WRR
WOOD RIVER REVIEW
MARCH / APRIL 1992

I Care!
PREVENTION
BUILDING ENVIRONMENTAL AND SAFETY TRADITIONS

Wood River Manufacturing Complex employees work 4 million hours without a days-away injury or illness!

See story on page 9.

WRMC Lubricants Garners Prestigious Award

It's one thing to excel in a single area, but when you're recognized as "tops" in the critical success areas of health, safety & environmental, customer satisfaction, work force excellence, manufacturing excellence and supplier involvement, that's LOTS to be proud of.

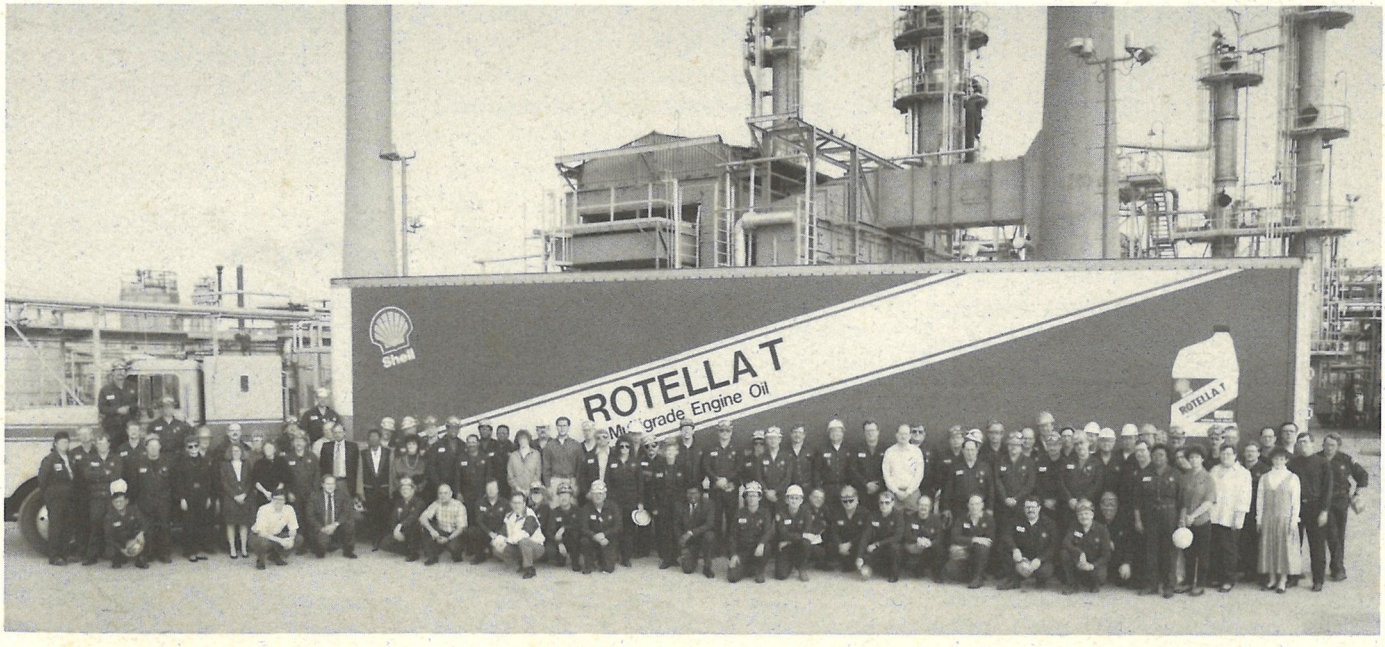
WRMC's own Lubricants Department garnered such recognition recently. In February, Lubricants was given the highly sought after Lubricants Location Award by Head Office's Lubricants Department for 1991. WRMC Lubricants department competed against the six other locations within Shell Oil that provide lubricants services nationally. The award measures accomplishments against the critical success factors.

"We were so proud to be recognized for our hard work in these critical success areas," says Gene Peters, Superintendent Lubricants. "Some 200 people who work directly for or support the Lubricants operation are to be highly commended for the work that contributed to this recognition."

The Lubricants business developed critical success factors so organizations such as lubes would understand the requirements of being successful in the industry. "If we excel in each of these areas, we are really moving forward in the business, establishing the long-term potential to survive and to grow," explains Peters. "Everyone involved needs to be aware that in order for us to grow our business we have to take business away from somebody else. We have to compete in the marketplace in order to get ahead."

Peters believes that WRMC Lubricants received the award in part for its many processes that fostered an

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Members of the WRMC Lubricants team proudly gathered for a group photo in honor of receiving the 1991 Lubricants Location Award.

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LUBRICANTS LOCATION AWARD

Continued from page 1

interaction among WRMC, Head Office, the Lubricants sales force and Westhollow Research Center. "We demonstrated how we are actively involved in the business," says Peters. "I believe our actions during the year also made the words on the pages of our award application come alive."

On March 13, the entire Lubricants organization celebrated receipt of the award during a lunch with Head Office Lubricants Business Management. In addition to personal gifts, including a desk plaque and dinner certificates commemorating the award, Lubricants employees gained the use of a 1992 Jeep Cherokee Laredo for a department pool car until 1993, when another pool car will be awarded to the 1992 Lubes Location Award winner. WRMC was the first location winner to receive such a prize.

Here's an overview of what WRMC Lubricants achieved during 1991 to garner the Shell Lubricants Location Award.

Health, Safety & Environmental

In the Health, Safety & Environmental arena, WRMC Lubricants attained an OSHA recordable rate goal of zero for the second straight year. A number of programs were used to support the statistical goals and sustain performance.

For instance, Lubricants expanded its morning safety huddles to include environmental issues. Lubricants gained a seat in the Complex Health, Safety & Environmental Planning Group and the Safety & Health Group, both top planning groups in the Complex. Lubricants implemented a system whereby those employees closest to incidents provide written reports on all safety, environmental or reliability incidents. Lubricants also completed several projects designed to directly address environmental issues, and offered back- injury prevention and CPR classes to employees.



WRMC Lubricants employees look forward to driving the new Jeep Cherokee Laredo during 1992. Pictured left to right are: Leroy Moore, Driver, Compounding; Mary Brand, Senior Accounting Assistant, Customer Services; Jackie Page, Senior Accounting Assistant, Customer Services; Patty Banovz, Senior Accounting Assistant, Customer Services; Gene Peters, Superintendent Lubricants; Tom Sanders, Manager Lubricants, Head Office; and Judy Blackburn, Senior Accounting Assistant, Customer Services.

Customer Satisfaction

WRMC Lubricants initiated many new programs and practices to improve customer satisfaction.

Two significant direct customer interface programs were initiated in 1991 that improved customer relations. First, follow-up calls to packaged product customers confirmed their satisfaction or problems with the prior day's loading of their cargo. The result has been various modifications to loading techniques and increased awareness of the need for improved drum handling to prevent damages. Second, two-way customer visits also were initiated during 1991. These visits help communicate customer dissatisfiers, achieve personnel involvement in the business throughout Lubricants, and introduce key customers to the manufacturing facility that supplies them.

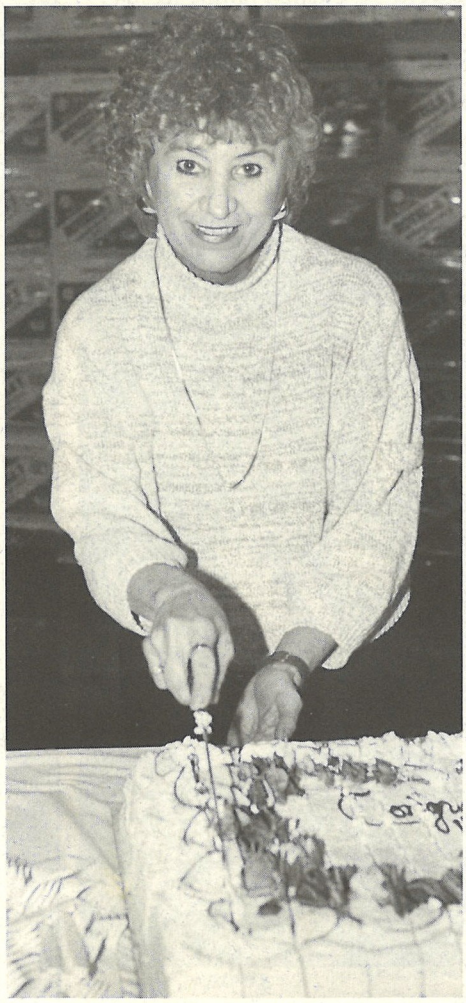
Through the continued use of corrective action teams and root-cause analysis, significant improvements also were seen in the measurement of meeting customer requirements.

Proof of this includes a 5.6 percent service level improvement on bulk shipments, bringing it to 98 percent. Increased focus on rail shipments was especially successful, improving performance from a 69-percent level to 98 percent. Customer complaints also dropped 35 percent, from 402 incidents in 1990 to 261 incidents in 1991. And an invoice errors team identified potential savings in excess of $500,000 in local and other expense, and contributed largely to a corporate decision to investigate a total revamp of business systems for order processing, invoicing, inventory control and marketing program upgrades.

Work Force Excellence

WRMC Lubricants executed many programs to develop employees and recognize their achievements during 1991. They completed Shell Individual Quality Training (SIQT) for operating and maintenance personnel, with the training structure developed by peers. A three-day team-building course for Customer Services and cross-training between operations and staff personnel increased exposure to each other's portions of the business, fostering a department "oneness."

Lubricants also has seen an increase in employee-driven natural work teams to identify and analyze nonconformances and submit proposals to correct these problems.



Lubricants-Customer Services' Cindy Parham cuts the cake in honor of WRMC Lubricants employees.

In 1991, Lubricants personnel were awarded 16 Beacon of Quality plaques. Lubes/Processing was twice awarded the WRMC "Rock of Reliability" trophy, and Customer Services received recognition for its participation in the 1990 President's Award for Team Excellence.

Manufacturing Excellence

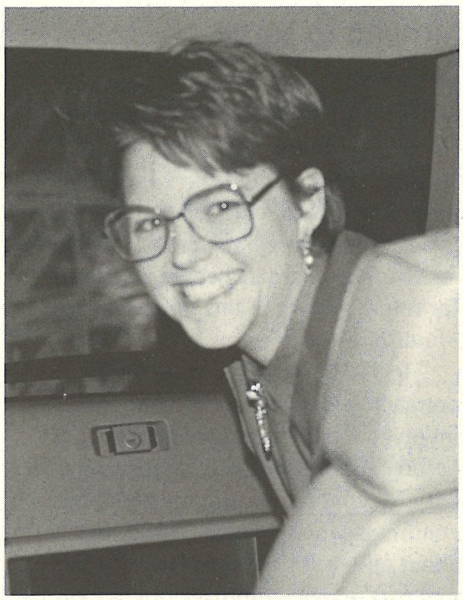
Lubricants made significant progress toward meeting the guidelines set forth in the Standards For Manufacturing Excellence (SFME).

In the Upstream, a close Operations/Engineering/Maintenance (OEM) relationship facilitated a solution to the Catalytic Dewaxing Unit (CDU) reactor plugging problem. Lubricants process units also achieved reliability of 96.5 percent. In the Downstream, the group had a blending success rate of 98 percent. Quart line filler modifications increased production capabilities to 425 bottles per minute, causing a three-percent upswing in production during the second half of 1991. Gallon line production also increased by three percent. And the tank car loading procedure was changed to address a 1990 service level of 69 percent. In 1991, the tank car service level was 99 percent.

Supplier Involvement

Lubricants completed its second active year of packaging supplier/Shell quality teams committed to a total quality process. Communication between Shell and suppliers' operations personnel was enhanced through the use of telephone, fax and an open-door policy to vendors.

In quart-line production, quality improvements by the supplier produced significant reductions in the number of leaking bottles, with a cost savings of $90,000. Other issues, such as concaved bottles and the need for a larger case carton for quart bottles, also were solved.



Julie Burch, Associate Chemist, Facilities Support-Process Environmental, checks out Lubricants' new pool vehicle.

Improved supplier quality was a major contributing factor in the four-percent increase of production.

In gallon-line production, quality incident reports are now sent weekly to WRMC's bottle supplier. This has resulted in a backward bottle reduction of 756 bottles per month, from 789 to 29. Improved bottle quality contributed to a three-percent increase of production.

Looking Ahead

Peters says that Lubricants employees can't afford to rest on their laurels, but must strive to continue the improvements seen during 1991.

"A location such as ours can become a sales tool," he says. "We interrelate with customers and bring back information that is crucial to improving our business and the quality of our service.

"If a customer can stand in his warehouse and look at a case of Shell oil and visualize the people and equipment behind it, then that becomes more than just a case of oil to him. It becomes a relationship." ■

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COMMUNITY OUTREACH

Striving To Serve

The year 1991 stands out as a leader in WRMC's community outreach efforts.

Everything from educational programs to local emergency response had a strong showing. Here's a quick recap of the year that set the standard for future growth in this important area of our business.

In 1991, WRMC's community outreach featured more programs and involved more employees than ever before. All outreach efforts strive not only for continuous improvement, but continuous involvement. A briefing about outreach programs is now a formal part of new-employee orientation.

The most visible outreach element was that directed at education. A key component of educational outreach efforts is Partners In Education, a collaborative link between WRMC and Roxana High School. That program features such events as Shadow Days and Career Fairs, and provides a steady stream of special projects and tours. Several students also garner scholarships each year through the Partners In Education program.

Choices, a program on academic decisions, was delivered by 30 employees to more than 6,000 Madison County ninth-graders. And Project Business offered a basic economics course to students in six schools. Some 20 employees spent 500 hours delivering the Project Business message during 1991.

A new WRMC initiative was the SERVE program, which directs volunteers to local service agencies. The Speakers Bureau, whose membership ranges from craftspersons to superintendents, appeared before two dozen groups.

Other significant outreach efforts included 20 tours for outside organizations and co-sponsorship with the Alton Telegraph of the "Community Christmas" drive. The Complex's United Way campaign set the area standard, with record increases both in employee involvement and actual giving.

WRMC employees were active in key civic and trade groups too, which further improved the Complex's relations with area leaders, residents and b''sinesses.

Strong involvement with local emergency responders continued unabated. WRMC again sponsored firefighters to training at Texas A&M and at our own facilities.

These efforts garnered Wood River Manufacturing Complex three prestigious awards during 1991. The Complex was named Industry of the Year by the Leadership Council, a coalition of labor, education and business. The governor of Illinois presented the Complex with the Exemplary Partnership award for the Partners In Education program with Roxana High School. And WRMC was named Business of the Quarter during the second quarter of 1991 by the River Bend Growth Association and the Alton Telegraph.



Bill Phelps, Superintendent Facilities Support (second row, right), was proud to receive WRMC's 1991 Industry of the Year award from the Leadership Council.

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EXEMPLARY ATTENDANCE HONOR ROLL

WRMC 1991 Exemplary Attendance Honor Roll

Employee commitment to regular job attendance is a key part of the efficiency and industry competitiveness of WRMC. Each year, the Complex recognizes those employees who exhibited exemplary attendance at WRMC. Each person is to be congratulated for achieving a milestone in job attendance.

Here's a list of the people who achieved exemplary attendance status during 1991. In addition to those individuals who never missed a day of work, this list includes the names of employees who have missed one shift or less of work in 1991 due to disability or personal leave. This year, we also are including the names of perfect-attendance employees who worked at other Shell locations and transferred to WRMC.

Congratulations to all!

ADMINISTRATION

EG Johnson
JL Newlin
WL Phelps Jr.
JA Schrewe
WL Westerhold

FACILITIES SUPPORT

General

WC Bach
LE Basden
JJ Fornero
RD Gillette
MT Hribar
DW Patterson
JC Welsh

FACILITIES SUPPORT -ENGINEERING

Control Systems Engineering

MC Aldrich
RL Bertani
DJ Crockett
MJ Crossey
JA Davis
LG Franklin
LE Funk
SR Grissom
PJ Hamilton
WB Hatfield
RA Heinz
VK Huntsman
RC Jarnigin
RE Johnson
JJ Jost
JN Kennedy
PR Koschak
WR Kreutzberg
AP Kuliniewicz
JM LaCour
DA Lewis
GB Moellering
LA Moore
EA Mortimer
TJ Peterson
MA Piatt
TC Rathgeb
BE Roberts
WJ Schmidt
JO Shoemaker
TA Smerz
DL Snead Jr.
MC Turco
FD Zybert

Electrical

JJ Nichols
RR Ralston
MP Semko
GE Surniak
LL Ganzer
DW Garofoli
KJ Lamoreaux
AJ Schoen
KD Simon
WE Wood
JW Wortham
DS Yates

Engineering Support

JJ Brendle
CB Brooke
FM Budny
GW Chaffee
SA Dinwiddie
KR Espelano
GJ Gudac
ME Hinrichs
DD Hutton
J Jyi
RE Lavelle
RC Leckrone
J Manning
PM Mayes
M McWhorter
PJ Nelson
DL Ottwell
GS Percivall Jr.
SJ Roderfeld
JL Ruthven
RC Schwarz Jr.
JR Stone
RD Strouse
GW Voyles
GF Yarnik

Mechanical

HG Abbott
DL Akridge
MS Fynan
JV Harbison
AP Morris
RE Rushing
DL Schrumpf
BC Semmler
MS Sikora
LM Speicher
DL St. John
DW Stuart
FE Summers
DA Tiede

Pressure Equipment

DL Adams
NL Aud
MS Bell
WF Cerny
VN Cline
TR Drake
JR Fickert
JA Heinemeier
RW Kohler
GL Larsen
SD Line
KE Marsh
PS Monroe
MW Pease
DJ Pile
WR Raffety
JT Slaby
JA Stewart
RW Sury
CD Swarringim
W Wallace
CR Warren
GJ Weyhaupt
LD Wickiser
RW Wieneke
TP Wylie
R Zippmann

FACILITIES SUPORT-PROCESS/ ENVIRONMENTAL

Environmental Conservation

JN Brewster
DA Bold
LW Forehand
CM Hutchings
GP Nicholson
ES Petersen
JD Rankin
JN Strohbeck
EL Uetz
CH Wiseman

Logistics/ Lubricants

ME Armour
EA Bancks
HG Baxter
JI Celis Jr.
MA Chihak
AM Madgavkar
PM Pizzini
KM Stephenson

Process Fuels

SD Anderson
RW Arbesman
AM Harper
LA Hofstetter
AD Kiehne
LG Koster
WG McKee
SL Mills
TS Miner
TE Williams
GM Witte
KA Zweifel

Quality Assurance

LC Banks
CJ Davis
RE Frizzo
KW Gimmy
TA Green
WE Gray
KE Grigg
RC Hardy
LG Higgins
RE Hinkle Jr.
GJ Kodros
NJ Komorowski
CE Lott
RE Manahan
JB Maynard
CA McKee
RL Miller
OH Rahn Jr.
MV Ribbing
DD Soleta
EJ Spudich
RJ Tolleson
DL Whisler
GD Wimberly
WS Wood
RM Zerkel

LOGISTICS

General

HC Olsen

Dispatching Operations

PR Avilez
CL Barnett
DR Dona
RA Dotson
WL Engelke
JL Hausman
RE Hutchinson
LK Kraner
PJ Lanzerotte
EW King
CR McCormick
RM Mills
BE Reilson
DW Robinette
R Shelton
SA Sherwood
FE Smith
DF Sturman
SJ Wells
LL Wieneke
WD Wells
KT Yeager

Economics & Scheduling

DM Banks
LL Barringer
CM Bonsanti
JT Harmon
BJ Maslo
LO Maslo
CR Woodford

Environmental Operations

TJ Bloodworth
CD Burch
GL Franke
GR Friemann
JH Friend

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EXEMPLARY ATTENDANCE HONOR ROLL

Honor Roll, *Continued from page 5*

JG Funkhouser
VM Leady
SL James
MA Peipert
WB Redman
TJ Roff
KG Sedlacek
RA Semanik
RK Sitton
DA Snyders
JT Varady
MC Wilkey

Shipping

DP Beyer
DB Brantley
WE Brooksher Sr.
AJ Cafazza
RD Carter
WA Davis
MJ Delaney
JT Fralinger
AM Funk
DL Galliher
JL Jones
J Keenan
BC Lawson
TL Longden
GE Majors
DN Miller
CL Millitello
MA Mullikin
R Nelson
LM Oglesby
LR Ondrey
ST Slemer
DL Smith
GA Spencer
ML Tomlanovich
C Woolfolk Jr.
DL Zipprich

Stock/Yield Analysis

JR Bodenstedt
LJ Dumas
KS Grenzebach
PW Jordan
DM Lenger
J Sepulveda

Utilities

TM Abernathy
RE Barker
CJ Baum Jr.
CW Bonds
DB Bourbon
EA Breitweiser
RJ Bryan
EW Chapman
JE Chapman
DT Colgate
GJ Crainick
JT Crawford
KA Durham
EL File
LE Guthrie
EA Henke
JM Holik
RE Lewis
DG Molkenbur
KH Pitt
TM Reidelberger
HL Reynolds
GD Ritter
TE Rock
MD Sarginson
MS Schobernd
JN Thompson
BA Walker
EM Warren
D Webb

BUSINESS SERVICES

Communications

AE George
LW Shoemaker
LL Spano

Computer Services

HD Banfield
RS Wassick

Financial

J Augustine
MK Campbell
DW DeBruler
JM Dempsey
MJ Fossen
DJ Groves
JE Johnson
RE McGill
J Padilla Jr.
RA Sprouse
RM Tolbert
JF Wells

Purchasing

DA Allen
PM Ehr
KH Hamblen
WR Hanvey
RE Harris
ML Huntsman
BD Jacobs
GM Layer
MJ Marburger
DE Mihelcic
JE Mueller
JM Pellegrino
FA Rogers
PE Shaw
NL Tsupros
GA White

Security & Administrative Services

MR Denton
SA Krause
JA Laslie
CO MaGuire
AW Middlecoff
RP Robinette
BG Wells
VD Young

FUELS

General

SC Franke

Alkylation

JR Brisky
BL Landreth
DE Mueller Sr.
LW Maxfield
DM Peterson Sr.
JD Rainey
GM Rybak
SA Scott
RE Starkey
GL Washburn
J Washington
DR Wright

Aromatics East

GN Adams
MJ Angel
DA Batty
JA Berlingeri
RW Bianco
PM Brown
RE Bushnell
CE Campion
BE Cummins
RF Drew
DL Kelly
GW Martin
JL McGibany
TM Miller
JW O'Neal
DG Osterbuhr
JL Painter
RJ Schlecht
PL Sibley
RJ Sibley
DD Tallman
DR Webster
JT Wolff

Aromatics West

SE Allen
MW Allison
JA Bond
N Casey Jr.
JD Deerhake
DW Everding
MR Carner
WG Frazer
ML Gutierrez
MP Hilgendorf
JD Leichsenring
JL Kasten
CJ McConnell
RC Niebling Jr.
JD Ray
KD Saul
ML Stephens
HL Sturm

Cracking

LT Allen
TA Close
DJ Cronin
RS Eidson
JE Elmendorf
JO Garner
DL Gilworth
ML Harmon
DA Jacober
ME Kohlmiller
CD Love
JE Meisenheimer
DG Perkins
TL Pomatto
VE Sims
JW Tolle
LG Wellen
SM Woods

Distilling

JC Barney Sr.
GV Bourland
M Butler Jr.
RE Diller
JD Downs
EA Goeglein
GK Lang
AW La Rosa
L Leflore Sr.
RG Mathenia
RM Redman
GE Ritter
TJ Rizzo
CF Rosser
LG Stark
WJ Taylor
RD Tidwell
CN Van Winkle
MD Webb
JH Whorl
DT Zgonina

Gas

MJ Ayres
JR Berra
AJ Cerny
AE Derenne
CF Drury
WL Fenton
RF Gallo
BW Huffman
RA Kusterman
RE Marshall
JJ Maxfield
MX Morrison
KJ Nash
AK Peccola
JM Robinson Sr.
GG Tiller
JA Tolle

HEALTH & SAFETY

JA Brenkendorff
VJ Grizzle
RT Haase
LW Hargrave
MA Henley
LD Heugatter
HR Lynn
RE Motley
EP Perry
RC Pfeiffer
MJ Tousignant
PE Vogelbacher

HUMAN RESOURCES

KD Bivens
SM Dodd
BG Ewing
ML Fisher
FM Grush
OL Huffman
JH Jefferson Jr.
LE Judge
KA Kramer
AR Macias
DW Martin
GL Perfetti
RA Rader
RC Romani
KS Ruger
DL Taylor
BJ Wieckhorst
LM Zirges

LUBRICANTS

General

KR Garwood
GR Peters
DR Ward

Compounding

MG Adler
GL Allen
GL Blank
GD Bristol
RE Cleaves
LR Coles
LC Cox
DR Droit
CM Ewing
WL Fite
WH Generally
WD Goetten
RE Grimm
L Hall
PA Hanold
RS Holmes
JA Laird
MM Meuth
JF Milligan
L Moore
DR Perry
DE Porter
GA Spears
GJ Werner

Customer Services

BA Baggett
JG Blackburn
ML Brand
LM Braswell
JL Brueggeman
WE Lucas
JK Peipert
GE Schmitt

Lubes Processing

DP Bangert
MS Clemons
RL Duncan
TH Edwards
JR Faries
RM Gregor
DR Henderson
RD Hettinger
WM Higgins

WRR

EXEMPLARY ATTENDANCE HONOR ROLL

KW Jouett
DL Lybarger
MR Lytton
DE Mendoza
RA Morrison
JM Mussatto
HS Ogden
DL Perkhiser
RD Pfeiffer
SA Rhoades
DE Ross
NA Schiller
DL Schroeder
WW Shewmaker
TW Shoemaker
A Sokalsky
RM Wellen

MAINTENANCE

General

RA Farmer
HW Green
KW Jobe
LA Sicking
BS White

Logistics/Lubes

SL Adams
TL Allen
SG Augustine
JW Bowler
CR Butler Jr.
SE Corey
CD Crepps Jr.
RL Earles
EF Eberlin
DR Elliott
TL Elrod
J Esparza
RJ Graham
CE Hamberg
AH Henke
TW Hollaway
PB Holman
RE Howes
C Janulavich
TG Kinder
MW Leitner
CG Links
LK Meisenheimer
RJ Mitchell
RC Nuernberger
C Phillips Jr.
JW Povilat
RE Rogers
MP Scroggins
AM Slaughter
DG Stonesifer
GR Strohmeier
MD Thompson
SM Williams
BA Walls
DS Wallis

Maintenance Fuels

PJ Ahne
DE Ayers
GS Bednar
ML Bruce
RT Cox III
DL Erzen
BE Eschbach
LC Hagen
JH Hazelwood
GL Henderson
DL Klotz
KD Largio
WD Maier
DD Manning
DW Miller Sr.
RW Nelson
KR Rollins
JF Ruehrup
EL Schneck
FJ Shreve
RA Skrabacz
RL Trobaugh
WK Walton
AC Weiss

Projects/Planning

WJ Allen
CJ Astrauskas Jr.
JJ Baima
A Barnes
JG Becker
LE Branham
MK Brokaw
GL Brooks Jr.
MV Cain
DE Campbell
C Carpenter
JM Cox
AR Daube
DC Deibert
PJ Eschbach
GE Faulkner
JR Garis
GH Gonzalez
JP Gottlob
PG Greeling
HF Green
KE Hancock
JR Hartsock
LA Hellmann
DK Isaak
JW Jones
SE Jones
ET Kent
JL Kossina
PA Lamm
RL Leeson
JC Lindquist
JK Mason
WA Meyer
RR Miller
KH Nalley
RH Ooton
CW Owens
SJ Pruitt
MM Rahn
DH Renicke
RL Riley Jr.
JA Robinson
EC Rogers
RA Roustio
BR Scheaffer Jr.
RE Schobernd
OG Schwallen-stecker
TG Seymour
RL Shireman
JD Slaton
VA Tepen
MD Tracy
JG Uzunoff
HJ Vassar
CW Vassier
JH Weidner
PT Weinmann
DL Werts Jr.
JM Wilcut
GL Williams
PL Willis
JA Witt
RA Wooff

Shops

AJ Anderson
CJ Anderson
JE Anderson
FH Balch
DJ Baker
GB Barlett
FT Bauman
RN Berry
EH Boone
AD Branch
DR Brantley
KV Brinker
GS Bumpus
JS Cannon
BK Cantley Lacey
DL Caperton
DL Carlyon
W Casey
DL Cavins
JR Chandler
RJ Churchman
GH Collins
GL Cooper
WD Cooper
WH Curry
EO Dalton
DM Daniel
CD Edwards
TL Eldridge
LL Ferrari
AG Fritzsche
PR Generally Sr.
KA Gilley
GE Gindler
RC Goodman
DJ Gramlich
GA Hachman
BP Hainaut
IL Halcom
GD Hall
DE Halliday
MB Hanfelder
MA Hausman
DP Hays
GM Helfer
RL Heuer
DW Hines
AA Hosto
CF Isringhausen
KD Kerr
GG Kirby
E Jones Jr.
RJ Kerkemeyer
SG Kincade
HN Kulp
EL Lacey
SD Lash
KD Lytle
CE Mays
DR McCollum
CJ McMurray
DW McReynolds
AN Milojevich
LA Morrow
HW Olive
BL Orban
MJ Peradotti
DE Perdun
J Podnar
RC Pond
WA Priest
M Ramsey
TJ Rengel
RL Rhoads
HS Rice
EM Rider
RF Saragusa
MA Sarti
RL Schneider
LD Simms
RJ Sminchak
DH Smith
MR Smith
RE Stevenson
DL Stewart
PW Strackeljahn
J Swanson
JH Taylor
KA Thomas
WE Thompson
PL Wheeler
DL Winters
SC Worley
TG Yinger

Turnarounds

WH Ackman
MD Bechtold
LA Bleier
ME Brooks
LE Bruhn
BB Burrow
RF Burton
BD Callahan Jr.
JA Carpunky
ER Clark
MT Cope
GD Cottingham
DW Cox
KE Darr
JE Darr
JM Dean
DK Diveley Jr.
A Echols
RS Ely
D Galli
DM Garrett
JC Haefner
KP Hainaut
MF Hagan
DL Hatfield
CT Howland
LA Jones
PM Jordan
HG Kappler
KE Kieffer
GL Klucker
EM Luedde
JP Meisenheimer
FHJ Menke
JR Mills
DW Ohm
FC Raglin
JK Rench
M Revels
MF Rudolph
JR Schmid
OD Snedeker
GA Spurgeon
DW Wiegmann
TK Waghorn

MEDICAL

JD Casteel
PA Maher
LM Powers

Shell Oil Provides Emergency Response Aid To Local Fire Departments

Wood River Manufacturing Complex put its emergency response team to work in the community recently, when nearby fire departments needed assistance fighting a crude oil storage tank fire. The Complex is a member of the local Twin Rivers CAER (Community Awareness and Emergency Response) Council. The group is comprised of local industries and fire departments that support emergency response, plan for local responders and improve community awareness through education and training.

On Jan. 24, WRMC's Senior Safety Inspector and Fire Chief Jim Brenkendorff heard a call on the scanner: sludge in a crude oil storage tank in nearby South Roxana, Ill., had ignited during demolition. Because the tank was located near pipelines, refineries and other storage tanks, response was critical.

Knowing that the municipalities that would be responding to the incident did not have the necessary foam to extinguish the fire, Brenkendorff and Shell's Safety Technician Harold Lynn drove over to the site to see if assistance was needed.

"South Roxana Fire Chief Jim Eich was the Incident Commander at the site, and he requested assistance from Shell upon our arrival," says Brenkendorff. Fire Chief Eich also activated mutual aid support through CAER, calling in five municipal fire departments and the emergency response team of another nearby oil refinery.

"Personnel quickly assessed the situation, noting that there were no hydrants at the site," continues Brenkendorff. "This meant we would have to haul water to the site and use portable holding tanks for the water. It also meant we would have to draft the water from the tank to a foam engine, rather than have it supplied by hydrants. We'd never before made foam by drafting water."

> "It was a good lesson for us all. The Shell crew shared knowledge of foam suppression with local firefighters, and we had an opportunity to draft water from a portable tank."
>
> *– Jim Brenkendorff, Fire Chief*

Brenkendorff called the mutual aid request into Shell, where Emergency Response Group Leader Mike Tousignant, and Bob Ruzevich responded with foam engine #7. Also responding were Bob Wells, Jim Strohbeck, Wayne Bannister, Glenn Cooper, Dave Halliday and Pete Bernot.

Water tankers from South Roxana and Long Lake Fire Department filled the water tank while engine #7 took draft from the tank. Foam was applied with two hose lines, extinguishing the fire in about 30 minutes. Additional foam was applied on several hot spots that remained. In less than two hours, the crew was back at Shell Oil.

"It was a good lesson for us all," says Brenkendorff. "The Shell crew shared knowledge of foam suppression with local firefighters, and we had an opportunity to draft water from a portable tank."

Since the incident, Shell has acquired a 5,000- gallon portable holding tank and has begun retrofitting a 5,000-gallon gasoline truck to a water tanker. "It's important to have water available by means other than a hydrant," explains Brenkendorff. "We learned that from this experience."

WRMC Employees Score Safety Homerun

On Saturday, March 7, 1992, employees reached a significant safety milestone: 4 million hours worked without a days-away injury or illness. Many Shell people sent memos congratulating each dedicated member of the WRMC team for his or her role in this significant achievement. Here are a few samples.

"I am proud to congratulate each of you on reaching four million safe work hours on March 7. This significant safety milestone continues the Best Ever safety performance you began in November 1990.

"You continue to show a caring and dedicated approach to continuous improvement in safety through prevention and awareness. Ongoing high performance in prevention and awareness is the key to our continued success in safety.

"We have many challenges facing us to regain our competitive position in the industry. Excellence in health, safety and environmental performance is the solid foundation we must build on. Our next most important challenge is to improve our operating reliability while providing good stewardship for our finances. We have shown good results in reliability and cost management over the past several months, and must maintain this trend to meet our goals. I know each of you will rise to the challenge and apply the fundamentals we have learned in health, safety and environmental to all our key improvement areas.

"Again, I send my congratulations on your safety performance. I look forward to working with each of you in 1992 as we continue to make progress in our key result areas of health, safety, environmental and reliability."

— Gayle Johnson
Manufacturing Complex Manager
Wood River Manufacturing Complex

"Congratulations to all employees for reaching 4 million safe work hours on Saturday, March 7, 1992.

"Each employee has contributed to WRMC's continuing Best Ever safety performance. Keep up the emphasis on prevention! Let's avoid the natural tendency to relax our guard and have a let-down. It has been your continuous attention to WRMC Structured Safety and Environmental Process that has resulted in this milestone.

"Ongoing performance at our current recordable frequency rate places WRMC in a leadership position in Shell and in the industry. Although this is a very satisfying indicator, the real result is that fewer employees are experiencing serious pain or injury, which is the ultimate objective of our safety process."

— Larry Snell
Manager Health and Safety
Wood River Manufacturing Complex

"Congratulations to each and every Shell employee at Wood River Manufacturing Complex! On March 7, 1992, Wood River employees completed four million hours worked without a days-away injury or illness. This is an outstanding accomplishment, and I share your well-deserved pride in it.

"Your numerous safety achievements over the last few months clearly demonstrate your commitment to safety as the number one priority. I commend you on your contribution to Shell's goal of being the industry health and safety leader, and encourage each of you to maintain and strengthen the safe practices, procedures, and attention to detail which have brought you this far. Once again, congratulations! I look forward to your continuing success."

— Ron J. Banducci
General Manager
Manufacturing-Oil

Banducci, Heitz Deliver Results of Technical Support Study

On Feb. 4, Ron Banducci, General Manager, Manufacturing-Oil, and Walt Heitz, Manager, Health & Safety, Products, met with technical professionals at WRMC to review the results of a products technical support study.

The study, conducted from August 1989 to late 1991, was to determine the most effective way to deliver and apply technology across Shell Oil. Outside consultant SRI International conducted the study, which included interviews with a number of people in Shell locations. SRI International then compared Shell's performance with that of 16 other companies.

"The consultant found a number of strengths inherent in the way we do business, but they also found some opportunities for ways we could improve," says Bill Phelps, Superintendent Facilities Support, who attended the meeting.

Shell Oil's strengths included quality staff; loyalty among employees; trust; integrity; employment security; teamwork; reputation; staff development; centers of technological excellence; external resources; project management skills; and networking.



Ron Banducci, General Manager, Manufacturing-Oil, met with some 200 WRMC technical professionals in the Fuels 2 Building Feb. 4.

Among opportunity areas listed were a need for: coupling of business and technology; greater organizational effectiveness; business and technological risk-management; management changes; information technology use; and better recognition of the difference in oil and chemical sides of the business.

"It's important for us to step back and assess ourselves and make sure we're applying technology in the correct way," says Phelps. "Most important, we need to compare our results with the results of our competitors. We need to see how well these companies are positioned to do business in the future and see what the best of these are doing. We envision that this study will cause us to change the way we apply technology at Head Office and at our Shell locations."

WRMC Holds Reception For Community Leaders

On Feb. 5, WRMC hosted its third Community Leaders Reception. Held at the Alton Holiday Inn, the reception was well received, with more than 100 community leaders attending. The event provided an opportunity for guests to meet WRMC leaders and ask questions about how the Complex affects their communities.

Among WRMC's guests were mayors from several local communities, government officials, key WRMC employees and WRMC labor leaders. Also present were representatives from many local charitable organizations.

Gayle Johnson, Manufacturing Complex Manager, provided guests with an overview of WRMC's performance during 1991. The areas of safety and environmental proved to be excellent during 1991, he said, and employees plan to keep their record-setting performance a top priority during 1992. Johnson introduced several key WRMC personnel and thanked guests for their continued support.

"The Community Leaders Reception is a very successful outreach effort for the Complex," says Dave McKinney, Manager Community Relations-Midwest. "It provides an excellent opportunity to build strong relationships with our neighbors."

A Moment In History

No, she's not real, but the flame retardant clothing (FRC) makes her fit right in at WRMC. She's a mannequin recently acquired by the History Museum to show visitors what standard Shell clothing looks like.

From her FRC jumpsuit to her size seven work boots, generously donated by Archway Industrial Safety Shoe Corporation, "Shelly" (as the mannequin was named) represents Shell employees across the Complex.

"We wanted an example of the clothing our employees wear on the job, and this seemed the best way to display it," explains Margaret Middlecoff, museum curator. "Shelly is our Shell employee in residence."

If you would like to see Shelly or learn about the history of Wood River Manufacturing Complex, stop in at the History Museum any Wednesday, 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.

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



Retiree Cliff Davidson proudly displays "Shelly," the History Museum's new FRC-wearing mannequin.

Quality Produces New Quart Case

The solution to one problem can often be the cause of another problem. Such was the case recently, when WRMC Lubricants' quart-bottle supplier converted to ovalized tooling from round tooling to remedy a problem of concaved bottles. The change resulted in a much rounder bottle, eliminating a concaved appearance and enhancing labeling capabilities, but created a new problem.

The new bottle no longer fit comfortably in the corrugated carton Lubricants uses for shipping packaged goods. The carton bulged, and the gluing flap no longer folded properly. This resulted in downtime at the caser and crashes at the palletizer. A solution was developed to convert to a glue with greater tack capabilities, but this proved only temporary. Because the cartons were misaligned and not square, they would not stack properly when palletized.

That's when Larry Coles, Caser Operator, quart line, got involved. Coles submitted a continuous improvement suggestion recommending that the quart case dimensions be enlarged to properly contain the improved quart bottles.

After contacting other locations and learning that they too were experiencing the same problem, Coles' suggestion was put into action.

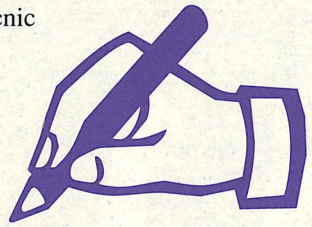
With management support, Georgia-Pacific, WRMC's quart corrugated supplier, was challenged during a quality team meeting to design a new carton. The task required extensive cooperative teamwork and continuous communication to produce a carton to meet bottle requirements. After weeks of testing and analysis, the Georgia-Pacific/Shell quality team presented a larger carton for production and final analysis. Production with the new carton was a complete success. After an isolation period, the new carton was approved for quart line production.

Deliveries began early January with an added bonus. The new cartons also contain 44 percent recycled corrugated paper.

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Mark Your Calendars!

The fifth annual Fuels picnic will be held Saturday, June 13, 1992, at Shell's Kendall Hill Park. All Fuels, Operations and Functional Support group employees and their families, as well as all Fuels retirees, are invited to come and join the fun. Anyone interested in helping with picnic preparations and clean-up should contact Nancy Yarnell at ext. 2222. The fifth annual Fuels picnic will provide family fun for everyone!



SRA Calendar Of Events: May/June 1992

SRA ACTIVITIES ONGOING DURING MAY/JUNE:

- Camera Club
- Radio Club
- Archery
- Fishing contests
- Bass tournaments
- Trapshooting
- Softball
- Co-ed softball
- Golf
- Skeetshooting
- Pistol League

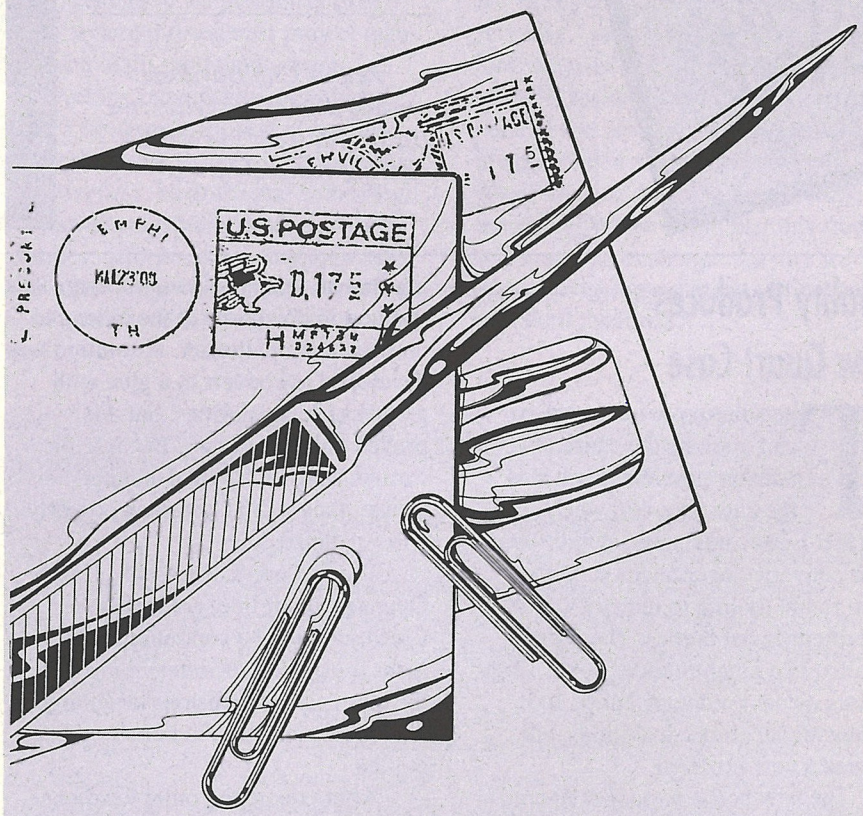
A Note To Pensioners

If you are a pensioner who is experiencing problems receiving mail from Shell, including the *Wood River Review* and other Shell publications, Shell may not have your most recent address.

If you've recently moved or if you are experiencing a problem receiving your Shell mail, send a note with your address to:

Shell Pension Trust
P.O. Box 4500
Houston, Texas 77210

To confirm that an address change has been made, or to simply check the address Shell has on file for you, call **1-800-247-4355.** Ask the operator to connect you with someone who can change and/or verify your address. You can make corrections verbally on this line, but please follow up with a written change-of-address notice sent to the above address.



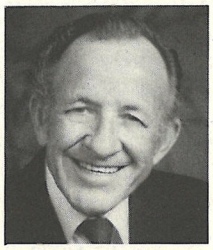
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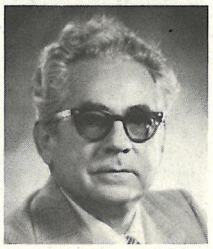
In Remembrance



Norville Bangert, 78, died Dec. 22. Mr. Bangert was an Operator 1 in Light Oil Processing before retiring in 1976 after 30 years of service.



Bill Capps, 70, died April 17. Mr. Capps was a Pipefitter 1 in Maintenance before retiring in 1985 after 30 years of service.



Joseph Izsak, 67, died Dec. 11. Mr. Izsak was an Operator 1/Breaker in Fuels-Aromatics East before retiring in 1980 after 33 years of service.



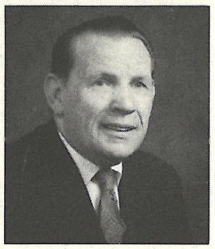
Arthur Davis, 90, died Feb. 28. Mr. Davis was a Pipefitter 1st in Engineering before retiring in 1963 after 37 years of service.



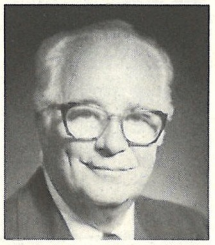
Ernest Johnson, 68, died March 18. Mr. Johnson was an Operations Foreman, Environmental Conservation/ Utilities, before retiring in 1985 after 40 years of service.



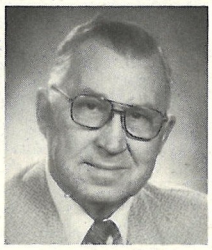
Edward Kadletz, 94, died March 4. Mr. Kadletz was a Valve Repairer in the Engineering Field before retiring in 1960 after 21 years of service.



John Metcalfe, 83, died March 17. Mr. Metcalfe was a Sr. Analyst in the MTM Research Lab before retiring in 1973 after 37 years of service.



Quint Nungesser, 72, died Feb. 15. Mr. Nungesser was a Gate Captain in Safety & Industrial Hygiene before retiring in 1982 after 31 years of service.

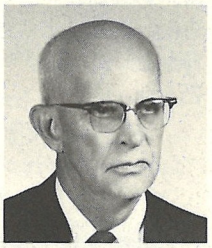


George Richardson, 74, died Feb. 13. Mr. Richardson was a Special Tester, Quality Control, before retiring in 1978 after 38 years of service.

Terry Shipton, 59, died Feb. 11. Mr. Shipton was a Lab Maintenance Man in Quality Assurance with 21 years service.

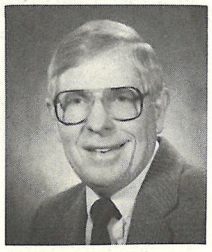


Frank Soltes, 82, died Jan. 18. Mr. Soltes was a Yardman in the Engineering Field before retiring in 1966 after 24 years of service.

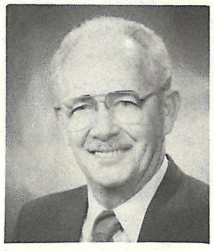


Ralph Wandling, 86, died Feb. 25. Mr. Wandling was a Senior Engineer in the Engineering Office before retiring in 1965 after 36 years of service.

Retirements



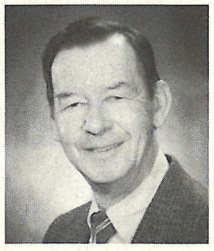
Vern Blotevogel
Operator 1/Breaker
Fuels-Cracking
20 years



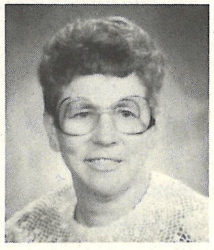
David Daniel
Operator 1/Breaker
Fuels-Distilling
23 years



Mary Hyndman
Senior Clerk
Engineering-Pressure Equipment
31 years



Lloyd Rudolph
Systems Analyst
Business Services-Computer Services
36 years



Marge Stavely
Nurse
Medical
21 years

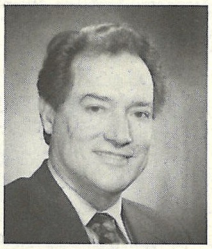
Ed Nolan
Maintenance Foreman
Maintenance-Shops
34 years

Willie Walker
Equipment Operator
Maintenance-Logistics/Lubes
22 years

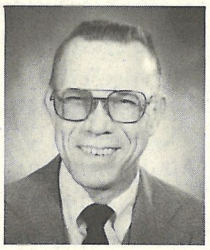
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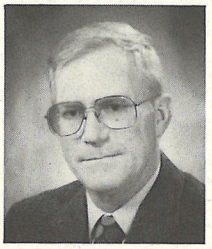
Service Anniversaries



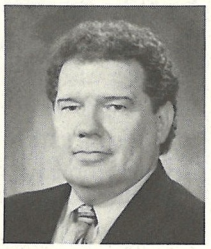
Bob Lewis
Operator 1/Breaker
Lubricants-Lubricants Processing
35 years



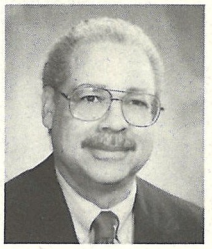
Terry Davis
Compounder Helper 1
Lubricants-Compounding
30 years



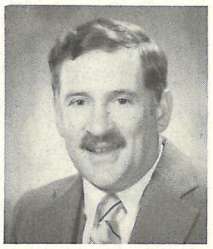
Bill Ackman
Maintenance Supervisor
Maintenance-Turnarounds
25 years



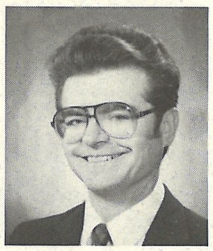
Larry Allen
Maintenance Supervisor
Fuels-Cracking
25 years



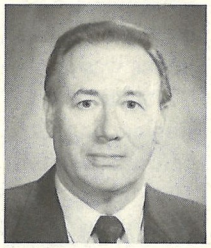
Ed Blanc
Senior Engineer
Engineering-Pressure Equipment
25 years



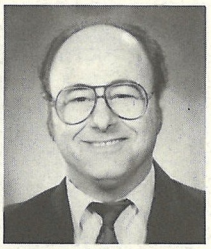
Ray Butler
Maintenance Foreman
Maintenance-Logistics/Lubes
25 years



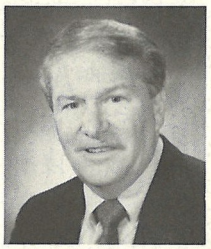
Alan Derenne
Operator 1/Breaker
Fuels-Gas
25 years



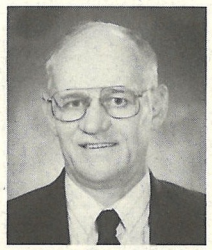
Bob Ely
Maintenance Supervisor
Maintenance-Turnarounds
25 years



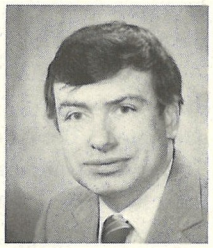
Bill Gray
Operations Foreman
Process Environmental-Quality Assurance
25 years



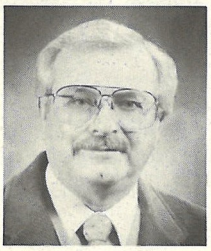
John Hagemeister
Pipefitter 1
Maintenance-Fuels
25 years



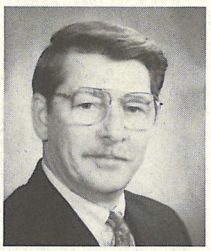
Dale Henderson
Operations Foreman
Lubricants-Lubes Processing
25 years



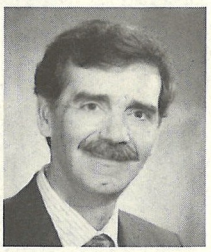
Dave Lewis
Senior Engineering Technician
Engineering-Control Systems Engineering
Logistics/Lubes
25 years



Roger Romani
Maintenance Supervisor
Human Resources-Training
25 years



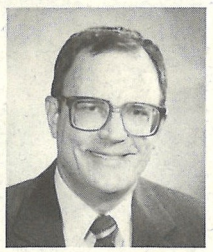
Max Rudolph
Maintenance Supervisor
Maintenance-Turnarounds
25 years



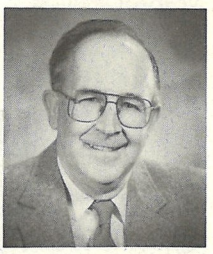
Jerry Spencer
Craneman 1
Maintenance-Shops
25 years



Minnie Tindall
Administrative Secretary
Business Services
25 years



Paul Weinmann
Maintenance Foreman
Maintenance-Projects/Planning
25 years

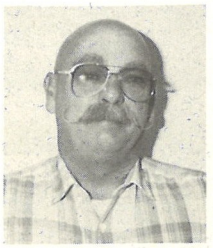


Dan Zgonina
Special Assignment
Fuels-Distilling
25 years

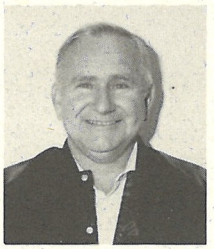
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New To WRMC



Gary Blank transferred to WRMC as Foreman of the Package Lubricants Warehouse. Previously, Gary worked as Foreman, Compounding, at the Wilmington Manufacturing Complex. Gary and his wife Diane will live in Collinsville. They have two daughters, Carrie, 23, and Roxanne, 21. Gary enjoys playing softball and umpiring games.



Neil Cullen transferred to WRMC as Operations Foreman in Dispatching Operations. Previously, Neil worked as a site specialist at Wilmington Manufacturing Complex. Neil and his wife Winnie plan to live in Edwardsville. They have two children, Troy, 25, and Lorraine, 22. Neil enjoys hunting, fishing, bowling, golf and traveling.



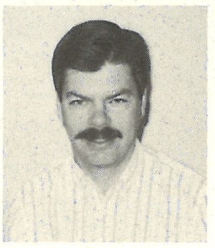
Rigo Gonzalez transferred to WRMC as Analyst in Human Resources. Previously, Rigo worked in Human Resources-Continental and International E&P. He and his wife Joan plan to live in Edwardsville. Rigo enjoys golf, skiing, and outdoor activities.



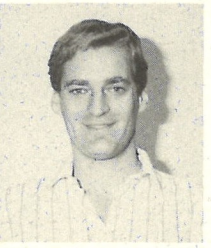
Colleen Hutchings transferred to WRMC as Senior Engineer, Process Environmental, Environmental Conservation. Previously, Colleen worked as Senior Engineer, Process Engineering, Refining-Logistics at Deer Park Manufacturing Complex. Colleen and her husband Dency hope to live in Edwardsville or St. Louis. Colleen enjoys playing racquetball and golf, participating in aerobics, playing bridge and reading science fiction.



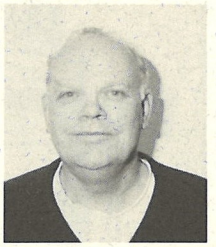
Loretta Koster transferred to WRMC as Associate Engineer, Process Environmental. Previously, she worked as as Research Engineer, Refining and Manufacturing Research &Development, Systems Development-Optimization at Westhollow Research Center. Loretta, who enjoys cooking and playing softball, plans to live in Edwardsville.



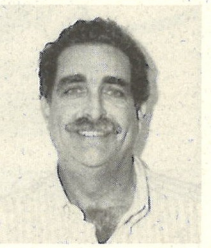
Dave McKinney transferred to WRMC as Manager Community Relations-Midwest. Previously, Dave worked as Manager Community Relations-South/Central at Deer Park Manufacturing Complex. Dave and his wife Dana have three children, Benjamin, 10, Tammy, 8, and Tyler, 5. Dave enjoys bicycling, coaching, scouting and photography.



Timothy Peterson transferred to WRMC as Supervisor Control Systems Engineering, Control Systems Engineering-Logistics/Lubes. Previously, Timothy worked as Process Control Engineer in Field Engineering at Dominquez Site, Wilmington Manufacturing Complex. Timothy, who enjoys basketball and volleyball, plans to live in St. Louis.



Ed Romick transferred to WRMC as Operations Foreman in Fuels-Alkylation. Previously, Ed worked as Operations Foreman at Wilmington Manufacturing Complex. Ed and his wife, Gwen, have two children, Christopher, 14, and Emilie, 6.

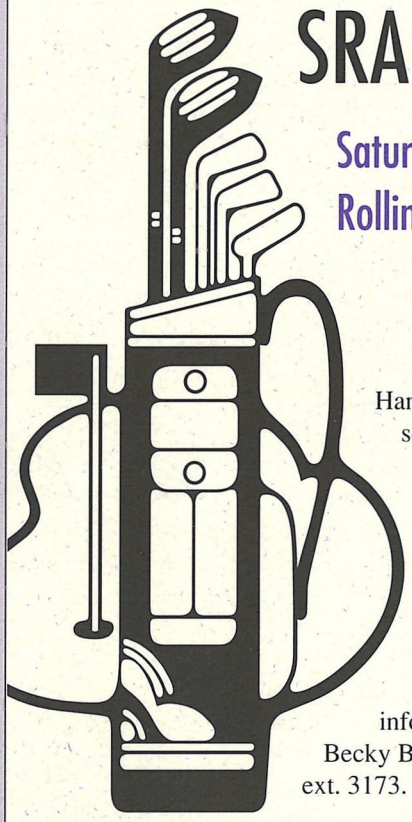


Jim Stewart transferred to WRMC as Senior Inspector, Engineering Pressure Equipment-Central. Previously, Jim worked as Senior Inspector, Engineering Services, at Wilmington Manufacturing Complex. Jim and his wife Janet plan to live in the St. Louis area. Jim enjoys boating, sailing, skiing, bicycling and camping.



Waunita Waters, RN, joined WRMC as a nurse in the Medical Department. Waunita, who lives in Godfrey, Ill., enjoys exercise, bicycling and traveling.

WRR
BILLBOARD



SRA Golf Day

Saturday, June 27, 7 a.m.
Rolling Hills Golf Club, Godfrey, Ill.

$13 per person

Carts additional, costing $16 for 18 holes. Hamburgers, bratwursts, chips, soda and beer served.

Prizes given to winners of: 1st and 2nd Scratch; 1st and 2nd Blind Bogey; Longest Drive (front and back nine holes); Closest to the Pin (front and back nine holes).

Watch you bulletin boards for more information regarding tee-off times, or call Becky Bertani at ext. 3196 or Ralph Butler at ext. 3173.

Ten & Over Bar-B-Que At A New Location This Year

This year's Ten & Over Bar-B-Que will be held at a new location: Knights of Columbus Park (formerly called Buffalo Park), in Maryville, Ill. The park is on Highway 159, just one block south of Highway 162. The picnic, for employees with ten or more years of service, will be held Saturday, May 16, from 11 a.m. to 6 p.m. The barbeque will feature lots of fun, food and refreshments. Employees eligible for this event will receive an invitation in the mail. Please make plans to attend!



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