

WRR

WOOD
RIVER
REVIEW

NOV. / DEC. 1992



WRR HOLIDAY WISHES

Season's Greetings From Gayle Johnson



Gayle Johnson

This is the time of year when our thoughts turn to family, friends and others who mean so much to us. It also is a time for reflecting on the past and contemplating what lies ahead. Of course, New Year's is the traditional time for making resolutions in our lives. This can be a healthy exercise because it causes us to do a self-evaluation—typically for the purpose of setting goals that will improve the way we approach each day, whether it be at work or away from the job.

1992 certainly was a year of accomplishments and challenges. Foremost among the accomplishments was the continuing work done by everyone to state our values in the Vision, Mission and Operating Principles (VMOP). These values express feelings about how we desire to relate to each other and, along with the Quality Improvement Process, is the cornerstone for accomplishing our goals.

Significant progress also was made in our highest priority activities of safety, environmental, reliability, cost management and community

awareness. WRMC people continued to set record-high standards for safety as demonstrated by achieving more than 6 million hours and two consecutive years without a days-away-from work incident. This illustrates our commitment to continuous improvement in safety through prevention and work practices. As of Dec.

1, we were on target to equal or beat last year's record Shell Wood River OSHA recordable rate.

On Nov. 2, the companies that provide contract services at WRMC achieved a significant milestone of their own: 1 million hours without a lost-time incident. This best-ever safety performance

spanned more than 200 consecutive days and continues. In addition, the contractors' collective OSHA recordable rate continues at a record low level.

What all this means is that fewer people are being hurt at work. Safety is the top priority for WRMC employees and contractors, and you are doing a tremendous job of making progress on the safety front. I urge you to continue to give safety your full attention and to keep our improvement trend going strong.

Our environmental performance also deserves recognition. Through October, our environmental recordable rate was 8.8 compared to our goal of 10 or lower. For incidents classified "C" or greater (reported to external agencies), we experienced a 29 percent reduction year-to-date. Compounding and Utilities each achieved more than 80 percent improvement, while Shipping improved by 60 percent. Also notable are the 40-plus percent

improvements by Aromatics West, Dispatching and Environmental Operations as of Nov. 1.

WRMC is meeting or exceeding six of the eight environmental goals we set

"WRMC people continued to set record-high standards for safety as demonstrated by achieving more than 6 million hours and two consecutive years without a days-away-from work incident. This illustrates our commitment to continuous improvement in safety through prevention and work practices."

for 1992. The six goals are air permits, marine spills, incidents of complaint, CERCLA/SARA releases, solid waste generation and spills to land. Continuous improvement from prior years has been achieved in the other two goal areas of water discharge permit compliance and tank overflows.

The outstanding work by our Environmental Supervisors and the network teams has been instrumental in WRMC's environmental performance by providing around-the-clock surveillance of the Complex and surrounding communities. The supervisors also are a great asset to our community relations efforts, responding immediately to residents' environmental and operations concerns.

Another point of pride is reliability. During 1992, we realized our goal of 95 percent operating reliability by 1995, or "95 in '95." In terms of mechanical availability, WRMC has gone over the 97 percent mark in 1992—up from 87 percent in 1989. As of Oct. 31, we had 69 unplanned shutdown days compared to 300 in 1989. For the same periods, our needed capacity utilization improved to 95 percent compared to 87 percent.

This past year saw significant progress in cost management, or better stated, emphasis on cash operating income (COI). Although the market margins are extremely low and resulted in very poor earnings, we substantially improved variable costs (fuels utilization, raw material yields) and achieved our fixed cost targets. We must continue to aggressively pursue these areas in 1993 if we are to be competitive.

On the community awareness front, WRMC's involvement with education shows no signs of slowing down. For example, we formed a new partnership with Madison High School, and our three-year partnership with Roxana High School is as strong as ever. Shell employees now have made Choices pre-

sentations to more than 12,000 ninth-grade students in 15 Madison County high schools since we started the program. We also support 10 Project Business classes and two Newspapers In Education classes. And there are Shadow Days, tours, career and science fairs, the environmental calendar... Our influence has encouraged other business-education partnerships to form.

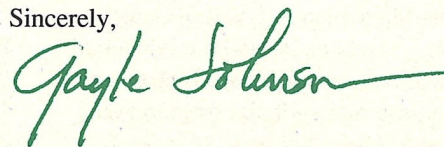
Eighty SERVE volunteers repaired five homes of local elderly residents on Oct. 24. What began as a Shell undertaking quickly evolved into a true community event. I thank every one of you who spent the Saturday doing carpentry, painting, plumbing, electrical and cleanup work. You did yourselves and Shell proud.

I would be remiss if I didn't acknowledge that much of our excellent work in 1992 was done under challenging conditions. The speculation and uncertainty of the restructuring and cost-reduction programs have been stressful. However, to your credit, we kept our focus on our highest priori-

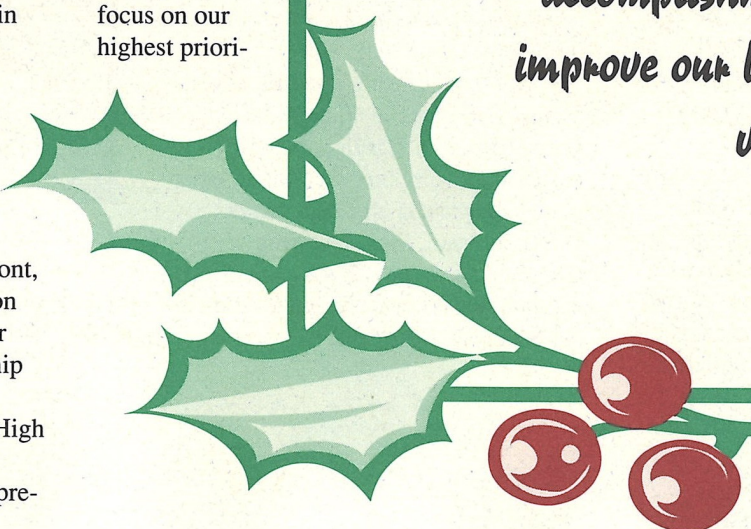
ty areas. I am encouraged by the way we have responded to these challenges and opportunities. I am confident that the restructuring changes together with our outstanding accomplishments will improve our long-term viability.

As the holidays draw near, I want to personally thank you for your dedication and hard work. I am proud to work with every one of you. I wish you and your families health and happiness throughout the coming year.

Sincerely,



Gayle Johnson
Manufacturing Complex Manager



"I am confident that the restructuring changes together with our outstanding accomplishments will improve our long-term viability."

WRR EMERGENCY DRILL

Put To The Test

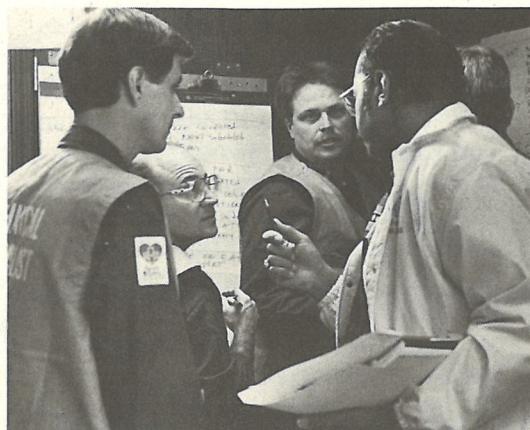
On the morning of Nov. 5, you may have noticed some unusual activity at WRMC. At approximately 9:30 a.m., a warning signal and the words "This is an emergency drill," resounded throughout the Complex, as some 20 employees lay on the ground or were staged on columns at the DMK (Dimethyl Ketone) unit.

Earlier, these same employees met at the Maintenance Training Center, where members of the Scott Air Force Base medical team smeared plumbers putty, dye and syrup on them to make the employees "victims" of a mock industrial explosion. Wearing such fake injuries (known as moulage) as burns, compound fractures and others, the employees were positioned around the DMK unit, where a haze from smoke bombs complicated rescue efforts.

In addition to WRMC's own emergency response crews, several outside ambulances, emergency crews and media personnel also participated in the huge event. Even medical helicopters were involved, carrying the most seriously injured of the mock victims to nearby Anderson Hospital in Maryville. All in all, about 110 Shell employees and 65 medical personnel and firefighters from the River Bend area responded to the rescue drill.

The focus of this mock explosion was to test the abilities of Shell emergency responders and community response teams to care for a large number of people with injuries. WRMC emergency responders initiated the Complex's incident command system, which requires selected personnel to perform firefighting, rescue, medical, transportation and treatment functions.

"This was a good way to test not only the Complex's response, but it also gave local hospitals and fire crews a chance to test out their emergency systems as well," explains Rick Haase,



Left: Emergency Operations Center (EOC) personnel discuss strategy for supporting the multi-casualty incident. The simulated exercise was held Nov. 5 and involved about 175 people. Below: Shell emergency responders prepare to transport a "casualty" to medical triage. Two helicopter airlifts of victims were made to Anderson Hospital in Maryville.



Drill Coordinator. "We are enthused by the cooperation we received from our local hospitals. This event proved to be a terrific opportunity for all people involved."

Upon completing the drill, assessments were made in all areas of emergency response. "Drills like these ensure that we're prepared for an emergency situation at all times," says Gayle Johnson, Manufacturing Complex Manager. "It's a team effort of Shell, local hospitals and their medical personnel."



Employees are "moulaged" (made up as casualties) by a team from Scott Air Force Base. They later were positioned in the area of the DMK unit.

WRR
UNITED WAY
Employee Campaign

United Way Campaign A Challenge For Employee Leaders

Shell United Way leaders knew they had their work cut out for them in this year's WRMC campaign. Negative media coverage on the United Way of America administration, the economic/political climate and Shell's restructuring announcement combined to make this a "tough, challenging year," according to Bill Thompson, second-year co-chair.

"We decided early on that we needed to get employees personally involved in the campaign by arranging more agency visits and bringing in more agency speakers than last year," Thompson said. "We emphasized to employees that the needs of the people who use United Way agencies do not disappear at the end of the three-month campaign."

Employee contributions and pledges were \$209,087, down almost three percent from 1991. However, the average pledge increased to \$186 from \$174. And for the first time, WRMC retirees were invited to participate

in the campaign—they responded by pledging more than \$4,400.

The corporate contribution to area United Way agencies on both sides of the river was \$159,125. The total WRMC employee and corporate gift was \$372,620. The WRMC campaign was preceded by the River Bend campaign kickoff Sept. 8 at Kendall Hill.

"The 1991 campaign was phenomenal; everything clicked from the start," says Joe Baima, first-year co-chair. "But this year things were different, including the fact that there were fewer employees to solicit than a year ago."

During the campaign report-out Nov. 20, Gayle Johnson and Bob

Haight, director of River Bend United Way, both agreed that the WRMC employee campaign was very successful.

"You were flexible enough to adapt to the obstacles along the way," Haight pointed out. "I commend the committee and every Shell employee who dug deeply to help others," said Johnson.

Looking ahead to the 1993 campaign, Mary Roberts, first-year co-chair, says there will be a concerted effort to reach those employees who do not give to the United Way.

"Hopefully, we can convince them to visit an agency or listen to a United Way speaker," says Roberts. "I am convinced that many of the employees who do not participate will change their minds once they see firsthand how the money is spent."

WRMC employee campaign leaders were: Gene Peters, staff coordinator; Dave Bourbon, second-year staff co-chair; Dave Jacober, first-year staff co-chair; Mike McVey, loaned executive; Larry Dallas, outreach chair; Sharon Rhoades, second-year co-chair; Bill Thompson, second-year co-chair; Mary Roberts, first-year co-chair; Joe Baima, first-year co-chair; and Floyd Fessler, first-year co-chair.



Shell People Earn "Good Neighbors" Reputation

Early Saturday, Oct. 24, more than 75 employees, retirees, contractors and family members met at the Shell Wood River cafeteria to learn the details of a special mission: The repair of five homes in Roxana, South Roxana, Hartford and Wood River. The mission was the first community service project coordinated under SERVE (Shell Employees and Retirees Volunteerism Effort).

Armed with bright yellow t-shirts and detailed instructions, the group set out to provide a variety of services to the elderly residents who owned these homes. Throughout the day and into the evening, volunteers scraped and painted, replaced defective water heaters and broken windows and even repaired a furnace. In addition, they cleaned basements and garages and installed stair railings, ceiling fans, fire extinguishers and smoke detectors. They even made numerous other repairs as needed.

What began as a Shell undertaking quickly evolved beyond the Wood River Complex. As word spread about the effort, some 16 local businesses stepped forward and donated food, building materials and cash to purchase materials.

"For a first effort, this was a great success," says Dave McKinney, Manager Community Relations-Midwest. "The skills and enthusiasm of our volunteers, along with the generosity of the local businesses, combined to make the project a truly worthwhile experience. We probably will do this again next spring."

House captains for the Oct. 24 project were Gerald Jacquin, Danny Garrett, Larry Basden, Rick Strouse and Barlow Harris. Staging managers were Jane Dempsey and Minnie Tindall; field coordinators were Louie Bleier and Dave McKinney; fire inspectors were Jim Brenkendorff and Harold Lynn; drivers were Bill Thompson and Ron Rea; mate-



***Above:** Down under...Larry Rudder (left) and Harry Mason work hard on floor repairs. **Right:** The gang that fixed up this house in South Roxana had a great time working together.*

rials coordinator was Joe Pellegrino; and RAMS representative was Dave Hays. Several employees inspected the homes to assess needed repairs, including Harris, Harry Mason and Bob Leeson.

SERVE has been busy since the board of directors was formed and a charter adopted in mid 1992. Susan Dodd of Community Relations publishes a monthly classifieds for registered SERVE members. She also individually matches employees with volunteer opportunities in local communities.

The board, chaired by Louie Bleier, meets monthly to plan upcoming SERVE group events, such as the fix-up day and the Christmas parties for a children's



home and retirement center held Dec. 14. Barlow Harris is vice-chair and Jane Dempsey is treasurer.

The remainder of the board consists of Joyce Dildine, Danny Garrett, Doug Groves, Gerald Jacquin, Mary Roberts, Rick Strouse, Minnie Tindall, Jacob Young, Susan Dodd, Dave McKinney, Tara Condon-Tullier, Larry Basden and Ray Ogle.

Employees interested in getting on the SERVE mailing list should contact Susan Dodd at 255-2685.



Left: This group of dedicated volunteers spruced up the home of William Wiegand in Roxana. **Below:** These organized SERVE volunteers repaired this house in Wood River. **Below, center:** Another South Roxana resident is pleased with the efforts of Wood River's SERVE volunteers.



Far left: Shell employee Larry Basden and South Roxana resident Louise Chilton became fast friends during the fix-up work performed on her house. **Left:** On the morning of the SERVE fix-up event, volunteers gathered in the cafeteria to receive their house assignments and grab a quick cup of coffee.

WRR BILLBOARD

Volunteers On The Move For 75th Anniversary Celebration

On Nov. 2, about 90 Shell employees and retirees gathered at the Rox-Arena to begin planning for WRMC's 75th Anniversary celebration Sept. 18, 1993, at Kendall Hill Park.

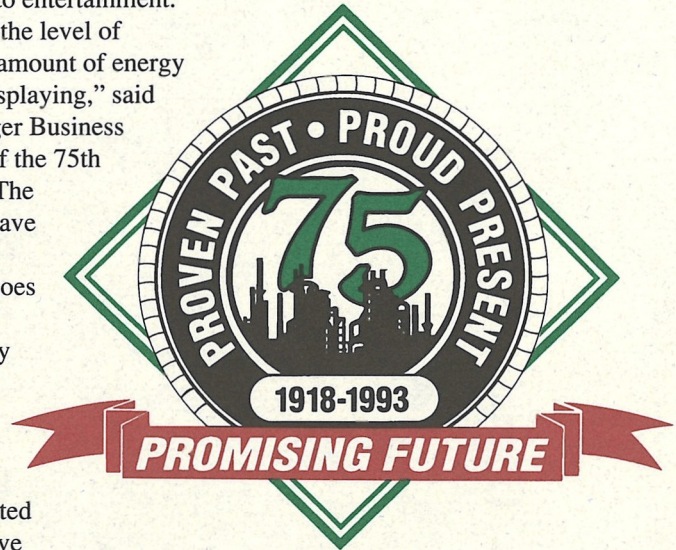
The meeting was kicked off by acknowledging Henry Vasser as the winner of the 75th Anniversary theme contest. Some 80 themes were judged by a committee of teachers from Roxana High School. Henry's theme was the clear winner: "75 Years for WRMC; A Proven Past, A Proud Present and A Promising Future. The theme was then developed into the 75th anniversary logo that will be displayed on numerous items, from letterhead to banners, in the months leading up to the celebration.

More than 235 employees have volunteered to serve on one of the nine committees designated to help plan the event. Each committee has already begun the task of coordinating their portion of the event. The committees

range from clean-up to entertainment.

"I am amazed at the level of involvement and the amount of energy that volunteers are displaying," said Doug Groves, Manager Business Services and leader of the 75th Anniversary event. "The committees already have accomplished a great deal of work. It just goes to show what kind of committed and quality employees and retirees we have at Wood River."

If you are interested in volunteering to serve on a committee, please contact Doug Groves at 255-2567 or send him a PROFS note at DJG1.



Wood River Manufacturing Complex

Welcome To WRMC!



WRMC's Doug Bold (center) served as tour guide for Ron Banducci (left), General Manager Manufacturing-Oil, and Jim Morgan, Vice President Oil Products, during their visit to the Complex on Oct. 21.

WRR BILLBOARD

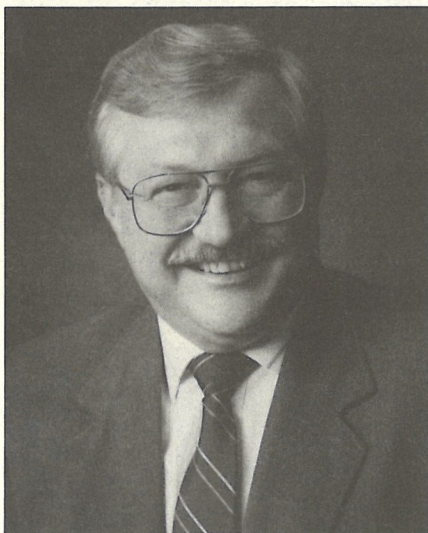
WRMC Employee Honored As Emissary For Youth

Howard Olsen, Manager Hydroprocessing, was honored by the East-West Gateway Coordinating Council as one of three "emissaries for youth" at their 27th Annual Meeting on Nov. 20.

Olsen was nominated by the Leadership Council for his continuing efforts with young people in Madison County. "Howard exemplifies volunteerism at its best," explained Jim Pennekamp, Executive Director of the Leadership Council. "He spearheaded Shell's business-education partnerships with both Roxana and Madison High Schools."

The partnerships are geared to motivate and prepare students of varying academic abilities for the work place after graduation. Both partnerships are run by committees made up of Shell employees and school administrators.

Olsen also is a member of the Edwardsville School Board and serves as an advisor to other local businesses on partnerships.



Howard Olsen

A Rose By Any Other Name...



Rose enthusiasts (pictured left to right) Edward Girth, Paul Morgan, Richard Horbelt and Bob Worden mulch the rose gardens they created in front of the old Research lab, which will soon be home to the History Museum. Girth is president of the Lewis & Clark Rose Society; Morgan is a 23-year veteran editor of a newsletter for the Greater St. Louis Rose Society; Horbelt, a Shell retiree, is president of the Greater St. Louis Rose Society; and Worden is the president of the Belleville Rose Society.

Community Christmas: A True Gift Of Love

Once again this year, Wood River employees participated in the Community Christmas drive. WRMC, the United Way, the "Alton Telegraph" and other local businesses collected food, toys and clothes from Nov. 23 through Dec. 16 to help the needy in our area.

Collection boxes were scattered throughout the plant and generous WRMC employees filled the bins with toys, canned goods and articles of clothing.

"Shell's Wood River employees are always very generous, representing one of our major collection sites," says United Way employee and Community Christmas Coordinator Glenda Arnett. "Hundreds of families benefit from their generosity."

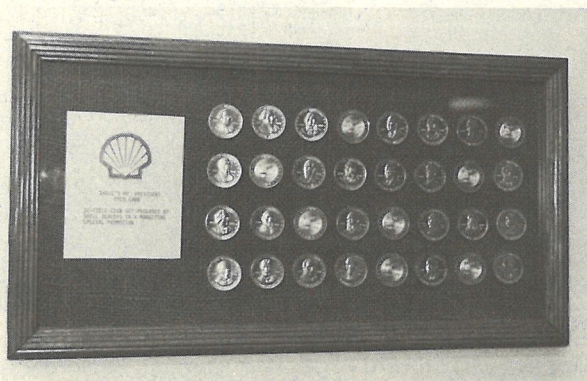
The collected goods, toys and clothing were distributed through agencies such as the Catholic Children's Home, Crisis Food Center, Lutheran Child and Family Services, Project Helping Hand, Salvation Army and Oasis Women's Center.



WRR BILLBOARD

A Moment In History

The coins in the accompanying photo are not just ordinary change carried loosely in your pocket. These are collector's items from an early 1960s



Pictured here is Shell's Mr. President coin collection. If you look closely, you may notice that some of the presidents are missing. The History Museum has flipped over repeat coins to take the place of the missing presidents, but they would love to have the real thing. If you have this collection, please contact the museum about a possible donation.

Shell marketing promotion. The company's marketing division used these coin sets in several promotions at service stations throughout the country. The sets were all different, and our WRMC History Museum has three on display.

One impressive display in the museum contains a full 35-piece bronze set of Franklin Mint presidential coins. The coins feature presidents from George Washington to Lyndon B. Johnson. The set also came with a certificate of authenticity and a small book containing profiles of each president.

Another set contains 18 coins from the Famous Americans game. This collection features such notables as Paul Revere, Davy Crockett and Albert

Einstein.

The set shown here contains 32 coins from the

Mr. President game. The museum is looking for seven coins that are missing from this collection: James Madison, Martin Van Buren, John Taylor, James Buchanan, Ulysses Grant, James Garfield and Woodrow Wilson. If you have any or all of these coins, please consider donating or lending them to the museum.

The current museum facility is located on the ground floor of the Main Office Building. It's open each Wednesday, from 10 a.m. to 2 p.m. Anyone wishing to visit the museum or donate a Shell artifact (such as photos or memorabilia of any kind) should contact Main Gate Security for entrance into the Main Office Building. For more information, call 618/255-3081 during open hours.



Service Anniversaries

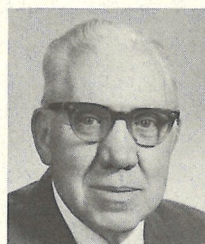
Bill Terry

Insulator
Maintenance-Projects/Planning
25 years

In Remembrance

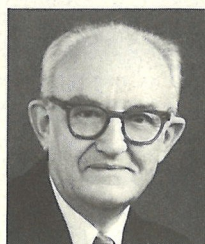
Leo Boverie, 81, died

Nov. 10. Mr. Boverie was a Counterman 1st in Purchasing before retiring in 1974 after 34 years of service.



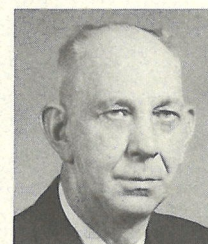
Bartholomew Hellrung, 85, died Nov. 13.

Mr. Hellrung was a Shop Machinist in the Engineering field before retiring in 1972 after 29 years of service.



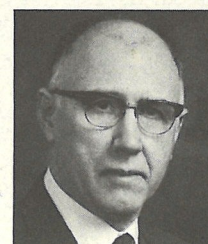
William King, 83, died Nov. 22. Mr.

King was an Operations Foreman and Operator 1 in Lubricating Oils before retiring in 1968 after 39 years of service.



Harold Wagner, 82, died Nov. 15. Mr.

Wagner was a Pipefitter 1 in the Engineering field before retiring in 1974 after 31 years of service.



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SRA Bass Tournament Results

Here are the results of the 1992 bass tournaments. The top three winners with combined total weight won jackets. Congratulations to all the winners and everyone who participated this year.

Glen Shoals Lake #1, May 16:

1st place - Jim Matesa
2nd place - Mike McVey

Mississippi River #1, May 30

1st place - Orville Rahn
2nd place - Jim Matesa

Stephen Forbes Lake, June 13

1st place - Mike McVey
2nd place - Jim Matesa

Glen Shoals Lake #2, June 27

1st place - Mike McVey
2nd place - Jerry Tilley

Lou Yeager Lake, July 25

1st place - Mike McVey
2nd place - Tony Holloway

Mississippi River #2, Oct. 24

1st place - Mike McVey
2nd place - none

Top three with combined total weight (jacket win- ners)

1st place - Mike McVey
2nd place - Jim Matesa
3rd place - Orville Rahn



SRA Calendar Of Events: January—March 1993

SRA Activities (ongoing):

Radio Club

January - February

Pool Tournament

February

Co-ed Wallyball

February - May

Volleyball

February - May

Archery

February - September

Fishing Contests

March - October

Bowling (Mon/Wed)

August - May

Co-ed Bowling

August - May

Co-ed Volleyball

August - October

*For additional information, call
Kerry Pitt at 255-2509. For more infor-
mation about sports activities, Becky
Bertani at 255-3196.*

WRR
BILLBOARD



In The Next Issue...

- ✓ Rock of Reliability winners from second half of 1992
- ✓ Children's Christmas Party photos
- ✓ Graduate information form for 1993 graduates

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