



Woods River REVIEW

JULY / AUGUST 1994

SHELL TOYS: Not Just Child's Play

It is doubtful whether anyone knows for sure exactly how many toys bearing the Shell logo have been produced over the years, but one thing is certain: there have been a lot of them. Now, for a limited time, you can see many of these fascinating mementos of Shell history on display at the WRMC Shell History Museum.

An 86-piece collection on loan from David Levy, Group Leader, Project Engineering, includes miniature replicas of railroad tank cars, tanker trucks, race cars, wreckers and even a biplane in the familiar red and yellow Shell colors. The scale of items varies, and most model railroad gauges are represented. The earliest models, probably tin plate railroad cars produced by Lionel, date from the 1920s, and one of the newest is a flashy die cast NASCAR model, issued when Shell stepped up its involvement with racing some three years ago.

This is a child's paradise, right? Not exactly. Although these models have delighted generations of children as playthings, now they are to be looked at and appreciated for the link they provide to Shell's past.

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The Joy Of Collecting

According to Levy, he didn't set out to become a collector; it just more or less happened. "Do you see that white tank car?" he asks, pointing to a sleek model in the center of the display case. "When I went to work for Shell in 1975, my brother gave me that one, and that's what got me started. You can blame him for this," he says with a grin. "For a long time, I kept that one on my desk, but then I began to pick up others here and there."

Where does he find them? "Just about everywhere. Toy stores, antique shops, garage sales. Many have been given to me by friends and family over the years, and sometimes, if I get a duplicate, I'll trade with other collectors."

In an earlier, perhaps simpler time, collecting such items as Matchbox cars and baseball cards provided amusement primarily for youngsters. Today, that has changed. Collecting has become a pastime of many adults— and big business for some. While some collect for reasons of nostalgia, others regard "collectables" strictly from the standpoint of investment.

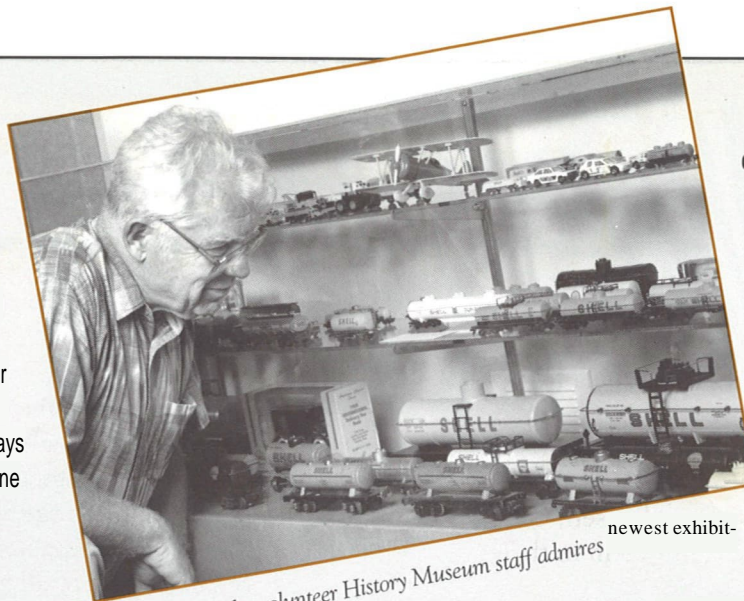
Investment isn't what motivates Levy, however. "I don't collect for value or rarity, but just for fun," he says. "I enjoy trying to find different ones...looking for variety."

The Collective Impression

Variety is exactly what Museum visitors will see in Levy's collection, which is displayed in a single large case. Still more variety can be seen in other displays of model toys on loan from Ollie Schwallenstecker, a recent Shell retiree. If you've always thought a tank car is a tank car, you'll be amazed at the variations in configuration, fittings and color.

Together, these two impressive collections comprise an enlightening glimpse into the extensive role that transportation has played in Shell history— and one likely to take Shell employees and retirees on a fascinating trip down memory lane.

For those who would like to take a bit of that nostalgia home with them, several truck and pump models are on sale at the Museum.



newest exhibit-
Andy Dick of the volunteer History Museum staff admires

Indian Exhibit

In a concurrent exhibit, Museum visitors can see a very different aspect of Shell history. WRMC was built on what is known as the Grassy Lake Mound and Village Site— the location of an ancient mound-building Indian civilization—and other villages were scattered throughout the surrounding region, including sites in Jersey County. Many artifacts were unearthed during a 1949 Shell pipeline excavation.

This exhibit, on loan from Shell retirees Ed Meiners and Les Flautt, contains arrowheads, bead and shell necklaces, pottery, and other artifacts of those long-ago tribes who were the first area inhabitants. To help orient the visitor, a map shows the location of the village and eleven

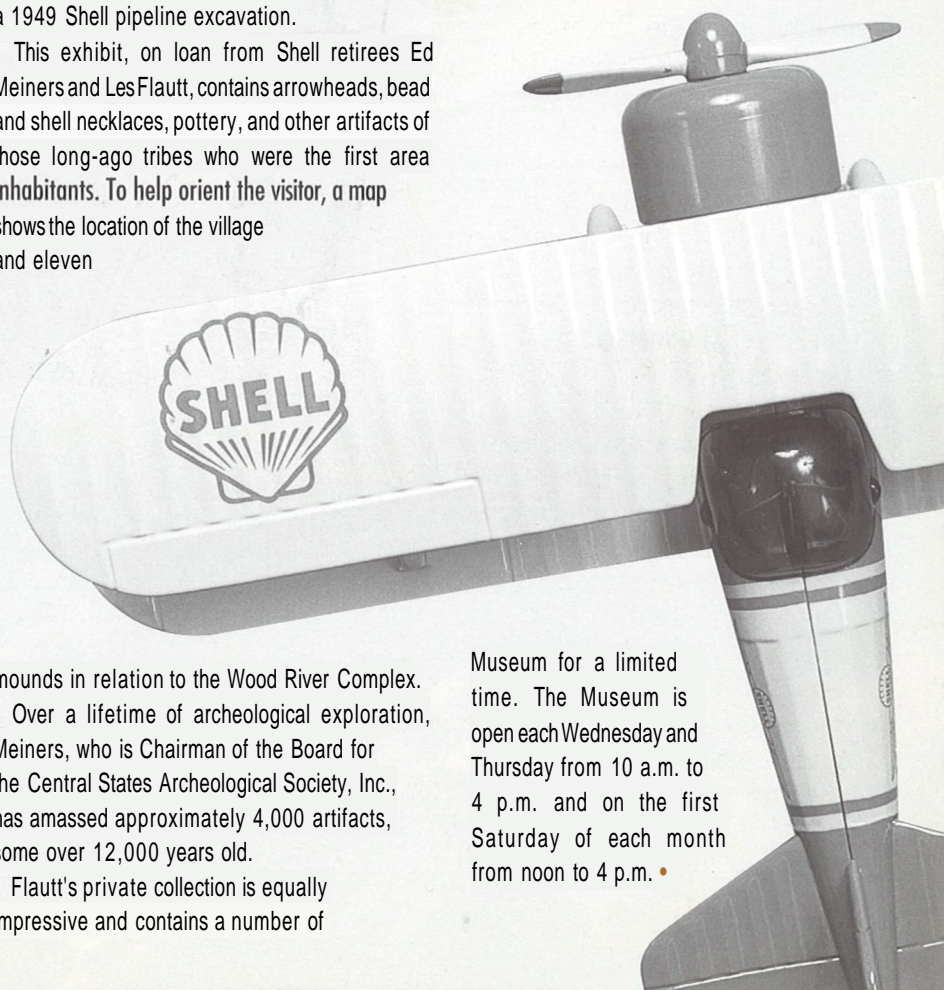
extremely rare pieces. Among the rarest are two pieces fashioned of jade, which is found only in China and New Zealand, and a pipe carved from fossilized coral in the likeness of a frog. These and other artifacts crafted in non-native materials lend credence to the theory that the ancestors of this

area's Mound Builders may have been of Oriental origin, possibly migrating through Central America, where similar artifacts have been discovered.

These two museum-quality collections are regarded as among the best of their type belonging to private individuals.

A Limited-Time-Only Opportunity

The Shell toy exhibit and the Indian exhibit, both on loan, may be seen at the Shell History



mounds in relation to the Wood River Complex.

Over a lifetime of archeological exploration, Meiners, who is Chairman of the Board for the Central States Archeological Society, Inc., has amassed approximately 4,000 artifacts, some over 12,000 years old.

Flautt's private collection is equally impressive and contains a number of

Museum for a limited time. The Museum is open each Wednesday and Thursday from 10 a.m. to 4 p.m. and on the first Saturday of each month from noon to 4 p.m. •

On The Field Of Dreams— In Mets Colors

When it comes to baseball, this is undisputed Cardinal country, but a couple of years ago, Chuck Isringhausen in Maintenance-Shops—always a Cardinal fan—began to root for the Mets. His conversion began when the Mets drafted Jason “Izzy” Isringhausen, Chuck’s son, into their minor league system in the 44th round of the 1991 draft.

From Brighton to AA

Jason signed his first contract in 1992, after his sophomore year at Lewis and Clark, and headed for the rookie league Gulf Coast Mets. Later in the season he moved to the advanced rookie league in Kingsport, Tenn. He spent 1993 in Class A with the Pittsfield Mets.

Growing up in Brighton, 111., Jason played the outfielder position for Southwestern High School, but when the Mets took a look at him, they saw a potential pitcher. You might say he turned out to be a natural. Earlier this season, he piled up a 7-4 record and a 2.25 earned run average (ERA) with the Port St. Lucie Class A farm team, earning top spot as the National League starting pitcher on the Florida State League’s All-Star Team. At the time, he led the Florida State League with six complete games and three shutouts.

Jason never pitched in the all-star game, however. On the day of the game, the Mets promoted him to the Class AA Eastern League, sending him to Binghamton, N.Y. His record with Binghamton is 2-1, with a 2.08 ERA. Overall, his record for the season is 8-5, and his ERA of 2.19 is the best in the Mets organization.

“Good Stuff”

Chuck, who has traveled to watch his son play for Binghamton, notes that Jason isn’t just a one-dimensional pitcher. “He has a 97-mph fast ball, a strong curve ball and good change-up. All of that together—that’s what makes him so effective.” Apparently, the Mets agree. In last year’s ranking of all players in their farm system, from rookie league through AAA, the Mets ranked Jason number six, with only one pitcher ahead of him.

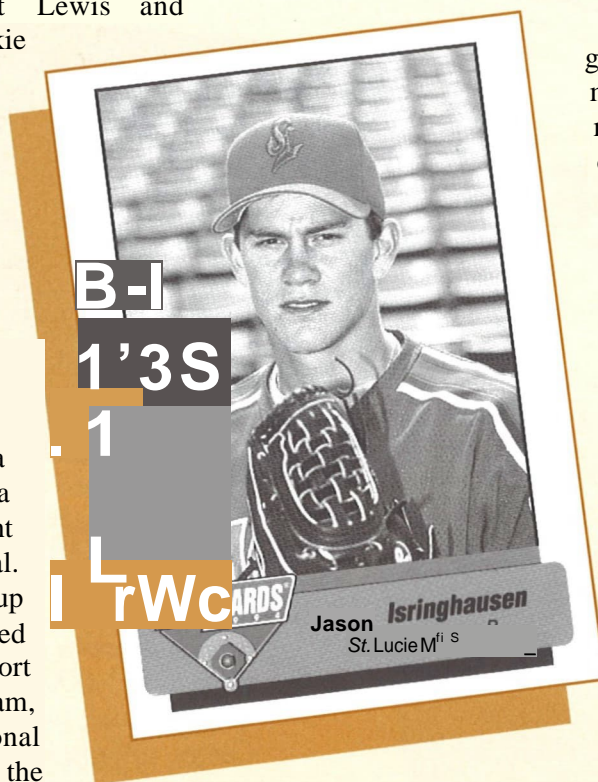
Where do Jason’s baseball genes come from? “Not from me,” says Chuck. “His mother, Georgene, was one of the best women’s softball players in this area and played in a league until she was in her thirties. She always encouraged him—we both did—and she kept a scrapbook on him from the time he was seven.”

A Star On The Rise

The last week in July, Jason’s Binghamton teammate, pitcher Juan Castillo, moved up to the major league, skipping over AAA. If his statistics remain so impressive, Jason

Isringhausen may be the next pitcher’s name to be stitched on a New York Mets uniform. “A little more control and consistency, and you’ll definitely see him in the majors,” says Chuck. The Mets’ Minor League Report for June touts him as a talent “who could be a starter at the major league level...everything that a Greg Maddux is, and maybe even a little more.”

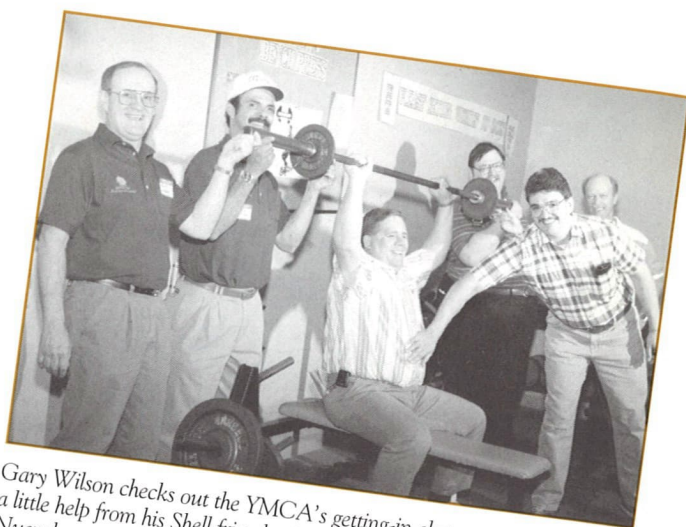
And if the day comes that Jason wears a Mets uniform against the Cardinals, who will father Chuck be rooting for? “You don’t have to ask,” he says. ♦



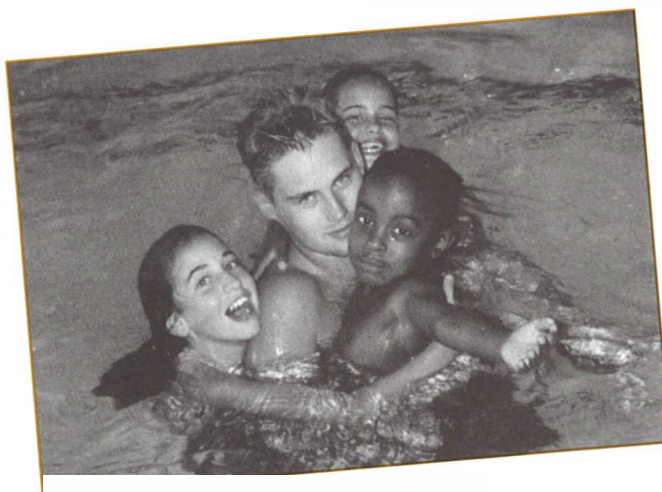


HELP IS JUST A PLEDGE AWAY

When you signed your United Way pledge card in the past, did you ever wonder exactly where the money would go? Over the past months, a number of Shell employees have taken the opportunity to find out. For example, early on the morning of May 18, Glenn Gindler, 2nd Year United Way Employee Campaign Committee Co-chair; Rich Robinson, 1st Year Co-chair; Ken Mattingly, Electric Instrument/Mechanic; Maurice Nash, Boilermaker/Maintenance; Ron Nuernberger, Electric Instrument/Dispatching; and Gary Wilson, Pipefitter, set out to visit several area United Way agencies. Coordinating the tour was Audrey Nischwitz, a River Bend United Way staff member.



Gary Wilson checks out the YMCA's getting-in-shape equipment... with a little help from his Shell friends, Glenn Gindler, Ken Mattingly, Maurice Nash, Robinson, Ron Nuernberger.

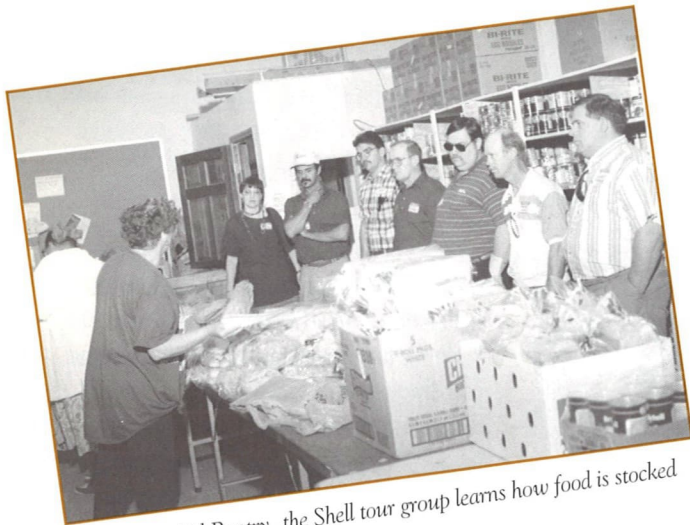


Kids play in the water at the Edwardsville YMC ■

First Stop—The "Y"

First, the group toured the Edwardsville YMCA, including the recent additions of a multi-purpose gym and an exercise pool. Each day, the facility is used by more than 1,000 people of all ages in activities such as pre-school, swim classes, aerobics, the Fitness Center, arthritis exercise, gymnastics, martial arts, crafts, summer camps, child care and teen programs. Thanks to United Way, many children who couldn't otherwise afford it benefit from YMCA programs. Ten percent of registration in all areas is held open for those on need-based scholarships provided by United Way funds, which provide 2% of the total budget.

While at the "Y," the group met with Nancy Berry, Director of St. John's Homebound Care. This service provides meal preparation, shopping, cleaning and personal care, enabling many elderly and disabled people to stay in their own homes. United Way funds are used to provide many low-income homebound people with up to 28 hours of care each week at a reduced rate.



At the Glen-Ed Pantry, the Shell tour group learns how food is stocked and distributed.

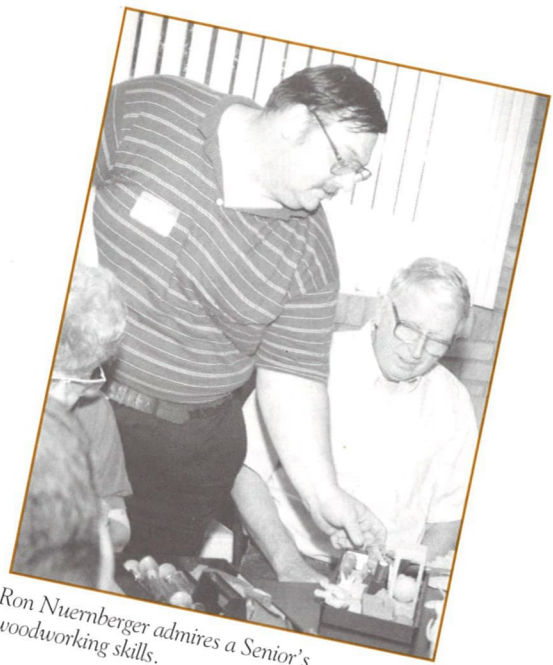
Services For Seniors

For more than 1,400 seniors each year, the Senior Services Center in Edwardsville provides such services as Meals on Wheels; on-site meals; transportation (with handicap access); assistance with tax, insurance and Medicare forms; blood pressure checks; a wide variety of activities and crafts classes; a second-hand shop; a community resource staff person; and an outreach program. Last year, the Center received \$12,000 from United Way which, visitors were told, "enables the door to stay open."

While at the Senior Center, the Shell group met with representatives of the Edwardsville Township Community Improvement Corporation, who described their work—helping low income and elderly people with home repairs, many of which are needed for safety. United Way funds, \$6,000 last year, go to offset the cost of materials.

Filling Urgent Needs

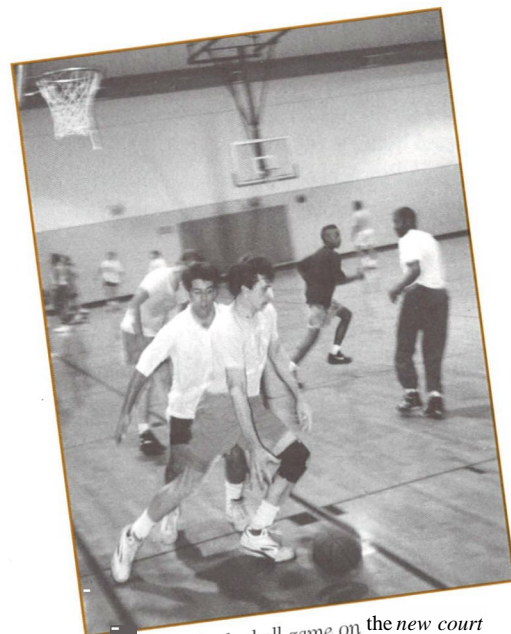
The last stop was The Glen-Ed Pantry in Edwardsville, where the group had a chance to see United Way funds in action. Many low-income people, including many with children, and people in emergency circumstances depend on The Pantry for food, clothing, household and personal hygiene items and school supplies. The facility also provides child care, dental care, psychological counseling, tutoring, and GED classes. Many who come to The Pantry find the helping hand they need to get on their feet and make their way out of poverty.



Ron Nuernberger admires a Senior's woodworking skills.

The Kick-Off Is Coming

United Way's new President, Nancy Martin, is on the job, and planning for the 1994 appeal is wrapping up. Throughout the Complex, the WRMC Employees' Campaign will kick off the week of Sept. 26. This year, the Shell employees who went on this and other agency tours won't wonder where their contribution goes. They *know*. Why not take a little time to visit a United Way agency yourself before you're asked to sign your pledge card this fall? *



A fast-paced basketball game on the new court at the "Y."

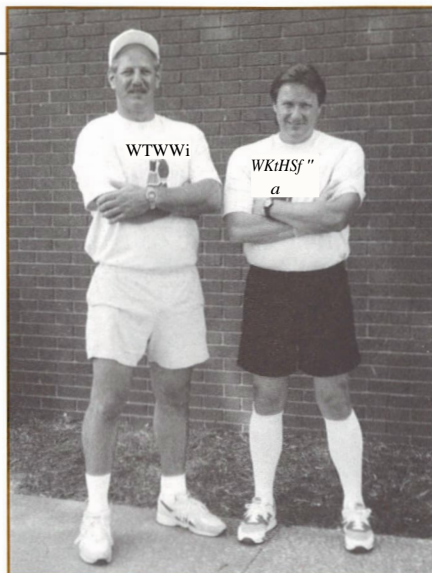
Wednesday, June 22, dawned hot and humid, promising a typical summer day for Southwestern Illinois. The heat didn't bother Martin Pease, Pressure Equipment Inspection, and Don Johnson, Operator-Alkylation, however. For them, this day would be anything but ordinary. Before noon, each would bear the Olympic Flame for 1/8 mile on its ceremonial journey toward the July 1 opening of the U.S. Olympic Festival, held throughout the St. Louis region through July 10.

Off And Running

Shortly before 10 a.m., approximately 200 people gathered in Wood River's Central Park to kick off the Wood River/Roxana leg of the Torch Relay. The rally began with the arrival of the Torch from Alton. Then, after the Colors had been presented, the National Anthem sung, special guests introduced and contributors recognized, came the Ceremonial Passing of the Torch. The first of 45 runners headed off, accompanied by a procession of police cars and a fire truck, all with lights flashing. Olympic Festival trucks completed the caravan.

For The Children

Torch Bearers in special Festival T-Shirts fanned out along the route, which wound through the streets of Wood River and Roxana, to station themselves at their relay points. In Roxana, across the street from the fence that marks WRMC's perimeter at the corner of 13th and Tydeman, runner Martin Pease waited. On a nearby curb, sheltered from the sun by a tree, sat Rachel and Zach Pease, ages 10 and 12, and their friend, Brendan Shreve, age 9,



Martin Pease and Don Johnson await the start of the Torch Relay.

CARRYING A TORCH FOR THE OLYMPICS

the son of Fred Shreve in Maintenance-Fuels.

When asked what had prompted him to volunteer as a Torch Bearer, Pease said, "I work out some, but I'm not really a runner." Glancing over toward the curb where the children sat, he nodded in their direction and smiled fondly. "I just thought it would be a neat thing to do for them," he explained. Soon the procession appeared, and the three youngsters' eyes

followed the Torch intently as the runner handed it off to Pease. Judging from the look of excitement on their faces, they considered it a very neat thing indeed.

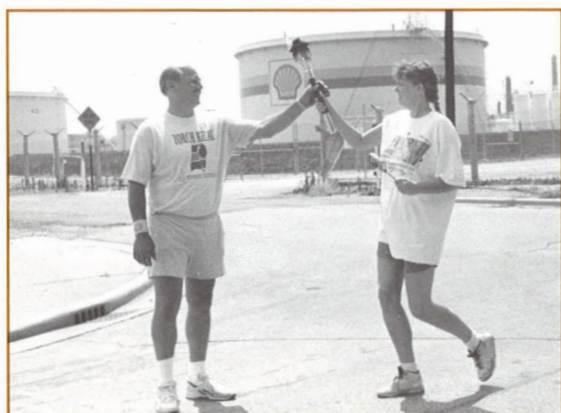
Once In A Lifetime

Blocks away in Wood River, Don Johnson waited at the corner of 3rd and Eaton to bear the Torch back to its starting point in Central Park. His turn come at last, he held the flame proudly aloft as he sped toward the waiting Festival representatives, who would transport the Torch to Highland, Lebanon and Scott Air Force Base for afternoon Relay legs.

A few minutes after the Torch flame had been extinguished for transport, Johnson reflected on the experience which was already sliding into memory: "I've been a runner for 27 years. It's just something I've always done for personal pleasure. Then too, I've always had a fascination with the Olympics. This was a once-in-a-lifetime opportunity, and it somehow seemed like the natural thing to do."

Let The Games Begin

On the night of July 1, after over a month-long journey from Kansas City, the Torch reached its final destination. At the climactic moment of the Opening Ceremonies, Olympic Gold Medal winner and East St. Louisan Al Joyner carried the Torch through the record Festival crowd at the Arch grounds and handed it off to two Festival athletes, who lit the Olympic Flame. The 1994 U.S. Olympic Festival-the best attended ever-was officially open. *



The Torch passes to Martin Pease.



Don Johnson bears The Torch toward Central Park.

Thanks For An Olympian Effort

You can't hold an Olympic Festival without athletes—or without volunteers. The 1994 U.S. Olympic Festival organizers credited hundreds of volunteers from across the region for ensuring that everything ran smoothly. Among these were 20 WRMC employees who put in long hours working at the wrestling and track and field venues on the SIUE campus in Edwardsville. Many Shell family members volunteered as well.

Employees representing Shell during the games included: Becky Bertani, Mike Brooks, Bill Cerny, Mike Delaney, Rich Drew, Rick Haase, Doug Groves, Linda Grable, Marcy Fisher, Dick Farmer, David Levy, Steve Lash, Dan Langendorf, Randy Marshall, Gene Perry, Brett Miller, Terry Spurgeon, Rick Strouse, Lori Tokar and Becky Tolbert. ♦



QA— 29 Years Of Safe Operation

Congratulations are in order for Quality Assurance, which has operated for 29 years without a lost time accident (LTA). As near as anyone can figure, that's 5,518,873 safe work hours.

Bob Hardy, Operations Supervisor, says, "That record probably sets an industry standard. I don't know of anyone who's surpassed it. When you consider the types of materials we work with on a daily basis—acids, caustics, extremely hot and cold materials, volatile substances—to work all those years without a major accident is quite a feat."

Attitude Makes The Difference

Hardy, a 27-year veteran of Quality Assurance, attributes the department's outstanding safety performance to major changes in attitude he has witnessed over the years. "In the beginning, safety was viewed as the other guy's job—or management's job. Now everyone sees it as everyone's job and feels a personal responsibility for safety. There's been a major commitment to safety from management, and that has helped turn attitudes around."

Practice Makes Perfect

Compiling a record of safety equal to that of QA requires planning, with emphasis on both accident prevention and accident response. Geared toward prevention, the department holds regular Structured Safety Meetings; and the Safety Team, comprised of both staff and hourly employees, performs safety audits on a regular basis. Applying the concept of JSA (Job Safety Analysis), employees break each job down into steps and consider how each step should be performed to avoid mishaps.

Drills are a primary strategy for instilling knowledge of appropriate emergency response. Emergency drills are planned to fit the schedules of each of QA's four work groups, and unannounced Red Tag Drills simulate unsafe conditions in specific areas. Confronted with such conditions, employees are asked: "What would you do?" The responses make it easy to spot areas in which employees may need further training.

QA's efforts in safety education and their outstanding results just go to prove that safety is no accident. *



Several Olympic Festival volunteers gather on the steps of the Main Office building.

Back Row: Dick Farmer, Brett Miller, Bill Cerny and Randy Marshall
Front Row: Becky Tolbert, Linda Grable and Rick Strouse

Utilities: Making 4 Significant Profitability Contribution

Gains in profitability—the overall goal at WRMC—don't happen in a general way. They happen as the result of very particular initiatives. The key is found in good ideas generated by individuals and teams within specific departments and in the commitment to implement those ideas. Utilities is one area where such ideas are flourishing—with very notable results.

According to Tim Roff, Manager Environmental Operations and Utilities, "For the past year, the Utilities Department has been working feverishly to implement a number of profitability projects to improve WRMC's financial performance. To date, Utilities has implemented over \$7 million worth of profitability improvement ideas."

Cooling Water

Given its importance in supporting operations across the Complex, cooling water was a natural target for scrutiny by Utilities, which bears responsibility for providing this vital raw material to its internal customers. For two years, Utilities' efforts in this area have been driven by two questions: (1) How can we improve quality? and (2) How can we, at the same time, lower costs?

Improving water quality meant finding ways to avoid pumping gases and hydrocarbons along with the

water. The department tackled this challenge on two fronts: at the water treater system and at the wells which are the source of the water.

Roff says, "The effort to improve cooling water began by creating a job in the department to optimize and properly manage the North Property well water supply system, which feeds the water treater system." Since 1993, Operators Tom Reidelberger and Larry Spears have focused their efforts at meeting this 12-hours-a-day, seven-days-a-week, 365-days-a-year challenge, with support from their fellow Operators. As part of the program, Reidelberger developed a system for tracking all data pertinent to water flow and quality, production costs, and savings.

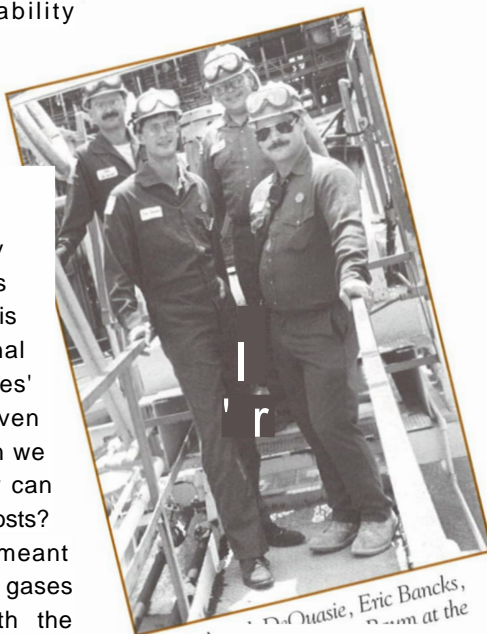
In a corollary initiative, Dick DeQuasie, SOM, together with the Cooling Water Treater Operators, Crafts, and SETs, took on the job of developing a preventative maintenance program affecting all the key elements of the cooling water treater system. DeQuasie

explains, "Because of poor quality well water, we altered the design of the system from a two-treater series system to a parallel operating mode. The flow stayed the same, but was split between two treaters." According to Roff, this program "significantly improved the quality of the water supplied to the cooling water tower systems."

But one of the problems was the low quality of well water that feeds the treater system. Couldn't further improvements



Three members of the pitch burning team. Gary Crainick, Utilities SET, and Dick DeQuasie, SOM.



Tom Reidelberger, Larry Spears, and Dick DeQuasie, SOM, at the water treater system.

in quality be attained at the source by cleaning the wells? A well-cleaning program undertaken at the 24 North Property wells brought quick and impressive results. Reidelberger points out, "We've not only improved the water quality with this program, but we've increased oil production by recovering oil. Since the first of this year, recovered oil put back in the system has translated to a \$397,000 savings over the cost of buying crude."

There are other benefits, as well. Cleaner water means less fouling of equipment, with consequent better performance and lower maintenance costs. In addition, points out Gary Crainick, Operations SET, "It isn't only a matter of money—it's better for the environment." "It keeps contaminants from migrating outside the fence line and helps us meet EPA

requirements," DeQuasie adds.

In the very near future, Utilities Operators will take over the well-cleaning program—work now being done under contract—and the program will be expanded to include the six river wells. This move will reduce the cost of cleaning wells by more than 75% and, at the same time, assure a consistent supply of high quality water to the cooling water treater system.

The interrelated efforts to upgrade cooling water quality, Roff notes, "have, to date, generated several million dollars in savings to the Complex in lower maintenance costs and improved bundle [heat exchanger] performance. In addition, systems have been put in place to assure this type of performance is maintained for the long haul."

Pitch Burning

Pitch, of course, is that black, gunky-looking stuff—the bottom-of-the-barrel residue that remains after all the other products have been removed from crude oil. Some of it, but not all, is used in making asphalt. *What else could it possibly be good for?* That's a question Utilities has been asking in earnest—and one to which they're finding some profitable answers.

Roff says, "Finding a way to utilize this material is a key to making WRMC profitable." A year ago, Utilities began burning pitch in Boiler 17 and conclusively demonstrated its potential as fuel. Since then, capital projects have been undertaken on Boilers 16 and 17 to increase significantly their pitch-burning capabilities. In the course of this experience, the pitch burning team, led by Crainick, OSE Paul Pizzini, and the South Boiler Operators with WRC technical support, has gained a great deal of knowledge about how to burn pitch without causing a negative impact on boiler reliability.

How important is reliability? "It's critical," says Crainick. "We used to have 10 boilers. Now we have four, so we don't have the luxury to take a boiler down for cleaning."

DeQuasie explains, "We've brought in people to inspect the boilers and experimented a lot with soot blowers —



Al Qrump, South Boiler Operator, at the boiler control panel.

blowing pressures, for example. We expect to increase the number of soot blowers, which will enable us to lower temperatures. All of these measures will help attain the reliability we need."

While everyone involved with the project emphasizes that pitch burning is an ongoing learning process, the resulting annual fuel savings thus far have amounted to \$5 million. Since June of last year, 443,545 barrels of pitch have been burned—267,769 barrels this year alone. As Crainick notes, "To go from zero pitch burning in June of '93 to this level is a pretty aggressive goal." Even more exciting, by the end of this year, Utilities expects to increase per-day pitch-burning capability still further for even greater savings.

Profitability Through Savings

Crainick succinctly summed up the importance of the Utilities department: "Without Utilities, the Complex doesn't run." That being true, how well it runs carries enormous impact. With respect to profitability, however, Utilities is in a somewhat unique situation. Unlike many other departments, what Utilities

produces is to be used, not sold. As a result, its contribution to the bottom line must come through savings on what is produced rather than through increased production or sales. Nonetheless, careful tracking and data-gathering have enabled Utilities to quantify its very real and substantial profitability contribution over the past two years.

A Team Effort

Utilities seems to exemplify the principle of synergy: the whole is greater than the sum of its parts. Eric Bancks, Process Engineer, has been heavily involved with both profitability initiatives. Reflecting on Utilities' efforts thus far, he says, "These are multi-disciplinary kinds of things. There are mechanical, electrical, pressure issues...it takes a lot of different types of expertise to get it done." Crainick sounds a similar theme: "The experience of the Utility people is what really has made this happen. It takes good planning, a lot of study, and cooperation."

That's teamwork, and, by any measure, the ingenuity and dedication of the teams working on these projects have produced outstanding results. Not content to rest on past achievements, however, Utilities is continuing to build on what they have already accomplished, and new profitability projects are already in the planning. Stay tuned.

DIAL COMES TO SHELL

Self-directed work teams at WRMC have proved such a success that they're providing a model for other corporations. In June, a group of representatives from The Dial Corporation visited the Complex to see for themselves how the concept works.

Orientation

10 Marcy Fisher, who won the 1993 Beacon of Quality Award for her contributions toward the goal of self-direction, explained to the assembled Dial guests the training programs she designed and implemented to prepare employees for the transition to self-empowerment. Afterward, the group split up into smaller units to visit Utilities, Distilling Gas, Environmental Operations, Quality Assurance and Lubricants, where they would have the opportunity to talk with employees, observe self-direction in action, and learn how it has affected performance.

Show And Tell

The group led by Ken Goeke to his area, Lubricants, learned how the transition team developed key indicators for performance by analyzing each job. "Our team represented all jobs, both foremen and hourly positions," explained Goeke. "We started by asking a lot of questions: What do we have to do? What are things we don't need to do? Then we asked the people who do each job how to get it done." He added, "People who load the trucks,



Mike Jones, left, describes the impact of self-direction on the gallon line.

for instance, have redesigned how they do it so the product is handled only once. The result is, they do it faster."

Mike Jones, Lead Operator in Lubricants-Compounding, talked with the Dial guests about self-empowerment from the perspective of line operations, where the result has been improved efficiency, better morale and cost-savings.

"Everybody knows their job and what to do. It's just a matter of doing it," he said. He explained the types of decisions employees now routinely make: scheduling, overtime (which is handled on a volunteer basis), and when to shut down the line, to name a few.

A Better Place To Work

How has self-direction affected the work environment? "In the beginning, we all had mixed feelings," said Jones. "It took a few months to see how it would

really work and to build trust, but now we enjoy having a say so in running the business. Management respects us...the attitude between management and workers has improved. Added responsibility makes the job more interesting, too. Now you feel like your input is valued. You're part of the decision-making process."

Give And Take

Clearly impressed, The Dial group visiting Lubricants and other areas asked many questions, and, in return, those with whom they talked were eager to discuss their jobs and voice their enthusiasm for self-direction. You might say the day resulted in a stimulating DIALog. ♦

NPRA SAFETY AWARDS

In April, WRMC's exceptional record of safe operations was recognized by the National Petroleum Refiners Association during the trade group's 4th Annual Safety Conference in San Antonio, Texas. John L. Compton and Kent Lytle, Members-Health and Safety Committee, accepted three Safety Achievement Awards on behalf of the Complex.

The annual presentation is part of the NPRA's comprehensive safety awards program developed to promote accident prevention in the petroleum refining and petrochemical manufacturing industries and to publicly recognize the excellent record of safety in operations which the industry has compiled. *



John Compton and Kent Lytle (center and right) accept awards from the NPRA on behalf of the Complex.

Quality Leadership Awards

The Quality Leadership Award (QLA) is the highest recognition for team excellence that the Shell Oil Products Organization bestows. In other words, any team that wins this award is judged the best of the best in heavy competition.

This year, 44 teams contended for the prestigious award, and a mere 12 emerged as QLA winners. This field of 12 was further narrowed to six, which represented Shell Oil Products in competition for the President's Award for Team Excellence. Impressively, two WRMC teams were among these elite six: the Asphalt Flood Relief Team and the Environmental Ops Self-Directed Work Team.

Each member of the two teams received a handsome crystal desk award and a certificate, and Gayle Johnson, Manufacturing Complex Manager, expressed appreciation of and pride in their accomplishments.

Asphalt Flood Relief Team

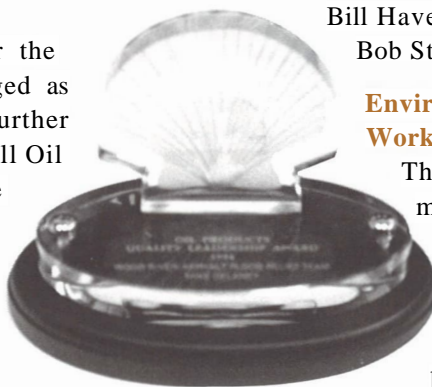
This team kept Shell customers supplied with asphalt during the peak of the paving season—despite one of the worst floods in the area's history. Working under extreme operating conditions, the team repaired all damaged marine facilities rapidly and efficiently to enable resumption of normal marine shipments. WRMC core team members included Judy Bautsch,

Ron Carter, Ed Dalton, Mike Delaney, Gale Smay and Warren Wood. From Head Office were Pat Bloomer, Harry Lee, Paul Spicer and Hermie Tolerba. Included from Sales were Doug Clark, Bill Haverland and Jim Lee, and, from Bechtel, Bob Stevens.

Environmental Ops Self-Directed Work Team

The Environmental Ops SDWT defines its mission as being "to pilot the concept of operating an around-the-clock process unit without direct supervision." The first SDWT at WRMC, they fulfilled this mission, reducing operating costs by 70% for a \$12 million savings while maintaining an outstanding environmental record.

Team members included: Mike Aiken, Rick Elevens, Tom Bloodworth, Bill Clark, Steve Diveley, Terry Elrod, Norm Emmons, Gary Franke, Jeff Funkhouser, Gary Gusewelle, Jim Holloway, Steve James, Vince Leady, Cathy Lewis, Jeff Martin, Lee Metz, Brett Miller, Art Moore, Frank Moore, Charlie Nappier, Eric Noble, Mark Peipert, Bruce Redman, Mary Roberts, Tim Roff, Brian Ross, Bob Semanik, Kelly Sitton, Dave Snyders, Tim Varady, Trudy Wallis, Willy Watson, Mike Wilkey and Tom Zipprich. #



Safety Awareness Can Earn You A Free Dinner



Each month, ART (the Awareness and Recognition Team) sends out an article over PROFS designed to heighten safety and/or environmental awareness. These articles can be found posted on bulletin boards and under NEWS item "A4. BEST Team Bulletins." Reading these enlightening articles carries its own reward, of course, but now there's the potential of a tasty bonus as well.

Lori Tokar, Project Engineering, explains: "A randomly generated WRMC employee number will be hidden in the article. The number will be broken up into single digits enclosed in parentheses. The digits must appear in the same order as in your employee number. If you find your number, contact the ART member listed at the bottom of the article by the end of that calendar month and you'll receive a \$30 gift certificate for the Pasta House Company restaurant."

ART is enthusiastic about the new program started by member Randy Heil, Maintenance-Shops, and expects others will be too. Lori expresses ART's hope that employees will "find the monthly articles interesting and informative" and "share them with co-workers, family and friends." She urges all employees to "Remember that this year's HS&E theme is 'I'm Responsible!'" That means it's up to each individual "to promote and practice sound environmental and safety principles."

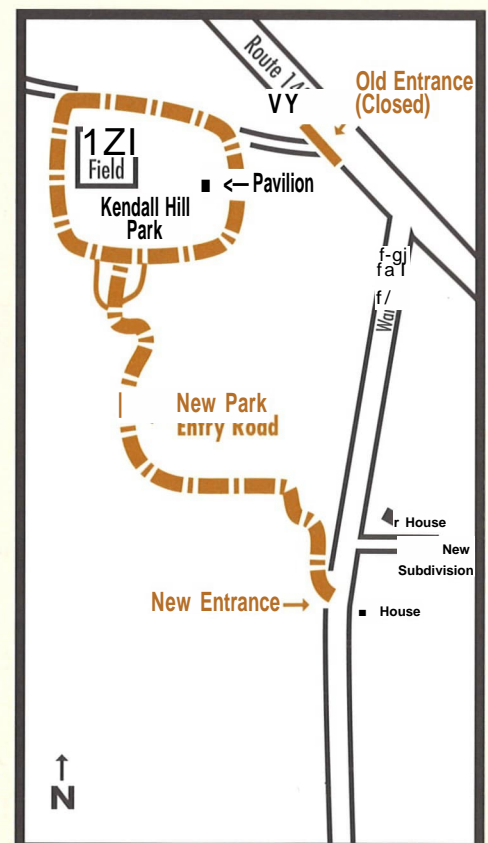
So look for and read the ART safety/environmental awareness article carefully each month—and don't forget to keep a sharp eye out for your employee number. You just might be the lucky winner of a feast at The Pasta House Company. <



New Entrance To Kendall Hill

As of Aug. 16, the old entrance to Kendall Hill from Hwy. 143 is closed. Now visitors reach the Kendall Hill Park and pavilion facilities via Eutry Road. The new entrance is off Wanda Road, approximately midway between Hwy. 143 and Wanda.

Constructed by the Complex, active employees and retirees, the new entrance will eliminate the safety hazard posed by the angle of the old entrance road, which restricted visibility of traffic on Hwy. 143. The old entrance will be maintained for use as required but will normally be barricaded. *



SERVE Volunteers Spread More Than Paint

On Saturday, June 13, a crew of Shell volunteers donned work clothes, armed themselves with paint brushes and headed to the home of Marie Farmer in Wood River. After a full day of scraping and painting, Farmer's garage and window frames sparkled.



Mike Delaney gives the garage a fresh coat of paint.

At age 91, Farmer says, "I'm too old to climb a ladder to paint. The new coat of white will put a few more years of life in my garage."

For elderly people who want to remain in their homes, needed maintenance and repairs often pose a challenge, both physically and financially. SERVE's mission for



the fix-up project is to meet that challenge. "We're all volunteers, so we don't charge for any work," explains Dave McKinney, Manager Community Relations-Midwest, "and most of the paint and building materials are donated by local businesses."

While Farmer stood in her garden admiring the transformation of her garage and house, another crew was hard at work at a home in South Roxana. A third crew repaired and painted fences at Beverly Farm in Godfrey. Since SERVE's formation in 1992, the group has painted and repaired six homes in the River Bend area, spreading good will and delighted smiles among older residents.

If you'd like to spend a Saturday helping brighten the home of an older person in the community, call Nancy Yarnell in Community Relations at ext. 2685. 🍌



Susan Perry and Nancy Yarnell touch up a trellis in Marie Farmer's garden.

Call For Scholarship Applications

The Shell Oil Company Foundation will sponsor up to 50 college scholarships for children of Shell employees in its 28th Shell Companies Scholarship Competition.

Any son or daughter of a regular, full-time Shell employee, retiree, or deceased employee graduating high school and entering college in 1996 is eligible. Participating Shell companies include Shell Oil Company; Billiton Metals, Inc.; Shell Offshore, Inc.; Shell Pipe Line Corporation; Shell Western E&P, Inc.; Pecten International Company; and SOI Royalties, Inc..

The number of scholarships awarded is based on the number of entrants. As in the past, all phases of the competition will be handled by the National Merit Scholarship Corporation (NMSC).

Students who wish to compete must submit completed 1996 entry forms by January 1, 1995, to: Scholarship Competition, Shell Oil Company Foundation, Two Shell Plaza, P.O. Box 2099, Houston, Texas 77252. Additionally, they must take the Preliminary Scholastic Aptitude Test/National Merit Scholarship Qualifying Test (PSAT/NMSQT), which will be given in high schools on October 11 or October 15, 1994.

If you are interested, you may pick up booklets describing the program and 1996 entry forms from the Human Resources forms bin or request these materials by writing to the Shell Oil Company Foundation at the above address or calling (713) 241-4512 or (713) 241-4511. «

SERVICE ANNIVERSARIES

JULY

GO. Durkee

QA Tester
Quality Assurance
20 Years



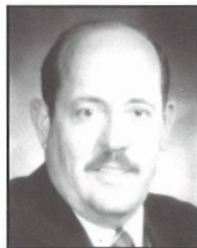
R.W. Hornsey

Compounder Helper
Compounding
25 Years



S.D. Lash

Maintenance Foreman
Engineering/Maintenance
25 Years



D.T. Nash

Sr. Safety Inspector
Project Engineering
25 Years

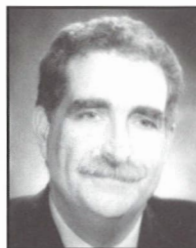
WJ. Potwora

Machinist 1
Maintenance/Fuels
20 Years



D.E. Scarborough

Operator 1/Breaker
Alkylation
20 Years



J.A. Stewart

Senior Inspector
Project Engineering-Pressure
25 Years

J.H. Weidner

Pipefitter 1
Maintenance/Planning
/Projects
20 Years



B.G. Wells

Security Inspector
Project Engineering-Pressure
25 Years

AUGUST

R.J. Anderson

Operator 1/Breaker
Gas
25 Years



G.E. Gindler

Electrical/Instrument
Mechanic 1
Maintenance/Shops
25 Years

B.W. Hartwick

Operator 1/Breaker
Logistics
20 Years

S.A. Krause

Inspector-Security
Business Services-Security
and Gas
25 Years



R.C. Layman

Compounder 1
Compounding
25 Years

GE. Lott

Technical Associate
Technical/HS&E-QA
20 Years



J. Manning

Design Draftsman
Project Engineering
25 Years

F.E. Summers

Sr. Engineering
Technician
Engineering/
Maintenance-Mechanical
20 Years



G.G. Tiller

Engineering Assistant
Project Engineering
25 Years



J.L. Tilley

Compounder 1
Compounding
25 Years

D.L. Whisler

QA Tester
Quality Assurance
20 Years



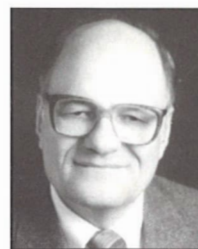
Louis H. Ahlmeyer,
90, died June 21.
Mr. Ahlmeyer
was a Machinist
in Maintenance
at the time of his
retirement after
24 years of service.



William H. Bunse,
74, died June 16.
Mr. Bunse, who
was an Operator
in the Gas
Plant, retired
after 41 years
of service.



In Memoriam



Jacque W. Evans,
68 died, Aug. 5.
Mr. Evans was a Tester
in Quality Assurance
at the time of his
retirement after
38 years of service.



H. W. Johnson,
74, died Aug. 8.
Mr. Johnson, who
was a pipefitter in
Maintenance-Fuels,
retired following
42 years of service.



Arthur H. Mikkelson,
86, died July 9.
Mr. Mikkelson
was a Nurse in
Employee Relations
until his retirement
after 31 years
of service.



Eugene L. Schneider,
74, died July 19.
Mr. Schneider was
an Operator in Distilling
at the time of his
retirement after
31 years of service.



Bill Junior Staton,
64, died July 17.
Mr. Staton, a Pipefitter
in Maintenance,
retired from the company
after 28 years of service.



Vernon F. Walker,
80, died June 8.
Mr. Walker was a
Lab Technician
at the time of his
retirement after
41 years of service.



F.E. "Jack" Watkins,
73, died June 21.
Mr. Watkins
retired as a Pipefitter
in Maintenance after
30 years of service.



Luther C. Williams,
76, died June 13.
Mr. Williams,
who was a
Pipefitter in
Maintenance,
retired from the
company after
34 years of service.

15

RETIRING

August 1

**J.R. (Jerry)
Schmid**

Maintenance
Foreman,
Engineering/
Maintenance
Turnarounds/
Projects Engineering
27 Years of Service

Addenda



Omitted from WRR's
Graduation Issue was:

Leonard Franklin,
Engineering-Control Systems,
who graduated in June from
National-St. Louis University
with a Master's degree in
Science of Management.

Correction:

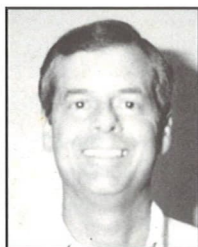
C. Phillips, Jr., who celebrated a 25-year
Service Anniversary in May, was incorrectly
listed as J.R. Phillips in the May/June issue
of WRR.



SRA 4-Person Scramble

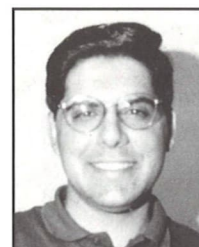
Saturday, September 24th
Woodlands Golf Course
Alton

Shotgun Start at 8:30 a.m.
Contact Becky Bertani
ext. 2328



Richard M. Gerth, Superintendent Technical/HS&E, returned to Wood River in June following an approximately 10-year absence.

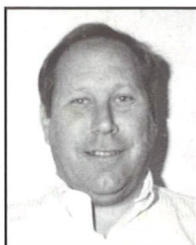
Most recently, he served as Manager-Operations/Technical Manufacturing Oil at Head Office in Houston. Richard and his wife, Cinde, who will live in Glen Carbon, have one daughter, Robyn, age 18. Richard, whose hobbies include golf, skiing, reading and travel, says he "is excited to be coming back to Wood River and becoming part of a location that is making such tremendous progress."



Robin P. (Rob) Roy, is joining Shell as an Engineer in Technical/HS&E-Project Engineering-Processing. A graduate of

Purdue University, Rob enjoys fishing and chess. He is unmarried and plans to live in Edwardsville.

NEW TO WOOD RIVER



Jerry E. Crail, Comes to WRMC as Manager Engineering Services, following 21 years of service with Shell. For the past 4 1/2 years, he has been located at Head Office in Houston. Jerry,

his wife Anne and daughter Margaret, age 9, will live in Ballwin, Missouri. In his free time, Jerry enjoys playing golf.

Shell Oil Company
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Wood River, Illinois 62095

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WOOD RIVER
REVIEW

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