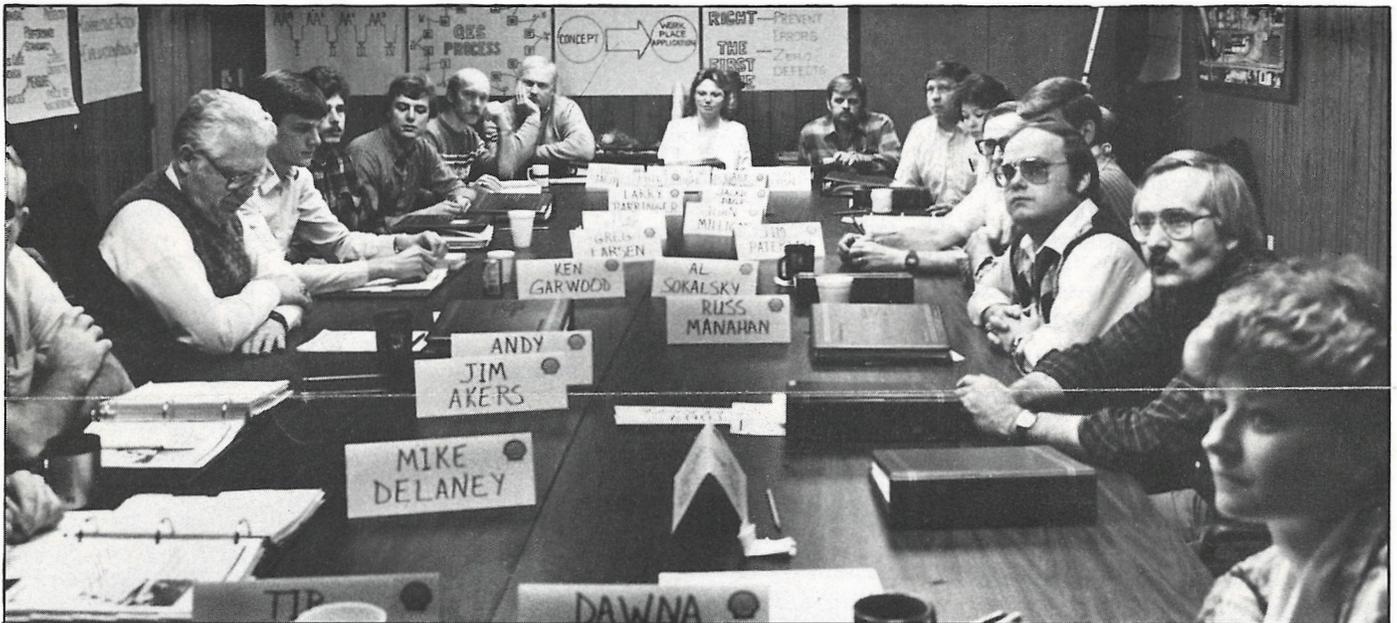




review

Quality--A Key To Success



Quality Education System sessions use video instruction along with small group workshops. Here employees discover some of the communications problems and techniques used in the quality improvement process.

Mercedes, Gucci, Calvin Klein, Rolex . . . now that's quality, right?

Not necessarily so. The first erroneous assumption that most people make is that quality means goodness, or luxury, or shininess, or price. When actually, quality is simply conformance to requirements.

Consider this example: *Tom drives a 1973 Volkswagon to work. Joe drives his 1986 Mercedes. Both manage to get to work on time. However, Tom spent \$35 on repairs and Joe spent \$752 in one year. Tom's gas bill is \$50 a month, Joe's is \$200. And finally, insurance for Tom's car is \$300 a year and Joe's is \$1,500.*

Is Tom getting the same standard of quality that Joe is? According to Tom, yes. Tom's requirements are to get to work on time everyday and save money.

Has Tom met his requirements? It looks that way, so even though Tom is driving an older, less expensive, less luxurious, less prestigious car, the level of quality he is getting from that car is very high.

By now, many of you may have heard something about the "Quality Process". The 'Quality Process' that Shell is currently implementing is a structured procedure, suggested by **Philip Crosby** and quality consulting gurus, and modified and adopted by Shell, which teaches people how to do things right the first time without having to pay to fix them or do them over.

"The reason Shell is totally committed to the quality process is twofold. First, it is to remain a leader in the industry. In order to stay ahead of our competition we must continue to improve and do our jobs better than anyone else," says **Al**

Ely, manager-Quality Improvement Eastern Region.

"Secondly, our customers are demanding quality. For instance Ford Motor Company will soon no longer buy products from any supplier who does not appear on their Q-1 list (this list is composed of those suppliers who meet Ford's high quality standards). Shell Chemical is on that list and that took a lot of hard work through the quality improvement process." adds Ely.

Some of the reasons WRMC is just getting involved in the quality process is because of the heavy workload associated with our Major Projects and organization effectiveness activities. However, Lubricants employees about a year ago joined their Head Office counterparts and are the first WRMC employ-

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Quality...

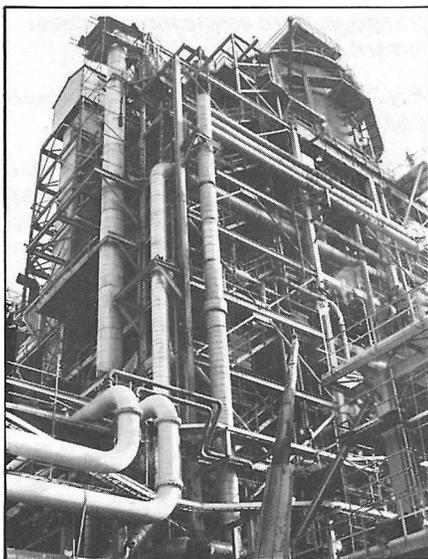
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ees to begin the quality improvement process. One of the first things Lubricants did was form a Quality Improvement Team (QIT). The team members including **Al Larsen, Dave Culler, Jesse Celis, Bill Quinn, David Levy, Andy Dick** and **Mike Delaney** are responsible for planning the strategies to complete the 14 steps to quality. Quality Education System sessions have also begun in Lubricants. The sessions, conducted by **Bill Hurston**, teach participants how to reach zero defects through verbal and video instruction along with small group workshops. The sessions include a diverse group of participants from secretaries to foreman to managers.

Other groups of WRMC employees are also gearing up for their own quality improvement training. Purchasing and Quality Assurance employees will be the next to implement the quality improvement process. Ely recently initiated a group of Purchasing and Quality Assurance people to the quality improvement process. These people will be members of their organizations' Quality Improvement Teams.

"The quality improvement process will take a great deal of upfront time and dedication," says Ely.

"It's not just another program. You can think of the quality improvement process as a tool. It's a tool that will take some time to learn how to use properly, but once learned, it's a tool which will help you do the job more efficiently and effectively," says Ely.



Workers prepare CCU-1 for its March shutdown. The CCU-1 shutdown is the largest piece of Major Projects work.



Quality Improvement Team (QIT) members (left to right): Mike Delaney, Al Larsen, Andy Dick, David Levy, Bill Quinn and Dave Culler hold the quality policy for Lubricants. (Jesse Celis not pictured).

We will thoroughly understand the requirements of our external and internal Customers to whom we provide products, services or information.

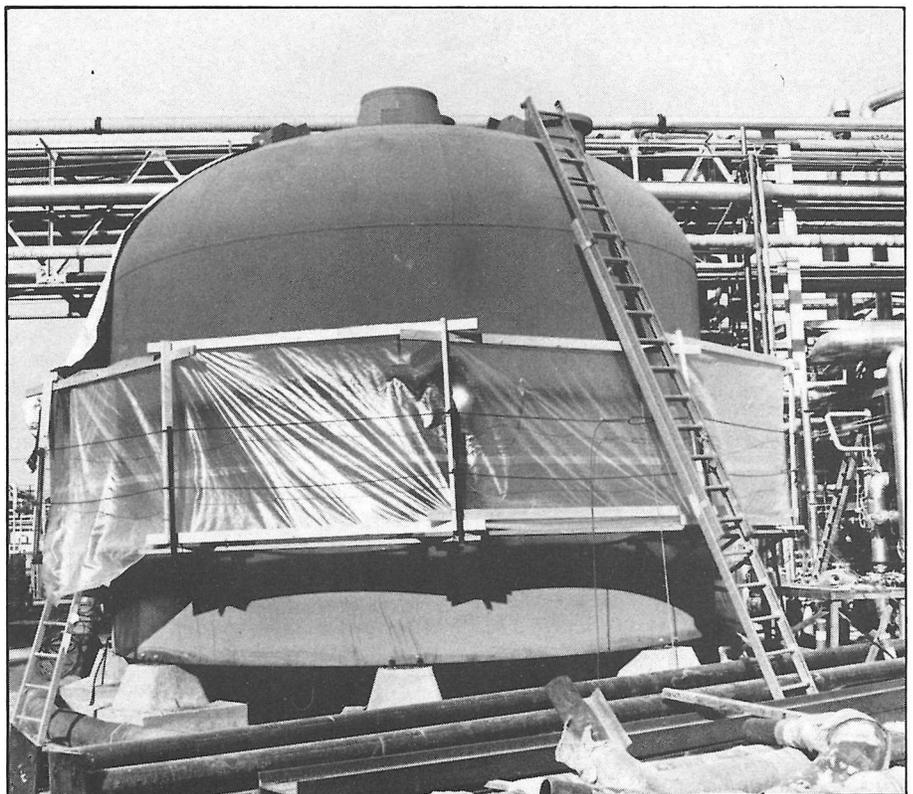
We are committed to meeting those

requirements and to DO IT RIGHT THE FIRST TIME, EVERY TIME.

Our Standard — Conformance to agreed upon requirements

Our Method — Defect prevention

Our Goal — Zero Defects



Pre-shutdown work is being completed on CCU-1's reactor head. The vessel will be lifted atop CCU-1 during the March shutdown.

Phasing Down The Lead

What's going to happen now that the lead content in leaded gasoline is reduced to 0.1 gram per gallon?

Under the new lead phasedown rules, refiners' costs are expected to increase over the next two years as banked lead credits are used up. Banked credits were lead credits refiners were allowed to build up if they produced gasoline with less lead than permitted (less than 1.1 grams through June 30, 1985; or less than 0.5 gram from July 1, 1985 through December 31, 1985.) The credits can be used by the refiner to meet the reduced lead limits during the transition period to the new lower limits.

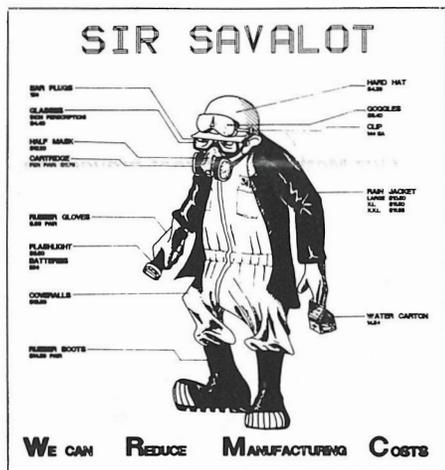
How will the phasedown affect

WRMC operations?

Outside of making a few changes on the process units Complex employees will probably not realize a difference.

So what impact will the phasedown have on older cars and farm vehicles? According to the EPA, "in some engines lead creates a protective coating that reduces valve wear. These engines, if operated at high engine speed or under heavy loads, may suffer damage if operated for a prolonged period of time using fuel that does not contain lead (or some other additive to prevent engine wear." However, the EPA believes that "the use of unleaded fuel is unlikely to cause excessive wear under normal operating conditions."

Fighting The High Cost Of Doing Business



'Sir Savalot' posters are an effort by the Cost Awareness Group to improve communication among Complex employees about the cost of doing business.

Helping to ensure that Shell remains a secure competitor in the oil industry is one of the reasons why a small group of Complex employees have formed a Cost Awareness Group. The group is doing their part to chip away at the high cost of doing business. Their efforts are directed towards investigating waste and improving communications to let Complex employees know the cost of materials and equipment.

Some of the ways they are doing this is through 'Sir Savalot', a poster which depicts various kinds of equipment and price tags. The group has also managed to label equipment and tool bins in the

zone shops and shutdown areas with price tags. In the future they hope to arrange small group meetings with representatives from the financial organization so that employees can get answers to questions they may have. Along with that they will disseminate information answering questions that employees have like, "What is a write off?"

An effort that inspired the group was when pipefitter, **Tom Schilling** cleaned out a zone shop and discovered \$141,000 worth of excess material gathering dust. The group feels that by increasing cost awareness and eliminating this kind of waste they can improve cost effectiveness and in the long run enhance job security.

December Safety Calendar Winner



Fred Fritzing was the winner of the December Safety Calendar Contest. Fritzing correctly identified the monthly safety slogan and won a 13" color television set. His name was drawn from those Complex employees who registered for the last Safety Calendar Contest drawing.

The Safety Quiz Card program for 1986 will replace the Safety Calendar Contest (see 'Safety Quiz Card' article).

MY STORY/PHOTO IDEA IS:

SUBMITTED BY:

CLIP & SEND TO EDITOR, MAIN OFFICE

Safety Quiz Card Program Takes Over

All Complex employees will be eligible to participate in the monthly Safety Quiz Card program. The program addresses 12 different safety topics during the year and Complex employees will be asked to test their knowledge against the experts.

Quiz cards will be delivered to employees at work where they may complete the card by rubbing off their answers on the back of the card. If all four questions are answered correctly, the revealed letters will spell SAFE. If an employee answers the question incorrectly, an X will appear.

Two boxes marked 'Correct' and 'Incorrect' will be placed at six locations around the Complex including the Main

Gate, South Gate, Main Office reception area, Sulfur Plant, PLW and Dispatching Office. Employees are to place their card in the appropriate box before the last day of the month.

The cards will be collected for a monthly drawing which will be held the first week in the month. The first 100 cards drawn will receive an award. Gifts will be awarded to both correct and incorrect entries but there will be more awards given for correct entries.

Winners gifts will be mailed to their homes and bulletin board announcements will list the monthly winners. Good luck and don't forget to enter the contest — you could be a winner!



Engineering Projects & Services

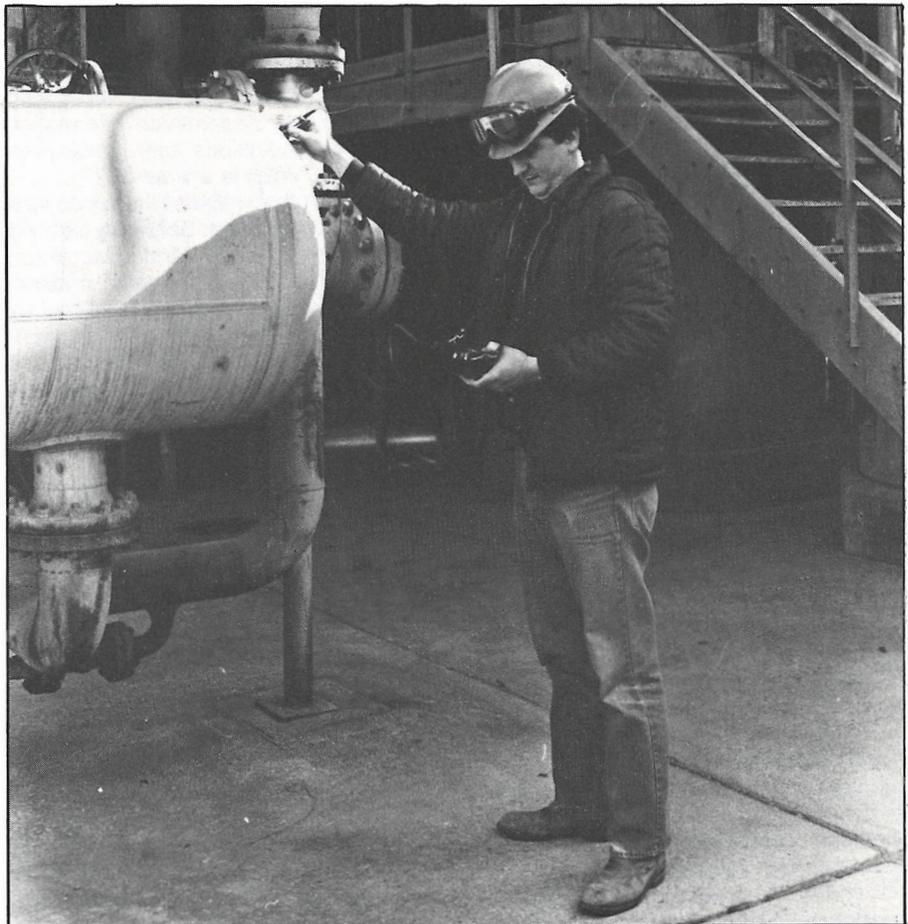
▲ *Bruce Dorris puts the finishing touches on a plan using the Computer-Aided Drafting (CAD) system. CAD operators, Sally Vollentine, Ray Carril and Forris, use the system to create drawings with exceptional accuracy, consistency and neatness.*

'It has to be functional, efficient, productive, state-of-the-art, cut our costs by 50 percent, within budget constrictions and could you make it in red and have it by Friday?'

That probably isn't exactly the sort of request the Engineering Projects and Services (EP&S) department gets when projects are proposed, but it's a good exaggeration. The EP&S department is made up of two sections, engineering projects and engineering services. EP&S and Engineering Operations Support (EOS) interact as one engineering organization.

The engineering projects section includes project engineers and draftsmen.

Project engineers coordinate the larger construction projects from start to finish. They get involved in all phases of the project from the approval process to start-up. Throughout these steps the project engineer serves as the central "hub", disseminating information, mapping out strategies, collaborating on design and troubleshooting during construction and start-up. The quart filling



Randy Fickert, pressure vessel inspector, tests an exchanger shell in CCU-1 for corrosion. Inspectors are responsible for monitoring pressure vessel equipment for deflections specifically, corrosion.

line that project engineer, **Dave Hutton**, is currently working on is a good example of the kind of ventures project engineers work on.

Throughout the design process project engineers work a great deal with EP&S draftsmen. Draftsmen take the project engineers ideas, the required equipment and use their expertise to make everything fit together. The two groups of draftsmen, electrical/instrumentation and mechanical/piping, design everything from detailed piping layouts to intricate electrical overlays. Although most of the drafting is currently manual, the Complex has the technology to computerize the drawings through the Computer-Aided Drafting (CAD) system. CAD is a state-of-the art computerized drafting system that enables CAD operators to produce extremely consistent drawings and virtually evolutionizes the revision process. Drafting also provides a variety of design services to other departments.

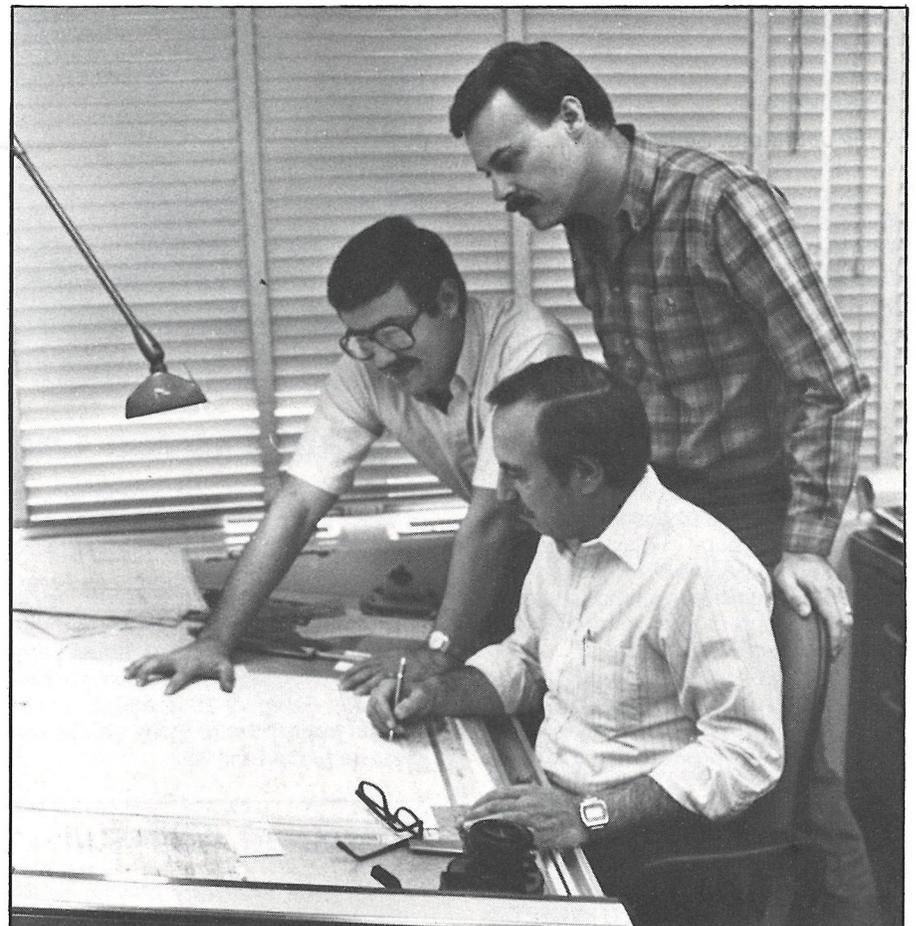
The 'S' in EP&S provides the day-to-day engineering services for Complex equipment. Their expertise is divided into three sub-groups mechanical, instrument and pressure equipment. Each group has formed its own specialty group which work together to solve Complex equipment problems. The mechanical and instrument specialty groups, composed of engineers, inspectors and maintenance foreman, meet once a week to exchange information and suggest remedies for significant equipment problems. Keeping from 'reinventing the wheel' by communicating valuable knowledge is the key function of specialty groups, according to **Van Wilkinson**, mechanical equipment group leader. The specialty groups also get involved with the design of new equipment for the Complex.

Routine inspections are also a very important way that EP&S pressure equipment inspectors ensure the integrity of Complex equipment and closely monitor corrosion rates. **Randy Fickert**, pressure vessel inspector for LOP, uses ultrasonic thickness, dye penetrate and radiograph technology to monitor corrosion. He works closely with Maintenance and Operations employees to detect faulty equipment such as leaks and valve problems. Aside from regular inspections, inspectors also provide a valuable service in pre-shutdown work. In routine run and maintain shutdowns, inspectors help pinpoint which pieces of equipment will need maintenance and in MPO shutdowns, they inspect new equipment before it is put into service.

So getting back to the original question, yes the EP&S department probably could have it by Friday.



EP&S specialty groups like the mechanical equipment specialty group above meet weekly to exchange information and suggest remedies for equipment problems.



Dave Boubon, project engineer, and draftsmen, Jerry Yarnik and Wayne Gusewelle, confer over a plan. Project engineers work very closely with draftsmen to ensure that equipment, instrumentation and electrical plans are conceptualized accurately.

SRA Happenings

Projected 1985

SRA Calendar

Aeroshell Bowling	
Tournament	January
Co-Ed Walleyball	Feb. - Apr.
Volleyball	Feb. - May
Annual Bowling	
Tournament	February
Archery	Feb. - Sept.
Western Bowling Match	March
Annual Walleyball Night	March
Fishing Contests	Mar. - Oct.
Easter Egg Hunt	March
Bass Tournaments	Apr. - Sept.
Spring Dance	April
Trap Shooting	May - July
Skeet Shooting	May - Sept.
Softball	May - Aug.
Co-Ed Softball	May - Aug.
Golf	May - Aug.
Golf Day	June
Family Day	June
Tennis	June - Oct.
Bowling	Aug. - May
Co-Ed Bowling	Aug. - May
Co-Ed Volleyball (Banq)	Aug. - Oct.
Golf Match Play	
Tournament	Sept. - Oct.
Basketball	Oct. - Feb.
Fall Dance	November
Racquetball	Nov. - Feb.
Winners Banquet	December
Camera Club	As Scheduled
Radio Club	As Scheduled



Lynn Smith, Gary Braswell, Al and Marlene Hosto welcome guests to the SRA Fall Dance.



Dennis and Rosie Mintert dancing the night away at the SRA Fall Dance.

SRA Fall Dance

The SRA held it's annual Fall Dance, Friday November 8 at the Knights of Columbus Hall in Highland. Everyone who attended enjoyed dinner and music provided by "Fat Chance", electrician, **Scott Fischer** plays drums for the band.

Camera Club Meeting

The SRA Camera Club will meet February 4 at 7:30 p.m. in the south end of the cafeteria. This month's program will be a PSA lecture on "The Language of Color" by **Raymond P. Schmad**. He will discuss effective use of color.

The Print and Slide contest is 'Patterns or Silhouettes', repetition of line, shape form or color.

Attention SRA Members!

If you have any suggestions for new programs or events for 1986 contact an SRA board member and let your ideas be heard.

Prevent Electrical Fires

Electrical fires can begin when circuits overheat causing insulation on wires to burn, resulting in short circuits. This results from too much electrical equipment on the same circuit or too large of a fuse put into a circuit. Fires may also begin when equipment overheats because: 1) machines run too slowly for long periods, due to insufficient electrical power, 2) machines are driven beyond their intended capacity or 3) oil and dust are allowed to accumulate on motors.

Zero Recordables Program Closes Out

The Zero Recordables Program closed out 1985 with good news for four employee groups. Major Projects, pipefitters (last names N-R), Automotive and HOP employees worked four consecutive quarters and completed 1985 without a recordable injury.

Groups A - Environmental/Utilities, Quality Control, K - machinists (last names J-Z) and W - Administration, Economics & Scheduling, Employee Relations, EOS, EP&S, Financial, Purchasing and Safety & Industrial Hygiene received second level awards for working two consecutive quarters without a recordable injury. And groups B - boiler-makers (last names N-Z), D - LOP, Distilling, Gas, Office, J - pipefitters (last names A-F), M - pipefitters (last names S-Z), N - Lube, R - pipefitters (last names G-L) and V - brickmasons, electricians, instrumentmen, insulators,

painters, tinnerns and cranemen received a first level award for working one consecutive quarter without a recordable injury.

Vouchers for these awards will be mailed to employees homes and they have until February 28 to redeem their awards. No vouchers will be honored after the February 28 deadline.

Congratulations to those groups who kept safety alive in 85!

Classified Ads

For Sale: Lazy Boy recliner — like new call **Ray Ross**, (618) 656-2392.

For Sale: 23-inch RCA console color TV — \$130. Older set, but in excellent condition. Call **Larry Ondrey** at (217) 324-2551 or ext. 2698.

New to WRMC

Temporary Assignment



Vickie Tepen
Financial

In Remembrance



E. Allen



E. Sehnert



T. Young



D. Bristow



G. Chapman



H. Harris



W. Olive



W. Russell



L. Hudson

Earl Allen, 70, died December 25. Mr. Allen was an operator, LOP Dispatching, before retiring in 1979 after 34 years of service.

Eugene Sehnert, 76, died January 1. Mr. Sehnert was an electrician helper, Engineering Field, before retiring in 1975 after 37 years of service.

Tony Young, 84, died December 21. Mr. Young was a truckdriver, Automotive, before retiring in 1959 after 32 years of service.

Dale Bristow, 68, died December 20. Mr. Bristow was an operator, Lubricants D&D, before retiring in 1979 after 23 years of service.

George Chapman, 78, died December 16. Mr. Chapman was a pipefitter, Engineering Field, before retiring in 1963 after 23 years of service.

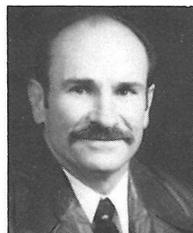
Hiram Harris, 76, died December 6. Mr. Harris was an electrician, Engineering Field, before retiring in 1975 after 31 years of service.

Wayne Olive, 86, died December 4. Mr. Olive was a carpenter, Engineering Field, before retiring in 1960 after 21 years of service.

Wayne Russell, 78, died January 6. Mr. Russell was a machinist, Engineering Field, before retiring in 1964 after 23 years of service.

Lewis Hudson, 80, died January 6. Mr. Hudson was an operations supervisor, Cracking, before retiring in 1971 after 43 years of service.

Service Anniversaries



Tony Reskusich
LOP
30 years



R. W. "Bob" Boone
Maintenance
30 years

Retirements



Liz Halliday
Env/Cons Util.
42 years



Bob Klie
Major Proj.
38 years



John Hodapp
LOP
37 years



Don Belliss
Lubricants
35 years



Lyn Clark
Lubricants
33 years



Fred Owen
Maintenance
33 years



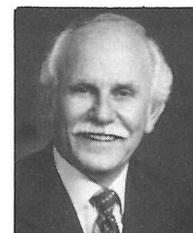
Bill Williams
Maintenance
32 years



Andy Kalvin
Maintenance
31 years



Jack Malone
EP&S
31 years



Ben Koch
Lube
30 years

SRA Awards Banquet

part one of two part series

The SRA held its Annual Awards Banquet Friday, December 6 at Preston's restaurant in East Alton. **David Strauss**, "Mr. Trivia", was guest speaker for the evening.

All winners were honored with SRA jackets and in some cases trophies. The SRA had an action-packed year in 1985 and plans are already in store for an equally exciting year in 1986.

Congratulations to the following SRA winners:

Bowling

Super X League — 'Oilers'

Maurice Means	Ken Laux
R.E. Lewis	John Cook
Ron Bagget	Bill Walton
Ed Goeglein	Jerry Bailie
Jim Meisenheimer	Ben Koch

Premium League — 'Misfits'

Mike Brooks	Mark Stewart
Danny Garrett	Jim Robinson
Mickey Bruce	Steve Lash
Tom Rizzo	Jim Davis
Jim Hartsock	

Super Shell League — 'Alky'

Marty Derganc	Bob Garner
Tim Rosinski	Shelby Gibson
Jack Briski	Charly Briski
Max Clark	

X 100 League — 'Godfrey Speedway'

Dennis Mintert	Jim Robinson
Jim Koen	John Garis
Terry Brawley	Jim Hughart
Rodney Alford	

Aero Shell — 'Easy Rollers'

Mike Brooks	Renee Pellegrino
Kathy Brooks	Joe Pellegrino
Mickey Bruce	

Bowling Tournaments

Aero Shell — 4 man team champs

Al & Susan Depping
Milburn & Jesse Arth

Double

Al & Susan Depping

Women's Singles

Jesse Arth

Men's Singles

Milburn Arth

S.R.A. Annual Tournament 3 man team

Rich Layman
Kevin Smith
Bob Hornsey

Doubles

Dave Colgate
Perry Wheeler

Singles

Rich Layman

Camera Club

1st place	Larry Fencel
2nd place	Earl Nailor
3rd place	June Coalson

Rock & Gem Club

1st place	Frank Heintz
2nd place	Worden Anderson
3rd place	Jack Turner

Radio Club

1st place	Don Arnold
2nd place	Tim Davis
3rd place	John Lashley

Golf

Refinery Champs — Lube

Terry Abernathy	Dave Mendoza
Jack Cherry	Don Schroeder
Dick DeQuasie	Tom Tiller
Brian Lawson	Winston Wallace
Jim Maynard	Ed Weichbrodt

Match Play Tournament Championship Flight

champion — Don Schroeder
runner-up — Jim Maynard

"A" Flight

champion — Jan Steinmetz
runner-up — Gary Miller

"B" Flight

champion — Dick DeQuasie
runner-up — Bill Quinn

"C" Flight

champion — Ken Martin
runner-up — Gil Baxter

"D" Flight

champion — Terry Brawley
runner-up — P.J. McGuire

Skeet

'Shell Low Leads'

Dale Brueggemann	Truman Hargiss
Tom Colgate	Francis McCune
Frank Novitski	Leroy Edwards
Ray Cobbel	Dave Stewart
Charlie Hoffstetter	Ralph Cook

High Average Champs

"A" League	Bill Walton
"B" League	Ed Hoffman
"C" League	Chuck Maguire

Trap

"A" League — Machinists No. 2

Danny Richards
Bob Rushing
Earle Brockmier

High Average Winner

Dave Shaw

"B" League — Super Shells

Ed Hoffman
Tom Madden
Oscar Muskoph

High Average Winner

Mark Allison

Tennis

Ken Grebel
Randy Marshall
Roy Haug

continued next issue

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