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WOOD RIVER REVIEW

SEPT. / OCT. 1993



Getting A Handle On Our Financial Performance

Profitability studies, teams and results sounds like they would make for some pretty dry conversation, but many a Wood River Manufacturing Complex employee can talk knowledgeably—and with enthusiasm—about this close-to-the-heart matter. Perhaps that's because, without exception, every employee is feeling the belt tightening. And most have chosen to throw their money-saving ideas into the pot, giving employees a birds-eye view of where the money goes like they've never seen before.

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FINANCIAL PERFORMANCE

Financial Performance,

Continued from page 1

When the Complex Leadership Team (CLT) redirected more effort toward profitability understanding over a year ago, one of the first things it did was form a Profitability Team to teach employees the language of business so they could really understand financial performance. The CLT wanted everyone to participate in WRMC's profitability focus. Words like net income, variable cost, contribution margin, fixed cost, cash income before tax (CIBT) and return on investment have become increasingly familiar terms that everyone should understand.

When training was finished, McKinsey and Company, Inc., a credible consulting firm, was called in to help Jim Newlin, Superintendent Operations, direct the study. Together, they structured a process to capture all ideas for profitability at the grass-roots level. First, they organized the Complex into discreet units and formed unit teams, to look at costs using 1992 as a baseline. Each unit team (there are 20 in all) looked at all activities in their areas to figure out how much each activity costs. With this information, said the consulting firm, each unit team would get a good understanding of where the money goes, and how much of it goes to each activity.

"After this step, each unit team brainstormed money-saving ideas with the employees in their areas, developing a priority list with a detailed analysis of the high priority ideas, including cost of implementing the idea and payout that would be realized," says Doug Groves, Manager Business Services. "Ideas were prioritized into high, medium and low categories, with high-priority items given a definite time frame in which to be completed."

Meanwhile, says Groves, the McKinsey consulting firm looked at Wood River's big picture items, such

as inventory, electricity and crude supply, and reviewed the Mid-Continent for its viability as a business area for Shell. McKinsey concluded that, long-term, the Mid-Continent remained a good area of the country in which to do business, but the next few years would see only the most efficient refineries survive in a period of oversupply and increasing environmental/mandatory costs.

So far, more than 400 ideas, many of which were already underway, have been or are being implemented across the Complex. Many have been painful changes that have affected all of us. But with a positive trend in WRMC's key performance indicators, it's evident that WRMC employees are helping direct the Complex toward being a profitable survivor in this tough business environment.

Here's a quick guide to some of the significant changes you may have noticed at WRMC, with some results that should bolster your resolve to continue to seek new and improved ways to conduct business here. And take a look at what Shell Oil President and CEO Phillip J. Carroll had to say to WRMC managers on a recent visit here in an article on page 12. His words provide a glimpse into the Head Office perspective on WRMC's progress these past few years.

Self-directed Work Groups

Probably the most discussed change underway is the implementation of self-directed work groups and more empowered work groups. Using a carefully mapped transition process, the move toward empowerment is in place in all organizations at WRMC, and at all levels.

Dave Bourbon, former Manager Utilities, says Operations shift workers have begun self-directed work, with foremen going off shift. In Engineering/Maintenance, employees

are much more involved in the decision-making and weekly planning, formerly handled by foremen.

"This concept makes Wood River more competitive by simplifying the structure, such as reducing levels of supervision in the organization, and it also provides more job satisfaction," says Bourbon. "Having the operators and Maintenance crafts at the helm ensures better, more informed, decisions because they're closer to the work."

Permitting Transition

Low-energy and hot-work permits have been written largely by the Health and Safety department, but permit transition efforts are underway to have select Operations and Maintenance personnel issue these permits. The reason for the transition is to place the activity with those trained individuals in the line organization who understand and have direct control of the safety permitting process.

Several individuals have completed the classroom training and are presently getting practical field training during the Hydroprocessing turnaround. The network of present and former safety inspectors will be a ready resource to assist in this transition.

An additional benefit of the permitting transition will be improvements in the maintenance process. The safety expertise will reside in the line organization and thus provide for the safe staging of jobs.

Electrical Savings

Increased focus on profit generated many ideas for further electrical savings. For example, ownership for turning off more lights at night has become much more prevalent, resulting in lower power bills. It was also discovered that the Complex could negotiate better rates with the utility company, and, by shifting work to different

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times, we could reduce the amount of energy used during peak hours.

One of the biggest changes was to unit turnaround work, which was shifted to a different time of month to avoid peak rates. Between \$80,000 and \$100,000 was saved on the HCU turnaround, simply by changing the turnaround schedule by a few days.

Improved Work Practices

One of the most interesting suggestions has been the implementation of what WRMC calls improved work practices. "This simply means that we're trying to get everyone in the Complex to work smarter and do things in our everyday jobs that we can do without assistance or waiting for supervisors or someone to say 'Ok,'" says Groves. "This enables us to eliminate barriers to getting the job done in the most effective manner."

Technical Support Distribution

Head Office conducted a study to help locations redesign the organizational structure of employees in technical fields, especially engineers. "The redesigned structure puts emphasis on having technical folks do technical work as opposed to things others know how to do," says Bob Gillette, Superintendent, Technical/Health, Safety and Environmental. "In the end, this also allows us to work with fewer contractors, and that's a big savings."

Contractor Reductions

Since last year at this time, WRMC has reduced its contractor work force significantly. By redistributing efforts within the WRMC organization, many employees now conduct the work formerly done by contractors. Some examples are updating technical documentation, Process Hazard Analysis, and Project Engineering work.

Cafeteria Services

Canteen Corp. is now operating with fewer people on a reduced schedule, with no cost to Shell. In order for Canteen Corp. to be profitable, they had to cut cafeteria operating costs, especially the hours they are open. The new hours are as follows: breakfast is served from 5:30 a.m. to 9 a.m.; continental breakfast and snacks are available from 9 a.m. to 11 a.m., and lunch is served from 11 a.m. to 1 p.m. Hot overtime meals also were discontinued.

To offset the effects of the Canteen's reduced hours, vending machines with fresh sandwiches and other food have been installed throughout the Complex.

"It's imperative that employees continue to use the cafeteria for their meals as much as possible," says Larry Rudder, Manager, Security/Administrative Services. "The operating margin is very thin and is highly dependent on sales volume. If Canteen cannot make the operation profitable, it will discontinue operations."

Vehicle Reductions

An ad hoc team was formed to help departments evaluate their vehicle needs. The group was able to reduce the number of vehicles used in 1993 by 76, cutting costs by about 30 percent.

Materials Management Improvements

The Materials Management organization has made several changes which have eliminated work and allowed them to take on activities formerly done by contractors. One of the more significant changes was moving safety supplies into the

field. By keeping an inventory of the safety items used most frequently closer to the user, they were able to reduce total inventory and transfer the delivery function to our supplier, thereby eliminating unnecessary handling by the Materials group. This has also saved time for Operations and Maintenance, because the items are much more readily available. Another change was moving one member of the group to the gate to perform the receiving function for these items being delivered directly to the job site. This has reduced delivery time for our suppliers and has cut down on the traffic at the materials warehouse.

Reduced Travel

Many training programs, formerly held in Houston, are now conducted locally to save travel expense. In addition, some classes held at WRMC that were of marginal value were discontinued. A state-of-the-art video conference facility was installed in the South end of the cafeteria to further reduce travel. This will significantly reduce travel cost for meetings in Houston and at other Shell locations which have video conference facilities. We also have made the facility available to our contractors for meetings for which Shell pays the travel expense.



Works Great... Less Filing!

Since June, Shell Oil has been on a mission to reduce the amount of paperwork generated in its many locations. With about 2 billion sheets of paper generated annually at a cost of about \$70 million, Shell had plenty of improvement opportunity, and the company took it, forming a joint Paperwork Reduction Project (PWR) to address the issue.

Shell's Oil Products, Chemical Products, Safety, Engineering & Technical (SET) and Administration groups organized the project, with each area forming its own team to implement the initiative in their respective locations. In Oil Products, representatives of Refining & Supply Transportation/Shell Pipe Line Corp. and Marketing participated.

So how'd WRMC fare? Pretty well, says Sue Slayden, Senior Clerk, Administrative Services, who coordinated WRMC's participation. "The Complex should realize an annual reduction of 415,000 sheets of paper," she says. "This is in addition to the

reduction Financial achieved through a report-reduction exercise they conducted last year."

Slayden says WRMC's biggest success area was identification of junk mail. "It seems everyone wanted to eliminate the junk mail they receive, so we had very strong response to that part of the effort," she explains. "By the time we concluded the training phase of the project on Aug. 15, the mailroom had returned almost 2,000 pieces of junk mail to the originators."

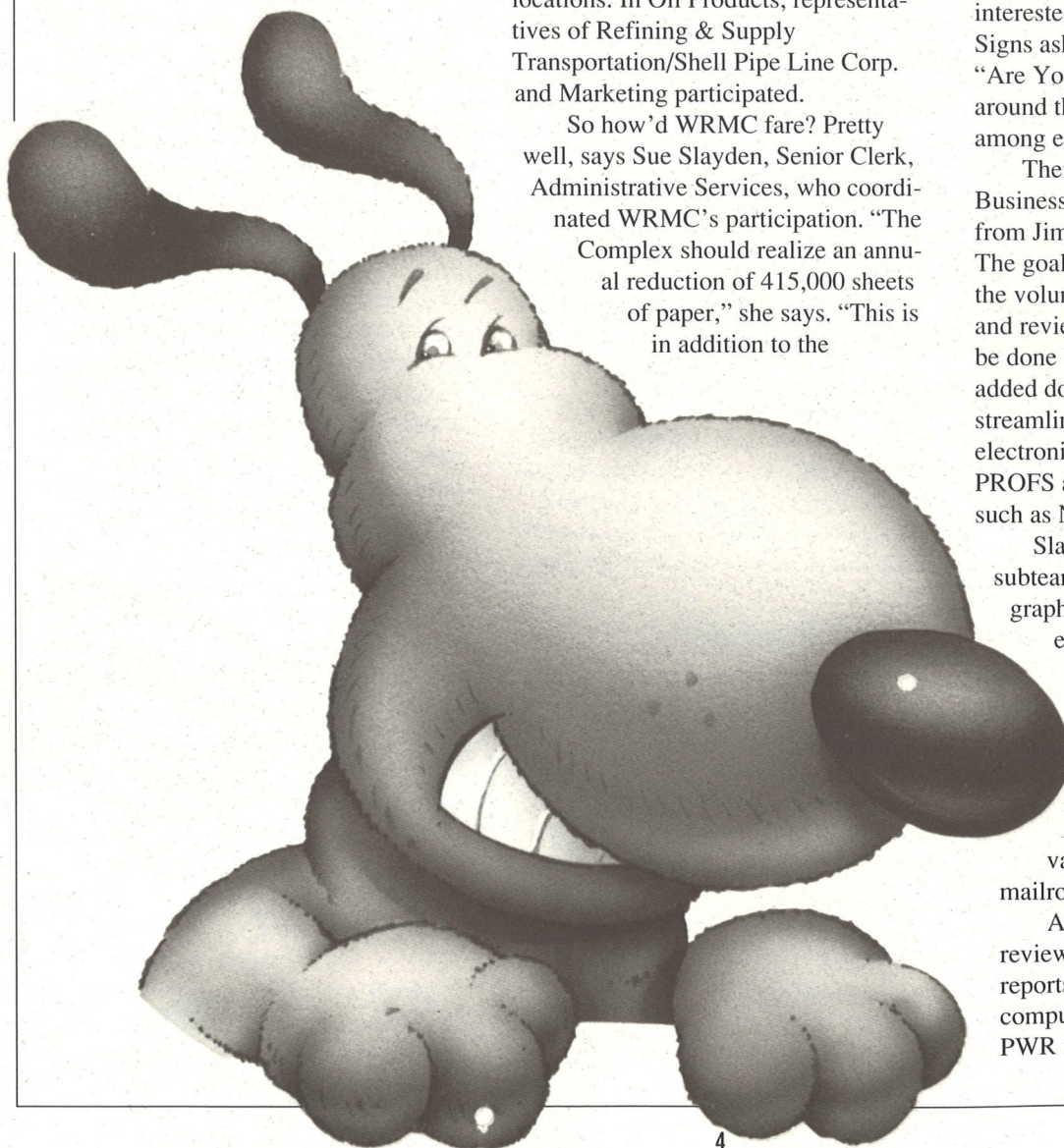
A Look Back

The first step was to get people interested in paperwork reduction. Signs asking the intriguing question, "Are You Paper Trained?" were put up around the Complex, sparking interest among employees.

Then Doug Groves, Manager Business Services, forwarded a note from Jim Morgan explaining the effort. The goal, wrote Groves, was to reduce the volume of documents generated and reviewed by one-third. This could be done by identifying low-value-added documents for improvement or streamlining. The effort also included electronic communications, especially PROFS and on-line bulletin boards such as NEWS.

Slayden then organized a PWR subteam, selected on the basis of geographical location, to teach employees how to separate useful from useless paperwork. Forms were provided to identify the paperwork and mark it for elimination, streamlining or to be put on-line. For more than a month, low-value items flowed into the mailroom, marked for their future.

At the same time, the team reviewed all recurring hard-copy reports, with special emphasis on computer-generated reports. The PWR is working with the Sysout



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PAPERWORK REDUCTION

Archival Retrieval (SAR) Project to identify reports that could be migrated to on-line access and eliminate the paper version of the report.

What's Next

With training completed, the PWR team is asking that employees continue to monitor mail for unnecessary paperwork, and focus on not being the sender of unnecessary information. "I hope this process has encouraged people to think before sending unnecessary mail or PROFS notes," says Slayden. "The cost is not only measured in terms of paper waste, but in terms of human resources. It takes time to open and read mail, whether on paper or on the computer."

The mailroom also will continue to provide junk mail-return service indefi-

nately, sending it back to the senders so names can be removed from mailing lists. Employees should continue to mark their junk mail and send it back to the mailroom.

In the weeks ahead, a core team at Head Office will evaluate the computer-generated reports sent from locations. The team will either modify or eliminate the reports. Reports that are candidates for electronic transmission will be turned over to the SAR program. Most, however, will probably be eliminated.

"We should continue to focus on eliminating or streamlining paperwork as best we can, especially because it helps us in our profitability focus here at Wood River," says Groves. "This is an excellent—and painfree—way to cut back on our costs." ■

Tips To Reduce Your Paper Waste

It's easy to be paper trained. Take a minute to review these simple steps to a tidier, more efficient, work site.

- ✓ Think before you copy, print or send. Ask yourself, "Is this communication really necessary?"
- ✓ Slim down your distribution lists. Make sure your recipients agree that they are receiving valuable information.
- ✓ Use the phone or PROFS whenever these are appropriate alternatives.
- ✓ Continue to use the pink forms available through the mailroom to identify junk mail.
- ✓ Whenever possible, route instead of copying.
- ✓ Use two-sided copying whenever possible.
- ✓ At meetings, minimize the use of handouts, minutes and viewgraphs.
- ✓ Be creative. Think of more ways you can ensure that the information flow at Shell becomes more productive and more efficient, then share your ideas.



This paperwork is just the tip of the iceberg for the Paperwork Reduction Project recently implemented at WRMC. Senior Clerk Sue Slayden (left) and Mailroom Supervisor Minnie Dooley were instrumental in getting the PWR off to a running start this summer.

KHOURY LEAGUE CHAMPIONS

Take Me Out To The Ballgame

When Larry Meisenheimer's Bethalto Cardinals worked their way to a 1993 national championship, Meisenheimer credited team spirit above all else for the achievement.

A coach for 13 years, Meisenheimer has seen more than a few Khoury League baseball games, but he's never taken a team to the top before. As manager of this Khoury League II team of 15-year-old boys, Meisenheimer and Coach Mike Phelan helped the boys achieve a 24-4 season. Meisenheimer's son Ryan, is on the team, as well as the sons of two other Shell employees. Team member Cory Daniels is the son of Dave Daniel, and Kenny Morton is the son of Delbert Morton.

The team battled its way through district, state and national tournaments, never losing a game in post-season play. During the championship game against the Florida Hurricanes, held in Decatur, Ill., the Cardinals at one time were down 9-5, but they fought back to win the game with an exciting 11-9 finish. During the national championship tournament, they also played the Kentucky Flash and the Missouri Reds, beating both teams soundly before taking on the

Hurricanes.

"Kentucky and Florida had much bigger and stronger athletes," says Meisenheimer matter-of-factly. "If we hadn't played as a team, we wouldn't have won."

One of Meisenheimer's favorite messages to deliver to his team is the same message Pat Riley, coach of the New York Nicks, gives his. Taking each letter of the word "teamwork," Meisenheimer defines the meaning of the word. In Riley's philosophy, the letter "t" stands for together; "e" stands for equal; "a" for attitude; "m" for mesh; "w" for we; "o" for organize; "r" for role playing; and "k" for kindred spirit.

Meisenheimer also believes in using fundamental skills to get the job done. Practice is big on his list, as is

the use of the bunt and squeeze bunt. Meisenheimer also believes in aggressive play, encouraging his kids to steal home when possible.

"The kids responded so well to the challenge of playing good ball," he says. "They consistently made fundamental plays, like calling the ball and throwing to the right place. These are basic skills, and they are, but they're the essence of good baseball."

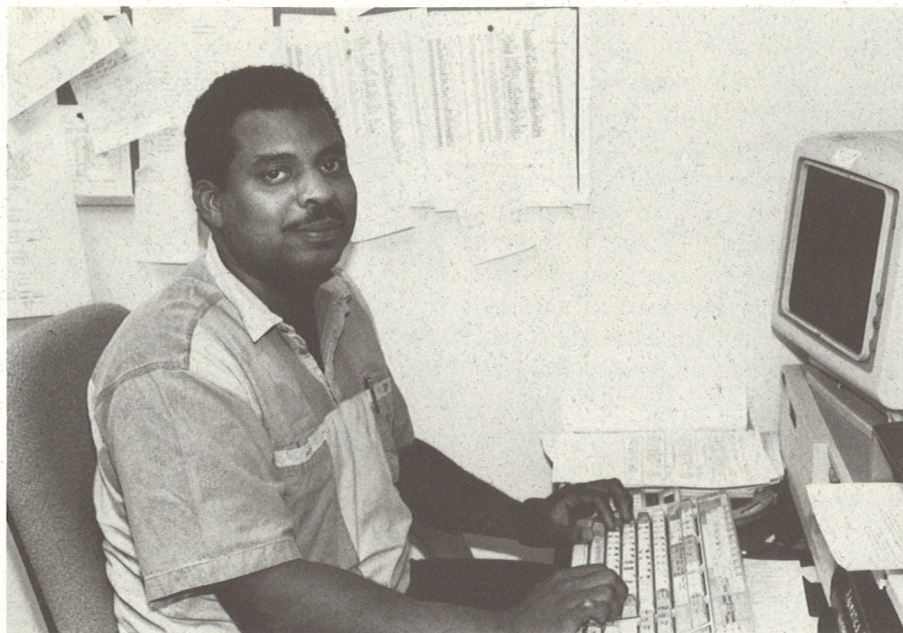
Listening was another important skill that Meisenheimer credits for the team's big victory. "This was a group of regular kids who listened to me and Coach Phelan," he says. "They did what we told them to do, and that played a big role in winning. I'm proud of them, and pleased for them. They'll always have the 1993 championship to look back on with pride."



Meet the 1993 National Khoury League II champions! From left to right are: (front row) Jake Eaker, Cory Daniel, Casey Grider, Ryan Meisenheimer, Nathan Mabb and Darren Phelan; (back row) Mike Phelan (coach), Kenny Morton, Greg Carmean, Nathan Skelton, Steve Godar, Jeremy Dorris and Manager Larry Meisenheimer.

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WRMC's LIFESAVER



Reliability is the name of the game for Rich Drew, whose volunteer efforts as the Chief of the Church Road Fire Department in Centreville, Ill., saved a young boy's life.

All In A Day's Work

Rich Drew's job title of WRMC Human Reliability Specialist is an apt one. If there's one thing Drew is, it's reliable, especially when he puts on his firefighting gear. For one 6-year-old boy, Drew's dependability was a lifesaver.

A member of the Emergency Response team at WRMC since 1981, Drew serves as the Duty "Ops" (Operations) Chief under the Incident Commander, planning strategy for handling emergency situations. And Drew's commitment to firefighting doesn't end at the gate. At home too, Drew is a volunteer firefighter, serving as Chief of the Church Road Fire Department in Centreville, Ill. It was on this watch that Drew's lifesaving CPR skills were called to work.

At 4 a.m. on July 30, a call came in for an apartment fire, with two children trapped inside. Drew's Church Road fire crew and the Alorton Fire

Department responded to the call, summoning an ambulance to the address while they were en route. When they arrived, they found the mother and three daughters safely outside, as well as one of the two boys believed trapped inside. The 4-year-old boy had climbed outside an upstairs bedroom window and jumped to safety. The other child, 6-year-old Anthony Rogers, was still inside. His family believed he was in his bedroom on the second floor.

Immediately, four firefighters searched for Anthony upstairs. Drew and another firefighter looked for the boy downstairs as they knocked down the flames with water to reduce the heat. Drew and his partner found the kitchen totally engulfed in flames—the fire had started there because someone cooking had fallen asleep and left the stove untended.

Two firefighters on the second floor located Anthony, not breathing, in another child's bedroom. He had pulled bedding on top of himself and crawled into a corner to wait for help. After

bringing the boy outside, Drew checked his vital signs, found a pulse, and began administering mouth-to-mouth resuscitation to restore his breathing. After a few tense moments, the boy began breathing on his own. Anthony was transported to Touchette Regional Hospital in Centreville. There, he was stabilized, then transported via helicopter to Cardinal Glennon Children's Hospital.

Although Anthony suffered no major burns, he did suffer smoke inhalation that left him comatose for three weeks. About a month ago, Anthony woke up and was able to go home. Doctors say he continues to improve.

"Anthony probably saved his own life by wrapping himself in bedding," says Drew. "He protected himself as best he could from the heavy smoke filling his home. He's a smart little boy."

Drew credits WRMC training for some of his firefighting and lifesaving skills, but his interest in the work preceded his job here. "I became interested in firefighting when I was 16 and had a summer job cleaning up and painting at a firehouse," he says. "When I was 18, I joined the fire department. That was almost 19 years ago."

Drew continues to receive firefighting training through WRMC and the Texas A&M program. Particularly important to him is the emphasis on industrial firefighting, because it brought him additional expertise to his job as Centreville Fire Chief and because Drew is a member of the Hazardous Material (HAZMAT) team.

"My CPR refresher courses are through Wood River too," he adds. "Bruce Elliott, an Operator in Aromatics-East and a Captain and paramedic for Glen Carbon Fire Department, does a great job of keeping me ready to put lifesaving CPR skills to work. My work at Wood River is a good match with my work as a volunteer firefighter in my community." ■



A Moment In History

It was an especially proud moment in Wood River Manufacturing Complex's history when, on Sept. 18, the Complex opened the doors of the new History Museum, now housed in the comfortable, newly renovated building that was once a part of the diagnostic research laboratory. The ceremony, held on a Saturday afternoon, was well-attended by employees, retirees and their families.

Several Shell people made a special trip to attend the opening ceremony as well. Among them were: Ron Banducci, General Manager Manufacturing-Oil; Warren Saunders, former WRMC Superintendent; Martinez Manufacturing Complex alumni representatives Bob Gotelli and Vic Remorini; Deer Park Manufacturing Complex representatives Maureen Bishop and Delma Walters; and David Barker and Dale Millay of Westhollow Research Center. And from the community came Ill. State Representative Ron Stephens;

Ron Goode, Mayor of Hartford; Lon Smith, Mayor of the Village of Wood River; Danny Wilcox, Mayor of South Roxana; and Jim Loyd, Mayor of the Village of Roxana. St. Clair County Board Chairman John Baracevik and many more local officials and neighbors also attended.

Lubricants Manager Gene Peters, who led the renovation project, emceed the event, which included a ceremonial raising of the flag, cake cutting and touring of the new facility. Among the speakers were Manufacturing Complex Manager Gayle Johnson, Ron Banducci and History Museum Curators Margaret Middlecoff and Andy Dick. After attendees said the pledge of allegiance, a U.S. flag was raised at the new site.

"This was an especially nice moment, because the Martinez alumni had presented us with this special flag in May when they visited," says Middlecoff. "Their senator had the flag flown at the Capitol in Washington, D.C., before they presented it to us."

In its new location, the History Museum is now open to the public two days a week and is available for tours on appointment. Its expanded hours are Wednesdays and Thursdays, from 10 a.m. to 4 p.m. The new phone number is 255-3718. In addition, the museum is now welcoming outside groups for tours, such as retiree organizations and school classes.

"We're very excited about our new location and expanded schedule," says Andy Dick. "We hope everyone takes a moment to stop by and visit."

If you are interested in volunteering as a History Museum host, please call Andy or Margaret on Wednesdays or Thursdays during work hours at 255-3718. If you have artifacts you'd like to donate, drop by the museum on any Wednesday or Thursday.

WRR HISTORY



Above: Several Shell people who were instrumental in opening the new History Museum cut the ceremonial cake while onlookers observed as part of WRMC's 75th anniversary celebration. Among those cutting the cake were: (pictured left to right) Gene Peters, Margaret Middlecoff, Lois Cooper and Jeanne Davidson, wife of retiree Cliff Davidson.



Above: Retiree Cliff Davidson and wife Jeanne were among the many retirees and employees who attended WRMC's 75th anniversary festivities.



Left: The 1940s were of special interest to this retiree, who carefully inspected the wall dedicated to that era in WRMC's history. **Center:** Manufacturing Complex Manager Gayle Johnson (left) presented a commemorative plaque to the History Museum in gratitude of the vision and efforts of retirees and employees who made the History Museum a reality. Also pictured are Design Draftsman Darrell Ottwell (center) and Museum Curator Andy Dick. **Below:** Jeff Deerhake, Manager Health and Safety, takes time out to teach his 3-year-old son Nicholas about WRMC's 75-year relationship with trucks and trains.



Above: Roxana High School's band supplied the musical interludes to WRMC's 75th anniversary celebration. **Left:** Ron Banducci, General Manager Manufacturing-Oil, flew in from Head Office to speak at the 75th anniversary celebration and visit with guests.

Lubricants-Compounding Introduces Reconditioned Drums

WRMC's Lubricants business has always been a performance leader in packaging lubricants, setting long-standing production records. And yet, while the business for bulk lubricants (tank car and tank truck quantities) has grown over the years, the drum business has diminished.

Brian Grimm, Manager Lubricants Downstream Business, Head Office, recognized that a viable portion of Wood River's lubricants business was not being realized, even though WRMC Lubricants operates a state-of-the-art drum filling facility. One way to create additional business was to lower the price of product to customers while continuing to provide a quality product in an equally quality package. The decision was made to renew the use of reconditioned drums, with the commitment to meet customers' requirements.

The concept was first initiated at the Metairie Plant, near New Orleans, with success. WRMC decided to use the expertise of its own employees to find out how to meet the greatest challenge of using reconditioned drums: finding a qualified supplier.

With the support of Lubricants Manager Gene Peters, Grimm gave the green light for WRMC to research the St. Louis area for a viable reconditioned drum supplier. Procurement

assisted in researching a number of candidates. After visiting one potential supplier, the Reconditioned Drum Team determined requirements could not be met in the St. Louis market.

Head Office then notified Lubricants of a supplier in Chicago whom they felt could meet the requirements. Wanda King, PLW Driver, Leo Cox, Compounder 1, and Danny Garrett, Lubricants/ Compounding Quality Coordinator, met with the

tion opportunity.

The only obstacle that remained was to reduce the price in order to present an attractive package to Lubricants customers.

Grimm, Head Office representatives Buck Frailey, Manager Packaging and Additives Logistics; and Frank Veneri, Buyer for Oil Marketing Materials and Services; and WRMC met with Acme to discuss pricing alternatives. Acme Barrel was very interest-

ed in purchasing WRMC's used drums, which previously were disposed of at high cost by a contractor who triple-ringed and crushed each drum before it left the Complex.

With the supplier chosen, WRMC Lubricants went to work, and soon the agreement began to generate financial benefits for the Lubricants business as well as the entire Complex. The team discovered that WRMC was disposing of about 5,300 drums per year. Selling those drums to Acme Barrel would eliminate disposal costs, which allowed Lubricants to arrive at a reduced drum price.

The cost savings of purchasing reconditioned drums and recycling used drums back to Acme will save WRMC an estimated \$400,000 per year. This entire savings will be passed on to customers on a cents-off-per-gallon basis.

After months of phone conversations, visits to WRMC by Acme Barrel, an on-site inspection by Eric Petersen, WRMC Environmental Engineer, and much deliberation, WRMC Lubricants began full production with Acme Barrell of reconditioned drums on July 15.



WRMC employees teamed up with Acme Barrel Company to develop a system for using reconditioned drums in their bulk lubricants business. Pictured left to right are: (rear) Danny Garrett, Wanda King and Leo Cox; (front) Gordon Pearlman, Vice President, Acme Barrel, and Sam Figura, Quality Assurance Manager, Acme Barrel.

prospective supplier, Acme Barrel. After a day of reviewing quality standards and inspecting the reconditioning processes, the team felt it had found a reconditioned supplier.

A test-run was then arranged for a number of products using the reconditioned drums, which were offered to select customers for inspection, at a reduced price. The test was successful, without negative reports from the participating jobbers. One jobber said he could not differentiate between the new and reconditioned drums and was especially impressed with the price reduc-

For Your Health: Kitchen Fire Safety

Cooking accidents are a major cause of home fires. Each year, thousands of residential fires and fire-related injuries occur due to cooking accidents. The following reminders will help you and your family be fire safe while preparing your meals.

- ◆ *Prevent grease build-up in your stove or range hood.*
- ◆ *Know how to use your range or stove correctly.*
- ◆ *Know how to light your gas appliances properly.*
- ◆ *If your gas appliance does not light by the second match, shut off the gas and let the excess gas clear before trying again.*
- ◆ *Never leave the cooking area unattended.*
- ◆ *Have a lid for every pan or skillet in use. You can use the lid to shut off oxygen if there is a fire in the pan or skillet.*
- ◆ *Be sure to shut off the heat immediately if there is a fire. Do not remove the lid until the pan or skillet has cooled.*
- ◆ *Do not wear loose clothing while cooking.*
- ◆ *Be very careful when working around heated burners.*
- ◆ *Always use hot pads to remove heated pots or pans.*
- ◆ *Do not use your oven to heat your home.*
- ◆ *Don't let curtains hang near your range.*
- ◆ *Don't let crumbs build up in your toaster.*
- ◆ *Check your kitchen before retiring for the night. Make sure all appliances are turned off.*
- ◆ *Closely supervise children in the kitchen while you are cooking.*
- ◆ *Turn the handles of pots and skillets away from the front of the stove or range, to keep them out of children's reach.*
- ◆ *Do not overload kitchen circuits by using too many appliances.*
- ◆ *Have multi-purpose extinguishers ready for use in kitchen areas.*
- ◆ *Install smoke detectors throughout your home.*

The WRMC Health and Safety Department hopes these kitchen safety tips will help you avoid an accident in your kitchen.

Shell Oil Recognized For Corporate Community Service

September 23, 1993, was no ordinary Thursday for the employees, retirees and families of Shell Oil. The day marked a very special occasion in Shell's history, when the Points of Light Foundation awarded Shell with a national Award of Excellence in Community Service.

Shell was one of five recipients of the award in 1993. Shell was recognized for its overall effort in volunteering, but especially for the Shell Employees and Retirees Volunteerism Effort (SERVE), and for supporting such community agencies as the Volunteer Center in the Texas Gulf Coast.

Shell Oil President and Chief Executive Officer Phillip J. Carroll, who traveled to New York to accept the award, said Shell Oil was deeply honored to be recognized for its volunteerism efforts. "This award was made possible only by the dedication of our many employee and retiree volunteers who have given so generously of their time and talents," he said. "We're proud they are being recognized for making a difference in communities across the nation."

The Points of Light Foundation, founded in 1990, is a nonpartisan, non-profit organization formed to motivate leaders to get people involved in solving social problems. The Foundation also helps volunteer centers, corporations and nonprofit organizations provide leaders with ideas and tools for mobilizing volunteers, and works through the news media to shape popular attitudes about community service.

WRR BILLBOARD

Shell President Carroll Visits WRMC

Shell Oil President and CEO Phillip J. Carroll was reacquainted with Wood River Manufacturing Complex Sept. 1, when he stopped in for a brief visit and tour.

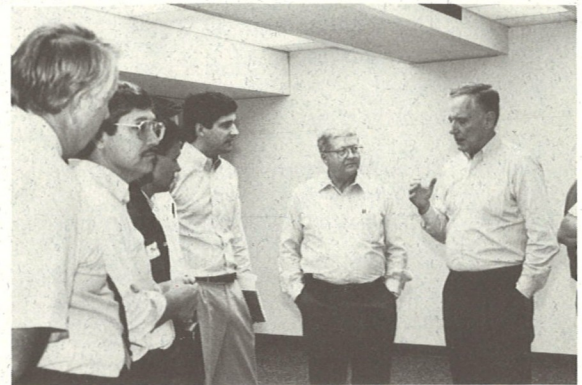
At a gathering of managers following the tour, Carroll said he last visited WRMC in the early 1980s, when the Complex was experiencing problems with health and safety issues, as well as with its neighbors. "I have a high degree of appreciation for the great strides made here at Wood River in all these arenas," he told his audience. "I can't say enough about the great improvements you've made."

Carroll also praised WRMC's recent improvements in financial performance, saying that the Complex has come a long way, making a lot of difficult and painful changes, and employ-

ees should be proud. "But you still have a lot to do, as does the rest of the corporation," he stressed. "We as a corporation had the good fortune to make some performance advances last quarter, but we too are a long way away from throwing a party."

"Every single person has a contribution to make to improve WRMC. It's good so far, but we're only around the first lap of the track, and this is a long race. If you continuously improve your performance in the key areas of health,

safety, environmental, reliability and financial, the company will respond to your progress, and better things will be in store for Wood River."



Above: Shell Oil President and CEO Phillip J. Carroll (right) spoke with WRMC Manufacturing Complex Manager Gayle Johnson (center) and several managers during his tour of the Complex. Left: Ron Banducci, General Manager Manufacturing-Oil, visited with some of WRMC's managers during a brief visit Sept. 1.



It's New! It's Exciting!

1993 Annual Children's Christmas Party

Saturday, December 4, 1993

Lewis and Clark Community College — Hatheway Hall

5800 Godfrey Road, Godfrey, Illinois

The 1993 Children's Christmas Party offers new activities and a new location for families to gather and celebrate the holiday season. This year, we've divided the party into two segments to eliminate long lines and overcrowding. We hope you'll check out this year's festivities!

Party #1: 10 a.m. — noon:

Employees/retirees whose last names begin with letters "A" through "K"

Party #2: 1:30 p.m. — 3:30 p.m.:

Employees/retirees whose last names begin with letters "L" through "Z"

Featuring: Christmas storytime • Christmas movie • Carolers • Visit with Santa



History Museum Preparing For Art Show

The History Museum will offer the walls of its new location to host a first-ever art exhibit for employees and retirees to show their talents. If you're an artist who would like to display your work, please contact History Museum curators by Thursday, Nov. 4.

The art exhibit will run from mid-November through the end of 1993. There's no cost to enter the exhibit, but you must register in advance. To register, call the History Museum at 255-3718 during open hours: Wednesdays and Thursdays from 10 a.m. to 2 p.m., or call these curators at home:

Margaret Middlecoff:

(618)465-5620

Andy Dick: (618)259-4342

Lois Cooper: (618)254-3790

WRR BILLBOARD

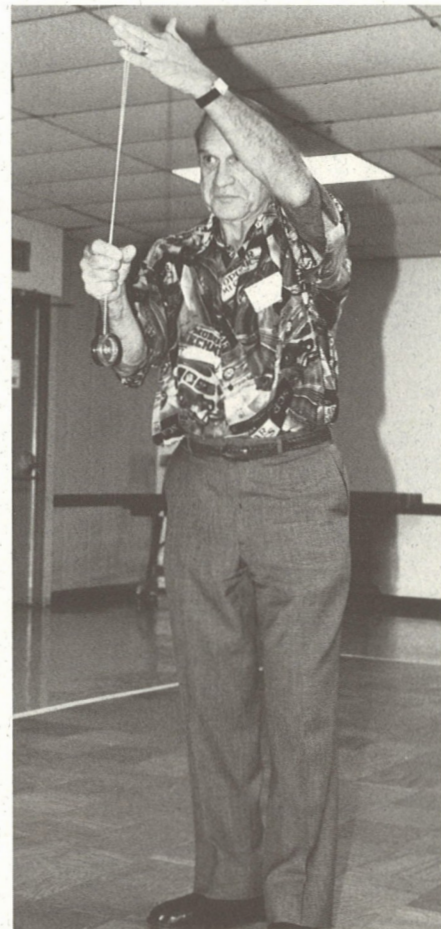
WRMC Pensioners' Luncheon Big Success

WRMC's retirees welcomed a chance to get together and talk about old times during the 27th Annual Shell Pensioners' Luncheon, held at the American Legion Hall in Edwardsville on Sept. 15.

The featured guest was yo-yo guru Dean Calvin, who entertained the crowd with his many tricks and his ample supply of Duncans and other fancy spinners. Superintendent

Operations Jim Newlin also spoke at the event, bringing pensioners up-to-date on Wood River's status, especially its financial performance.

"This gathering is always a success, because our retirees really enjoy getting together and talking about the old days," says Joe Lanzerotte, coordinator of the event. "I'm proud that so many of our retirees attend these functions. We already scheduled next year's gathering."



Top photo: The Pensioners' Luncheon provides an opportunity for old friends to get together and talk about the good old days. **Top right:** Yo-yo master Dean Calvin entertained the crowd of 350 WRMC retirees during the 27th annual Pensioners' Luncheon, held Sept. 15. **Below:** Everyone seemed to enjoy themselves at the annual get-together.



Above: History Museum curators Margaret Middlecoff, Andy Dick and Lois Cooper were among the crowd who gathered for the 27th annual Pensioners' Luncheon.

WRR BILLBOARD

WRMC Adopts Area Roadways

Wood River employees continue to show their commitment to the community by tackling a dirty task. The Complex recently joined the state's "Adopt-A-Highway" program, adopting a stretch of roadway on Route 111 and Madison Avenue. Every month, teams of employees and family members will collect litter along these roads.

The section adopted on Route 111 runs from Rand Avenue to Hawthorne Street, about a half mile. On Madison Road, crews will clean from Route 111 to Hedge Row Road, about 1.25 miles. Road signs identify the adopted sections.

Groups, such as departments, clubs and committees, can sign up to handle a trash clean-up by calling the Community Relations department at 255-2685. One clean-up is scheduled for each month, and clean-ups are scheduled well in advance. Each group selects its own time and day to handle the task, but the Hartford sheriff's department recommends times that have low traffic and high

visibility for maximum safety. Initially, one group will be assigned for each month, but if response is strong some groups may be paired with others.

The first cleanup was held on Sept. 29 by the Awareness Recognition Team (ART) and SERVE board members. The group cleaned the Route 111 stretch of roadway. "This first cleanup effort went very well," says Gerard Jacquin, Projects Machinery Engineer, who is SERVE president this year. "We had a lot of trash to pick up because it was the first time, but the work went very smoothly."

Volunteers will be given reflective vests, gloves, litter pickup poles and bags to wear on the job. Before taking to the roads, participants also will receive a brief safety orientation, including safety tips from area police.

"The SERVE committee felt this would be an excellent way to serve the community and at the same time keep the areas around our fence clean," says Jacquin. "Many employees have pride in Wood River's appearance, so we hope this program catches on."

New To WRMC

Kevin Robertson joined WRMC as an Engineer in Process Engineering. Kevin, who has a bachelor's degree in chemical engineering from the University of Missouri-Rolla, enjoys fishing and playing rugby and golf. Kevin and his wife Rachel and daughter Morgan, 3, live in Chesterfield, Mo.



In Remembrance

Eugene Buckshot, Jr., 76, died Sept. 2. Mr. Buckshot was a Pipefitter in Maintenance before retiring in 1978 after 39 years of service.

Clarence Delehanty, 71, died Aug. 26. Mr. Delehanty was a Tester in Quality Assurance before retiring in 1985 after 38 years of service.

Samuel Doolen, 77, died Sept. 26. Mr. Doolen was an Operator in Utilities before retiring in 1979 after 30 years of service.

Earl Hanser, 88, died Aug. 28. Mr. Hanser was a Carpenter in Maintenance before retiring in 1963 after 26 years of service.

Joseph Howard, 80, died Sept. 2. Mr. Howard was a Gate Captain in Security before retiring in 1975 after 36 years of service.

Howard Huber, 74, died Sept. 19. Mr. Huber was a Pipefitter in Maintenance before retiring in 1970 after 30 years of service.

Amos Ruyle, 74, died Oct. 1. Mr. Ruyle was a Foreman in Maintenance before retiring in 1982 after 34 years of service.

A Note About Our Obituaries

As we told you in the last issue, the *Wood River Review* has discontinued using photographs with death notices of retirees and employees. Negative response to this change has been minimal so far, so the Review will continue to list only biographical information about deceased individuals. We sincerely hope our readers will understand this decision. If, however, you would like to discuss your views, please call editor Mary James at 618/255-3649.

Retirements

Howard Green
Special Assignment
Engineering/Maintenance
37 years

John Stein
Equipment Operator
Engineering/Maintenance
Shops
24 years

Don Link
Compounder 1
Operations Compounding
27 years

Guy Terrell
Equipment Operator
Engineering/Maintenance
Shops
20 years

WRR BILLBOARD



SRA Calendar:
December 1993 -
January 1994

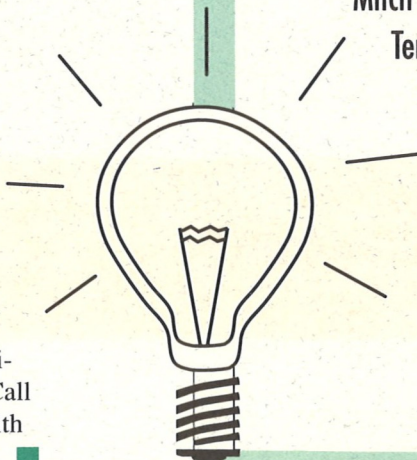
SRA Activities (ongoing):

Activities	League Secretaries
Bowling	Harry Green or Mike Brooks
Racquetball	Brian Semmler
Radio Club (starts Jan)	Bob Travis

For additional information, call Jane Dempsey at 255-2435 or Kerry Pitt at 255-2509. For more information about sports activities, call the appropriate league secretary or Becky Bertani at 255-3196.

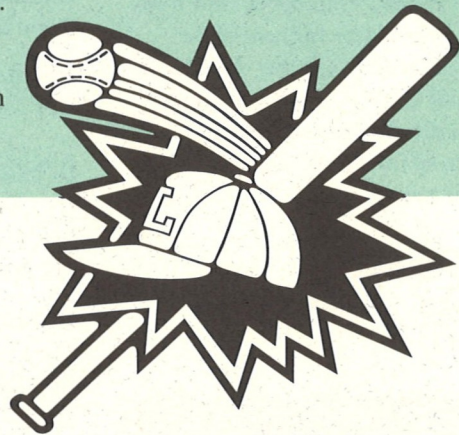
We're Looking For A Few Good Ideas...

The Shell Recreation Association would like to hear your suggestions for events and activities they could sponsor. Call Kerry Pitt at 255-2509 with your ideas.



SRA Softball Results

SRA's softball double-elimination tournament was played in August to determine the winners of the 1993 softball season. Bombers placed first, with Cracking taking second. Thanks to all the teams that participated this year, and congratulations to these team members:



Bombers team members:

Jerry Dean (coach)
Dave Batty
Jim Berry
Mike Brooks
Mickey Bruce
Rick Goodman
Joe Groboski
Jim Hartsock
Darryl Lochmann
Eric Noble
Larry Odorizzi
Don Perry
Keith Schoenleber
Mitch Scroggins
Terry Wells

Cracking team members:

Steve Coughlin (coach)
Larry Bell
Steve Bruns
Roger Downer
John Elmendorf
John Hagemeister
Randy Hard
Mike Harmon
Mike Kohlmler
Ron Langendorf
Ken McGowan
Doug Muich
Garry Nicholson
Les Schlemer
Alan Shook
Todd Teasley
Steve Woods

WRR BEACON

Beacon Of Quality Award Winners Selected

Congratulations to the 15 WRMC employees who were selected as winners of the Beacon of Quality Award for the first half of 1993. Each winner received a plaque that includes a description of how he or she earned the prestigious award.

BUSINESS SERVICES

Jerry Mueller
Juan Padilla

Milestones Around The Complex

Garage Mechanics and Foremen achieved three years without an OSHA recordable injury on Sept. 6, 1993.

HUMAN RESOURCES

Marcy Fisher

ENGINEERING/MAINTENANCE

Engineering Services-Mechanical
Brian Semmler

Maintenance-Hydroprocessing
Ken Grebel

OPERATIONS

Cracking/Alkylation/Chemical
Ron Nelson
Jan Stahlhut

Distilling/Gas
Gary Bourland
Bob Diller
Owen Ross
Ed Uetz

Hydroprocessing
Charles Finck

Lubricants
Roy Hall

Utilities
Jim Banghart

In The Next Issue:

- ☛ A holiday message from Gayle Johnson
- ☛ United Way Campaign results
- ☛ Spotlight on WRMC's Hazardous Materials Team
- ☛ Introduction to WRMC's Process Safety Management Systems

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Rick Stankoven, production artist

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