

WOOD RIVER REVIEW

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OPTing For Excellence PART I: The Strategy



The following is the first in a series of articles on Operations Excellence—one of a number of major new CLT (Complex Leadership Team)-sponsored initiatives that comprise Wood River's Complex-wide Winning Strategy, which will be implemented in 1995-1996 and beyond. Our goal is to run full, producing the best yields, while maintaining a competitive cost structure. The Winning Strategy is designed to bring a sharp focus to that purpose, clarify the directions in which we need to move, and provide a framework for managing change. In short, it is a strategy to accomplish the self-transformation necessary to lead WRMC into the 21st century.

The first article, below, explains how this strategy is being carried out in the Operations Excellence initiative. The second article in this series, focusing on Operator Training, is also contained in this issue. It begins on page 3.

As Phil Carroll, President, Shell Oil Products Company, frankly acknowledged during his recent visit to Wood River, "Things are tough." Here in the mid-continent region, narrow margins (the difference between the cost paid for crude and the price received for

The Operations Excellence Training Subgroup. See related story, Pg. 3.

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refined products) work against reaching healthy levels of profitability. But, as the saying goes, "When things get tough, the tough get going." Certainly that is proving true at Wood River, which is not only hanging tough through hard times, but taking aggressive, proactive steps to overcome adverse marketcircumstances. Efforts

to operate more efficiently and safely, increase throughput, and improve reliability—all of which will bolster our capability to take advantage of revenue-producing opportunities as they occur in the market—are at an all-time high. And there are significant plans in motion for moving them even higher.

Of course, change is not as simple as saying, "We're going to do things better." There has to be a well-thought-out, workable strategy to get from "here" to "there." This fall, WRMC is launching the Operations Excellence program, sponsored by Superintendent Operations and CLT member Tom Purves—a strategy designed to provide a clear roadmap for bringing production units to peak performance and keeping them there.

Accomplishing this ambitious mission will require analyzing all aspects of Complex-wide operations processes, establishing performance standards for all process functions, identifying areas that need to be improved, developing specific plans for closing the gaps, and putting those plans into action. That's a tall order, but those working on the effort report they are energized by the challenge and have already taken the first steps on what they view as an exciting journey to excellence.

What Is Excellence?

Initially, a group comprised of Managers and SOMs (Supervisors of Operations and Maintenance) from all operating departments formed for the purpose of developing a strategy for attaining excellence in Operations. Their first job, they realized, would be to arrive at a clear definition of excellence as it relates to Operations at WRMC. The most logical way to approach this task, they found, was to divide the overall operations process into several subprocesses for closer scrutiny.

In all, seven subprocess areas were identified. Of these, the group selected three—Operator Training, Equipment



Tom Purves leads a discussion on Operations Excellence at Kendall Hill.

Surveillance, and the Operations-Engineering-Maintenance (OEM) Partnership Process—as areas for concentration during the first phase of the Operations Excellence initiative, to be implemented in 1995 and 1996.

In practice, of course, there are linkages between these areas. However, because each area poses unique require-

ments in setting performance standards and in what must be done to close the gap between 'what is' and 'what should be,' they can be most effectively addressed separately. As someone once said, "The only way to eat an elephant is a bite at a time."

Think of it as a puzzle: when all the interlocking pieces are in place, they form a complete picture. In this case, that is a picture of excellence.

Making Excellence Manageable

For each of the three subprocess areas to be pursued over the next year, the group appointed a corresponding steering committee. Each steering committee is charged with the responsibility of focusing intensively on the major elements of its subprocess area to determine what level of performance and/or knowledge would be considered "excellent." As each steering committee reports back to the larger group, a clearer picture of "world-class" operations will begin to emerge.

Once excellence is defined, the next step will be to analyze current practices at WRMC to determine where performance falls short. As performance gaps are identified, each steering committee will design a gap closure plan for its area, with milestones to measure progress.

Purves emphasizes that Operators will play a key role in the Operations Excellence initiative. "It's important to understand that none of the steering committees will be working in isolation," he says. "At every stage, they will be asking for and receiving input from Operators. We consider their experience and ideas invaluable in helping us arrive at an understanding of where we need to go and how to get there, and anything that anyone wants to say, we want to hear." Operators, he adds, will also comprise the greatest part of the development teams. <

OPTing For Excellence

PART II: Operator Training Redesign

The cover story of this issue explains Operations Excellence, the strategy to bring Operations at WRMC to a "world class" level. This and subsequent articles will look at the application of Operation Excellence strategy in specific areas of Operations.

As the Operations Excellence initiative gets under way, Operator training is one of the first areas being addressed. The goal, which is anything but modest, is to provide Operators with the highest level of job skills in the industry, worldwide.

The Training Steering Committee, which includes Jeff Deerhake, Aamir Farid, Ken Jouett, Gene Peters and Karl Yeager, met, clarified the approach to be taken, and discussed how best to proceed. All agreed that Operator participation should be a priority. They also concluded that the tasks involved could be performed most efficiently by a smaller group. With these considerations in mind, they hosted a workshop of approximately thirty Operators, SOMs and Managers to discuss Operator excellence. This group, in turn, chartered a four-person subgroup to conduct the necessary research and formulate recommendations for a redesigned Operator training program.

The four-person Operator training subgroup is comprised of three Operators—Tom Fralinger, Logistics; Mark Lorch, Hydroprocessing; and Dennis Scarborough, Alky/Cracking—and Rich Drew, a Human Reliability Specialist from OE&T (Organizational Effectiveness & Training).

Importantly, the redesign of Operator Training is not just a Shell initiative. It is going forth as a joint effort between Shell and the International Union of Operating Engineers Local 399-525. The Operations Excellence group regards union participation as critical to achieving the objectives of the plan. For its part, the union views improved training as a means to enhance members' skills and enthusiastically supports the process. Larry Fultz, a union member and Operator in the Gas Plant, comments, "We've been striving for improvements in training for a long time, so we're pleased and excited. It's also important that the Operating Engineers and the company are together in this from the start."

Seeking Models Of Excellence

Since late August, the training subgroup has been researching petrochemical industry standards to deter-

mine the best approaches and materials available for Operator training. In addition, since the skills Operators need to achieve peak performance extend beyond those that are unit-specific, the group is investigating state-of-the-art training content and methods employed outside the petrochemical industry. Lorch says, "We've looked at a number of leading edge companies in the nuclear, automotive, chemical and pharmaceutical industries. We've also had meetings and teleconferences with consultants working in those industries."

Other resources tapped by the subgroup include the American Petroleum Institute and the American Society for Training and Development.

The subgroup expects to wrap up its research by the first week of November. Their next task will be to conduct a needs analysis.

Analyzing Needs

From their investigation, the training subgroup will be able to construct a preliminary profile of an optimum training program for Operators—the types, amounts, and methods of training Operators need to perform at a level defined as "world class." By evaluating current training against this ideal, some training needs are expected to become readily apparent. "Our research will help us pinpoint the gaps," says Fralinger.

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*The Operator Training Subgroup at their base of operations in Main Office.
Standing, left to right: Tom Fralinger, Mark Lorch and Rich Drew. Seated: Dennis Scarborough*

Continued from page 3...

Operator input, too, will figure prominently in the needs assessment. "We'll be talking with the shift crews in all operating departments," says Drew. "After all, it's their training, and they undoubtedly know better than anyone where performance gaps exist and what kinds of training could help them do their jobs better."

Developing A Plan

On the heels of their investigative work and needs analysis, the training subgroup will present its findings and recommendations for a redesigned Operator training program, first to the Training Steering Committee, then to the Operations Leadership Team (OLT), and finally to the Complex Leadership Team (CLT)—probably in mid-December. Union leadership will also participate in presentations. Once the approach is approved, the group will move forward to design a formal plan for implementation.

With research still ongoing and the needs analysis yet to be completed, the subgroup is some distance from being ready to make final recommendations. Some general directions, however, are beginning to emerge. According to Scarborough, "While it's too soon to tell what the final program will look like, several general areas for training will be considered. In its broad contours, for instance, the program might include Basic Operations, Job-specific Skills, General Refining, and Complex-wide Systems."

Training As A Dot Mover

In the past, training professionals in many different industries have encountered difficulty in convincing their companies to make a full commitment to training. This problem, when it occurs, often stems from a failure to view training as a business strategy. At Shell, however, the relationship between training and business outcomes is clearly understood. Jeff Deerhake, Manager OE&T, who is working closely with the subgroup, confirms that, in fact, "Training is an integral part of our planning for the future." He adds, "That is

nowhere better illustrated than in our Operator training program, which is being redesigned to meet our strategic business goals."

Shell's philosophy recognizes that people are its greatest asset and that capital investment means little without a trained, highly competent, and motivated work force. Equipment must not only be *operated*, but also *managed* for maximum return. This recognition underlies the inclusion of training in the Winning Strategy, Wood River's comprehensive strategic plan for the Complex.

The Operator training program, when implemented, will introduce a new generation of training at WRMC, designed not only to teach basic, unit-related operational skills, but to create awareness of Complex-wide and inter-departmental issues and develop proactive skills. Those skills should enable Operators to manage their work environment more effectively than ever before to help drive the Dot toward its necessary destination.

The Difference That Makes A Difference

How will Operators greet the new training program? Drew says the training subgroup expects the response will be positive. "For one

thing," he says, "over the past several years, many Operators have expressed a desire for more training." In addition, studies across all industries show a direct correlation between training and job satisfaction. When compared to employees with lower levels of training, highly trained employees are far more likely to feel they are making a positive difference in their company.

The positive difference that results from training can make all the difference—not only in WRMC's financial performance, but in fulfillment of Shell's mission and vision. According to Tom Purves, training is an affirmation of our core value of belief in people. "Our investment in training says that we believe in the ability of our people to lead us to success," he explains. "Operators going through our redesigned training program will gain a whole range of enhanced skills—skills that will enable them to fulfill their potential and perform at a new level of excellence. And that, in turn, will enhance their value as Shell employees." 

Oil refining is a tough business. Those who have been in it for any length of time will tell you that doing the right things with the hydrocarbon—and doing them *all of the time*—makes the difference between success and failure. But they will also tell you that, with fifteen or so major process units, plus a host of very important supporting units and systems, the "right" things are not always so obvious.

Enter the Systems Coordinators. By facilitating inter-unit communications, Systems Coordinators help process units consistently ask the right questions, allocate the right resources, and make the right decisions. The position was created at WRMC after its value had been successfully demonstrated at other Shell locations, such as Norco, over many years. The first Systems Coordinators went on shift in January of 1994, and the result was an immediate improvement in inter-department dialog and decision-making.

During the first eighteen months after the Systems Coordinator role was introduced, the Complex learned a lot, according to Tom Purves, Superintendent Operations. And now, recent changes at WRMC have provided the opportunity to make the role even stronger.

ORGANIZATIONAL CHANGES

In March of this year, the Planning and Economics (P&E) department was moved out of Operations. "We made this move to allow P&E to focus more on external business opportunities," says Howard Olsen, Manager P&E. "Although we still develop the Operating Plan, now more of our efforts are directed toward looking for ways to build our customer



Left to right: Systems Coordinators Bob Mills, Tim Rosinski, Mike Gutierrez, Abe King (seated) and Becky Bertani. Gary Spears not pictured.

SYSTEMS COORDINATORS BRING A BIG PICTURE PERSPECTIVE TO OPERATIONS

base and get more value for our products," explains Olsen.

The Systems Coordinators had historically been a part of P&E; however, given P&E's new role, they no longer fit with that department. "Systems Coordinators are Operations people," says Purves. "They are round-the-clock facilitators of the Operating Plan, and their job is to make it happen in the field. For these reasons, we wanted them in Operations."

In June, the Hydrocarbon Systems department was created as part of the Operations organization, with Becky Bertani as the first Manager. Her first priority has been to develop more precise role definitions for the Systems Coordinators. "The goal," she explains, "is to put processes in place that will enable Systems Coordinators to be very effective on shift so that we can meet our Operating Plan all the time."

THE MAKING OF A SYSTEMS COORDINATOR

What does it take to become a Systems Coordinator? Bertani

explains that the job requires people who have excellent interpersonal skills, high aptitude for facilitation, and an insatiable curiosity about how all the units in the refinery fit together. "The most important skill we need in a Systems Coordinator is the ability to see how parts of the whole interrelate and to take a systems approach to problem solving," she says.

The current Systems Coordinator group's five members include Abe King and Gary Spears, two members of the original group, along with Mike Gutierrez, Bob Mills and Tim Rosinski, who were recently added.

TRAINING

Building a strong Systems Coordinator is not a simple task. The amount of knowledge these people must have is extensive, and the learning curve, steep. Bertani has been assessing just what kinds of learning experiences are most helpful in building their effectiveness.

"In September," says Bertani, "we completed an intensive, two-week workshop with the Operations SETs."

Following the workshop, Rosinski, who comes to the Systems Coordinator group from Lube Operations, observed, "This was an excellent start because it gave us a tremendous amount of information right from the beginning."

"There's a lot to learn," remarks Gutierrez, who comes from Quality Assurance. "I'm looking forward to learning more about how the various units work together to make money."

And that, of course, is exactly the point.

The '90s may well be remembered as The Training Decade. Companies everywhere, striving to become more competitive, are increasingly recognizing the need for a highly trained work force. Plus, a wide variety of training is required to meet OSHA and other federal and state regulatory requirements. For these and many other reasons, training is in, including here at Shell, and Organizational Effectiveness & Training (OE&T) has been busy streamlining the way training is delivered. Thanks to a lot of hard work, a number of OSHA/Shell-mandated safety and environmental training modules have gone electronic.

The Paperless Training Team

In the near future, the rollout of Shell's LAN (Local Area Network) system will be complete. At that point, every employee across the Complex will have PC access to ELS— and Computer-Based Training (CBT). Looking ahead, OE&T began in February of 1994 to design and develop CBT modules.

Three OE&T staff members— Andy Macias, Kent Kramer and Bill Wells— comprised the design and development group. Their task was to write the modules in a way that would present content in an effective, learner-friendly format. They also had to program the modules for the computer system.

A second group assisted the design and development group by serving as SMEs (subject matter experts). Rich Drew, Larry Forehand, Larry Hargrave, David Havis, Colleen Hutchings and Jay Rankin, to name a few, reviewed content and provided feedback.

"It was very much a team effort," stresses Macias.

Safety And Environmental Programs Available

Six OSHA/Shell-mandated modules have been completed and are already on line, accessible to anyone working on the Complex computer network. These include:

- Fire Extinguisher Education
- HAZWOPER Level 1 (Awareness)
- HAZWOPER Level 2 (Operations)
- Spill Prevention
- Emergency Manual Review
- Air Purifying Respirator

Two more modules— Hearing Conservation and Lockout/Tagout— will be on line before the year is out.

Consistency And Convenience

The move to more extensive use of CBT is driven by its potential benefits. First, it solves the need for consistency in training. Without exception, everyone gets exactly the same information, presented in exactly the same way. Nothing falls through the cracks. Second, it is more convenient, especially for shift areas, where getting people together for classes can pose a problem. People can easily fit training around work schedules and job demands. Macias

Training Goes Paperless



notes that the "bookmark" feature available on all programs even allows the learner to leave a session, then pick up later on at the point of exit. CBT also eliminates the need to schedule meeting rooms, instructors and student notices, along with the need to assemble and distribute learning packets.

Passing The Test

In traditional training, some type of testing is normally utilized to measure the extent to which content has been mastered. The need for such testing remains when training goes electronic, and the

programs created by OE&T have a built-in feature to measure the student's progress.

"At completion of each lesson, the student is asked to complete a Challenge," says Macias. "Upon successful completion of the Challenge, progress is recorded in STARS on the next working day. In the future, we'll have real-time recording of successful course completions."

Electronic testing is far easier and less time-consuming than classroom testing, which requires getting everyone together in one place, at the same time, and the time of an instructor to grade tests and record the results.

Some training is once only; other training must be repeated annually. Whatever the requirement, electronic testing and recording makes it easy to track who is and who is not in compliance.

The Direction For The Future

Will CBT eventually eliminate all "old-fashioned" training, the kind where a group of people gather in a classroom to be led in learning by a live instructor? Macias says, "Definitely not. Although electronic training works well for some things, it won't replace the need for training classes. It will, however, be used extensively in conjunction with classes as a supplement and for pre-work, and it greatly increases training options."

According to Macias, OE&T's goal is to move ever further in the direction of an electronic, real-time training environment, and the modules completed thus far are only the beginning. Work on a series of paperless training programs to assist the Maintenance, Operating and Engineering areas will get under way late this year or early in 1996. Down the road, Macias envisions computerized training programs to help people develop a vast range of skills— "Human Effectiveness," "Dealing With Difficult People," "Team Building," and much more.

The experience gained in developing the first programs and Complex-wide access to computer technology will enable the OE&T team to make future training programs highly sophisticated. "We built the first programs from nothing," says Macias, "and by now we're getting pretty good at it. In future programs, we'll also be able to include video and sound. We expect to design modules that offer multimedia interactivity, with instant feedback, role-playing and other features that enhance learning effectiveness."

Video? Sound? Interactivity? These soon-to-be-developed new modules won't be video games, but they should make learning easier and more enjoyable. ☺

Phil Carroll Visits Complex

For about an hour on Tuesday, Sept. 12, Shell Oil Products Company President Phil Carroll chatted informally with a crowd of about fifty WRMC people before taking a tour around the Complex. Tom Purves, Superintendent Operations, explains that Carroll makes it a practice to get out to various Shell locations on a regular basis. "He likes to meet a broad cross-section of people, talk with them about where the company is going and hear what they're doing," says Purves. "It's part of his style, and it's very effective."

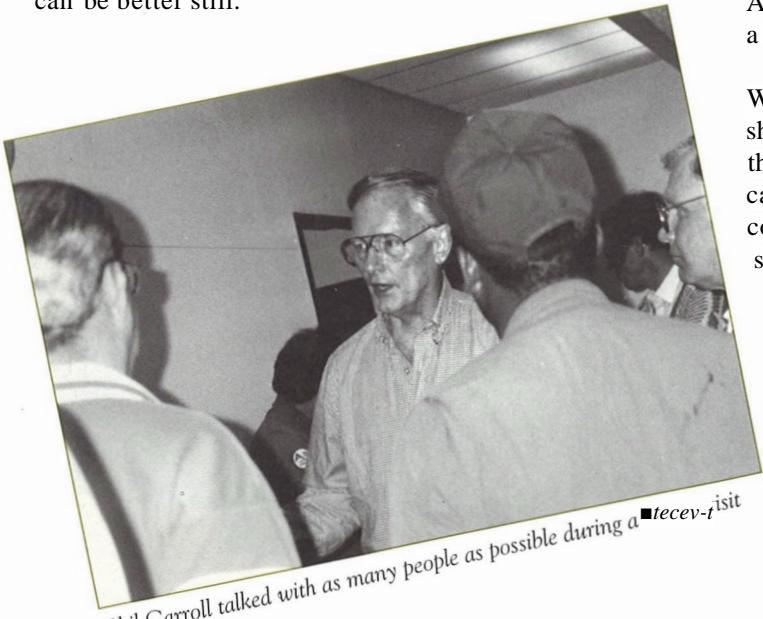
Carroll explains what draws him to Wood River and the other Shell locations: "Getting out and talking with people keeps me energized. Wherever I go, I learn what's on people's minds, what's important to them, what they're doing to move the Dot. But most of all, I enjoy feeling their enthusiasm. That's a source of energy for me."

Praise—And Challenge

Carroll moved around the room, talking animatedly with one cluster of people after another, then addressed a few remarks to the crowd as a whole. "We shouldn't try to hide the fact that life is tough," he said, "but we should also take time to recognize the things we're doing well. In almost every operational aspect, we have a lot to be proud of."

As examples, he pointed to Wood River's excellent safety and environmental record, both for employees and contractors. He also noted that the Complex has moved from being a 250-barrel-a-day refinery to being a 310,000-barrel-a-day producer, a transformation he called "a marvelous achievement." Of the effort to lower costs, he said, "What has happened to the fixed and variable cost structure here is amazing."

While stressing achievements, Carroll also reminded his audience that there is still room for improvement, especially in reliability. "Reliability is better," he said, "but it can be better still."



Phil Carroll talked with as many people as possible during a visit to WRMC.

Before taking questions, Carroll thanked the group for WRMC's hard work and dedication and acknowledged contributions the Complex has made to the company as a whole. "We've taken much from Wood River to apply at other locations," he said. In particular, he praised Wood River's leadership in decentralization and empowerment of people, which he said is "paying great dividends."

In the Q&A session, Carroll addressed a broad range of issues. Here are a few excerpts:

- *The (governance Model):* "It's going well and making a difference in how businesses address questions. Previously, they looked at allocation of capital money competitively. Now each can spend what it wants—but will have to pay it back with interest."
- *The Business Model:* "I'm pleased to see how well it's going. In time, value drivers will be developed for every position. Then every single individual will be able to know how what he or she does affects the bottom line."
- *Growth:* "We can expect 4% to 5% growth of production each year through the end of the century, but whether that translates into revenue growth depends on prices. Chemical is enjoying great times right now, but that won't last. In E&P [Exploration and Production], there are great opportunities. Even if we just hold steady, E&P should see 6% to 7% growth a year, and it could go as high as 12% to 14%."
- *Marketing:* "We have close to an 8% market share. But that means over 92% of gas sold isn't ours. We need to grow and increase market share in areas where we are and also move into new markets."

A Shell Station At Wood River?

Near the end of the session, Carroll preempted the sure-to-be-asked query about a Shell service station near the Complex, bringing it up himself. Wood River (along with Anacortes and Martinez) has lobbied energetically for such a station.

He told the group that, while he was sympathetic to WRMC's desire for a station, analysis of traffic patterns showed that it would not be economically feasible. "At this time, the only way to do it," he said, "would be to take capital out of Wood River to subsidize it." Under those conditions, the predictable consensus of the group seemed to be: *Well, maybe we can live without a station.*

Ending the session, Carroll once again recognized the progress that Wood River is making, thanked all employees for their fine effort, and challenged them to keep up the good work. Carroll's 'can-do' attitude is infectious, and if he took a healthy dose of energy with him from his visit to WRMC, it's a good bet that he left an equal measure behind. #



ALL THE WAY FOR UNITED WAY

Will the Shell Wood River United Way Employees' Campaign make its 1995 goal of \$175,000? The campaign officially ended October 27, just a bit too late for WRR's press deadline, but on a day in late September, the mood at the campaign office in the basement of Main Office was confident.

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Co-chair Pete Dochwat watches a young artist work at Alton Day Care.

The campaign committee asked solicitors to return employee pledges by Oct. 13, and many responded soon after the campaign kick-off. "We had a lot of pledges come in during the first week," Co-chair Tim Croxton said. He explained that the new solicitation approach seemed to be paying off. "We sent out a personal mailer to our approximately 400 fair share givers from last year, so they weren't contacted in the field," he said. That strategy left solicitors free to focus their efforts on others.

To make contributing as easy as possible, this year's committee designed a new pledge card offering donors a choice of payroll deduction, credit card or installments.

The Retiree Campaign

Last year saw the first big push to boost retiree involvement in the campaign. That effort added \$4,100 to the campaign total. This year, according to Co-chair Larry Sicking, "Retiree returns have been good." By the end of the first week, 81 responses had brought in about \$2,000—nearly half of last year's total.

Children's Poster Contest

This year, children got involved in the campaign, too. For the first time, children of WRMC employees in grades K-1 2 were invited to enter a United Way poster contest. Each entry illustrated activities of a United Way agency—senior citizens' centers, food pantries, visiting nurses, family services, Boy Scouts/Girl Scouts, emergency response, and the YMCA, to name a few. As the entries came in, they were displayed with the artists' names in the cafeteria lobby and the plant. An outside judge selected four winners, who each received a \$25 WalMart gift certificate.

Thanks

Tim Croxton noted that fair share givers are "the backbone" of the WRMC Employee's Campaign. Joyce Dildine, a first year Co-chair, added that the packet sent out to previous fair share givers included a well-deserved thank-you message from the committee. "There are others who really deserve special thanks, too," she said. All agreed that one such person is Minnie Dooley, who worked tirelessly



A week after the campaign kickoff, several Co-chairs are all smiles.

to help the campaign with printing, copying and mailing. "By doing these things in-house, Minnie has saved us a lot of money," said Co-chair Pete Dochwat.

The committee also praised the work of the solicitors and those who joined the campaign as replacement Co-chairs. "After two training sessions, on Sept. 19th and 20th, the solicitors went out into their areas and did a great job," said Croxton. Co-chairs Brian Semmler, Terry Seymour and Theda Bond, along with John Warren, who served as a loaned executive, came on board part way through the campaign. "They all jumped right in, got up to speed quickly, and made important contributions," said Sicking.

As a way of thanking every WRMC contributor, a prize drawing was held in late October. Everyone who donated to the United Way campaign was eligible for prizes donated by a long list of area merchants.

It's Not Too Late

Although the WRMC United Way Employees' Campaign is officially over, donations will still be accepted at the United Way Partnership office in Alton. So if sending in your pledge card slipped your mind, do it today. Your contribution will help dozens of United Way agencies provide needed services for people of all ages throughout the River Bend area. <

FOR A GREAT JOB... Thanks To The United Way Solicitors.

Operations:

Tom Caffey
Tim Croxton
Larry Dallas
Joyce Dildine
Steve Funk
Don Johnson
Brian Lawson
Pat Martin
Kelly Mathias
Faye Rogers
Sheila Underwood

Maintenance:

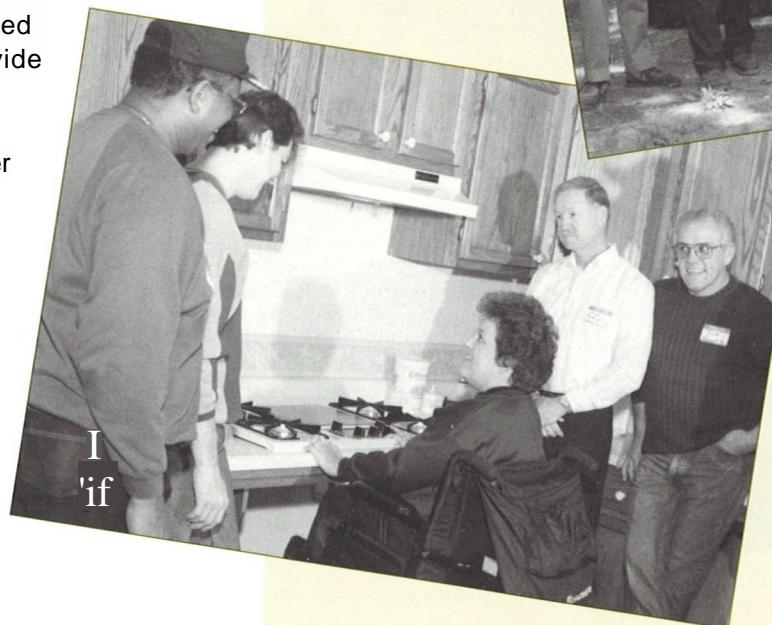
Clif Carpenter
Sherry Colligan
Tom Hooper
Larry Jones
Dan Moore
Monie Palmer
Jim Rahn
Terry Seymour
Bill Thompson

Staff:

John Bauer
Mike Crossey
Dave DeBruler
Al George
Mike Huntsman
Evelyn Kent
Dave Levy
Mike Peartree
Jay Rankin
Karen Ruger
Bill Schmidt
Judy Schrewe
Gill Wimberly
Karl Yeager



Over the past several months
Shell employees have visited a
number of United Way agencies
in the River Bend area.

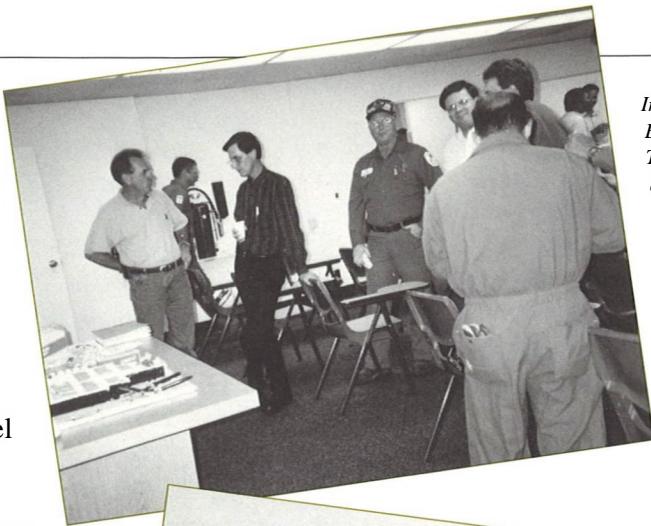


Above: Camp Warren Levis.
Left: Impact, Inc.

A New Home For Emergency Response Training

From now on, Emergency Response personnel will go through training in unaccustomed style and comfort. In the past, all classroom training was consigned to "the boonies," in an old, orange and white, double-wide trailer located beyond the fence at the far end of Main Office Road. Among those who have participated in classes at that location, the most polite description heard was "bare bones." All agreed it left a lot to be desired, with complaints ranging from noise from the nearby chemical planing plant—so loud that the air-conditioning had to be turned off to conduct classes—to persistent problems with plumbing. But those days are over.

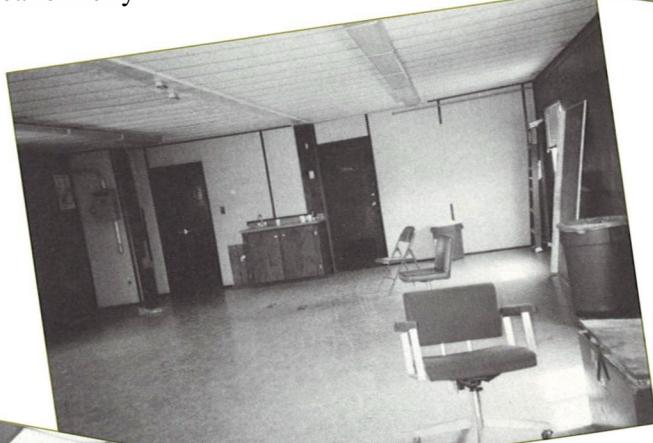
From now on, Emergency Response Training will be located in the area formerly



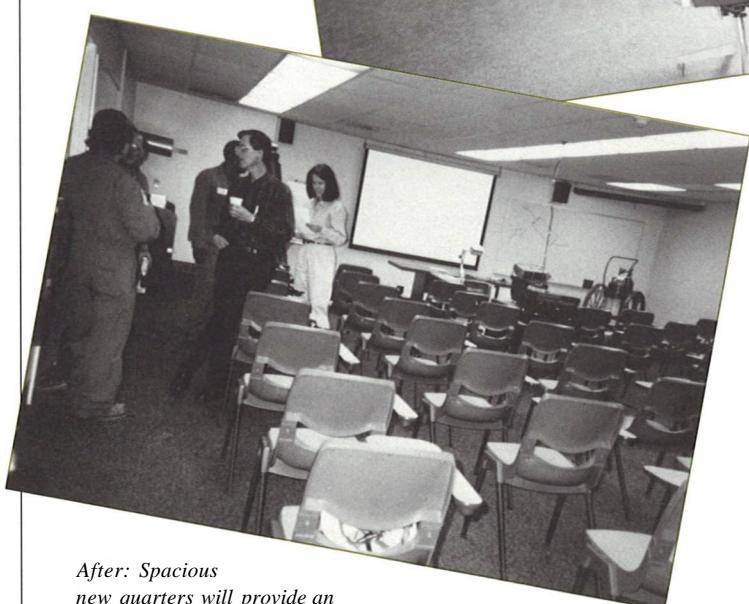
Inaugurating the new Emergency Response Training Center at a reception.



The double-wide trailer that, until recently, served as the home of Emergency Response training.



Before: Excessive noise and uncomfortable facilities detracted from training.



After: Spacious new quarters will provide an ideal training environment.

occupied by Purchasing in front of the Purchasing Warehouse. Most of the Purchasing people have relocated to the field with the areas they support, freeing the space for other usage.

Space...And More Space

The space includes a large training classroom, which will accommodate about 60 people. By comparison, the old facility held a maximum group of 30. Rich Drew is involved with several Emergency Response groups, including the Fire Brigade, HAZMAT, and ICS, and conducts fire extinguisher training. Looking around the new classroom, he said, "This is great. With this larger classroom, we can move more people through training at the same time, which will reduce instructor time." The result will be greater efficiency and lower training costs.

In addition to the classroom, there is space for two breakout rooms, holding 15 to 20 people each; a film library; an office from which emergency operations may be conducted, if needed; a training equipment store-room; and a kitchenette. 

WATER, WATER EVERYWHERE

Take a trip through any large supermarket, and you'll probably find a huge section of bottled waters. Sparkling (or carbonated) water. Seltzer. Distilled water. Mineral water. One local area supermarket manager confirms that bottled water is one of the fastest growing product categories in the grocery industry. This phenomenon, of course, reflects growing demand.

Tap water was good enough for our forebears. Why have so many Americans developed a taste for water that comes from a bottle?

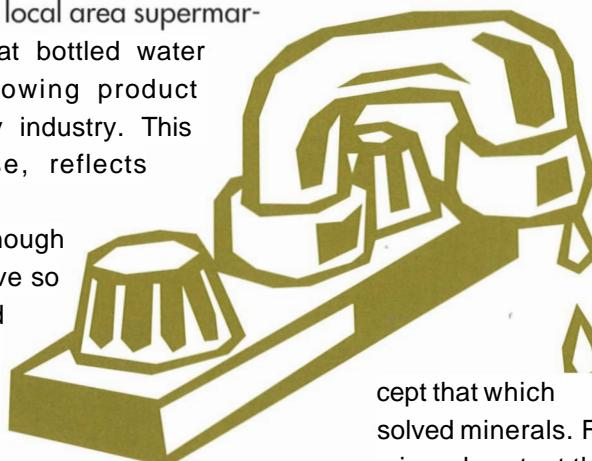
FOR TASTE? OR FOR HEALTH?

The answer depends on whom you ask. Some say they prefer the taste of bottled water, and this group usually includes those who purchase waters that come in a staggering array of fruit and fruit combination flavors, from basic lime and lemon to such exotic palate-pleasers as kiwi-strawberry or mango-peach. Others say they think bottled water is healthier—a view reinforced by alarmist media reports over the years questioning the safety of the public water supply. Concerns about tap water range from the decades-old controversy over fluoride to contamination from pesticide runoff.

FOLLOWING EUROPE'S LEAD

The rage for bottled waters is fairly new in the United States, but mineral water has long been the non-alcoholic beverage of choice for many Europeans. In the U.S., bottlers and distributors are prohibited by law from making health benefit claims in marketing their products. This is not the case in Europe, however, and bottlers have not been shy about asserting their products' therapeutic value. Such claims range from relieving fatigue,

migraines, insomnia and indigestion to improving "neuromuscular excitability" (whatever that is). Some waters are claimed to be diuretic.



except that which is distilled or purified, contains dissolved minerals. Furthermore, most tap water has higher mineral content than some so-called mineral waters. The one possible exception is sodium. Some brands of mineral water have a quite high sodium content (and therefore should be used with caution by people on a salt-restricted diet). Even if one believes that minerals are beneficial, the quantities in bottled mineral water are very small. A person would have to drink an incredible amount to derive any effect. (The FDA, however, will soon set standards for minimum mineral content in any product labeled "mineral water.")

WHAT'S IN A BOTTLE?

Is there any truth to such claims? Compositional analyses suggest the answer is "no." Some of the bicarbonate waters, which are supposed to help digestion, actually have less bicarbonate than some of the waters claimed to be diuretic. As for the benefits of minerals, all water, ex-

THE PURITY QUESTION

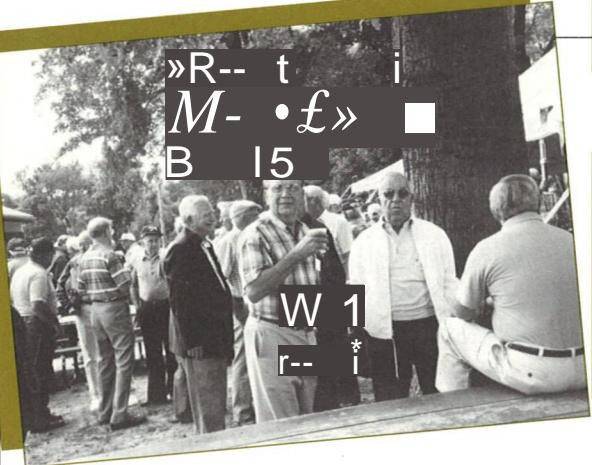
In a July article, the *UC Berkley Wellness Letter* observed that "Europeans drink bottled water for what's in it, Americans for what's *not* in it." It is true that many Americans say they consider bottled water purer and more natural than tap water. However, laboratory analysis revealed that 24 out of 37 brands of mineral water were not in compliance with at least one of the standards set for drinking water in the U.S.



If popular fiction is replaced with fact, there seems to be little, if any, reason to think bottled water is better for your health. Unless you buy it for the taste, you're just as well off drinking tap water, which has another attractive benefit: it's a lot cheaper. <

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Pensioners Picnic In c The Park



On a crisp, autumn-like Tuesday, approximately 275 Shell retirees gathered at Kendall Hill for the annual Pensioners Lunch. Fortunately, the rain held off until later in the afternoon, well after all the prizes had been given away and all the food consumed.

Also on hand for the Sept. 17th picnic were a number of active employees, as well as Guy Mason, Shell's Manager of Pensioner Relations, based in Houston.

Mason's job is to make sure Shell's former employees are well-served in retirement.

Friends, Food And Prizes

Most arrived early enough to have time to visit with longtime friends from their days at Shell before lunch. At noon, several bylaw changes were announced over the loudspeaker and voted on by those in attendance, followed by the invocation, delivered by Jack Turner. Then the food line began to move.

While some edged along through the line, helping themselves to barbecue sandwiches, fried chicken, cole slaw, scalloped potatoes and cake, others made their way with loaded plates to join friends. In the

meantime, dozens of ticket numbers were read over the loudspeaker. Those holding lucky numbers won baseball tickets, motor oil, umbrellas, caps and cash prizes.

One pensioner, who started at Shell in the '50s, reflected back on that time and observed that a lot had changed over the years. Asked how he is enjoying retirement, he grinned. "Best job I've ever had," he said. "But it's great to come back here, visit with friends and rehash the old days."

If all the conversations in progress at that moment were any indication, his is a view shared by many. #



JoAnn Manning Defends Golf Title

Over three days, August 22-24, JoAnn Manning of Engineering Support pursued a white ball across the rolling fairways and greens of Lockhaven Country Club at Alton. It took her 239 strokes—a combined gross score good enough to win the Women's Club Championship for the second year in a row. Her daily scores were 82, 77 and 80. "Not that great," she says modestly, "but good enough to defend my title." For her performance, she took home a traveling silver trophy and a crystal bowl.

Manning, who has been playing for 20 years, is no stranger to competitive golf. Last year, she placed in the top 20 in the Illinois State Amateur, and she took 3rd

place for the second straight year in the championship flight of the Dupont World Amateur in Myrtle Beach, S.C. She adds, "I've also won

the Alton Municipal Ladies' Tournament a couple of times and finished in the top groups in some big tournaments in St. Louis." She is, in fact, a familiar entrant in the St. Louis Women's District, in which she has represented Lockhaven against golfers from Bellerive, Old Warson, Forest Hills, Norwood and other country clubs in the St. Louis area.

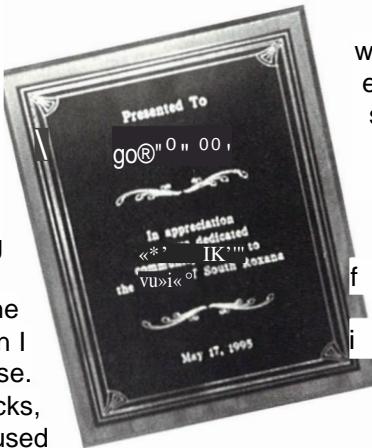
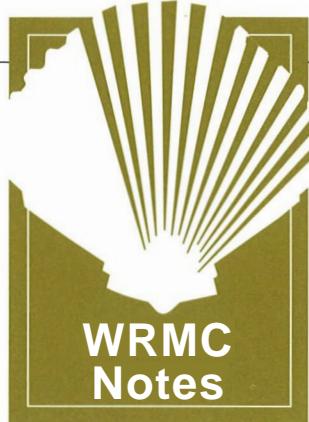
Congratulations, JoAnn!



South Roxana Expresses Appreciation

Last May, it rained and rained. Then a strong storm moved through the area, dumping still more rain onto the already waterlogged ground and threatening to flood a low-lying area of South Roxana. When Bill Galbraith, the Environmental Supervisor then on duty, received a call from the village's Chief of Police, one person's basement was on the verge of collapse. At another location, all that stood between a family's house and the rising water was a wall of sandbags.

Galbraith recalls, "I took a ride with the Chief in his car to assess the situation, then I went back and conferred with Rick Haase. Together, we decided one of the newer trucks, called our 'quick attack' vehicle, could be used



to alleviate the problem." The truck, normally used to combat small conflagrations such as brush fires, is equipped with a small pump. They figured it would work to pump the water from the area.

Haase, with one other person, took the truck to the scene and started work. In the meantime, Galbraith maintained contact with village officials.

Haase says, "That truck was never intended to pump water, but it did very well for the purpose. We ran it for about eight hours without a problem." They used several hundred feet of hose to drain the water, diverting it into a ditch, where it could flow into the city's sewer system.

After the incident was past, South Roxana Mayor Danny Wilcox presented a plaque to the Complex to express the community's appreciation. Gayle Johnson, Manufacturing Complex Manager, accepted the plaque on behalf of the Complex. <

If you're a Shell employee or retiree with children or grandchildren, be sure to mark Saturday, Dec. 9, on your calendar. That's the date for this year's Annual Children's Christmas Party—a longtime Shell holiday tradition. Once again, the event will be held at Hatheway Hall Auditorium on the campus of Lewis and Clark Community College.

Entertainment will include The Amazing Larry Levin, a juggler and magician, and COCADance, a company of young dancers from the Center of Contemporary Arts in St. Louis—both popular acts from last year's party. COCADance Director Lee Nolting says the group has specially choreographed

PLAN NOW FOR CHRISTMAS



several new Christmas numbers for the performance. The lineup will also include The Wood River High School Jazz Band and Singers performing a program of Christmas music and a puppet show by the Alton Children's Theater.

A highlight of the party will be a visit with Mr. and Mrs. Santa Claus, who will have candy and a gift for each child in attendance.

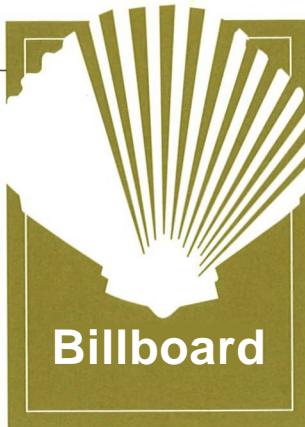
Those with last names beginning A-K will attend the first party, from 9:30 a.m. to 11:30 a.m. Those with names beginning L-Z will attend the second party, from 1:00 p.m. to 3:00 p.m. <

WRMC's Engine No. 30 Brings Home Award



At this year's Annual Fire Engine Rally, held in St. Louis on Sept. 16, WRMC's big, black Engine No. 30 took 1st place in the "Most Unique" category. The Complex HAZMAT truck was also displayed.

Service Anniversaries



SEPTEMBER

Kathy S. Grenzebach
Financial Assistant
Business Services - Financial
20 Years



Richard W. Kinkelar
Machinist 1
Maintenance - Shops
20 Years

William H. Generally
Senior Assistant
Human Resources - Support
Operations
30 Years

Phyllis M. Mayes
Administrative Secretary
Project Engineering
30 Years

Mike E. Horan
Garage Mechanic 1
Engineering/
Maintenance/Field
25 Years

OCTOBER
Terry A. Bratton
Craneman 1
Maintenance - Shops
25 Years

Sam E. Jones
Painter
Maintenance/Shops
25 Years

Barb Cantley-Lacey
Driver
Compounding -
Maintenance
20 Years

**Dawna M.
Schneidewend**
Senior Accounting Assistant
Business Services -
Customer Services
20 Years

Glenn L. Cooper
Maintenance Foreman
Engineering/Maintenance
20 Years

Jake Young, Jr.

Pipefitter 1
Engineering/
Maintenance/Fields
20 Years

**G.D. (Butch)
Cottingham**
Maintenance Foreman
Engineering/Maintenance
20 Years

Robert L. Cox
Electrical/Instrument Mechanic 1
Engineering/Maintenance/Field
25 Years

Jim E. Chapman
Operator 1
Operations - Utilities
21.4 Years

Max T. Clark
Operator 1
Operations - Lubricants Processing
28.6 Years

R. E. (Bob) Diller
Operations Foreman
Operations - Distilling/Gas
26.5 Years

Ron E. Emmons
Boilermaker 1
Engineering/Maintenance
27.9 Years

Mike L. Frye
Maintenance Foreman
Engineering/Maintenance
24.1 Years

Glenn Gindler
Electrical/Instruments Mechanic
Engineering/Maintenance
26 Years

John W. Hall
Operator 1
Operations - Gas
17.3 Years

Ed O. Hamill
Compounder 1
Operations - Compounding
27.9 Years

Barlow E. Harris
Carpenter 1
Engineering/Maintenance
26.8 Years

B. W. (June) Hartwick
Operator 1
Operations - Logistics
21 Years

Mary A. Henley
Office Assistant
Engineering/Maintenance -
Project Engineering
36.2 Years

Ron S. Holmes
Compounder 1
Operations - Compounding
28.9 Years

14

RETIREMENTS

JULY

Tom K. Loemker
Operator 1
Operations - Cracking
27 Years

Dave R. Webster
Operator 1
Operations - Aromatics East
25 Years

Bob G. Wells
Inspector
Business Services - Security
26 Years

AUGUST

Nancy J. Akers
Operator 1
Operations - Distilling
18.3 Years

Tom Bauman
Machinist 1
Engineering/Maintenance
27 Years

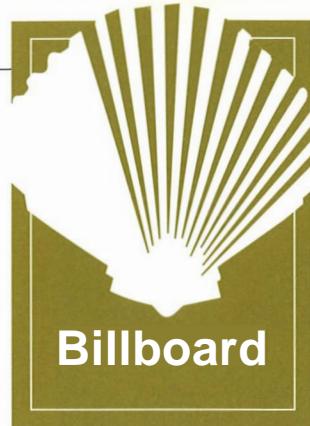
Joe L. Brice
Boilermaker 1
Engineering/Maintenance
20.8 Years

Joe S. Cannon
Pipefitter 1
Engineering/Maintenance
24.7 Years

Mike R. Corner
Operations Foreman
Operations - Hydroprocessing
29.1 Years

George W. Chaffee
Senior Inspector - Pressure Equip.
Engineering Maintenance
28.1 Years

In Memoriam



Marge K. Johnson
Salvage Tool
Business Services/Procurement
21.7 Years

Sam E. Jones
Painter 1
Engineering/Maintenance
24.8 Years

Ron A. Kusterman
Operator 1
Operations - Gas
27.6 Years

Dave D. Manning
Maintenance Foreman
Engineering/Maintenance
29.3 Years

Margie M. Meuth
Compounder 1
Operations - Compounding
19.2 Years

Dave S. Molkenbur
Operator 1
Operations - Utilities
29.3 Years

Jerry I. Painter
Maintenance Supervisor
Operations - Hydroprocessing
27.9 Years

Barney M. Pitchford
Pipefitter 1
Engineering/Maintenance
28.9 Years

Tony J. Reskusich
Operator 1
Operations - Gas
39.6 Years

Merlin Robinson
Operator 1
Operations - Lubricants
29.3 Years

Eldon L. Schneck
Maintenance Foreman
Engineering/Maintenance
22.3 Years

Paul E. Shewmake
Machinist 1
Engineering/Maintenance
25.8 Years

Ray A. Skrabacz
Electrical/Instruments
Mechanic
Engineering/
Maintenance
29.1 Years

Jerry L. Tilley
Compounder 1
Operations - Compounding
26 Years

Minnie D. Tindall
Administrative Secretary
Human Resources - OE&T
28.3 Years

Don S. Wallis
Electrical/Instruments
Mechanic
Engineering/
Maintenance
16.5 Years

Trudy Wallis
Operator 1
Operations - Environmental
18.2 Years

Ralph M. Weller
Operator 1
Operations - Lubricants
28.1 Years

SEPTEMBER

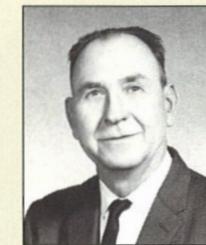
John R. Cook
Sr. Engineering Technician
Operations - Hydrocarbon
23.4 Years

Dick E. Grimm
Accounting Assistant
Business Services -
Customer Services
28.8 Years

S. Denny Line
Sr. Inspector
Engineering/Maintenance -
Engineering Services
28.2 Years

Barb J. Rock
Sr. Human Resources Asst.
Human Resources -
HR/IR Support
31.8 Years

Tom E. Rock
Operations Foreman
Human Resources - OE&T
23.2 Years



Harry Lester Brehm,
89, died Sept. 25.

Mr. Brehm was a Boilermaker in the Engineering Field. He retired on Feb. 1, 1969, following 30 years of service.



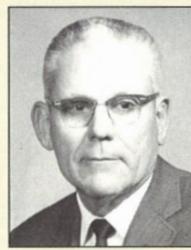
Henry Albert Eichen, 92, died Sept. 20.

Mr. Eichen, who retired May 1, 1963, was an Oil Shift Foreman In Lubricating. He served for 39 years.



Joseph H. Majzel, 68, died Aug. 15.

Mr. Majzel, who retired Feb. 1, 1986, was an Insulator in Maintenance. He served for 32 years.



Eugene C. Fretz, 90, died Oct. 13.

Mr. Fretz was an Operations Foreman in Gas Thermal Cracking. He retired June 1, 1967, following 39 years of service.



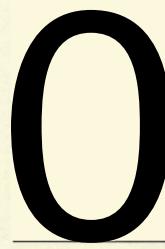
John Hartman, 82, died May 21.

Mr. Hartman, who was a Garage Mechanic 2nd-Engineering Field, retired Feb. 1, 1968. He served for 25 years.



Jan Betze Lasterie, 92, died Dec. 29, 1994.

Mr. Lasterie was an Instrument Engineer-Engineer Services. At the time of his retirement on July 1, 1961, he had served for 32 years.



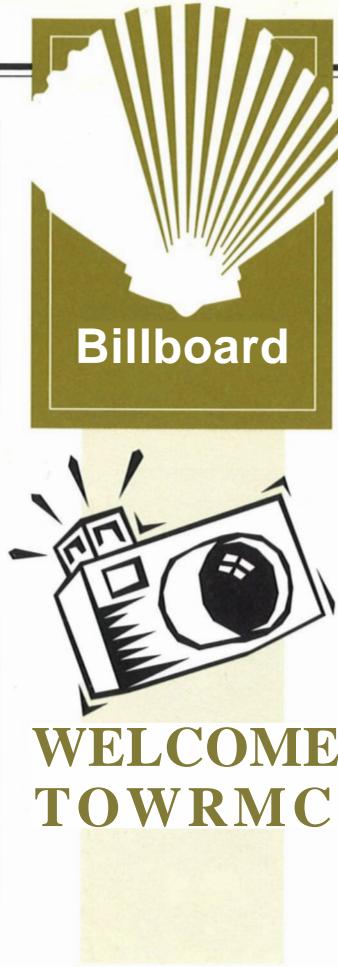
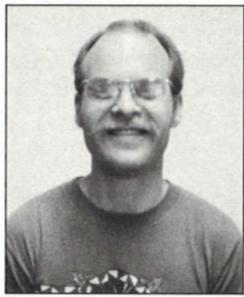
Adrian (Rex) Peuterbaugh, 52, died Sept. 6.

Mr. Peuterbaugh, an Equipment Operator 1 in Maintenance-Shops, became a Shell employee in 1969 and served for 26 years.

Michelle Mosier comes to Wood River as Customer Services Supervisor from Little Rock, AR, where she has been based since joining Shell five years ago. She was formerly a Territory Sales Representative for Lubricants. Michelle and husband Michael will live in St. Louis. Her hobbies include cooking, reading and NASCAR events.



Jim Holbert joins Quality Assurance as a Chemist. Previously, he spent seven years at Belpre, where he was a Chemist supporting the QA Lab. Jim, who now makes his home in Bethalto, enjoys biking, snow skiing and hiking.



Tara Condon-Tullier returns to WRMC as Manager Community Relations following a two-year hiatus, during which she served as Operations Supervisor at the St. Louis Distribution Plant. Tara

joined Shell five years ago as Analyst Community Relations at Wood River. Tara and her husband, Gerald Tullier, who live in St. Louis, are the parents of Sean, 2, and Bridgette, 2 mos. In her spare time, says Tara, "I sleep."



CORRECTION

In a photo caption accompanying the story on the new Alky/Chemicals Field Lab which ran in the last issue of WR.R, Bob Stevens of Bechtel was incorrectly identified as Jerry Stevens. Our apologies.

Shell Oil Company
P.O. Box 262
Wood River, Illinois 62095

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WOOD RIVER
REVIEW

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