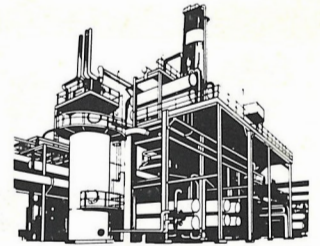




WOOD RIVER REVIEW

WOOD RIVER MANUFACTURING COMPLEX



VOL. 47, NO. 8 AUGUST 1984

Study teams an effective approach to problem solving

More and more, the Complex is using its most valuable resource, employees, to study work-related problems and make recommendations toward solving them. This participative management team approach encourages input from a cross section of employees and skill groups.

"Often, those people who are closest to a particular problem are in the best position to contribute to its solution," said **Paul Lotts**, manager - Personnel. "Teams of hourly, support staff and management employees working together have shown time and time again how effective a collective effort can be."

Some teams are formed to study ongoing concerns; others take on specific, short-term projects. For example, last fall a team was organized to recommend whether or not the Complex should be decorated during the Christmas season. The team decided to go with trees, lights, signs, etc. and received the go-ahead to implement the recommendation. Ar-



Members of the Safety Motivation team discuss upcoming programs during a regular weekly meeting. Clockwise from left are Lesa Foutch, Purchasing; Kevin Kieffer, Maintenance; Bob Kostelnik, Maintenance; Mary Kay Campbell, Financial; Andy Dick, Operations; and Mark Del Vecchio, Maintenance. Absent are Bill Cunningham, Safety & Industrial Hygiene; Dave McKinney, Community Relations; and Al George, Maintenance.

rangements were then made to purchase and display the decorations.

Approximately 20 study teams have looked or are now looking into a variety of areas including waste handling, United Way campaign, hydrocracker mechanical audit, draftsman training, lab improvement ("A" Team), safety audit and improvement, computer management, asphalt, and review of Complex operating communications. How do team members feel about their involvement with participative management? Representatives from the Dispatching Maintenance Materials, Employee Transportation and Safety Motivation groups were asked that question.

MAINTENANCE MATERIALS

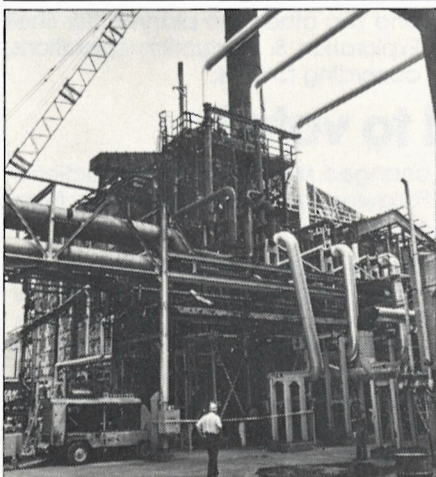
Terry Elrod, hourly foreman in Maintenance, is enthusiastic about serving on the Dispatching Maintenance Materials team. He said participative

management is a good concept that is working because team members are a real part of the decision making process. Input from different employees benefits everyone, he said.

The team is analyzing the delivery system of maintenance materials from the Purchasing warehouse and zone shops. The rush priority procedure and ways to optimize inventory and reduce costs are also being evaluated. As part of the study, Eldrod and pipefitter **Jim Hoskins** talked with nearly 90 crafts people about the delivery system. Their findings contributed to the team's overall assessment of the problem.

Another team member, **Janet Horn**, materials supervisor - Purchasing, said the value of the materials study goes beyond the original objective. Additional concerns related to the study were surfaced and will probably be

(Continued on page 5)



Cleanup and repair of the KHT began soon after the June fire. Damage exceeded \$1 million with unit startup scheduled for mid-August. (See related feature on pages 4-5.)

Community survey casts favorable light on Complex

An article in the May Wood River Review featured comments from local community leaders attesting to the company's standing as a good neighbor. Shell (Wood River Manufacturing Complex) ranks high in terms of employee involvement in community activities and financial donations, it was pointed out.

The leaders' favorable impression of Shell is supported by the findings of a Community Monitor Survey conducted in May by Field Research Corp., San Francisco. The general objectives of the survey were to assess community attitudes toward Shell and to monitor changes over time.

Three hundred residents of Wood River, Roxana, South Roxana and Hartford were randomly selected and interviewed over the telephone, according to **Meera Buck**, of Shell's Survey Research group, Head Office. She said specific survey objectives were to determine residents: 1) perceptions of the major problems facing the community; 2) level of familiarity with the local Shell operation (Complex); 3) overall attitudes toward Shell; and 4) rating of the Complex on such key attributes as maintaining adequate safety standards, concern for the environment, being honest and straightforward in statements to the public, etc.

The survey summarized that the biggest concern facing Wood River area residents is unemployment; the overall attitude toward the Complex is highly favorable; Shell is perceived as "about as responsible as" other industries; and the Complex is highly rated for its landscaping and appearance, safety and for supporting community activities.

SURVEY RESULTS

A few of the questions and responses from the survey are listed below.

What do you (residents) see as the biggest problems facing the community? Unemployment - 57%, pollution - 8%, taxes - 6%, high cost of living - 6%, and roads/streets need repairing when it rains - 5%. No other problem was mentioned by at least 5% of those surveyed.

How do you rate the relative importance of specific issues facing the community? Stimulate employment



Results of a Community Monitor Survey were presented to Wood River employees in July by Meera Buck, of Shell's Survey Research group in Head Office. Three hundred area residents were interviewed to determine their attitudes toward Shell.

opportunities - 82% said this is extremely important, 11% somewhat important. Control pollution from local industry - 56% extremely important, 32% somewhat important. Reduce the threat of crime - 56% extremely important, 29% somewhat important. Improve the highways, roads and streets - 42% extremely important, 44% somewhat important. Improve the local school system - 41% extremely important, 28% somewhat important.

How familiar are you with Wood River Manufacturing Complex? Know

a great deal - 8%, know quite a bit - 11%, know something - 30%, know very little - 49% and never heard of it - 2%.

Overall, what is your general attitude toward Shell? Very favorable - 52%, somewhat favorable - 35%, somewhat unfavorable - 5%, very unfavorable - 2%, and no opinion - 6%.

Based on what you know or have heard about Shell or the Complex, how do you perceive the effect it has on the community? Mostly good effect - 79% mostly harmful effect - 5%, no noticeable effect - 14%, and don't know - 2%.

For the most part, those people surveyed who live within two miles of the Complex have very similar attitudes toward Shell as compared with those who live further away. The nearby residents are slightly more familiar with Shell operations and more favorable toward Shell on several counts—they rate Shell as doing a good job in regard to appearance and in maintaining safety standards for workers, and they believe Shell is more responsible than other industries.

The survey also revealed that employees and people who know employees of Shell, tend to be more familiar with and favorable toward the company than those with no Shell association.

A similar Community Monitor Survey was conducted for the Martinez Manufacturing Complex in California, and two others are planned for Shell Exploration & Production operations, according to Buck.

Are you registered to vote?

How long has it been since you voted?

Some states cancel your registration for failure to vote after anywhere from two to 10 years, or after a general-election year. Most, but not all, notify you when they cancel.

Based on U.S. Census reports, there is considerable room for improvement in the percentage of our voting-age population that registers. Only 64.1 percent reported they were registered to vote in the 1982 election, and in 1980, a presidential-election year, registration reached only 66.9 percent.

There are hair-raising stories of how a handful of votes could have

changed the outcome of elections. Following are a few examples from 1982:

- In the House of Representatives, 14 races were won by 2,500 votes or fewer per district; 82 races were won with 55 percent of the vote or less.
- In Texas, one representative won by 344 votes. That's 1.5 votes per precinct.
- A Pennsylvania representative won by 2.1 per precinct.

If you have any doubts about whether you're registered, check with your county or municipal clerk. Registration is open in most states until early October.

**NOW
WE NEED
EACH
OTHER
EVEN MORE**



United Way is people helping people

It is no secret that southwestern Illinois is coping with an economic slump brought about by the closing or relocation of several large businesses, and the reduction in work forces of many small- to mid-size firms. Although Shell, Olin, Laclede Steel and others are maintaining steady employment levels, there are indications that the economic base has not yet bottomed out.

The frustration of area residents who have lost jobs is reflected in the increased need for services designed to keep families together. Enter United Way—an independent organization that raises, administers and disburses funds to charitable agencies. The agencies provide direct services to people.

On countless occasions, people have turned to United Way for a helping hand. River Bend United Way, which covers northern Madison, southern Macoupin, Jersey, Greene and Calhoun Counties in Illinois, provided human care services to nearly 92,000 area residents last year through 28 agencies. Other United Way organizations such as Edwardsville-Glen

Carbon, Collinsville, Tri-Cities and Greater St. Louis also report a high demand for services.

Jack Blair, River Bend president, said there is a great need in this part of Illinois for the basic necessities of life, including food, clothing, shelter, energy assistance and medical attention.

"At present, our community has no coordinated system to accommodate short-term or intermediate-term housing for families," Blair said. "We know of at least three families that are living in their cars."

Blair places a high priority on housing, energy assistance, food, medical attention, family counseling, wife and child abuse programs, and expanded information and referral services.

Who is eligible for help? That depends entirely on the program or service. Some agency services are available for the elderly or young; others help the sick and disabled. The agency providing the service will explain the eligibility details. However, no one is denied service because he or she cannot afford it.

The following real-life stories of local

residents describe how United Way can help people in need. The names used in the examples are fictitious.

Several weeks ago, Mrs. James phoned United Way to request emergency assistance. Faced with a fairly large past-due utility bill, she was afraid to contact the company to discuss her problem. As a result, her power was due for shut-off. Incidentally, Mrs. James is a widow with two children and a limited income. Her six-year-old boy is a severe asthmatic.

After verifying Jimmy's health problem with the family physician, United Way contacted the utility company and assisted in paying a small retainer to keep the power on. A budget plan was arranged by the company which enabled Mrs. James to pay for the monthly charges.

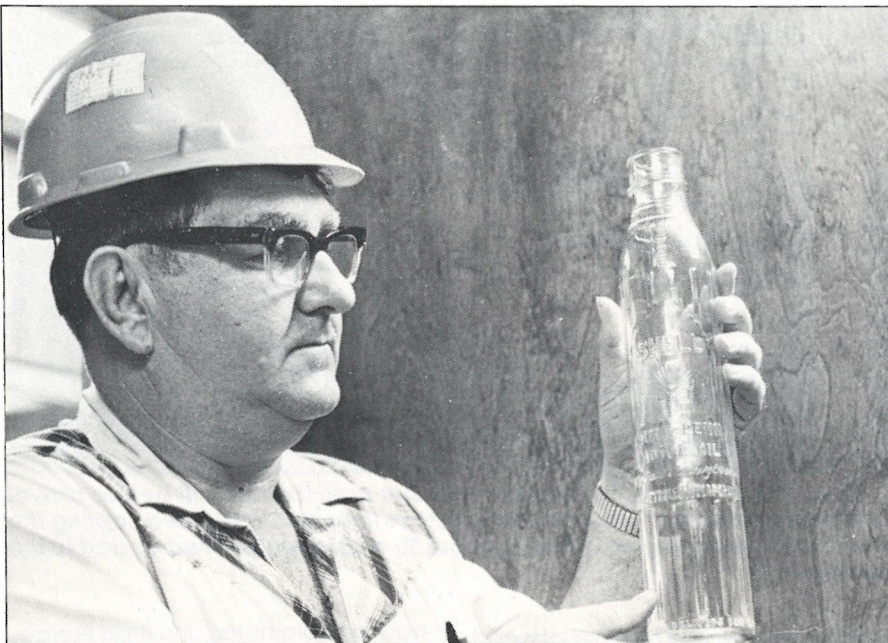
Today, Jimmy's asthma is under control and he can breathe normally. Mrs. James is feeling better too. She appreciates the fact that people in the community care enough to help a stranger in trouble.

Next, there is the story of David from East Alton. He worked for a river towing company and his career looked bright until he was injured in an accident. A fractured spine put David on the disabled list.

He received Social Security disability for one year but was then notified that payments were about to cease. David called United Way and found he was qualified for financial assistance from the Health Fund and agencies supported by the fund. To help make ends meet, he sold his car and most of his family's household possessions.

Other support was provided by the Illinois Department of Public Aid, Wood River Township Assistance and from a federally funded agency. In spring 1983, David had a hearing before a federal law judge in St. Louis and his Social Security disability benefits were reinstated.

"United Way and its agencies were able to help David and Mrs. James because of the ongoing and generous support of people in the community," said Blair. "Every dollar contributed and every hour of time volunteered makes a difference. People helping people... that is what United Way is all about."



Don Reynolds, Compound House, recently purchased a one-quart bottle from a Tulsa novelty shop that once contained Shell product. He is curious as to what the bottle was used for and how old it is. Anyone who can identify the container is urged to contact Reynolds. Markings on the glass state: Shell-Penn Motor Oil, Shell Petroleum Corporation. The numbers 7, 1 and 5 are on the bottom.

Operators, Fire Crew provide quick response during fire

Wayne Frazer was making routine adjustments to the Kerosene Hydro-treater Unit (KHT) the morning of June 26 when suddenly the sound of an explosion filled the air and a wave of heat passed over him. "It was like someone fired a shotgun near my head—buddy, it was loud," he said.

Frazer had been working about 100 feet upwind of the blast but said it was still "plenty hot." He sprinted to the nearby CR-3 control room and called in the fire alarm. Frazer returned to the KHT and made a head count of other employees who were working outside the area. Once everyone was accounted for, the work began.

"**Audie Beerup** ran over from the control room and we began blocking valves to stop the flow of kerosene, hydrogen and fuel gas to the unit," said Frazer. "We also shut down compressors and other equipment to minimize any chance of a secondary explosion."

Dan Huebener was in the CR-2 control room, where KHT operation is regulated, when he heard the explosion. "I looked out the window and saw the fire ball . . . I was momentarily stunned by what was happening," Huebener said. He immediately followed emergency procedures to shut down the unit.

"I stayed in the control room to monitor and protect HDU-1 because I had no idea if the fire would affect its operation," he said. "I did what I was trained to do and reacted instinctively."

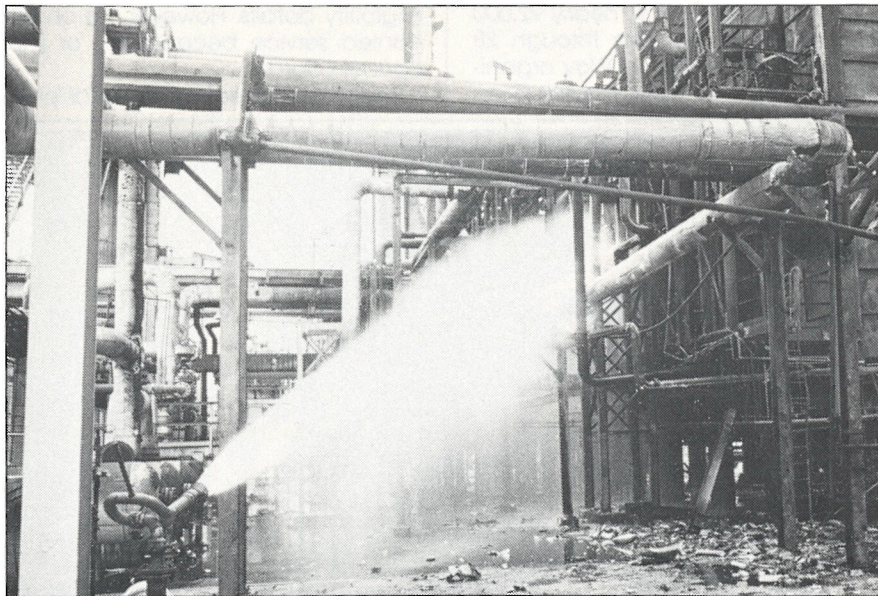
"I think we all realize that something like the KHT fire is possible," Huebener continued. "But when it actually happens, well, it is hard to describe the thoughts that race through your mind."

Operations foremen **Herb Sturm** and **Pat Brown** were at home when they were notified about the fire. They reported to the Complex and assisted on-duty foreman **Ron Gray** in coordinating response activities such as locating obscure valves and supervising the draining of water and kerosene from the ground outside the CR-2 control room.

"I have been through a few fires in the past—CR-3 was a big one—but have never seen a fire the magnitude of KHT," said Sturm. "Fortunately, the fire occurred during day shift when we had plenty of manpower available to



Dan Huebener, operator at Aromatics East, reacted instinctively when he heard the KHT explosion June 26. He remained in the CR-2 control room to monitor and protect HDU-1, not knowing if the fire would affect its operation.



Operators had directed streams of water onto the KHT unit before arrival of the Fire Crew. The crew then strung hose lines and continued cooling the unit and surrounding equipment. About 50 crew members responded to the emergency.

handle it. Operators did their jobs and then some."

Other employees who assisted during and after the fire include **Jim Keraghan, Tom Miller** and **John O'Neal**, operators; **Joe Pazero**, safety/training foreman; **Mel Arth**, Mainte-

nance coordinator; and **Brad Burrow**, Maintenance foreman.

FIRE CREW

Operations already had streams of water directed at KHT by the time the Fire Crew arrived at the unit, accord-

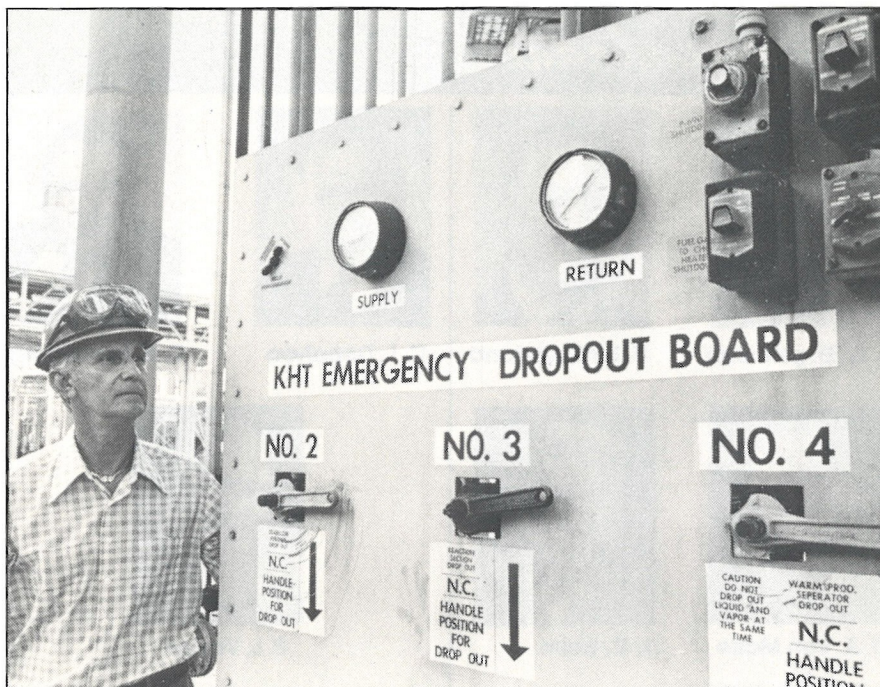
ing to **LeRoy Langendorf**, Safety & Industrial Hygiene. The approximately 50-member Crew strung hose lines and pumped more water onto KHT and surrounding equipment.

When the fire was extinguished, the Crew continued to maintain water streams as a preventive measure. A skeleton crew with one truck remained at the scene until all isolation blinds were in place on feed lines. By 10 p.m., each of the trucks had been returned to the fire house and restocked with supplies.

"Anytime a fire alarm sounds there is initial confusion because of the many 'unknowns' involved," said Langendorf. "KHT was the biggest process unit fire I've responded to, yet there was less confusion than at other, smaller fires."

Langendorf added that the response and performance of Operations and Fire Crew personnel was outstanding.

Damage to the KHT was estimated to be more than \$1 million. **J. I. Smith**, process manager - Aromatics East, said repairs should be completed and the unit started up by mid-August.



Standing by the KHT emergency dropout board is operator Audie Beerup, who rushed to the board at the outset of the unit fire in June. He released pressure from KHT to the flare, shut down the charge pump and compressor and stopped the supply of fuel gas to the heater. Beerup then blocked a hydrogen valve located a few yards away.

Study teams

(Continued from page 1)

reviewed at a later date.

Others on the team are **Joe Sapienza**, supervisor - Maintenance; and **Bob Hill**, maintenance coordinator - Dispatching.

EMPLOYEE TRANSPORTATION

The Employee Transportation team is reviewing a big subject area that can best be addressed one step at a time, said **Howard Olsen**, manager - Economics & Scheduling. Over the years, employees have expressed views concerning parking conditions and transportation within the Complex. The team is defining strengths and weaknesses of the present system and will then decide how to go about making improvements.

"Transportation affects all employees so at some point the team will seek more input," said Olsen. "In the meantime, we have our hands full dividing the problem into manageable pieces."

Arlene Tutt, senior office assistant - Maintenance, said when she attended her first Employee Transportation team meeting, she questioned her ability to contribute. But after a few sessions Tutt's apprehension disappeared and her comfort level rose.

"Looking around the table I see that

everyone, regardless of their position, has something to contribute," Tutt said. "Learning about the team concept and how to relate to employees with different jobs is an experience in itself."

In addition to Olsen and Tutt, the initial team members are **Bill Davidson**, manager - Purchasing; **Al Kuli-niewicz**, instrument engineer - EOS; **Eldon Schneck**, foreman - Maintenance; **Lloyd Duty**, supervisor - Complex; **John McNally**, process manager - Gas; **Jim Deeter**, manager - Maintenance Shops; and **Max Rudolph**, supervisor - Security.

SAFETY MOTIVATION

The goals of the Safety Motivation team are to promote safety awareness and a good safety attitude, and to increase communication among employees about safety. The team develops incentive and motivation programs for employees to practice safe work habits.

Kevin Kieffer, boilermaker - Maintenance, said everyone on the team is striving for one thing—safety. "Programs like the slogan contest, TUITs, home mailings, milestone awards, safety calendars, hard hat stickers and others were designed with the help of the entire group," Kieffer said.

"No one person has the background to speak for the entire Complex; we all represent different parts of the operation."

Kieffer said the people he works with approach him with ideas, suggestions and questions concerning the team's activities. He relates the feelings of his co-workers during team meetings.

Bill Cunningham, senior industrial hygienist - Safety & Industrial Hygiene, agrees with Kieffer that Safety Motivation members are "team players." Employees who have served for a year or more provide continuity while newer members bring fresh ideas to the table, he pointed out.

"Management supports nearly every recommendation the team proposes," Cunningham said. "We are essentially given a free hand to develop safety motivation programs. The team is an excellent example of a productive, participative effort."

Other members are **Al George**, electrician - Maintenance; **Mark Del Vecchio**, pipefitter - Maintenance; **Andy Dick**, superintendent - Lubricants; **Lesla Foutch**, purchasing assistant - Purchasing; **Bob Kostelnik**, manager - Maintenance Field; **Mary Kay Campbell**, office assistant - Financial; and **Dave McKinney**, editor - Community Relations.

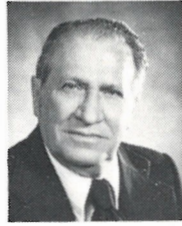
In remembrance



E. G. Engelmann



H. L. McClelland



C. L. Donahoo



C. B. Revenburgh



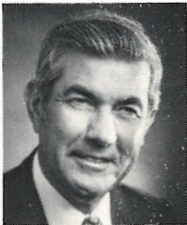
D. A. Van Matre



L. C. Heim



P. L. Voyles



T. Margaritis



W. D. Doak

Elmer G. Engelmann, 70, died June 21. Mr. Engelmann was a foreman, Cracking before retiring in 1978 after 38 years of service

Howard L. McClelland, 76, died July 1. Mr. McClelland was a carpenter 1st, Engineering Field before retiring in 1967 after 28 years of service

Carlyn L. Donahoo, 67, died July 4. Mr. Donahoo was an operator 1, Distilling before retiring in 1978 after 34 years of service.

Clay B. Revenburgh, 59, died July 5. Mr. Revenburgh was an operator 1, Utilities and had 36 years of service.

Correction noted

The article entitled "Retirement program improved" in the July Wood River Review contained a typographical error.

Supplementary payments are now made to pensioners who retired prior to Jan. 1, 1981, not Jan. 1, 1984.

Donald A. Van Matre, 55, died July 7. Mr. Van Matre was supervisor, Computer Services and had 37 years of service.

Lester C. Heim, 69, died July 11. Mr. Heim was a concrete finisher, Maintenance before retiring in 1977 after 34 years of service.

Preston Voyles, 59, died July 15. Mr. Voyles was an operator 1, Gas department and had 37 years of service

Tommy Margaritis, 59, died July 19. Mr. Margaritis was a foreman, Maintenance before retiring in 1984 after 35 years of service.

Willard D. Doak, 82, died July 23. Mr. Doak was a mechanic 1st, Research Laboratory before retiring in 1963 after 23 years of service.

Anniversaries



Syd Syddall
Maintenance
35 years

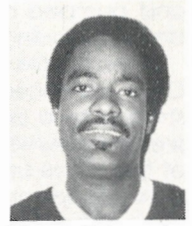


Jim Peat
EOS
30 years

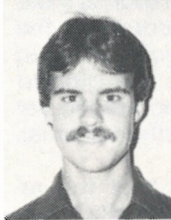
New to WRMC



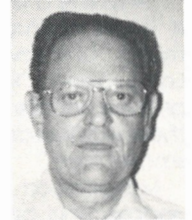
Brad Cummins
Aromatics East



Myron Edwards
Laborer



Mike Grantham
Lube-Comp.



Rod Howard
HOP/DMK/IPA



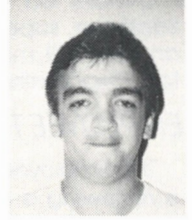
Janice King
EOS-HOP



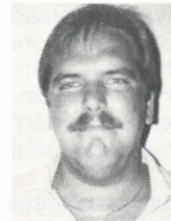
Ron Langendorf
LOP-Gas



Frederick Lewis
Lube-D&D



Ken Mattingly
Instrument



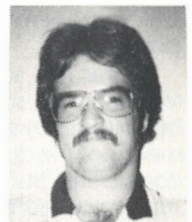
Steve Mueller
Instrument



Tom Nemsy
Lube-D&D

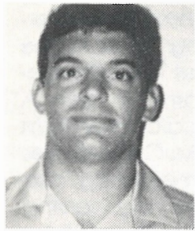


Bill Pease
Major Projects



Bruce Redman
EC/Utilities

New to WRMC



Ron Schilli
Instrument



Scott Senko
Instrument



Ken Smith
Major Projects



Jennifer Street
EC/Utilities

Pensioners' dinner set for American Legion

The 18th annual Shell Wood River Pensioners' Dinner will be held Wednesday, Sept. 26 at the American Legion Hall, Edwardsville. The festivity will run from 11 a.m. to 4 p.m. with the meal served at noon. Cost is \$6 per person.

Persons wishing to attend must make advance reservations and payment. Deadline is Sept. 21. Use the reservation form below and send it along with a check or money order payable to "Shell Pensioners' Dinner Fund."

SHELL WOOD RIVER PENSIONERS' DINNER American Legion Park, Edwardsville

Enclosed is my \$6.00 check
or money order. Please
reserve a place for me.

Wednesday, Sept. 26, 1984
11 a.m. to 4 p.m.
Meal served at noon

Name _____ Dept./Craft _____

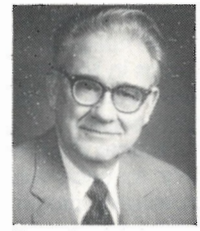
Age _____ Date Retired _____ Residence/Town _____

**Please return to Cliff Davidson, 3207 Greenwood Lane, Godfrey, IL 62035
All reservations payable in advance to "Shell Pensioners' Dinner Fund"
by Sept. 21.**

Retirements



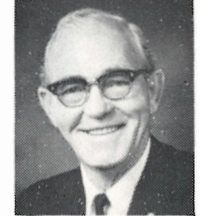
Guy Wombles
Maintenance
41 years



Ross Lee, Jr.
Econ. & Sch.
37 years



Cecil Giles
Maintenance
36 years



Bud Bearden
Maintenance
32 years



Ken Darte
Maintenance
32 years

Classified Ads

For sale: 1981 Olds Cutlas LS. 4-door, white w/red interior, many extras, new tires, 33,000 miles. Asking \$6,400. **Lucille Maloney, 618/656-2144.**

For sale: Good quality clover hay. **Mark Smith, 618/377-6813.**

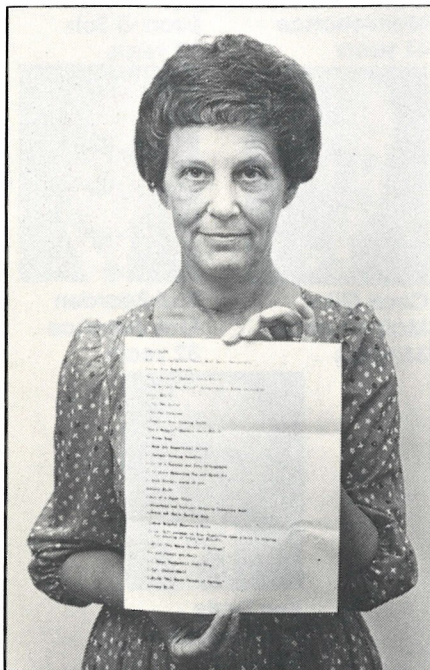
WOODY & CLYDE



Jones is on a winning streak

Gini Jones can tell you exactly when her luck changed for the better. It was in March 1983 after she won a wall clock in the Complex safety slogan contest.

"Before the clock, the only thing I'd won for years was a box of candy in a cafeteria drawing," said Jones, an office assistant in EP&S - Inspection.



Gini Jones, EP&S, holds a list of prizes she has won in the past 17 months by entering contests and sweepstakes. Jones said her "good luck" got its start in March 1983 when she won a clock in the Complex safety slogan contest.

"Now, I am anxious to check the mail each day to see what else I have won."

Of course, to win prizes you have to first enter contests, Jones explained. Her husband Earl takes care of the paperwork. He gets a kick out of filling in entry forms and putting Gini's or daughter Donna's name down as the entrants. Earl doesn't tell them which contests they are registered for, so it is a double surprise when Gini or Donna learn they are winners.

Winning has become almost routine at the Jones household lately.

They've won prizes in nearly 30 different contests, including: \$100 in the Carnation "Great Meat Taste Sweepstakes," \$100 in Charmin's "Win A Whipple" contest, a calculator from Alka-Seltzer, cookbooks, Currier & Ives lithographs, jewelry, measuring cup and spoon set, a tote bag, serving trays and small amounts of cash from the lottery.

Jones said she buys a lottery ticket every week but is realistic about her chances of winning big money. "I am satisfied to win anything—it is all fun for me," she said.



Complex manager Bill Durland presents a check for \$5,000 to Clinton Rogier and Mary Ann Shaw as the first of two Shell donations to the Edwardsville YMCA. The donations are going to assist in "Y" improvements.

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

Bulk Rate
U.S. Postage
PAID
Wood River, IL
Permit No. 229



Published monthly for
employees and pensioners
of Shell Oil Company
in Wood River, Illinois

David B. McKinney, editor
(618) 254-7371,
ext. 2168