WOOD RIVER
REVIEW

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TURNAROUNDS: Operators Get Involved

Following completion of several major turnarounds this past spring, the affected units are up and humming, and activity at WRMC has settled down a bit. The lull, of course, is temporary. Turnarounds, which provide the maintenance and upgrades necessary to keep process units operating at peak efficiency, are a way of life in a refinery, and planning for 1996 turnarounds has already begun. But while turnarounds are nothing new, they are being approached in a different way than in the past. Today, the process is more inclusive and responsibility more widely based than ever before.

Up until a few years ago, planning and coordination of turnarounds, from an operations standpoint, was almost exclusively the province of Operating Department staff. Supervisors and Foremen developed the procedures for shutdown, startup and decontamination and compiled the

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work lists. In short, they performed all the necessary preliminary planning tasks for turnarounds. Then came reorganization, and that began to change.

Reorganization Brings Fresh Input

The goal of reorganization is continuous improvement. As the theory goes, greater inclusivity will unleash the creative forces to achieve that goal. By tapping into the vast range of experience that people at all levels have to offer and utilizing their knowledge, it should be possible to devise new and better ways of doing things.

When it came to planning turnarounds, the quest to bring added experience and knowledge into the process led logically to the Operators. After all, who knows more about a process unit than those who work with it day-to-day?

Doug Bold, Turnaround Supervisor-Operations Support, says, "We have recognized that Operators are the people who best understand the units and their operation, and they can provide valuable input during the planning and execution phases of our T/As [turnarounds], Since reorganization, we have had some major successes with highly motivated, dedicated and knowledgeable Operators volunteering to work with OEM [Operations, Engineering & Maintenance staff]. They are taking more of a leadership role in the process—in some cases, actually filling the Operations T/A Coordinator role that historically was filled by Operations staff Foremen. It has been very gratifying, and great partnerships are continuously being developed."

The Complexity Of Planning

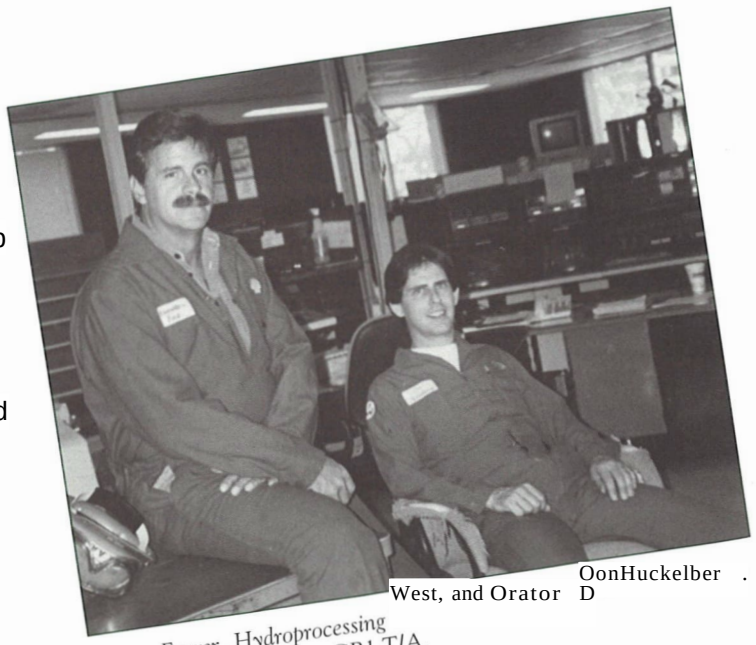
Planning a turnaround is no simple task and takes months of hard work. It requires a work list, which defines the scope of the turnaround. Blind lists and procedures for shutdown, decontamination and startup must be developed. In addition, safety, operability and environmental reviews must be conducted on all procedures to ensure they are consistent with the high standards under which we operate.

Thorough records are kept for every turnaround, and early in the planning phase, records from the previous turnaround on that unit are reviewed. Many procedures are kept the same, but changes in technology and/or process redesign may require modifying procedures or developing new ones from scratch.

Operators, who operate the units and observe their performance day in and day out, are in an ideal position to know what areas need attention. "On the most recent DU2 turnaround," says Bold, "Operators developed the work lists, prep lists and blind lists very much from scratch. At Hydroprocessing, Catalytic Cracking, Alky, Lubes, Environmental Operations, Utilities, Gas and Asphalt, Operators are also becoming more and more involved in working with their Operating Department staff, as well as with Maintenance and Engineering staff, to prepare for T/As."

Wayne Frazer was Hydroprocessing West's staff operations coordinator on the recently completed CR1 turnaround. According to Frazer, Operators developed the blind lists. "To assure safety during a turnaround," he explains, "the operating unit must be totally isolated from outside hazardous energy sources. This is done by installing blinds at all potential energy entry points. With 500 blinds on CR1 and approximately 1300 blinds on DU2, it's a massive job, as well as a critical one."

Frazer also says that Operators are taking more of a lead in issuing safety permits: "A turnaround may involve three or four hundred Craft workers. Each one of them must work under a safety permit—i.e., hot work [welding], entry [in vessels] or low energy. Historically, members of our Safety Department issued these permits. Since reorganization, we have trained and qualified some of our Operators to issue low energy permits, and plans call for future training in hot and confined space permits."



Wayne Frazer, Hydroprocessing West, and Orator OonHuckelber D who worked on the recent CR1 T/A.

Training

According to Bold, Operators who participate in the turnaround planning process initially require some training, coaching and workshop participation. One particularly successful workshop that many have attended is the Turnaround DSU (decontamination/ startup) Workshop facilitated by Westhollow Research Center personnel. These workshops are conducted prior to major turnarounds and involve people from other Shell locations with varying areas of expertise.

"Much of the time in the workshops is devoted to analytical problem-solving in the spirit of continuous improvement," says Bold. "They provide an opportunity to learn from the past and to discard self-limiting paradigms. As a result, we've made many major improvements in our T/A process."

Gerry Summers, an Operator who served as operations coordinator on the DU2 turnaround, recalls a decontamination workshop he attended in Houston last fall which illustrates Bold's point: "They called it a 'Fat Rat' workshop. A 'Fat Rat' is any procedure that takes too long or costs too much and needs to be trimmed down. For instance, we had always taken 48 hours for the steaming procedure used in decontamination. After analyzing it in the workshop, we determined steaming time could be reduced to 12 hours or less, thus saving time and money, while still meeting all safety and environmental requirements the job."

In addition to the DSU "Fat Rat" workshops, Shell locations are now conducting "Peer Reviews." These sessions provide an opportunity for peers at WRMC, as well as other locations, to review all aspects of a turnaround plan—cost, schedule, procedures, etc. During "Peer Reviews" prior to the recent DU2 and CR1 T/As, the Complex hosted people from Deer Park, Anacortez and Norco. Summers says that "Bringing folks together prior to these T/As facilitated the sharing of knowledge and ideas between locations."

R.S.V.P. If Interested

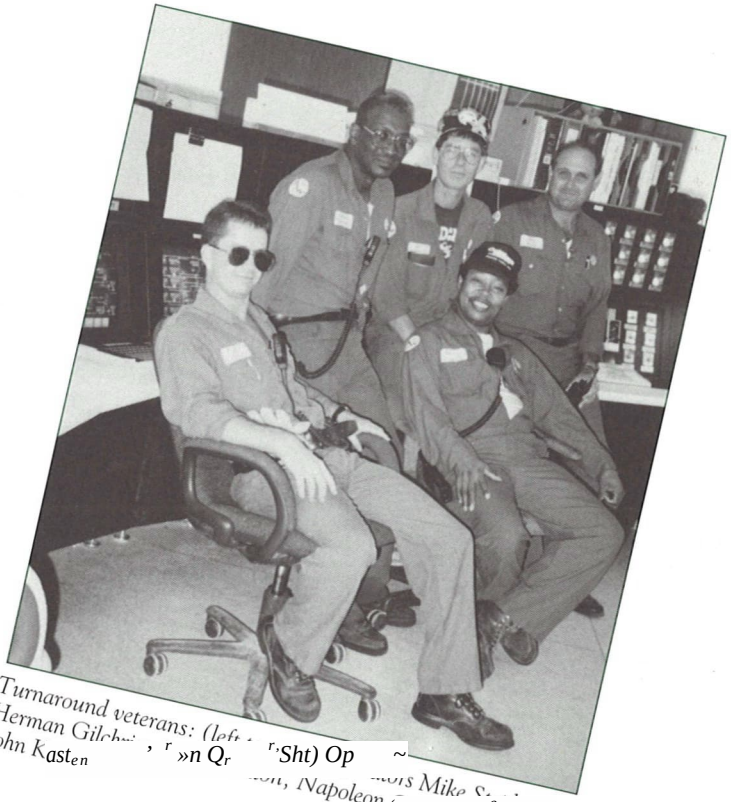
Because training and turnaround planning require extra time, Operator participation to date has been voluntary. About 18 months prior to a turnaround, at the beginning of the planning phase, a letter is sent out to Operators on the unit asking for an expression of interest. It is then up to Operators to respond.

"When I solicit Operators in the CR1 area," says Frazer, "I know I'll have no problem getting volunteers. There is a select group of Operators who like to work on turnarounds, and at this point, they're pretty well taking over."

"Invariably," says Bold, "the Operators who get involved are highly motivated and dedicated. There's no additional money for the effort demanded, so that's not the motivator. They're people who are more interested in job satisfaction and looking for new challenges. As a result, the Operators we get are top-notch."

Summers confirms Bold's analysis of Operator motivation. "In terms of personal satisfaction and job growth," he says, "this experience opened my eyes to a whole new perspective. I got a much better sense of the company-wide working of the business."

And what about the impact of Operators' expanded role on post-turnaround unit functioning? Summers says, "Before, we pretty much took direction from the Operations Foremen. Now, we're involved in the total work scope. It seems to be working well. On the DU2 turnaround, for instance, we developed a different decontamination system, and now we have a good, reliable unit. It's percolating like a new Cadillac!" #



Turnaround veterans: (left [illegible] Herman Gilch[illegible], [illegible]»n Qr [illegible]'Sht) Op [illegible] John Kasten [illegible], Napoleon C[illegible] «sey [illegible] Mike S[illegible] Pnens[illegible] and

United Way Agency Visits Stir Enthusiasm For 1995 Campaign

On June 13 and again on August 2, buses packed with Shell employees departed from the Complex for tours of area United Way agencies.

The first tour visited a Girl Scout camp in Godfrey and the Flying F Ranch, where YWCA day campers were getting to spend a day learning about horses. The second group headed for the Jarvis Township Senior Citizen Center in Troy. Downstairs, seniors were enjoying lunch, while upstairs a heated game of bingo was in progress. The Director of St. John's Homebound Care, based in Collinsville and serving a number of surrounding communities, traveled to the Center to meet with the Shell group and explain the many services the agency provides to the elderly and infirm. The group's next stop was the Torqua Girl Scout Camp just outside Edwardsville.

Extending The Reach Of Helping Hands

The agencies visited offer wide diversity in facilities and services, but they have one thing in common: all receive a share of their funding from United Way—and that funding enables them to make their services available to many more people than would otherwise be possible.

St. John's Homebound Care, for example, charges $8 an hour ($9 on Sunday), with a minimum of four hours, for housekeeping and personal assistance services. Such services enable many elderly people to stay in their homes after they are unable to care for themselves and, without them, the only alternative would be a nursing home. But while the cost is reasonable, it is beyond the means of many. United Way funds are used to subsidize care for those with financial need. In 1987, its first year of operation, the agency provided 660 hours of service. With the help of United Way, St. John's employed 50 caregivers in 1994—and provided 54,000 hours of service.

At Camp Torqua, United Way puts smiles on the faces of countless youngsters each year by making the dream of summer camp a reality. The Girl Scouts use their United Way allocation for financial assistance for campers, operating expenses, training materials for Leaders, math and environmental science programs at the Discovery Center, and outreach programs such as Kids On The Block—lifesized puppets used to teach children how to deal with drug abuse, child abuse, violence and other social problems.

The 1995 Campaign Lineup

This year's Campaign Committee has been named and is already at work laying the groundwork for the Shell United Way Employees' Campaign drive this fall. Co-chairs include Operations representatives Tim Croxton and Joyce Dildine, Maintenance representatives Pete Dochwat and Terry Seymour, Staff representatives Larry Sicking and Rick Strouse, and Clerical Staff representative Theda Bond. Floyd Fessler and John Warren, both Campaign Committee veterans, will serve as this year's Loaned Executives, and Dean Melm will head the Retiree Campaign effort.

Campaign Preview

The United Way Partnership area campaign will kick off Sept. 9 with a "Day of Caring" and run through Nov. 17. Solicitation at Shell will begin Sept. 25.

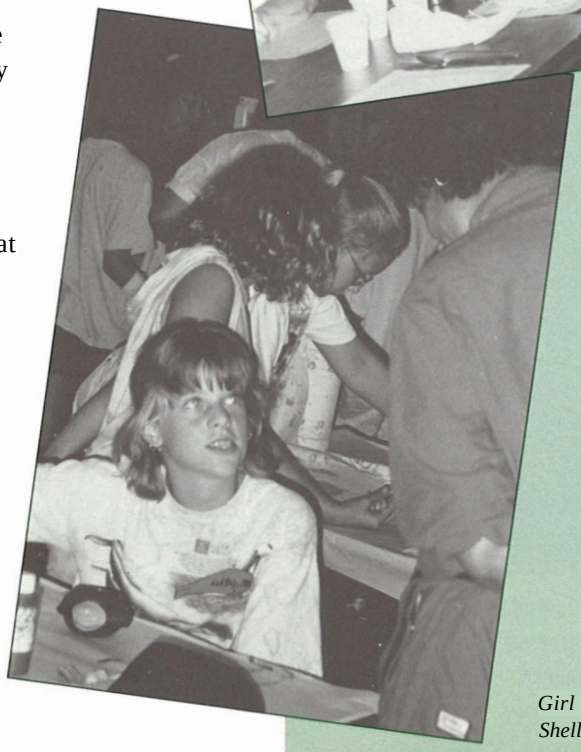
To be ready to take the campaign into each department within the Complex, solicitors will go through advance training in mid-September. According to Tim Croxton, "Solicitors this year will place more emphasis on one-on-one, rather than group, solicitation."

Last year's Shell Campaign goal was $200,000. "We met that goal," says Larry Sicking, "largely with the help of approximately 500 Fair Share Givers." As of early August, the group was in the process of establishing the 1995 goal, taking into account the impact of recent changes. "The Committee hopes to make up for reductions in employee numbers by increasing the number of Fair Share Givers—people who pledge an hour of pay per month," says Sicking.

"We've always met our United Way goal," says Croxton. "I have to believe that everyone will come through again."

Bingo is *a favorite activity for* many *Jarvis Township Seniors'* Center *regulars.*

Seniors gather for lunch at the Jarvis Township Seniors' Center. In the right foreground is Harold Gindler, father of recently retired Shell employee and former United Way Employees' Campaign co-chair Glenn Gindler.



Girl Scouts discuss crafts projects with Shell visitors to Camp Torqua.

Profitability Strategy: Reducing Inventory To Move *The Dot*

In June, about 200 people listened as Jim Morgan, President, Shell Oil Products Company, talked about the urgency of finding ways to improve profitability. One of the strategies for improving cash flow recommended by Morgan in this year's State of the Business presentation centered on the potential of reducing inventories. Since that time, a number of people here at Wood River have been at work devising a plan to put that strategy into action.

Managing By Targets

Around the P&E department, inventories are jokingly called "Jennifer's inventories." The reference is to Jennifer Mueller, who has responsibility for developing inventory targets for Wood River and helping the operations people manage to those targets.

As monthly targets are set, a number of factors must be considered, including seasonal demands and price. "We have to take each type of inventory, in each month, and evaluate it on a case-by-case basis," says Mueller. "And there are instances in which we need to build inventory, rather than reduce it. For example, we know the demand for asphalt will be high in the summer. We want to build inventory in the spring so we can capitalize on that demand."

At the end of each month, Mueller explains, actual inventories are compared against targets.

Inside And Out

Two types of inventories are falling under scrutiny. The first is "inside-the-fence" inventory— stockpiled quantities of intermediate process feedstock or finished product stored on Complex property. The second is "outside-the-fence" inventory. This is crude oil which has been purchased and assigned to Wood River, but which has not yet been delivered.

From a strategy standpoint, managing "outside-the-fence" inventory reduction poses the greatest complexity. Howard Olsen, Manager Planning & Economics (P&E), explains that possession of crude is considered to begin at the moment of purchase, no matter where it is. It may still be on a tanker, in the pipeline, or stored in breakout tanks along the pipeline; nevertheless, after possession, it is counted as inventory.

The longer crude is in inventory, the greater the detrimental effect on cash flow. "We have to move toward a 'just-in-time' delivery system, shortening the length of time crude is in our possession before use," says Olsen. "Changing how and when we buy crude or how we transport it are possibilities. Or we can look for a way to take possession later."

Olsen says the planning group is working closely with the people in Houston who buy crude to seek alternatives. "We're trying to deal with things in a systematic manner, and to the extent we can gain short-term advances by reducing inventory, we'll do it."

No More Buffer Zone

Reducing "inside-the-fence" inventory presents a different set of challenges. Intermediate process stock and finished product reserves have for years provided a cushion, enabling the Complex to meet demand when an operating unit goes down. Put another way, inventory has provided a buffer between operating units and the consequences of problems. That buffer is costly, however, because, for as long as product remains in storage (unused or unsold), it produces no return on investment.

WRMC inventories are Jennifer Mueller's top priority.

According to Mueller, "Current plans call for reducing inside process stock and finished product by 1.4 million barrels from the end of 1994 to the end of 1995." That leaves little margin for error, either in Operations or in planning, according to Olsen. "We are going to have to have very close cooperation— and very close communication— between the operating units, Logistics, P&E and Houston to see problems coming and head them off before they happen," he says.

One step toward improving communications is the creation of the Systems Coordinator role The primary function of the Systems Coordinators is to facilitate the necessary interface between operating units and all other areas to identify and solve potential problems before they affect production.

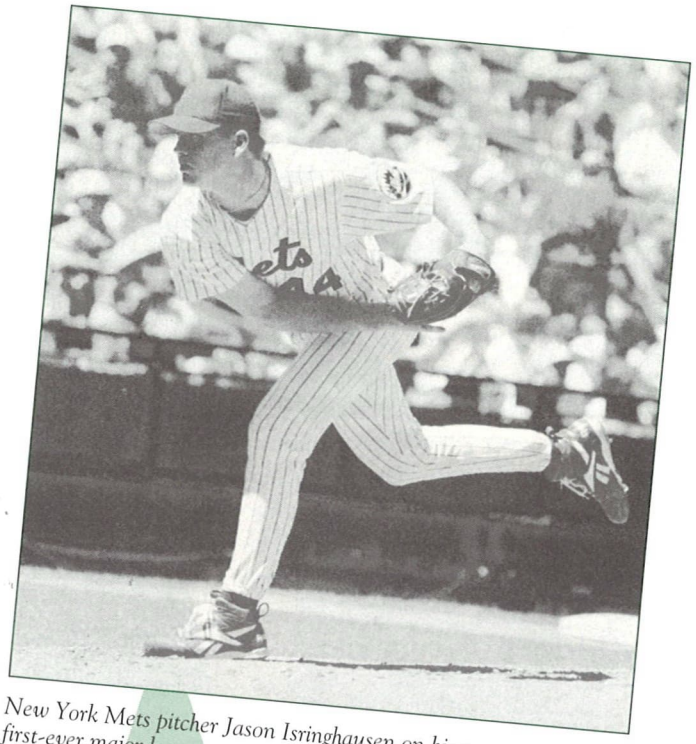
Pumping Up Cash Flow

The new reduced-inventory strategy appears promising as a way to increase cash flow, but everyone recognizes it also carries a degree of heightened risk. What happens if a unit goes down? How will product demand be met? Under that scenario, says P&E's Doug Rule, "One thing is for sure— taking away the inventory cushion will show us the true cost of reliability problems."

As of August, however, things look good. Mueller says that inventories should come in at target levels for August. The fact that inventories at all Shell locations are evaluated collectively makes it difficult to assess exactly the financial impact of inventory reduction strategy at Wood River. However, Mueller expects "The increase to cash flow should be in the range of 20 to 25 million dollars. That's at a minimum." o

STAR OF "THE SHOW"

Last year, Jason Isringhausen, son of Maintenance-Shops' Chuck Isringhausen and wife Georgene, was tearing it up in the New York Mets' minor system. It didn't go unnoticed by Mets' management. When he left to pitch in the 1995 AAA All-Star Game, he was told, "Pack your hags permanent." The next day, he left the farm and reported to the Mets in New York.



New York Mets pitcher Jason Isringhausen on his way to his first-ever major league victory on July 30, 1995.

"I DIDN'T BELIEVE IT"

Jason delivered the news to his family in a quick phone call home before the All-Star Game. His dad says at first he didn't believe it. "I thought he was just pulling my leg," he recalls. He believed it on July 17th, though. About 100 friends and family members, including Chuck and Georgene Isringhausen, Jason's two sisters and all his grandparents, were in the stands to watch Jason take the mound in his first big league game against the Cubs. Chuck proudly recalls every pitch: "He went seven innings and gave up only two runs on two hits. He had six strikeouts, two of them against Mark Grace, who just doesn't strike out. After that, he thought to himself, 'I can do this.'" Apparently, it was quite a debut.

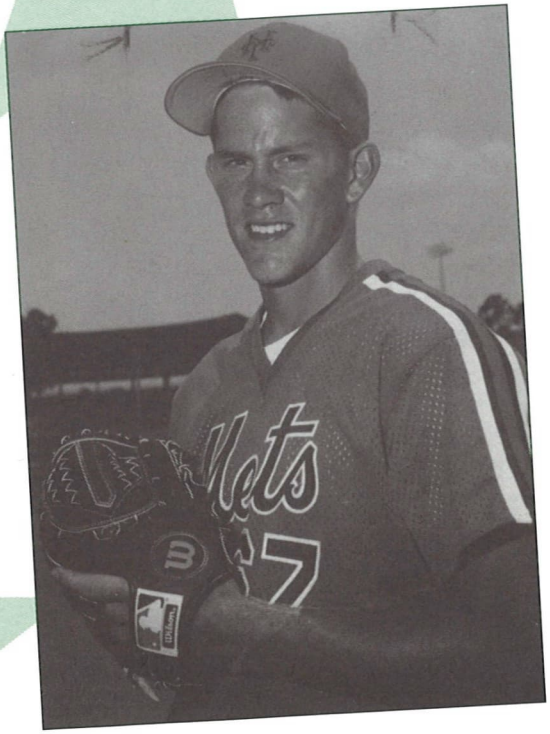
After a spectacular performance by Jason, that game ended in a no decision, as did the next one in Denver. Then, in his third game on July 30, he got a 2-1 win against Pittsburgh.

CLIMBING THE LADDER TO…THE TOP

Chuck and Georgene have watched their son move up steadily through the minors ever since he signed his first rookie league contract in 1992, mounting more than impressive numbers in a game where players live or die by statistics. "He set a lot of records in the minors," says Chuck. "For instance, in his first Double A game last year, he had 14 strikeouts—a club record. Then he turned around and did it again in the second game."

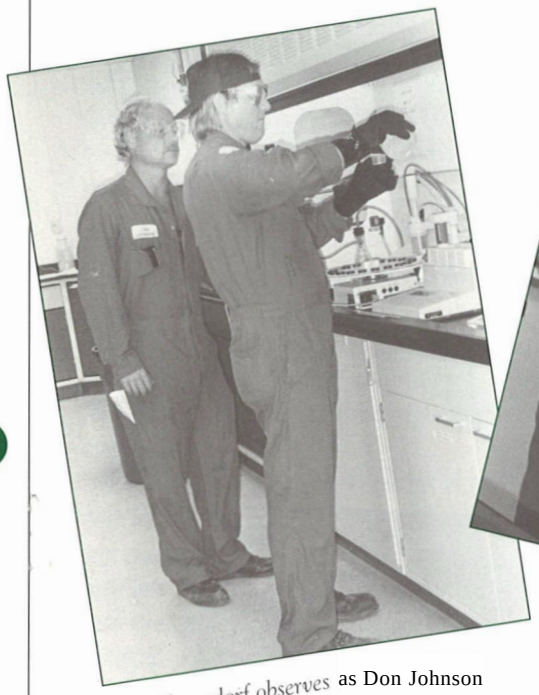
Now that Jason—or "Izzy," as he is known—is playing in The Show, what's next? When asked, his dad mused, "Well, he won't be moving up any more," then added wryly, "There's nowhere higher to move."

That's true. But there *are* records still waiting to be broken.



One of the newest Mets.

Alky/Chemicals Field Lab On Line— Distilling Next To Come



John Elmendorf observes as Don Johnson runs an acid titration test.

Kent Peccola discusses the capabilities of the new Alky/ Chemicals Field Lab with Gayle Johnson.

July ushered in a new era for the Alkylation (Alky) and Chemicals Units. With the new Alky/Chemicals Field Lab up and running, most test results will be available within minutes, rather than hours, after sampling. Moreover, tests can be performed as needed, at any time, day or night.

The feasibility of moving testing closer to sampling sources began to be analyzed approximately two years ago. A plan was developed, and the first field lab at the docks went operational in December 1994. In the same month, ground was broken for the Alky/Chemicals Lab, the second in a series of process unit Field Labs currently planned. The nearly completed Distilling Lab should go on line in September, and other units are now being evaluated as candidates for field testing.

Alky/Chemicals Shows Off New Equipment

On July 6, Manufacturing Complex Manager Gayle Johnson, Technical/ HS&E Superintendent Richard Gerth, Operations Superintendent Tom Purves and QA Manager Kent Peccola were treated to a tour of the new Alky/Chemicals Field Lab, which is located in a specially constructed, freestanding building near the Alky/Chemicals Control Room. The space is compact,designed for efficiency, and equipped with a dozen different analyzers.

Wayne Michalik, the Quality Assurance Technical Associate supporting the new lab, showed the visitors from Main Office around, explaining the various pieces of equipment. These range from the relatively simple RVP, which measures the vapor pressure of hydrocarbon streams, to the more complex acid titration analyzer.

State-Of-The-Art Technology

In the past, Field Labs would not have been practical. Testing was too complicated and too labor-intensive, requiring extensive lab facilities and a large number of highly trained testers.

Michalik explains that recent advances in technology have revolutionized the testing process. "Compact analyzers now available are designed to be user-friendly," he says. "Much of what used to be done manually is now done through computerization. That provides two benefits. First, results can be obtained much more quickly, and

second, a sophisticated knowledge of the chemistry involved isn't mandatory. A person only has to learn how to operate the equipment."

Gaining proficiency on the analyzers doesn't take long. Michalik provided two days of training for Alky/Chemicals Operators. At the end of that time, the Operators demonstrated to Michalik and Bob Hardy, Senior Technical Associate, that they knew how to run the tests. Thereafter, Michalik has been on site regularly to provide further, on-the-job training and answer questions that may arise.

He has high praise for the Operators; "They're picking it up quickly," he says.

The Cost Benefits of On-Site Testing

It is anticipated that the Alky/Chemicals Field Lab will soon pay for itself by increasing the units' ability to monitor closely operating conditions which are critical to the production of quality products.

According to Bert Natalicchio, Manager-Cracking/Alkyation/Chemicals, "The Field Lab concept was undertaken as part of a strategic initiative to improve quality throughout the Complex. The primary reason we do testing is to control parts of the stream through the units and operation of the units to assure product quality. The Field Lab will enable Alky/Chemicals Operators to accomplish this purpose better through more timely test results."

Production of sub-quality product, which must be disposed of or sold at a substantial discount, can seriously erode revenues. By reducing response time in correcting operational problems confirmed by testing, Alky and Chemicals should be able to maintain far greater consistency and produce more high-quality product—product which can be sold at top prices. Thus, the Field Lab increases the potential contribution of these units in moving the Dot toward the revenue and profitability goals established by the Business Model.

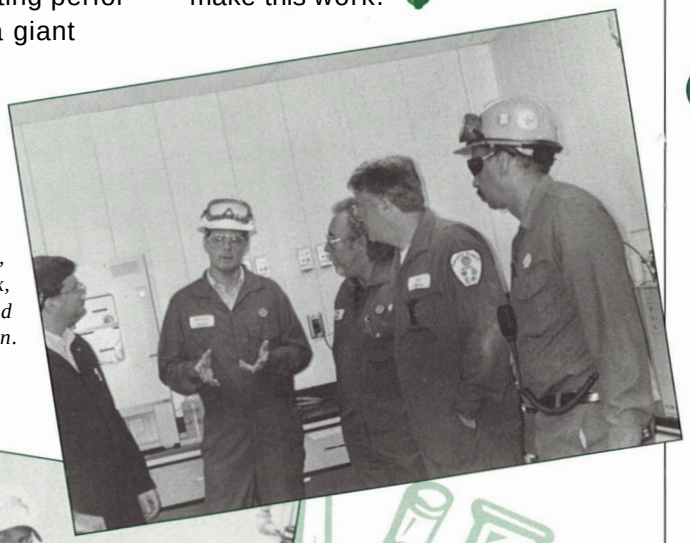
While it is difficult to put firm figures to cost-savings estimates, Natalicchio expects the Field Lab to generate as much as a quarter million dollars in savings per year through acid titration alone. "Timely acid titration," he explains, "will enable the unit to better conserve acid, which is used as a catalyst in Alkylation."

New Challenges/ New Control

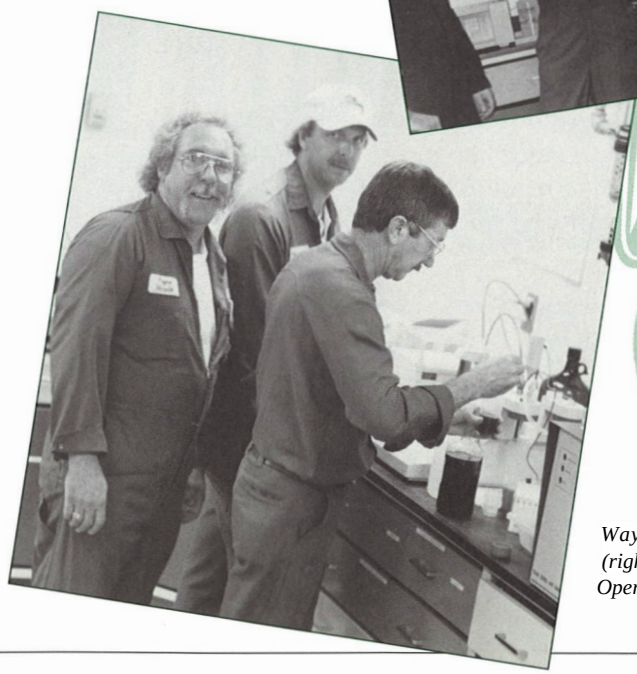
While Operators have always had responsibility for the quality performance of their units, they have not always had the tools to exercise full control over factors affecting performance. The Field Lab is a giant step toward giving Operators that control. "This puts quality assurance directly into their hands," says Natalicchio.

The net impact of the Field Lab on Operators' daily routine, however, is to add responsibilities to their job. How do they view this expansion of their job description?

Operator Don Johnson admits that some adjustment is required. "This is completely new to all of us," he says." Any time a person takes on something new, there's a learning curve that can be somewhat overwhelming at first. On the other hand, learning new things is exciting, and most of us welcome anything that's going to help us do our jobs better and make the Complex more profitable. We're doing everything we can to make this work."



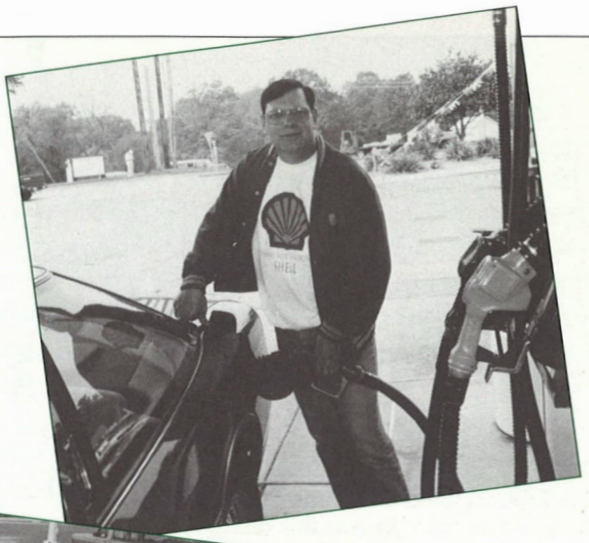
Visitors get a tour of the new lab. Left to right: Jerry Stevens (Bechtel). Richard Gerth, Wayne Michalik, Tom Purves and Jim Washington.

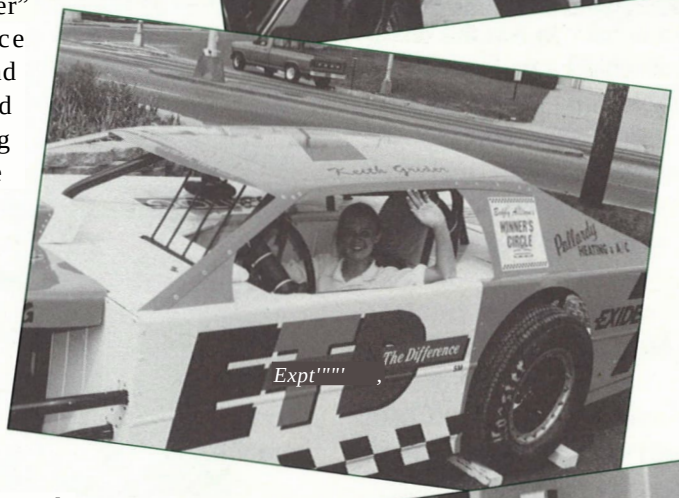


Wayne Michalik (left) and Bob Hardy (right) work at one of the analyzers with Operator Heinz Nalley (center).

PUMPED UP
About Customers

Over two weekends in May, a small army of WRMC employees could be found at several Shell service stations throughout the St. Louis metropolitan area, all wearing Shell logo T-shirts, pumping gas and chatting with customers. Approximately 50 Shell employees volunteered to help out with the grand openings of six new ETD (Experience The Difference) Shell stations—"super" stations with spacious, well-stocked convenience stores. Many employees even brought spouses and children along. In addition to food, beverages and Shell employees, customers found clowns, racing cars and other promotional attractions at the stations involved.





Letting Customers Know We Care

WRMC participation grew out of discussions between Doug Groves, Manager Business Services, and the Shell marketing people in St. Louis. Shell's overall marketing strategy in St. Louis calls for bringing Shell closer to its customers, and the grand openings seemed a perfect opportunity for Shell customers to meet the people who make the products they use in their cars—and for WRMC employees to meet those who use the products they make. Groves, who coordinated the event with significant help from Wanda Westerhold, says, "The idea is to give Shell a human face—to personalize the company to its customers through outstanding service and communication of a 'We care' attitude, thereby strengthening brand loyalty." And what better way to let customers know that we care than to meet and talk with them, face-to-face?

Of course, the loyalty created by customer/employee interaction is a two-way street, personalizing customers for Shell employees, as well as the other way around. Knowing that our products are used by real people—people much like ourselves—strengthens our commitment to producing consistently high-quality products.

Time Well Spent

Those who participated in the grand openings said they had fun and enjoyed talking with customers. "It was part of an effort to strengthen our relationship with the Shell Marketing organization and help in their effort to become number one in St. Louis," says Groves, who adds, "Given this success, maybe we'll do it again." #

WRMC *employees deliver service with a smile at ETD Shell stations in St. Louis.*

WRMC Notes

Scholarship winners Sarah Welsh and Brian Williams are congratulated by Gayle Johnson.

Two Shell Scholarships Awarded

On June 13, two area students each received a Shell Scholarship and hearty congratulations from Gayle Johnson following a luncheon in their honor at Sunset Hills Country Club in Edwardsville.

Sarah E. Welsh, who graduated from Alton High School, is the daughter of Karen and John Welsh, Manager Process Engineering. Sarah will attend Marquette University in Milwaukee to major in physical therapy.

Brian C. Williams, a graduate of Edwardsville High School, is the son of Debbie and Alan D. Williams, who is retired as President, Shell Mining Services-Triton. Brian will attend the University of Richmond in Virginia.

Winners were selected by the National Merit Scholarship Corporation on the basis of their 1993 test performances, together with evidence of leadership and citizenship. The four-year awards range from $1,000 to $4,000 per year. This is the 27th year of the Shell Scholarship program. <

WRMC RECOGNIZED FOR SAFETY

The spotlight was turned on WRMC's exceptional safety record at the National Petroleum Refiners Association's 5th Annual National Safety Conference in New Orleans, La. At the Safety Awards Banquet on Apr. 20, Jim Bunch and Larry Forehand, both Safety & Health Group members, accepted an NPRA Award for Meritorious Safety Performance on behalf of the Complex. Additionally, the Complex was recognized with a Gold Award for its 44% reduction in total recordable incidence rate during 1994 over the three previous years and an Award for Safety Achievement for achieving 1,000,000 Safe Hours from May 27, 1994 to October 16, 1994- #

LAUGHTER IS THE BEST MEDICINE

A middle-of-the-night power interruption throws off your alarm dock. You're out of coffee. The big meeting doesn't go well. Your computer crashes. Your teenager wrecks the car. The dog has to go to the vet. And finally, your favorite tv show is pre-empted. Some days it seems that so-called "stress factors" turn up everywhere. While no single thing may be earth-shattering, collectively, they pile up. Today, many people complain of feeling "stressed out" — a condition that generally leads to diminished effectiveness. Those who not only survive, but thrive, learn to manage stress. And laughter may just be the best way to do it.

The Physical Benefits Of Laughter

Over time, stress can take a heavy toll, not only emotionally but physically. Keeping fit, doctors tell us, requires— literally— a healthy daily dose of humor. Laughter has also been proven to be an important factor in recovering from illness. The beneficial physiological effects of laughter (we're talking belly laugh here, not just a half-hearted chuckle) include increased heart rate and blood circulation, cleansing of the respiratory system, lowered blood pressure, stimulation of the digestive tract and positive chemical and hormonal changes.

Take Control!

Many people report that they experience stress as negative emotions— tension, anger, hostility, anxiety. And helplessness. Stress is usually perceived as being caused by external situations and therefore beyond control. That being so, are we really powerless in its grip? Not, so, according to health professionals.

We can empower ourselves and restore perspective by looking at life with a sense of levity. Jim Pelley of Laughter Works Seminars, says that "Laughter is a cathartic response. It's the body's natural process to purge excess emotions, which we often call stress. When we laugh, we release." He recommends these ways to escape the stress trap in his book, Ten Tips On Reducing Stress:

- Remember to laugh at yourself. Each of us is our own best source of humor— especially when we share it.
- Reach out and fun someone. Share your joy with others.
- Keep smiling. It takes more energy to frown. And smile are infectious. If someone else isn't smiling, give them yours.
- Take time to laugh. Spend some time each day sharing humorous insights about the kids, the job— whatever makes you laugh.
- Hang around kids: they still know how to laugh. If you don't have kids, ask people who do to loan you theirs.
- Get a perspective. Don't complain about your problems because other people's are likely worse than yours.
- Practice humor. Learning to bring humor to life is like developing any skill: practice makes perfect.
- Get out of the ordinary. Take the scenic route, enjoy a long lunch fly a kite. Do something you've always wanted to do.
- ATTENTION: THIS IS NOT A REHEARSAL. This is life; enjoy it now. It sure beats the alternative.

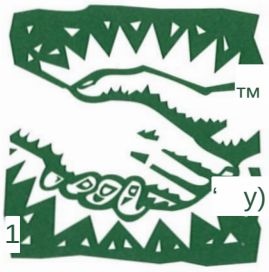
WRMC APPLAUDED FOR SAFETY PERFORMANCE

In a letter to Gayle Johnson, Ron Banducci, Vice President Manufacturing, Shell Oil Products, congratulated all WRMC employees for having reached two safety milestones: one year without a days-away injury or illness (May 26) and three million safe work hours (July 24). Johnson circulated the letter via PROFS. It read, in part: "You are well on your way toward the best year ever safety performance at Wood River...I greatly appreciate all the individual contributions which make this team achievement possible." <

Roxana Schools Foundation

WRMC Notes

Shell History Museum



WRMC has long maintained an education partnership with Roxana High School. Now that partnership is evolving into a foundation to support the entire school district.

The newly chartered Roxana Community Schools Foundation will provide charitable, educational and auxiliary services to support the Roxana Community Unit School District #1. Efforts will be directed toward raising funds and encouraging access to and use of technology in educational programs.

According to Foundation Board member Doug Groves, "The Foundation gives us the means to get other companies and individuals in the community involved in the activities previously conducted by the Shell-Roxana High School Partners in Education. And, because the foundation is tax-exempt (pending final IRS approval), we hope to increase the amount of money donated to the district significantly beyond that provided by Shell."

Foundation Board

The Foundation is governed by a board of directors, whose members include Jim Herndon, Superintendent of Schools; Doug Groves, Manager Business Services; Randy Roberts, Roxana School Board member; Jananne Threlkeld, Assistant Superintendent for Instruction; and Cheryl Fields, Human Resources Representative, Clark Petroleum.

If you would like to make a donation to the Foundation, you may do so by contacting Jim Herndon at 254-7544. *

MUSEUM PLANS EXPANSION

The vacant building just south of the Wood River Shell History Museum will soon have a new tenant. The Museum recently gained approval to take over the space to house a "hands-on" display of refinery-related equipment.

The planned display is expected to be a highlight for children's groups touring the Museum, who will be able to see for themselves how pumps, distillation units and other pieces of operating equipment actually work.

As with the Museum, volunteers will provide the labor for repairs and preparation of the building as a display space. While preparation will be minimal, it will require paint and installation of a heating system. Retirees or employees who would like to help in the effort are welcome. Work should get under way during the fall or winter.

ANTIQUE TRUCK DONATED

In other news, the Museum has acquired a 1918 Model TT pick-up truck and oil tank, which will become part of the permanent Museum exhibit as soon as it is restored. Museum staff would like to hear from anyone with expertise in automotive restoration who would be willing to volunteer time for this project.

To volunteer for either project, call the Museum at 255-3718, Wednesday or Thursday, between 10 a.m. and 4 p.m.

THE WRYT STUFF

Word of the Shell History Museum is getting around. On July 27, Margaret Middlecoff and Lois Cooper, representing the Museum were guests on the "Aunt Bea" talk show on radio station WRYT in Edwardsville. <

Shell Partnering In Habitat For Humanity

WRMC is joining with the St. Louis Marketing Association, Wood River Shell Pipe Line, the Shell St. Louis Distribution Organization, Coca Cola, Heritage Environmental Services, Continental Fabricators, France Mechanical and Betz Process Chemicals to sponsor construction of a Habitat for Humanity home in St. Louis.

Habitat for Humanity is a not-for-profit, international organization whose sole mission is to provide homes for people living in substandard housing. The St. Louis branch also works to resurrect economically depressed areas of the city struggling against urban decay.

A typical Habitat home in St. Louis is vinyl sided, has about 1100 sq. ft. of living space, and includes three bedrooms, one bath, a combined living room and dining area, a full basement, and front and rear porches. It is centrally heated, but has no air-conditioning, and includes minimal landscaping. Funding—about $45,000 per home—is provided hy the sponsor(s); then the occupant purchases the home from Habitat through a 20-year, interest-free loan. Homeowner payments are used to fund additional Habitat projects. In addition, the homeowner must invest 300-400 hours of "sweat equity" in the home as it is constructed.

Volunteers Needed

Shell employees can get involved through SERVE, our community volunteer service organization. Approximately 12 volunteers are needed to work on 12 consecutive Saturdays to build a Habitat home. Excavation, the foundation, basement walls, plumbing and electrical work are usually contracted, but the rest of the construction, floor to roof, will be handled by volunteers. The sponsorship group could also handle plumbing and electrical work if people with those skills volunteer.

Getting The Word Out

The project will be promoted on radio, as well as through signs at Shell service stations, and it is hoped that St. Louis Rams and/or Blues players will be involved to help raise awareness.

Participation by Shell employees will not only help a family and a neighborhood in need, but will help build awareness in the community of Shell's presence—a key element of Marketing's strategy to move the Dot.

Additional information will be provided when the construction schedule is finalized. If you want to volunteer, contact SERVE through Yarnell in Community Relations, ext. 2685. <9

Ken Jobe Addresses Conference

Ken Jobe, Superintendent Engineering/Maintenance, recently traveled to Washington, D.C. to address the approximately 1,000 participants at the 2nd Annual Conference on Ergonomics, Safety and Health in Construction. The conference was co-sponsored by the Building & Construction Trades Department (AFL-CIO), OSHA, NIOSH, and several smaller associations.

Invited to speak on the owner's perspective on health and safety in construction, Jobe discussecf how an approach based on shared values can be effective in fostering preventative behaviors. He focused on the importance of commitment, leadership, and employee involvement in achieving health and safety goals.

Positive Feedback

Jobe says the presentation was very well received and sparked many questions in the Q&A session that followed. He was also gratified by positive feedback regarding Shell. "Many union leaders told me they now view Shell as the industry safety standard, replacing Dupont," he says. "Also, several consultants who work for OSHA and NIOSH were extremely complimentary of our approach to health and safety. They agree with us that individual behaviors are the key to prevention and showed interest in following that course."

In Memoriam

R.D. Beckham, 65, died June 21.

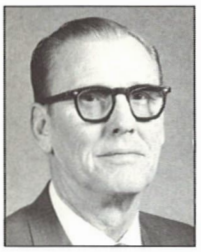
Mr. Beckham, a Boilermaker 1 in Maintenance, retired May 1, 1987, following 34 years of service.

William Herman Bond, 86, died June 16.

Mr. Bond retired on February 1, 1972, as an Operator 1 in the Gas Department. He served for 33 years.

William H. Dennis, 77, died June 17.

Mr. Dennis , who retired on April 1, 1980, was a Compounder 1 in Lubricants. He served for 37 years.



Horton Harld Fletcher, 88, died July 11.

Mr. Fletcher retired as an Operator I, Lubricating Oils, on April 1,1969. He served for 41 years.

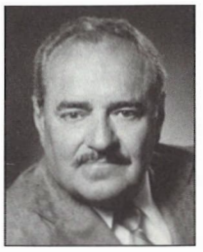
William A. Jurgena, 88, died June 20.

Mr. Jurgena worked as an Operations Foreman-Hydroprocessing/ Alky. He retired May 1, 1979, with 37 years of service.

Edward Looser, 68, died August 7.

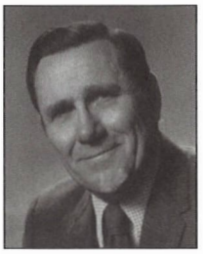
Mr. Looser, an Operator 1/Breaker in Hydroporcessing-Aromatics East, retired February 1, 1986, following 34 years of service.

Billboard



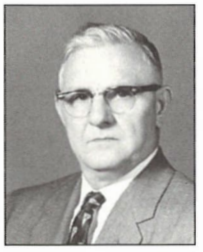
John E. Reynolds, 76, died August 7.

Mr. Reynolds, a Garage Mechanic 1 in Maintenance, retired on May 1, 1981. He served for 39 years.



James Baptist Spagna, 82, died July 3.

Mr. Spagna, an Operations Foreman in Lubricants, retired August 1, 1974. He served for 30 years.



James Arnold Walker, 90, died June 13.

Mr. Walker was a Shift Foreman in Akylation. He retired on August 1, 1961, following 33 years of service.

Herman Alfred Warren, 94, died July 26.

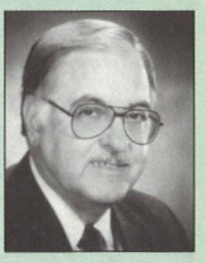
Mr. Warren was a Boilermaker in the Engineering Field. He retired on March 1, 1963, after 25 years of service.

Service Anniversaries

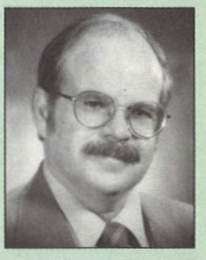
JULY

E. Gayle Johnson
Manager Manufacturing Complex Administration
40 Years

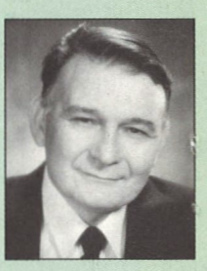
Darrell L Ottwell
Design Draftsman
Project Engineering
35 Years



Dave R. Du Vail
Compounder 1
Compounding
25 Years



Larry A. Morrow
Garage Mechanic 1
Maintenance/Shops-Garage
25 Years



Don E. Perdun
Boilermaker 1
Maintenance/Shops
25 Years

Anton Williams
Boilermaker
Maintenance/Shops
25 Years

AUGUST

Howard C. Olsen
Manager Planning & Economics
Operations-Planning & Economics
30 Years

Rick M. Negele
Machinist 1
Maintenance/Shops-Machinists
20 Years

Charles J. Wiles
Machinist 1
Maintenance/Shops-Machinists
20 Years

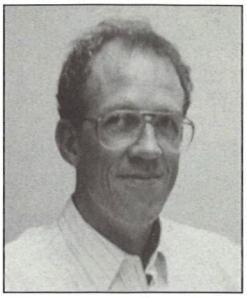
Billboard

Todd E. Kalass joins the Planning & Economics staff as a Supplies Representative. He comes to Wood River following a two-year tenure in Houston, where he was a Scheduler Supply Operations-Light Feedstocks. He in his 10th year with Shell.

Todd and wife Patty, together with their two children, Erik, 3, and Haley, 1, are temporarily living in Troy. They plan to settle in the Edwardsville area.

All sports (especially golf, basketball and softball), gardening and travel top Todd's list of favorite leisure activities.

WELCOME TO WO C



Mart Nieskens comes to WRMC from the Nether-lands after 18 years of service with Shell. He has been named to fill the newly created position of Process Technical Support Manager, reporting to Richard Gerth, Superintendent-Technical/HS&E. His last position, which he held for four a half years, was in Singapore, where he was Process Section Head at the Pulau Bukom refinery.

Mart and his wife Maria are the owners of six cats. He enjoys swimming, cycling, tennis and scuba diving.

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