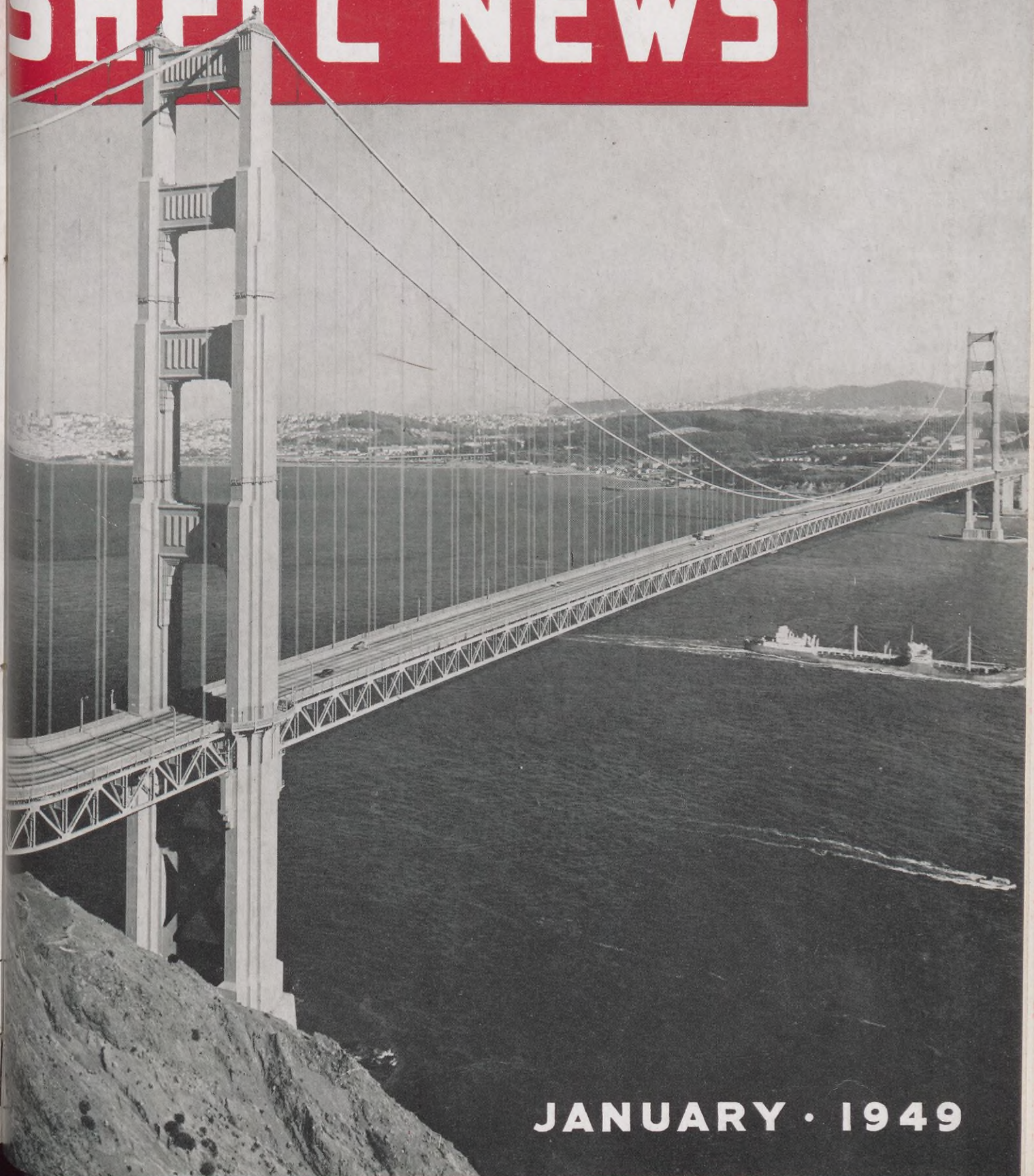
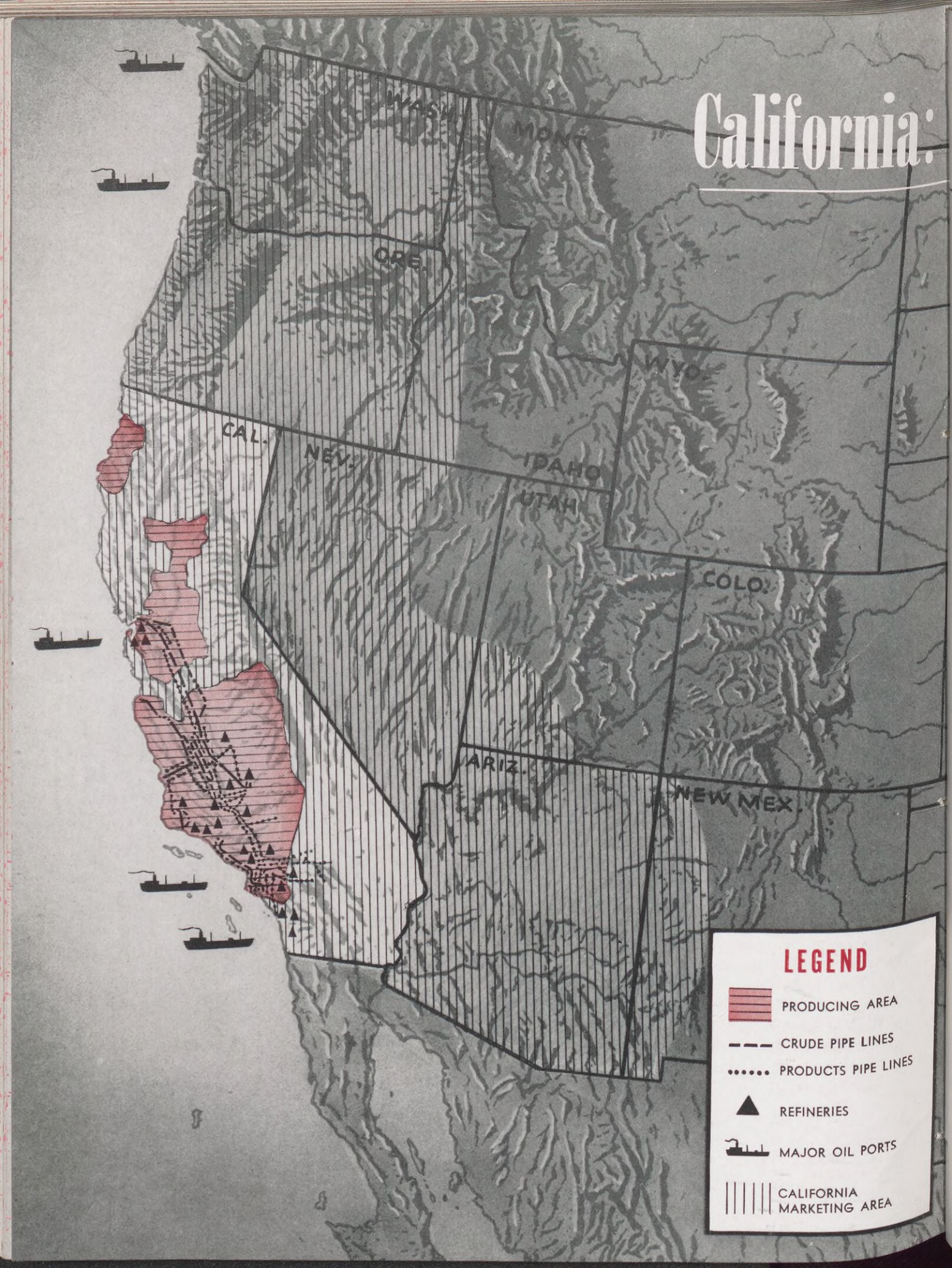
SHELL NEWS



JANUARY · 1949


California:
WASH.
MONT.
ORE.
WYO.
CAL.
NEV.
IDAHO
UTAH
COLO.
ARIZ.
NEW MEX.
LEGEND
PRODUCING AREA
CRUDE PIPE LINES
PRODUCTS PIPE LINES
REFINERIES
MAJOR OIL PORTS
CALIFORNIA MARKETING AREA

A Great Oil State

THE Spaniards who gave California its name envisioned it as an earthly paradise. The Californians of today don't go quite that far, but the superlatives they use are well justified. California has been greatly blessed with abundant natural resources and a climate acclaimed by people the world over.

The state's material greatness springs from her own rich earth in the form of "gold," both solid and liquid, and in a multitude of agricultural products—wealth which gives it the name "The Golden State."

Gold was found at Sutter's Mill in 1848. It attracted thousands of prospectors. Oil was first discovered in commercial quantities at Pico Canyon in 1876. It helped to build an empire.

Today the oil industry is not only one of the leading industries of California, but it also provides most of the fuel for the commerce, industry and agriculture of the entire Pacific Coast region. The relief map on the opposite page shows how the Pacific Coast states are bordered by the Rocky Mountains. This geographical factor, more than any other, influenced the nature and growth of all industries of the region and, in particular, the California oil industry. During the formative years of business in the Far West, the Rockies were a formidable barrier to the rest of the country so that western industry had to look to its own region and, whenever possible, to the Orient, for its markets.

By 1900, California was the leading oil-producing state in the nation but there was no significant outlet for its products beyond the Rockies. Tanker transportation was uneconomical since the ships had to make the trip around Cape Horn to reach the ports of the eastern seaboard. The Panama Canal was not opened until 1914. Pipe lines over the Rockies and across the wide open spaces beyond were also uneconomical. Railroad transportation to points east of the Mississippi was prohibitive. Thus, the intense development of "home" markets was a must.

Much of the oil found in California is of an asphaltic type which requires relatively little refining to make it usable as fuel oil. The industry built a market for this product by helping promote the conversion of coal-

(Continued on page 2)

Commencing with this issue *Shell News* welcomes as new readers the 11,500 employees and their families on the Pacific Coast. They include employees of Shell Chemical Corporation, Shell Development Company, and Shell Oil Company, Incorporated.

SHELL NEWS

VOL. 17—No. 1 JANUARY, 1949

Dedicated to the principle that the interests of employees and employer are mutual and inseparable

Employee Publications Division
Personnel Department, New York

contents

PUBLICATIONS QUESTIONNAIRE

Last summer SHELL NEWS circulated an Employee Publications Questionnaire to employees in the East of Rockies Territory. The publications covered in the questionnaire were SHELL NEWS, "What Shell Means to You," and "Program for Security." The editors of these publications asked a number of questions, to find out how well you thought they were doing their job and if they were getting over to you the kind of information and material you want in the way you want it.

Here are the results in a nut-shell:

SHELL NEWS is evidently well read and nearly 60% of the replies to the questionnaire show a high degree of interest in the articles and regular features of the magazine. Many good suggestions were received on how to improve SHELL NEWS and careful consideration is being given as to how to place them in effect. Some bouquets were received (many thanks), and some tomatoes, too. We hope that some of the former were deserved and shall try to remedy the cause for the latter.

"What Shell Means to You" and "Program for Security" have evidently been well received and understood. On the whole, about 75% of all questions asked were correctly answered. When we went to school that was a passing grade.

From a statistical standpoint, there were perhaps not enough replies received for us to be certain the results were fully representative of the views of all employees. Approximately, 3,100 replies were received. Allowing for some losses in handling, due to incorrect addresses and non-deliveries, this amounts to a response of about 20%.

We sincerely thank all who completed and returned their questionnaires.

The Editors.

Published by Shell Oil Company, Incorporated. (H. S. M. Burns, President, A. G. Schei, Treasurer; J. A. Horner, Secretary), for its employees and those of Shell Chemical Corporation, Shell Development Company, Shell Pipe Line Corporation and Shell Union Oil Corporation. Address communications to SHELL NEWS, Shell Oil Company, Inc., 50 W. 50th St., New York 20, N. Y.

Signal Hill today, after 27 years of production. Its 1,400 acres have produced more crude per acre than any other field in the world.

THIS MONTH'S COVER: An oil tanker passes beneath San Francisco's famed Golden Gate Bridge on its way to the open sea.

burning ships to oil—a movement which started shortly after the beginning of the century. Also the Pacific Coast railroads were persuaded that fuel oil available locally would make a more economical fuel than coal which had to be hauled long distances overland. As a result the railroads began to convert from coal to oil via the oil-fired locomotive as early as 1909. These were just two of the many steps which the California oil industry took in its early years to develop a domestic market without which it could not have survived.

Another important factor which helped shape the pattern of the California oil industry is the geological structure of the oil fields themselves. California crude comes from three main districts, all in the southern portions of the state. These are the San Joaquin Valley, the Los Angeles Basin and the Coastal districts. The state's oil-bearing formations are folded and faulted to a greater degree than other important fields in the United States. Oil sands are numerous and distributed through thousands of feet of sediments. Generally they are of greater thickness than oil formations in other parts of the country, some being as much as 1,500 feet thick. These great sand reservoirs explain California's prolific crude oil

production from a relatively small geographical area, and the long producing life of California's wells.

The state has produced nearly eight billion barrels of crude oil to date. Its annual rate of production is second only to Texas. California has many outstanding fields, principal of which is Signal Hill, a Shell discovery. This field became the most prolific in the world with regard to production per acre. In the twenty-seven years of its life it has yielded Shell alone about 150,000,000 barrels. In fact, Shell people in California call it the "cash box."

To keep pace with its production, the California petroleum industry had to make great strides in the other branches of the business. The state's first oil pipe line was built in 1879, only three years after the discovery of California's first commercial producer. Today, the total reported pipe line mileage, both crude and products, is in excess of 4,600 miles.

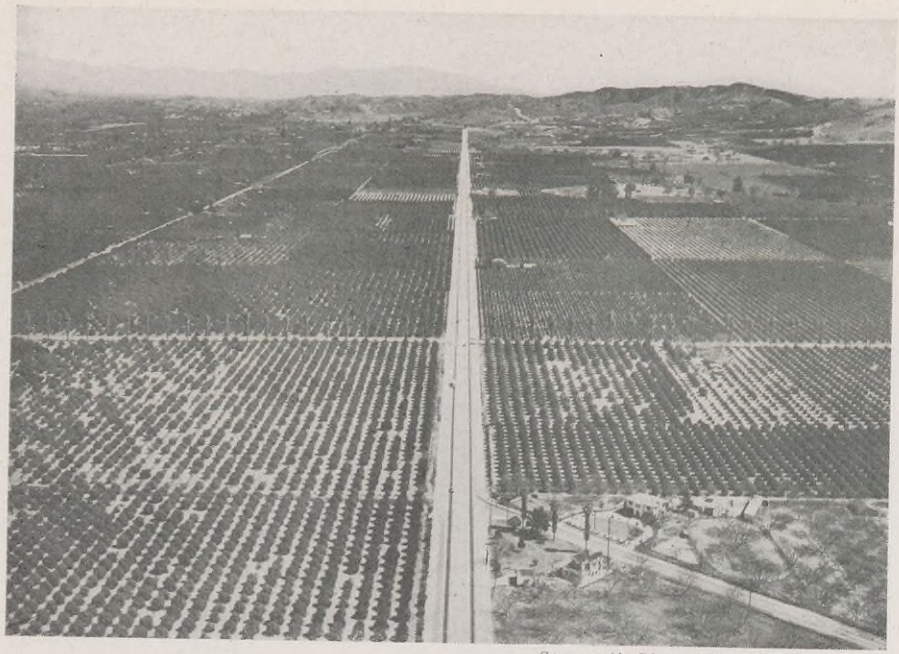
Oil tankers moving from the California industry's great marine terminals have supplied the countries that rim the Pacific Ocean ever since the turn of the century. During World War II, most of the fuel requirements of the Allies in the Pacific Theater moved by tanker from California refineries through these same marine terminals.

Western Oil & Gas Association

Above. California's first commercial oil refinery was erected at Newhall in 1876 to process crude from the nearby Pico Canyon field where the state's first commercial producer was brought in that same year. *Below.* Marketing through service stations was first widely practiced in California. This station, fondly called the "cracker box," was typical of California service stations in the early 1920's.

However, much of the state's crude production and products is transported comparatively short distances because refineries are either within or very close to the producing areas and principal domestic markets. This fact led California early in the game to take advantage of tank trucks as an economical means of short haul transportation, not only in the marketing end of the business, but also in moving crude to refineries. In this way, through maximum use of all transportation methods, California continued to supply the increasing demands of its growing markets.

California shares, too, in the development and adoption of improved refining methods. At first they were confined generally to improved distillation processes. Witness the installa-



Spence Air Photos From Ewing Galloway

Famous for its citrus groves and fruit orchards and a wide variety of garden vegetables and other crops, California leads all states in irrigation. California agriculture uses numerous chemicals from petroleum which have meant increased production. Included are insecticides, fungicides and chemical fertilizers.

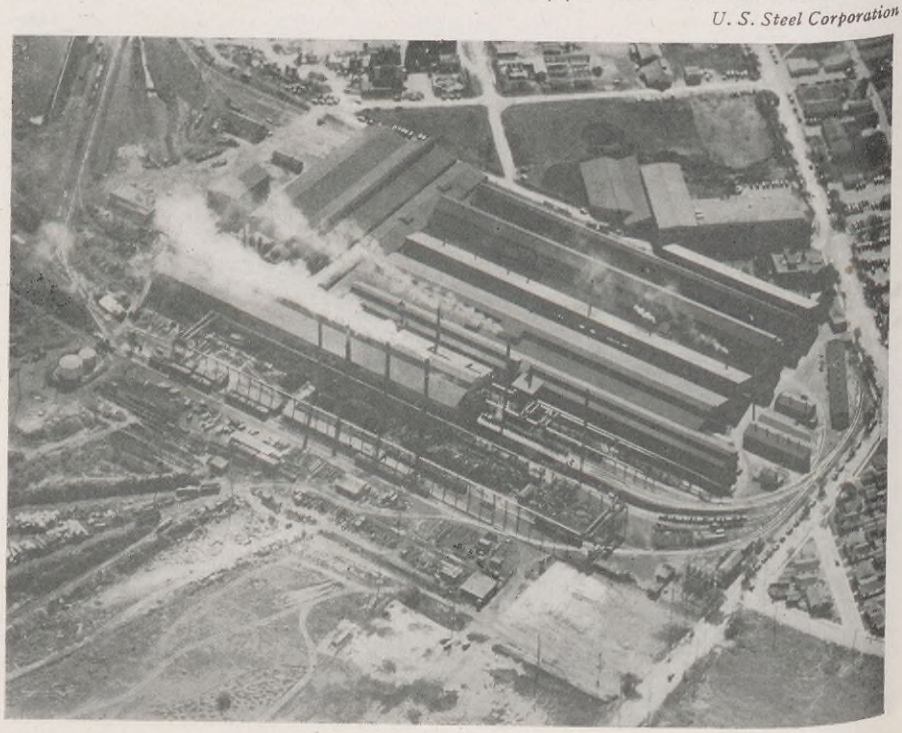
tion of the first Trumble units erected at Shell's Martinez and Coalinga refineries in 1915. The oil industry in California was relatively slow in adopting cracking processes, and by 1936 there were only 30 cracking units in the state. One explanation for this lies in the nature of many grades of California crude which are sold as fuel oil after relatively little refining.

However, as gasoline demand soared in the late thirties, the industry began to increase its cracking facilities. This move was made the more necessary by a drop in production of natural gasoline which, at best, was never very great in California fields compared with those of other oil-producing states. By such means as thermal and catalytic cracking and other processes, the California industry is now able to meet Pacific Coast demand for high quality motor fuels and to obtain a greater proportion of gasoline from each barrel of its crude. By the close of 1947, California had 60 refineries and a growing number of chemical plants to convert the by-products of petroleum refining to chemicals for industry and agriculture.

As mentioned above, the consumption of gasoline began to soar in California during the thirties. Actually, that is an understatement. Nowhere has the automobile had greater impact than in California. This is reflected in the growth of all phases of California's oil industry, but particularly in refining and marketing. By 1940, California (fifth in population figures) led all states in the total number of motor vehicle registrations, and the following year it ousted New York from the top position in the use of motor fuel for private and commercial vehicles. It is estimated that when the 1948 figures are compiled they will show California to have private and commercial vehicle registration exceeding 3,795,000, an increase of better than nine percent over 1947. Add the figures for Oregon, Washington and other states in the Pacific Coast and Rocky Mountain areas served by the California oil industry, and estimated registrations for 1948 will exceed six million passenger cars and commercial vehicles. Serving this great number of motor vehicle users are thousands of modern service stations. In fact, the method of dealing through service stations rather than through garages and other establishments is one of the major marketing innovations which

Among California's leading industries is steel production, which helps to supply the oil industry with much of its pipe, vessels and other steel requirements for Pacific Coast refineries, pipe lines and oil fields.

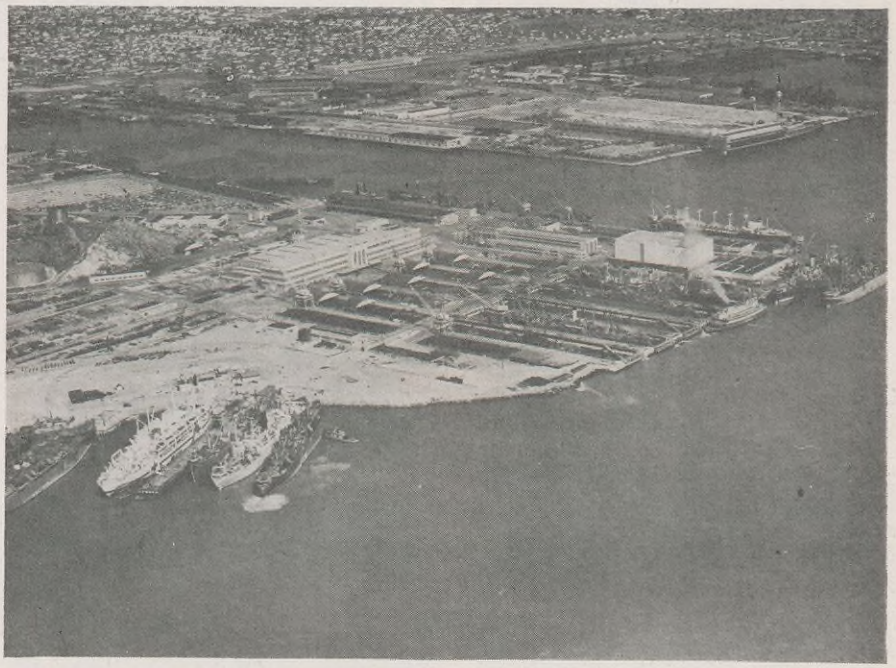
U. S. Steel Corporation



started on the Pacific Coast before the twenties. From there it spread to the rest of the country. Supplying these Pacific Coast stations is a vast network of marine and inland terminals stretching from the Mexican border to Canada and extending inland to the Rocky Mountains.

The California oil industry has played a major role in the development and application of special products for industry. The development of insecticides, fertilizers, soil fumigants and other chemicals from petroleum used in agriculture gave birth to the petro-chemical industry which had its start on the Pacific Coast. Shell Chemical, established in 1929, was one of the first companies in the field, manufacturing and marketing chemicals largely developed by Shell Development Company with laboratories at Emeryville, California.

Prior to World War II the entire Pacific Coast region experienced a rapid industrial and agricultural expansion and population growth. The trend was accelerated tremendously during the war when the Pacific Coast became the supply point for the Pacific Theater. Shipbuilding, aircraft manufacturing and other manufacturing and construction industries expanded tenfold. New industries, drawn there by abundant natural resources, supplies of power and strategic position, moved to Pacific Coast locations for war work and remained to meet peacetime demands. As a result the California oil industry during the last fifteen years or so has faced an increase in demand for its products far greater, percentage wise, than that for the rest of the country.



Kaiser Co., Inc.

Along the Pacific Coast with its great harbors are the many shipyards that form another of California's industrial leaders. From them have come much of the tanker tonnage which has carried California oil to all parts of the world.

From time to time it has become necessary to transport crude and finished products to the Pacific Coast to meet these demands. The net result is that gradually the operations of the California oil industry have become closely interwoven with those of the rest of the country.

In 1947, California produced more than 333 million barrels of crude oil to finish second among the oil-producing states. The *proved* reserves of the state are in excess of three and a quarter billion barrels. Certainly the California oil industry faces a bright future as it continues to expand its facilities to meet the demands of the great industrial and agricultural empire that it has helped to build.

From the Pacific Coast's aircraft plants during the war came bombers and fighters which filled the skys over farflung battle theaters. Today, these same plants are producing newer and bigger planes for the world's air transportation needs.

Boeing Airplane Company

SHELL PEOPLE IN THE NEWS

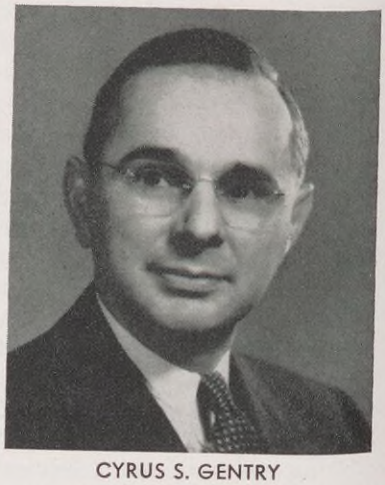
P. E. LAKIN

P. E. LAKIN has been appointed Executive Vice President of Shell Oil Company, and in this capacity he will serve as Shell's senior representative on the Pacific Coast, with offices in San Francisco. This move returns Mr. Lakin to the territory where he began his career with Shell in 1915. After attending the University of California, he joined Shell as a clerk in Seattle, Washington, and thereafter held positions of increasing responsibility at many Pacific Coast locations. In 1933 he was appointed Sales Manager of the Mid-Continent territory with headquarters in St. Louis and three years later he became Vice President - Marketing. Since 1942 he has been Vice President-Marketing with headquarters in New York.

F. S. CLULOW

F. S. CLULOW, Vice President — Manufacturing, has been named a Director of Shell Oil Company and has moved from San Francisco to the New York Head Office, where he has assumed over-all responsibility for manufacturing activities coast to coast. Executive duties in Manufacturing will be shared by Mr. C. E. Davis, Vice President.

Mr. Clulow came to Martinez Refinery as Manager of the Distilling Department in 1930 following ten years of service with associated Shell companies. He was promoted to Assistant Superintendent at Martinez the same year. In 1934 he became Manager of the former East Chicago refinery. He was named Manager — Manufacturing in Shell Oil Company's San Francisco Office in January, 1938 and later the same year was appointed Vice President.



CYRUS S. GENTRY

CYRUS S. GENTRY, Vice President and General Counsel, has been named a Director of Shell Oil Company, Incorporated. A graduate of McKendree College, the University of Illinois and Oxford University, Mr. Gentry came with Shell in 1933 when he took charge of legal work in St. Louis. He was named Secretary of the Company in 1936 and the following year was transferred to New York. In 1941 Mr. Gentry assumed his position as General Counsel and in 1944 he was appointed Vice President.

E. C. PEET, Vice President-Finance, has been named a Director for Shell

E. C. PEET

J. G. JORDAN

HIRAM NORCROSS

Oil Company, Incorporated. A graduate of the University of St. Louis where he majored in commerce and finance, Mr. Peet began his Shell career in 1919 as a clerk in St. Louis. After becoming Accountant and then Assistant Controller at that location, he moved to San Francisco as Manager of the Auditing Department in 1933. He subsequently became Assistant Treasurer there prior to coming to New York Head Office as Assistant Secretary and Assistant Treasurer in 1940. In 1944 Mr. Peet was appointed Vice President and Treasurer of Shell Oil Company, Incorporated.

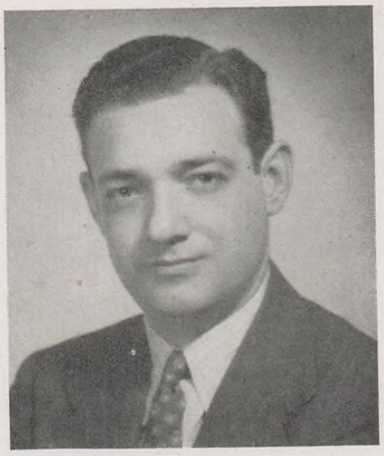
J. G. JORDAN, Vice President of Shell Oil Company, has moved from San Francisco to the New York Head Office. He will be in charge of Marketing activities from coast to coast. Mr. Jordan came to Shell in 1925, shortly after his graduation from the University of Missouri, as a clerk in the Head Office Distributing Department in St. Louis. In 1927 he moved to Decatur, Illinois, as a Service Station Supervisor and was later assigned to real estate development work there. The next year, Mr. Jordan returned to Head Office, St. Louis, as Assistant Development Manager, and in 1931 was promoted to Manager of that department. He was transferred to Cleveland as Division Manager in 1932, and remained there until 1943 when he was assigned to San Francisco as Retail Sales Manager (Pacific Coast), advancing to Sales Manager two years later. In 1947 he was appointed Vice President.

HIRAM NORCROSS, Vice President of Shell Development Company, has been transferred to the London office of the Shell Companies on special assignment. A graduate of Yale University and Yale Law School, Mr. Norcross started with Shell as an attorney in the St. Louis office in 1933. He subsequently held Legal positions in St. Louis and in Tulsa before becoming Land Agent in Centralia, Illinois in 1938. Early in 1941 he was named Land Manager at that location and later the same year was transferred to San Francisco to the Shell Development Company as an attorney. In that capacity he moved to Shell Development Company's New York office the following year and in 1944 became a Vice President.

J. A. HORNER

J. A. HORNER has been appointed Secretary of Shell Oil Company, Incorporated. A graduate of the University of Oklahoma Law School, Mr. Horner began his Shell career as a Legal Clerk in the Tulsa office in 1936. He served there and in Centralia, Illinois, prior to moving to New York in 1941 as an attorney. In 1943 he became Office Assistant in the President's office and two years later was made Administrative Assistant to the President.

J. W. PEGG has been appointed Manager of the New York Office of the Shell Development Company. A graduate in law from the University of Missouri, Mr. Pegg came to Shell in 1937 as an attorney in St. Louis. He progressed through positions of increasing responsibility and in April 1943 became Manager of the New York Legal Department of Shell Oil Company. In September 1945 he was named Executive Assistant to the Vice President-Marketing. From January 1948 until his new assignment he served as Manager of the St. Louis Marketing Division.



J. W. PEGG

R. S. MITCHELL has succeeded J. W. Pegg as Manager of the St. Louis Marketing Division of Shell Oil Company. A graduate of Virginia Military Institute and the Harvard School of Business Administration, Mr. Mitchell began his Shell career in 1930 in the St. Louis Head Office. He subsequently held various technical and administrative positions there prior to becoming Assistant Manager of the Technical Products Department in 1936. Following assignments in the New York Office, and in the Indianapolis Marketing Division, he was made Office Assistant in the Pres-

R. S. MITCHELL

R. T. GOODWIN

J. S. HARRIS

J. H. HALL

ident's Office in the New York Head Office in 1940. Since his return from a four year Military Leave of Absence in early 1946 he has been Manager of the Head Office Marketing Special Products Department.

R. T. GOODWIN has replaced R. S. Mitchell as Manager of the Head Office Marketing Special Products Department of Shell Oil Company. Holder of degrees from the University of Southern California and Columbia University, Mr. Goodwin came to Shell in 1932 as a Sales Representative in St. Louis. The following year he became Manager of Fuel Oil Sales at that location and he served there until 1936 when he was transferred to the New York Office in the same capacity. In 1940 he was named Manager of Marketing Aviation Department, the position he held at the time of his new assignment.

J. S. HARRIS has succeeded R. T. Goodwin as Manager of Head Office Marketing Aviation Department of Shell Oil Company. A graduate of Massachusetts Institute of Technology, Mr. Harris was originally employed by Shell in the Technical Products Department in St. Louis in 1930. He progressed through various technical and administrative positions until 1939 when he was transferred to Akron, Ohio as Marketing District Manager. In 1940 he was made Marketing Field Manager in New Orleans, Louisiana and two years later moved in the same capacity to Jacksonville, Florida. Early in 1942 he was named Assistant Manager of the Marketing Aviation Department in New York Head Office.

J. H. HALL has been appointed Assistant to the Vice President-Marketing of Shell Oil Company, in which capacity he will handle coast-to-coast special assignments in Marketing operations. Mr. Hall, an engineering graduate of Washington University in St. Louis, joined Shell in 1932 as an electrical engineer in the Head Office Marketing Engineering Department and completed assignments as Equipment Engineer in Head Office and as Construction and Maintenance Superintendent in the Florida Division. From 1938 until 1946 he was Chief Engineer and later East Line Division Superintendent of the Products Pipe Line Department. In 1946 he was transferred to New York Head Office to manage the Marketing Engineering Department.

E. J. GRIFFIN has been appointed Assistant to the General Sales Manager in Shell Oil Company's San Francisco Office. Mr. Griffin began work for Shell in 1930 at Butte, Montana. Advancing through various sales positions, he became Sales Manager of the former Inter-Mountain Marketing Division with headquarters in Salt Lake City in 1936. Two years later he was transferred to the Los Angeles Marketing Division and he remained there until 1943 when he entered the armed forces. Following his military service, during which at one time he directed the operations of 2,000 drivers in helping fuel America's mechanized army in Normandy, Mr. Griffin returned to the Los Angeles Marketing Division where he served as Sales Manager until his new assignment.

M. H. FRONING has been transferred to New York as Assistant Manager of the Marketing Accounting Department of Shell Oil Company. Mr. Froning came to Shell in 1931 as a statistical clerk in St. Louis. After serving in several Midwest locations during the early thirties he was named Head Statistical Clerk for the Chicago Marketing Division in 1939. He moved to the New York Head Office as an Auditor in 1943 and became Senior Auditor there early in 1946. Later in the year he returned to the Chicago Marketing Division as

E. J. GRIFFIN

M. H. FRONING

F. C. REEVE

Chief Accountant and in April 1948 he became Division Office Manager.

F. C. REEVE has replaced M. H. Froning as Office Manager of the Chicago Marketing Division of Shell Oil Company. Mr. Reeve started his career with Shell in 1930 as a clerk in St. Louis. He subsequently served in several capacities in the Cleveland and Nashville Marketing Divisions prior to his transfer to the Head Office Accounting Department in 1942. In 1944 he was appointed Assistant Chief Accountant for Marketing-Accounting, a position he held until he became Office Manager of the Minneapolis Marketing Division in 1946.

R. E. RUMERY has succeeded F. C. Reeve as Office Manager of the Minneapolis Marketing Division of Shell Oil Company. Mr. Rumery attended Washington State College prior to coming to Shell in 1926 as a clerk in Shell's Medford, Oregon, office. In the years that followed, he served in various positions in the Accounting, Credit and Auditing Departments of Marketing Divisions throughout the Pacific Coast Territory. He was appointed Office Manager of the Spokane Marketing Division in 1945, and held this position until his new assignment.

R. E. RUMERY

J. ANDERSON

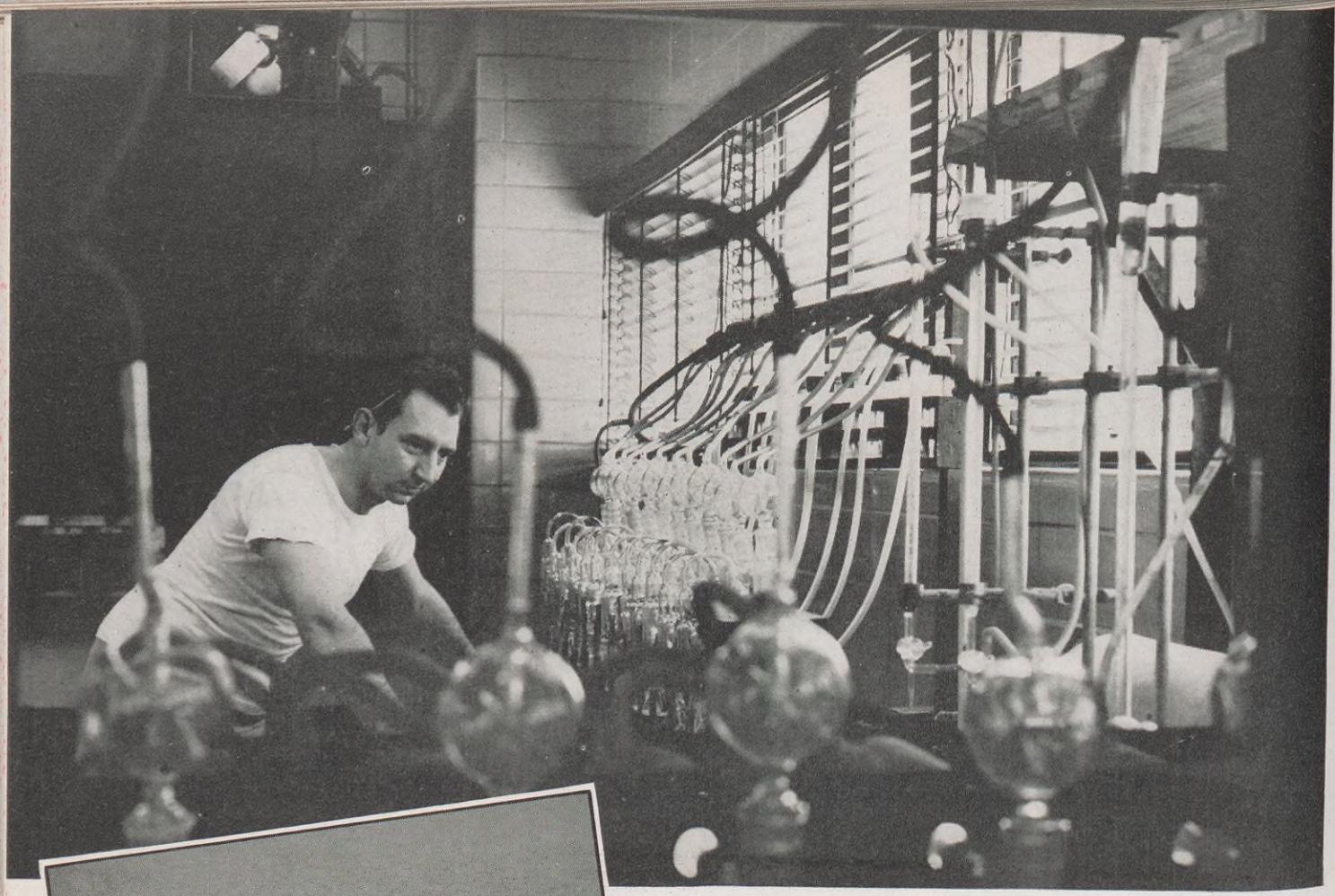
JOHN ANDERSON has been appointed Director of Houston Research for Shell Chemical Corporation. A graduate of Georgetown College where he majored in chemistry, Mr. Anderson took further graduate work at the University of Florida and the University of Illinois. After receiving his Ph.D. in organic chemistry at the University of Illinois, he joined Shell Development Corporation at Emeryville, California in 1938. He has been engaged in research activities there until his new assignment.

J. G. WILSON has been named Assistant Manager of the Engineering Department of Head Office Manufacturing for Shell Oil Company. A graduate of the University of Michigan where he received his degree in mechanical engineering, Mr. Wilson joined Shell Development Company at San Francisco in 1938 as an Engineer after several years with associated companies outside the United States. In 1944 he assumed broader engineering responsibilities at that location and he continued in that capacity until his new assignment.

J. G. WILSON

H. W. MEGAW has been appointed Administrative Assistant to the Vice President - Transportation and Supplies of Shell Oil Company. A graduate of Princeton University where he majored in geology, Mr. Megaw began his Shell career in 1934 as a clerk in New York Head Office. Following Marketing assignments in Baltimore, Washington, New York and Boston, he was transferred to Head Office Transportation and Supplies in 1940. He reported for active duty with the Army Air Forces two years later and, after a four year Military Leave of Absence, returned to Shell as Personnel Representative in New York Head Office Personnel Department. In this position, which he held until his new assignment, he coordinated Shell's activity in the recruitment of college graduates and served as Secretary of the Shell Fellowship Committee.

H. W. MEGAW



House of Quality

Special Tester W. D. Antone runs the lamp test for sulfur on several samples at once. Sulfur compounds are always present in crude oil and generally must be removed or reduced in refining to meet numerous specifications. The lamp tests are ordinarily used for detecting the presence and the amount of sulfur compounds in the lighter distillates and gasolines. The sulfur laboratory is a part of the inspection division of the control laboratory.

Trained Men and Women in the New Product Control Laboratory at the Houston Refinery Keep a Watchful Eye on Shell Products

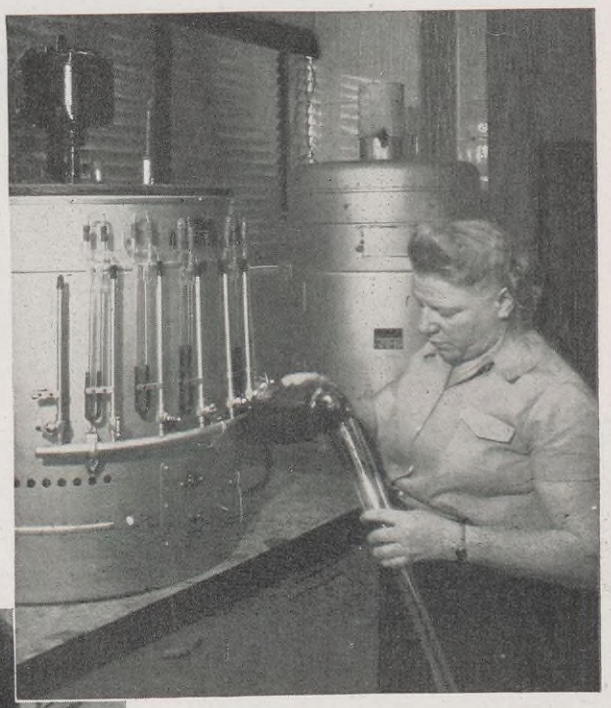
SHELL'S reputation for top quality products is based on many things, the most important of which is people—people who continually devise improvements for products and manufacturing processes; people who keep close watch over every stage of refining to see that the products come up to specification.

A key group in this quest for perfection are the men and women of the control laboratories. Using the intricate laboratory paraphernalia of their profession, these chemists and technicians check every step in refining for product quality and uniformity. Before they put the seal of approval on a batch of anything from high octane aviation gasoline to asphalt, the product will most likely have been tested dozens of times, day and night. At the same time analytically-minded laboratory employees work out process specifications, and make sure the materials used in manufacture are of the quality that insures quality.

To help these people do the right kind of job, Shell endeavors to provide the best in equipment, housing, arrangement and safety. As its most recent addition to facilities of this type, a new control laboratory has been opened at the Houston Refinery. The work of the laboratory's 125 employees—divided between inspection and technical divisions—runs on a round-the-clock schedule, with some 1,500 tests every day.

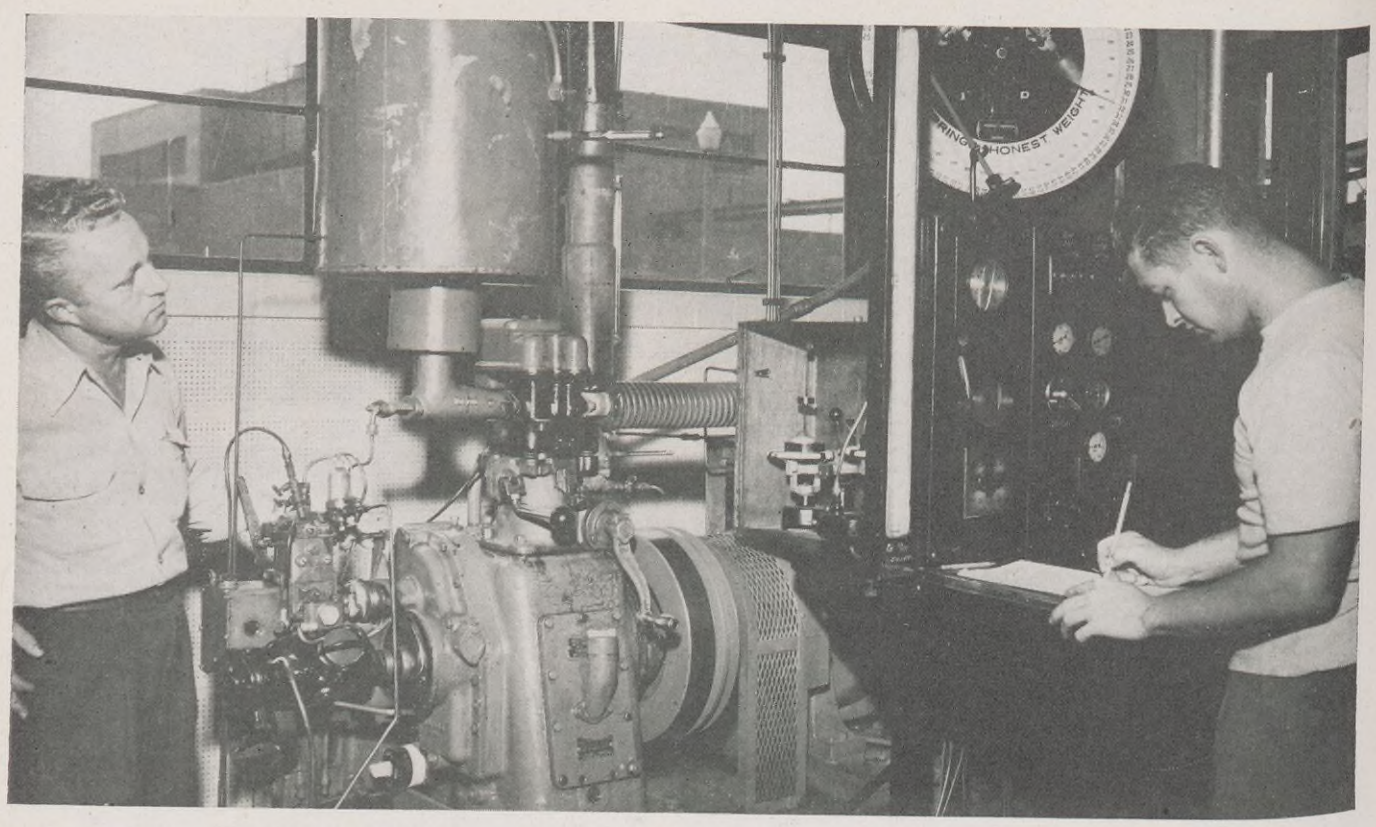
In the pictures on these pages, some of the activities of the Houston control laboratory personnel are shown. Representative of many more activities conducted in the laboratories, these pictures give some idea of the close scrutiny which all products and manufacturing processes must undergo.

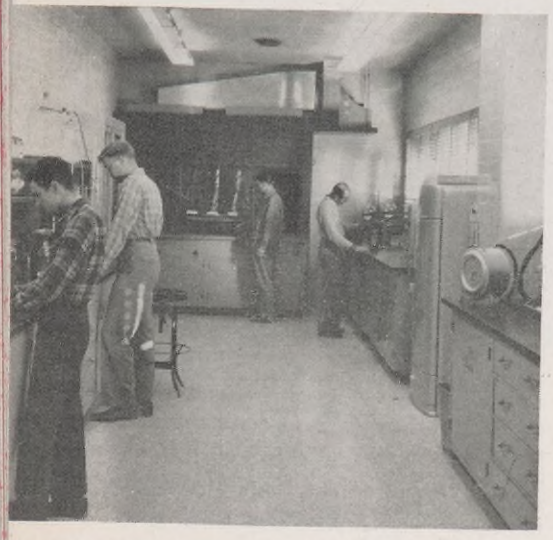
The analytical chemist makes use of special apparatus of intricate design. Above Chemist William Eubanks is setting up a series of fragile glass units to extract lube oil. Because of the great number of types and uses of lubricating oils, a wide variety of experiments and tests have been conducted at Houston since a new lube oil refining plant began operation there last May.



Here Special Tester Nellie McDowell prepares a lube oil sample to test its oxidation stability. The glass tube containing the sample will be placed in the Continental Oxidation Bath before her. Air will be bubbled through the sample while the motor above the bath circulates hot oil around the tube to maintain the sample's temperature at a specified level. Tendencies of the lube oil to form sludge or to increase its viscosity will be determined in this quality-insuring test.

Tester N. O. Echols records data on standard forms while running distillation tests on refinery gasolines to make sure that they meet specifications. A sample is put into the electrically heated distilling apparatus. From pre-determined specifications, the tester knows that a certain amount of product should be distilled off into the glass graduates at given temperatures. Tests like this are big factors in maintaining the easy-starting and warm-up quality of Shell gasolines.

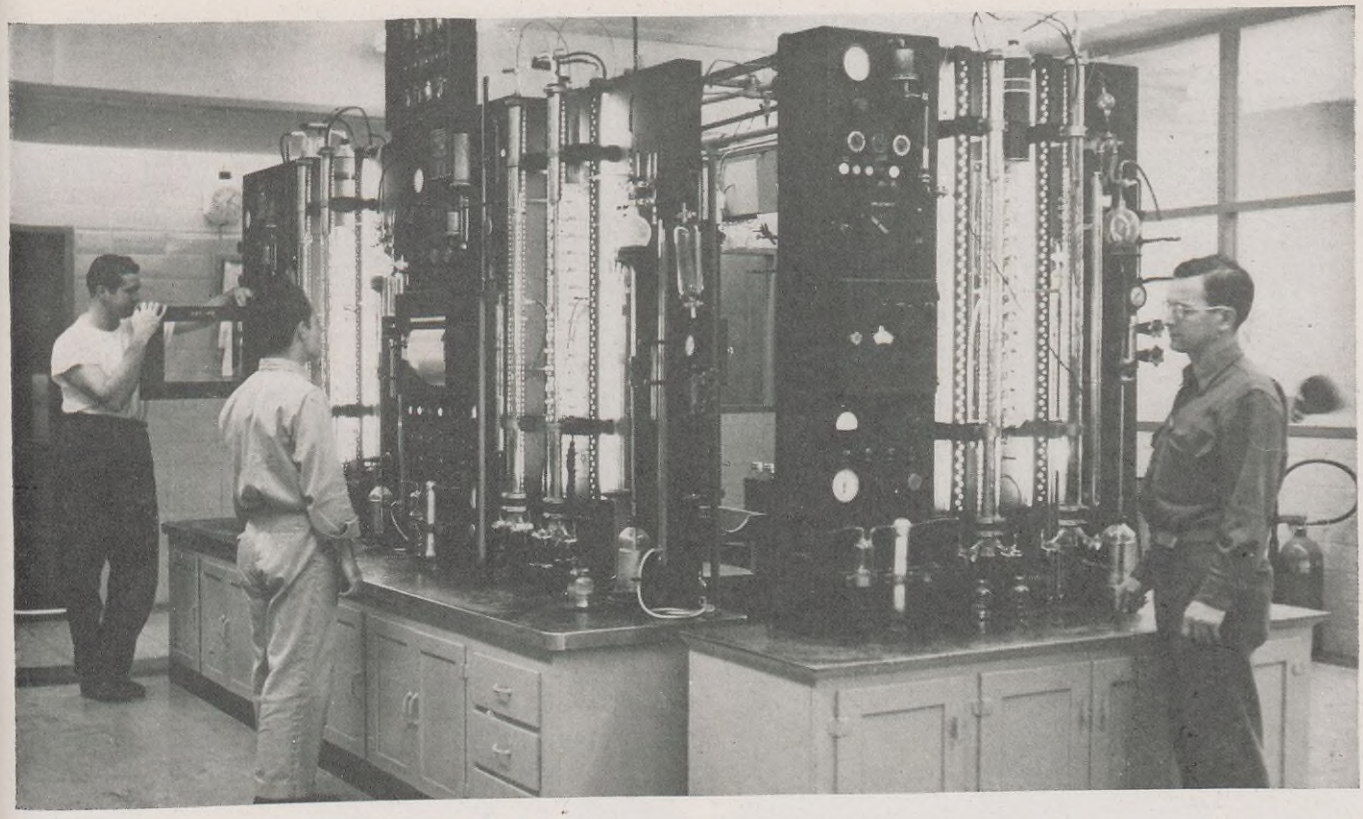




Motor performance tests are carried out in a separate building near the main control laboratory. This motor laboratory houses seven test engines in individual sound-proofed cells—three for motor gasolines, three for aviation gasolines, and one for diesel fuels. Above, Special Testers J. B. Floyd and J. F. Lee operate one of the aviation gasoline test engines, measuring anti-knock performance of a gasoline under supercharging conditions. The engine is not like any actually used in aircraft, but is especially designed for its gasoline testing job.

Refinery waste disposal problems are studied in a separate effluent control laboratory, located near the center of the main building. Shown here are the staff of the effluent control laboratory, left to right Chemist B. J. Norman, Junior Technologist W. Sanders, B. E. Norwood, Manager of the Effluent Control Department, and Assistant Department Manager D. M. Bergin. Certain spent acids and alkaline solutions, for example, must be disposed of without polluting streams or endangering surrounding soil. Other wastes can still be used in industry though they are no longer suitable for petroleum refining. The effluent control laboratory determines their exact make-up and preparation for particular outlets of sale.

While periodic and routine testing of the many products of the Houston Refinery is going on in the inspection division, other employees in other sections of the control laboratory are conducting experiments in relation to products and refining processes. In the analytical - experimental division shown here, many product - process improvement tests are run. Some are made in coordinated work with the inspection division to speed refinery operations.



The control laboratory uses small, sensitive fractionating columns for some product analysis when chemical separation is not practicable. One type of fractionator is the Podbielniak column shown here. Special Testers V. A. Reichardt, M. E. McNeil and W. E. Jensen are operating three of the "Pods" to test petroleum gases. Liquid air is used to condense the highly volatile hydrocarbons so the separation between them can be more accurate. One purpose of such tests is to check the efficiency of the huge fractionating columns in the refinery.

Modern Building Design

For its purpose, the new control laboratory at Houston is a model of modern building design and efficient layout. Situated conveniently in the heart of the refinery—with space for future expansion—the control laboratory has 23,000 square feet of floor space for its 125 employees. It is air-conditioned and soundproofed throughout. Half glass partitions aid visibility in both laboratories and offices.

The main section of the building houses the analytical - experimental division and the effluent control laboratory, administrative offices, conference rooms, library, bottle washing room, stock and storage rooms. Well

As modern in appearance as it is in layout and equipment, the new control laboratory is located in the heart of the Houston Refinery property.

Chief Chemist at the control laboratory is Dr. John B. Harkness, shown here, seated in the center, with his assistants, left to right, W. A. Enderson, I. L. Smith and Q. C. Stansberry.

Sample Boy A. B. Evans brings routine samples to the lab on a motor scooter.

Samples go direct to the sample receiving room, are catalogued and here are checked by Testers Virginia Grof and W. H. Muecke before being tested in the laboratory.

equipped maintenance rooms are set aside for an electrician, instrument man, pipe fitter and mechanic. The bottle washing room, with a washer and drier 40 feet long and eight feet high, can handle up to 1,000 bottles an hour.

The technical division wing contains the Podbielniak and other precision distillation columns, and small laboratories for specific analysis and evaluation. The inspection division, which does most of the round-the-clock product testing, is in the opposite wing. Routine tests for sulfur, viscosity, flash and fire, gravity, corrosion, stability and the like are made here. Wax, grease and asphalt products are tested in special laboratories in this wing.

The motor laboratory, a part of the inspection division, has its separate building immediately to the rear of the inspection wing. In addition to being sound-proof, the building has two air-conditioning systems — one for the test engines, one for the building in general.

Safety facilities of the control laboratory include remote-control fog nozzles and emergency showers in case of fire or chemical burns. Escape hatches, fire extinguishers and fire blankets are provided at convenient locations. Stainless steel sample bombs are used for light hydrocarbons to achieve extra safety.

The air-conditioning system provides once-through, 100 per cent fresh air for all working areas to minimize odors or pockets of explosive gases. All utilities of the main building can be reached from the basement, providing minimum maintenance costs with maximum safety.

A few of the more than 400 Houston Refinery men and women who attended the Refinery's Ninth Annual Service Club Banquet at the San Jacinto Inn on the night of November 8, 1948.

Distinction of being the oldest employee in length of service at the Houston Refinery Banquet went to R. H. Coombs, second from left, shown with J. L. Miller, P. E. Foster and P. E. Keegan.

The Lord Baltimore Hotel was the scene of the Baltimore Marketing Division's Annual Service Award Dinner November 11, 1948, which honored 130 Shell veterans of ten years or more.

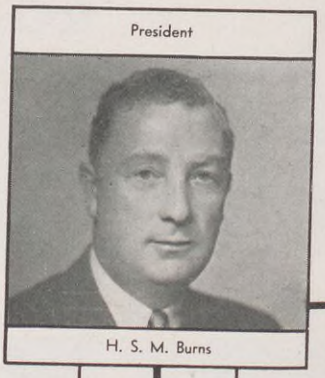
Indianapolis and Shell joined recently in a radio tribute to W. R. Raschert (right), Zionsville (Indiana) Depot Transport Driver for his 21-year record of 923,000 miles of safe driving.

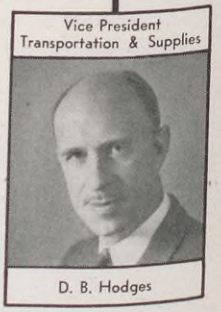
The first in a new series of organization charts

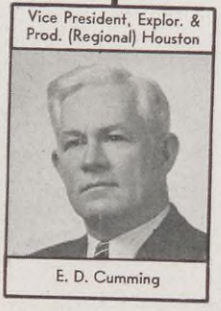
Shell Oil Company, Incorporated

January—1949

Effective January 1, 1949, the internal organization of Shell Oil Company is modified to give effect to a new alignment of responsibilities. The former division between East of Rockies and Pacific Coast disappears and responsibility on a coast-to-coast basis is lodged at the top level of each major department where it has been found practicable to do so.







MANAGEMENT ORGANIZATION CHART

Executive Vice President

P. E. Lakin

Vice President & General Counsel

C. S. Gentry

Vice President Marketing

J. G. Jordan

Vice President Finance

E. C. Peet

Vice President & Asst. Gen. Counsel (San Francisco)

A. R. Bradley

Vice President & Controller

J. H. White

Treasurer

A. G. Schei

General Manager Purchasing-Stores (San Francisco)

S. T. Covell

General Manager Purchasing-Stores (New York)

W. H. Bratches

Retire to a Productive Life

By Dr. George Lawton

(This is the fourth and last of a series of articles on retirement which Dr. George Lawton, consulting psychologist, has written for Shell News.)

ONE much advertised way to retire is to go to California or Florida. There, say the folders, for the rest of our days and according to our inclinations, we fish, golf and—in between times—sit on the porch.

Every man has the privilege of making his own decisions as to what he needs to be happy, and if you have decided to fish, golf and sit out your retirement time, all well and good. But may a psychologist speak bluntly? The "fishing, golfing, porch-sitting" type of retirement, if pursued exclusively, is shortsighted and selfish. When you retire, all you retire from is your job. You don't retire from the human race, and no matter where you live or what your circumstances, you cannot retire from the challenge to make a worth-while contribution to community welfare. Nor can you turn your back on your own need to live an active, useful and rewarding life.

"All right," you ask, "what does one do to keep active after retiring?"

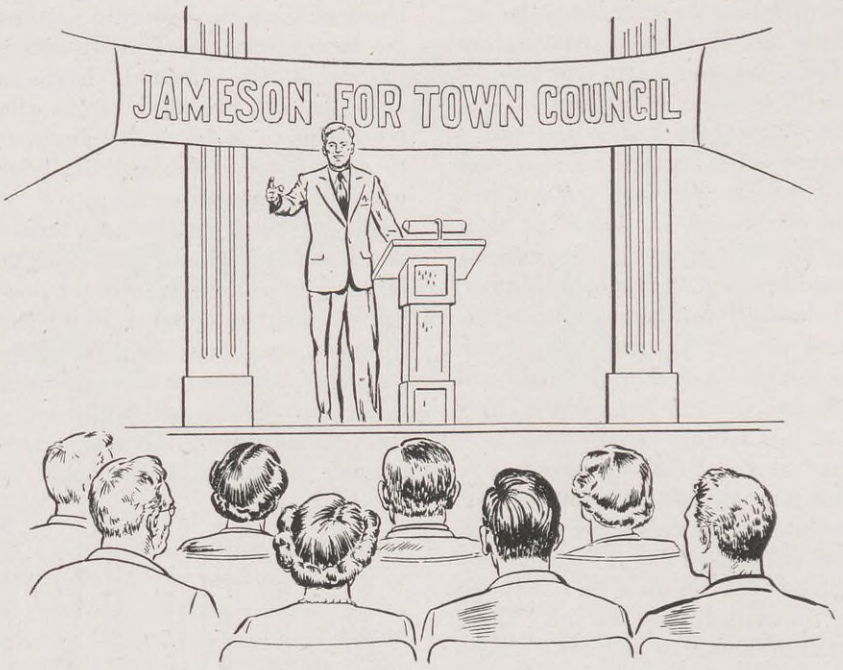
For one thing, there is almost no end to the list of possible ways in which any man or woman can be useful in civic or philanthropic work after retirement, whether or not he has money to spare. Many fraternal organizations stress community work and welfare. Through such organizations as the Masons, Loyal Order of Moose, Knights of Columbus and other fraternal groups there is opportunity for the retired person to engage in projects designed to help his own community.

One can take part in church activities, teach in the Sunday School, do parish work, become a senior advisor in the work of a boys' club or girls' club, or in the activities of a Boy Scout troop or the local Girl Scout council. There is always a call for women to serve as nurses' aides, for men to act as orderlies. One can become more active in the "Y", library or other civic institutions—perhaps attain membership on the board of directors or other governing body. One Shell worker, after retirement, started the Boy Scouts of his town on woodworking projects. Another told me that after retirement he would like

to become a member of the hospital board; his youthful ambition had been to practice medicine, and this "retirement plan" was one way of getting close to that early ambition.

Have you ever thought about politics? Not in the way most of us do, but with the viewpoint of one Shell employee who told me he is looking forward to retirement as a time when he can become active in local government and so be in position to work for the benefit of his community in ways he's thought about but never had time for. We live in a democracy; yet like him, each of us during his working life is so busy he seldom takes time out to become really active in politics, much less run for office. But when men and women have the greater leisure offered by retirement they can become a strong force for good in community government where there is need for intelligent men and women, uninfluenced by self-interest or advantage. Why not start out by becoming active in the ranks of your own political party or by running for the town council?

We gladly accept all the pain and trouble of rearing our children because of the joys and satisfactions they bring. After retirement why shouldn't we take an interest in other people's children? One Shell employee I met had been a widower for a long time when he retired. Ever since his wife's death, however, he had spent much of his free time working in a day nursery. For years he had taken the children to the park,



brought them small gifts, read to them. To him, retirement meant a chance to do this and more for them. It is an unusual activity for a man, but he loves it. It is his way of being "active in the community," though he never would have used such a high-falutin phrase.

Yes, many retired older people can do things beyond the reach of young people. If they have aged successfully, they have the advantage of wisdom, judgment, experience. They are long on strategy even if short on speed, stamina or "strenuosity." This is why many an older person's best role is that of teacher or counsellor.

Most people approaching retirement have the money problem in mind. They realize that carefully as they may have planned their financial affairs with an eye to retirement time, none of us can see into the future with certainty and there are times when a change in circumstances upsets the best laid plans.

True, during their early working years many people make a start toward financial security in old age, and Shell men and women through the Retirement Program have a good foundation for economic security after retirement. Sooner or later, however, if we have not done so already, we must sit down with ourselves and face realistically what our financial position will be when we take leave of our job.

The first thing some people start with in considering the size and shape of their retirement budget is where they are planning to live, or where they must live, having in mind considerations such as climate, nearness to their children and the appeal of a familiar community or the lure of a new one. Then they face the problem of how to meet the cost. Other people start with the income they will have available and, in the light of what that will be, arrange their place of residence. In either event, however, there is a close relationship between where we are going to live after retire-

ment and what we will need to live on.

Let's talk first about reducing our budget. We can select the case of Pete Downing as an example.

The Downings had a son and a daughter. First, the girl married, then the boy. By the time the children were established in homes of their own, Pete was about 50. One evening he told his wife, "Look here, Mother, in 10 years I will be ready to retire. I have seen a great many people run into trouble when they suddenly had to change over to less money. How about just telling ourselves we have retired now and that we have to live within our new income from now on? The children are on their own. We'll reduce our budget and save the money left over. We can use it as a nest egg later on when I leave the job. Then, instead of having to go from a higher income to a lower one when I retire, we'll be able to continue living as we have been for several years."

Pete and his wife disposed of their large house in exchange for a smaller one and received some cash in addition. That amount they put away to start their nest egg. At first the two felt handicapped; but in time they grew accustomed to the change, and when retirement arrived they were happy indeed they had carried out their plans.

Jim Umland's plan for stretching his income is one of the most popular of all schemes, and deservedly so. Jim and Mrs. Jim felt that if they could work out a method whereby food, rent and clothing would not make too big an item in their budget, their pension, the money from the Provident Fund and income from savings and a few small investments would be quite adequate for them. So when Jim was 45 he looked around and found a small farm which he and his wife liked, and arranged to buy it.

Until Jim retired and was ready to take over, he rented the place and used the income to help carry the payments. By the time he retired the farm was paid for, and what with a cow, a few chickens, some fruit trees and a vegetable garden, the Umlands are now provided with food which they raise themselves, and have a house of their own. Having acquired the farm several years in advance of retirement, the Umlands have not needed to dip into their capital after retirement to make the purchase, or to reduce their standard of living, which is as high as ever.

One of the advantages of a farm is that it imposes its own routine on the farmer and so helps to solve the problem of what to do after retirement. However, you should beware of getting too deeply burdened with work which, as any farmer can tell you, may become quite arduous. But when a farm is small like that of the Umlands, the work need not be too exacting or burdensome.

"But," you say, "I'm not situated like Pete Downing, and I don't believe I would care for farming. How can I make extra money after I retire?"

Sometimes we must start our attempt to answer a question by asking a question. What kind of work have you done during the course of your employment with Shell? In the course of their work, employees in any business or industry come across ideas for possible future part-time occupations. Some of the most likely ideas should be filed away for future reference.

Carpenters, painters, machinists and other craftsmen, when they retire, frequently turn to part-time work, each in his own field, because it is what they know best. This calls for planning, too. For example, there is the former pipefitter who, after retirement, opened a small plumbing shop in the basement of his home. Another Shell employee went into the radio repair business. Still another remodels and renovates houses.

However, if your occupation at Shell does not suggest any attractive and interesting part-time activity, you need not be discouraged. Many persons do very well in a new field. One man operates a trailer camp. Another has a fishing boat, and takes people out on fishing parties. Still another keeps busy four months of the year as the manager of a golf club. Other retired men sell insurance, local newspaper ads and home appliances. There are many chances for part-time selling on commission. Some men have become part-time salesmen for products of hobbyists: hand-made jewelry, woven tweeds, etc. One man I met recently handles unusual stamps and rare coins.

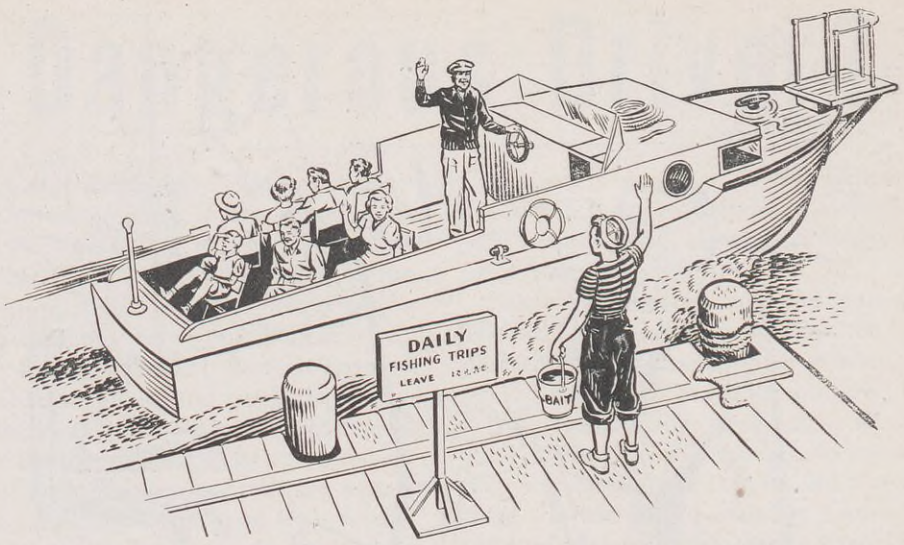
One Shell employee started a small business in real estate. Although it was a new occupation to him, he soon became interested in his work, solved

his financial problem—and at the same time his problem of what to do—and is quite happy. There are other examples. Mr. Burke, after retirement from Shell, was very active physically and mentally. He had been successful in his work which had brought him into contact with many different trades and people in his community. He purchased a distributorship and represents a rubber company and several manufacturers of machinery.

As a general rule, however, people who retire should be most careful about investing their capital in a new business, although they may well use the income from it for such a purpose. Unfortunately, many people who retire try to start their own business without knowing much about it. But no one should go into his own business without a great deal of careful planning, a good background and enough money to tide him over the early difficult periods.

I could go on almost endlessly giving examples of what men may do after retirement, either to occupy their time or supplement their income, or both. But so far I have said little except in a general way about the problems which face women workers when they retire. Of course, fewer women than men stay on until retirement—instead they often marry the guy who does. But when they do remain in industry, they face the same problems upon retirement as their masculine co-workers, and the solutions, likewise, are in general the same. Naturally, types of retirement activity for women are different than those for men, so it may be interesting to consider a few examples of women who retired and took up part-time jobs.

An ex-secretary who had a strong style sense became an advisor on womens' clothes in a department store after she retired. Another woman set up unofficially a part-time travel agency for women of modest means. Always fond of travel, she had had to do it on the savings from her salary and knew all the ropes. Still another became a part-time public stenographer after retirement.

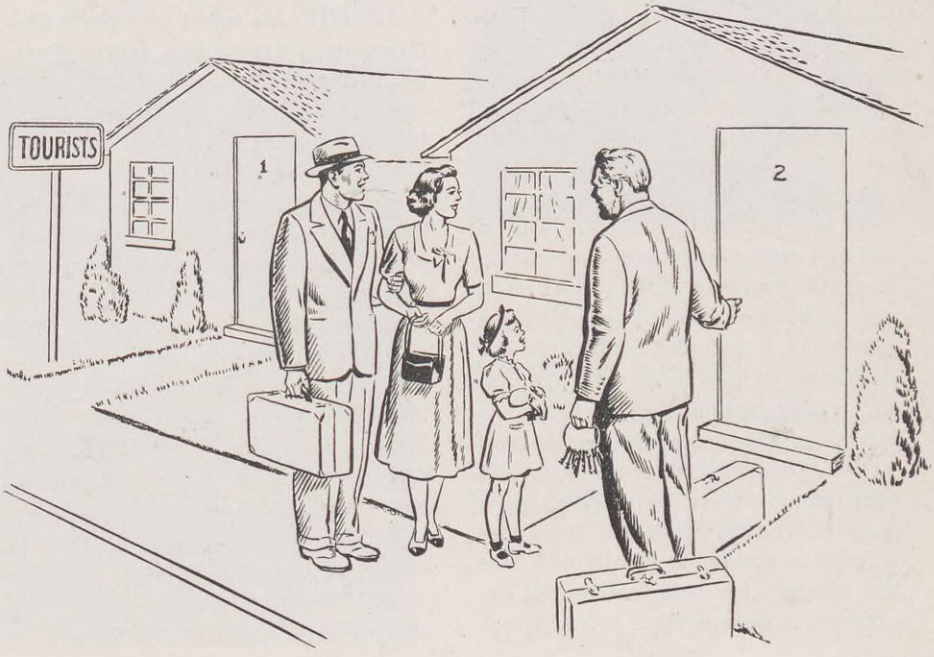


Of course, the older woman, as the older man—if she wants some sort of a job after retirement—should find a situation where her age will be an asset, not a hindrance. One older woman became a saleswoman and instructor in a knit shop. Another who had been a clerical worker worked at a book store several nights a week. She liked people and liked to meet them. What interested her most was suiting books to the needs of people. Selling books was for her a way of cultivating her interest in people.

The average man or woman does not value retirement because he wants full-time, high-pressure, gainful employment. He enjoys it because during that time he can develop aspects of his personality and follow-up interests which had been neglected before; part-time employment becomes as much a means to this end as to that of making additional money.

To follow up those neglected interests, has it ever occurred to you to paint, sketch or carve? Or have you said, "What's the use! I simply haven't any artistic talent or imagination." Well, if that is what you have said—if you are *really* sure, positive that you lack all ability to draw, paint, write or do anything creative, then please don't go away! You are just the person I am looking for.

Artistic ability is not something that belongs only to a special class of people. Every man and woman is a



natural artist and has a talent in some field if he will only look hard enough to find it. We are constantly using designs, patterns and rhythms, no matter what our jobs. The professional artist is simply one who is using his talent in the more obvious art forms; he is more aware that he is an artist and therefore takes his art more seriously and devotes more time to it than do non-professionals.

The majority of Americans are skill-hungry people, and I say this knowing full well that we are the most mechanically inclined, gadget conscious and industrially advanced nation on earth. Sure we have skills, but we fail to use them for purposes of self expression. Of course we have contact with the arts and crafts, but where do we have it? At the easel or work bench? On the contrary, isn't it through our newspapers and magazines, the movies and the radio? Yet, appreciation of music, books, pictures cannot be a complete substitute for performance, nor can it offer the outlet or satisfaction that is found in using one's own creative imagination.

The "practical" man often doesn't think much of art, but difficult as it may be for such "practical" men and women to accept, it is still true that the struggle for imaginative self expression is as important as our struggle for money, recognition and love. As far back as we can go in human history, we find, of course, that man has been practical, but he also has been inventive, imaginative, creative. He has loved fashioning things of beauty for their own sake. Many a man or woman won't take up an art or craft simply because he believes he must either become an expert or do nothing at all. But how accomplished a person can become in an art is of minor importance. What is important is that he exercise his imagination and develop his talent in a particular direction to the furthest degree possible without dwarfing his other interests and activities. Our aim should be to become good enough to get pleasure out of what we do.

Having learned an artistic skill, or learning one, becomes extremely important for us as we grow older. Imagination, besides being something we all have, doesn't decline with the years as do many of our other abilities. As a result, if we haven't made the maximum use of our imagination from childhood to late adult life, we have merely missed some fun—but haven't lost out permanently.

Recent years have given many examples of men and women who took up an art or craft in their second 40 years and did exceptionally well at it. Mickey Walker is one who in middle age distinguished himself in the field of painting, after having been a successful prize fighter. Another is Deputy Inspector Francis S. Murphy, of the New York City Police Department. At the age of 52, Inspector Murphy took a fling at painting with oil. Today, the walls of his apartment are adorned with 31 finished oil paintings. He paints for pleasure, not for financial gain.

James N. Rosenberg is one who started the new life at age 72. Today, his paintings hang in a number of museums. A rare case? Perhaps. But he didn't start out with the idea of painting for museums. "I am amazed at what has happened," this retired lawyer recently told a visitor to his studio. "But I am going ahead and express what I feel."

Once we accept the idea of learning some art or craft we have the world before us. We can construct models of boats, planes, cars, railroads; we can make musical instruments and furniture; run our own print shop in the basement. As for our medium, we can work in wood, metal, stone, plastics, wax, soap, clay, bone, glass or leather. We need not limit ourselves. We can go in for photography, or learn to paint, sculpt, play a musical instrument, sing in a choral group, and we need not become an expert to have a true outlet for our artistic expression, or to enjoy doing it. Learn an art or craft, and learn one suited to the needs of your personality, just as you select your clothes. Art is self expression; and the self that gets expressed is the important thing.

When we get older, we should step up, not down. Retirement should never become a lazy man's dream of doing nothing. It should be the most active part of a man's life, the culmination of his career. It should mean the attainment of goals previously sought but hindered of achievement by the regular work routine. That's one way to live longer and like it, and even if as a result we don't add years to our life, we have added life to our years—and that is far more important.

Are You a Dangerous Driver?

KILL off the entire population of Hutchinson, Kansas; maim and cripple every man, woman and child in Baltimore—all in a single year—and a horrified, enraged American public would immediately demand a preventive program to make certain the slaughter would never be repeated. Yet, equally tragic carnage is repeated year after year on the nation's streets and highways with little more than passing notice, because we have grown used to accepting traffic accidents as inevitable. You and you —all of us in fact, are inclined to consider traffic losses a problem for "the other fellow" and fail to realize our own importance as individual drivers in the prevention of death and injury.

Just how safe a driver *are* you?

Were you involved in any of the motor vehicle accidents which snuffed out the lives of 32,300 persons in one year, or is yours a record of careful, happy motoring? Were you the cause or the victim of one of the year's million and a quarter traffic injuries—injuries that will leave more than 100,000 victims disfigured for life? Or were you one of the drivers who, by luck or skill, escaped the 8,400,000 major and minor collisions which rang up an economic loss estimated at $2,650,000,000?

Official and unofficial agencies concerned with public welfare are organizing for an all-out assault on preventable traffic accidents. As each day passes the task increases, for preventive measures must keep pace with the prevalence of hazards. Day by day the number of vehicles on the road increases—and more drivers are averaging greater mileage than ever before.

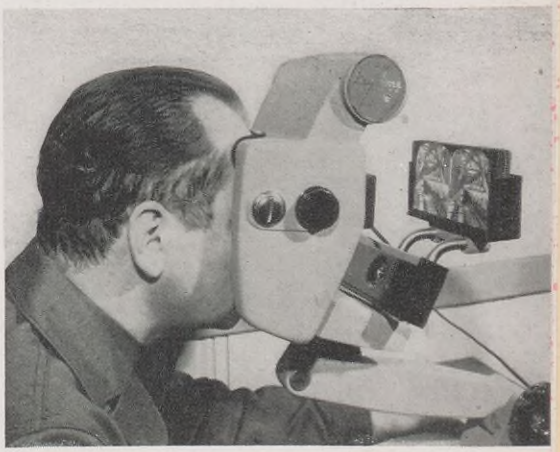
Into this program of prevention Shell has entered wholeheartedly; first by cooperating with national accident prevention movements and, second, by conducting safety programs of its own. Shell has been active in the organization and progress of the President's Highway Safety Conference since it was launched in 1945. Alexander Fraser, president of Shell Union Oil Corporation, is the present head of the nationally active Automotive Safety Foundation.

But nation-wide, heavily financed accident prevention programs can be successful only when they effectively enlist the cooperation of vast numbers of everyday drivers. Like the kennel fence which is no good with several pickets missing, a project to reduce the traffic toll needs every driver and pedestrian taking part. For this reason, these national steering committees look to local safety organizations, to industries, schools and civic groups to help spread the theory and actuality of traffic safety among the public.

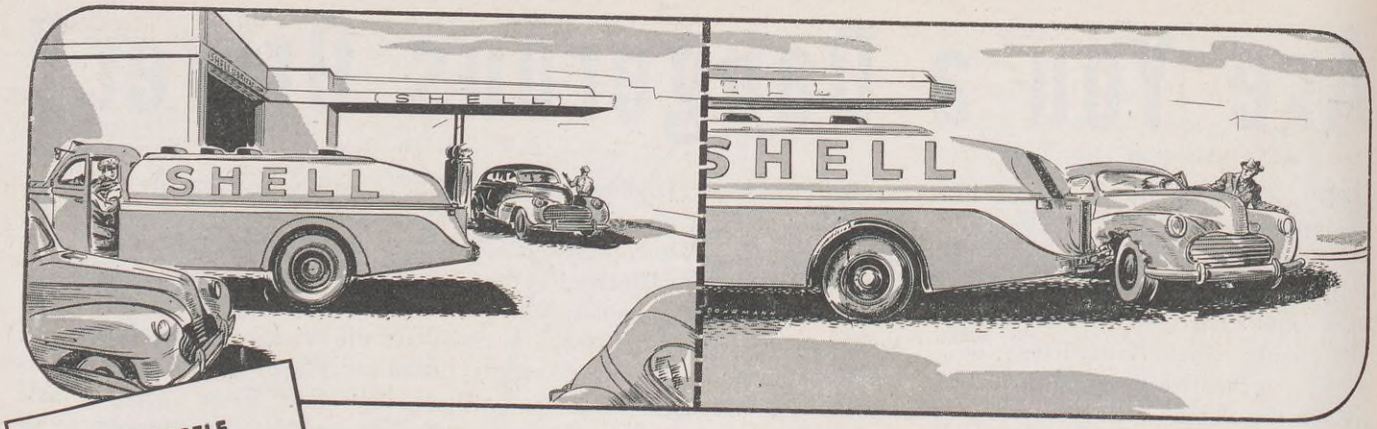
Shell's Safety Program

Shell's own traffic safety program is an example of what individual companies are doing to promote accident prevention. The Company is, first of all, concerned with the well-being of the drivers and vehicles in its fleet of more than 5,000 trucks and passenger cars. They covered an estimated 84,000,000 miles in 1948 and should top all previous mileage records in 1949. But the benefits of Shell's safety program do not limit themselves to the operation of Company vehicles alone; they in some way touch every employee.

Just how many of the miles you drive will be safe ones depends, in the final analysis of course, upon you as an individual driver. Tips on safe driving are available, however, to all Shell employees in Company publications and on bulletin boards, and for those who drive and maintain Company vehicles (salesmen, maintenance men, supervisors, etc.) there are, in addition, definite programs of training in driving skills and safety attitudes. For example, the Marketing Department, which operates more than half of all Shell's vehicles, has among others an intensive program for the selection and training of driver salesmen, the men who operate the big tank trucks. Driver instructors in the Department's trucking



Driver Salesman James Hassett demonstrates the Telebinocular apparatus (above) which tests the vision of job applicants. At left, Driver Instructor Thomas Flaherty scores the driver's starting and stopping ability. Jerky driving tumbles the blocks in the box.



TEST YOURSELF
Here are four common situations loaded with danger, and the results. See if you can spot the driver faults before reading the captions.

Look both ways! The backing truck driver has failed to consider the possibility of vehicles pulling out of the station on his right, looks only to his left.

operations maintain a continual round of training for new employees and refresher courses for the veterans. One or more instructors operate in each Division, depending upon the size of the territory covered.

Here's how the program works:

Every applicant for a driver salesman's job first takes a written examination to test his knowledge of safe driving practice. If successful in this, the applicant then takes a series of three visual tests and a road check in traffic.

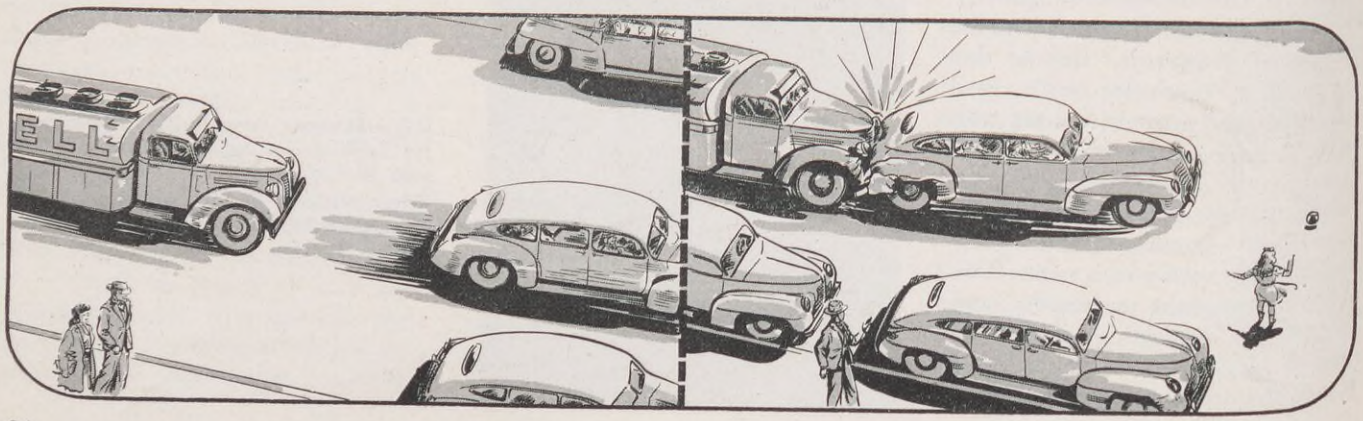
Most important of the visual checks is the Telebinocular Test, which can spot the presence of a number of flaws in a driver's vision. Seated at a gadget which looks like an atomic age version of the old parlor stereoscope, he is checked for such things as how far and how clearly he can see road signs and stop signals, whether or not he can see equally well with both eyes, and for the presence of astigmatism and color blindness—all factors which can spell the difference between safe and hazardous driving. The second vision test determines the applicant's ability to recover from the sudden glare of oncoming headlights at night and to make out things on darkened roads. The third, called the Field of Vision Test, checks ability to make out objects to the side when the eyes are focused straight ahead. Most persons have a normal field of vision of 180 degrees. This enables them quickly to detect an automobile which may rush from a side street or a child who dashes from the sidewalk into the road.

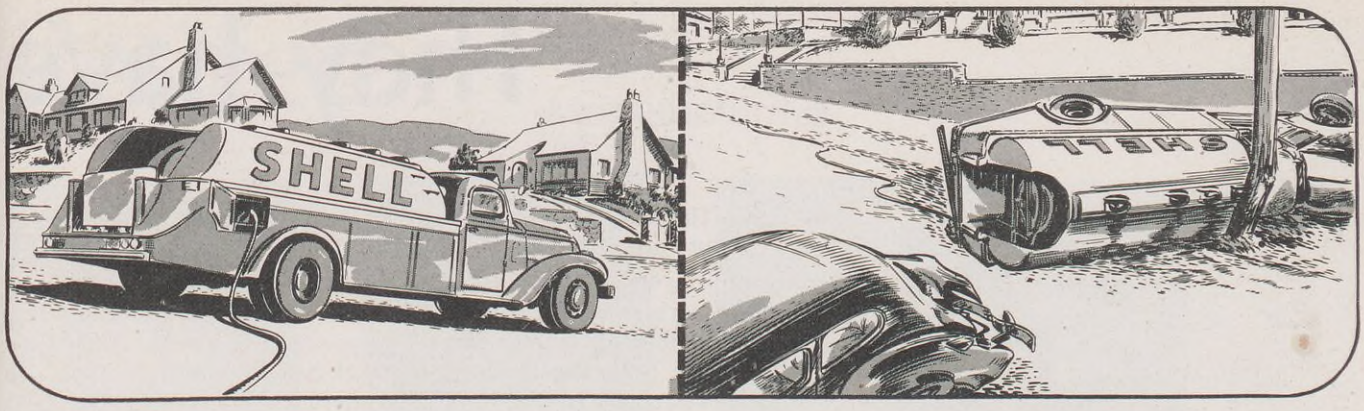
Successful in the vision tests, the prospective driver moves on to the last and most comprehensive trial of all—the road check in traffic. This is his "final exam," with the driver instructor seated at his side, grading him on 110 specific points covering his driving technique and his safety potential while operating a vehicle.

At the same time the older operators are periodically rechecking their own ability as safe drivers. They know that long familiarity and monotony breed carelessness, and that carelessness develops into dangerous driving habits. With the assistance of the driver instructors, they re-examine their driving techniques for faults. If faults are detected, even the most experienced drivers take a refresher series of six skill-developing exercises on a driver training field.

Re-examination of this sort does not stop with advice and assistance to a handful of drivers. The driver instructor, after a visit to one Shell depot in his area, moves on like a circuit rider to other depots, testing all the Marketing drivers in his bailiwick. Eventually he winds up at the depot where he started—and the safety pro-

Too little, too late! The truck driver here is going too fast and hasn't provided a big enough interval between himself and the car ahead to allow for sudden stops.





Don't trust brakes! Even if the driver of this truck set his brakes when he parked on the hill, he didn't block his wheels as an extra precaution.

gram begins all over again.

But manual skill alone is not enough. A driver's attitude—his habitual caution and aversion to deliberate chance-taking—is as important for safety as his physical ability behind the wheel. The grim record of the past few years shows clearly the effect of poor attitude, for well over half of the nation's drivers involved in fatal accidents were violating some safety regulation at the time of accident. They were speeding, they ignored stop signs, they passed other cars on curves or hills. In other words, whatever skills they possessed as drivers were offset by their poor judgment.

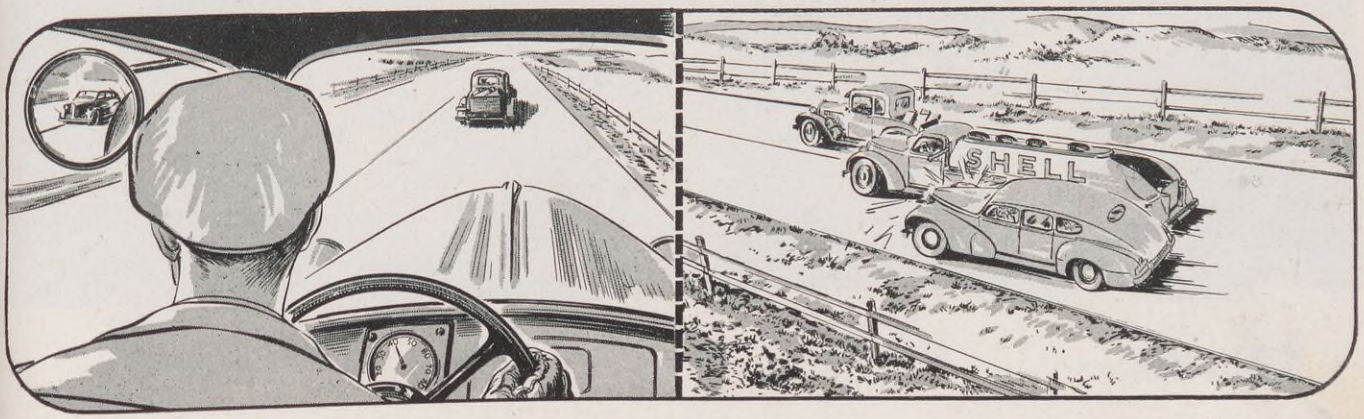
To counteract such carelessness and foolhardiness drivers need repeated reminders of the need for caution while operating so powerful a potential killer as a motor vehicle. Proper respect for traffic regulations, born of an understanding of why they exist, is the never-ending responsibility of every person behind the wheel if tragedy is to be avoided. Such reminders are provided for all Shell employees. Safety posters, many of them dealing with traffic hazards and their prevention, are regularly displayed on bulletin boards. There are safety representatives and local safety committees organizing forums and exhibits. Shell's own traffic safety movie, "Screwdrivers and Screwjays," was shown more than 7,000 times in 1948 to Shell and other audiences totalling over a million persons.

There is also the Shell system of awards which annually recognizes the safety achievements of habitually careful and courteous company drivers. Safe driving certificates are awarded to every employee who completes 5,000 or more miles of accident-free driving of company equipment in a calendar year. New, specially inscribed certificates are awarded for each subsequent year of safety behind the wheel. When a driver completes a five-year period without mishap, he is given a leather wallet embossed with his name.

You can spot a safe driver salesman by the big, round "Safe Driver" badge on his uniform cap. A clasp beneath the pecten tells the number of accident-free years he has driven for the Company. The next time you're wondering just how good a driver *you* are, take a closer look at the numbers on those badges—many reflect ten, fifteen or twenty years of driving without accident.

There is no secret to the safe driving records of these men. They reflect the holder's manual skill, alert attention to personal danger, and a full appreciation of the safety due to others. To boil it down, it means they practice the Golden Rule on the road. Such madcaps as the speeder and the road-hog don't practice it. The man who observes the rules does; and he'll live a lot longer for it. The question is—will you?

Road hog! Aware that a car behind him is pulling out to pass, the truck driver pulls out, too, to pass the car ahead. The result: a side-swipe—possibly fatal.



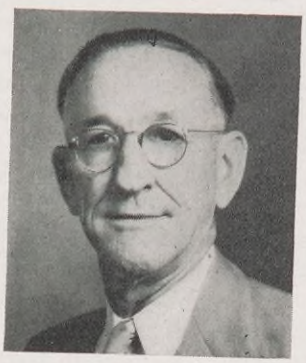
They have

L. T. KITTINGER, Vice President of Shell Oil Company, Incorporated, has retired. A native of the State of Washington, Mr. Kittinger attended Cornell University and Washington State College prior to beginning his Shell career in 1919 as a Fuel Oil Salesman in San Francisco. He progressed through various Marketing positions in Pacific Coast locations before becoming Sales Manager at San Francisco in 1931. In 1935 he was transferred to New York where he became Vice President-Marketing the following year. Following a one year leave of absence to serve with the Materials Division of the War Production Board, he returned to Shell in 1943 as head of a General Planning Group in which capacity he directed various economic studies. He was appointed resident Vice President in Washington, D. C. in early 1947.

Manufacturing

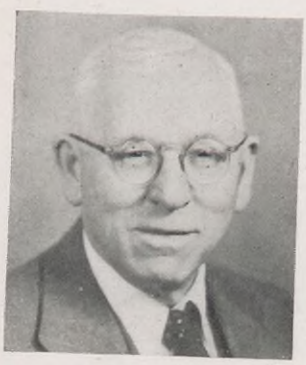
R. CHAMPAGNE
Norco Refinery
Engineering Field

H. J. DAVIS
Wilmington Refinery
Cracking

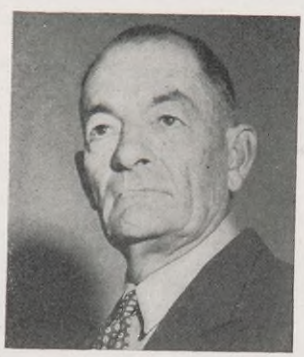


F. E. ISAMINGER
Wood River Refinery
Car

F. R. JOHNSON
Martinez Refinery
Engineering Field



J. G. JONES
Wood River Refinery
Engineering Field



C. KELLER
Wilmington Refinery
Engineering Field

L. J. KROHN
Martinez Refinery
Fire & Safety

R. E. LISH
Wilmington Refinery
Marine Loading

Retired

Manufacturing

R. P. McMANUS
Wood River Refinery
Engineering Field

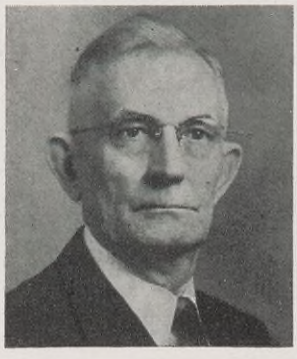
L. L. McNABNEY
Wood River Refinery
Engineering Field

W. H. MEYERS
Wilmington Refinery
Engineering Field

M. F. RYAN
Martinez Refinery
Fire & Safety

Transportation and Supplies

W. R. WELLS
Martinez Refinery
Gauging



B. H. WILLIAMS
Wood River Refinery
Engineering Field

O. H. LINGLE
Head Office
Traffic

Treasury

G. R. HILDEBRANT
San Francisco Office
Tax

H. M. TYNER
Head Office
Accounting

Purchasing Stores

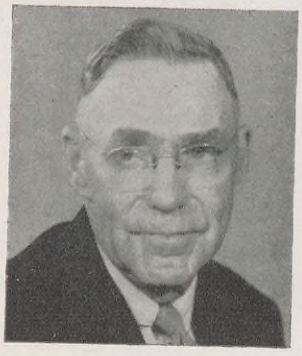
B. FORD
San Francisco Office

They Have Retired

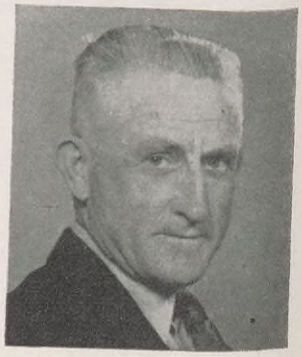
Exploration and Production

S. M. CAUVEL
San Joaquin Division
Production

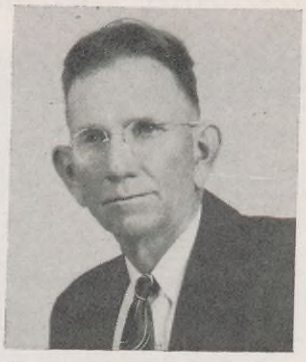
W. J. FRASER
Coastal Division
Production



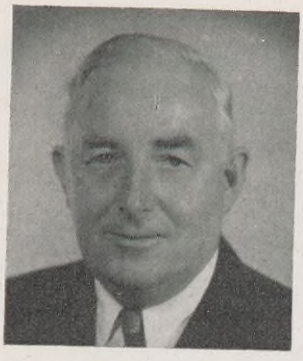
E. P. GILBERT
Los Angeles Basin Div.
Production



J. L. HADDOCK
Los Angeles Basin Div.
Production



T. C. LEACH
Tulsa Area
Production

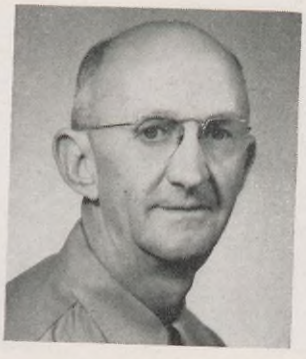


J. P. PENTREATH
Coastal Division
Production

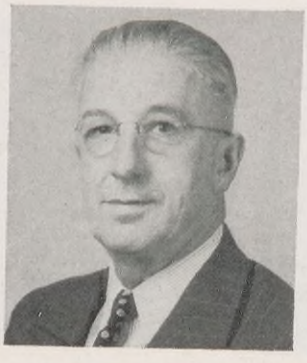
P. L. SAWYERS
Coastal Division
Production

Marketing

C. ALBANESE
Boston Division
Operations



E. P. HAERTEL
Los Angeles Division
Operations



F. G. WELKE
San Francisco Office
Advertising

F. G. WELTY
Cleveland Division
Sales

SERVICE BIRTHDAYS

THIRTY-FIVE YEARS

H. YAGER
Los Angeles Basin Div.
Nat. Gas & Gasoline

THIRTY YEARS

L. C. BECKER
New Orleans Area
Production

W. L. PARKER
Tulsa Area
Gas-Gasoline

J. SARTI
Martinez Refinery
Engineering Field

TWENTY-FIVE YEARS

C. W. BAKER
Wilmington Refinery
Engineering Field

J. H. BARKER
Wood River Refinery
Topping

L. J. BREITWEISER
Wood River Refinery
Utilities

G. S. BROWN
Los Angeles Division
Treasury

S. BRUCE
Norco Refinery
Engineering Field

J. B. BRYANT
Los Angeles Basin Div.
Production

C. L. BURNETT
Shell Pipe Line Corp.
Mid-Continent Area

C. T. CARLSON
Martinez Refinery
Cracking

G. A. CLARK
Los Angeles Basin Div.
Production

R. E. COKE
Los Angeles Basin Div.
Nat. Gas & Gasoline

S. CORNELIUS
Tulsa Area
Production

F. H. DOLE
San Francisco Office
Transportation & Supplies

A. J. FAUCHEUX
Los Angeles Basin Div.
Production

P. E. FOSTER
Houston Refinery
Manager

B. B. GAILBREATH
Los Angeles Basin Div.
Production

C. J. GILSETT
Los Angeles Basin Div.
Production

R. J. HAASE
Portland Division
Operations

W. J. HALL
Tulsa Area
Production

V. T. HAMMOND
San Francisco Division
Marketing Service

I. F. HEITMAN
San Francisco Office
Treasury

C. A. KREIDER
Wood River Refinery
Engineering Field

E. E. LANCASTER
Wilmington Refinery
Compound House

R. J. LAUDER
Tulsa Area
Pers. & Ind. Rel.

G. A. LOEHR
St. Louis Division
Administration

J. S. MARTIN
Martinez Refinery
Engineering Field

J. MOORE
Tulsa Area
Production

A. L. NEFF
St. Louis Division
Operations

P. J. PIEROTH
San Francisco Office
Sales Administration

R. L. PRINCE
Los Angeles Basin Div.
Production

R. J. ROSENLOF
Los Angeles Basin Div.
Production

N. J. ROUSER
Shell Pipe Line Corp.
Mid-Continent Area

E. E. SAXTON
Sacramento Division
Sales

C. SCHLEIBAUM
Los Angeles Basin Div.
Production

A. S. SEEGER
Wood River Refinery
Lube C. & S.

J. H. STEFFENSEN
Martinez Refinery
Asphalt

C. F. STOWMAN
Los Angeles Basin Div.
Production

D. L. VAN BUSKIRK
Wilmington Refinery
Cracking

N. M. WILSON
Tulsa Area
Production

W. G. WINSTEAD
Wood River Refinery
Utilities

P. W. WOOD
Los Angeles Basin Division
Production

G. W. WOODWARD
Los Angeles Basin Division
Production

Due to space limitations, this and future issues of SHELL NEWS will carry only pictures of those employees celebrating anniversaries of 25 or more years (in multiples of five years).

SHELL OIL COMPANY, INCORPORATED

Head Office

20 Years

L. H. Kendall ..... *Manufacturing*

15 Years

E. A. Hack ..... *Treasury*
P. J. Merkus ..... *Manufacturing*
C. M. D. Peters ..... *Transportation & Supplies*
Janet Velie ..... *Shell Union Oil Corporation*

10 Years

C. E. Fest ..... *Treasury*
E. J. McKeon ..... *Marketing*

San Francisco Office

20 Years

F. V. M. Holtslander ..... *Treasury*
J. C. Nowell, Jr. ..... *Transportation & Supplies*
E. M. Scharfenberg ..... *Treasury*

15 Years

T. L. Graham ..... *Sales*

10 Years

C. H. Carruthers ..... *Treasury*

Exploration and Production

HOUSTON REGIONAL OFFICE

20 Years

A. C. Moss ..... *Land*
E. B. Scherer ..... *Production*

15 Years

E. L. Blinn ..... *Crude Oil*

HOUSTON AREA

20 Years

W. B. Becker ..... *Exploration*
R. J. Young ..... *Personnel*

15 Years

T. P. Dowdy ..... *Production*
F. A. Duvall ..... *Land*
W. T. Harless ..... *Production*
G. D. Robertson ..... *Production*
A. L. Toups ..... *Production*

MIDLAND AREA

20 Years

R. C. Byars ..... *Administration*
A. L. Sonntag ..... *Gas-Gasoline*
R. E. L. Taylor ..... *Production*

15 Years

R. H. Miller ..... *Exploration*

NEW ORLEANS AREA

20 Years

G. W. Earle ..... *Production*
L. Flournoy ..... *Production*
L. Stephens ..... *Production*

15 Years

E. H. Bartley ..... *Exploration*
W. E. Baxter ..... *Production*
W. Berry ..... *Production*
N. Dartez ..... *Production*

10 Years

M. F. Schexnayder ..... *Production*

TULSA AREA

20 Years

L. R. Ahrnsbrak ..... *Gas-Gasoline*
J. C. Brumley ..... *Production*
W. C. Hartman ..... *Production*
F. R. Langdon ..... *Production*
S. L. Lewk ..... *Land*
C. C. Summers ..... *Exploration*

15 Years

W. I. Hoefer ..... *Production*
W. R. Lund ..... *Production*
J. R. McGehee ..... *Exploration*
J. W. Roche ..... *Production*

LOS ANGELES REGIONAL OFFICE

20 Years

L. M. Fugate ..... *Legal*
R. T. Patton ..... *Legal*

15 Years

W. F. Bates ..... *Production*
V. Osburn ..... *Treasury*

COASTAL DIVISION

20 Years

P. H. Buchanan ..... *Production*

15 Years

T. S. Mitchell ..... *Production*

LOS ANGELES BASIN DIVISION

20 Years

E. H. Burke ..... *Production*
H. E. Garity ..... *Personnel & Industrial Relations*

15 Years

E. C. Carroll ..... *Production*
F. D. Turner ..... *Treasury*

10 Years

R. A. Hoevel ..... *Nat. Gas & Gasoline*

SAN JOAQUIN DIVISION

20 Years

P. W. Lyttle ..... *Production*
H. T. McOmber ..... *Treasury*
U. M. Warren ..... *Production*

15 Years

L. L. Leonardhardt ..... *Production*

PIPE LINE

20 Years

F. Alexander ..... *Pipe Line South*
K. L. McBride ..... *Pipe Line North*

10 Years

R. A. De Spenza ..... *Los Angeles Office*

Manufacturing

HOUSTON REFINERY

20 Years

F. C. Cornell ..... *Engineering Field*
R. C. Grothe ..... *Utilities*
L. G. Hall ..... *Economics & Scheduling*
W. C. Joachimi ..... *Treating*
H. J. Kennedy ..... *Utilities*
G. G. Marquette ..... *Engineering Field*
W. Peterson ..... *Dispatching*
H. M. Phillips ..... *Dispatching*
G. Ragan ..... *Engineering*
W. T. Riggs ..... *Engineering Field*
T. F. Smith ..... *Industrial Relations*
F. G. Tilton ..... *Topping*

15 Years

P. S. Graves ..... *Dispatching*
J. R. Vawter ..... *Gas*

10 Years

W. H. Dennis ..... *Dispatching*
W. D. Gambrel ..... *Engineering Field*
C. Hargrove ..... *Engineering Field*
J. T. Larkin ..... *Engineering Field*
J. M. Willard ..... *Engineering Field*

MARTINEZ REFINERY

20 Years

J. Andrade ..... *Transportation*
T. P. Gomez ..... *Engineering Field*
H. C. Grant ..... *Engineering Office*
J. P. Lucey ..... *Treasury*

15 Years

P. K. Barrington ..... *Cracking*

10 Years

T. Hislop ..... *Distilling*

NORCO REFINERY

20 Years

E. A. Aucoin ..... *Engineering Field*
R. N. Madere ..... *Engineering Field*
B. F. Waguespack ..... *Dispatching*

15 Years

A. J. Roussel ..... *Engineering Field*

WILMINGTON REFINERY

20 Years

N. V. l'Anson ..... *Compound House*

15 Years

R. F. Lea ..... *Cracking*
W. G. Rayhawk ..... *Engineering Field*

10 Years

C. R. Campbell ..... *Engineering Field*
H. J. Walker ..... *Engineering Field*

WOOD RIVER REFINERY

20 Years

A. W. Bean ..... *Topping*
K. E. Dussell ..... *Lube Extraction*
W. M. Jackson ..... *Engineering Field*
P. E. Johnston ..... *Control Laboratory*
D. W. McLean ..... *Control Laboratory*
G. B. Richards ..... *Engineering Field*
J. L. Strader ..... *Engineering Field*
H. G. Tennikait ..... *Engineering Field*
J. C. Yater ..... *Main Office*

15 Years

R. H. DuChemin ..... *Engineering Office*
R. L. Gray ..... *Lube Filters*
C. E. Hirtman ..... *Topping*
E. L. Hopper ..... *Lube C. & S.*
C. A. Kibler ..... *Lube C. & S.*
E. T. Madosh ..... *Lube Vacuum*
E. Olthoff ..... *Engineering Field*
P. Reeves ..... *Engineering Field*
A. T. Smith ..... *Industrial Relations*
I. W. Smith ..... *Lube C. & S.*
W. R. Smith ..... *Engineering Field*
C. O. Volentine ..... *Engineering Field*

10 Years

F. E. Blasa ..... *Lube C. & S.*
G. R. Chapman ..... *Engineering Field*
G. A. Darr ..... *Engineering Field*
W. I. Freeman ..... *Engineering Field*
R. L. Graham ..... *Engineering Office*
C. E. Hightower ..... *Engineering Office*
R. A. Hoffman ..... *Engineering Field*
T. F. Hunt ..... *Engineering Field*
G. M. Jaynes ..... *Engineering Field*
T. C. Krepel, Jr. ..... *Engineering Field*
C. H. Logan ..... *Engineering Field*
R. J. McKee ..... *Engineering Field*
E. W. Odell ..... *Engineering Field*
L. R. Poeling ..... *Engineering Field*
J. R. Robinson ..... *Engineering Field*
C. W. Schoeneweis ..... *Treating-Light Oil*
C. L. Shirley ..... *Engineering Field*
Margaret E. Stullken ..... *Main Office*
G. E. Townzen ..... *Engineering Field*
G. H. Vesper ..... *Engineering Field*

Marketing Divisions

20 Years

R. W. Abadie ... *Atlanta, Marketing Service*
G. F. Williams ..... *Baltimore, Operations*
F. T. Suzuki ..... *Hawaiian, Sales*
A. J. Sewing ..... *Minneapolis, Sales*
R. M. Coulson ..... *Portland, Treasury*
C. H. Radloff ..... *Portland, Operations*
E. L. Ruef ..... *Portland, Operations*
G. Single ..... *Sacramento, Operations*
F. E. Fisher ..... *St. Louis, Sales*
Arline M. Schlueter ..... *St. Louis, Treasury*
B. C. Geisler ..... *Seattle, Operations*

15 Years

H. F. Richter ..... *Atlanta, Marketing Service*
W. W. Salzer ..... *Atlanta, Sales*
E. B. Sellers ..... *Atlanta, Operations*
L. E. Sturtevant ..... *Atlanta, Sales*
J. E. Myers ..... *Baltimore, Operations*
H. S. Corliss ..... *Boston, Operations*
E. P. Kern ..... *Boston, Sales*
J. B. Matte ..... *Boston, Operations*
C. V. Scher ..... *Boston, Sales*
P. W. Smart ..... *Boston, Operations*
M. E. Beatty ..... *Detroit, Sales*
H. B. Bush ..... *Los Angeles, Sales*
H. C. Findlay ..... *Los Angeles, Sales*
L. W. Richardson ... *Los Angeles, Operations*
F. W. Veden ..... *Los Angeles, Sales*
W. G. Walsh ..... *Minneapolis, Sales*
V. Roland ..... *Portland, Sales*
A. M. Crus ..... *Sacramento, Sales*
R. L. Hill, Jr. ..... *Sacramento, Sales*
W. H. Stimson ..... *Sacramento, Sales*
A. J. Lyons ..... *St. Louis, Treasury*
L. G. Nagle ..... *St. Louis, Operations*
J. A. Dethlefsen ... *San Francisco, Operations*
H. Graham ..... *San Francisco, Operations*
G. M. Kinney ..... *San Francisco, Sales*
J. F. Riecks ..... *San Francisco, Operations*
C. A. La Joie ..... *Seattle, Operations*
E. W. Roney ..... *Seattle, Sales*

10 Years

P. E. Hager ..... *Albany, Operations*
M. L. Richards ..... *Albany, Sales*
L. F. Weaver ..... *Atlanta, Sales*
S. S. Cooper ..... *Boston, Sales*
J. L. Wilson ..... *Minneapolis, Operations*
C. L. Warnky .. *New York, Marketing Service*
J. S. Jensen ..... *Portland, Sales*
E. D. Hyde ..... *Sacramento, Operations*
W. C. Wasley ..... *Sacramento, Operations*
R. P. Noonan ..... *St. Louis, Operations*
E. Schulte ..... *St. Louis, Operations*

Products Pipe Line

20 Years

J. H. Holmes ..... *Zionsville, Ind.*

10 Years

G. F. Anderson ..... *Zionsville, Ind.*
C. L. Gibson ..... *Fall River, Mass.*

SHELL CHEMICAL CORPORATION

20 Years

W. T. Hill ..... *Houston*
R. J. Searles ..... *Dominguez*
R. L. Thornton ..... *Houston*
D. R. Zinser ..... *Shell Point*

15 Years

C. E. Drake ..... *Dominguez*
C. W. Holliman ..... *Houston*
L. E. Zander ..... *San Francisco Office*

10 Years

R. E. Koski ..... *Martinez Plant*
W. M. Kouns ..... *New York*

SHELL DEVELOPMENT COMPANY

20 Years

H. W. Chapman ..... *Emeryville*
C. J. Ott ..... *Head Office-San Francisco*

10 Years

H. Dannenberg ..... *Emeryville*

SHELL PIPE LINE CORPORATION

20 Years

G. W. Barnett ..... *Texas-Gulf Area*
W. M. Buckmaster ..... *Bayou System*
O. W. Gaul ..... *West Texas Area*
C. W. Jackson ..... *Texas-Gulf Area*
J. S. McGlasson ..... *West Texas Area*
C. M. Merrill ..... *Texas-Gulf Area*

15 Years

D. Holcomb ..... *Bayou System*
P. M. Welgehausen ..... *Head Office*

10 Years

W. H. Butler ..... *West Texas Area*
C. L. Fluitt ..... *Texas-Gulf Area*
B. L. Raney ..... *Head Office*

matters of *Fact*

FOUNDATION FOR PROGRESS

. . . is the Shell family of 32,796 men and women in the following companies:

Shell Oil Company, Incorporated . . .	27,608
Shell Chemical Corporation	2,340
Shell Pipe Line Corporation	1,603
Shell Development Company	1,206
Shell Union Oil Corporation	39

(figures as of October 1, 1948)

FAMILY PORTRAIT

PIPEFITTER

RAY R. SAWYER

Ray R. Sawyer is a Pipefitter No. 1 at the Houston Refinery. He is one of those men whose job it is to install and maintain refinery piping; remove and replace valves; and install and service the flanges, traps, connections and other piping installations. The handling and processing of petroleum liquids and gases and related chemical products requires pipe—miles and miles of it. Made of steel, cast iron, rubber, plastic, and even glass, pipe may be no larger than a pencil or big enough for a man to crawl through.

Ray is as proficient with a pipe wrench and a variety of special tools as he used to be with a baseball bat. Back in 1933 he hit a solid .389 as a professional ball player with Longview, Texas, in the old Dixie League. He and Mrs. Sawyer and their children —Larry, Robert and Sharon Elizabeth—live in Pasadena, Texas, in a three-bedroom house which Ray himself built.

In Shell's refineries and chemical plants more than 1,100 pipefitters and helpers, men like Ray Sawyer, help to maintain essential piping. They share much of the responsibility and credit for keeping refinery and chemical plant throughputs at the high levels necessary to meet today's record demands.