

Look inside for the Wood River Review readership survey, page 15!

WRR

WOOD RIVER REVIEW

JAN. / FEB. 1992



Bruce Dorris Keeps Contractor Safety Top Of Mind

When Bruce Dorris assumed the role of

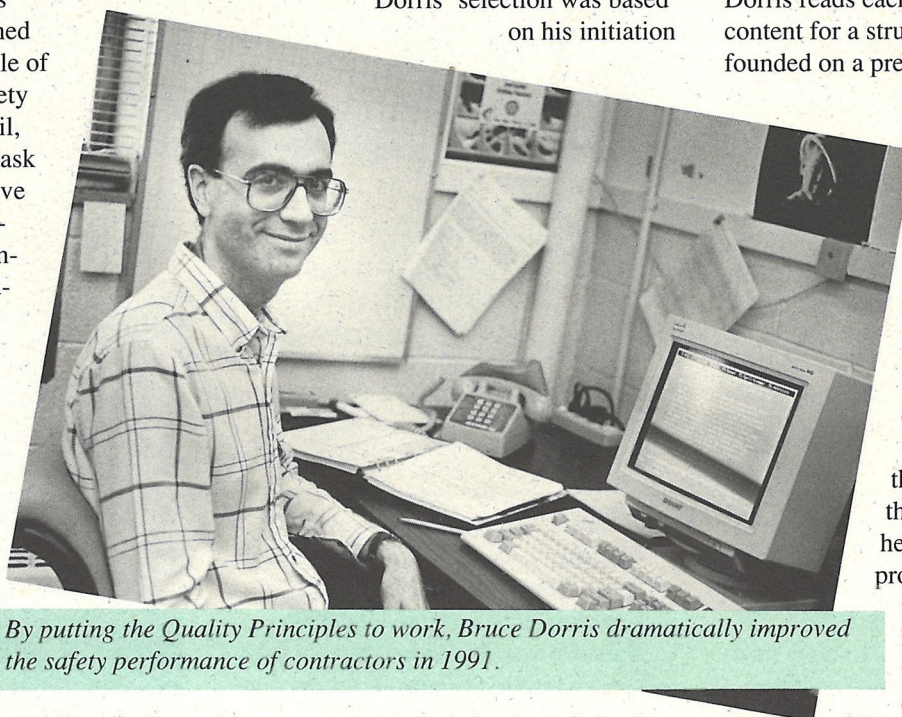
Shell Contractor Safety Coordinator last April, he had a significant task laid in his lap: improve contractor safety performance. With a contractor OSHA recordable rate of 7.6 in 1990, Dorris knew the task would be formidable.

But by applying the four Quality Principles, Dorris was able to spearhead a continuous improvement campaign that brought the contractor OSHA recordable rate down to 2.14 in 1991. For this, Dorris was selected as the recipient of the 1991 Complex Beacon of Quality Award. He learned of his nomination during the 5th Annual Beacon of Quality Awards luncheon, held Jan. 8, at Southern Illinois University at Edwardsville.

The luncheon, hosted by the Complex Management Team, honored

139 Beacon Award recipients for their commitment to and promotion of the Quality Principles. These are: defining customer requirements; preventing non-conformances; measuring performance; and continuously improving all products, services and processes.

Dorris' selection was based on his initiation



By putting the Quality Principles to work, Bruce Dorris dramatically improved the safety performance of contractors in 1991.

of numerous programs to improve contractor safety at WRMC.

"Bruce worked with contractor management to improve their understanding and implementation of the prevention-based safety process we use at Shell," says Bob Schobernd, Maintenance Supervisor, Contractor Management. "To audit the knowledge of safety among workers in the field,

Bruce talks to contractor workers one to one. This way, he learns if the contractor safety programs are actually reaching the field employees."

During 1991, Dorris asked the 125 or so WRMC contractors to send their safety manuals to him for review. Dorris reads each manual, evaluating content for a structured safety process founded on a prevention system.

"I look for evidence of a safety process, not just rules and regulations," says Dorris. "Contractor employees must know what is expected of them and carry a belief that accidents can be prevented."

Dorris also ensures that each contractor in the field knows his or her company's safety process. "I go out into the field each day and talk with various contractor workers," he explains. "I ask them

direct questions, like what they'd do if they were

injured. This way, I can discover if they are prepared for emergencies and if they know the safety process here at Shell."

To measure and track performance, Dorris initiated a weekly report

Continued on page 16

BEACON OF QUALITY AWARDS LUNCHEON

WRMC Honors 1991 Beacon Of Quality Award Winners

Some 139 WRMC employees recently were honored at the 5th Annual Beacon of Quality Awards luncheon, held Jan. 8, at SIUE. The awards, presented semi-annually and celebrated with an annual luncheon, honor employees who make marked personal contributions in promoting and implementing Shell's quality principles.

"Each of you is very special to Shell," said Doug Groves, Manager Business Services, during the luncheon. "During 1991, many good things happened at Wood River Manufacturing Complex, and one of them was a 21-percent increase in our nominations for this prestigious award over last year. That proves that there are lots of people putting the quality concept to work here."

Ray Lopez, Vice President Manufacturing & Technical, was the guest speaker at the luncheon. Lopez told the audience that Shell has been pursuing quality principles for a long time, highlighting its inception and growth within the organization. Lopez also told the audience that WRMC had taken a lead in promoting quality in safety performance.

"No other location has applied the quality principles so aptly to their safety programs," said Lopez. "In November, you passed a safety milestone of more than 3 million hours worked without a lost-time injury, a record not seen at this location since 1947. And you continue to build on this record every hour you work safely."

"I congratulate you and I encourage you to keep it up," Lopez continued. "Next year, you may double the number of people invited to this luncheon today."

Gayle Johnson, Manufacturing



Above: Manufacturing Complex Manager Gayle Johnson presented the Complex Beacon of Quality award to Bruce Dorris, Contractor Safety Coordinator. Right: Ray Lopez, Vice President Manufacturing & Technical, served as guest speaker at the Fifth Annual Beacon of Quality Awards Luncheon.

Complex Manager, presented the Complex Beacon of Quality Award to Bruce Dorris, Shell Contractor Safety Coordinator. He also reminded the audience that the quality process provides a logical framework for communication.

"The quality process provides a way for us to unlock the talent and skills of everyone," Johnson said. "No one knows everything necessary to keep this Complex running—it takes the efforts of everyone to get a quality job done. Let's continue to make progress in this important area of our business."





Left & Below: A select 139 Beacon of Quality award recipients enjoyed the meal served in their honor on Jan. 8.



Above: Complex Beacon of Quality winner Bruce Dorris (center) was applauded for his performance by Manufacturing Complex Manager Gayle Johnson (left) and Vice President Manufacturing & Technical Ray Lopez.



Right: Doug Groves, Manager Business Services, provided opening remarks at the Fifth Annual Beacon of Quality Awards luncheon.

MANUFACTURING
EXCELLENCEIn Pursuit Of Manufacturing
Excellence

In its continuing commitment to performance leadership in the petrochemical industry, Shell has developed a set of guidelines to help employees improve overall performance at Shell's manufacturing locations, including WRMC.

Called the Standards For Manufacturing Excellence or SFME, the document includes 78 requirements pertaining to health and safety, environmental, customer satisfaction, operations, maintenance, quality assurance, technical assurance and asset stewardship. The SFME are an extension of the quality improvement process, established by Head Office.

Manufacturing Complex Manager Gayle Johnson, who participated in the development of the SFME concept, says the standards ensure that all manufacturing locations are operating by the same set of requirements.

"The standards represent the fundamental requirements for managing and operating a Shell manufacturing facility," he says. "By having these, all locations will work toward the same goals."

Jim Newlin, Complex Superintendent, adds that employees can expect to conduct routine business by the requirements outlined in the SFME. "The SFME document serves as a fundamental tool to help us achieve our vision, mission and operating principles," he says.

SFME requirements incorporate guidelines recommended by the American Petroleum Institute. Their aim is to: ensure the safety and health

of Shell employees and other workers on site; protect the environment; provide for reliable and efficient operation of facilities; minimize the risk of product or property losses; maintain a positive relationship with the communities

Complex progress toward meeting the requirements. In many areas, including safety and environmental, WRMC performance was already very good.

In other areas, it was recognized that full conformance may take a few years. However, progress is already being made on a number of fronts with the WRMC special emphasis programs.

To help provide the leadership for the SFME planning and coordination, Jeff Fornero was named SFME Coordinator in August 1991. Since that time, Fornero has been developing a plan to help WRMC achieve full SFME conformance.

"We've already implemented several of the SFME requirements at WRMC, but many more will be addressed in the future," Fornero explains. "Steady long-term continuous improvement over a period of time is consistent with the intent of the SFME document and its long-term perspective."

Fornero says all employees can expect the SFME requirements to affect them at some point in the future. "The requirements will fundamentally improve the way everyone works at the Complex," he says. "SFME will become the minimum standard by which we do our business."

If you are interested in reading the SFME requirements, you can access them via computer. At the PROFS prompt, type "SFME," just as you would "NEWS." You will find a topic menu that is easily followed.

"The requirements
will fundamentally
improve the way
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Complex. SFME will
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do our business."

— Jeff Fornero
SFME Coordinator

adjacent to Shell manufacturing locations; and meet the requirements of internal and external customers.

The standards originally were issued in October 1990. Shortly after that, WRMC management assessed

WRMC Celebrates Earth Day With Poster Contest

WRMCM's Environmental Awareness Team is kicking off its April "Environmental Awareness Month" celebration in grand style, with an Earth Day poster coloring contest for children.

Any child, age 4 to 15, who is related to a WRMC employee or retiree can enter the poster contest. Children are asked to color or draw a picture that relates to the contest theme "I am a good neighbor to the environment." Poster kits containing contest rules and paper are available from any department secretary.

Entries will be divided into four age categories, with first, second and third prizes awarded for each. The

categories are for ages 4 to 6; 7 to 9; 10 to 12; and 13 to 15.

Several high-school art instructors will judge the posters. First-place winners will receive a \$100 savings bond during a special Earth Day ceremony on April 22. Participants who take second place will receive a \$75 savings bond, and third-place winners will receive a \$50 savings bond.

In addition, a single "grand champion" will be selected from the four first-place winners. That child's Earth Day art will be made into an official WRMC poster and given to employees. All posters will be displayed in the cafeteria during April.

"The Environmental Awareness Team is hoping to raise environmental awareness and performance among employees and the community," says Bob Gillette, Technical Superintendent, Process/Environmental. "The Complex will be involved in a number of environmental activities during April, including shrub and tree planting at Kendall Hill and presentations at area schools."

Participants should submit their Earth Day posters between Feb. 15 and March 15, using the paper and envelope provided in the kit. For more information, call Jane Dempsey at extension 2435.



Building Environmental And Safety Traditions

It takes strong commitment to prevention to continuously improve our safety and environmental performance, but WRMC employees can meet the challenge. That's the belief of the Safety Awareness and the Environmental Awareness teams, who redesigned the tracking signs at the Main Gate and South Gate for 1992. The signs now read "Building Environmental and Safety Traditions."

In addition, the teams added a second set of indicator lights to track WRMC's environmental performance as well as its safety performance. Now, employees can know at a glance where the Complex stands in both safety and environmental performance.

The safety performance light is green as long as no serious injuries have occurred, yellow if the Complex has had one serious injury and red if it's had two or more serious injuries. Similarly, the environmental indicator light is green when there have been zero to nine environmental recordable incidents in a month, yellow for 10 to 17 recordable incidents in a month and red for 18 or more recordable incidents in a month. WRMC's 1992 goal is to have an environmental incident rate of 10 or lower and an OSHA recordable rate of 1.8 or lower.

"We combined health and safety tracking with environmental because they share the same elements," says Larry Snell, Manager Health & Safety. "We hope the environmental performance will build on the success of the safety tracking signs."

"Our logo, which shows a focus on the base of the Heinrich Triangle, remains the same for 1992, because prevention is key to our success. If we work on prevention, the results will take care of themselves."

WRR RELIABILITY

And The Winners Are...

Any "Rock of Reliability" winner will tell you it took plenty of hard work to garner that prestigious title. Developed more than a year ago by the Complex Management Team (CMT), the award recognizes any group, large or small, that demonstrates leadership in reliability.

Judging for the monthly award is based on a number of criteria, including meeting business needs, continuous improvement, human reliability, root-cause analysis, prevention and safety/environmental performance. A committee of eight superintendents selects each month's winner.

Here's a list of the winners from September through December 1991, with a brief description of what they did to earn the Rock of Reliability award.

September Winner: Materials Management

The Materials Management organization, which is responsible for the reliability and availability of about 20,000 stock items, garnered the September award for their continuous improvement, human reliability and prevention activities. Materials Management became a leader in reliability at WRMC in the areas of inventory integrity, stock reliability and data integrity.

In 1989, the group introduced a perpetual inventory cycle for account 5701 material (stock items with a value greater than \$50). Each week, Materials Management reviews an allotted number of stock items to verify that the quantity on hand matches the number shown on their on-line inventory control system. This method raised inventory integrity from 94.9 percent in 1989 to 96.2 percent as of September 1991.

The group also measures stock reliability, or the ability to offer client groups requested stock material. Any time they cannot fully meet the need, they count the incident as a "stock out" and determine the root cause. Stock reliability rose from 96.35 percent in 1989 to 98.6 percent by third quarter 1991.

In addition, Materials Management is responsible for the custodianship of spare parts data, including descriptions, suppliers and equipment spare parts lists. In preparation for 3MS/PERMAC, the group dedicated considerable resources to ensuring the integrity of the data. They also worked with client groups to standardize material item keywords to facilitate shopping within on-line catalog systems. The group reduced the number of keywords from 1,665 to 830.

October Winner: Fuels Bundle Crew

The Fuels SLU (Bundle Crew) won the October award for the criteria of meeting business needs, continuous improvement, human reliability, root-cause analysis and prevention activities. The group met Fuels objectives and supported unit and inspection needs. They also met emergency needs for Fuels unplanned work, while continuing to maintain the daily scheduled work to keep units on planned production.

To track productivity, operation/maintenance readiness and planned versus actual work, the crew developed and implemented a bundle status report. In addition, they created a process to track the problem areas of the daily job, such as leaking valves and difficult blinding locations that require a special tool, scaffold or crane.

To provide root-cause analysis, the crew developed a study team to implement improved methods of handling the bundles to eliminate damage and increase heating and cooling capabilities. They also highlight delays and document the cause and corrective ideas.

The crew's prevention activities include yearly planning to obtain an overview of inspection requirements and training crew members to handle special bundles to reduce tube damage.

November Winner: Payroll/Schedulers

Payroll/Schedulers received the Rock of Reliability for meeting business needs and showing continuous improvement. The group's goal was to provide routine error-free payroll to employees. They made major strides toward perfect performance, using human reliability and prevention activities.

The group used one-to-one meetings with foremen, made system modifications, standardized jobs and forms and instituted formal training to boost its record. Proof of major strides in reliability can be seen in Payroll/Schedulers' quarterly analysis of errors. In the fourth quarter of 1990, for instance, 8.9 percent of payroll to maintenance workers had errors in it. By third quarter 1991, the Payroll/Schedulers group had brought that error rating down to 1.9 percent. Similar reductions also were seen in payroll for Fuels, Logistics and Lubricants employees.

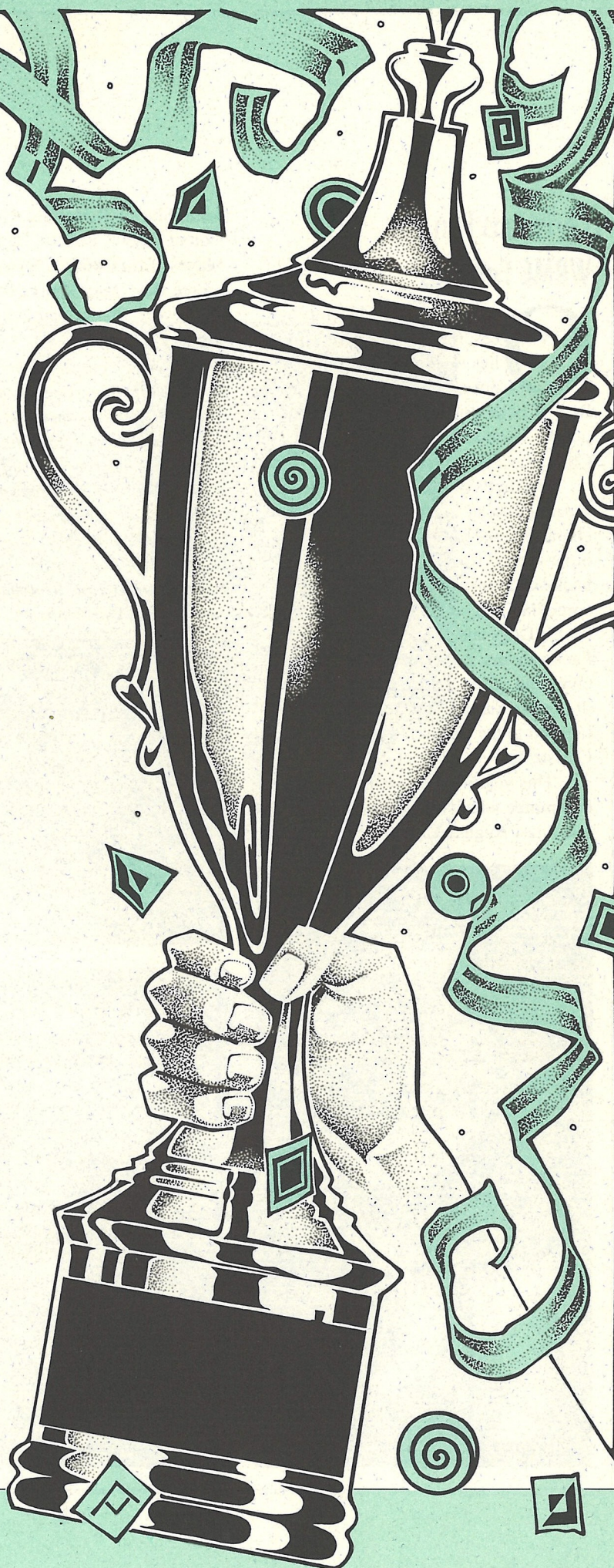
Team members were: Jerry Brooks, Dianne Isaak, Roxanne Redman, Vic Sims, Arlene Tutt, David Williams, Bill Generally, Evelyn Kent, Barb Rock, Mike Tracy, Barb Wiekhorst and Dennis Bolton.

December Winner: SRU Investigation Teams

The Sulfur Recovery Unit (SRU) Investigation Teams garnered the December award for the reliability criteria of meeting business needs, root-cause analysis and human reliability.

The group improved reliability by thorough cause identification and proposed solutions. Then, they provided management with the data needed for common-cause analysis.

Risk assessment, procedure and role management, engineering design and application, and process monitoring and control were identified as common causes from the data provided by the Investigation Teams. Team members are: Paul Pizzini, Al Kuliniewicz, Bart Hatfield, Chuck Drury, John Edwards and Chester Brooke.



WRR

CHILDREN'S
CHRISTMAS PARTY

Christmas Fun For
WRMC Families

On Dec. 10, WRMC employees, retirees and their families flocked to the gymnasium of the East Alton-Wood River Community High School to participate in another "Children's Christmas Party."

Hundreds of families enjoyed greeting life-size cartoon and Christmas characters and gathering candy and other special treats. Then everyone sat back and enjoyed the show put on by comedian juggler Bobby Hunt, the Do-Se-Do Dogs and magician Ron Lefton. Face painters, caricature artists, clowns, elves and mimes added to the fun. And of course, Santa Claus and Mrs. Claus listened to the children's requests for Christmas.

This year's party was planned by a committee which began preparing the event last August. Committee members

were: Shirley Roderfeld, Bill Jacobs, Dottye Taylor, Babette Reinert, Phyllis Mayes, Tara Condon, Susan Dodd, and retiree Ray Ogle. Many other Shell employees also helped to make the evening a success.

Bottom left: Everyone enjoyed the Christmas party, especially little children. Below: Face painting was a highlight of the holiday event. Bottom: Hundreds of WRMC employees, retirees and their families came to the East Alton-Wood River Community High School to enjoy the festivities. Right: Santa Claus listened carefully to each child's Christmas wish.



Top: Children's Christmas Party clowns made many a face smile. Left: Mrs. Claus listened to her share of holiday lists. Above left: Youngsters especially enjoyed meeting life-size characters, who distributed candy and performed tricks. Above right: Many "elves" lent a helping hand during the party.

WRR BILLBOARD

WRMC And Roxana High School Honored For Partners In Education Program

WRMC's "Partners In Education" program, which teams the Complex with students from Roxana High School, recently was one of 14 outstanding business/school partnerships recognized at the first Illinois State Council on Business/Education Partnerships Conference, held in Chicago Jan. 23. Illinois Governor Jim Edgar presented the award.

Roxana High School Principal James Herndon says the school nominated WRMC for the recognition. The Partners In Education program was one of more than 90 programs evaluated for the award statewide.

"The initial purpose of the partnership was to strengthen the link among industry, education and the community," says Gayle Johnson, Manufacturing Complex Manager. "Since 1989 when we developed our community awareness program, Partners In Education has become much more. Programs and initiatives such as Shadow Day, Career Day, scholarships and mini-grants have opened up numerous doors for hundreds of high school students."

The Partners In Education operating committee is comprised of representatives from Roxana High School and WRMC. The group meets monthly to develop and implement programs based on the knowledge and talents of both industry and education.

One of the most significant aspects of the partnership has been the enthusiasm and cooperation shown by WRMC employees and Roxana educators, say Principal James Herndon and Logistics

Superintendent Howard Olsen. Almost all of the programs rely on the expertise and talents of volunteers.

Tara Condon, a member of the Partners In Education committee, says more than 100 employees and educa-

tors participated in the program during the 1990-91 school year. "Getting employees involved has never been a problem," says Condon. "We have great participation in this worthwhile program."



Roxana High School junior Kenny Rozell learns about shops from Tinner Bob Heuer during a Jan. 15 Shadow Day.

WRR BILLBOARD

1992 Calendar Of SRA Events



Here is a calendar of activities planned by the Shell Recreation Association for the upcoming year, as well as a listing of ongoing sports activities and the seasons they're played. As more events are scheduled by the SRA, the *Wood River Review* will carry the information in the appropriate issues.

For additional information about any of these scheduled events, call Kerry Pitt at extension 2509. For more information about sports activities, please contact the appropriate league secretary listed below or Becky Bertani at extension 3196.

League Secretaries:

Archery	Bill Owens
Basketball	Jeff Stockard
Camera Club/Racquetball	Briam Semmler
Volleyball	Keith Schoenleber
Softball	John LaCour
Co-ed Softball	Jean Hayes
Bowling (Wed/Sun)	Mike Brooks
Co-ed Walleyball	Lesa Foutch
Co-ed Volleyball	Dave Crockett
Bowling (Mon)	Harry Green
Skeetshooting	Larry Ray
Trapshooting	Larry Ray
Pistol League	Jim Maxfield
Radio Club	Bob Travis
Bass Tournaments	Mike McVey
Fishing	Roy Pickerill

SRA Activity

Date

Camera Club	January-December
Radio Club	January-December
Pool Tournament	February
Co-ed Walleyball	February-April
Volleyball	February-May
Archery	February-September
Fishing Contests	March-October
Archery Shoot	March 7
Bass Tournaments	April-September
SRA Easter Egg Hunt	April 11
Trapshooting	May-August
Softball	May-August
Co-ed Softball	May-August
Golf	May-August
Skeetshooting	May-September
Pistol League	May-October
SRA Spring Dance	May 2
SRA Golf Day	June 27
SRA Family Day	July 25
Bowling (Mon/Wed)	August-May
Co-ed Bowling (Sun)	August-May
Co-ed Volleyball	August-October
Annual Bike Tour	September
Golf/Match Play	September-October
Archery Shoot	Sept. 12
Basketball	October-February
SRA Fall Dance	Oct. 24
Bowling	November-December
Racquetball	November-February
SRA Board Dinner	Dec. 3

WRR BILLBOARD



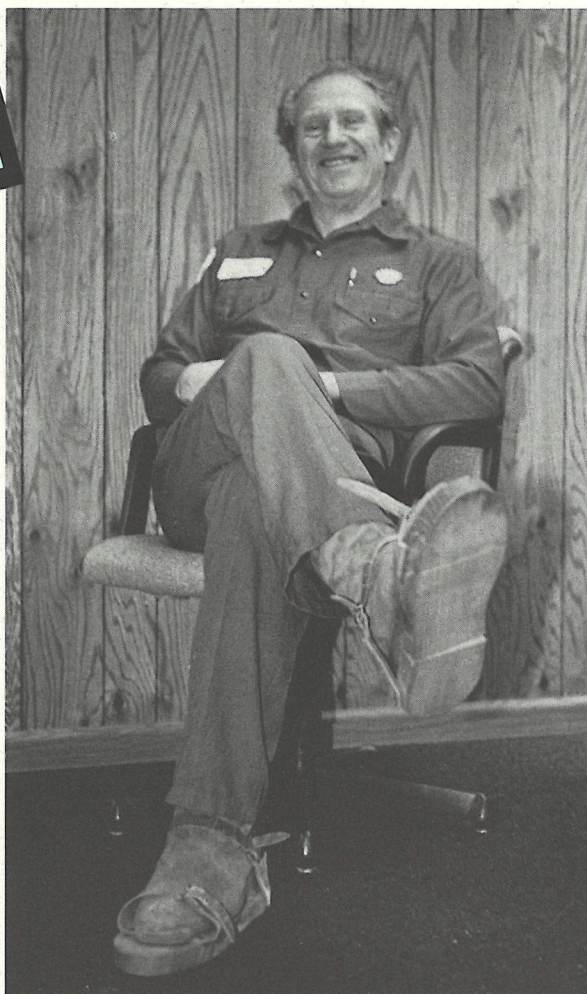
A Moment In History

Did you know that at one time in WRMC's history, employees wore wooden shoes?

These weren't the wooden shoes most people associate with Dutch history, but an important piece of many employees' safety gear. And unlike the famous Dutch shoes, these provided protection only for the soles of feet, slipping on over regular work shoes.

The wooden shoes were used when an employee needed to enter places where heat had accumulated, making floors too hot for ordinary work shoes. Years ago when coke was produced at the Complex, employees had to enter hot coke chambers. The shoes also were used for entering shutdown furnaces after the air had cooled but the floor remained hot. Because wood is a poor conductor of heat, the shoes were ideal for such jobs. Today, the shoes are still used in some steel mills.

If you would like to see these relics of a long-gone era or learn about the history of Wood River Manufacturing Complex, stop in at the History Museum any Wednesday,



Design Draftsman Bob Leckrone models the wooden shoes once worn by many Complex employees.

between 10 a.m. and 2 p.m. The museum is located in the basement of the Main Office Building. For information, call 618/255-3081.

The History Museum is looking for these items:

- ✓ "Shell News," 1981, No. 1
- ✓ "Shell News," 1986, No. 6

If you have these items or Shell artifacts you'd like to donate, bring them to the Main Office Building reception desk. A receptionist there will ensure that the items are received by the History Museum.

Thank You From The United Way

To Our Friends At Shell:

Saying "thanks" to a group like yours seems so inadequate, but our thanks comes from the heart. The strides you have made with your campaign have been outstanding, and the community is taking notice.

Besides all of you doing an excellent job at WRMC, members of the WRMC Employee United Way Committee also became United Way goodwill ambassadors to other companies. Others are beginning to notice how you conduct your campaign, and they want to learn from you.

We hear and read about President Bush's "thousand points of light" and the importance of charitable giving and volunteerism. All of you at Shell are truly our own "points of light," leaders in helping to provide critical health and human services in our community.

So, when we say thanks on behalf of the United Way, its member agencies and the thousands of people who benefit, it's a mighty big thanks—from the heart!

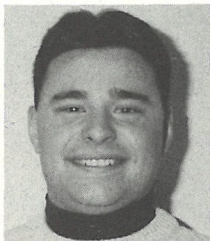
Sincerely,

Bob Haight
President,
River Bend United Way

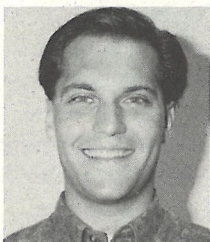
WRR BILLBOARD

New To WRMC

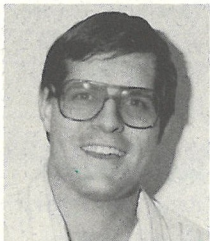
Scott Barton joined WRMC as an Engineer in Process Fuels. Scott, who lives in St. Louis, enjoys sports, reading and music.



Bob Clark Jr., joined WRMC as an Engineer in Process Environmental-Logistics/Lubes. Bob, who lives in North St. Louis County, enjoys volleyball, golf, snow skiing and water skiing.

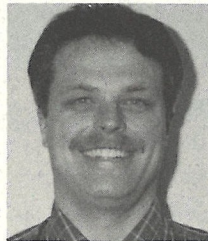


Ed Feck transferred to WRMC as Manager, Fuels-Aromatics East. Previously, Ed worked in Logistics at the Wilmington Manufacturing



Complex. Ed and his wife Ingrid and children Michael, 4, and Tony, 2, live in Edwardsville. Ed enjoys woodworking, bicycling and family outings.

Jeff Hall transferred to WRMC as Manager, Maintenance-Shops. Previously, Jeff served as Maintenance Manager at the Geismar Plant. Jeff and his wife Donna have a son, Jay Bradley, age 4. Jeff enjoys softball, baseball, bowling, and spectator sports.

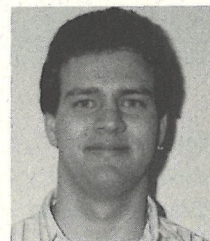


David Havis transferred to WRMC as Industrial Hygienist, Health & Safety-Industrial Hygiene. Previously, David worked as an Industrial Hygienist at Head Office. David and his wife Jackie and children

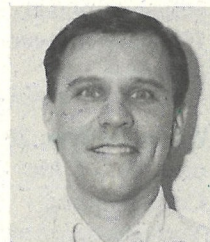


Joseph, 10, Grace, 7, and Timothy, 18 months, live in Glen Carbon, Ill. David enjoys fishing, gardening and his children's sports activities.

Gerard Jacquin joined WRMC as an Engineer in Engineering Support. Gerard, who lives in St. Louis, enjoys fishing, boating, skiing and woodworking.



Frank Zybert transferred to WRMC as a Process Engineer in Control Systems Engineering. Previously, Frank served as Optimization Engineer at Wilmington Manufacturing Complex. Frank plans to live in Creve Coeur, Mo. He enjoys volleyball, photography and camping.



SRA Easter Egg Hunt

April 11, 1992
10 a.m. - noon
Kendall Hill Park

Special Attractions: Doughnuts/Juice/Coffee
All children 12 and under will receive candy and prizes.
Come rain or shine!

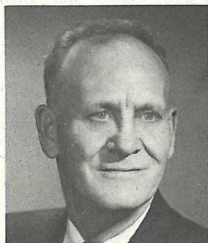


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WRR BILLBOARD

In Remembrance

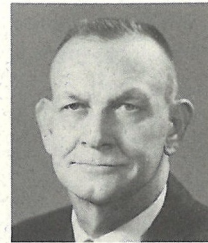
Russell Bailey, 87, died Dec. 24. Mr. Bailey was a Tinner before retiring in 1968 after 21 years of service.



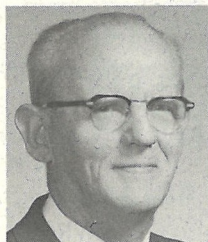
James Denton, 79, died Dec. 12. Mr. Denton was a Janitor 1st before retiring in 1962 after 21 years of service.



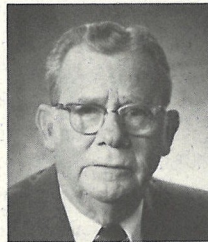
Babe Metheny, 79, died Jan. 14. Mr. Metheny was a Pipefitter 1st in Engineering before retiring in 1963 after 22 years of service.



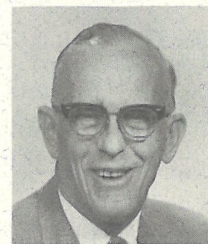
Otto Blackard, 90, died Jan. 2. Mr. Blackard was an Operating Assistant in Catalytic Cracking before retiring in 1966 after 40 years of service.



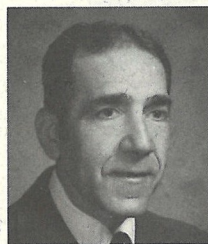
Maurice Graham, 76, died Feb. 4. Mr. Graham was a Senior Safety Inspector in Safety and Industrial Hygiene before retiring in 1978 after 39 years of service.



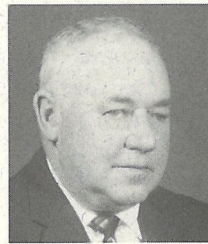
Taylor Narup, 78, died Jan. 31. Mr. Narup was a Special Tester in the Lab before retiring in 1974 after 40 years of service.



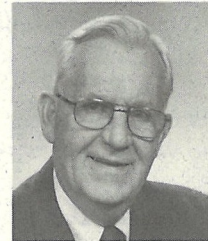
William Catalano, 76, died Jan. 18. Mr. Catalano was a Yardman and Brickmason Helper 1 before retiring in 1970 after 29 years of service.



Wayman Harper, 84, died Dec. 28. Mr. Harper was an Engineering Supervisor before retiring in 1970 after 44 years of service.



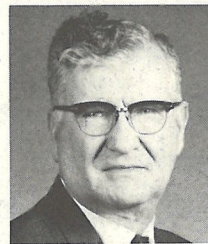
George Vannoy, 80, died Dec. 11. Mr. Vannoy was a Machinist before retiring in 1974 after 26 years of service.



Raymond Coale, 83, died Dec. 22. Mr. Coale was an Engineering Foreman before retiring in 1973 after 42 years of service.



John Harpole, 81, died Jan. 29. Mr. Harpole was a Compounder Helper in Compounding before retiring in 1969 after 28 years of service.



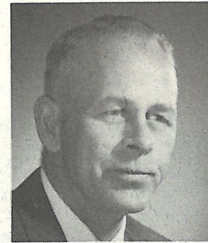
Lloyd Wilson, 88, died Jan. 7. Mr. Wilson was a Pipefitter 1st before retiring in 1963 after 38 years of service.



Lorin Dye, 83, died Jan. 17. Mr. Dye was an Operator 1st in Fuels-Alkylation before retiring in 1966 after 25 years of service.



John Howells, 73, died Jan. 8. Mr. Howells was an Operator 1 in Light Oil Processing-Dispatching before retiring in 1978 after 37 years of service.



Muriel Rogier, 60, died Nov. 28. Ms. Rogier was an Engineering Assistant in Engineering-Process Computer Control before retiring in 1989 after 35 years of service.

Joseph Carter, 65, died Dec. 31. Mr. Carter was a Craneman 1 in Maintenance before retiring in 1989 after 35 years of service.

Charles March, 76, died Jan. 23. Mr. March was a Patrolman in Safety & Industrial Hygiene before retiring in 1976 after 23 years.

WRR BILLBOARD

What Do You Think?

We'd like to know what you think of the *Wood River Review* in its current format. Please take a few minutes to complete this informal survey and return it to: **Mary James, Editor, Wood River Manufacturing Complex, P.O. Box 262, Wood River, Ill., 62095.** We'd like to have your comments by May 1, 1992.

We'll compile the results and report them in an upcoming issue of the Review. Thanks so much for your participation.



- How much of the *Wood River Review* do you usually read? _____
- _____
- Which section(s) do you enjoy the most? Why? _____
- _____
- Which section(s) do you enjoy the least? Why? _____
- _____
- Approximately how much of each story do you read? ☐ All ☐ Some ☐ None
- Do you feel the *Wood River Review* is covering stories you need to know about? (Please provide detailed response.) _____
- _____
- What stories would you like to see in future issues of the *Wood River Review*? _____
- _____
- Is the *Wood River Review* written in an easy-to-understand style? (Please provide detailed response.) _____
- _____
- What do you think of the *Wood River Review's* appearance? _____
- _____
- Is the *Wood River Review* in good shape when it reaches your home through the mail? _____
- _____
- Other comments? _____
- _____
- _____
- _____

About you...

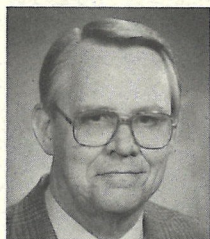
Please check the following item that applies to you.

- ☐ Employee ☐ Retiree ☐ Spouse or family member



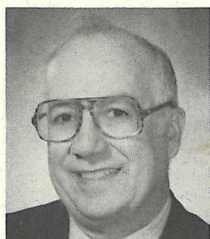
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Service Anniversaries



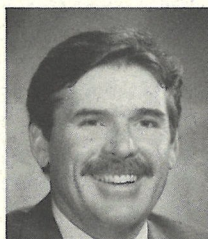
Jim Stone

Design Draftsman
Engineering-Engineering
Support/Drafting
35 years



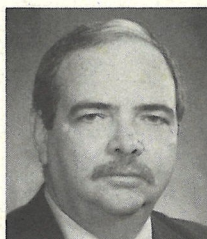
Ray Carril, Jr.

Design Draftsman
Engineering-
Engineering
Support/Drafting
25 years



Max Clark

Operator 1/Breaker
Lubricants-Lubricants
Processing
25 years



Larry Guthrie

Operations Foreman
Logistics-Utilities
25 years

Bruce Dorris ,

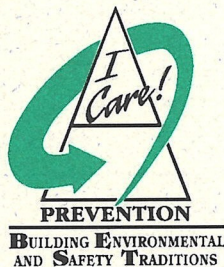
Continued from page 1

on contractor injury statistics and prevention data. "This has allowed Shell management to be aware of the performance of individual contractors, as well as the overall contractor community," says Schobernd.

Dorris says his goal for 1992 is to have contractors finish with a better OSHA recordable rate than Shell's employee goal of 1.8. Dorris says he has confidence that contractor workers will be able to achieve this goal.

"Everyone must work according to the Quality Principles," he says. "Each individual can do quality work, regardless of what the person next to him or her is doing. Working in a quality manner means you constantly ask, 'Is this the best way to do this job?' If we continuously improve ourselves, an improved record will follow." ■

Shell Oil Company
P.O. Box 262
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