



WOOD RIVER REVIEW

JANUARY / FEBRUARY 1995

A New Model For Business

If you dialed the number of the phone in the Red Room during the first weeks of the year, you might have heard it answered with the words, "Dot Movers International." A wrong number? No, just a good-humored allusion to the intense activity going on at that location, which served as the hub of planning a new Business Model for the Wood River Manufacturing Complex.

Despite good humor, the work going on was serious, and, to the casual visitor, the scene resembled nothing so much as a war room. It wasn't war being planned, however, but the future direction of the Complex.

The Business Model

The Business Model development process had its origins in the research of Dr. Larry Selden of Columbia University, who studied top Fortune 500 companies to uncover the secrets of their success. Interestingly, his study showed that, without exception, all such companies share one characteristic, which he illustrates in the simplified graph shown on the following page.

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Members of the Business Model Team at work.

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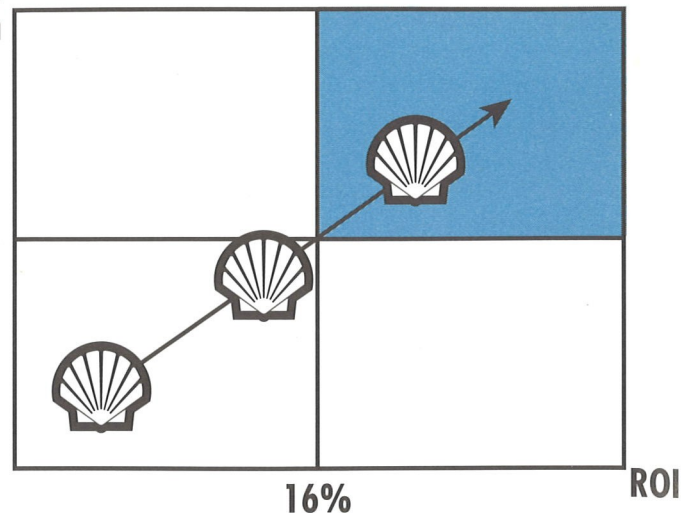
The graph allows Dr. Selden to measure a company's revenue growth relative to its return on investment (ROI). In his study, he observed that, year after year, highly successful companies show revenue growth above 12% and ROI above 16%. That performance consistently places them in the upper right, or northeast, quadrant (shaded area) on the graph. This discovery led to the conclusion that any company striving for profitability and a highly competitive position in the marketplace must begin by plotting its current location on the graph with a dot. The next step is to develop a strategy for moving the dot into the northeast quadrant invariably occupied by top-performing companies. Strategy evolves within the process of developing a Business Model, which requires understanding what maximum potential is achievable, identifying and eliminating impediments to that achievement, and continually evaluating progress.

The Strategy

Plotting WRMC's revenue growth and ROI on the graph showed clearly that performance has been deep in the *southwest* quadrant for the past several years. The need for a Business Model to guide the Complex in its drive to become more profitable was apparent, and the Complex Leadership Team appointed a team to work full time on developing such a model. Team members included Doug Groves from Business Services, Richard Gerth from Technical/HS&E, Howard Olsen and Doug Rule from Planning and Economics, and Juan Padilla, who is on special assignment. With their guidance, the Complex focused its energies throughout January and into

Revenue Growth

12%



The arrow shows the direction WRMC is expected to move with the new Business Model: the northeast.

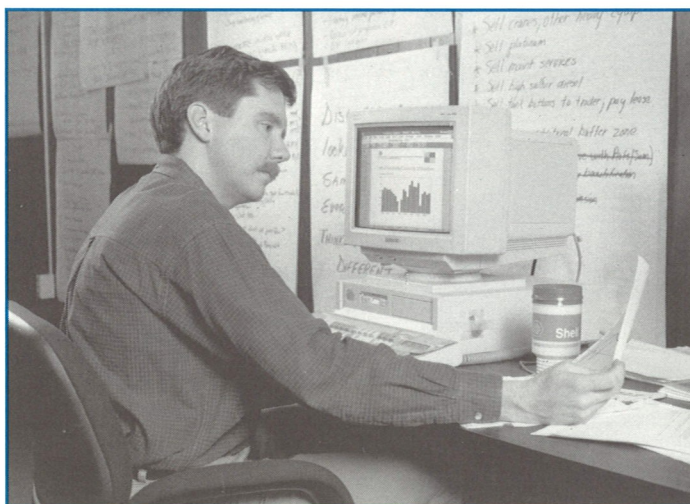
February to develop a plan of action for moving WRMC's dot as quickly as possible toward the northeast quadrant.

Howard Olsen says, "The over-arching strategy for Wood River is to be a *low-cost producer*—the lowest in the marketplace. That will give us a special niche and make us more competitive." With this goal identified, the question became: "How can we achieve it?" or, in terms of the graph, "How do we move the dot?"

Dot Movers, Value Drivers And The Blow Away Best

The dot is moved by *Dot Movers*, which are capital or expense projects that increase revenue or net income. A primary objective of the Business Model is to identify and direct resources to projects which will move the dot to the northeast the fastest. The major maintenance turnarounds planned for the HCU/SMR, CR-1 and DU-2 units this spring, for example, should prove to be effective Dot Movers. While these activities will cost about \$13 million, cost benefits are expected to match the investment within eight months. Then, over the next several years, the refurbished units should contribute to steady revenue growth and advance WRMC's dot on its journey toward the northeast.

Value Drivers, which are similar to key performance indicators, are operational measures of critical activities which affect revenue and ROI; thus, they measure the progress of the dot toward the northeast (or away from it when performance degrades). Olsen explains that the process of



Doug Rule marshalls the power of the computer to analyze Value Drivers.

developing a Business Model for the Complex begins with identifying Value Drivers in every unit. "These are the things that affect the bottom line," he says. "The key things for Wood River to look at are reliability, yields, throughput, variable costs and raw materials."

For each Value Driver, a target is established: the *Blow Away Best*, meaning the very best performance in the industry. The goal is to match or surpass this performance.

The Performance Scorecard

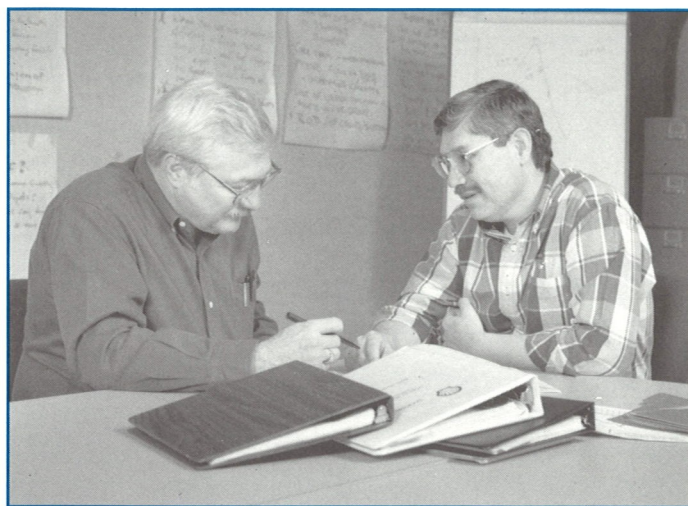
Once Value Drivers are identified, senior management and departments must develop a plan to manage them. Progress will be tracked through a Performance Scorecard. Juan Padilla explains, "A Performance Scorecard is a managerial instrument which measures operational activities against a pre-established target or standard." As such, it provides a tool for continuous assessment of performance.

The importance of the Performance Scorecard, says Olsen, is "to put in place a management process that will keep us focused on the most important Value Drivers for the refinery. Value Drivers become translated to the things people can do in their jobs to impact profits—and thereby move the Complex toward the northeast on the chart."

Making It Work

For WRMC's Business Model to work, it will have to become an integral part of the culture. Communication is expected to be a critical factor in establishing the Business Model as a working strategy.

Throughout the development phase, the doors of the Red Room were open to anyone who wanted to be involved, contribute input, or just stop by to see what was going on, and many people took advantage of the



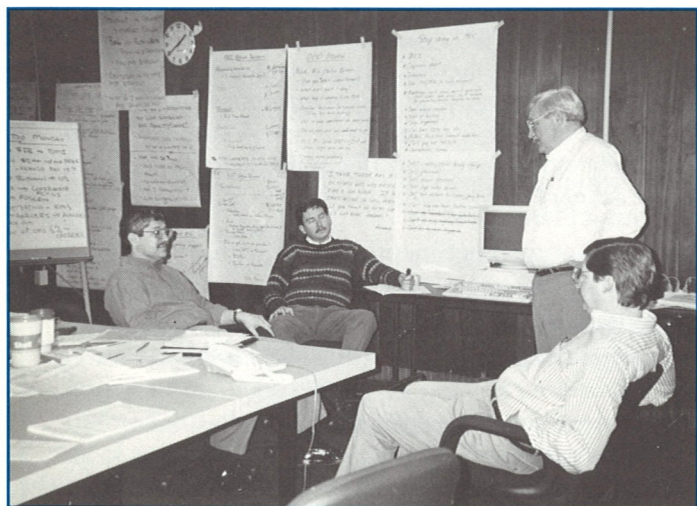
Howard Olsen and Juan Padilla discuss ways to become the industry's lowest-cost producer.

opportunity. "From the beginning, it's been an absolutely open process," Olsen emphasizes. "There's been nothing secret, and we've spent a lot of time communicating what we're doing."

As the Business Model is rolled out across the Complex, Marcy Fisher, Manager-OE & T, will assist with implementation by serving as an internal consultant for change management and providing training in change process.

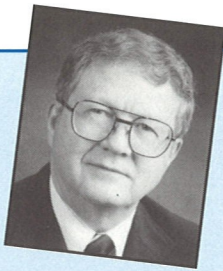
Doug Groves notes that the Business Model introduces a wholly new vocabulary into the culture and believes that understanding will be most readily achieved by building upon concepts with which people are already familiar. "The Business Model builds on the Profitability Study done in 1993," he says, "and there are similarities with the key performance indicators which people understand. As we move forward, we will be drawing those analogies." Groves also anticipates that a training video will be used to help familiarize people with the basic concepts of the Business Model.

Developing and implementing the Business Model for WRMC is an ambitious undertaking, but one which is generating a lot of enthusiasm. "Creating our Business Model is a major change that will help all of us at WRMC," says Gayle Johnson, Complex Manager. "It will create a clear road map to achieve financial success—and it will help each person at WRMC understand what he or she must do to make it happen." ♦



Juan Padilla, Doug Rule, Howard Olsen and Doug Groves plot strategy for WRMC's Business Model.

LOOKING AHEAD



1994 was a year of change and accomplishment. It's no secret that, for the past several years, our foremost challenge has been to improve our financial performance and become more competitive within the industry. Over the year just past, we became increasingly focused in our efforts to achieve these objectives, scrutinizing every area of operations and changing the way we utilize people and manage assets to assure that our resources yield maximum return. Thanks to the dedication and hard work of our people, we have made real progress—not only in financial performance, but also in our drive to eliminate accidents and in our efforts to be a good neighbor to the community.

While we are justly proud of the progress made, however, our work is not done. The challenge is still before us and will require even more of us in the year ahead. 1995 should prove an exciting year, a year full of promise. It will be our job to fulfill that promise.

Among the most positive initiatives we will be undertaking is the launch of the new Business Model developed during the first weeks of the year. The Business Model gives us a clear map to follow in moving Wood River Manufacturing Complex to a position of undisputed profitability. Revenue growth of 12% and return on investment of 16% are the benchmarks by which we will measure our progress. Toward this goal, we will be making strategic investments, devising and implementing new operational and maintenance efficiencies, and continuing our transformation to a vital, self-directed work environment in which every employee's capabilities are encouraged to flourish.

Ultimately, the future of WRMC is in the hands of our people. It is with that thought in mind that I look with optimism to the year ahead. Knowing the quality of our people, their unflagging commitment to constant improvement, and their "can do" spirit, I have every expectation that by the end of this year, we will be looking back on an impressive record of milestones reached and passed.

—Gayle Johnson, Complex Manager

LOOKING BACK AT 1994: Significant Accomplishments

1994 was a year filled with good news of improvements made and targets met. Space constraints prohibit listing all the accomplishments that deserve recognition, but here are a few highlights:

1ST QUARTER

- First Quarter net income surpasses 1993 net income by \$18.9 million—\$1.5 million better than net income projected in the 1994 Operating Plan.
- Significant improvements are achieved through turnaround and capital projects at CCU2, the Gas Plant and the Sulfur Plant.
- The Complex reaches 9.95 million Safe Work Hours.
- Recordable injuries are down 33% from the same period in 1993.

2ND QUARTER

- May crude rates surpass 270 million barrels a day for the first time since 1978.
- Capacity utilization improves by 12%.
- Complex and Fuels net income are above target.
- Complex is meeting cost reduction targets established in the Profitability Study.
- Recordable injuries are down 55%.

3RD QUARTER

- The quarter brings the highest quarterly crude runs and August the highest monthly runs since 1978.
- Quarterly gasoline make of 140.8 million barrels per day is the highest in several years.
- Capacity utilization is the best in recorded history, reaching a high of 84.3% in July and an average of 81.6% for the quarter.
- The first year implementation target of \$140 million is met.
- YTD Shell OSHA Recordable Rate of 1.18 is the best ever—recordable injuries down 60% from the same period in 1993.
- Contractors tie record of 285 consecutive days without a lost workday injury.

4TH QUARTER

- Despite production curtailment because of low margins, 4th Quarter crude runs match those of the 3rd Quarter—the highest since 1978.
- November crude runs of 290 million barrel per day are the highest recorded since 1978.
- Yearly crude runs, which averaged 256 million barrels per day, exceed the Operating Plan target.
- Lubricants exceeds its annual net income target with the highest-ever volume of oil compounded.
- The year-end Profitability Study Targets are met.
- Verified savings generated from cost-cutting ideas total at least \$500 million.
- The year-end OSHA recordable rate of 1.28 is the best ever, exceeding the goal of 1.80.
- Shell's serious injuries drop by 56%.
- WRMC posts its best-ever quarterly environmental performance.
- Product quality incidents drop 66% from the 3rd Quarter.
- Total Complex maintenance cost for the year comes in at \$2.5 million under the Operating Plan target.

SHELL EMPLOYEE PUBLISHES ARTICLE

In April, J.D. (Jon) Slaton, an Insulator in Shops, will celebrate his 25th anniversary with Shell. He is also celebrating the notable achievement of having a feature article published in the Feb. 1995 issue of *Sky & Telescope* magazine.

Slaton exemplifies the Renaissance ideal of being accomplished in numerous fields. In addition to his work at WRMC, he raises sled dogs, runs a clock repair business (specializing in antique clocks), works on restoring his 19th century house in Alton, and is an avid collector of antiques. He has also become a recognized expert in restoration of antique telescopes, which is the topic of his article.

Although Slaton's interest in astronomy was sparked long before, he didn't start buying equipment until about 15 years ago. It was probably inevitable that his fascination with antique restoration would eventually draw him to vintage stargazing equipment, and, in 1991, he purchased a 6-inch, f/15 refractor instrument made by Alvan Clark & Sons, widely regarded as the world's premier telescope manufacturer early in this century.

The Challenges Of Restoration

The instrument's main tube, made of brass, had been painted over with four layers of paint. Several parts were missing, the leather straps that joined the legs had become stiff with age, and some non-original elements would require modification to function properly. Already skilled at restoring antique clocks, Slaton faced a new challenge in the telescope. He began by doing extensive research to learn as much as he could about how to go about the task. At the time, a new organization was forming, the Antique Telescope Society. Slaton became a charter member and consulted with other members about his recent acquisition.

Slaton's goal was to return the telescope as nearly as possible to its original condition. Doing so required him to make some of the missing parts and correct some of the problems caused by substituted parts. Removing the paint from the brass tube caused the greatest problem. "In restoration, you can do something a lot of ways, but not all of them are right," says Slaton. "In my work with clocks, I see a lot that have been butchered. With any piece that has historical or aesthetic value, much of the



J.D. Slaton poses with his restored 6-inch Clark refractor telescope.

value is in the finish. If you buff brass or use a wire wheel, it destroys the finish." Slaton exercised meticulous care to choose materials and techniques that would remove the paint and polish the tube without marring the metal.

Since that first restoration, Slaton has purchased and restored a second, 4-inch Clark instrument, and his expertise has reached a level that has brought him widespread recognition as an authority on telescope restoration. On several occasions, the Adler Planetarium in Chicago has called him for advice on restoration projects.

In Search Of History

Purchase of the first telescope also launched Slaton on yet another pursuit: historical research. In his attempt to ascertain the manufacture date, he employed all the skills of a detective, following often slender clues backward through the succession of ownership. At one point, he even used a paper restorationist to recover information from a faded tag found in the telescope crate. While the earliest history of the instrument remains obscure, Slaton was able to place the date of manufacture at around 1930—and his investigation led him to discovery and purchase of the second Clark telescope.

Slaton has carefully recorded all he has learned about the history of his antique telescope, along with a detailed account of his restoration, and stored the information in the tube crate, where it will be safely preserved for the next owner. In the meantime, he still searches for more clues to the early history of his two classic instruments. ●

LET US KNOW...

A lot of interesting people work at Shell—people with special interests, skills, hobbies and accomplishments—and we think our readers would enjoy reading about them in upcoming WRR issues. If you are such a person or know someone who would be a good candidate for a feature story, please let us know via PROFS (SS3) or call ext. 3649. ●

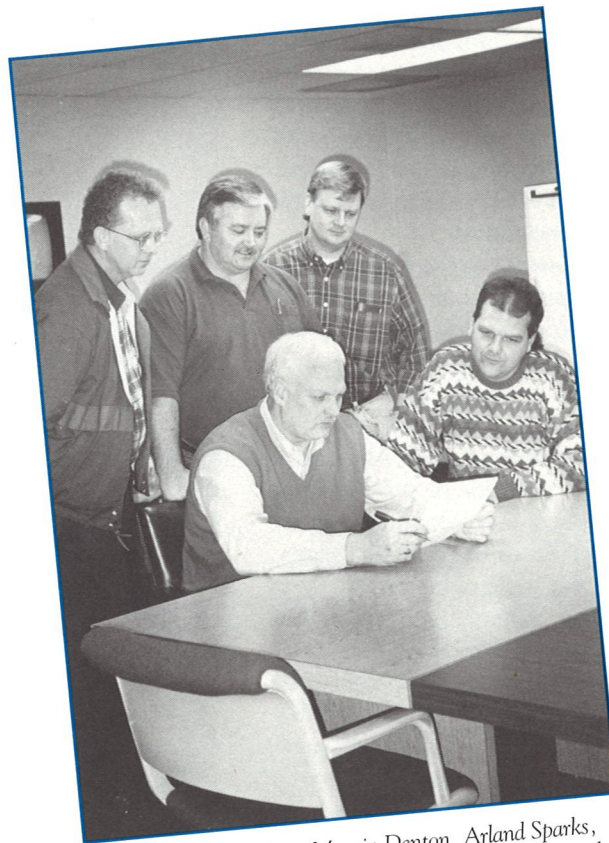
A Material Difference

As part of his work on the Routine Maintenance Effectiveness Team for Shell Oil, Wood River's B.D. ("Jake") Jacobs visited Quantan Chemicals in northern Illinois and studied a number of other companies recognized for innovations in organizational effectiveness. He made two intriguing discoveries: (1) In all the companies studied, materials were included as an integral part of the planning process, and (2) all materials-related functions were handled through a central control point. Materials specialists communicated closely with various groups within the organization about impending projects and projected materials needs. By tracking inventories, ordering materials as needed and expediting deliveries, they were able to assure timely availability of materials and eliminate redundant orders.

At Wood River, materials functions were largely decentralized. Provision of materials for shutdowns and turnarounds was handled by a single Turn-around/Shutdown (TA/SD) Buyer, but otherwise, individuals within units across the Complex were responsible for ordering what they needed from a variety of sources. Impressed with the efficiency of central purchasing units he had observed in other companies, Jacobs began to think about developing a similar system at Wood River. "The reception to using centralized purchasing for turnarounds and shutdowns had been enthusiastic," he says. "It seemed reasonable that the TA/SD Buyer role could provide a model for a Materials Specialist Group that would serve the entire Wood River Complex."

Building On A Good Idea

Working with Doug Groves, Manager-Business Services, Jacobs, who is now Materials Foreman, set up a four-person centralized purchasing group in January of 1994 and served as its first Supervisor. Mark Paproth, the TA/SD Buyer, was brought into the group and provided training. Marvin Denton, who came from Security, is now the point person for Maintenance/Shops, and Allan Middlecoff, also previously from Security, is the contact for Human Resources, Quality Assurance and all Fuels units. Warehouse inventory is handled by Arland Sparks. Mike Tracy came to the group from Maintenance/Planning as part of the initial team



The Materials Specialists: Marvin Denton, Arland Sparks, Allan Middlecoff, (standing), Bill Jacobs and Mark Paproth (seated).

but has since left to assume other responsibilities; and Mike Peartree, Senior Buyer, recently replaced Jacobs as Supervisor.

"One-Stop Shopping"

A primary goal of the Materials Specialist group is to use communication tools to help their clients in Operations, Engineering and Maintenance function more efficiently. "The key is to stay close to our clients," says Marvin Denton. "One of our first jobs was to visit each client group with the message: 'I'm the person to call for anything related to purchasing.' We establish close relationships and get to know their needs."

It's all part of what Mark Paproth describes as "one-stop shopping." Anyone who needs anything now has only one person to contact. "It frees people to do their jobs rather than spend time and energy getting what they need to do the work," Denton observes. "They like that, and it means they can be more productive."

Dick Farmer, Maintenance Manager-Turnarounds/Projects at Wood River, couldn't agree more. "In Turnarounds, we've worked with centralized purchasing for many years, and that's given us the opportunity to see how it works," he says. "From the client perspective, the biggest advantage comes from working with one person who is familiar with your practices and is part of your business team—someone who is tuned in to your goals and targets and can tie the purchasing function into all that."

New Systems...New Efficiencies

In the meantime, the Self-Directed Work Team (SDWT) in Warehousing—one of the newest teams in the Complex—has implemented other innovations which have improved efficiency and cut costs. Under consigned stock warehousing agreements, for example, materials are warehoused throughout the Complex but not actually purchased until they are needed. Another system, known as vendor warehousing, is designed for just-in-time delivery.



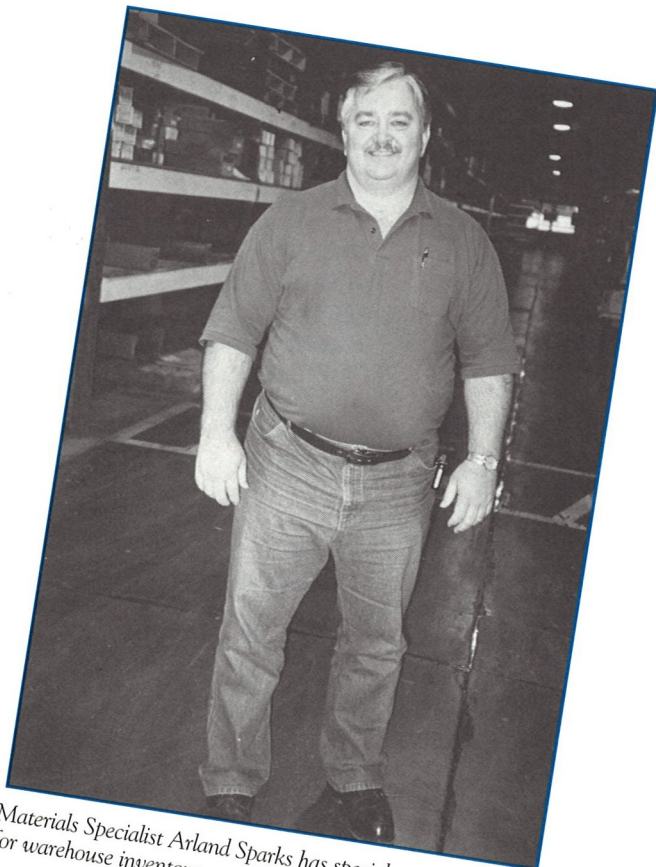
As Materials Dispatchers, Margie Johnson and Frank Wieseman handle a wide variety of customer needs.

Materials which can be delivered on short notice are entered into the computer as available inventory, but they are stored off-site and owned by the vendor until needed. Through consigned stock and vendor warehousing, the Complex benefits from quick access to materials without tying up cash.

In addition, the Team created the Material Dispatcher's job to serve as the focal point for meeting customers' needs. Margie Johnson and Frank Wieseman have been in their new positions as Materials Dispatchers since September, and they agree there's been a lot to learn. "We have responsibility for writing work requests and scheduling," says Johnson, "along with channeling all complaints, handling all hazardous waste materials, generating inventory sheets, downloading vendor shelving, and inputting information into the computer system. We also handle the paperwork for Bechtel materials. That covers a lot of territory." The Materials Dispatching office centralizes many functions previously handled by multiple foremen—a simplification for those who use its services.

Changes For The Better

Over the past year, changes in the way materials functions are handled have reduced delivery times, frustration and costs. In addition, Materials Specialists have enabled the departments which use their services to integrate materials more fully into their planning process. Those are differences which promise to make a real contribution to long-term profitability. ●



Materials Specialist Arland Sparks has special responsibility for warehouse inventory.

1994 EXEMPLARY ATTENDANCE HONOR ROLL

Regular job attendance is a key factor in advancing WRMC toward its profitability goals, and each year, the Complex recognizes those people who have demonstrated a commitment to being on the job, day after day. The Exemplary Attendance Honor Roll includes those with perfect attendance in 1994, as well as those who have missed only one shift or less due to disability or personal leave. The number of years on the Honor Roll follows each name.

Thanks and congratulations to all the following people!

ADMINISTRATION

Gayle Johnson, 39
Dave McKinney, 14
Juan Padilla, 2
Judy Schrewe, 8

BUSINESS SERVICES

Jerry Augustine, 9
Dean Banfield, 12
Patty Banovz, 3
Judy Blackburn, 2
Mary Brand, 5
Joan Brooks, 3
Stephanie Burton, 1
Marvin Denton, 4
Linda Dumas, 7
Mike Fossen, 6
Al George, 6
Kathy Grenzebach, 2
Dick Grimm, 1
Doug Groves, 7
Mary Haynes, 3
Bill Jacobs, 8
Pat Jordan, 5
Jim Kossina, 7
Steve Krause, 12
Bob Kubicek, 1
Jo Ann Laird, 4
Russ Leggett, 3
Mike Marburger, 1
Ken Martin, 1
Ron McGill, 2
Chuck McGuire, 18
Danette McKellar, 1
Don Mihelcic, 1
Jackie Page, 3
Mike Parish, 5
Mike Peartree, 2
Jacque Peipert, 4
Joe Pellegrino, 12
Lois Powers, 9
Beverly Quigley, 2
Juanita Sepulveda, 8
Rena Sharp, 2
Gale Smay, 3
Diane Smith, 7
Louie Spano, 5
Arland Sparks, 3
Lynne Sprouse, 6
Gale Titchenal, 3
Mike Tracy, 4
Dennis Van Sandt, 5
Bill Wells, 6
Jane Wells, 6

Mary Kay Wells, 9
Gary White, 5

ENGINEERING/ MAINTENANCE

Gene Abbott, 19
Paul Ahne, 1
Don Akridge, 8
Rod Alford, 2
Jerry Allen, 2
Tom Allen, 6
Joe Allred, 1
Jim Anderson, 6
Charles Astrauskas, Jr., 12
Nancy Aud, 4
Steve Augustine, 1
Dave Ayers, 7
Joe Baima, 2
Larry Barbeau, 1
Andy Barnes, 6
Gary Barlett, 4
John Bauer, 2
Tom Bauman, 6
Bob Blaine, Jr., 1
Dennis Bolton, 1
Gordon Bond, 1
Linda Branham, 1
Gary Braswell, 3
Mike Breyer, 1
Joe Brice, 2
Ken Brinker, 6
Earl Brockmeier, 1
Chester Brooke, 18
Frank Budny, 6
Steve Bumpus, 6
Ray Burton, 6
Dan Callahan, Jr., 6
Joe Cannon, 1
Clif Carpenter, 4
Rich Carrell, 1
Bill Cerny, 1
George Chaffee, 5
Ron Chasteen, 3
Eddie Clark, 1
Ken Clark, 3
Vernon Cline, 8
George Collins, 4
Lois Compton, 3
Glenn Cooper, 7
Kevin Cornejo, 2
Glenn Cottingham, 7
Jim Cox, 6
Jerry Crail, 1
Charlie Crepps, Jr., 1
Martin Culp, 2

Wayne Curry, 2
Ed Dalton, 2
Dave Daniel, 4
Jim Darr, 12
Kevin Darr, 6
Allen Daube, 2
Jerry Dean, 4
Mark Del Vecchio, 2
Mike Donaldson, 3
Tom Doran, 1
Bruce Dorris, 3
Tom Drake, 14
Tom Dutchik, 3
Steve Eatmon, 2
Charlie Edwards, 1
Terry Elrod, 8
Bob Ely, 11
Greg Ely, 3
Ron Emmons, 2
Steve Erslon, 3
Steve Ervin, 3
Dan Erzen, 7
Kevin Espeland, 1
Doug Eysers, 2
Dick Farmer, 3
Bob Ferris, 1
Horst Fischer, 3
Mike French, 1
Ken Friedrich, 3
Mike Frye, 3
Mike Fynan, 5
Leroy Ganzer, 8
Dennis Garofoli, 16
Dan Garrett, 6
Phil Generally, Sr., 1
Stephanie Genovese, 4
Kevin George, 2
Jeff Gillham, 1
Kevin Jimmy, 8
Bob Goheen, 2
George Gonzalez, 4
Jack Gottlob, 1
Bob Graham, 4
Ron Greeing, 6
Joe Groboski, 3
Greg Gudac, 5
Wayne Gusewelle, 3
Chris Haefner, 2
Mike Hagan, 1
John Hagemeister, 2
Mike Hagen, 5
Gerry Hall, 5
Jeff Hall, 3
Dave Halliday, 4
Carl Hamberg, 8

James Harbison, 1
Jim Hartsock, 1
Bob Hassel, Jr., 1
Dave Hays, 1
John Hazelwood, 13
Randy Heil, 1
Jim Heinemeier, 7
Max Helfer, 12
Arnie Henke, 3
Mary Henley, 4
John Hollowich, 1
Paul Holman, 7
Ron Howes, 1
Tom Howland, 4
Dave Hutton, 7
Gerard Jacquin, 3
Ken Jobe, 24
Rena Johnson, 1
Eli Jones, Jr., 7
Jim Jones, 3
Larry Jones, 8
Sam Jones, 2
Pat Jordan, 2
Al Kallal, 2
Harold Kappler, 5
Jack Keith, 3
Evelyn Kent, 4
Ray Kerkemeyer, 1
Kevin Kieffer, 7
Richard Kinkelar, 1
Gary Kirby, 1
Don Klotz, 1
Gary Klucker, 7
Keith Kraner, 1
Harry Kulp, 12
Ken Largio, 6
Steve Lash, 6
Bob Lavelle, 1
Gary Liley, 2
John Lindquist, 4
Denny Line, 15
Robin List, 3
Mike Loehr, 3
Rick Lybarger, 2
Kent Lytle, 12
Dave Mahany, 1
Wayne Maier, 2
Dave Manning, 4
Joanne Manning, 8
Kenny Marsh, 2
Doug Martin, 7
Ken Mattingly, 1
Phyllis Mayes, 2
Charlie Mays, 6
George McDanel, Jr., 2

Don McReynolds, 4
Jim Meisenheimer, Jr., 2
Jack Mills, 1
Dennis Mintert, 1
Scotty Monroe, 1
Tony Morris, 4
Scott Nailor, 1
Darrell Nash, 9
Ron Nelson, 6
John Nichols, 5
Duane Ohm, 6
Bruce Orban, 4
Walter Ortmann, 3
Darrell Ottwell, 6
Bill Owens, 8
Martin Pease, 5
Don Perdun, 2
Dan Pile, 5
Basil Platto, 1
Joe Podnar, 6
Sandra Pruitt, 2
Rick Ralston, 4
Jay Ramseier, 2
Mike Ramsey, 1
Ron Rea, 3
Tim Rengel, 6
Mack Revels, 5
Randy Rhoads, 2
Herb Rice, 1
Rufus Riley, Jr., 1
Dave Robben, 3
Jim Robinson, 5
Dick Rogers, 1
Essil Rogers, 1
Steve Rogers, 3
Roger Romani, 7
Rich Roustio, 4
Max Rudolph, 12
Jim Ruehrup, 4
Joe Ruthven, 11
Eli Sanders, 3
Mike Sarti, 4
Dan Sawler, 1
Arlin Schaefer, 3
Eldon Schneck, 5
Art Schoen, 14
Keith Schoenleber, 3
Dennis Schrupf, 1
Rick Schwarz, Jr., 5
Mike Scoggins, 3
Randy Scott, 3
Mitch Scroggins, 11
Brian Semmler, 2
Scott Senko, 1
Terry Seymour, 5
Larry Sicking, 1
Michael Sikora, 5
Ken Simon, 11
Patricia Skaer, 1
Sherman Skinner, 1
Jon Slaton, 2
Clifford Smith, Jr., 1
Dave Smith, 6

Fred Smith, 2
Mike Smith, 2
Orland Snedeker, 5
Lee Speicher, 4
John Spencer, 2
Kevin Stephenson, 5
Rick Stevenson, 4
Jeff Stockard, 2
Paul Strackeljahn, 4
Gary Strohmeier, 6
Richard Strouse, 6
Fred Summers, 4
Greg Surniak, 1
Rick Sury, 2
Dan Swarrigim, 24
Jim Taylor, 1
Bob Terry, 2
Keith Thomas, 6
Don Thomason, 3
Bill Thompson, 1
Denny Tiede, 9
Lori Tokar, 3
Rick Trobaugh, 1
Charles Vassier, 6
Roger Vetter, 3
Belva Walls, 1
Bill Walton, 28
Dave Ward, 3
Bob Wassick, 15
Jim Weidner, 1
Alan Weiss, 6
Gil Weyhaupt, 4
Perry Wheeler, 1
L.D. Wickiser, 7
Don Wiegmann, 12
Charles Wiles, 1
Al Will, 1
Gary Williams, 1
Sandra Williams, 4
Dale Winters, 7
Alan Witt, 4
Dan Wofford, Jr., 3
Bob Wooff, 3
Steve Worley, 3
Jim Wortham, 11
Gary Wright, 1
Tom Wylie, 3
Donna Yates, 1

HUMAN RESOURCES

Jerry Brooks, Jr., 5
Jerry Casteel, 3
Richard Drew, 4
Marcy Fisher, 4
Rigo Gonzalez, 1
Fred Grush, 7
Barry Hainaut, 5
Ron Hettinger, 1
Diane Isaak, 5
John Jefferson, Jr., 13
Larry Judge, 12
Kent Kramer, 4

Michael Krug, 1
Andrew Macias, 4
Patricia Maher, 8
Randall Marshall, 6
Chesley McKee, 9
Don Mueller, Sr., 6
Barbara Paul, 2
Gary Perfetti, 7
Robin Rader, 4
Roxanne Redman, 2
Karen Ruger, 6
Charles Salesman, 1
Leo Scaturro, 3
Victor Sims, 4
Al Sokalsky, 21
Jim Spaulding, 3
Dottie Taylor, 11
Dave Venegas, 2
Waunita Waters, 2
Bill Wells, 1

OPERATIONS

Terry Abernathy, 4
Gregory Adams, 4
Jerome Ahart, 1
Mark Allison, 7
Rich Anderson, 1
Roy Anderson, 1
Mike Angel, 6
Reuben Avilez, 13
Dan Bangert, 12
David Batty, 1
Joe Baum, Jr., 4
Judy Bautsch, 1
Mark Bechtold, 1
Dallas Bergman, 3
Jose Berlingeri, 1
Jim Berry, 2
Becky Bertani, 2
Jack Blair, 3
Jeff Bond, 5
Gary Bourland, 9
Dan Brantley, 3
Jack Brisky, 10
Dave Bristol, 1
Pat Brown, 5
Ron Bryan, 6
Jim Bunch, 2
Rick Bushnell, 1
Gene Campion, 9
Mike Carner, 7
Ron Carter, 11
Napoleon Casey, Jr., 5
Jim Cerny, 6
Mike Chamberlain, 1
Jim Chapman, 4
Bill Clark III, 3
Michelle Clemons, 4
Terry Close, 1
Lawrence Coles, 9
John Cook, Jr., 1
Timothy Cowan, 1

Leo Cox, 2
Gary Crainick, 16
Jerry Crawford, 1
Michael Crossey, 1
Tim Croxton, 1
Carla Crump, 1
Steve Cruthis, 2
Neal Cullen, 1
Brad Cummins, 4
Larry Dallas, 1
Rocky Dare, 2
Wally Daube, 1
Bill Davis, 5
Jim Davis, 1
Mike Delaney, 11
Jane Dempsey, 7
Dick DeQuasie, 3
Alan Derenne, 6
Bob Diller, 8
Don Diveley, Jr., 1
Dan Dona, 7
Dennis Droit, 5
Randy Duncan, 7
John Elmendorf, 2
Wally Engelke, 4
Dennis Everding, 4
Amir Farid, 1
Ed File, 4
Charlie Finck, 2
Bill Fite, 5
Gary Franke, 1
Wayne Frazer, 2
Dale Frey, Sr., 1
Alan Funk, 6
James Garner, 1
Ken Goeke, 3
Gary Gusewelle, 1
Michael Harmon, 2
Mark Hausman, 1
Mike Higgins, 1
Delbert Hines, 1
Renee Hood, 1
Michael Hosto, 1
Delores Howard, 2
Gary Hoxsey, 1
Brad Huffman, 1
Steve James, 1
Mike Johnson, 6
Jim Jordan, Jr., 2
Ken Jouett, 16
John Kasten, 4
Debbie Kelly, 3
Karl Killam, 1
Stan Kincade, 5
Abe King, 9
Lyndall Kraner, 7
Ron Kusterman, 1
Earl Lacey, 2
Roy Lagemann, 2
Paul Lanzerotte, 6
Al La Rosa, 2
John Laslie, 1
Jack La Tempt, 3

Vince Leady, 5
Terry Longden, 1
Don Lybarger, 6
Bob Lynch, 2
George Machino, Jr., 3
Gary Majors, 4
George Martin, 9
Larry Maslo, 13
Randy Mathenia, 1
Rick McCormick, 4
G.E. McGhee, 1
Jim McGibany, 4
Margie Meuth, 5
Tom Miller, 4
Bob Mills, 7
Art Moore, 2
Mike Morrison, 6
Jennifer Mueller, 1
Jerry Mueller, 2
Douglas Muich, 1
James Mussatto, 4
Heinz Nalley, 5
Charlie Nappier, 1
Karen Nash, 2
Bert Natalichio, 3
Rich Nelson, 11
Dave Mendoza, 2
Jim Newlin, Jr., 6
Robert Niebling, Jr., 4
Steve Ogden, 10
Howard Olsen, 6
Larry Ondrey, 1
John O'Neal, 6
Gaylen Osborn, 1
Dave Osterbuhr, 2
Jerry Painter, 6
Blake Pazero, 2
Dan Perkhiser, 1
Gene Peters, 13
Kerry Pitt, 2
Jerome Planitz, Jr., 3
Teresa Poole, 1
Don Porter, 4
Jean Potwara, 3
Mark Powell, 1
Doug Purkey, 1
Mat Rathgeb, 8
John Ray, 1
Alfred Reams, 1
Brad Reilson, 6
Tony Reskusich, 1
Gene Rider, 2
George Ritter, 2
Robbie Robinette, 1
Tim Roff, 5
Keith Rollins, 1
Owen Ross, 12
Doug Rule, 1
Greg Rybak, 6
Norm Schiller, 4
Chester Schilling, 1
Michael Schobernd, 4
Don Schroeder, 6

Robert Semanik, 1
Kip Shewmaker, 5
Rus Shireman, 9
Jim Shoemaker, 3
Alan Shook, 3
Kelly Sittton, 5
Steven Slemmer, 8
Frank Smith, 5
Frank Smith, 1
Smitty Smith, 1
Dave Snyders, 8
Gary Spears, 7
Gerry Spencer, 1
Jerry Spencer, 3
Gerald Summers, 1
Dennis Tallman, 4
William Taylor, 1
Glen Tiller, 5
Ray Tiona, 1
John Tucker, 1
Ed Uetz, 17
Stan Unverzagt, 1
Charlie Van Winkle, 1
Dorothy Ward, 7
Ed Warren, 2
Jim Washington, 7
Dave Webb, 4
Dave Webster, 1
Gary Werner, 2
Don Werts, Jr., 2
R.W. Whitman, 5
Jim Whorl, 5
Larry Wieneke, 1
Stephen Woods, 6
Clarence Woolfolk, Jr., 1
Doug Wright, 1
Karl Yeager, 8
Ed Young, 3
Mindy Yount, 1
Danny Zipprich, 11

TECHNICAL/HS&E

Shawn Anderson, 7
Rick Arbesman, 7
Mike Armour, 1
Johnny Arretteig, 3
Cathy Bach, 4
Eric Bancks, 4
Scott Barton, 2
Rhonda Beasley, 5
Cathy Bonsanti, 2
Joe Brewster, 8
Jess Celis, Jr., 5
Mike Chihak, 3
Bob Clark, Jr., 2
Walter Copeland, 3
Davey Crockett, 11
Beth Daliege, 3
Carol Davis, 1
Jeff Deerhake, 10
Joyce Depper, 1
Milton Dill, 1

Carl Durkee, 1
Joyce Edwards, 3
Sam Effinger, 1
Lloyd Funk, 5
Bill Galbraith, 3
Richard Gerth, 1
Bill Gray, 6
Terry Green, 6
Steve Grissom, 16
Rick Haase, 4
Phil Hamilton, 1
Bob Hardy, 2
Larry Hargrave, 7
Mark Harper, 5
Bart Hatfield, 15
Rich Heinz, 7
Larry Heugatter, 12
Louis Higgins, 1
Valerie Huntsman, 1
Mark Jones, 2
Jeff Jost, 5
Greg Kamla, 2
Jerry Kennedy, 5
Art Kiehne, 36
Renee Knight, 1
Bill Kreutzberg, 4
Dave Lewis, 11
Ajay Madgavkar, 2
Russ Manahan, 5
Gloria Moellerling, 7
Ron Moidel, 2
John Moore, 4
Larry Moore, 6
Roger Motley, 5
Gina Nicholson, 5
Orville Rahn, Jr., 5
Jay Rankin, 7
Kent Peccola, 12
Eric Petersen, 2
Tim Peterson, 5
Roger Pfeiffer, 12
Mike Piatt, 6
Paul Pizzini, 4
Tim Rathgeb, 7
Brian Roberts, 6
Bill Schmidt, 2
Steve Scott, 7
Keith Sedlacek, 1
Delbert Snead, 9
Chad Starr, 2
Jim Strohbeck, 12
Dan Swanner, 2
James Terry, 1
Rich Tolleson, 5
John Welsh, 14
Wanda Westerhold, 11
Tamara Williams, 6
Gill Wimberly, 8
Clyde Wiseman, 18
Greg Witte, 5
Alice Wolfe, 3
Randy Zerkel, 7
Frank Zybert, 8

LOANED EXECUTIVES: "Extra Hands And Voices" For United Way

Each year, Loaned Executives (LEs) from Shell and other companies take on the job of carrying the United Way Campaign into the community. Nancy Martin, President of the United Way Partnership, has no reservations about the value of the work these hardworking volunteers do. "They truly make a difference," she says. "They provide us with extra hands and voices to expand our base and reach more people."

In 1994, Floyd Fessler, an Operator/Breaker in the Gas Plant, and Bill Thompson, an Equipment Operator in Maintenance-Shops, served as LEs from Shell.

Ordinarily, LEs serve for two years. It was Thompson's second year of service, and he will be replaced this year by Glenn Gindler, an Electrical/Instrument Mechanic in Maintenance-Shops with two years' experience as a Co-Chair for the Shell Employees United Way Campaign Committee. Fessler, who served his first year, will return for the 1995 campaign.

Martin notes that Shell is unique in the way that LEs are selected. At WRMC, they are chosen from the ranks of the Employees Campaign Committee by their fellow committee members. Most have served for two years as Co-Chairs and bring a wealth of campaign knowledge and experience to their LE role.

Shell LEs Earn Applause

Martin had high praise for both Fessler and Thompson. "Floyd believes passionately in United Way and won't take 'no' for an answer. His determination and



Bill Thompson and Floyd Fessler recall hard work and good times during the past year as Shell Loaned Executives.

enthusiasm helped bring a number of companies into the campaign for the first time." Thompson received equally enthusiastic accolades: "Bill did a great job working with some tough accounts. He was wonderful at showing them the benefits of United Way participation."

As a first-year Loaned Executive, Fessler was surprised to find himself assigned to work with Jim Newlin on Major Corporate giving. "Jim was a really good person to work with," he says. "He was truly committed." Together, Fessler and Newlin brought in corporate contributions amounting to 60% of the campaign's \$2 million target.

Agency Visits Started It All

Fessler recalls how he became a United Way cheerleader. "I had

been a Solicitor, but didn't have much real involvement until I went on a visit to the Crisis Food Center in Alton. Among the people standing in line was an old friend from high school who had lost his job and everything else two years before. For him and his family, United Way was survival. That hit home. As a LE, I've had to do things I never thought I could do, but I think of the real people United Way helps—people like my friend—and that gets me through."

A United Way agency visit also inspired Bill Thompson to get involved. "They needed a driver for a tour to Carlinville," he says, "and I got the job. I was really impressed with what I saw, and the next year I volunteered to be a Solicitor for the

Truck Driver Group. I did that for two years and then was on the Employees Campaign Committee." What will he do now that he's retiring as an LE? "Oh, I'll be around to help in whatever capacity they need me. Old Solicitors never die," he says with a smile.

Learning A New Role— Making A Difference

LEs go through a week-long orientation, during which they spend mornings learning how to make speeches and presentations and gaining familiarity with United Way history. In the afternoons, they visit United Way agencies to gain first-hand knowledge of the services they offer. After orientation, they go to work, visiting with decision-makers at area companies and organizations and helping them develop plans to run successful campaigns.

Typically, 8 to 12 LEs from the community and industry are assigned to United Way each year, but, according to Martin, this number may become smaller. "Companies are increasingly downsizing, and it's getting harder for them to part with people," she says. She hopes, however, that companies across the area will emulate Shell's strong support of the Loaned Executive program. "Loaned Executives extend our reach into the community," she says. "With them, we are able to get more accounts, and, given the small window of opportunity we have to reach people each year, their help is a real advantage." ♦



FAT-CUTTING

• **Where's the fat?** More and more people, in an attempt to lower their risk of heart disease, are making a conscious effort to reduce the amount of fat and cholesterol in their diets. At the same time, most people's lives are increasingly busy, leaving less time to cook from scratch. That means a greater reliance upon convenience foods. Until recently, the fat content was shown on packaged food labeling only in grams, which left many consumers befuddled.

What does it mean that the spaghetti sauce you pluck from the shelf has 10 grams of fat? Is that good—or bad? It doesn't sound like much. Presumably, a brand with only 7 grams would be better. Not necessarily. Nutritionists say that only 30% of the calories in a heart-healthy entree will come from fat. Generally, this means no more than 3 grams of fat per 100 calories. So, to make sure you knew how much fat you were carrying home in your grocery bag, you needed to shop with a calculator—and a leisurely schedule. As Dr. Louis Sullivan put it during his tenure as Secretary of Health and Human Services, "The grocery store has become a Tower of Babel. Consumers need to be linguists, scientists and mind-readers to understand food labels."

Fortunately, changes in federal food labeling law recently went into effect, requiring that labels show fat content, not only in grams, but as a percent of Daily Value. Percent Daily Values are based on a 2,000-calorie diet. While appropriate daily calorie intake may vary with individuals, the new labeling law at least

establishes a standard for evaluating fat content. As a rule of thumb, any food product with a Percent Daily Value of 5% or lower is considered low-fat. Armed with that knowledge, you should be able to get through the grocery store aisles a lot faster.

• Can you eat out and stick to a low-fat diet?

According to the *University of California at Berkley Wellness Letter*, the answer is "yes"—if you learn menu lingo. Stay away from items with these words, which are giveaways to fatty foods: *creamed, crispy, breaded, a la king, croquettes, carbonara, parmigiana, meuniere, tempura, fritters, fritto, au gratin, batter-dipped, bearnaise, hollandaise, au beurre, Newburg and Alfredo.*

• Find low-fat meals unsatisfying?

Try "high-volume, low-fat eating" advised by TV diet guru Susan Powter in her new book, *Stop The Insanity*, aimed at crash dieters. Meals consisting largely of whole grains, beans, vegetables and fruit—all low in fat—can be greater in quantity than those consisting of higher fat foods. Of course, if you're watching your weight, you still have to be careful about calories. ♦



MANY WAYS TO SERVE



SERVE (Shell Employees and Retirees Volunteerism Effort) is embarking on its third year of service to the community. SERVE volunteers have already paid a Valentine's Day visit to the E. Alton Village Township Apartment Complex for the elderly, complete with a performance by the E. Alton-Wood River H.S. Jazz Band, and the board has been busy making plans for other 1995 activities.

*Shell SERVE
Volunteers pay a
Valentine's visit to
elderly residents at the
E. Alton Township
Apartment Complex.*

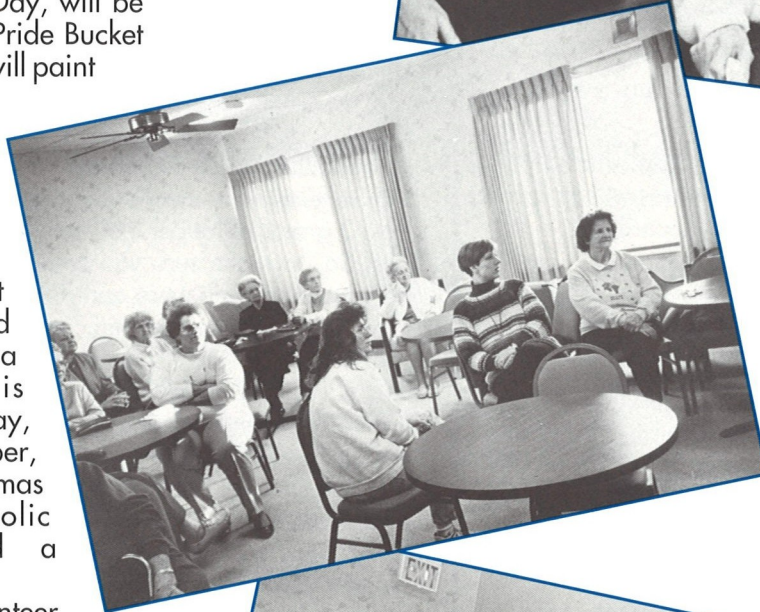


May 6, the first Fix-Up Day, will be combined with the annual Pride Bucket Brigade. SERVE volunteers will paint at least one local area home and do improvements and painting on one or two others. A second Fix-Up Day will be scheduled for the fall.

A joint tree-planting project with either Roxana and Madison High Schools or a civic organization is being planned for Earth Day, April 22, and, in December, the group will host Christmas parties at the Catholic Children's Home and a retirement home.

SERVE also sponsors volunteer opportunities for individuals as well as group volunteer activities. These are listed each month in the SERVE classifieds.

If you're a Shell or contractor employee, retiree, or Shell family member with a few hours to spare and a desire to have a positive impact in the community, contact Nancy Yarnell in Community Relations at Ext. 2685 to sign up for SERVE. It's a great way to help others and have fun doing it. ●



Have you ever dreamed of teaching what you know about business to a roomful of young people? If so, here's your chance. Project Business, sponsored by Junior Achievement, is looking for volunteers.

Project Business is a partnership between the business and educational communities that brings people with business experience into classrooms throughout the bi-state area. Project Business volunteers supplement the regular curriculum (usually Social Studies) by teaching basic economic concepts to eighth grade students.



VOLUNTEERS NEEDED FOR PROJECT BUSINESS

You don't have to have teaching experience or be an expert. A two-hour orientation session will help prepare you for your role as a consultant, and you will receive course materials for yourself and the students. You may also elect to attend an optional workshop with experienced consultants.

The most important qualification is a sincere desire to help young people understand the fundamentals of our economic system and how it operates in the everyday world of business.

What Is Expected?

As a Project Business consultant, you will visit the same eighth grade class once a week for 12 weeks, Sept. 27 through Dec. 13. Classes are normally scheduled at the beginning of the school day so you can stop in on your way to work, or during lunch time. Approximately one hour of preparation is required for each class period.

How To Volunteer

For more information on the program, participating schools in your area, and training session times, contact Lori Jacobs at the Junior Achievement Education Department any time before September 20. The phone number is (314) 731-4000. ●



Apply Now For Lewis And Clark Community College Scholarships

The Lewis and Clark Community College Foundation has announced that a number of tuition scholarships for the 1995-96 academic year have been earmarked for entering freshmen, second-year students, returning adults, GED students and disabled students. In addition, scholarships are available for the Lewis and Clark Community College International Study Abroad program. The deadline for application is March 31.

Criteria and eligibility requirements for each award are detailed in the application packet, which may be obtained from high school counselors' offices or from the Lewis and Clark Community College Foundation, 5800 Godfrey Road, Godfrey, IL 62035. The phone number is 466-3411, ext. 2011. ●



William H. Ackman, 51, died Jan. 28. Mr. Ackman, who was Maintenance Supervisor for Maintenance-Turnarounds & Projects, retired in March, 1993. He served for 26 years.



James W. Anschutz, 85, died Jan. 27. Mr. Anschutz, a Compounding Helper, retired in May, 1969, following 36 years of service.



In Memoriam



Rudy Becker, 80, died Jan. 31. Mr. Becker retired from LOP Dispatching as a Senior Office Assistant in Feb., 1978. He served for 31 years.



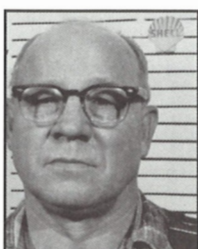
William L. Bright, 68, died Dec. 21. Mr. Bright retired as a Maintenance Foreman in Maintenance Field in Feb., 1987. He served for 32 years.



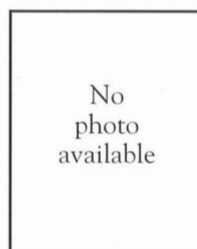
Eldon James Cooper, 77, died Dec. 20. Mr. Cooper, a Compounder Helper in Lubes-Compounding, retired in Dec., 1979, after 31 years of service.



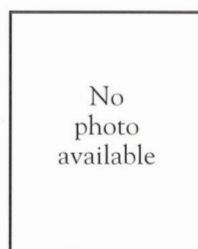
Harold W. Davidson, 74, died Jan. 18. He was Senior Office Assistant in Maintenance at the time of his retirement in July, 1982. He served for 40 years.



Joseph Paul Domanowski, 84, died Jan. 12. Mr. Domanowski retired in May, 1967, as an Operator in Gas-Thermal Cracking after 37 years of service.



Virgil Roy Hellinger, 77, died Jan. 20. Mr. Hellinger, who was an Operator in LOP Cracking, retired in March, 1976, following 35 years and five months' service.



Albert Thomas Kocis, 76, died Feb. 3. Mr. Kocis, who was a Counterman 1 in Purchasing, retired in Feb., 1975. He served for 31 years.



Walter Fred Oerke, 84, died Jan. 26. Mr. Oerke was a Pipefitter in the Engineering Field. He retired in June, 1972, after 36 years of service.



Albert C. Rezabek, 83, died Dec. 16. Mr. Rezabek was a Truck Driver in Maintenance at the time of his retirement in Dec., 1974. He served for 36 years.



Stephen Spudich, Jr., 76, died Feb. 8. Mr. Spudich, who retired in Feb., 1980, was a Carpenter 1 in Maintenance. He served for 23 years.



Frederick C. Stallard, 69, died Jan. 1. Mr. Stallard, a Staff Engineer/EP&S Project Engineering-Projects, retired in Jan., 1986, after 33 years of service.

SERVICE ANNIVERSARIES

JANUARY



R.M. Gerth
Superintendent-Technical
Administration
25 Years

L.J. Leuck
Design Draftsman
Project Engineering
30 Years

J.P. Newsom
Pipefitter 1
Maintenance/Shops
25 Years

FEBRUARY



J.V. Gallacci
Q.A. Tester
Quality Assurance
25 Years

L.L. Grable
Sr. Office Assistant
Engineering/Maintenance
25 Years

J.M. Pellegrino
Purchasing Analyst
Business Services-
Procurement
25 Years

RETIRING

Dottye Taylor
Sr. Human Resources
Asst. Human
Resources-HR/IR Support
28.8 years

1995 Graduate Information Form

If you or a child, stepchild, spouse or grandchild will be graduating in 1995, we would like to recognize that achievement in the May/June issue of the *Wood River Review*. Please complete the following form and return it by April 7th, together with a photograph, to:

Sandi Sherwood, editor
Wood River Review Graduation Issue
P.O. Box 262
Wood River Illinois 62095

Please write the graduate's name on the back of the photo and paperclip it (face down) to the form. These will be returned to the address you list on the form. We also ask that you give the full name of the graduating institution.

DEADLINE: FRIDAY, APRIL 7, 1995

GRADUATE INFORMATION

(Please print legibly)

Graduate's Name _____

Check One: ☐ High School ☐ College ☐ Technical School ☐ Other

Name of School/Institution _____

School/Institution Location _____

(city)

(state)

Degree (if applicable) _____ Major/Minor _____

Plans after graduation: _____

List up to three (3) top school activities:

(1) _____

(2) _____

(3) _____

List up to three (3) honors or scholarships received:

(1) _____

(2) _____

(3) _____

Submitted by a Shell ☐ Employee ☐ Retiree

Your Name _____

Department (if applicable) _____

Full Address _____

(street)

(city)

(state/zip)

Relationship of Graduate to You:

☐ self ☐ wife ☐ husband ☐ son ☐ daughter ☐ stepson ☐ stepdaughter ☐ granddaughter ☐ grandson



Welcome To WRMC

Karen J. Stone comes from Geismar to join the Human Resources department as a Human Resources Analyst. She has been with Shell for four years. Karen, who will make her home in St. Louis, holds an M.B.A. from Boston College and a P.H.R. (professional certification in Human Resources). Her avocations include running, photography and skiing.

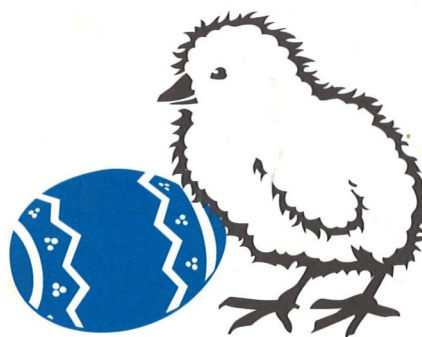


SRA EASTER EGG HUNT

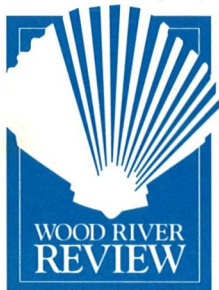
**Saturday, April 8
10 A.M.**

**at
Kendall Hill**

Doughnuts, Coffee and juice...
Candy and Prizes for Children 12
and under...
Come Rain Or Shine!



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



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Wood River, Illinois.

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