



review

MPO Winds Down With Cat Cracker 1 Shutdown

"Cat Cracker One (CCU-1) is an extremely important part of our business. The people working on the shutdown realize the vital nature of this project and its affect on the longevity and profitability of WRMC. We feel an ownership and responsibility to the project and that's why I believe everyone is enthusiastic about doing a good job," says **Dan McNeill**, process manager-Cracking.

The CCU-1 shutdown marks the last segment of Major Projects (MPO) work to be completed in the total three year MPO effort. The CCU-1 shutdown, which began March 20 and is scheduled to be complete June 1, is the largest single piece of combined MPO and Maintenance work in terms of scope, cost and manpower. After the shutdown work is complete, CCU-1 will possess state-of-the-art technology capable of refining a broader range of feedstock with improved energy efficiency.

"Once all the revisions are complete, CCU-1 will be capable of processing low value residual oils to make high value gasoline, furnace oil and Hydrocracker feed, a capability that the Complex currently does not have" says McNeill.

'Modifications to the Cat Cracker'

"The most significant modifications will be to the unit's reactor," says **Tim Tomko**, CCU-1 project engineer.

"The revisions consisting of a new top head, bottom "cone" and internals, will convert the reactor to a riser cracker and allow pitch to be fed directly into the unit. This conversion will change the reactor from an insulated 'hot shell' to a refractory lined 'cold shell'. Also the requirements for new fractionation and heat exchanger equipment have resulted in an extension to the unit's west side," adds Tomko.

"Other shutdown work will include new trays in the fractionation column, replacement of the steam turbine drives

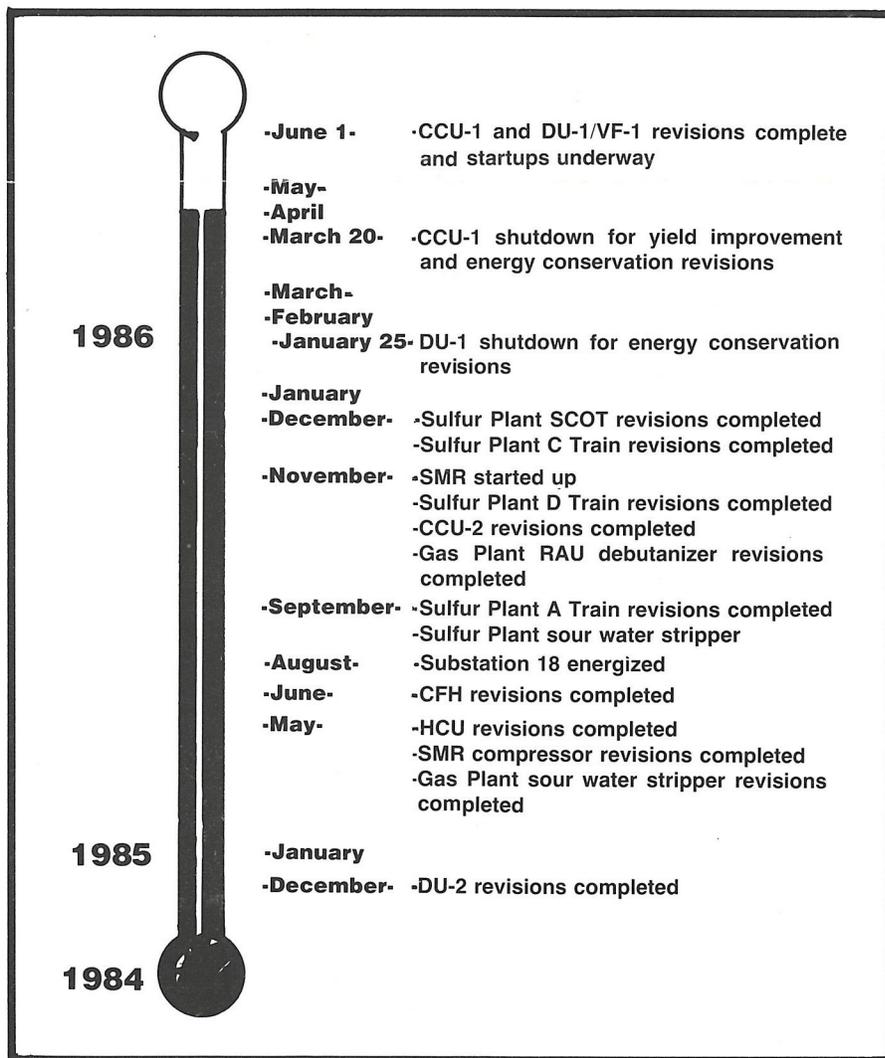
on three large compressors with variable speed electric motors, replacement of the risers that go into the reactor as well as cyclone separators," says **Vern Sanders**, CCU-1 project engineer.

"The computerization in the control room will also be updated," adds Sanders.

Another significant portion of the

shutdown is in substation 18. "Sub" 18 was constructed to ensure reliable power for both cat crackers, house the switchgear for the CCU-1 ASEA variable speed drive motors and serve as a primary distribution center for electrical power. The total connected load is 31,200 HP which is 50 percent larger

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MPO...

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than any other substation in the Complex and represents 1/5 of the total amount of electrical power consumed at WRMC.

Although the majority of the work to be completed is MPO related, approximately 30 percent of the shutdown work is maintenance.

'Planning the Shutdown'

Currently **Howard Green**, CCU-1 shutdown coordinator and **Karl Yeager**, CCU-1 shutdown planner, are adding the finishing touches to the Turnaround Schedule and Control (T/ASC) program that has been developed for the shut-

down. T/ASC, a computerized maintenance planning tool, was used for planning the Distilling Unit 2 (DU-2), Cat Cracker 2 (CCU-2) and current Distilling Unit/Vacuum Flasher 1 (DU-1/VF-1) shutdowns.

"I am completely confident in the T/ASC plan," says Green.

"T/ASC enables you to have better control by incorporating state of the art planning tools. Comparing T/ASC to the traditional style of shutdown planning is like comparing today's version of a Cadillac to a 1920 model," adds Green.

Aside from using the T/ASC program to schedule the work, the shutdown has been divided into 'systems' which divide the shutdown into several smaller jobs. Each system consists of approximately 30,000 man hours of work and has a team composed of craftsmen, super-

visors and engineers from both Shell and contractor staffs who meet daily to discuss work progress, share information and troubleshoot problems. The system approach was also used during the DU-2 and CCU-2 shutdowns and according to Green, enhanced planning and coordination.

"This project has been very challenging because revamp work, as opposed to new-site construction, necessitates working on equipment while the unit is operating. Since the outset of the effort in CCU-1, Operations and Safety have been "full-time partners" in minimizing any impact on sustained operations while working safely. This positive attitude towards helping the construction group get the work done is better than I've ever encountered," adds Tomko.



Shutdown meeting...Howard Green, Cat Cracker One shutdown coordinator, (foreground) conducts the daily shutdown meetings between Shell and contractor staffs. Attendees update and share information regarding work progress during the shutdown.

The Facilitators

"Who Are They and What Are They Doing?"

The first question they asked when selected to be WRMC's Organization Effectiveness (OE) and Team facilitator was, "What is a facilitator and what will we do?"

The facilitators found out quickly that their role is to help make the transition to participative team management easier for the Complex employees. To do this they received special training that enables them to understand and assist others in managing the change process. Based on this training, the facilitators are able to provide training, facilitation, counsel, diagnosis and feedback to teams as they are forming and developing. These skills also enable the facilitators to function as resident "expert" resources to WRMC's organizations in their transition to "Future State" including Basis Production Units and participative team management style.

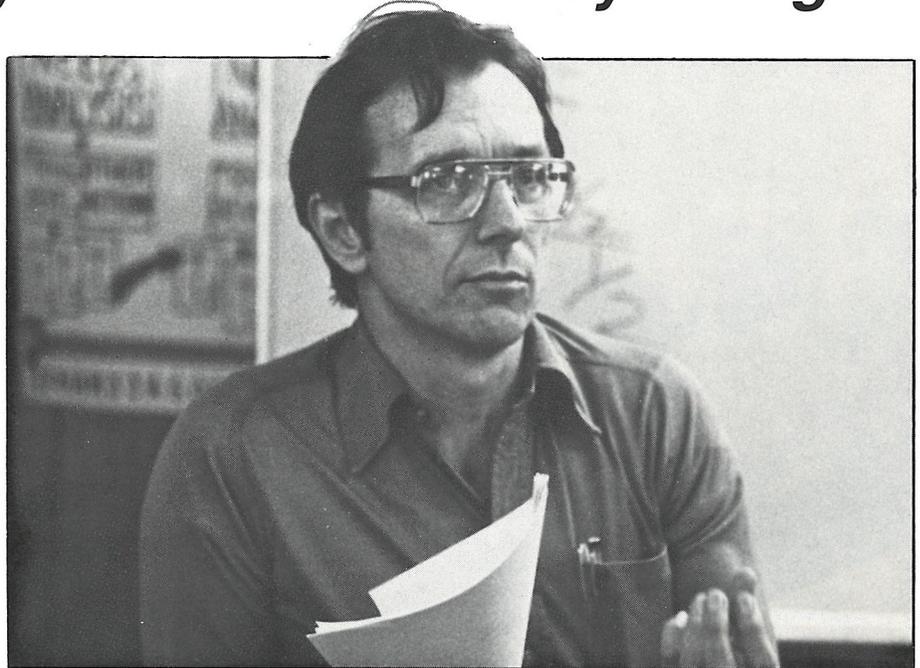
Bill Durland, Complex manager, described the OE effort and WRMC's future state in the April 1985 issue of the *Review*.

He said, "*The Organization Effectiveness Program that we have launched is designed to allow employees the opportunity to contribute more to Wood River's success through participation. Team management or OE is part of this approach. OE aims to make the job of individuals at all levels of the organization more attractive, more challenging and more interesting.*"

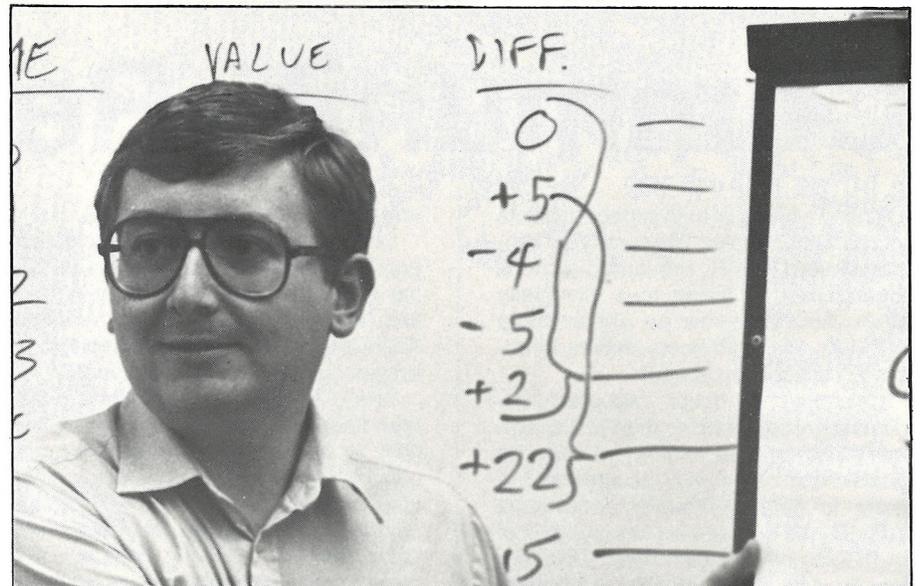
"If you divide an organization into pieces small enough, people find it easier to share their ideas, and there is an opportunity for better relationships between employees and supervisors," says **Bill Brenneman**, Organization Effectiveness advisor responsible for coordinating and implementing OE activities at WRMC.

"Our role is to help teams become effective and functional by helping them define their expectations, solve problems, manage time, assess their performance and communicate better," says **Marv Adler**, one of the four full-time OE facilitators. The other three OE facilitators are **Phil Lamm**, **Ron Ooten**, and **Dan Zipprich**.

"Our job is to help newly formed teams through the difficult start up periods by introducing them to team skills, assisting them in implementing those skills and then eventually backing out," says Zipprich.



"The real way to organize work is from the bottom up instead of the top down," says Bill Brenneman, Organization Effectiveness advisor, responsible for coordinating and directing OE activities.



"The team facilitators will work mostly with the shift teams when the Complex goes to common crew in April. One of our goals will be to encourage team members to handle their own team building," says team facilitator, Dave Brown.

The facilitators along with other Complex employees, are in the second phase of a three phase process. The three phases overlap. Phase one includes defining Future State, analyzing the needs of the Complex organizations by doing various BPU and Resource

Unit studies, initiating the Quality Improvement Process and the development and training of the facilitators. The second phase of the change process includes introduction and implementation of the team skills and concepts into

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Complex union committeemen represented WRMC at the United Way Victory Luncheon. The committeemen presented River Bend United Way with WRMC's employee donation.

Community Relations

Today a group of high school students toured the Complex. Yesterday an employee from WRMC presented a check for scholarship funds to a university dean. And tomorrow an article about WRMC's Major Projects makes headlines in a local newspaper.

Operating a major manufacturing complex requires more than just equipment and high technology, it requires people and community acceptance. In order to gain community acceptance WRMC has become an integral part of the community in which it resides by taking an active role in area education, economic development, philanthropy and legislation. This involvement is part of Shell's effort to help improve the quality of life of its neighbors.

Complex employees volunteer their time and expertise to civic organizations such as the United Way, Coro Foundation, Madison/St. Clair Urban League, Southwestern Illinois Leadership Council, The Growth Association, Junior Achievement, Energy 80, Rotary, Kiwanis, and Lions Clubs among others

and the Private Industry Council.

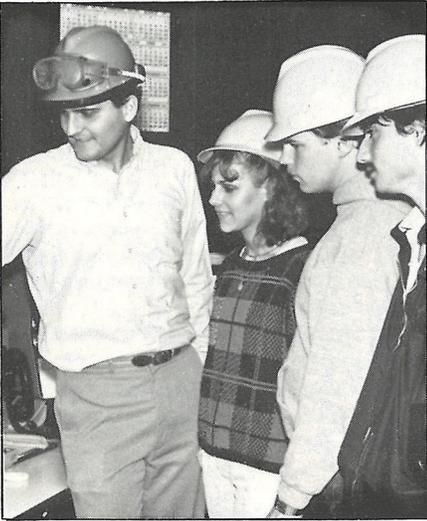
Several employees also participate in political grassroots involvement including a Key Constituent Program, leadership in the Southern Illinois Industrial Association and several memberships in trade and industrial associations.

Shell Companies Foundation contributes financially, on behalf of the Complex, to area universities, scholars and cultural organizations. The Foundation also supports the community through contributions to many local organizations, such as YMCA's, YWCA's and other worthwhile institutions. And Complex employees lend a hand and dig into their own pockets every year by supporting the area's United Way organizations through the annual employee campaign.

WRMC employees also work with local officials to keep community residents informed on a routine basis and in the event of an emergency through such programs as the CAER (Community Awareness/Emergency Response) program.



Nurse, Ann Robertson presents Kathleen Rogers, executive director, of the Family Services & Visiting Nurses Association with a donation on behalf of WRMC.



Dave Jacober, engineer-Environmental Conservation/Utilities, enlightens a group of students with a description of state-of-the-art refining technology.

'Giving Back to the Community'

Tours are a frequent request and WRMC's way of giving area students a perspective of a refining complex, state-of-the-art technology and possible job opportunities. **Greg Gudac, Gina Pruitt** and **Dave Jacober**, on several occasions, have been asked to share their technical expertise to these tour groups.

Participation in the classroom is another way WRMC contributes to education. Project Business is a program designed to give students an indepth look into business and economics through the eyes of WRMC personnel. Most recently **Mark Smith, Becky Bertani, Dave Brown, Burt Mershon, Rebecca Sherry, Ken Martin,** and **Jim Strandburg** donated their time and skills to area junior high school students.

Don Baker, manager-Community Relations, is actively involved in the Southwestern Illinois Leadership Council and the Growth Association. Both organizations are comprised of area business leaders and officials whose goal is to develop the economic base of Southwestern Illinois by providing their expertise and guidance.

WRMC employees maintain a constant working relationship with area philanthropies. Employees work with the YMCA, the Family Services and Visiting Nurses Association, the Urban League and many others. Every year Complex employees volunteer their time and effort to collect funds for the annual United Way Fund raising campaign.

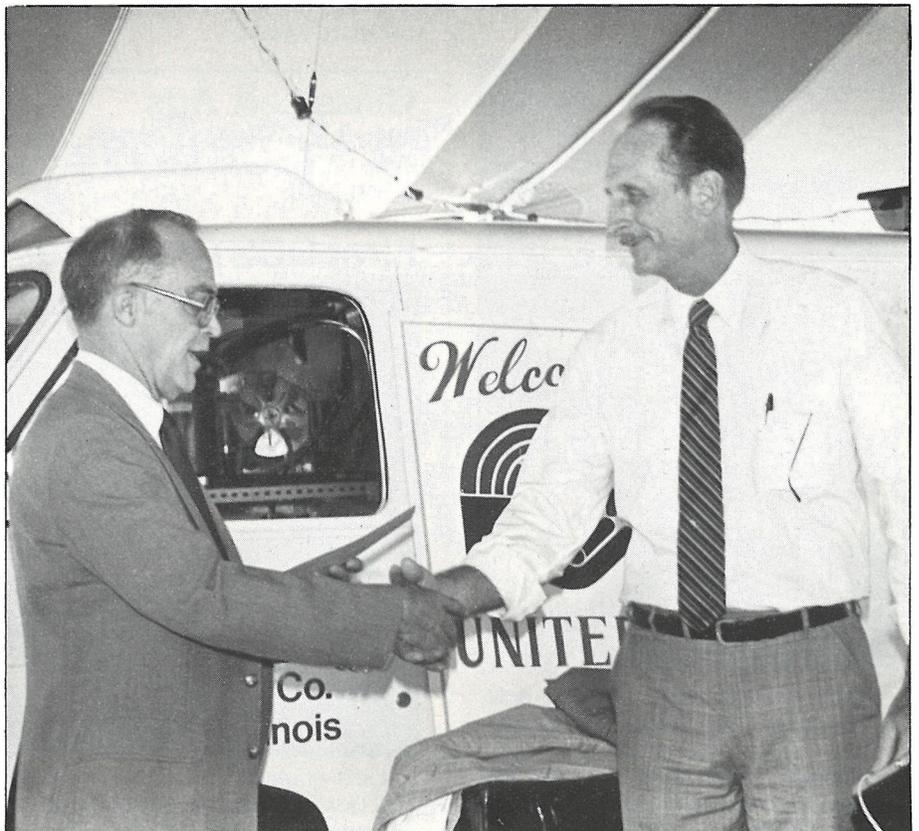
Involvement and representation in trade and industry associations is also

a significant role that many Complex employees fill. Ensuring that WRMC's views and interests are represented in area legislation is very important to WRMC's operations.

These are just a few examples of the organizations, people and efforts that WRMC supports. Working in a community means becoming a part of it and WRMC employees work hard at that.



Howard Olsen, manager-Economics & Scheduling, gives a tour to an exchange rotary group from Australia.



Bill Durland, Complex manager, presents the Shell Companies Foundation donation to the River Bend United Way at its Kick-Off celebration.

The Facilitators...

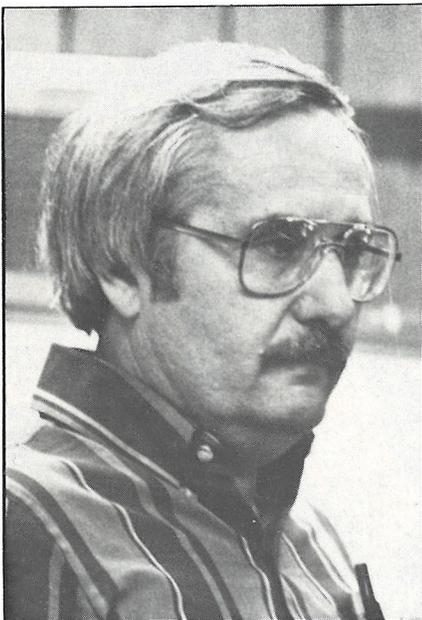
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Complex work group and organizations which is where facilitators play a key role. And the third phase refines individual and team skills so that teams can increasingly function on their own without outside facilitation because facilitator skills are already inside the group.

"I guess you could say that the facilitators goal is to work himself out of a job. When we've worked ourselves out of a job we will know we have succeeded," says Zipprich.

In addition to the OE facilitators there are also six team facilitators, **Dave Brown, Bill Jacobs, Ray Alexander, Art Howell, Russ Manahan and Clyde Wiseman.** The team facilitators commit approximately 10 percent of their time to team development aside from being responsible for their primary jobs. They too have received training in communications, leadership skills and team development.

"A great amount of our work will begin in April when the new common crew schedule is implemented in Operations. We will be available to work with shift teams in skill development including problem solving, process analysis and just helping the team process run smoother," says Brown.



"Teams have to have a shared goal or purpose. No longer are supervisors 'super operators' or 'super craftsmen', they also become the leader of a team who has a great deal of ownership in a small segment of the overall business," says Marv Adler, OE facilitator.

SRA Happenings

SRA Spring Dance

The SRA Spring Dance will be held Friday, April 25 at the Bethalto KC Hall (formerly Ziggy's Skating Rink), Rue Beau Chateau, Bethalto, Illinois. There will be a cash bar from 6:30 to 7:30 p.m. and a buffet dinner will be served from 7:30 to 8:30 p.m. (No bottles please. There will be a cash bar provided.) The dance will begin at 8:30 p.m. with music provided by "Joey James". Door prizes will also be given away throughout the

evening.

Tickets for the Spring Dance will be \$5 per couple for SRA members and \$10 per couple for non-members. Please complete the reservation form below and mail to:

Al Hosto, 20 Foreman Drive, Glen Carbon, Illinois 62034.

Deadline for reservations is April 18, 1986. Please make checks payable to "SRA".

Name Of Couple _____
 Address _____
 Name Of Guests _____

\$5 per couple for SRA Members, \$10 per couple for non-members. Make check payable to "SRA".

Camera Club Meeting

The SRA Camera Club will meet April 1 at 7:30 p.m. in the south end of the cafeteria. The program is a 50 minute, 90 slide psa lecture by Frieda Miller entitled 'Let's Photograph Flowers.' The Slide and Print contest for April can be any slide or print taken within a 50 mile radius of WRMC.

Lab Retirement Party

The Annual Lab Retirement Party will be held Wednesday, April 23 at the Wood River Moose. A cash bar will be provided from 5:30 to 6:30 p.m. and a banquet at 6:30 p.m. Following by a 'Roast & Toast' session.

Send your check for \$6 to:

Quality Assurance
 P.O. Box 262
 Wood River, Il 62095
 attention: **Virgil Bunge**

Remember to send your checks no later than April 16.

Classified Ads

For Sale: Vector HC-1 competition water ski, \$150 contact **Rick** at ext. 2783 or 656-8449.

First QES Graduates Celebrate



QES graduates from the Complex's first Quality Education System class celebrate their graduation over a noon luncheon. Complex manager, **Bill Durland**, presented each graduate with a

graduation certificate and a digital clock with the inscription, 'It's Time for Quality.'

Retirements



Ed Blankenhorn
Financial
26 years



Wilbert Saul
Maintenance
34 years



Clem Less
Lube
34 years



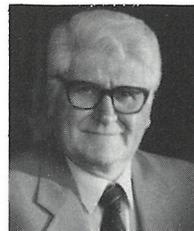
Fred Stallard
EP&S
33 years



Al Culp
EP&S
33 years



Bob Davis
Lube
32 years



Bud Behme
Env. Cons./Util.
31 years



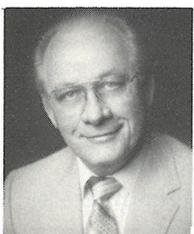
Les Viano
Maintenance
33 years



Clem Weiss
Maintenance
33 years



Jean Boyer
Employee Rel.
17 years



Mil Arth
HOP
38 years



Myles Lewis
LOP/Dispatching
43 years



Buz Buzan
LOP/Disp./Asph.
29 years

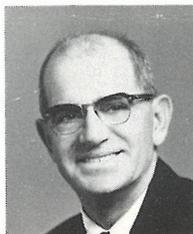


Bill White
HOP/Alky
32 years

In Remembrance



R. Stratman



M. Hansell



G. Darr



W.E. Doss

Roland Stratman, 56, died February 27. Mr. Stratman was a design draftsman, P&PE, before retiring in 1981 after 25 years of service.

Myron Hansell, 86, died March 2. Mr. Hansell was a car inspector, Treasury (Railroad Section), before retiring in 1962 after 39 years of service.

George Darr, 78, died March 5. Mr. Darr was a pipefitter helper, Engineering Field, before retiring in 1960 after 21 years of service.

Service Anniversaries



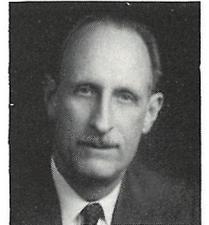
Cy Haar
Aromatics West
30 years



Stan Pohlman
Maintenance
30 years



Larry Pranger
Safety & Ind. Hyg.
25 years



Bill Durland
Complex Manager
35 years



Dave Rook
Safety & Ind. Hyg.
30 years



Jerry Wieter
Aromatics West
35 years



Bill King
Maintenance
30 years



Bill Pease
Major Projects
30 years



Paul Sauerwein, Jr.
Purchasing
30 years



John Gorenz
Util./Elect.
30 years

William E. Doss, 70, died February 8. Mr. Doss was a machinist, Maintenance, before retiring in 1976 after 20 years of service.

Safety Off the Ground

Almost all Complex employees will have used some type of climbing or lifting equipment. Good judgment and knowledge of the proper procedures for climbing and/or lifting can help eliminate accidents. Use caution and recommended safety guidelines whether you are using equipment as simple as a step ladder or as elaborate as a scaffold.

Here are some climbing safety tips to remember:

Ladders-Portable extension ladders should be equipped with non-slip bases and when in use, tied off at the top or held by a co-worker. When positioning the ladder, it should maintain its base, at least a quarter of its length away from the vertical plane of the structure it is resting against. When climbing, face the ladder and use both hands. When descending, do the same. And remember metal ladders are conductors of electricity and should never be used around electrical components. Never step on the top two rungs of any ladder.

Fixed Ladders-When climbing structures with attached fixed ladders and metal hoop cages, inspect the rungs and cage attachments to the structure. A good practice when climbing tall structures is to take periodic rests to prevent fatigue.

Scaffolds-When using fixed or mobile scaffolds check floor planking to be sure it is nailed or tied to prevent slipping and guardrails and toeboards to prevent accidents. Use protective

screens if people are working under the scaffold. In addition, when working on mobile scaffolds lock casters to prevent movement when working and never move the scaffold with people on the platform.

Industrial Stairs-Keep stairs free of obstacles and never carry loads that

obstruct your vision. Report worn or slippery treads and burned out light bulbs. Keep one hand on the handrail and never carry loads with both hands.

Remember it is more unlucky to climb an unsafe ladder than to walk under it.



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P. O. Box 262
Wood River, Illinois 62095

**Published monthly for
employees and pension-
ers of Shell Oil Company in
Wood River, Illinois**

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(618) 254-7371,
ext. 2168

First Class
Presorted
U.S. Postage
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Wood River, IL
Permit No. 230

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