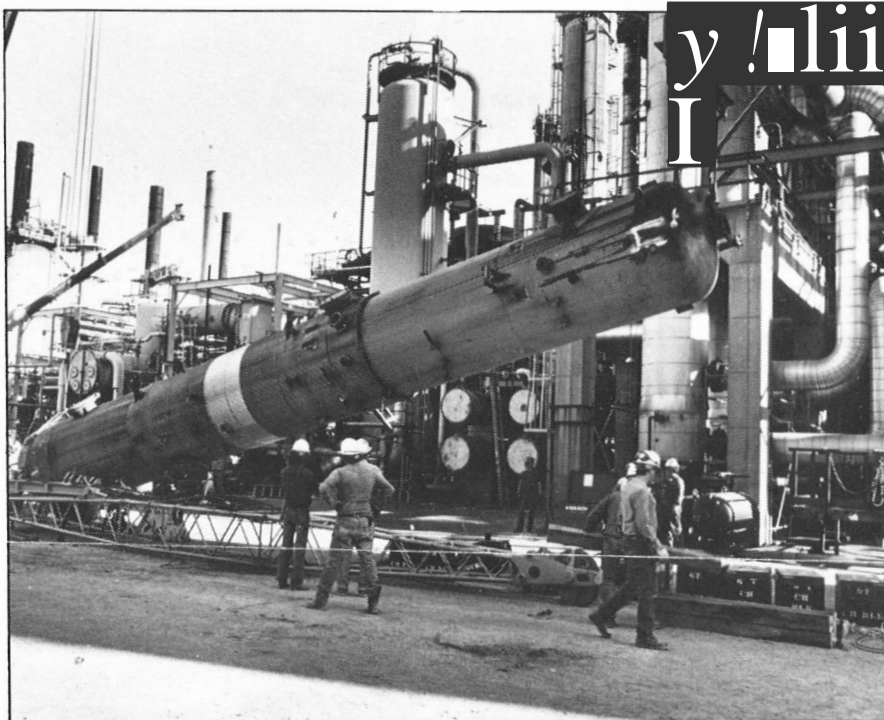
The Hydrocracker and Catalytic Reformer 1 shutdown will be the largest effort ever completed during a HCU/CR-1 shutdown and is expected to increase the optimum efficiency and longevity of the units, according to **Bob Kostelnik**, manager of Maintenance HOP.

Field work is nearing completion on the HCU/CR-1 shutdown which is scheduled to be completed by May 3, 1985. The shutdown began February 18, earlier than originally planned, due to economic conditions in the marketplace. **Don Waters**, shutdown coordinator for HCU/CR-1, estimates that the shutdown is 80 percent Maintenance and 20 percent Major Projects related work.

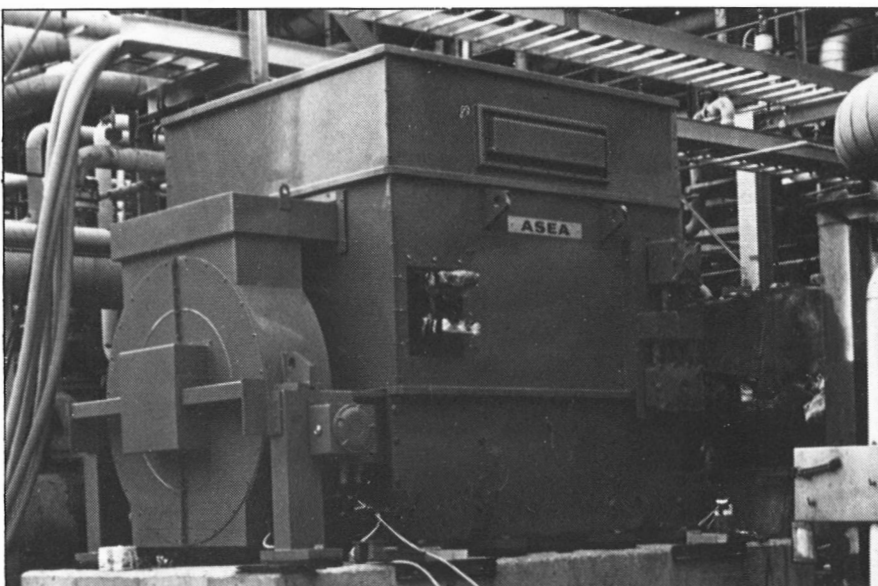
During the shutdown there have been several 'firsts' for Hydroprocessing one of which is the use of the T/ASC (Turnaround Scheduling & Control) computer program. T/ASC, an innovative planning tool, enabled shutdown coordinators to plan, schedule and track work throughout the entire shutdown with the use of computer planning. Each day of the shutdown was printed out on a program with a menu of specific details outlining the days work plans.

Another first was the installation of the new variable speed drive motor. The new 6000 horsepower motor is the second to be used in the United States and the first to be used by Shell according to **Dennis Kimpton**, process team leader for the Major Projects portion of HCU/CR-1 shutdown. Replacing the fixed speed induction motor with the energy efficient variable speed drive motor is expected to be cost effective in the long run. The variable speed drive motor is also more complex than the previous motor and will require operators to participate in training classes in order to understand the methods of operating the new machinery.

Maintenance related work in HCU includes: replacement and reinstallation of 16 overhead air cooler bundles, changeout of second stage catalyst,



*The caustic water wash column is laid to rest as workers prepare to do extensive maintenance work.*



*The variable speed drive motor is set into place and prepared for start up. The motor is the second to be used in the U.S. and the first in Shell. The 6000 horsepower motor, largest in the U.S., will increase the energy efficiency of the Hydrocracker.*

(Continued on page 2)

## HCU/CR-1 . . .

(Continued from page 1)

maintenance of three process heaters and major overhauls on six large pieces of mechanical equipment. Maintenance work in CR-1 includes: replacement of the 60 foot caustic water wash column, renewing the casing and refractory on H-1's heater, renewal of the large tube sheets in H-2 and replacing lube oil pump turbine drives with new motors and screening of catalyst in four reactors.

The benefits of the extensive maintenance work being done in the HCU/CR-1 shutdown is that it will provide an extended run length between shutdowns. This coupled with the Major Projects work will raise the throughput and improve the efficiency of Aromatics West, according to **Manual Lopez**, process manager of Aromatics West.

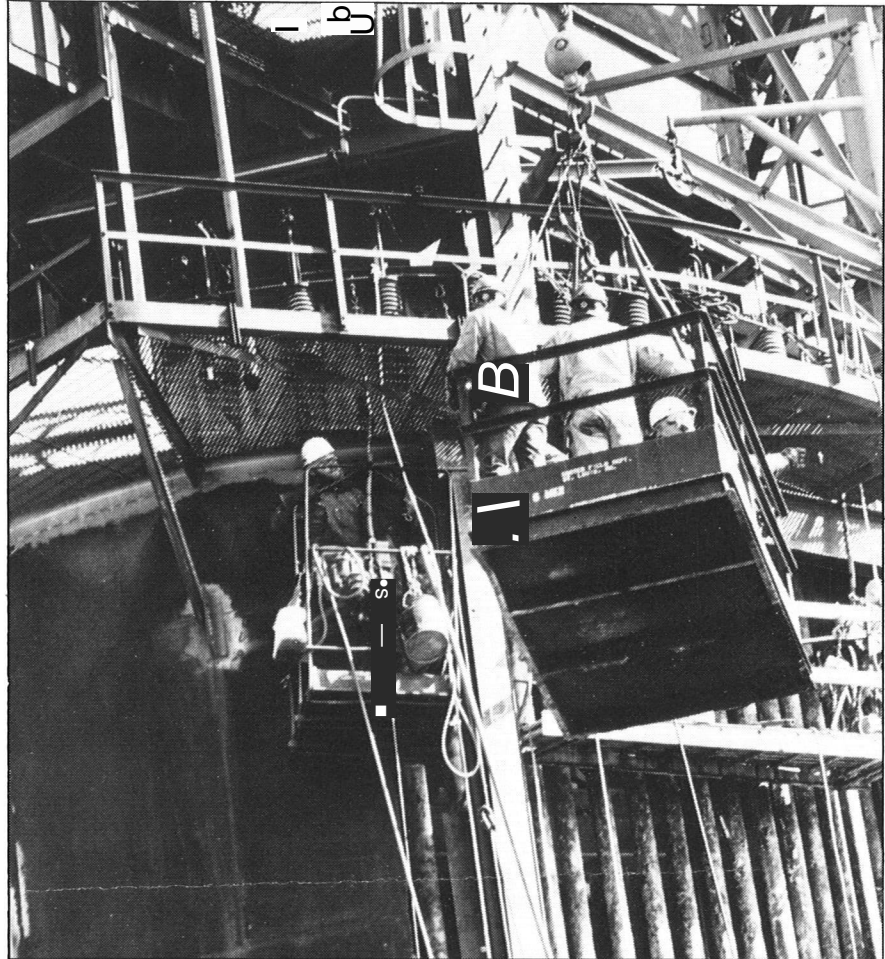


*Up, up and away!!! CR-1's 60 foot, 35,000 pound caustic water wash column is lifted from its foundation.*

### MY STORY/PHOTO 1 IDEA IS:

SUBMITTED BY:

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*Workers get a 'birds eye view' as they prepare to replace the casing and refractory on H-1's heater. Prefabricated panels were used to replace the existing panels.*

## 'They Did It Again'



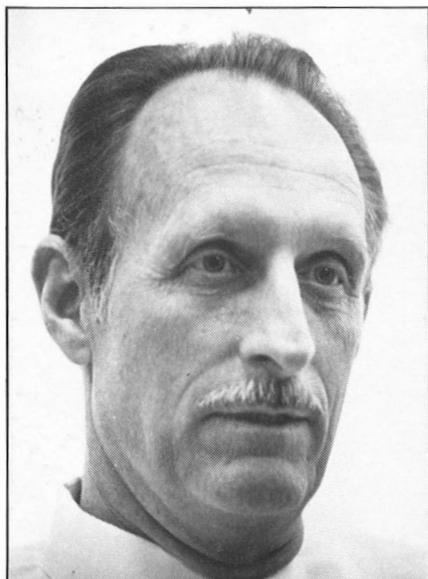
*This group of smiling employees including Maintenance, Operations, EOS, EP&S and Safety & Hygiene personnel were recognized for completing 450 man days without a nurse case during the Alky SEDIB shutdown. This is the second consecutive turnaround this group has met their goal of no nurse cases during a shutdown resulting in a total of 1350 man days worked without a single nurse case.*

# Durland Discusses Organization Effectiveness

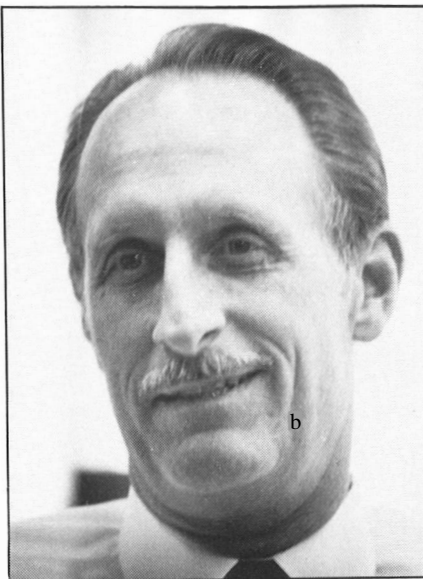
**Q. What is Organizational Effectiveness?**

**A** "The Organizational Effectiveness program that we have launched is designed to allow employees the opportunity to contribute more to Wood River's success through participation. It requires open and responsive communication on problems and opportunities, on the facts of our business which will allow good decision making; a clear understanding of our objectives and a role in setting our goals. The 'program' is probably better thought of as a 'process' or a way of doing things. The emphasis in this process is on making the best use of what each of us has to offer.

Traditionally, industrial organizations have assumed that senior management had both the detailed knowledge and the perspective required to set all action plans and make all decisions. Thinking, plans and directions come down the line from the top. There is more and more evidence that this top-down approach can actually undermine an organization's success. It doesn't make use of the tremendous skill, knowledge and experience that exists throughout the organization."



**"Traditionally, industrial organizations have assumed that senior management had both the detailed knowledge and the perspective required to set all action plans and make all decisions. There is more evidence that this top down approach can actually undermine an organization's success," says Bill Durland, Complex Manager.**



**"Shell Oil Company's refining and marketing business is among the best in the domestic industry. Wood River is a very important segment of that business. But, we can't coast on that."**

**Q. What results do you expect for the effort?**

**A** "Organizational Effectiveness can help improve the performance of Wood River, secure our future and improve our opportunities in an increasingly competitive marketplace. At the same time, OE aims to make the job of individuals at all levels of the organization more attractive, more challenging and more interesting. That is an aim, but it is much easier to talk about than to do. We are in the process of looking for ways to make it easier for each individual to participate in making decisions, identifying areas where we can improve, recognizing problems we need to solve and utilizing each person's capabilities to further the performance of Wood River. A number of study teams have been working on ways we can move in this direction."

**Q. You mention teams, what do teams have to do with OE?**

**A** "Team management is part of this approach. Team interaction is a way to share information and experience within a group of people to better address the problems at hand. It's also a way to stimulate each other's thinking and encourage participation of employees who might otherwise feel their participation wasn't desired."

**Q. What are the implications if Wood River does not use Organizational Effectiveness?**

**A** "Shell Oil Company's refining and marketing business is among the best in the domestic industry. Wood River is a very important segment of that business.

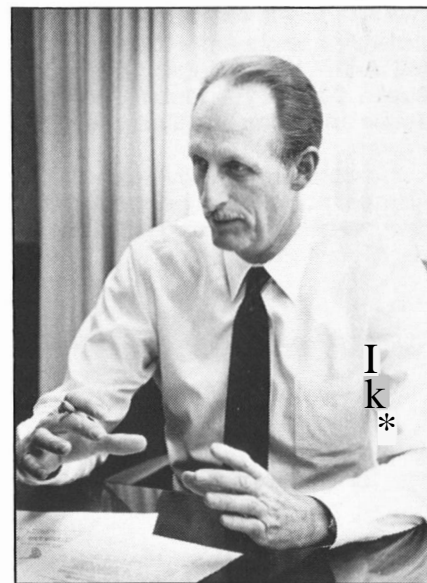
But, we can't coast on that.

Every other refining and marketing company is searching for ways to improve its performance. If we coast — they will bypass us. We have to create and maintain whatever competitive edge we can and use whatever skill and expertise we can draw from ourselves in order to be a long-term survivor.

Over the past several years more than 100 U.S. refineries have closed. There is a surplus refining capacity in the United States, there is a surplus refining capacity in the world and there is growing importation of gasoline and other refined products. Inefficient refineries are under a great deal of competitive pressure. Those that fail to improve will most likely not survive.

We don't think we are anywhere near the bottom of the pyramid, we think we are nearer the top. The top today, however, is going to be the middle tomorrow and the bottom ten

(Continued on page 6)



**"We don't think we are anywhere near the bottom of the pyramid we think we are near the top. The top today, however, is going to be the middle tomorrow and the bottom ten years from now if it doesn't continue to improve and find ways to be more effective."**



## SHELL SHORTS

### 'Sra Golf Day'

SRA Golf Day will be held June 1 at Oakbrook Golf Club in Edwardsville. Dinner is planned after golfing. Tee times begin at 6:00 a.m. Reservations will be taken by phone May 20 from 8:00 a.m. until noon. Phone numbers will be posted on the Complex bulletin boards on May 6. Retirees who are interested in golfing may call the Complex Switchboard after May 6 to obtain the phone numbers for making reservations.

Golf carts will be available. Rental clubs will not be available. Cost is \$10 for SRA members only.

### '1985 SRA Aeroshell Handicap Tournament'

Congratulations to all the bowlers who participated in the 1985 SRA Aeroshell Handicap Tournament. The Aeroshell Tournament is for SRA members and their families (over age 18).

The following bowlers won SRA award jackets for placing 1st in a category: **Jessie Arth** - Ladies Singles; **Mil Arth** - Men's Singles; **Allen** and **Susan Depping** - Doubles; **Mil** and **Jessie Arth, Allen** and **Susan Depping** - Team.

The date for the next Aeroshell Tournament has already been set for the second and third weekends in January 1986.

### 'SRA Family Day'

SRA Family Day will be held at Roxana Park on June 15. Lots of fun and activities are being planned so look for details soon.

### 'Shell Camera Club'

Sherry Ballard, a popular scenic photographer, will present a "How-to-Do-It" program at the next Camera Club meeting on May 7. Ballard will also show a slide narration and give tips on how to make scenics more interesting.

## SRA Archery Club



The SRA Archery Club held its first 1985 Bowhunter shoot on February 16. Fifty-three bowhunters enjoyed the first meeting held at **John Chandler's** home in Delhi. The grounds provided a perfect setting for the shoot.

The Archery Club is planning on having two more shoots this year, one this summer and another in the fall. Beginning archers are welcome to come out and enjoy the events. For more information about the contest Archery Club secretary **Bill Owens**.

### '1985 SRA Board'



(seated left to right) **Bess Walker, Lynn Smith, Barb Paul, Sue Largen, Kelli Mathias** (back row left to right) **Kenny Hudson, Mike Hilgendorf, Steve Erlson, Jim Hughart, Weldon Tucker, Dennis Bolton, Al Hosto, Rich Johnson, Gary Whyte, Dennis Minted & Kenny Fessler.**

## The Doctor Is In



**Dr. William Robinson, the Complex's new doctor, and nurse, Barb McCaleb confer over an employee's physical examination results. Dr. Robinson will be in the Hospital on a part-time basis Monday-Friday, 7:30 a.m. - 11:30 a.m.**

"Occupational medicine is preventive medicine, alerting patients to warning signs before any serious complications can occur," says **Dr. William Robinson**. Robinson, the new Complex physician, believes that tracking employees work locations and chemical exposures is a key in maintaining a safe work place and good health.

Robinson explains that his role as the Complex's doctor includes diagnosing symptoms. His ability to pinpoint possible causes of illness is instrumental in assisting the employee's personal physician in the treating the illness.

Robinson's expertise in chemically

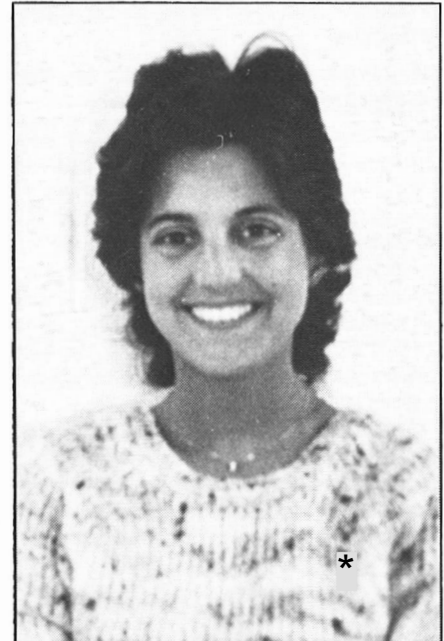
related illnesses is enhanced by the undergraduate degree he received from Princeton in polymer chemical engineering. Robinson also received his doctorate in pharmacology from Yale and his medical degree from Northwestern University.

He currently has a family practice in Alton along with his wife, Janis who is a pediatrician. The Robinson's have six children, three girls and three boys.



**Even the rain couldn't stop the Easter Bunny. The Annual SRA Easter Egg Hunt was held Saturday, March 30 at Kendall Hill Park.**

## Leitner Wins March Safety Contest



**Kathy Leitner, Financial, was last months lucky winner in the Safety Calendar Contest. Leitner won a 13" color television set for correctly identifying the safety slogan for the month of March and registering in the drawing. Deadline for registering for the Safety Calendar Contest is the third Friday of each month.**

## Review To Honor 1985 Graduates

The Review will honor graduating seniors of Complex employees in the June issue. Also employees or spouses of employees graduating from colleges will be recognized.

All photographs and forms must be received by June 1 in order to appear

in the June issue.

Please send the graduate's photograph (with name written on back) and the form on this page to:

Editor - Wood River Review  
P.O. Box 262  
Wood River, IL 62095

Photographs will be returned to the address listed on the form.

Graduate's Name \_\_\_\_\_ High School \_\_\_\_\_ College \_\_\_\_\_

Employee-Parent's Name \_\_\_\_\_ Dept. \_\_\_\_\_ Work Ext. \_\_\_\_\_

Parent's Address \_\_\_\_\_ street \_\_\_\_\_ city \_\_\_\_\_ state \_\_\_\_\_ zip \_\_\_\_\_

High School \_\_\_\_\_

College \_\_\_\_\_ Degree \_\_\_\_\_ Major/Minor \_\_\_\_\_

Future Plans (college and major or work plans) \_\_\_\_\_

## Durland

(Continued from page 3)

years from now if it doesn't continue to improve and find ways to be more effective."

**Q. How are opportunities for the individual going to change?**

**A.** "We expect that jobs will be broader and more interesting, but we don't expect to see much change in the skill mix. In the long run we must do a better job than we are doing today and we must do it with fewer people. At the same time we are going to do our level best to provide stable employment to Shell employees; we will attempt to achieve long term improvements by natural attrition.

The really important way to increase effectiveness is by giving employees, at all levels of the organization, more opportunity to use their abilities. That implies more information and more

authority to act. That doesn't mean a promotion - it means the job is more complex, harder maybe, and we hope more satisfying."

**Q. How will we know when we have arrived?**

**A.** "The basic answer is you never arrive. The nature of any business is that there is constant change which challenges its ability to manage what it does. The world doesn't stand still. So even if we were very successful in getting the maximum out of our resources today, we wouldn't be in the same position ten years from now without continuing improvements.

It's a difficult task to run a large organization in a way that gives everyone good access to information for decision making and good avenues for participation. It's hard work to set up such a system and it's hard work to keep it going.

"But that's what we have embarked on at Wood River!"

## Classified Ads

**For Sale:** Junior Golf Set (3, 5 & 7 irons, putter, #2 wood and bag) \$20. Left-handed Golf Set (#3, 5, 7 & 9 irons, putter, #1 & 3 woods and bag) \$25. Call **Leon Little** at 377-9658.

**For Sale:** '74 Pontiac stationwagon, very clean, second owner, 74,000 miles \$975 firm. Call **Reb Doherty** 259-4631.

**For Sale:** 7-piece Drum Set, Rogers butcher block finish, good condition hi-hat and cymbal stands, \$700 or best offer. **Randy** 667-6852.

**For Sale:** Nikon FE2 35mm camera, Nikkor 55mm micro lens, Vivitar 4600 strobe, accessories. 15 months old, \$450. **Charlie Skaer** 797-6237.

**For Sale:** 1980 Suzuki GS 550, good condition, \$1,000 firm. **Kevin Beers** 462-6505.

## New to WRMC



**Steve Hayes**  
Major Projects



**Lisa Hayes**  
Major Projects



**Nancy Aud**  
HOP - Operations



**Hans Ganz**  
Major Projects



**Jack LaTemp**  
HOP - Operations



**Chris Burns**  
LOP - Cracking



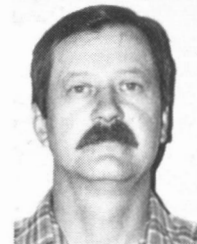
**Clarence Kelly**  
LOP - Cracking



**Larry Coles**  
LOP - Distilling



**Rick McCormick**  
LOP - Cracking



**Gene Campion**  
HOP - Operations



**Debbie Brooks**  
HOP - Operations



**Jim Jones**  
HOP - Operations



**Steve Mills**  
Quality Assurance



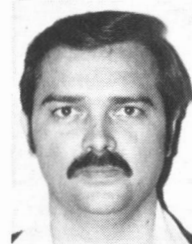
**Barb McCaleb**  
Nurse



**Howard Lenhardt**  
Maintenance



**Homer Barrett**  
Maintenance



**Bob Ferris**  
Maintenance



**Sandy Reese**  
Quality Assurance

# Retirements



**Ed Caveny**  
Operations  
37 years



**Bill Byots**  
Operations  
31 years



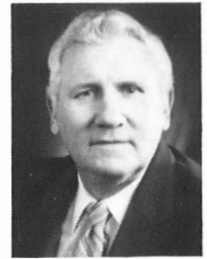
**Bob Holder**  
Maintenance  
39 years



**Ray Boyer**  
Operations  
43 years



**Rudy Biros**  
Maintenance  
29 years



**Ernie Becherer**  
EP&S  
32 years



**Mike Kostich**  
Dispatching  
33 years



**Bonnie Emshousen**  
Maintenance  
28 years



**Dick Barnes**  
Maintenance  
31 years



**Ollie Settle**  
Maintenance  
33 years



**Don Bradfisch**  
EP&S  
30 years



**Tom Madden, Jr.**  
Operations  
36 years



**Bob Port**  
EP&S  
34 years



**Ernie Johnson**  
Environ./Utilites  
40 years

## In ictttcm&nact.ce'



**R.R. Lee, Jr.**



**C.H. Levi**



**JA Hmurovich**



**R.W. Cress**



**R.R. Hoover**



**F.W. Miller**



**W.M. Jackson**

**R. R. Lee, Jr.**, 62, died March 18, Mr. Lee was a staff engineer, Economics & Scheduling, before retiring in 1984 after 36 years of service.

**C. H. Levi**, 62, died March 22, Mr. Levi was an operator 1, Alkylation, before retiring in 1975 after 38 years of service.

**JA Hmurovich**, 59, died April 5, Mr. Hmurovich was a painter, before retiring in 1975 after 38 years of service.

**R.W. Cress**, 62, died April 4, Mr. Cress was valve repairer, Engineering Field, before retiring in 1970 after 26 years of service.

**R.R. Hoover**, 65, died April 4, Mr. Hoover was foreman, Stores, before retiring in 1958 after 28 years of service.

**F.W. Miller**, 63, died April 16, Mr. Miller was a yardman, Engineering Field, before retiring in 1972 after 29 years of service.

**W.M. Jackson**, 60, died April 20, Mr. Jackson was a pipefitter, Engineering Field, before retiring in 1960 after 31 years of service.



## Visitors From The Land Down Under 'Complex Hosts Group from Australia'

April 3 the Complex hosted a group of six Australian visitors as part of the Group Study Exchange Program sponsored by the Edwardsville Rotary organization. **Howard Olsen**, manager of Economics and Scheduling, gave the group a brief orientation to the

petrochemical refining business and a tour of the Complex.

The Group Study Exchange is an education activity sponsored by the Rotary Foundation and designed to promote international understanding of business and culture. This is accomplished through an exchange between paired Rotary districts in different countries. The Australian group, comprised of six non-Rotarian busi-

ness professionals, was selectively chosen by the governor of their sending region. The group was hosted by Rotary members and their families in the Southwestern Illinois area for a six week period. The study team followed a carefully prepared study program designed to give them an understanding of family, economic, cultural and institutional life in Southwestern Illinois.

**10 &  
over  
B.B.Q**

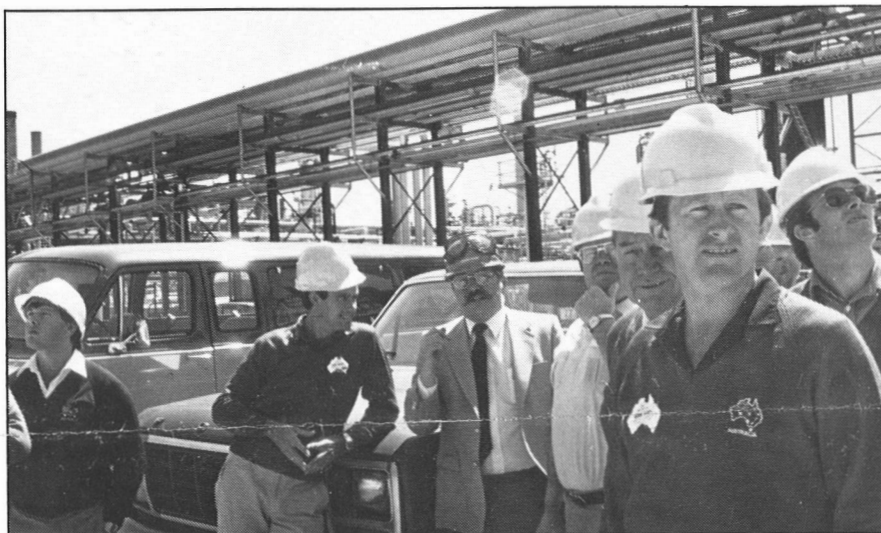
Be Sure To Mark  
Your Calendar For

**Saturday, June 8**

**11:00 a.m. to 7:00 p.m.**

at the  
American Legion Hall  
in Edwardsville

**Great Food,  
Fun & Games!!!**



*Howard Olsen, manager of Economics and Scheduling, gives members of the Australian Rotary Exchange Group a tour of the Complex. The team members careers included; agricultural technology, law, forestry and marketing. Although none of the members of the study team were directly involved in the oil industry they were fascinated by the size and complexity of Wood River's facilities.*



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