

Let's talk . . .

Employees participate in discussions

Paul Newman as Cool Hand Luke said in a movie a few years ago: "What we have here is a lack of communication."

Shell does not want a situation such as Cool Hand Luke described. Shell believes that an informed employee is a better employee—better for the individual and Shell.

This is illustrated by Shell's extensive formal communications program which runs from management letters and bulletin board notices to information booklets, telephone messages such as Dial 500 and a nationwide network of periodicals including this one, the *Shell Review*.

All these forms of communication have one major shortcoming, however; they offer only one-way communication. None afford any real feedback from employees, a need that can be filled only by getting back to the basics of face-to-face meetings which allow the personal discussion necessary for a two-way flow of ideas.

Open-door sessions

Wood River, along with Shell locations all over the country, has been conducting a series of open-door sessions with all employees in order to establish this two-way dialog. Senior managers have held discussions explaining the company's views and plans and giving employees a chance to ask questions and state their opinions.

Groups have been kept small to encourage individual participation. In all the sessions, the managers and employees have had a lot to talk about. Uncertainty about economic conditions, the energy shortage and related attacks on the industry have made extremely worthwhile the opportunity for emp-

loyees and management to talk over the company's business plans and to review some of the major issues being faced by the industry.

The managers leading these sessions have talked about the past, present and future of the energy situation and how Wood River fits into the picture--throughputs, foreign crude, future projects and the like.

Each session concluded with a question and answer period. The questions, answers and individual opinions are too numerous to mention here, but they covered a wide range of subjects from day-to-day operations to long range plans. Not all the questions were "easy" either. But the plan is to communicate, not just to field easy questions.

Program objective

The program is endorsed from the top. Shell president Harry Bridges explained, "The program's objective is to foster a positive, healthy outlook on the part of all employees toward Shell, based on an increased awareness by employees on the mutuality of employee and company efforts as well as a better understanding of company objectives, problems and opportunities."

"The program is designed to lessen employee concerns about individual opportunity and the future of the company, and to build a climate that encourages employees to voice their ideas without fear of reprisal . . ."

It is hoped employees have come out of the communications sessions with a better idea of company plans and activities, and with the knowledge that Shell continues to encourage employee questions about what is going on and why.



TWO-WAY COMMUNICATIONS. Emmitt Nelson, Engineering Field manager, conducted a series of discussions with Engineering Field craftsmen and supervisors. Other senior management personnel conducted similar sessions and all employees had the opportunity to participate.



Review

Wood River, Illinois



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WOOD RIVER REFINERY

JUNE, 1974

Wood River ups capacity

For years there has been a running debate whether Wood River or Houston is Shell's largest refinery. This article does not propose to settle that debate—in fact, it might just add more "fuel for thought".

Nevertheless, Wood River Refinery is planning some changes over the next several years which will put it into the 300,000 barrels-per-day range, and that's large in anybody's oil company.

Although refinery capacity is being increased, one couldn't really define it as being an "expansion program". Rather, it is like Ed Ballman, refinery manager, put it, "... a series of projects

designed to improve the overall balance and efficiency of the refinery which will increase crude oil capacity by approximately 30,000 barrels per day."

Several factors have led the refinery to these improvements. For one, many foreign crudes, particularly those from the Mid-East, are substantially higher in sulfur content than crudes the refinery has been receiving.

As Mr. Ballman put it, "The planned additions and modifications to existing units will facilitate the processing of this crude oil while continuing to comply with environmental regulations."

You read last month about

the revisions to Distilling and how they will affect DU-2's operation. These are part of the anticipated program.

Asphalt will play a major role also. In addition to being high in sulfur content, the foreign crude that the refinery anticipates processing tends to yield relatively more residual products (such as asphalt) and less light products (such as gasoline) than do the domestic crudes being received. So, another asphalt plant, capable of making 10,000 barrels per day, will be built.

To allow the refinery to make asphalt year-round and store it for the summer "season" of road building and repair, additional storage is being constructed. Four giant asphalt storage tanks, each capable of holding 250,000 barrels, have been under construction west of the refinery for nearly a year and are nearing completion.

Also, a 300,000-barrel crude oil storage tank will be built on Southwest property. The primary reason for the new storage tank will be to enable the separation of high-sulfur crude from continuing supplies of lower sulfur crude.

heavy materials in the crude. Also, our Hydrotreaters will need to be run at higher severities in order to extract the extra sulfur from this crude.

You're right, all crude oil is not the same, and the need to process Mid-East crude says "there'll be some changes made" to the Wood River Refinery.

Mid-East crudes to supplement its supply.

The description "light" has nothing to do with the color, but rather the relative weight of a barrel of crude. Compared to much of the crude oil produced in the Middle East, these light crudes have fewer heavy ends (like asphalt and pitch). But they are still heavier than the normal U.S.

and Canadian crudes the refinery receives.

Mid-East crude is also appreciably higher in sulfur content. The two characteristics of heaviness and high sulfur content require some operating adjustments at the refinery. The Cat Crackers and the Hydrocracker will be running at higher intake due to the greater quantities of

Mid-East crude flows into refinery

It doesn't really look any different but it is, and it came a long way to get here: Mid-East crude.

With the lifting of the embargo, the refinery again began receiving shipments of light Arabian crude oil in early May and, barring renewed political problems in that area, expects to continue receiving Arabian and other



WHAT'S GOING ON? These men all have one thing in common. To find out what, TURN TO PAGE 2.

Ed Ballman leaving Wood River Refinery

As the *Review* went to press, it was announced that Ed Ballman, refinery manager, has been appointed General Manager Chemical Plants and Refineries effective July 1. His post will be in Houston.

Ed will be succeeded by Mr. A. R. Williams, currently Manager Anacortes Refinery.

Next month's issue of the *Review* will feature in-depth articles on Messrs. Ballman and Williams.

Retirement Luncheon



Treasury manager, Wayne Strickland, and BILL KRUPSKI talk prior to the luncheon.

The men featured on this page are from all walks of the refinery, but they all have one thing in common. They are celebrating their "graduation" from the working ranks of Shell employees and are looking forward to their retirement years.

Pictured here is an example of a traditional retirement luncheon where that month's retirees are honored by refinery management and guests in the Red Room. These gentlemen happen to be those who retired June 1, but the activities are the same: good food, good cigars, good conversation and more than just a little good-natured reminiscing.

New pensioners' names are in all capitals.



HENRY WAGNER and FRANK PRUSA react to one of the many "remember when" stories told at the luncheon.



MURPH MURPHY listens carefully as pipefitter forman, Joe Browder whispers, "Don't look now, but ..."



TONY CERTA tops off the meal with a tasty dish of ice cream.



Wib True, pipefitter supervisor, smiles as WOODY JONES talks, because he really does "remember the time."



Refinery Manager Ed Ballman (foreground) listens as JOE MACCANELLI tells an after dinner story.



JOHN BRITTON savors the flavor of steak and all the trimmings.



A double occasion. Ed Ballman presents a 35 year anniversary award to VINCE MUENTNICH at his retirement luncheon.



TAYLOR NARUP and Doug Bruss, Refinery Lab manager, are surprised by the quick flash following "watch the birdie."



Jerry Terry, administrative superintendent, watches as Harv Birmingham, pension advisor in Employee Relations, opens the box of cigars to be passed around after the meal.



DOC BUSH and Ed Ballman swap one more as the luncheon breaks up.

Energy Forum

Editor's note: The energy situation in general, and the oil industry in particular, continue to be in the limelight these days. You probably are being asked questions by your friends about various developments and no doubt you have some yourself.

In an effort to provide you with current information, The Energy Forum will pose questions often asked by the public and give answers.

If your neighbor asked you the following questions, how would you respond? Our answers are on page 3.

1. Former energy chief William Simon not long ago said it would be OK to take driving vacations this summer. Does that mean there will be plenty of gasoline throughout the country?
2. It has been proposed that the U.S. government go into the oil business by forming a "Federal Oil and Gas Corporation" (FOGCO). What is Shell's reaction?
3. We need to find more oil. Are the petroleum companies looking for it?

CLASSIFIED ADS

For Sale

Freezer beef. High choice, farm fed. Bob Tonsor. 618-376-3544.

1962 Dodge 1/2 Ton. Good condition. Used on farm. 64,000 miles. \$495. Jerry Rolfingsmeier. 618-637-2462.

1973 Chevy-6 3/4 ton. Series 20. 4-speed. 800 actual miles. Joe Izsak. 217-839-3254.

1968 Airstream Travel Trailer. 30 ft. Excellent condition. All optional equipment. Approx. 1/2 original price. Write: M. Scherrer c/o Oak Grove Trailer Park, Branson, Mo. 65616. Or call Ray Mellies, 314-921-0485.

Wanted

Six-foot camper shell. To be used on pickup. Steve Johnson. 618-462-5993.

Carpool. From 3204 Rodgers, Granite City (5 blocks behind Belmore Village at corner of Jill and Rodgers.) James Mason. Aromatics. 618-877-1371.

Sports and shorts

Family picnic

Last reminder! The SRA Family Picnic is being held Saturday, June 29, at the Chain of Rocks Amusement Park. That's the one that overlooks the Mississippi River at Interstate 270 in Missouri. All SRA members, retirees and their families are invited to attend. There are rides, refreshments, bingo, swimming and lots of fun for the entire family.

Ten-and-over Barbecue

Don't forget, the Barbecue will be held Saturday, July 13, at the same old place: the Legion Park in Edwardsville. As usual it will be held rain or shine, hot or cold. But this year something has been added. The Legion has built a beautiful, modern air conditioned building. So come on out and have fun--indoors and out--meeting all your old Shell friends.

Shell of a number

You have an electronic calculator . . . one of those where the numbers light up on a little screen? Well if you do, try this. Enter 710.77345. Now turn it upside down. Now read it.

Golf league

The first round of the golf league has been completed and Safety ended up on top of the Super Shell League and Inspection is the winner of the Premium League.

Also ran

When Dotty Taylor of Employee Relations entered the National Women's Bowling Tournament in Houston last April she didn't expect to win because the whole thing was really just a vacation trip. Well, don't worry, she didn't win. But she didn't come in last either . . . 4,393rd place to be exact and she pocketed \$5 for her efforts. But she's improving. Dotty said, "Last time I entered, I finished 7,633rd," Dotty carries about a 165 average in league play.

IN REMEMBRANCE

PERCY FRANK LAUCK, April 12. Mr. Lauck was an operator 1st in Thermal Cracking before retiring in 1961. He was 62.

RAYMOND STUART SULLIVAN, April 13. Mr. Sullivan was a foreman in the Experimental Laboratory before retiring in 1961. He was 73.

EUGENE JOSEPH KAPP, April 18. Mr. Kapp was a yardman before retiring in 1970. He was 65.

CECIL SYLVAN BLANKENSHIP, April 25. Mr. Blankenship was an inspector in Engineering Services before retiring in 1961. He was 73.

ORVAL ALLEN WHITE, May 6. Mr. White was a head compounder before retiring in April, 1973. He was 62.

DEXTER HERBERT FOX, May 23. Mr. Fox was an operator 1st in Gas-Thermal Cracking before retiring in 1967. He was 59.

OEL R. SIMPSON, May 25. Mr. Simpson was a containerman 1st in Compounding before retiring in 1955. He was 78.

MELVIN MARTIN SCHWAB, May 26. Mr. Schwab was an engineering foreman before retiring in 1971. He was 59.

CLIFTON E. NEWCOMB, May 28. Mr. Newcomb was a shift foreman in Lubricating Oils before retiring in 1962. He was 66.

MILLARD JENNINGS OWENS, May 28. Mr. Owens was a yardman before retiring in 1960. He was 77.

JOHN BONIFER, June 4. Mr. Bonifer was an electrician helper 1st before retiring March 1, 1974. He was 63.



Dean Lovell
Eng. Field
25 years



Bill Syddall
Eng. Field
25 years

Anniversaries



Eugene Bensman
Eng. Field
35 years



Fred Blumberg
Treasury
35 years



Maurice Graham
Safety
35 years



Fred Hess
Safety
35 years



Joe Howard
Safety
35 years



John Jones
Eng. Field
35 years



Richard McKee
Eng. Field
35 years



Clarence Shirley
Eng. Field
35 years



Ivan Baumgart
Hydroprocessing
30 years



Bill Eyers
L.O.P.
30 years



Liz Halliday
Treasury
30 years



Ham Hamilton
Hydroprocessing
30 years



Jim Spagna
Lubricants
30 years



Ernie Blair
Utilities
25 years



Carl Brase, Jr.
L.O.P.
25 years

Energy Forum

(Below are answers to the energy questions on page 2)

1. Mr. Simon carefully tempered his statement by saying that driving vacations might be possible IF everyone kept their speeds down, and IF they limited the use of air conditioning, and IF they stuck to normal vacations and didn't drive unnecessarily.

Further, he warned that probably there would still be spot shortages around the country. Certainly, if you were one of those who chose to vacation in Denver last summer, any statement about it being OK to travel didn't add any spark to your vacation.

2. Space doesn't permit an in-depth answer, but briefly, Shell opposes a government oil company because: FOGCO would not be required to show a profit or pay taxes, but would be subsidized, in effect, by the public's tax dollars; it would be given a 20 percent cream-off-the-top grant of federal leases which would be a disincentive for private oil companies to risk money for bids on remaining leases.

Also, we need oil and gas now. Even its proponents admit it will take several years for FOGCO to provide any. Finally, most of us could think of several examples of how the free enterprise system works better than a government enterprise.

3. The search is on a definite upswing. According to the American Petroleum Institute, throughout 1973 there were 2.6 percent less wells drilled than in 1972, but during the last three months of 1973 and into 1974 drilling for oil and natural gas has increased.

American Petroleum Institute figures indicate an average of 1,365 rigs were drilling during the first quarter, 1974 (7,037 projects reached completion during this period). This average was 20.6 percent higher than the same quarter, 1973, and was the highest drilling level of any first quarter since 1969.

Confessions of a Mileage Champion

by Ben Visser

Local boy makes good. You've heard of the exploits of Wood River's own Ben Visser -- the research engineer who got 376.59 miles per gallon in last year's MILEAGE MARATHON.

Now you can read it in paperback. Shell is making available at no cost "Confessions of a Mileage Champion" wherein Ben reveals some of the outlandish things he did to his car to get that fantastic mileage and gives expert advice on how you can improve your own gasoline mileage.

This 15 page booklet is being distributed nationwide, but the point is, it all happened right here. If you would like a copy of this colorfully illustrated booklet, pick one up at Employee Relations or the Research Laboratory.





November, 1927



March, 1974

At Benld Shell station . . .

A fantastic reunion after over 46 years

Ever look at an old photograph and think to yourself, "Those days are gone forever"? It's true, the past can never really be reconstructed exactly as it was, but in this case we've come pretty close.

This has got to be one of the darndest "Then" and "Now" shots ever to come out of Benld, Illinois, because, you see, there's over 46 years between the two pictures. And . . . not only is that Shell station still there (and ownership still in the same family), but also the four men posing are the same fellas!

Fassero Oil Company

More on the four fellas in a minute, but right now what about this Shell station that's been serving the Benld area for lo these many years?

In 1919, just a few months after the Wood River Refinery was built, Ben Fassero started his petroleum distributorship in Benld and affiliated with Shell. (Benld is about 40 miles northeast of the refinery.) He sold kerosene from a horse-drawn tank wagon to local area residents.

A couple years later Route 4 was completed, which paved the way for construction of this "filling" station. Fifty-three years and three face-lifts later, this Shell station is still on the same corner.

When the elder Mr. Fassero passed on he left the business to his four sons who have continued, and expanded, this 55-year Shell jobbership. Even their sons have come into the business, so it's now three Fassero generations and counting.

Hold that pose

Okay, if it isn't unusual

enough that the same station is still standing 53 years later, and still owned by the same family, how about the fact that the four gentlemen in the first photograph (taken over 46 years ago in November, 1927) are alive and well and living in this area?

Early this spring a reunion was arranged and another picture was taken . . . everybody on your marks? In both pictures (from the left) the participants are:

Harry Roberts, then an employee at the station, and now a machine shop owner in St. Louis.

John Cargiat, then a partner in the lease of the station from the Fassero's and now retired.

Lewis Bertetti, then John Cargiat's partner, and now owner of a radio shop in Benld.

John Fassero, then an employee at the station, now vice president of Fassero Oil Company.

The plot thickens

Ah, but there is one more entanglement before this story can be concluded. See that big house in the background? It has been in the Fassero family all this time and eldest son Tony (company president) has lived there all his life.

But it's the little white frame in the extreme right corner we want you to notice. The little boy that grew up in that house (and, according to him, "spent more time at that station through the years than I did at home") came to work at Wood River and spent many years at the Research Lab before transferring to Houston.

F. J. "Corky" Cordera is

now a senior staff engineer in Shell Development, Houston, and when contacted, Corky recalled well the Fasseros and the Benld station.

He said, "My Shell career started early. I was in grade school during one of the early face-lifts on the station. They were putting up a brick facade and I was paid a penny for each bucket of water I

hailed over to the brickmasons for their cement. You know how heavy a bucket of water is? Well, try it when the bucket is about one-third your size. I really earned my pennies!

"I worked there all through high school too . . . got to know both sides of a grease gun pretty well. That's when I got my first car and the Fasseros let me work on it there. Most

of my salary went into parts, etc. just to keep the darn thing running."

So there you have it, a not-uncomplicated (and as yet still continuing) story with more than casual relationships to Wood River. But if you think this was confusing, read the related story on this page ("Pictures") about how these two snapshots were acquired in the first place.

How in the world did you ever get those pictures?

If you've just finished the story about the two photographs at the top of this page and you think that was even a little bit interesting, you ought to hear the crazy way the whole thing came about. Got a minute?

Back in January, Dotti West, editor of the Houston Refinery paper, the *Shellegraph*, featured that old photograph. Dotti ran that 1927 photograph as a bit of nostalgia for her readers, but it had a little more significance to her.

You see, Dotti West used to be Dottie Spann . . . born and raised in Hartford, Illinois . . . and she was head steno here at the refinery until she left in 1965 to be with her husband as he worked on his doctorate degree at Northwestern University.

Later, when Mr. West's company transferred him to Houston, Dotti found herself back in Shell's employ and eventually an editor.

A Pasadena, Texas, free

lance photographer had come upon the old photo and had given it to Dotti's predecessor simply "because it was a Shell station." But where had he gotten the picture? Dotti didn't know.

Your Wood River editor spotted the photo-story and decided to investigate further. He found, amazingly, that not only is that station still there but also still owned by the same family, and most amazing of all, the four gentlemen in the original photograph of nearly half a century ago, are still living in this area!

A second photo session was set up and you see the results.

With the help of Dotti, and Bob Griffin of the publications section of Head Office Public Relations, it was discovered that Corky Cordera, also a former Wood River employee now in Houston, lived next door to that station as a child and knew it, and its owners, the Fassero's, very well.

But we still haven't ans-

wered how that Pasadena, Texas, photographer got that photo in the first place.

Simple, Lewis Bertetti, one of those in the two photographs, has a brother, John. John is now a resident of Pasadena, having retired in Texas after a career as a chemical engineer with another oil company. Not long ago, he vacationed in Benld and visited his old friends the Fassero's. They showed him the photograph, noting that they planned to have some prints made to pass around to the appropriate people for old times' sake.

"Tell you what," said John Bertetti, "I know a photographer back home in Texas -- Jarl Johnson -- who'll make prints for me, and I'll send some back to you."

That's right, Jarl Johnson is the photographer who gave the photo to Dotti West's predecessor, who left it for Dotti, who ran it in her newspaper, which was noticed by . . .

Oh well, you get the picture . . . don't you?



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