

WOOD RIVER REVIEW

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Volunteers: Ambassadors For Shell

Why on earth would a person want to take on extra work for no additional pay? It's an understandable question. Yet, year after year, there are those who step forward to donate their time and talents to Shell's community outreach programs, and for them, volunteerism passes the "What's-in-it-for-me?" test with flying colors. Pride, self-satisfaction, being a contributing part of the larger community and helping others are all cited by volunteers as more-than-ample reward.

Gerard Jacquin, President of the SERVE Board, puts in many hours each year as a volunteer, not only with Shell, but with his church and community groups. Why? "I think it's important to have pride in both where you live and where you work," he says. "I enjoy helping others and it makes me feel good. If the time I give results in someone being happier or better off, it's worth it."

Volunteer activities, sponsored at Shell through

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Lois Fiala with Errin Turner, student at Madison High School, on Shadow Day, 1996. Photo courtesy of Scott Cousins, Suburban Journals.

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Community Relations (CR), are about "doing the right thing," says CR Manager Tara Condon-Tullier. While the desire to help others is the motivator for most persons who volunteer, there is another—equally important, though perhaps less apparent—reason for employees to get involved: volunteerism is also about business.

Volunteer programs are one of the primary ways WRMC builds bridges with its neighboring communities; and, according to Bradley Googins, a senior staff member at Boston University's Center for Corporate Community Relations, "There is a direct relationship between a corporation's involvement in the community and its bottom line."

Condon-Tullier agrees. "Volunteer efforts are an essential component in the business strategy of successful companies. Our volunteers are not only good people, they're ambassadors for Shell. They shape public perception of our company."

Volunteerism—More Important Than Ever

The business value of volunteer programs has been recognized at WRMC for some time, and in 1989, Community Relations developed a plan to increase visibility of the Complex in the community, utilizing hourly, staff and management volunteers. Subsequently, volunteerism soared, reaching a peak in 1992, when more than 350 Shell employees were active in the community. It's no coincidence that positive public relations also peaked during this period. In 1991, the *Alton Telegraph* named WRMC "Business of the Quarter" and devoted an entire insert in the paper to a profile of our community programs. The following year, our outreach efforts were recognized for excellence by the Governor of Illinois and the Growth Association.

Condon-Tullier says this trend needs to be revitalized—for a couple of reasons. "As individuals, we need to feel good about ourselves. We also need to have fun. If we do, we'll be happier and more productive, and participating in volunteer activities can help meet these needs. At the same time, volunteering is vitally important to achieving our business goals. Our success as a new, independent corporation depends on having the support of the community in which we operate."

To recognize the truth of this statement, one only has to consider that some projects require permits, which may be approved or rejected by the community. Moreover, if an accident or environmental crisis occurs, community support is critical; a few negative words in the press from local citizens can seriously damage sales in the retail market.

Condon-Tullier drives home the bottom-line point: "In today's tough business climate, we can't afford to be perceived as a poor corporate citizen."



Shell volunteers turned out for the 1995 American Heart Walk.

Connections With The Community

Effective corporate volunteer programs link company values with real community needs. Shell's philosophy places strong emphasis on commitment to education and being a good neighbor, and it is the job of Community Relations to give life to these values by identifying compatible needs within the community and developing programs to serve them.

Needs are discovered by forging and maintaining strong, ongoing relationships with schools and a wide range of social agencies and organizations. Condon-Tullier says, "By talking with many people—and, even more importantly, listening—we become aware of needs. The next step is to look at what kinds of resources we have to offer and determine how they can be used to fill the gaps."

Each year, Shell contributes substantial amounts of money to area charities and organizations through Community Relations; however, not all problems—perhaps not even most—can be solved with money. The most creative and effective approaches to meeting needs often come from donations of time and talent. And, without a doubt, people-to-people programs offer the greatest opportunities for gaining visibility and fostering positive attitudes within the community. Through our volunteer programs, we give our corporation a human face.

Shell In The Schools

Shell's commitment to education is evident in the number of outreach programs conducted with area schools:

- **Partners In Education**

Shell maintains partnerships with Roxana and Madison High schools. Under the partnership program, volunteers participate in Career Fairs, give classroom presentations, and serve as Science Fair judges. Each year on Shadow Days, people from all over the Complex pair with students, giving them a close-up glimpse into the world of work and potential

career choices. Volunteers also provide minor maintenance services to the schools. In 1991, the project was named as an Exemplary Partnership by the Illinois State Council on Business-Education Partnerships.

- **The Economics Of Staying In School**

In conjunction with Junior Achievement, Shell sponsors "The Economics of Staying in School" in 30 junior high classrooms across Madison County. The program gives students the opportunity to explore the causes, along with the financial, social and personal consequences of dropping out. Junior Achievement provides materials and training for Shell employees, who volunteer to present the program for one class period a week for four weeks. The program is currently presented in Lewis and Clark, Roxana, Gillespie and Edwardsville Junior High Schools.

- **Project Business**

This program, also co-sponsored with Junior Achievement, augments junior high school curricula with practical education in fundamental business economics and gives students an opportunity to learn from the experiences of volunteers from the business community. Project Business is offered in nine classrooms in four schools: Roxana Junior High, East Alton Junior High, Alton West Middle School and St. Kevins School. Volunteers teach one hour a week for 12 weeks.

- **NFL F.A.C.T.**

Complementing Shell's marketing partnership with the St. Louis Rams, WRMC is sponsoring the NFL F.A.C.T. (Football & Academics: A Championship Team) program at two elementary schools in South Roxana. Developed by the National Football League, this motivational program capitalizes on



In 1995, Mary Roberts and other SERVE volunteers visited with elderly residents of a retirement center.

the popularity of professional football players to reach fourth graders with important messages about self-esteem and personal responsibility. Along with other materials, the program uses a special series of football trading cards.

SERVE

The value of social responsibility was the driving force behind SERVE, the Shell Employee and Retiree Volunteerism Effort, created in 1991. SERVE is an umbrella organization for a number of community outreach activities. On Fix-Up Days, for example, Shell people are dispatched to the homes of elderly or disabled persons to provide needed repairs. The Bucket Brigade, co-sponsored with Pride, Inc. of Alton, a non-profit corporation, provides painting. Shell partners with local businesses to provide materials and lunch for volunteers.

In addition, volunteers visit retirement centers and residential children's facilities several times a year. They give parties, sing songs, provide entertainment and otherwise contribute to the residents' quality of life.

Benefits Of Volunteerism Documented

A 1995 study by Southern Illinois University at Edwardsville examined WRMC's volunteer programs with the schools to assess their implications for employee productivity and morale, as well as benefits for the community. The study left little doubt that the outcomes have been universally positive—for schools, employees and the company alike.

One interviewee quoted in the report summed up the cost/benefit value of the programs this way: "[The] psychological, social, and future benefits for the company [WRMC] far outweigh the small amount of dollars in the [partnership] budget."



The NFL F.A.C.T. program, co-sponsored by Shell and the St. Louis Rams, uses trading cards to motivate 4th graders.

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The report further stated that "The public relations value...was noted by almost all of the participants as a source of individual and corporate pride" and "Volunteers were enthusiastic about their participation and reported feelings of satisfaction and fulfillment." Those interviewed also expressed a high level of confidence that students benefited from the partnership.

Challenge To Volunteer

Beginning April 1, we will be moving toward the future as an independent corporation. Condon-Tullier believes we can help to shape that future in a positive way by taking advantage of opportunities to participate in volunteer programs. "It's actually a win-win-win situation," she says. "When we give of ourselves, we win on a personal level. The community, which is strengthened by our efforts, also wins. And the company wins as well, which benefits us all."

Volunteer Week, May 20-27, will turn the spotlight on volunteer activities and encourage people to sign up. Condon-Tullier is also issuing a standing offer: she will come to any department to talk with employees about volunteer opportunities sponsored by Community Relations. "We need to get more people involved," she says. "I think if people know about all our programs, they'll be excited and find a place to fit in."

If you are interested in volunteering, however, you don't have to wait. Simply fill out the Volunteer Form on p. 5 and return it to Community Relations, 310 Main Office, or call Community Relations, ext. 2685 or 2483. SERVE projects are scheduled for May 4 and Sept. 14. *Mark your calendars now.* 🍀



SERVE volunteers tackle a house in need of repair..



Winners display their awards. Left to right: David Havis, Gene Rider, George McDanel and Dave Batty

1995 Emergency Response Awards

The new Emergency Response Training Center was the setting for the 1995 Emergency Response Awards on Jan. 31. The ceremony, which occurs annually, recognizes outstanding commitment and effort on the part of WRMC's emergency response volunteers.

Awards are presented in four categories, and any emergency volunteer may nominate a colleague for one of the awards. Winners are selected by a volunteer committee.

Rick Haase, Senior Safety Inspector, handed out the awards. Departing somewhat from tradition, he announced the names of all nominees in each category, as well as the winners. Winners received a plaque, and each runner-up received a cap. This year's winners were:

- **Gene Rider: Firefighter of the Year**

Rider has been at WRMC for 15 years. As a Mechanic in the Garage, he worked on the Complex fire trucks and was soon recruited for the Fire Crew by Fire Chief Leroy Langendorf. Today, he serves as an Apparatus Operator and as a member of the Support team. Two years ago, he became a volunteer firefighter with the Bethalto Fire Department.

- **Dave Batty: RAMS (Rescue and Medical Squad) Member of the Year**

Batty immediately joined the Fire Crew when he came to Shell five and a half years ago. Since then, he has volunteered for about every other area of emergency response: HAZMAT, RAMS, Crisis Intervention Team, and Apparatus Operator. He has also served as an emergency response instructor.

- **David Havis: HAZMAT (Hazardous Materials Team) Member of the Year**

David joined WRMC five years ago and has been on the HAZMAT Team from the beginning. He explains that his background in industrial hygiene was a natural fit for the team, which is responsible for monitoring contaminants and intervening if they should reach dangerous levels.

- **George McDanel: L.E.R.O.Y Award (Langendorf Emergency Responder of the Year)**

A Shell employee for 27 years, McDanel is a 20-year veteran of the volunteer Fire Department in Rosewood Heights, where he serves as Captain. At WRMC, he puts his experience to work as Operations Chief of the Fire Crew. He is also on the Rescue and Medical Squad and has done training for other emergency response volunteers. 🍀



VOLUNTEER FORM

WRMC Community Relations Department

We need your help. If you are willing to serve as a volunteer in our Community Service effort, please complete this form and return it to Community Relations, Main Office. Please print clearly.

Date

Last Name

First Name

M.I.

Street Address

City/Town

Zip

Department

Position

Work Extension

PROFS

What previous volunteer experience have you had?

Do you have any special skills or interests that you would like to use in a volunteer position?
(i.e., carpentry, painting, electrician, public speaking, teaching/training, work with children, gardening, etc.)

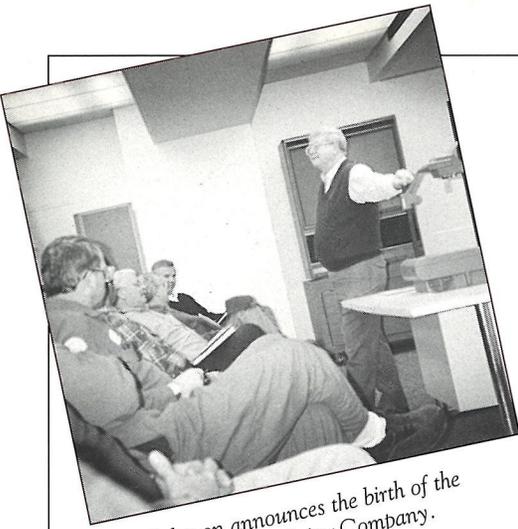
Please check all that apply:

___ 1. Please put me on the list for the following Community Service Program(s)

- ___ Junior Achievement Programs (Project Business; Stay In School)
- ___ SERVE Community Projects
- ___ Tour Guide
- ___ Community Christmas Drive
- ___ Children's Christmas Party
- ___ Madison High School Partners in Education Board
- ___ Roxana High School Partners in Education Board
- ___ Retiree Projects

___ 2. Please put me on a general volunteer list and call as you need help.

WHAT'S IN A NAME? A LOT...



Gayle Johnson announces the birth of the Shell Wood River Refining Company.

Beginning in April, the Wood River Manufacturing Complex will operate under a new name: the Shell Wood River Refining Company (SWRRC). But much more than the name will change.

On visits to the Complex over the past year, Jim Morgan, President, Shell Oil Products Company, emphasized that individual Shell locations, including Wood River, are independent businesses, responsible for their own business performance. That message gained strong reinforcement in mid-January with WRMC Manager Gayle Johnson's announcement of a major reorganizational change. In a series of meetings held for all employees, Johnson announced that, effective April 1, five Shell refineries, Wood River among them, will become independent corporations, each having its own President/Chief Executive Officer (CEO) and Board of Directors. Deer Park, jointly owned by Shell and a subsidiary of Pernex, already operates as an independent entity and is not included in the restructuring move.

A Logical Move

"This change," Johnson told employees, "is a logical extension of our transformation in governance" and "is tied to our Business Model and '96 Operating Plan."

The thrust of the governance model implemented over the past two years has been toward greater empowerment and accountability. Incorporation carries the concept one logical step further, extending it to organizational structure and formalizing the autonomy of individual manufacturing locations. "It places our destiny squarely in our own hands," said Johnson.

"A Lot Of Opportunities..."

Johnson said he views the step "in a positive light" and believes it is "the right thing to do." Explaining his reasons for optimism, he pointed out that incorporation offers several distinct advantages: "It will give us a clearer business focus. We'll be able to analyze and define our financial performance more clearly...and having fewer layers for decision-making will enable us to manage more effectively and react more quickly to changing conditions." He also noted that being organized as a corporation will give the refinery "a framework for attracting an outside investor," which would provide an infusion of cash flow.

Howard Olsen, Manager Planning and Economics, who has shuttled a lot of miles between Wood River and Houston to prepare for the transition, believes localized decision-making should better enable SWRRC to make strategic moves in Operations based on market conditions. "There are a

lot of opportunities to do things differently," said Olsen.

A high-priority goal of the newly incorporated SWRRC will be to support Marketing's Business Plan to gain market share in advantageous markets such as St. Louis, where Shell is currently not the industry leader.

A Work In Progress

Following the announcement, employees were encouraged to ask any questions they might have, and many took advantage of the opportunity. In concluding the sessions, Johnson explained that many issues pertaining to the new organizational structure were still being worked out. "I don't have all the answers," he said, "but, at this point, you know as much as I know." He assured the groups that "further information will be communicated as it becomes available."

New President/CEO Named

A major piece of "further information" came on February 23, with the announcement that P.B. "Phil" Schwin will move into the new President/CEO post at Wood River. Schwin, a 29-year Shell veteran, most recently served as Manager at Norco. An announcement of Board members was expected to follow shortly. According to Johnson, the Board will probably have six to eight members and will include Schwin and Jim Morgan. The remaining members will likely be drawn from the Leadership Council in Houston. Initially, the Board will have no members from outside Shell, although outside membership remains a possibility for the future. ♦



Shell Wood River Refining Company

Operating For Excellence Part IV: The OEM Partnership Process

This is the fourth, and concluding, article in our series on Operations Excellence.

Any strategy is like a puzzle. It has a number of interlocking pieces, all of which must be in place to complete the "Big Picture." WRMC's Winning Strategy is no exception. Winning—that is, becoming a profitable company—requires that performance in all areas of the Complex add up to an overall picture of excellence. The Operations Excellence initiative, sponsored by Operations Superintendent Tom Purves, was undertaken to ensure all the necessary parts are in place.

In this series, we've previously looked at two of the puzzle pieces that make up the Operations Excellence program: Training and Operator Surveillance. Here we look at one more piece: the Operations, Engineering and Maintenance (OEM) Partnership Process.

Communication—The First Step To Good Decisions

The Operations Excellence umbrella group is made up of Managers and Supervisors of Operations and Maintenance (SOMs) charged with bringing Operations to a level of "world class" performance. Achieving that lofty goal, they concluded, would require drawing upon both internal and external resources to expand Operator training and knowledge of equipment surveillance techniques. It would also require improvements in cross-disciplinary communications and decision-making.

The OEM Partnership Process is primarily a decision-making process that occurs between Operations, Maintenance and Technical Managers, and its effectiveness is measured by the quality of those decisions that bear directly on bottom line performance. Better communication means better decisions; better decisions mean better performance. Consequently, if performance could be improved (and clearly it could), it was only logical to examine the decision-making process and look for ways to improve it.

A Cross-Disciplinary Effort

According to Bert Natalicchio, who serves as the Operations Excellence point person for the OEM



Becky Talley introduces the agenda for a meeting of the OEM Partnership Process group.

Partnership Process group, an examination of OEM communications had been under way for some time before the Operations Excellence program was initiated.

In 1994, the Complex Leadership Team (CLT) brought in a consultant firm, Organizational Development Resources, to help teams learn to function more effectively. The OEM process was identified as a good candidate for this effort, and that

fall, representatives from the disciplines involved got together for open discussion of problems they were experiencing. In particular, they discovered conflicts of interest between the three areas commonly interfered with setting appropriate priorities and making optimal decisions. As a result, the group took the first steps in seeking ways to resolve such conflicts.

This work shared the objectives of Operations Excellence and quite naturally came within the scope of that program once it was established. For approximately four months in early 1995, a small group drawn from the Operations Excellence umbrella group met to establish the working format of OEM Partnership Process meetings and determine how to proceed.

It was decided that the group should include all those involved in the process: Aamir Farid, Jeff Fornero, Bert Natalicchio, Gene Peters, Tim Roff, Becky (Bertani) Talley and Karl Yeager from Operations; Jerry Crail, Dick Farmer, Greg Gudak, Doug Rule and Joe Ruthven from Engineering/Maintenance; and Bart Hatfield, Ajay Madgavkar, Mark Nieskens, Kent Peccola, and John Welsh from Technical/HS&E. Jeff Deerhake, Manager Organizational Effectiveness and Training, also works with the group to enhance group dynamics and team effectiveness.

Once chartered, in mid-1995, the full OEM Partnership Process group began to meet. The results have been eye-opening for those participating.

Talking Through Issues

The group, which meets twice monthly, is a gathering of equals. Everyone participates, everyone

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The View Of Wood River— Looking Better And Better

From the time of its birth as the Roxana Refinery early in the century up until the late '80s, WRMC had given little consideration to aesthetic appearance. It was, after all, a manufacturing facility, and the emphasis was on functionality. Around 1989, however, serious thought began to be given to improving the appearance of the Complex, spurred by the vision of Complex Manager Gayle Johnson. Looking toward the future, Johnson wanted to provide a more attractive environment for Shell employees and retirees. He also believed the Complex should be a visual, as well as an economic, asset to our neighboring communities.

Two things happened as a result. First, the Complex retained Harland Bartholomew & Associates (HBA), an architectural landscape consulting firm, to develop a Concept Plan for enhancements around the periphery of the Complex. Second, a new era of volunteer projects emerged, spearheaded by Shell retirees.

Gene Peters, Manager-Lubricants, has been the person responsible for planning, and as projects have gone forward, he has worked very closely with Darrell Ottwell. Ottwell develops the concepts and designs, prepares estimates, and provides the resources for volunteer projects. Describing their respective roles, Peters says, "You might say that I've been the strategy person, while Darrell has been the implementation person."

The Concept Plan

The long-range plan submitted by HBA recommended a number of projects, to be implemented over a period of twenty years. Among these were beautification of property at the intersection of Madison Avenue and Hwy. 111, creation of green belts along Hwy. 111 and Madison Avenue in South Roxana, and visual enhancements around the OMC (Oil Movement Center). Peters explains that, at the time, those were the parts of the Complex most visible to the general public: "Madison and Hwy. 111 get a lot of traffic, and the OMC entrance is very near the Roxana High School Sports Complex."

Ottwell recalls that landscaping the corner at Madison Ave. and Hwy. 111 was the first project undertaken. "That was the area of highest visibility, so it had the highest priority," he says. Today, formal plantings of shrubbery and trees set off the Shell pecten mounted on a stone retaining wall overlooking the intersection.

After that project was completed, progress on the Concept Plan slowed due to economic circum-

stances. Money grew tight, and projects considered nonessential were put on hold, setting back the plan's timetable for implementation.

That didn't mean, however, that the drive for beautification and improvement was abandoned. Through lean times, the vision remained firm and numerous enhancements have continued to be made—all at little or no cost to the Complex, thanks to some fortuitous circumstances and a dedicated battalion of Shell retiree and employee volunteers.

Kendall Hill

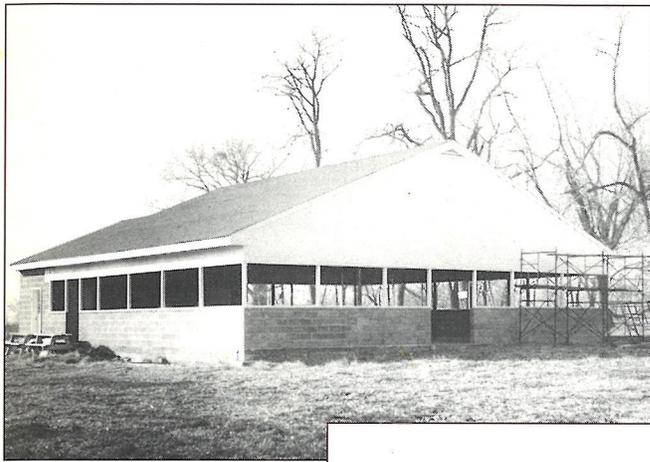
The renovation and upgrading of the pavilion at Kendall Hill was one of the first enhancement projects tackled by volunteers—an initiative proposed by Shell retirees. At the time, the pavilion was a simple, 1950s-vintage, concrete shelter hut, suitable only for use in warm weather months. The retirees had a much grander vision in mind, however, and offered to provide much of the labor to transform the facility into a year-round, multipurpose facility. The only cost to Shell would be for materials.

Volunteers—primarily retirees, but often specially-called crews of employees—wired and insulated the building, installed heating and air-conditioning, and built a kitchen. They also installed a suspended ceiling, painted, and hung wallcovering. Originally, the only entrance to restrooms was from the outside. Now the men's restroom is enclosed and accessible from inside, and work to enclose the women's restroom is in progress.

According to Ottwell, most of the work is done during winter months. "The retirees are off playing golf and traveling in the summer," he says, "so many of them aren't



Trees, shrubbery and a retaining wall with the Shell pecten grace the busy intersection of Madison Avenue and Hwy. 111.



The original Kendall Hill pavilion, shown here under construction in 1955, was usable only in warm-weather months.



Today the pavilion is used year-round for recreational functions and business meetings.

around. During the winter, though, they enjoy the opportunity to use their skills and the camaraderie of working with other retirees."

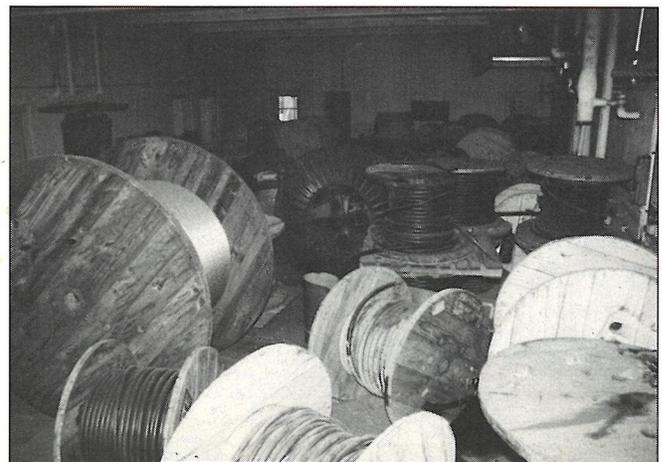
Another improvement to Kendall Hill came with the creation of a new entrance road. Since the relocation of the entrance was considered essential for safety reasons, the Complex paid for the project.

Employees have also helped to improve Kendall Hill. For special phases of the project, carpentry and electrical skills were offered up, and many chipped in for more general jobs. Volunteers from Business Services, for example, planted the landscaping that enhances the area north of the pavilion.

Today, Kendall Hill is in high demand for business purposes, as well as for recreation. It provides a comfortable, convenient setting for

meetings, training sessions and other group functions away from the Complex. "Improvements have led to cost savings," says Peters. "In the past, the Complex expended significant amounts of money every year to rent space in hotels for off-site meetings. Now, with Kendall Hill, we have essentially eliminated that expense." The close proximity to the Complex also reduces travel time.

When offered as a potential Museum site, the old Diagnostic Center building was in poor repair and filled with electrical equipment.



The Shell History Museum

Over the years, artifacts of WRMC's long and proud history piled up, and a group of retirees, including, Lois Cooper, Cliff Davidson, Andy Dick, and Margaret Middlecoff successfully pushed for a museum where memorabilia could be preserved and displayed. The Shell History Museum opened in a trailer behind Main Office, but quickly outgrew that space and moved into the Main Office basement. After a couple of years, that space proved inadequate as well. Moreover, it didn't allow the museum to be accessible to the public, which was one of the primary goals of the Museum staff.

Along Hwy. 111 north of the main entrance were several buildings that had housed the onetime Shell Research Laboratories. These buildings, abandoned when Research moved to Houston in 1975, had subsequently been used only for storage and had fallen into disrepair. When, as part of the Complex vision, the Diagnostic Center and support buildings were offered to the Museum, the staff was delighted. Excitement quickly waned, however, when they inspected the buildings. They were filled with old electrical equipment, piled nearly to the ceiling. Every

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Today, the History Museum attractively displays memorabilia from Shell's past.

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thing was filthy. Windows were broken and the ceiling had buckled. The amount of work that would be needed to make any of the buildings suitable as a display space was staggering.

But some looked at the Diagnostic building and saw beyond the mess; they saw potential. With a disappearing ceiling, offset walls, cabinets, carpeting, paint and recessed lighting, the building could be transformed into a first-class display space. Undaunted, Darrell Ottwell began work on the design, which proved a challenge, and renovation began on October 5, 1992. Middlecoff recalls, "There was a hard-core team of about 20 retirees who showed up every Monday and Wednesday, and they worked at other times, too. And there were many others who helped out—both retirees and employees."

Work was completed in just under a year, and the Museum opened Sept. 18, 1993. Today, a marquee inside the Museum commemorates all those volunteers who worked on the renovation, and a tree planted by the staff near the Museum is a living tribute to the efforts of Darrell Ottwell. Retirees are now undertaking Phase II of the Museum, which will create a hands-on display of equipment, in the adjacent building.

Peters describes the Museum as "a concept that revolves around the vision of legacy." Although it yields

no tangible payout in cost savings, there is, nonetheless, a strong benefit. The Museum is now the foremost physical link between the Complex and the community, and each year, numerous groups come through its doors to learn about Shell, its people, and the role the company has played in the area. Thanks to the spirit of volunteerism, what was once an eyesore—inside and out—was transformed into an important asset to WRMC at little cost other than, in Peters' words, "lots of satisfying labor."

Improved View From 111

The decision to move the Museum into the old Diagnostic Center site dovetailed with an opportunity for a broader beautification effort extending northward from the main entrance along the frontage road paralleling Hwy. 111. The area, hidden behind the abandoned Research facility, had been long neglected and presented passing motorists with a view of the Complex that can only be described as ugly.

The first of the derelict buildings were demolished in 1991. Others followed, and grass and rose gardens were planted. "Looking at this area

The Shell History Museum and landscaped grounds make an excellent impression with many visitors each year.

today, it's hard to believe so many differences have been accomplished," says Peters.

A New "Front Door" And A New Lake

The State of Illinois' plans to extend Interstate 255 northward from Interstate 270 along the eastern boundary of the Complex created conditions that had to be taken into account in the Concept Plan. Most significantly, the new highway, known as FAP 310, will shift the visual focus of the Complex from the west to the east. "What had been the 'back door' of the Complex for 75 years was suddenly to become our 'front door'," recalls Peters.

To prepare for the change, plans were made to relocate perimeter fencing, roads, utilities and other infrastructure. Vegetation was needed to redefine some areas and would have to be planted early on to give it time to become established and flourishing before the highway opens in 1998. "But what we really needed was water," says Peters.

Then came an unexpected opportunity that would give the Complex a lake. Dirt was needed to build the FAP 310 roadbed and, after determining that the land just east of the highway right-of-way was unsuitable for expansion, WRMC negotiated an agreement to sell the dirt to the highway contractor, Keller Construction of Edwardsville. In turn, the removal



A new lake under construction east of the refinery and the FAP 310 roadbed will give Shell employees their own "fishin' hole."



of the dirt would create a lake, and the money received would enable the Complex to make enhancements around it.

"It's an entirely self-funded project," says Peters. "The idea was to generate a visible improvement that would draw the eye to the lake instead of to the refinery—at no cost to Shell. We and Keller approached this project, and are executing it, as

a win-win. They see this lake as a positive addition to the area, as well as a chance to show how creative they can be in earth moving." The lake, which will be shaped with coves and points of land, will not be a simple, flooded borrow pit.

Proceeds from the sale of the dirt will also fund stocking the lake with fish and creating a fish habitat, resulting in a welcome new recre-

ational amenity for Shell employees and retirees. As Ottwell says, "The Shell fishermen's prayers have been answered. Now they will have their own stocked fishing lake!"

"The Vision Thing"

The aesthetic transformation of the Complex began with a vision of what could, and should, be. Today, despite adverse conditions, much of that vision has been realized. The visual improvements made over the past seven years demonstrate that people—their ingenuity and willingness to pitch in and get a job done—can accomplish amazing things, at little cost. Thanks to the many who have shared the vision, our soon-to-be Shell Wood River Refinery Company will go forward as a more attractive neighbor and a source of personal pride for all those who have contributed their time and talents. ♦

PATHWAYS TO OPPORTUNITY

Shell's Core Value of belief in people takes many forms: Empowerment. Self-direction. And now, Pathways—a new, Shell-wide job posting program in Human Resources that enables all employees to have access to information about career opportunities within the company. The introduction of Pathways marks one further step in Wood River's journey toward becoming a more employee-centered workplace—a company where the personal and career needs of people are recognized and respected.

An Aid For Reaching Potential

The concept originated with the Shell Leadership Council as a further means of carrying out the company's commitment to provide employees with opportunities for reaching their full potential. Underlying the program is a belief that people want to grow and, further, that they want to assume responsibility for their own development.

As stated in the descriptive brochure on the program mailed to each employee in late December, "Pathways provides a link that allows individuals to apply directly for the jobs for which they would like to be considered." The system, which can be accessed through ELS or through the VM Bulletin Board in PROFS, allows any regular Shell employee to see at a glance what positions are open and electronically transmit his or her resume in confidence to the manager who posted the job.

A Tool For Career Planning

Pathways is more than a job-application system, however; it is also a tool for career planning and self-development. With rare exceptions (due to special circumstances), all jobs up to and including Grade 15 salary level are posted. This allows employees to learn what *types* of opportunities may be available throughout the organization. In addition, postings include job requirements. With this information, individuals can begin to acquire the necessary experience, skills, training and education to qualify for jobs which may interest them for the future.

According to Larry Judge, Manager Human Resources/Industrial Relations Support, the system doesn't change the way positions are filled. "The selection process will continue to take into account a number of factors, including qualifications, business needs, individual and skill pool development needs, and costs," he says, "but the program does enable people to improve their chances of selection by becoming better prepared."

To take fullest advantage of the system, people must ask—and answer for themselves—a number of questions: What are my goals? My interests? What do I want to do? What am I qualified to do? What do I need to learn? For those who follow this "pathway" of self-exploration, Pathways may open the door to a more fulfilling work life.

Two-Way Benefits

Judge sees Pathways as a good thing, benefitting both employees and the company. "It increases opportunities for employees to achieve their own career goals. At the same time, we think people will make a better contribution to the business if they're in jobs that really interest them," he says. ♦



A NEW YEAR—AND OUR GREATEST CHALLENGE

A Message From Gayle Johnson

Each year that rolls around brings new ventures and new challenges. In 1996, however, we are looking toward greater challenges—and greater, more exciting, opportunity—than ever before. Very soon, we will officially embark on our course as an independent corporation: the Shell Wood River Refining Company. Our charge is clear. We must marshal all our collective energy and resources to become a successful business entity, profitable in our own right, without outside support. Our survival depends on nothing less. Can we do it? I firmly believe we can.

In actuality, we have been on this journey for some time and have already laid out a solid pathway for travelling to excellence. We can see ready examples in our safety performance, which has steadily improved over the past several years, and in our environmental performance—the best in the history of the Complex in 1995. Financially, we clearly missed the target in our Fuels business in '95; however, we made significant improvements in overall unit performance. Fuels reliability improvements are still critical to success in 1996—and, indeed, to the future of our Refining business. On the other hand, our Lubricants and Chemical businesses, which are dependent on the Refining business, had a particularly outstanding year. In addition, through SERVE and our other outreach programs, we have continued to strengthen our relationships with the community.

Most significantly, among all Shell locations, we have been in the vanguard of establishing self-direction as a norm of our culture and have demonstrated, both to ourselves and to others, that an empowered work force can reach new heights of innovation and productivity. In the Business Model process, completed last year, we examined our own systems, processes and work modes as never before. With the knowledge gained, we have a clearer understanding of how to manage our assets wisely; how to take advantage of opportunities; how to continue development of an open, trusting work environment; and how to achieve synergy through improved cross-disciplinary communication and planning. Thanks to the hard work and commitment of people throughout our organization who have participated in this process, we are well on our way to implementing our Winning Strategy of increasing productivity and improving yields while maintaining a leading cost structure. I encourage each of you to be sure you know your role in our Winning Strategy.

The planning is sound. The direction is right. We are ready. The result is now up to each of us. Belief in people is one of our company's Core Values; to my mind, it is unquestionably the most important of all, for without people, nothing can happen. With them, all things are possible.

As most of you know, I have announced my retirement and, as of April 1, SWRRC will go forward under the leadership of a new President/CEO. I will leave gratified, knowing that we have worked together with mutual respect and trust and that, together, we have made exciting progress toward creation of a new, empowered workplace where success is possible.

Standing here at the threshold of a new era in our history, I call upon each employee to hold firm to the vision and give my successor the same support and trust you have granted me for the past seven years...to embrace the concept of ownership, take up the challenge, and make a personal commitment to excellence...to understand the Value Drivers for your job—how they add value—and find ways to do it better.

If you do so, you will fulfill your potential, both as individuals and as a company, and thereby create limitless opportunity for yourselves. The future is yours to make. Knowing our people—their resolve and talent—as I do, I have every confidence you will make that future bright.

Gayle Johnson,
Manufacturing Complex Manager

WRMC HIGHLIGHTS-1995

FINANCIAL

- Complex Net Income of \$10.4MM (Fuels, -\$23.3MM; Lubes, +\$25.7MM; Chemicals, +\$8.0MM)
- \$75MM improvement over 1994 Slash performance
- Lowest year-end inventories ever

SAFETY

- Record 91 consecutive days without an OSHA Recordable Injury
- 4MM employee hours and 2MM contract employee hours without a days-away injury achieved on June 8
- 25 years in Gas Plant without a Lost Time Injury

ENVIRONMENTAL

- Record overall Environmental Recordable Rate of 4.73 — exceeding 5.0 goal (Previous best: 8.25)
- Best-ever performance in Air Permit Exceedances, Spills to Land, CERCLA Releases and community complaints
- Zero tank overflows and fewest-ever Spills to Land in Logistics

GENERAL

- 75% reduction in total number of product quality incidents (50) over 1994 (200)
- Catalytic Feed Hydrotreating Unit Turnaround successfully completed —12 days ahead of schedule
- New catalyst package selected for Catalytic Reformer-3 (expected benefit: \$1.2M/yr)
- In October — a record 62 days without a product quality incident
- Feasibility and scope finalization reviews for Cat Cracker Unit-1 Turnaround completed in November

Continued from page 7...

contributes. Becky Talley serves as the meeting facilitator and coordinates meeting agendas to ensure that priorities are established and addressed in a timely manner. In Talley's words, "We are attempting to totally integrate all functions that have an impact on outcomes in Operations. The goal is to get everyone on board and make sure everyone is moving in the same direction."

"The areas involved often have very different perspectives, and in the past, these views were frequently in conflict when it came to setting priorities," says Natalicchio. "We also found that decisions were commonly being made in one area without input from other areas. For example, Operations might decide to work a piece of equipment at a lower priority without consulting with Technical."

In light of the group's discoveries, what changes have been made? "We spend a lot of time working specific issues," says Natalicchio, "and since we began talking,

we've modified a number of our original presumptions about what should be done, based on what we've learned. Our discussions have led to asking a number of important questions, such as: Who's responsible and accountable? Or, with limited budgets, where should the dollars go?"

Talley says group meetings of managers have been valuable and will continue. The twice-monthly meetings ensure that the same information is communicated to everyone on a timely basis. No one is left out of the loop. They also provide a structured forum for discussion, assuring that all viewpoints are brought to bear and all considerations raised. The result is that each issue is approached from a Refinery-wide perspective—not just that of a single area: "Priorities are set and decisions made in the best interest of overall performance," says Talley.

Service Anniversaries

JANUARY

Lee M. Speicher
Senior Engineer
Engineering/
Mechanical-Mechanical
20 Years

FEBRUARY

Rich L. Carrell
Boilermaker 1st
Maintenance/
Shops-Boilermakers
20 Years



WRMC B.E.S.T. Teams For 1996

1995 Exemplary Attendance List

Being on the job—every day—is one of the important ways employees contribute to productivity and progress toward financial goals. The Exemplary Attendance List, compiled annually, recognizes those employees who have missed one or fewer shifts or days for the past year. More than 600 people made the list for 1995. Below are the names of those who have accomplished an exemplary attendance record of 10 or more years. You may access the list in its entirety on ELS.

ADMINISTRATION
Gayle Johnson

BUSINESS SERVICES
Jerry Augustine
Dean Banfield
Steve Krause
Joe Pellegrino
Lois Powers
Mary Kay Wells

CONSTRUCTION
Darrell Nash
Max Rudolph
Joe Ruthven
Art Schoen
Mitch Scroggins
Bill Walton
John Welsh

**ENGINEERING/
MAINTENANCE**
Gene Abbott
Charles Astrauskas, Jr.
Jim Darr
Bob Ely
John Hazelwood
Max Helfer
Ken Jobe
Harry Kulp
Kent Lytle
Don Wiegman

**ENGINEERING
SERVICES**
Chester Brooke
Tom Drake
Dennis Garofoli
Ken Simon
Dan Swarrigim
Denny Tiede
Jim Wortham

HUMAN RESOURCES
John Jefferson
Larry Judge
Chesley McKee
Al Sokalsky

OPERATIONS
Dan Bangert
Gary Bourland
Larry Coles
Rich Nelson
Steve Ogden
Rus Shireman

**PROCESS
ENGINEERING,
HEALTH & SAFETY,
QUALITY ASSURANCE**
Davey Crockett
Jeff Deerhake
Steve Grissom
Bart Hatfield
Larry Heugatter
Art Kiehne
Dave Lewis
Kent Peccola
Roger Pfeiffer
Delbert Snead, Jr.
Jim Strohbeck
Wanda Westerhold

In Memoriam

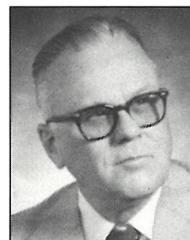
William F. Cook, Jr., 77, died December 31, 1995.

Mr. Cook, an Engineering Foreman in Maintenance, retired February 1, 1979. He served for 37 years.



Joseph R. Groom, 78, died February 6, 1996.

Mr. Groom, an Operator 1st in LOP Cat Cracking, retired March 1, 1979. He served for 38 years.



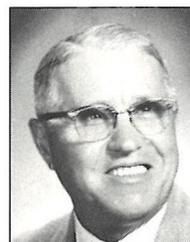
Velmer William Schuelte, 81, died December 31, 1995.

Mr. Schuelte was an Operator 1st/Hourly Foreman in LOP Dispatching. He retired February 1, 1977, following 33 years of service.



John Sellier, 93, died January 28, 1996.

Mr. Sellier, retired July 1, 1961, following 24 years of service. He was a Zone Foreman in the Engineering Field.



Charles E. Welch, 82, died February 4, 1996.

Mr. Welch was a Special Tester in the Refinery Lab. He retired June 1, 1973, after 38 years of service.



EMPLOYEE HEALTH

Bill Clark
David Havis
Dennis Renicke
Gail Titchenal
Wauneta Waters

POLLUTION PREVENTION

Mike Chinak
Pat Hurley
Bob Lavelle
Terry Longden
Kent Lytle
Mike Peartree
Jay Rankin

AWARENESS AND RECOGNITION

Rick Arbesman
Dennis Bolton
Larry Forehand
Richard Gerth
Randy Heil
Jim Koen
Mary Roberts
Lori Tokar
Nancy Yarnell

PROCEDURES

Dan Callahan
Doug Groves
Ron Hettinger
Brad Huffman
Kent Kramer
Ed Mortimer
Roger Motley
Wanda Westerhold

HEALTH, SAFETY AND ENVIRONMENTAL PLANNING

Joe Brewster
Bill Clark
Steve Erslon
Aamir Farid
Dick Farmer
Richard Gerth
Doug Groves
Colleen Hutchings
Gayle Johnson
(group leader)

1996 Graduate Information Form

If you or a child, stepchild, spouse or grandchild will be graduating in 1996, 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 15th, 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: MONDAY, APRIL 15, 1996

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:

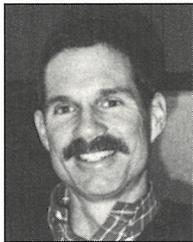
self wife husband son daughter stepson stepdaughter granddaughter grandson

NEW TO WRMC



Thomas M. Wood
Thomas Wood joined the Human Resources Department in January as an HR Analyst. He holds a Juris Doctor of Law degree, a master's degree in labor and industrial relations,

and a Bachelor of Arts degree in psychology. His spare time is spent playing basketball and softball and "surfing the Net." Thomas and wife Rebecca make their home in Florissant, Mo.



Bill "Fitz" Fitzpatrick

Bill Fitzpatrick, who prefers to be called "Fitz," comes to Wood River from Houston as Manager Human Resources. A 20-year Shell veteran, he most recently served as Manager of the Human Resources Department at the Exploration and Production (E & P) Business Center.

Fitz and wife Lois are the parents of a son, Casey, 5, and a daughter, Kallie, 8. They will be looking at homes in the Edwardsville/Glen Carbon area. In his leisure time, Fitz runs, cycles, and works out at the gym.



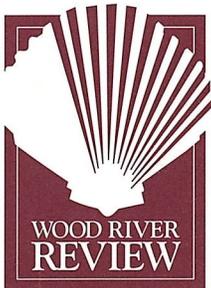
SRA EASTER EGG HUNT!

Saturday, March 30
Kendall Hill Park
10 a.m.

Come Rain or Shine!

- Candy and Prizes for Children 12 and Under
- Doughnuts...Coffee...Juice

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



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