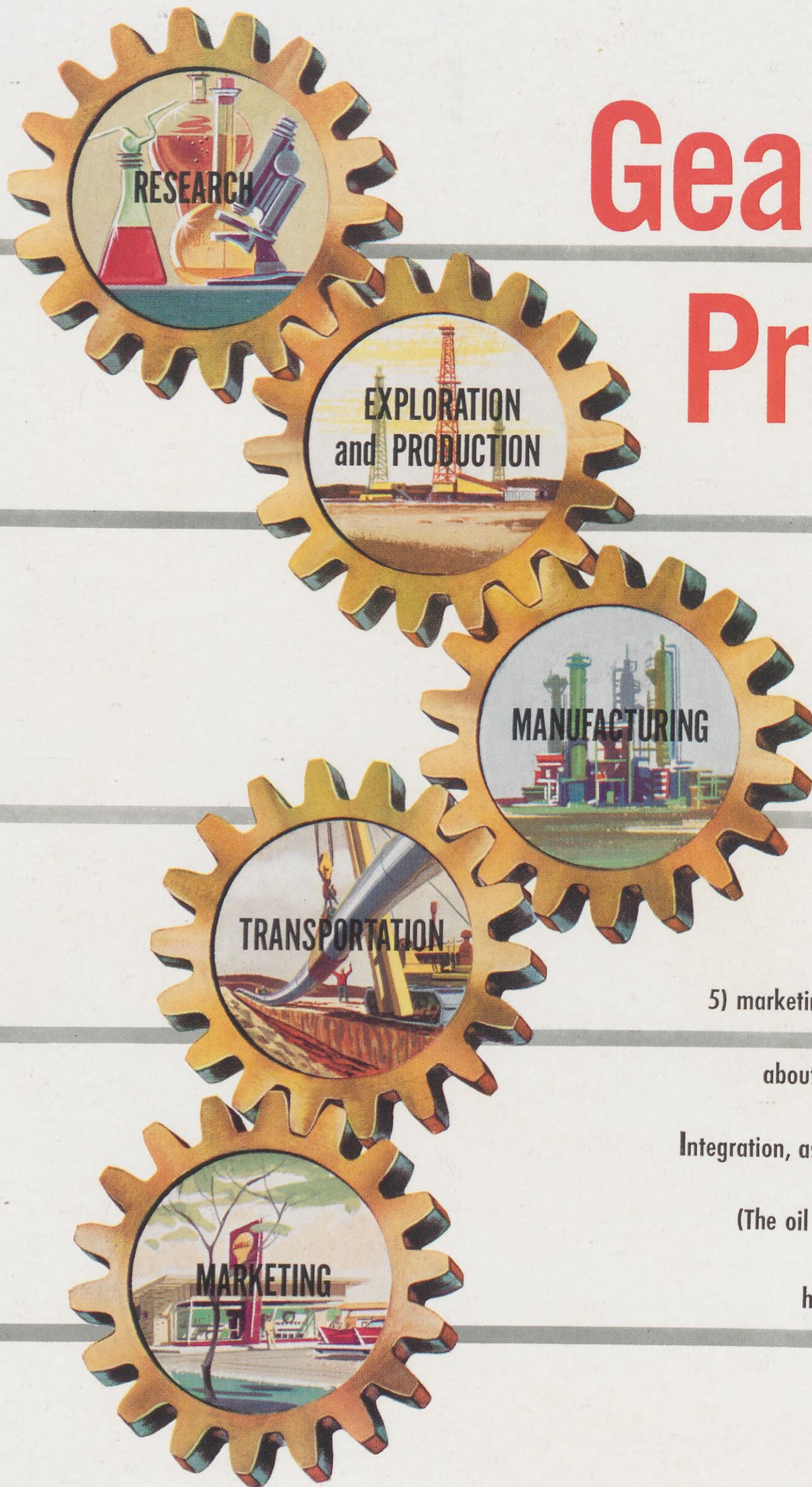


SHELL NEWS

SEPTEMBER 1957



SHELL SCOUTS
AT VALLEY FORGE



Gearred for Progress

use the term "integrated oil

oil company is organized and operates.

The twisting is done by those

They fail to see that

economic needs of the

Essentially, an integrated oil

phases of the industry: 1) research,

5) marketing. There are an estimated 42,000 companies

about 35 oil companies are fully integrated. Shell is

Integration, as a form of business organization, is found in

(The oil industry, however, has more fully integrated

has integrated companies. Here is a fictional

"The Integrated Oil Company,"

SHELL NEWS

VOL. 25—No. 9

SEPTEMBER, 1957

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

Employee Communications Department
New York, N. Y.

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SHELL SCOUTS AT VALLEY FORGE

The six Explorer Scouts on this month's cover, all sons of Wood River Refinery employees, were among the 55,000 Scouts from all parts of the nation who attended the Boy Scout Jamboree at Valley Forge, Pennsylvania. They are, left to right, Dave Gentry, son of Senior Technologist R. M. Gentry; Larry Leamy and Patrick Leamy, sons of H. J. Leamy, Manager of the Light Oil Treating Department; John Donham, son of Operator C. D. Donham; Doug Thompson, son of Special Tester G. E. Thompson, and Bobby Hobson, son of Gauger H. E. Hobson. In the background is the major monument marking the winter camp of George Washington's troops.

A picture story on Shell employees and sons at the Jamboree begins on page 4.

In most general discussions of the oil industry, someone is likely to use the term "integrated oil company." Generally, it is used correctly to describe how a specific

company operates. But too often in recent years it has been twisted into a term of abuse.

who aim to change the way individual oil companies are organized.

integrated oil companies have developed in accordance with the basic needs of the industry and that to disrupt them would work against the public good.

company is one that operates in any two or more of the five major

2) exploration and production, 3) manufacturing, 4) transportation and

in the oil industry; more than 100 of them are partly integrated and

fully integrated; that is, Shell works in all major phases of the industry.

many industries besides oil, for example: steel, dairy, meat packing.

companies than most other major industries.) The fishing industry also

example how one might have developed: (see next page)

A Good Descriptive Term, Is Often Misused.

FISHERMAN Jack Jones worked his own boat out of Seattle. He used to sell his catch straight from his boat at the wharf. Then he decided to clean his catch before selling it. (At that point his business became integrated.) The next step he took was to transport his catch in his own truck to the local fish market and sell it to a wholesaler there. (This made his business more integrated.) Finally, he opened his own fish store (and his business became fully integrated).

To develop his integrated fish business, Jones did not have to start as a fisherman. He might have begun as a fish store owner and worked backwards towards the raw material source. Or he could have started as a fish cleaner and developed towards the raw material source or towards the market, or both ways — as he gained the know-how of the other phases of his industry.

Oil companies have become integrated organizations in a similar fashion. They started in one of the phases of the industry and worked forward or backward or both ways into other phases. That's how Shell started in the United States, first as a marketing organization and then entered the other phases of the industry and became an integrated oil company.

What is the spur behind development of integrated business organizations? The answer boils down to these reasons: increased efficiency, reduced costs, new and better products at the lowest possible price.

Most industries lend themselves to at least partial integration; for example: the textile industry, where there is some integration between manufacturing and retailing; the lumber industry, where there is integration between production and processing and sometimes also retailing. The oil industry is one of the industries that lends itself most readily to full integration—finding the raw material, processing it, transporting it and sell-

ing it to the public.

The causes and effects of integration in the oil industry are many and varied — and they are intertwined. Among the chief advantages of the integrated oil organization, however, are the following:

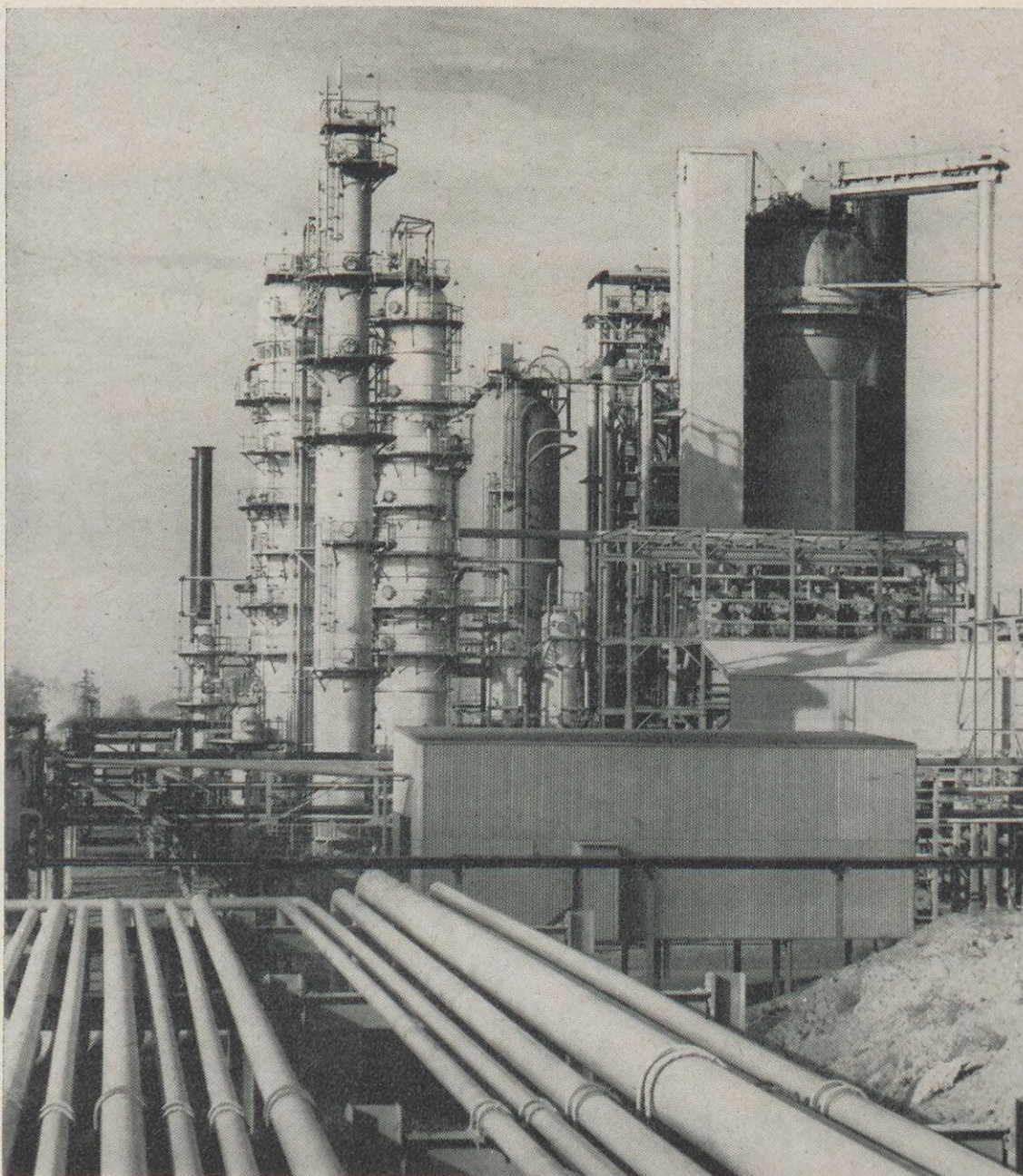
1. **FLEXIBILITY:** The volume of oil needed to run the American economy is much larger than the volume of product needed from most other industries. Last year, the U. S. used more than three billion barrels of oil — enough to provide every man, woman and child in the country with 8.8 quarts of oil products every day. Unless there is a continuous flow from the oil fields through the refineries to the customers, the volume of products

could pile up fantastically.

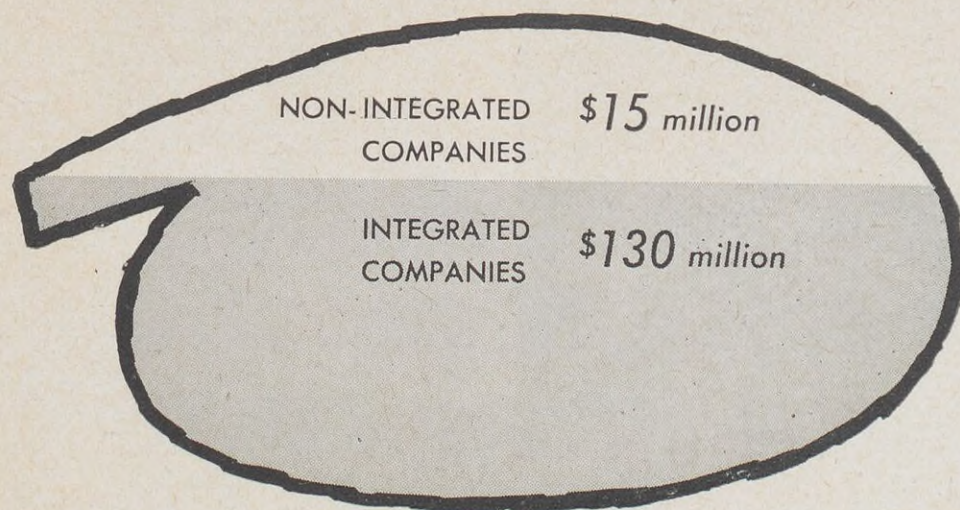
To provide storage for this volume of oil would require tremendous storage facilities at enormous costs. A 120,000-barrel storage tank today costs more than \$200,000. Even with integrated operations and careful planning, storage requirements are large. Thus, without continuous flow, the costs of getting oil to customers would soar. Integrated oil companies, however, because they can schedule movements of crude and products, can insure that the flow is as continuous as commercially practical and can keep storage costs to a minimum.

The integrated oil companies built most of the industry's vast network of transportation facilities—more than

Refineries are among the biggest investments Shell must make for facilities. In all, Shell's investment in facilities comes to about \$64,000 per employee.



OIL INDUSTRY RESEARCH 1955



Integrated oil companies have the incentive and resources to build large-scale research staffs. Most oil industry research is performed by integrated companies.

188,000 miles of crude and products pipe lines—most of it for use both by non-integrated and integrated oil companies. If the integrated companies had not built the network, there is a question whether non-integrated companies would have been able to do so, at least in so short a time. For the integrated companies are in a position to take the big risks involved in building pipe lines and few, if any, non-integrated companies can take those risks.

An example of this willingness and ability to take big risks is shown in the new Four Corners Pipe Line now being built from the Four Corners region to the West Coast. (See "Four Corners Frontier," SHELL NEWS, July 1957.) There, several integrated companies, including Shell, have laid out about \$50 million to build the pipe line and are taking the risk that their calculations of the amount of oil that will be found in the region will be enough to pay for the investment.

2. COORDINATION: The integrated oil company has the opportunity to coordinate the various phases of oil industry operations which fluctuate from day to day and season to season. Among these fluctuating factors are: the amount of crude oil ready to move from oil fields; the

availability of transportation; the capacities of refineries; seasonal demand for gasoline and fuel oils. The integrated oil company, with its ease of communication throughout the various phases of its work, can plan its operations to minimize these fluctuations (and keep its own surplus capacity to a minimum) and thus improve efficiency. Without this efficiency, the prices of oil products would be higher.

3. STABILITY: In the oil industry, huge amounts of money must be invested in the facilities—drilling rigs, refineries, pipe lines, research laboratories, marketing outlets. (It comes to about \$64,000 per employee in Shell.) Also, big risks must be taken, particularly in the search for oil. The integrated oil company can spread the risks, thus providing more stability for the individual business and for the industry as a whole.

This stability is reflected in the record of year-round employment maintained by the integrated oil companies: There are relatively few "lay offs" compared to other industries. Oil industry employees benefit from this stability.

4. RESEARCH: The integrated oil companies, because they must do research in the various phases of the

industry to compete successfully, have the incentive and the resources to build large research staffs and facilities. Most oil industry research—in all phases of the industry—is performed by the integrated oil companies.

Also, new and better products are more likely to be developed by integrated companies because they have close cooperation among the research, manufacturing and marketing phases. The marketer knows best what new and better products are needed. To get those products, the marketer must have the cooperation of the manufacturer, and he, in turn, must be close to the researcher.

These four major advantages of integration all point to the basic reasons for this type of oil organization: greater efficiency, lower costs and better products at the lowest price.

Then what is the complaint of those who attack integrated companies? They say that integration tends to eliminate competition. When they make this charge they are confusing "integration" with "monopoly."

These two words have no common meaning. Today, 42,000 oil companies are spread through the industry's five phases. In each phase there are at least hundreds, and sometimes thousands, of companies competing. The vigorous nature of this competition makes monopoly impossible.

The integrated oil company takes its chances in the market place of each phase of the industry against companies of single-phase operations and against other integrated companies. The competition among the large integrated companies is probably the most vigorous of all.

That the integrated companies have developed and thrived is an indication only that the oil industry has an important place for what the integrated companies can do: increase efficiency, lower costs and provide new and better products at the lowest possible price. The integrated oil company is geared for progress ■



A. W. Fields, left, of the Houston Refinery and his son **Alfred** have a chat at their troop's lunch table.



Bill Kingsbury, son of W. A. Kingsbury of the New York Marketing Division, uses a plastic wash basin.



Monty McAllister, son of S. H. McAllister of Shell Development in Denver prepares lunch for his troop.

Rally at Valley Forge

Shell Employees and Sons From All Parts of the Nation Were Among the 55,000 Residents of the Canvas Community Created for the Boy Scout Jamboree



SHELL employees and their sons from Connecticut to California were among the 55,000 Boy Scouts and Scoutmasters who jam-packed a canvas community at Valley Forge, Pennsylvania, for the Fourth National Jamboree.

For six sun-scorched days in mid-July, the Scouts took part in group activities, such as competitions and hiking, and troop activities such as cooking and living together as tent tenants. But they still had plenty of time for individual activities, dominated by trading patches, pets and

William Wilhoit, son of V. P. Wilhoit of the Indianapolis Marketing Division's Muncie Plant, writes a letter to his folks from his Jamboree tent.



Scouts ate off paper plates, but cooking gear had to be cleaned. Here Stanley Gage, son of W. S. Gage of the Pacific Coast Area, scours a skillet as he cleans up.

D. M. Shook, left, of the Houston Refinery, and Wally Chalmers, son of S. W. Chalmers of the Refinery, examine the jacket of David McDonald, son of R. T. McDonald of Shell Pipe Line's Brownsfield Station.

personal equipment.

Officials had to smooth off some of the traditional rough edges of outdoor camping for safety and sanitary reasons. Camp fires for cooking would have been fire hazards among tents so close together, so each of the 1,292 troop units cooked over small charcoal broilers. Each day each troop drew food for three meals, and ate it off paper plates to eliminate the problem of dishwashing—though cooking utensils still had to be scrubbed. Showers were set up in each area, but the troops had to carry

R. R. Shinn of the Pacific Coast Area watches Terry Newfarmer, son of L. R. Newfarmer of the Pacific Coast Area, blow a solo on his cow-horn.



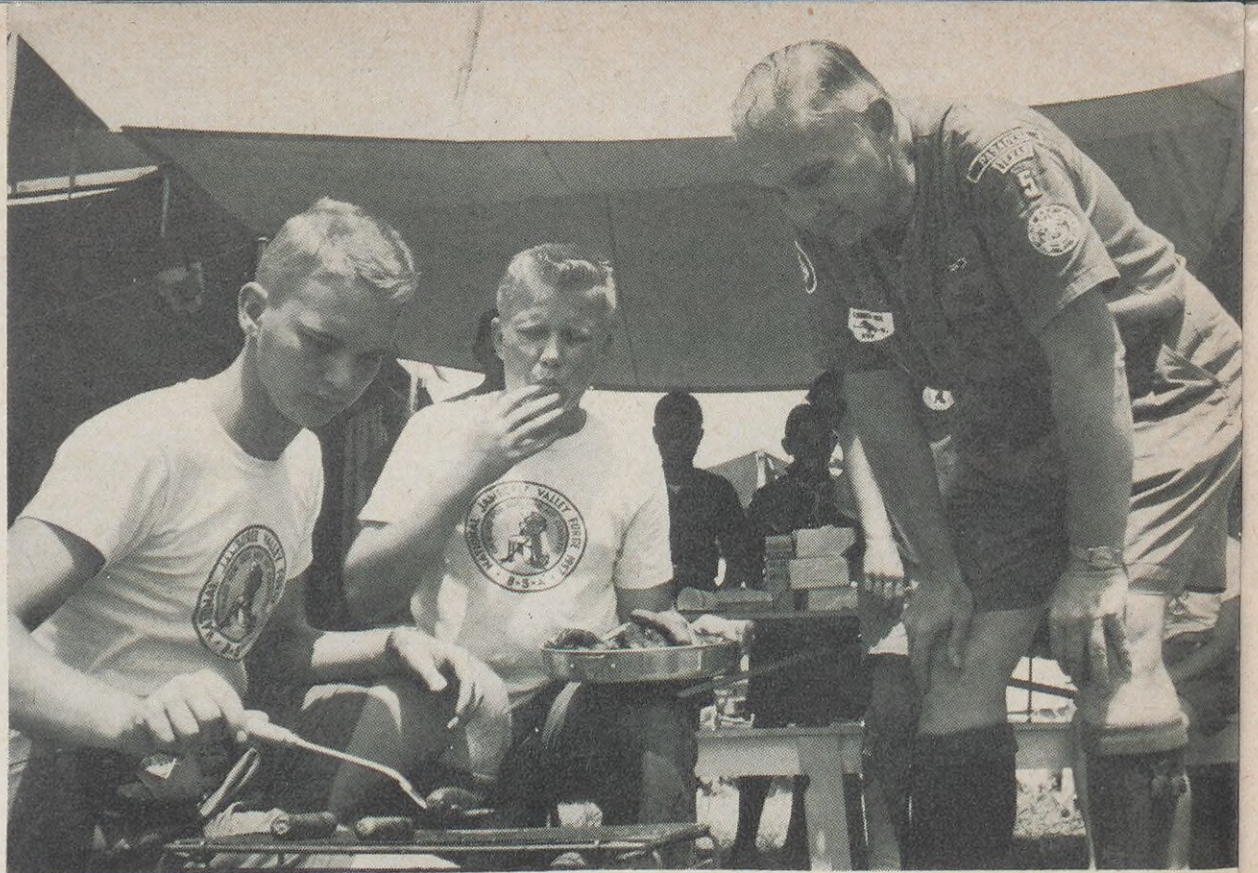
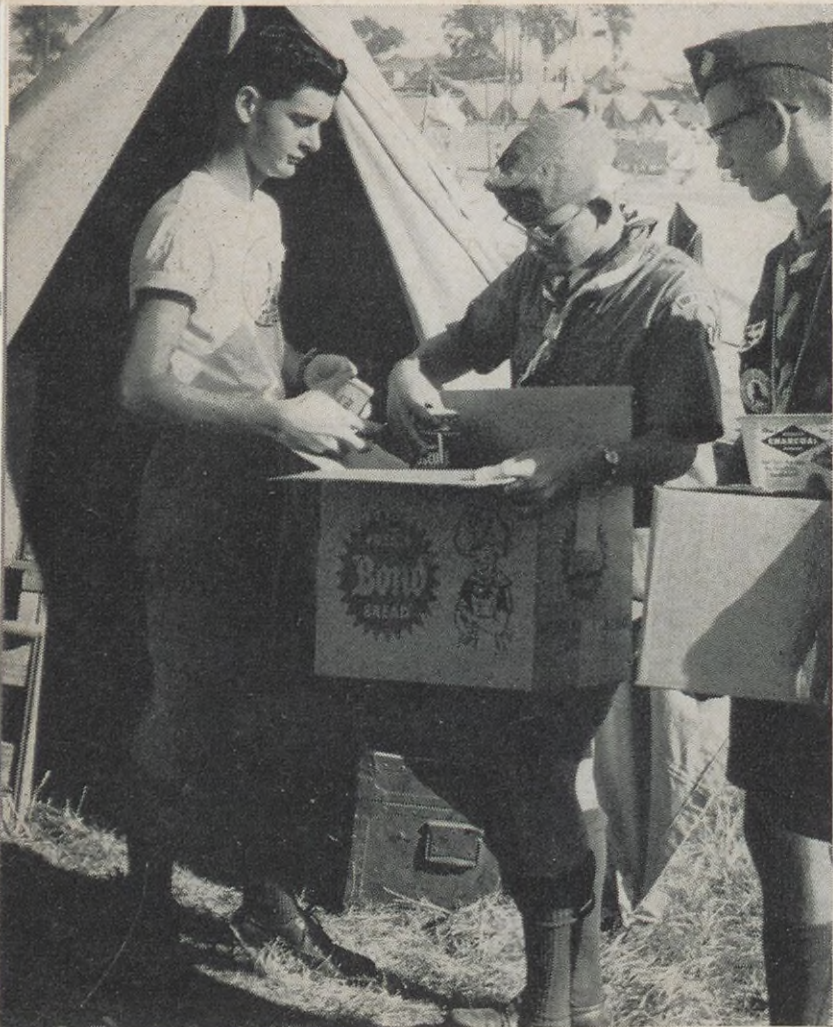
RALLY AT VALLEY FORGE

water for cooking, drinking and washing from central sources to individual areas.

Each day started officially with flag-raising ceremonies at 9 a.m. in each troop area. After that, the schedule of each troop varied. Some attended demonstrations of conservation; others practiced archery, or competed in such Scout events as log-rolling or "pioneering"—building bridges and other structures. The boys spent their free time at the "trading posts," swapping with other Scouts while stocking up on soft drinks and candy, or catching up on their laundry. Every day was wash day for someone, and almost every tent sprouted a laundry line.

The pictures on these pages show how Shell employees and their sons spent a typical day at the Jamboree ■

Tommy Dolhonde, left, son of C. E. Dolhonde of Shell Pipe Line, Houston, gives rations to Dennis and Steve Green, sons of J. E. Green of the same location.



H. D. Estes, right, of the Houston Refinery, watches his son Frank, left, lift hot dogs from a charcoal grill used to cook meals as Jimmy Wallace, son of H. M. Wallace of the Refinery, blows on the fingers he singed on the pan.

Ron Weiss, left, wrings out some washing as his brother Fred hangs other laundry on the line to dry. The boys are the sons of F. P. Weiss of Shell Development's Emeryville Research Center. Almost every tent had a laundry line.





Jim Moyers, standing, son of J. B. Moyers of the Houston Refinery, and **Dave Spraggins**, son of C. F. Spraggins of the Refinery, at the water bag.



Bob Mims, son of R. L. Mims of the Midland Area, loops the last rope to put up his tent. At his feet is the hammer he used to drive in tent pegs.



Ray Hudelson (L.), son of Mrs. M. C. Hudelson of Martinez Refinery, and **Louis Roberts**, son of L. T. Roberts of Shell Point do a little log rolling.

Arlis Sheffield, son of H. G. Sheffield, of the Columbia, S. C. Marketing District, demonstrates an Indian war whoop.



F. T. Lee of the Indianapolis Marketing Division and his son, **John**, were members of the only official Boy Scout band.



SHELL PEOPLE in the news

BOARD OF DIRECTORS



J. H. LOUDON

The Board of Directors of Shell Oil Company has announced the election of J. H. LOUDON as Chairman of the Board of Directors to succeed SIR FRANCIS HOPWOOD, who retired June 30. The Board elected F. J. STEPHENS to fill the vacant directorship.

J. H. LOUDON is President of the Royal Dutch Petroleum Company and Chairman of the Board of The Shell Caribbean Petroleum Company. He joined N. V. De Bataafsche Petroleum Maatschappij in 1929 and has served in Venezuela, the United Kingdom, The Netherlands and the United States. He was first elected to the Shell Oil Company Board of Directors in 1948.

SIR FRANCIS HOPWOOD has retired as Chairman of the Board of Directors of Shell Oil Company, as a Managing Director of The Shell Petroleum Company Limited and as Principal Director of B.P.M. However, he remains a Managing Director of The "Shell" Transport and Trading Company Limited and a Director of The Shell Petroleum Company Limited. He entered the Group's service in 1919 at London and served also in Venezuela, Colombia, and the United States, where he was President of the Asiatic Petroleum Corporation, New York.

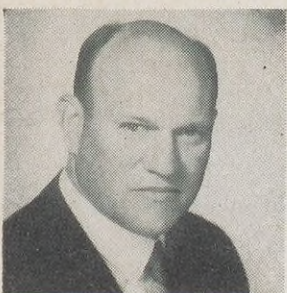


SIR FRANCIS HOPWOOD



F. J. STEPHENS

F. J. STEPHENS is a Managing Director of The "Shell" Transport and Trading Company Limited, The Shell Petroleum Company Limited, B.P.M. and The Anglo-Saxon Petroleum Company. He entered the Group's service at London in 1928 and also has served in Venezuela and the United States, where he was Executive Vice President of the Asiatic Petroleum Corporation, New York.



SIDNEY GOLDIN

SHELL OIL COMPANY MARKETING ORGANIZATION

SIDNEY GOLDIN has been appointed to succeed P. W. Engels as Manager, Marketing Operations, Head Office, when Mr. Engels retires in mid-1958. Mr. Goldin, who received a B.S. degree in chemical engineering from the Georgia Institute of Technology, joined Shell in 1930 as a Salesman at Cleveland, Ohio. During the next 10 years he served in various marketing positions at Columbus, Ohio; St. Louis, Mo.; Jacksonville, Fla., and Jackson Heights, N. Y. He became Manager, Retail Sales at Atlanta, Ga. in 1940. In 1946 he returned from three years' military service to become Assistant Manager of the Asphalt Department at Head Office and the following year was named Manager of that department. He was appointed Assistant to the General Manager-Head Office Marketing Departments in October, 1956.



R. L. GERAGHTY

R. L. GERAGHTY has been appointed to succeed Mr. Goldin as Assistant to the General Manager-Head Office Marketing Departments. Mr. Geraghty joined Shell in 1926 as a Sales Clerk at Indianapolis. He became Chief Clerk at Cleveland in 1931 and Treasury Manager at Detroit in 1934. He moved to Boston in the same capacity in 1941 and three years later became Assistant Manager of the Auditing Department in the Head Office Financial Organization. He was named Manager of the Marketing Service Department in Head Office in 1948 and in 1952 became Manager, Marketing Administrative Office.



E. C. McCAIG

E. C. McCAIG has been appointed Sales Manager of Shell Oil Company's Indianapolis Marketing Division. Mr. McCaig, who received a B.A. degree in economics and political science from Washburn College at Topeka, Kan., joined Shell in 1938 as a Truck Driver at New Haven, Conn. He became Area Salesman at East Hartford, Conn. in 1940 and in 1950 was appointed District Manager at Worcester, Mass. During the next three years he held similar positions at Green Bay, Wis. and Cincinnati, Ohio. In November, 1955, he was appointed Manager of the Advertising Division of the Sales Promotion and Advertising Department of the Head Office Marketing Organization.



D. C. STEVENSON

D. C. STEVENSON has been named Manager of the Advertising Division of the Sales Promotion and Advertising Department of Shell Oil Company's Head Office Marketing Organization, succeeding Mr. McCaig. Mr. Stevenson joined Shell in 1936 as a Service Station Attendant at Hempstead, N. Y. and served in various sales positions in the New York Marketing Division. Following three years military leave of absence he was named District Manager at Port Washington, N. Y. in 1946 and in 1948 became New Orleans District Manager. He was appointed Long Island District Manager in the New York Division in 1951 and became Manager of the Sales Promotion Division in Head Office in November, 1955.



D. C. ROSS

D. C. ROSS has been named Manager of the Sales Promotion Division of the Sales Promotion and Advertising Department of Shell Oil Company's Head Office Marketing Organization, succeeding Mr. Stevenson. Mr. Ross, who received an A.B. degree in economics from the University of California and an M.B.A. degree in business administration from Stanford University, joined Shell in 1936 as a Salesman in San Francisco. After four years military leave of absence, he became Wholesale Representative in the Oakland District of the San Francisco Division in 1945. He was named Sales Supervisor in the San Francisco District in 1949 and the following year became Akron District Manager in the Cleveland Division. He was appointed Oakland District Manager in 1953.



C. L. TOWERS, JR.

C. L. TOWERS, JR., has been appointed Operations Manager of the Indianapolis Marketing Division, to succeed R. H. Cowan who is retiring later this year. Mr. Towers, who received an A.B. degree in liberal arts from the University of Southern California, joined Shell Oil Company in 1937 as a Laboratory Inspector at the Wilmington-Dominguez Refinery. He became a Salesman in the Los Angeles Marketing Division later that year. In 1945, he was transferred to Los Angeles as Division Service Representative and in 1950 became Manager-Special Products. He was appointed Manager of the Rockford District in the Chicago Division in 1951 and Manager of the Hartford District in the Boston Division in 1953. In July, 1955, he was named Sales Manager of the Indianapolis Division.



B. W. DUNBAR

SHELL OIL COMPANY MANUFACTURING ORGANIZATION

B. W. DUNBAR has been appointed Assistant Manager, Manufacturing-Operations, in the Head Office Manufacturing Organization. Mr. Dunbar, who received a B.S. degree in chemical engineering from the California Institute of Technology, joined Shell in 1937 as a Technologist at the Wilmington-Dominguez Refinery. He became Assistant Manager of the Chemical Department there in 1944 and in 1948 transferred to New York as Senior Technologist in the Technological Department of the Manufacturing Organization. In 1952, he was named Manager of the Catalytic Cracking Department at the Wood River Refinery and in 1955 became Department Manager-Zone B at the Anacortes Refinery. He was appointed Chief Technologist at Anacortes in March, 1957.



M. L. RENQUIST

M. L. RENQUIST has been appointed Chief Technologist at the Anacortes Refinery. Mr. Renquist, who received M.A. and Ph.D. degrees in chemistry from Stanford University, joined Shell in 1942 as a Technologist in the Manufacturing Department at San Francisco. He became a Technologist at the Wilmington-Dominguez Refinery in 1944 and was named a Senior Technologist in the Manufacturing-Technological Department at Head Office in New York four years later. He was appointed Assistant Chief Technologist at the Houston Refinery in 1953 and a year later became Assistant Manager of the Gas Department. In January, 1956, he was made Manager of the Gas Department.



H. F. TIGHE

H. F. TIGHE has been appointed Manager of the Gas Department at the Houston Refinery. Mr. Tighe, who received a B.S. degree in chemical engineering from the Georgia Institute of Technology, joined Shell as a Technical Assistant at the Wood River Refinery in 1944. He became a Technologist in 1948 and the following year was transferred to Head Office in the same capacity in the Manufacturing-Technological Department. He moved to the Houston Refinery in 1951 as a Technologist and became Senior Technologist there in 1955 and Assistant Manager of the Lubricating Oils Department in January, 1956.



R. H. FINDLEY

R. H. FINDLEY has been appointed Assistant Manager, Manufacturing-Operations, in the Head Office Manufacturing Organization. Mr. Findley, who holds a B.S. degree in chemical engineering from the Illinois Institute of Technology, joined Shell in 1943 as a Technical Assistant at the Wood River Refinery. He became an Engineer, Manufacturing-Operations, at Head Office in 1946 and in 1950 transferred to the Houston Refinery as an Engineer in the Scheduling Department. In 1953, he was named Senior Technologist in the Cracking Department at Houston. He was transferred to the Martinez Refinery in 1954 as Manager of the Economics and Scheduling Department and in March, 1957, became Manager of the Cracking Department there.



HENRY EICHNER

HENRY EICHNER has been appointed Manager of the Cracking Department of the Martinez Refinery. Mr. Eichner, who received a B.S. degree in chemistry from the University of California at Berkeley, joined Shell in 1932 as a Chemist at the Martinez Refinery. He served in various departments of the refinery before being appointed Manager of the Asphalt Department in 1940. He was made Assistant Manager of the Cracking Department in 1951 and the following year became Manager of the Distilling Department.



T. E. INNOCENZI

T. E. INNOCENZI has been appointed Manager of the Distilling Department at the Martinez Refinery. Mr. Innocenzi, who received a B.S. degree in chemical engineering from Pennsylvania State College, joined Shell in 1945 as a Junior Technologist at the Wood River Refinery. In 1952 he moved to Head Office as a Technologist in the Technological Department of the Manufacturing Organization and in 1955 to the Martinez Refinery in a similar capacity. He became Assistant Chief Technologist there in October, 1956.



F. E. BIASCA

F. E. BIASCA has been appointed Assistant Chief Technologist at the Martinez Refinery. Mr. Biasca, who received a B.S. degree in chemical engineering from Oregon State College, joined Shell in 1941 as a Junior Technologist at the Wilmington-Dominguez Refinery. He became a Technologist there in 1947 and the following year transferred to the Martinez Refinery in a similar capacity. In 1952 he became Senior Technologist in the Cracking Department at Martinez and in 1955 Assistant Manager of that department.



C. T. MAGIN

C. T. MAGIN has been named Department Manager of the Refinery Laboratory at the Anacortes Refinery. Mr. Magin, who holds a B.S. degree in chemical engineering from the University of Southern California, joined Shell in 1933 as an Inspector at the Wilmington-Dominguez Refinery. He became a Technologist there in 1936 and later that year was named Assistant Department Manager-Distilling. He was appointed Chief Chemist at the Anacortes Refinery in May, 1955.

SHELL CHEMICAL CORPORATION

Shell Chemical Corporation has announced an exchange in positions effective August 1 between **D. S. HERR**, formerly Director of the Technical Service Laboratory, Union, N. J., and **F. S. SWACKHAMER**, formerly Manager, Sales Development Department, Chemical Sales Division, at New York.



D. S. HERR

D. S. HERR, who received a Ph.D. degree in photochemistry from the University of Rochester and a B.S. degree in chemistry and physics from Franklin and Marshall College, Lancaster, Pa., joined Shell Chemical in 1946 as Assistant Chief Chemist at the Martinez Plant. He was appointed Chief Chemist at the Technical Service Laboratory, Union, N. J., in 1949, and became Director of the Laboratory in 1952.



F. S. SWACKHAMER

F. S. SWACKHAMER, who received an M.S. degree from Brooklyn Polytechnic Institute and a B.S. degree from Rutgers University, joined Shell Chemical in 1948 as a Senior Technologist in the Head Office Marketing-Sales Development Department. He became Assistant Department Manager in the Sales Development Division in New York in 1950 and in 1951 was named Manager, Resins and Plastics, Head Office. He was appointed Manager, Sales Development Department, Chemical Sales Division, in January, 1957.



OPERATION HURRICANE

It takes a lot of planning and
ingenuity to battle a storm as
destructive as Hurricane Audrey

Veteran Offshore
oil men claim there
are two kinds of
oil men working
off the Gulf Coast:
"The big, brave
ones who are not
easily frightened
by an onrushing
hurricane, and
those who already
have been
through one. . . ."



THE first warning bulletin clicked over the New Orleans teletype at six a.m. June 25. A tropical disturbance had been detected 470 miles southeast of Brownsville, Texas. Within a short time the tropical disturbance was going to explode into Hurricane Audrey. It was going to slam into the Louisiana and North Texas coasts with 105-mile-an-hour winds and 15-foot waves. Before it was over, 500 persons would drown and over-all damage would total more than \$75 million. The oil industry would suffer losses estimated at \$16 million.

Out of the widespread havoc left in the storm's wake, two items would stand out for Shell people. One: not a single Shell employee nor member of an immediate Shell family was lost in the hurricane; and two: despite the losses suffered by the industry as a whole, Shell installations in the Gulf area received only relatively light damages.

Neither of these two developments came about through luck. Instead, they were the result of a well-organized plan designed to protect both

Shell men and their equipment during hurricane seasons.

When the first warning message was received on Hurricane Audrey, the New Orleans Exploration and Production Area Office immediately set up a hurricane watch and kept all division offices posted on the intensity and probable path of the storm. Division offices, in turn, put their own hurricane plans into motion. Under these plans, when a storm moves within 72 hours of the coast, division offices automatically set a hurricane

HURRICANE BERTHA BLOWS THROUGH

On August 9, six weeks after Hurricane Audrey struck, storm warnings were hoisted for the second hurricane of the season, Hurricane Bertha. Shell personnel were evacuated from several fields along the Louisiana coast and crews were taken off four contract rigs drilling for Shell in the Gulf of Mexico. One rig at East Cameron, Block 17, was

cleared at 4 a.m. Cameron Parish, scene of so much destruction from Hurricane Audrey, also was largely evacuated. Bertha struck inland with 75-mile-an-hour winds and torrential rains. No one was reported injured, however, and no major damage was reported at Shell installations in the Gulf Coast area.

alert. Although the direction of the storm may not be fully determined, field supervisors are instructed to make preparations for a possible blow. The first phase of these preparations includes the following steps:

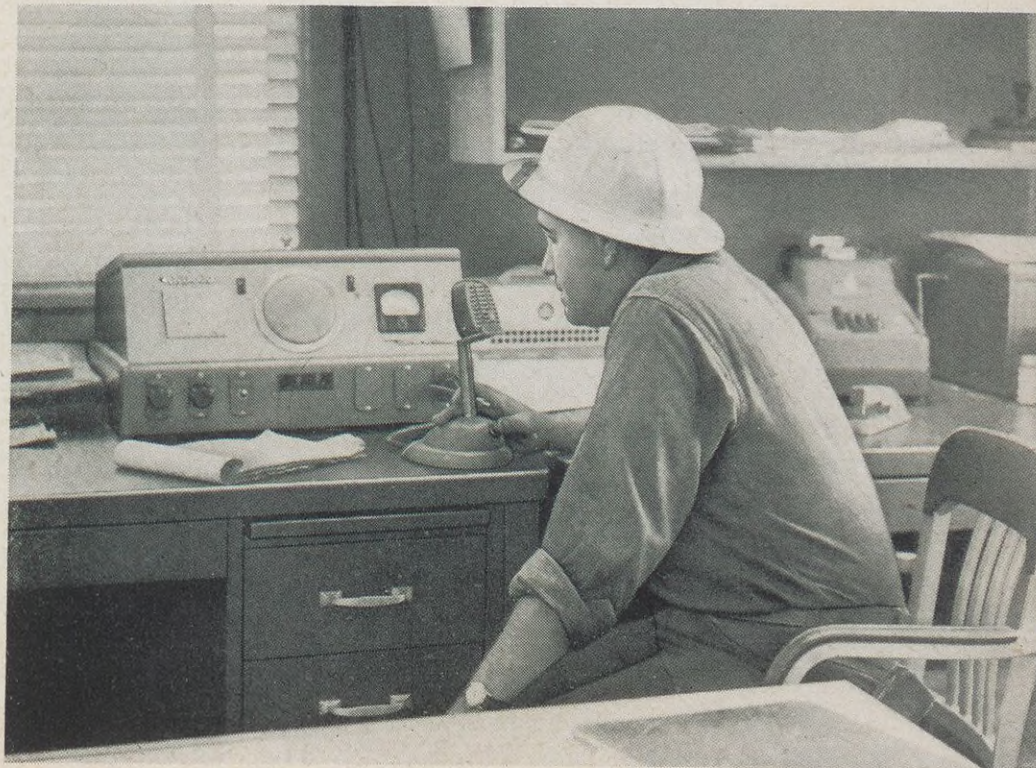
1. Oil and material barges are taken into protected waters. During the hurricane season, usually July through September, material shipments are scheduled so that as few barges as possible will be on hand for transfer.

2. Control valves are checked and

Zero Hour. If a rig is threatened by a hurricane, crew is evacuated by boat before waves become dangerously high.



On the Alert. L. A. Rogers, Maintenance Leadman, sends bulletin over radio at Shell's Main Pass, Block 69 field.



OPERATION HURRICANE

wells in offshore fields are flowed at a high rate to close the storm chokes and shut in the wells deep in the ground.

3. All loose material around Shell rigs and on drilling barges is secured.

4. In offshore areas, all personnel are brought to shore except those who may be needed to carry out the second phase of preparations.

5. Construction operations are halted and loose building materials are tied down or put away. Drilling contractors and service companies are notified of Shell's steps so they may direct their own employees.

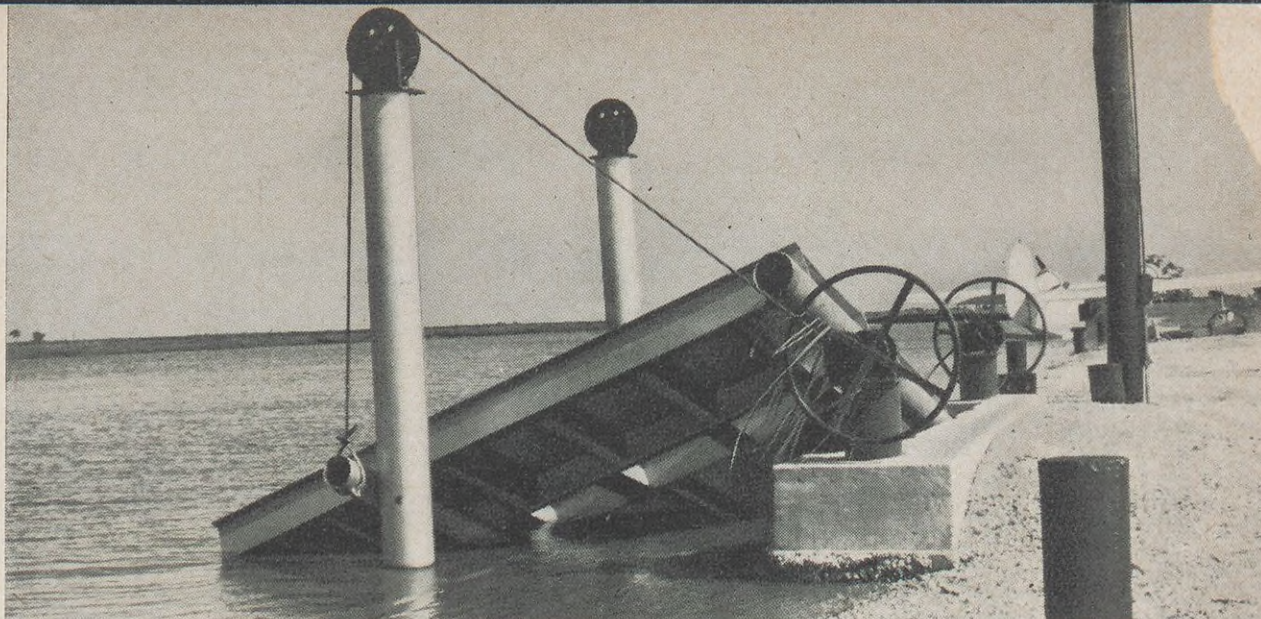
6. Small boats and tugs not needed for evacuating personnel are sent to safe waters.

7. A constant radio watch gathers the latest weather information in the field from the division offices and stands by for the second phase of the hurricane plan: "Secure and Evacuate."

The second phase usually begins 12 to 24 hours before a hurricane is due to strike. By this time, the Area office knows the strength of the winds and has been able to chart the probable path of the storm. Fields directly in the predicted path are notified immediately. Division offices order personnel to secure and evacuate before wave conditions make it dangerous to transfer men from the rigs into small boats.

When securing a field, wells are closed off at the master valves and their flowlines closed down gradually. Heater treater fires are extinguished, separator pressures reduced and storage tanks are filled with liquid to keep them from blowing away. Generators are put on standby emergency control.

On drilling barges, the drill pipe is pulled up into the well casing. The pipe removed from the well is laid down and secured, rather than left standing in the derrick. Blowout preventers are closed and all tie lines



After the Storm. Hurricane Audrey ripped into Shell's Deep Lake field, broke cable on steel boat landing, left massive platform hanging crazily like this.

between the well head and the rig are cast off. Crane booms also are lowered and lashed to the deck. After everything is secured, the remaining men board small boats and are evacuated.

Shell's elaborate planning paid off when Audrey blew into town. Offshore, three mobile rigs drilling for Shell were in the immediate path of the hurricane when the alert went out. Two of the rigs, shut down and evacuated, rode out the storm in good shape. The early warning enabled the

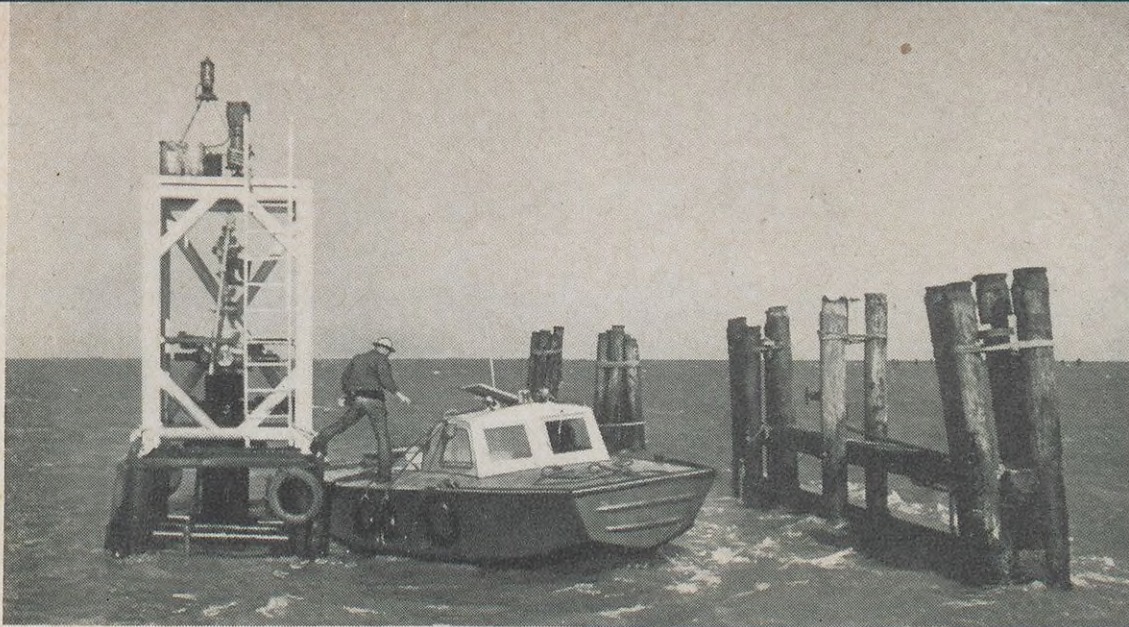
third rig, drilling off East Cameron, to be towed into Lake Charles and escape the battering seas. Three LSM's, old Navy amphibious craft which were serving as a breakwater in the same area off Cameron, were partially buried in the mud bottom by the storm.

In the "Ridge" section of the Cameron coast, where hundreds of persons drowned, three Shell men successfully weathered the storm. They were M. H. Rials, Gas Tester in the Lake Charles section; and F. G.



Salt Water Damage. The hurricane ruined scores of cars. This auto, left at Deep Lake field, had windows broken, upholstery torn by flood waters.

High Tide. F. G. Johnson, Head Roustabout, points to high water mark left on door of flooded Deep Lake field office.



Safety First. A roustabout boards a small boat after shutting in an offshore well. Precautions like this kept damages from Hurricane Audrey low.

Johnson, Head Roustabout, and L. L. Ducote, Gauger Pumper, both of the Deep Lake field and residents of the area. All three men were able to reach high ground and find shelter. Thirty members of Exploration Party 45 stayed with their houseboat in the Bell City canal, about 15 miles from the coast. J. L. Nicholson, party supervisor, said the houseboat simply rose with the onrushing waters.

J. W. Pittman, New Orleans Area Production Manager, estimated Shell's damage at about \$1 million,

including cost of time lost. With the exception of the three sunken LSM's, most of the storm damage was confined to shore installations. The storm ripped roofs and corrugated iron sidings off field buildings, blew down steel fences, tore up boat landings and filled separators and heater treaters with salt water and silt.

Hurricane Audrey also forced a shutdown of some operations in the Houston Exploration and Production Area. Actual storm damages, however, were negligible there. No offshore operations were under way at the time of the hurricane. The only location in the Area to sustain any sizeable damage was the Clam Lake field, 12 miles west of Sabine Pass and about five miles inland, where a five-mile shell-topped Company road was flooded by the high water.

The Shell refineries and chemical plants at Houston and Norco were not in the direct path of the hurricane. These operations usually are not affected by bad weather. If a refinery or plant is squarely in the path of a hurricane, however, production is temporarily curtailed—as a safety precaution—and operations placed on a standby basis.

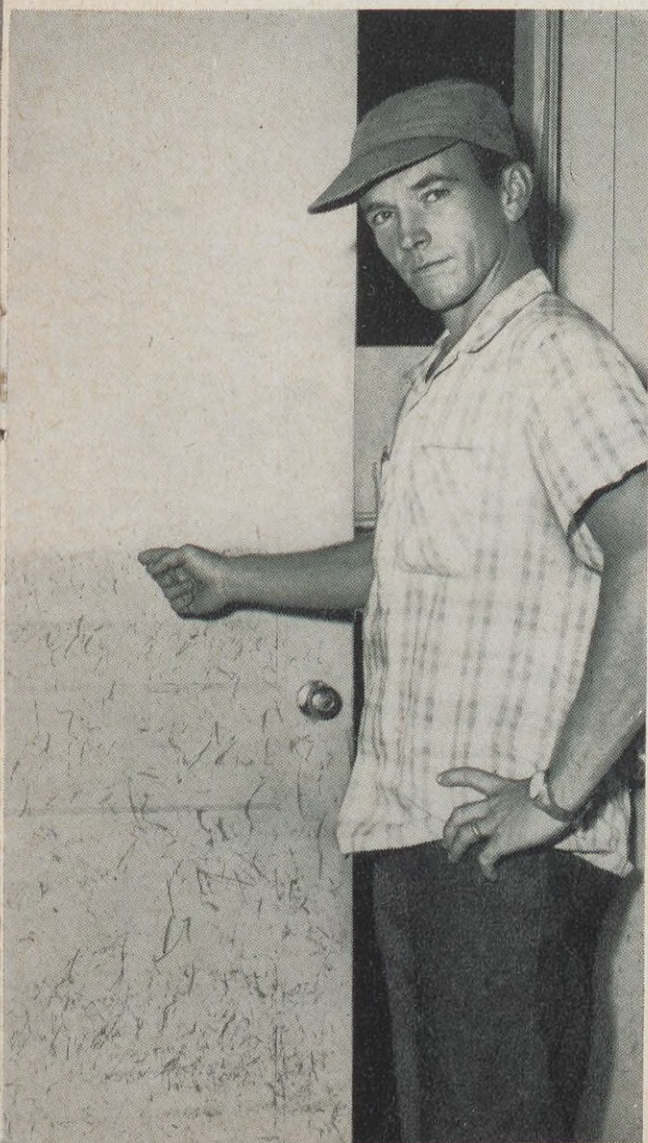
Shell employees were able to lend a generous hand in the rescue work after the hurricane had passed. A Shell plane was one of the first aircraft to locate survivors in the flood-stricken area. When the nearby town

of Iowa, Louisiana, was cut off from power and water, Shell quickly put its own generators into action at the Iowa Gasoline Plant and pumped water for the townspeople. Exploration Party 45 volunteered two swamp buggies to pick up victims in the flooded marshlands. Two more vehicles were rushed from New Orleans.

W. A. Boudreaux, New Orleans Area Exploration Department Operations Assistant, came back from vacation and went to Cameron with more buggies. Boudreaux, an experienced air-search veteran, was named by Civil Defense authorities and the Cameron Parish sheriff's office to head the search operations. He divided the flooded areas into sections and assigned helicopters to search each section. When the helicopter pilots spotted bodies or survivors, they marked the location with a bamboo pole and a flag. Marsh buggies followed the helicopters and picked up the victims.

Another valuable service was performed by the Lake Charles Division Office. As refugees began to pour into the outskirts of Lake Charles and onto the City Pier on the Sabine River, local telephone lines became jammed with emergency calls. Help was badly needed, Civil Defense officials said. Within a few hours Shell had set up a communications network using radio-equipped automobiles. Over the Shell radios went calls for doctors, nurses, ambulances, food, clothing and medical supplies.

Between emergency calls, Shell operators — many of whom had left their own damaged homes to help out — relayed messages from survivors to relatives and friends. These messages were routed through the Shell office at Lake Charles, where women operators kept five telephones working constantly. A total of 33 Shell employees voluntarily manned the radio relay system until normal telephone service was available ■



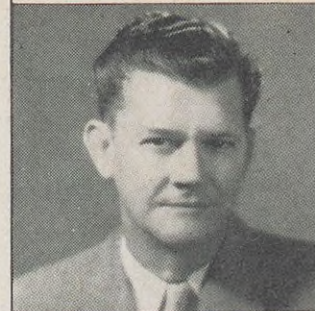


The fourth in a series of
organization charts

Shell Oil Company

September—1957

Vice President
Manufacturing



M. P. L. Love

General Manager
Refineries



R. W. McOmie

Manager
Operations



W. B. Stewart

Assistant
Manager



B. W. Dunbar

Assistant
Manager



R. H. Findley

Manager
Engineering



J. G. Wilson

Assistant
Manager



H. M. Karr

Assistant
Manager



R. K. MacIntyre

Manager
Anacortes Refinery



R. C. Barton

Manager
Houston Refinery



J. A. Tench

Manager
Martinez Refinery



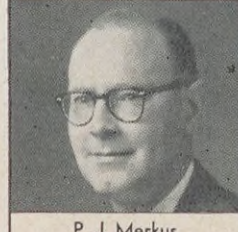
B. Stolley

Manager
Norco Refinery



R. W. Faulk

Manager
Wilmington
Refinery



P. J. Merkus

Manager
Wood River Refinery



H. D. Dale

of Directors the following year and given the assignment of Farm League Director, Clark found new problems. He had previous experience in community work—chairman of a Cub Scout pack, chairman of a P.T.A. committee, secretary of a Boy Scout troop.

But the Little League was different. One of his new problems was with the telephone company. He describes it, tongue in cheek, this way:

"They threatened to re-classify my phone, which rang constantly with complaints and threats from parents—and from the little people who had not yet been put on a team. But after the season got under way, the phone stopped ringing long enough for us to sleep at night."

But the Farm League Director job alone was too tame for Clark; he volunteered to be a coach at the same time. Later that season, he went to New York on a temporary assignment

at Head Office for three months. While he was away, his wife, Arlene, handled the team on several occasions—"something I have not been able to live down to this date."

Mrs. Clark has done more than just field teams; she has also helped finance them. The Little League Mom's Club collects donations from players' parents—this year to the tune of about \$9,000.

One contributor sent a check for \$484.13—the highest single contribution. A call was made to the donor to express special thanks. The caller praised the generosity, mentioning the amount. Said the donor: "Heavens, that was my bank balance!" The check was returned and a more modest contribution came from the check-writer.

The money collected this year helped build fences and dugouts for the three fields the Major League uses. Donations also are used to buy equip-

ment, which involves more problems than merely money. Clark recalls that when he was League equipment manager he had a running fight with coaches, managers and parents—all of them believed that the "other" teams were getting better equipment than "their" team.

Life in the Little League is not peaceful. But Clark has this to say about it:

"Community work is tremendously satisfying to me because it gives the opportunity to work with and for people—which provides that intangible something that makes a community 'home'."

This season is Clark's last on the Little League Board of Directors; the rule is no more than three years' service by one man. But it's unlikely he will be out of the League yet: His younger son, Douglas, is nine years old. He still has a couple of seasons of Little League play ■



President this year of the Birmingham (Michigan) Little League, presides here at a regular meeting of its Board of Directors.



Mr. and Mrs. Clark and sons (Ronnie on the couch and Douglas on the floor) are all baseball enthusiasts.

news and views

EXPLORATION IN CANADA

P. L. Kartzke, Vice President in charge of Shell Oil Company's Calgary Exploration and Production Area, recently compared the amount of exploration work done in Canada and the United States. In an address to the Canadian Association of Oilwell Drilling Contractors, he said:

"In the over-all, in the sedimentary basins of the United States, one wildcat has been drilled for every 10 square miles. In Canada, to date, one wildcat has been drilled for every 160 square miles in the sedimentary basins of the country. In other words, only 10 per cent of the exploration that has made the United States the No. 1 producer of oil in the world has been done in Canada to this time.

"Let's take this idea a bit further. If we examine the vast areas of northern Alberta, only one wildcat has been drilled for every 700 square miles and in the Northwest Territories, farther removed, only one wildcat per every 7,000 square miles. In the southern foothills to the west, where drilling is difficult and deep, only one wildcat for every 500 square miles has been drilled.

"Our conclusion . . . therefore, is that we have only started our exploration job in Canada and since exploration is still going on in the United States at quite a pace, I believe we are in line to conclude that we have over 90 per cent of our exploration job yet to do."

WORKSHOP FOR AGRICULTURE

Shell Chemical Corporation sponsored a conference at Orlando, Florida, August 21 and 22 to help agriculturists fight nematodes, the almost microscopic worms that ruin more than 10 per cent of Florida's annual agricultural production.

About 1,200 persons, including top agricultural scientists, attended the "workshop meeting" where Florida's farmers, citrus growers and nurserymen were given the latest scientific findings on controlling nematodes.

The conference was the second of its kind held by Shell Chemical Corporation. The first under its sponsorship was held in New York early this year, covering nematode problems in the northeastern states, and a third workshop is scheduled for St. Louis in October to discuss Midwest nematode problems.

The 24-member Florida workshop staff included 10

agricultural scientists from the University of Florida, four from the Florida State Plant Board and three from the United States Department of Agriculture. T. R. Hansberry, Manager of Shell Development Company's Modesto Laboratory, discussed agricultural chemicals now under experiment and the role of industry in the field of nematology. Other reports concentrated on methods of controlling nematodes in citrus, vegetable, nursery stock and tobacco crops.

Shell Chemical has been a leader in nematode research and in the development of controls such as D-D* and Nemagon* soil fumigants.

EXPANSION AT NORCO

Plans have been announced for extension and improvement of the alkylation unit at the Norco Refinery. Construction is scheduled to be completed late next year.

The main feature of the program is installation of additional refrigeration facilities to lower the alkylation unit's operating temperatures. The lower temperature gives longer life to the sulphuric acid used in the alkylation process and also improves alkylate yield and quality. Alkylate is a major component of aviation gasoline.

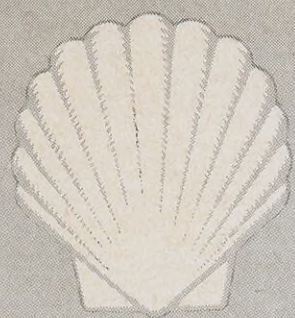
SAFETY STUDY

A three-year study to determine what personal traits lead drivers to have auto accidents is being conducted by New York University's Center for Safety Education. Shell Oil Company made a grant of \$50,000 to finance the project.

Dr. Leon Brody, director of research and publications of the Center, says a motorist may see a traffic situation but not perceive its implications. He says perception is an awareness and comprehension of what is taking place in a motorist's field of vision. For example, a "perceiving" motorist, when passing another car, will be concerned with its speed, position on the road and location of other vehicles, rather than the details of the car's design.

The Center has an educational program to make drivers "perception conscious." Common hazards that lead to accidents have been simulated and photographed. The photographs have been made into slides that are shown in high school driving classes, university courses and corrective driving clinics. Students are thus given an opportunity to test their perceptive abilities.

*Trademark Shell Chemical Corporation



They have RETIRED



L. G. ANDERSON
Tulsa Area
Production



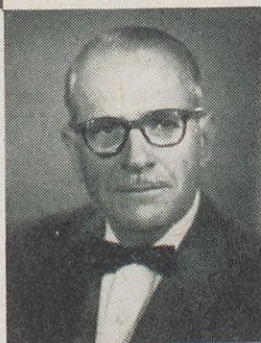
W. L. AULBERT
Tulsa Area
Production



A. C. BARTON
Wood River Refy.
Distilling



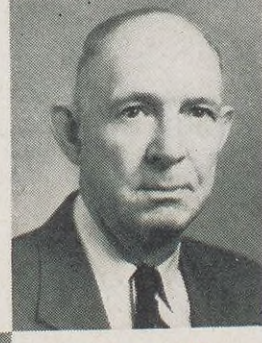
P. H. BERGENER
Cleveland Div.
Treasury



E. S. BODINE
Shell Chemical Corp.
Shell Point Manager



G. C. BOURGEOIS
Norco Refinery
Engineering



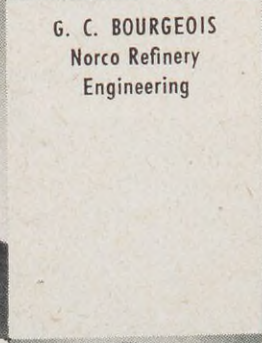
L. J. BRACKEN
Wood River Refy.
Engineering



T. A. GARBUTT
Head Office
Marketing



L. HAGAN
Indianapolis Div.
Operations



I. R. HALL
New Orleans Area
Land



R. E. LEWIS
Shell Chemical Corp.
Shell Point Plant



E. A. MEYER
Wood River Refy.
Engineering



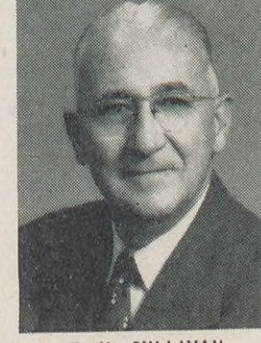
G. M. PRICE
New Orleans Div.
Treasury



R. E. ROBINSON
Pacific Coast Area
Production



R. G. STILLINGER
Norco Refinery
Engineering



F. M. SULLIVAN
Boston Division
Operations



J. A. TODD
Pacific Coast Area
Production



M. F. WILLIAMS
New Orleans Area
Production

SHELL *Coast to Coast*

FREEWAY FOR FISH

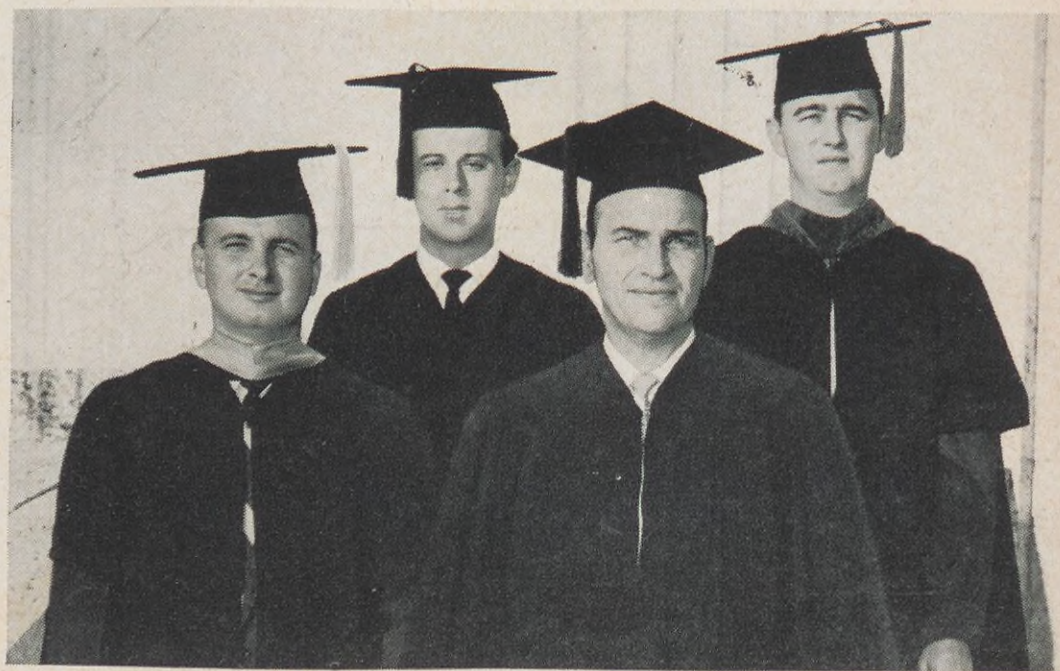
HIS study of the geology of the Texas coastal plain led E. A. Lohse, Geologist in the Corpus Christi Exploration Division of Shell Oil Company's Houston Exploration and Production Area, to a new theory on how to conserve the fish population of Texas Gulf bays and lagoons.

As a fisherman, Lohse wondered why the number of fish in bays was decreasing. As a geologist, he found his answer in the decreasing number of natural fish-passes—natural underwater channels connecting bays with the open Gulf. The passes allow the shallow-water bay fish free access to the bays without change of environ-

ment. But while there were once 13 natural passes connecting Texas' 19 salt-water bays, now there are only four because of man's construction of channels, jetties and causeways.

Lohse reached his conclusion after two years of study, and now is presenting his theory to sportsmen's groups throughout the state. Recently he also addressed the State Game and Fish Commission on the problem.

Lohse says he still is a fisherman, but apparently he spends most of his angling hours on geology. Recently he broke his plugging rod while using it to measure the thickness of a bay's mud bottom ■

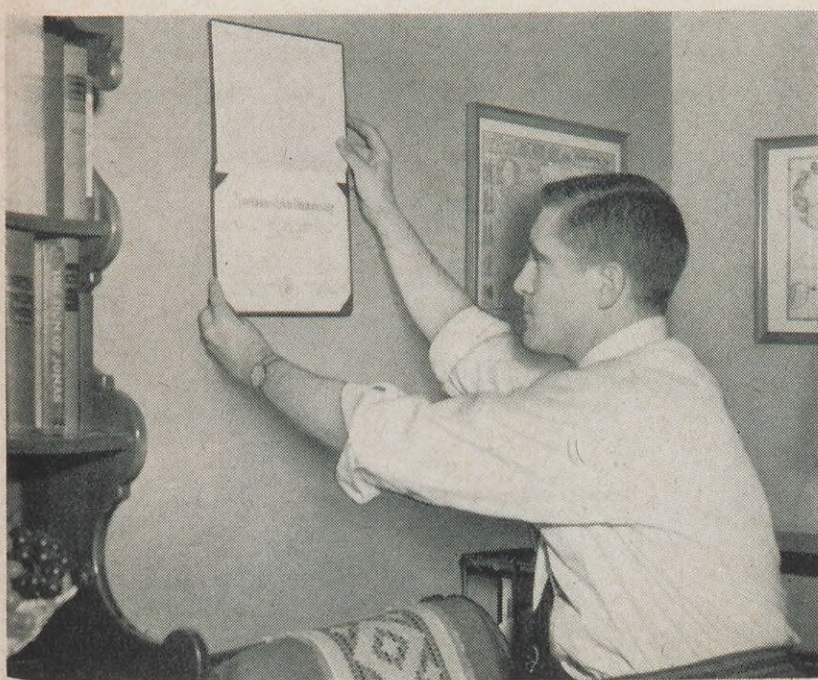
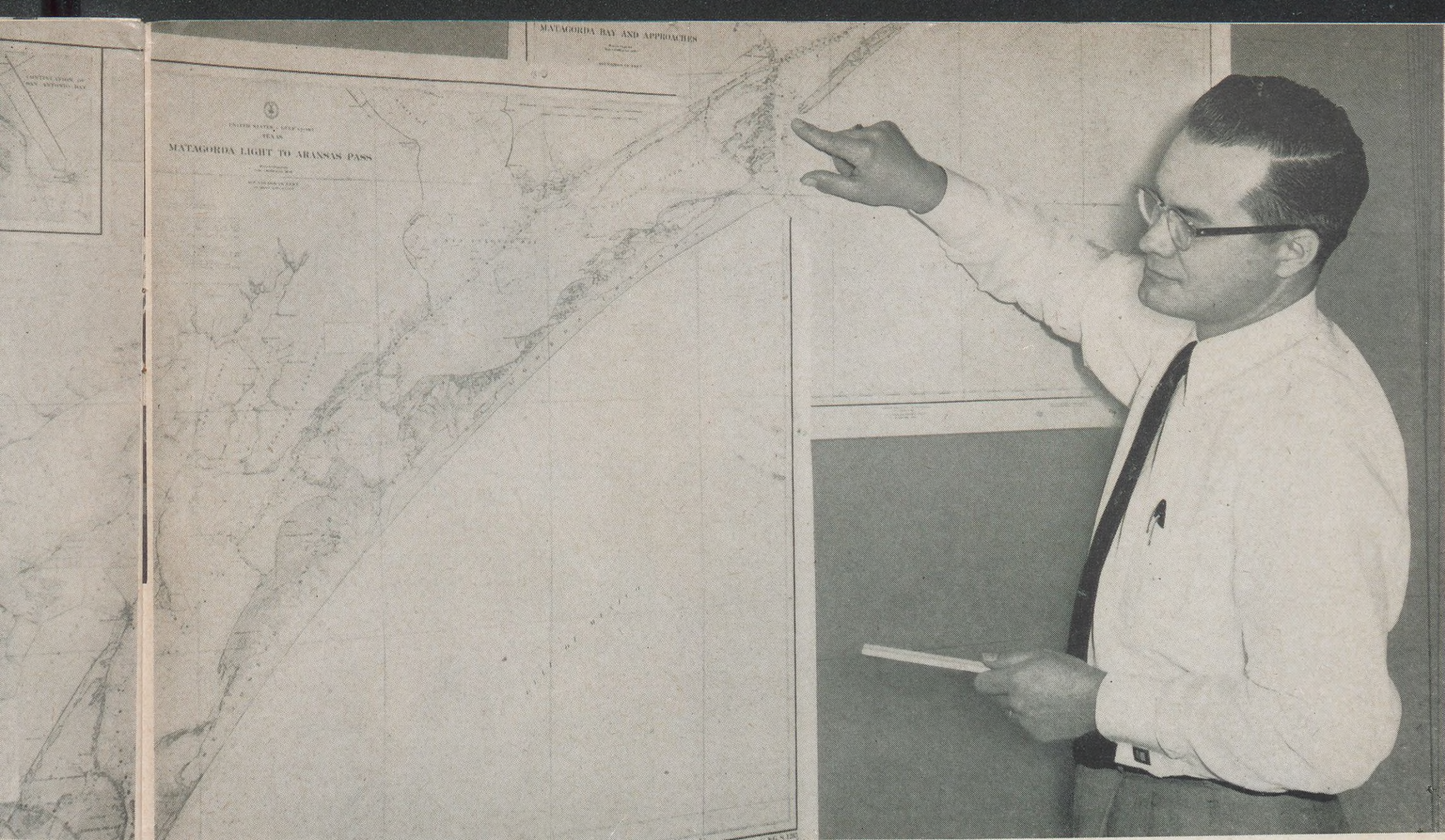


NEW ALUMNI

Shell employees, above, who got degrees from the University of Houston, are, left to right, Fred Wichlep, Employee Publications Representative, M.A.; R. L. Burget, *Shellegram* Associate Editor at Shell Chemical's Houston Plant, B.S.; D. V. Cook, Policy and Benefits Supervisor of the Chemical Plant's Pers. & Ind. Rel. Department, B.B.A., and L. L. Drury,

HELPING HANDS

Patricia Sitton, left, of Shell Pipe Line's Land, Insurance and Tax Department, and Jane Taylor of Shell Oil's Production Technical Services Division, volunteer one night a week to escort Houston Methodist Hospital patients to chapel services. Here they help Mrs. Eunice Anthony.



of Houston,
representative,
Chemical's
visor of the
. L. Drury,

Houston Area Pers. and Ind. Rel. Department Analyst, M.A. (Cook got his diploma and 25-year service watch the same week.) T. J. Coen, above, Chicago Marketing Division Salesman, received his B.S. degree from Northwestern University after seven years of study.

MILEAGE MARATHON

R. A. Burdett, Chief Research Chemist at the Wood River Refinery, holds the trophy he won by finishing first in the Refinery's annual Mileage Marathon. Burdett averaged 36.323 miles per gallon over the 25½-mile course.





AIRPORT ESCAPE

THE Bedlington terrier V. W. Wilson is petting was the object of a week-long search and international news reports soon after it arrived in the United States.

Wilson, Chief Chemist at Shell Chemical Corporation's Houston Plant, bought the champion show dog in England. When it was flown to New York, Wilson flew up from Houston to get it. But Foggyfurze Sugar Baby ("Candy" to her friends) broke away while being exercised at New York's International Airport. Wilson searched four hours from a helicopter without success, and when he returned to Houston the search was continued by another Bedlington fancier, L. H. Terpening of New York.

A week later, "Candy" was found by an airlines inspector, her leash caught on an iron pipe. She spent a week resting at a veterinarian's, then continued her interrupted journey ■

POOLED TALENT

M. J. Petty, standing in white shirt, is one of two coaches of a year-round youth swimming program at Benicia, California.

Petty, a Chemist at the Martinez Chemical Plant, teaches swimming, life saving and water safety to about 65 children. Though the club

has been in existence less than two years, Petty's pupils set 26 pool records and won 85 per cent of the medals at the Solano County swimming meet.





Service BIRTHDAYS

Forty-Five Years



H. N. ENGLANDER
Head Office
Financial

Thirty-Five Years



R. W. ALBERTSON
Sacramento Div.
Sales



E. H. BORCHARD
San Francisco Div.
Operations



V. L. FRASER
Pacific Coast Area
Production



A. P. GELPI
Norco Refinery
Distilling



R. A. GOFF
Tulsa Area
Production



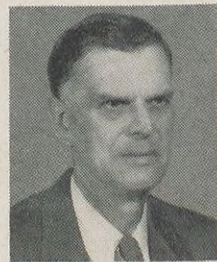
F. GOLDSTONE
Tech. Serv. Divs.
Houston



W. C. HEMPHILL
Pacific Coast Area
Pers. & Indus. Rel.



E. V. KLISH
Tulsa Area
Production



L. F. LAUX
Wood River Refy.
Distilling



C. J. LAVICK
Wood River Refy.
Aromatics



E. H. MARTIN
Norco Refy.
Distilling



I. C. MURPHY
Shell Pipe Line Corp.
Mid-Continent Area



J. J. PETIT
Norco Refy.
Engineering



E. R. RAPHAEL
San Francisco Office
Marketing

Thirty Years



N. D. ANDREWS
Houston Office
Purchasing-Stores



R. L. ANDREWS
Seattle Div.
Operations



J. A. BELL
Head Office
Manufacturing



H. H. BRIGHAM
Denver Area
Production



F. E. BUCKINGHAM
Pacific Coast Area
Treasury



F. E. CARROLL
Martinez Refy.
Engineering



W. S. CRAKE
Head Office
Explor. & Prod.



J. DAVIS
Pipe Line Dept.
East Chicago, Ind.



H. R. DUNCAN
Houston Refy.
Engineering



V. E. GAHAN
Los Angeles Div.
Operations



G. W. GORDON
Wood River Refy.
Thermal Cracking



E. J. HANNA
San Francisco Div.
Operations



R. H. HAWS
Martinez Refy.
Cracking



W. HEGWEIN
Head Office
Explor. & Prod.



J. F. HUBBELL
Denver Area
Production



C. F. HUSCHER
Wilmington Refy.
Thermal Cracking



P. F. ISAACSON
Minneapolis Div.
Operations



W. I. JOINER
Wilmington Refy.
Alkylation



I. F. KILLAM
Wood River Refy.
Distilling



R. L. KOEHNE
Wood River Refy.
Thermal Cracking



L. A. KRAMER
Wood River Refy.
Utilities



G. A. LEEDY
Wilmington Refy.
Engineering

Thirty Years *continued*



G. S. LEWIS
Pipe Line Dept.
Los Angeles, Calif.



E. G. MARTINI
Martinez Refy.
Engineering



W. F. MATTHEWS
Los Angeles Div.
Operations



B. J. McCABE
Chicago Div.
Sales



T. McNALLEN
Wilmington Refy.
Engineering



R. McWILLIAMS
Pipe Line Dept.
East Chicago, Ind.



A. A. MORGAN
Pipe Line Dept.
Litchfield, Ill.



E. A. PHENIX
Shell Pipe Line Corp.
Rocky Mountain Div.



F. L. RHAMY
Shell Pipe Line Corp.
Texas Gulf Area



F. V. SMITH
Detroit Div.
Sales



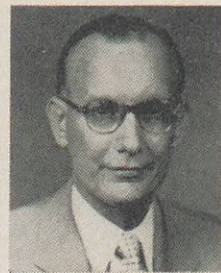
J. SMITH
Norco Refy.
Treasury



H. V. STEADMAN
Head Office
Explor. & Prod.



C. J. STRONG
Wilmington Refy.
Engineering



R. L. TROTT
Tulsa Area
Administration



C. R. TULLIS
Pipe Line Dept.
Long Beach, Calif.



J. L. WAKE
Shell Pipe Line Corp.
Texas Gulf Area



J. L. WHISENHUNT
Shell Pipe Line Corp.
Mid-Continent Area



W. W. YEAGER
Head Office
Legal

Twenty-Five Years



V. V. ALEXANDER
Wood River Refy.
Engineering



D. N. ANTONUCCI
Boston Div.
Sales



R. W. BARKER
Shell Development Co.
Houston



L. R. BIERBAUM
Wood River Refy.
Thermal Cracking



A. S. CHAPPUIS
St. Louis Div.
Treasury



A. L. CORNELL
Head Office
Marketing



L. R. COX
Wood River Refy.
Engineering



R. E. CULP
Pacific Coast Area
Production



R. B. GARLAND
Portland Div.
Operations



N. GROVES
Wood River Refy.
Engineering



A. GUILLROY
Shell Pipe Line Corp.
Texas Gulf Area



N. M. HARPER
Tulsa Area
Production



H. H. HEBEL
St. Louis Div.
Operations



J. C. HORRAS
Atlanta Div.
Mktg. Service



H. C. KENNEDY
Shell Development Co.
Emeryville



J. F. KORTE
Cleveland Div.
Operations



G. C. KUFFEL
Pacific Coast Area
Exploration



J. W. LANG
Shell Pipe Line Corp.
Texas Gulf Area



W. A. MACKIN
Cleveland Div.
Operations



R. M. MARTINEZ
Pacific Coast Area
Production



M. R. McADAMS
Los Angeles Div.
Treasury



J. A. MEDEIROS
Shell Chemical Corp.
Shell Point Plant



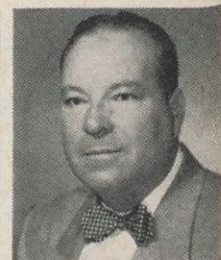
E. MEYER
Shell Development Co.
Emeryville



J. J. MORRELL
Detroit Div.
Sales



M. A. NEELEY
Houston Refy.
Dispatching



L. PELLEGRINI
Boston Div.
Operations



J. C. PHILLIPS
Houston Refy.
Thermal Cracking



S. J. PILCH
Sewaren Plant
Terminal



F. D. RALSTON
Baltimore Div.
Treasury



W. L. RYAN
San Francisco Office
Transp. & Supplies



R. B. SAYLES
Shell Chemical Corp.
Torrance Plant



C. A. TITCOMB
Baltimore Div.
Sales



H. W. VICKREY
Los Angeles Div.
Operations



N. D. WILEY
Los Angeles Div.
Sales



C. J. WROBEL
Sewaren Plant
Depot



F. L. RHAMY
Shell Pipe Line Corp.
Texas Gulf Area



W. W. YEAGER
Head Office
Legal



R. E. CULP
Pacific Coast Area
Production



G. C. KUFFEL
Pacific Coast Area
Exploration



L. PELLEGRINI
Boston Div.
Operations



C. J. WROBEL
Sewaren Plant
Depot

Head Office

20 Years

Edna W. Drake.....Financial
H. Hill.....Marketing
H. M. Orfield.....Manufacturing

15 Years

Gladys C. Abajian.....Financial
Virginia L. Jenkins.....Personnel
L. A. Summa.....Financial
Eleanor Ziebig.....Personnel

10 Years

J. J. Duggan.....Financial
H. T. Egliht.....Industrial Relations
C. E. Eirls, Jr.....Financial
Louise M. Franco.....Personnel
C. D. Hodges.....Organization & Salary
J. R. Noles.....Purchasing-Stores
R. E. Wilson.....Marketing

SAN FRANCISCO OFFICE

10 Years

Wilma W. Jones.....Legal

Exploration and Production

CALGARY AREA

10 Years

P. A. Dykstra.....Production
R. S. Mahannah.....Exploration
J. A. Wanamaker.....Production

DENVER AREA

20 Years

L. L. Hall.....Production

10 Years

L. E. McCord.....Exploration

HOUSTON AREA

20 Years

J. W. Collins.....Pers. & Indus. Rel.
J. Meche.....Production
C. Q. Vandagriff.....Production
J. W. Walker.....Production

15 Years

M. B. Burdick.....Gas
C. F. McAdams.....Production
M. F. Magnuson.....Pers. & Indus. Rel.
P. Region.....Treasury
R. F. Thomas.....Treasury

10 Years

B. F. Balusek.....Exploration
J. A. Behrens.....Gas
W. C. Guelker.....Exploration
H. P. Jahnke.....Land
K. D. White.....Exploration

MIDLAND AREA

15 Years

W. S. Fowler.....Production
G. B. Young.....Production

10 Years

A. P. Berry.....Production
E. H. Gorman.....Production
M. B. Graves.....Treasury
C. W. Herring.....Production
J. D. Lewis.....Production
J. L. Livingston.....Production

SHELL OIL COMPANY

N. G. Penick.....Treasury
H. W. Rankin.....Gas
J. E. Richardson.....Exploration
R. I. Webb.....Gas
B. B. Welch.....Transport

NEW ORLEANS AREA

20 Years

J. Braunstein.....Exploration
E. A. Ebenkamp.....Production
E. L. Mark.....Production
J. E. Whatley.....Production

15 Years

W. F. Bassham.....Production
J. S. Goldsby.....Production
E. M. Hanlon.....Treasury
J. R. Lee.....Production

10 Years

J. P. Achee.....Production
M. L. Blake.....Exploration
L. R. Brooks.....Land
D. R. Brownell.....Production
L. Dupuis.....Production
W. W. Goodwell.....Production
E. Gournier.....Production
A. G. Hyde.....Exploration
O. P. Howell.....Exploration
F. A. LaBarre.....Production
E. L. McNabb.....Exploration
W. J. Oldenburg.....Treasury
J. A. Racca.....Exploration
E. D. Ryals.....Production
E. J. Sandrock.....Exploration
R. G. Singer.....Exploration
H. M. Webb.....Production

PACIFIC COAST AREA

20 Years

G. H. Doane.....Exploration
J. E. Young.....Administration

15 Years

R. A. Beasler.....Production
G. E. Fisher.....Purchasing-Stores
R. Fulton.....Production
H. Hardy.....Purchasing-Stores
T. Hodges.....Production
F. A. Ingram.....Production
Ralena E. Noe.....Treasury

10 Years

D. W. Gresser.....Exploration

TULSA AREA

20 Years

W. K. Choate.....Gas
J. H. Gerken.....Production
F. A. Hall.....Pers. & Indus. Rel.
C. M. Reminger.....Production
F. L. Tempero.....Production
G. A. Willis.....Pers. & Indus. Rel.

15 Years

E. Cloud.....Exploration
R. F. Litchford.....Treasury
D. F. Pack.....Transport
R. W. Turner.....Production

10 Years

R. W. Cotton.....Production
H. N. Hopkins.....Exploration
J. E. Saye.....Production

Manufacturing

ANACORTES REFINERY

15 Years

J. J. Irwin.....Zone A

HOUSTON REFINERY

20 Years

E. A. Bowden.....Engineering
C. D. Finch.....Refinery Laboratory
D. O. Henry.....Refinery Laboratory
W. D. Layne.....Engineering
B. L. McManners.....Engineering
A. W. Patterson.....Catalytic Cracking
J. M. Pridgeon.....Lubricating Oils
M. L. Roller.....Engineering
D. W. Stewart.....Gas
J. D. Temple, Jr.....Refinery Laboratory
H. H. Tolley.....Lubricating Oils

15 Years

D. M. Bartay.....Research Laboratory
R. E. Daniels.....Aromatics
S. F. Davis.....Research Laboratory
I. F. Harmon.....Treasury
H. L. Simon.....Engineering

10 Years

J. W. Bell.....Stores
M. R. Bishop.....Catalytic Cracking
A. A. Brown.....Engineering
N. Carraway.....Research Laboratory
O. C. Dupree.....Refinery Laboratory
M. E. Fielder.....Engineering
C. P. Griffin.....Engineering
F. E. Johnson.....Refinery Laboratory
R. M. Weatherly.....Engineering
J. W. Wren.....Engineering

MARTINEZ REFINERY

20 Years

P. G. Larsen.....Research Laboratory
A. Maggiora.....Cracking

15 Years

L. Brackman, Jr.....Lubricating Oils
L. L. Lewis.....Refinery Laboratory

10 Years

G. M. Brodrick.....Distilling
M. L. Ellis.....Engineering
L. W. Fernandez.....Research Laboratory
L. R. Howard.....Distilling
H. H. Scott.....Engineering

NORCO REFINERY

15 Years

T. B. Brady.....Catalytic Cracking
M. A. Dejean.....Laboratory
S. J. DeRoche.....Laboratory
J. D. Lambremont, Jr.....Treasury
E. J. Lasseigne.....Utilities
N. A. Lasseigne.....Distilling
A. F. Smith.....Engineering

10 Years

L. J. Babin.....Engineering
N. J. Comeaux.....Engineering
C. E. Foster.....Distilling
E. B. Kenney, Jr.....Technological
L. J. LeCarpentier, Jr.....Engineering
G. C. Lorio.....Catalytic Cracking
L. J. Troxler.....Dispatching
A. Weber.....Treasury

WILMINGTON REFINERY

15 Years

W. F. Dillman.....Refinery Laboratory
W. A. McKenzie.....Engineering
E. H. Miller.....Engineering
C. L. Seth.....Engineering

10 Years

L. A. Bapp.....Engineering
J. C. Dahlstrom.....Engineering
O. C. Golson.....Dispatching
J. G. Record.....Thermal Cracking
H. F. Taylor.....Effluent Cont. & Util.
S. Whittington.....Engineering

WOOD RIVER REFINERY

20 Years

B. H. Gross.....Refinery Laboratory
L. W. Holtman.....Research Laboratory
G. E. Mateer.....Engineering
R. J. Paulicka.....Dispatching
R. M. Sumpter.....Engineering
R. J. Tucker.....Engineering
H. A. Warren.....Engineering

15 Years

B. Cole.....Engineering
C. H. Davis.....Engineering
H. G. Donnelly.....Engineering
E. H. Doerr.....Engineering
E. A. Fullriede.....Engineering
E. J. Gerson.....Engineering
E. L. Grabowski.....Engineering
P. A. Hancock.....Engineering
L. C. Heim.....Engineering
A. M. Jackson.....Engineering
V. E. Knauss.....Engineering
M. J. Kreider.....Compounding
J. M. Maccanelli.....Engineering
W. J. Moehle.....Engineering
R. H. Porter.....Dispatching
F. W. Prusa.....Engineering
B. C. Robertson.....Engineering
E. O. Schneck.....Engineering
R. Smiley.....Engineering
C. H. Sharp.....Engineering
L. M. Sugg.....Engineering
L. S. Uhles.....Refinery Laboratory
L. H. Wille.....Engineering

10 Years

L. B. Bensman.....Engineering
C. L. Early.....Research Laboratory
J. G. English.....Treasury
M. J. Gould.....Refinery Laboratory
L. T. Grider.....Engineering
F. E. Guntrum.....Engineering
L. F. Harrison.....Engineering
R. N. Jerrells.....Aromatics
F. E. Long.....Engineering
D. L. McGibany.....Engineering
C. A. Martin.....Engineering
C. R. Maurer.....Engineering
M. J. Pacatte.....Compounding
J. W. Sheehan.....Technological
J. A. Snover.....Stores
A. Vatole.....Engineering
R. H. Wild.....Engineering

Marketing

MARKETING DIVISIONS

20 Years

E. F. Fallona.....Boston, Sales
Helen M. Garchar.....Los Angeles, Treasury
Grace E. Osborn.....Los Angeles, Treasury
W. J. Mueller.....Minneapolis, Operations
O. E. Kelly.....Sacramento, Treasury

A. C. Ennesser.....Seattle, Operations
R. B. Jewell.....Seattle, Treasury

15 Years

J. S. Faludi.....Chicago, Sales
L. G. Haddock.....Los Angeles, Operations
W. J. Kaibel.....St. Louis, Operations
L. J. Begnel.....St. Louis, Operations

10 Years

R. E. Anderson.....Albany, Operations
R. L. Keith.....Albany, Operations
J. P. Nill.....Albany, Sales
A. C. Yates.....Atlanta, Operations
W. L. Carlson.....Boston, Sales
R. J. Phippard.....Boston, Operations
Helen L. Combs.....Cleveland, Operations
F. F. Garey.....Cleveland, Operations
B. LeVeque.....Detroit, Operations
J. A. Miller.....Detroit, Sales
R. S. Perry.....Detroit, Sales
J. J. Hines.....Honolulu, Operations
B. Sousa.....Honolulu, Operations
V. L. Bruner.....Indianapolis, Sales
C. R. Pounds.....Indianapolis, Operations
H. R. Speyer.....Indianapolis, Sales
Shirley Farnsworth.....Los Angeles, Treasury
J. H. Graybill.....Los Angeles, Sales
F. M. Harrell.....New Orleans, Sales
J. F. McCorkindale.....New Orleans, Sales
E. Hornick.....New York, Sales
J. C. Marino.....Portland, Operations
D. W. Driggs.....San Francisco, Sales

SEWAREN PLANT

20 Years

P. B. Zehner.....Depot

15 Years

J. E. Boraczewski.....Engrg. & Maint.
G. A. Govelitz.....Terminal
S. J. Katona.....Engrg. & Maint.
J. Kohut.....Engrg. & Maint.
F. J. Martowicz.....Terminal
J. Masluck.....Engrg. & Maint.
M. J. Merkle.....Engrg. & Maint.
P. Parlacoski.....Engrg. & Maint.
C. D. Sofield.....Compound
F. Statile.....Compound

10 Years

J. Augustine, Jr.....Engrg. & Maint.
J. J. Bodaj.....Compound

Pipe Line Department

20 Years

H. W. Augur.....Wood River, Ill.
C. D. Faires.....Indianapolis, Ind.
H. W. Vieth.....Columbus, Ohio
W. A. Wirz.....East Chicago, Ind.

15 Years

W. E. Henry.....Bakersfield, Calif.

SHELL CHEMICAL CORPORATION

20 Years

J. H. Arrington.....Houston
F. M. Newton.....Houston
B. Fraser.....Martinez
J. P. Guerra.....Martinez
J. E. Mital.....Shell Point
W. L. Silva.....Shell Point
L. E. Hubbard.....Torrance

15 Years

E. W. Ball.....Dominquez
A. M. H. Dierl.....Head Office

C. M. Hunt.....Martinez
R. L. Cadow.....Norco
J. C. Martin.....Shell Point
W. A. Rumpf.....Shell Point

10 Years

P. R. Bolenbaker.....Denver
D. F. Bradley.....Head Office
R. D. Donaldson.....Head Office
M. M. Kirby.....Head Office
C. E. Parrott.....Head Office
D. H. Reutershan.....Head Office
J. C. Sims.....Head Office
Janice E. Sobey.....Head Office
C. W. Daully.....Houston
G. R. Dutcher.....Houston
M. D. Eubanks.....Houston
B. J. Glasscock.....Houston
W. D. Jackson.....Houston
L. L. Jones.....Houston
A. J. Jordan.....Houston
W. L. Krell.....Houston
L. Y. Nichols.....Houston
L. F. Pittman.....Houston
H. S. Row.....Houston
W. M. Jacob.....Norco
J. A. Kloos.....San Francisco
J. E. Grant.....Shell Point

SHELL DEVELOPMENT COMPANY

20 Years

T. J. Deahl.....Emeryville
C. L. Dunn.....Emeryville
G. T. Price.....Emeryville
H. J. Sommer.....Emeryville
M. Souders, Jr.....Emeryville

15 Years

Alice S. Blandy.....Emeryville
I. H. Hobson.....Emeryville
G. Lindsey.....Emeryville
Christine W. Manson.....Emeryville
Lois S. Reynolds.....Emeryville

10 Years

Barbara A. Crowley.....Emeryville
Roberta D. Dami.....Emeryville
L. D. Fossett.....Emeryville
H. A. Meyer, Jr.....Emeryville
G. B. Olsen.....Emeryville
R. C. Scheile, Jr.....Emeryville
C. Wong.....Emeryville
W. R. Piper.....Head Office
B. J. Nance.....Houston
R. H. Nanz, Jr.....Houston
W. R. Orr.....Houston
H. O. Solie.....Houston
J. Van Overbeek.....Modesto

SHELL PIPE LINE CORPORATION

20 Years

G. T. Kelly.....Head Office
D. E. Rubottom.....Mid-Continent Area
F. W. Pollard.....West Texas Area

15 Years

C. G. Wood.....Mid-Continent Area
J. B. Kissinger.....Mid-Continent Area
C. E. Williamson.....West Texas Area

10 Years

J. D. Hickman.....Head Office
J. A. Scheineman.....Mid-Continent Area
C. H. Goodnight.....Head Office

d Office
ent Area
d Office

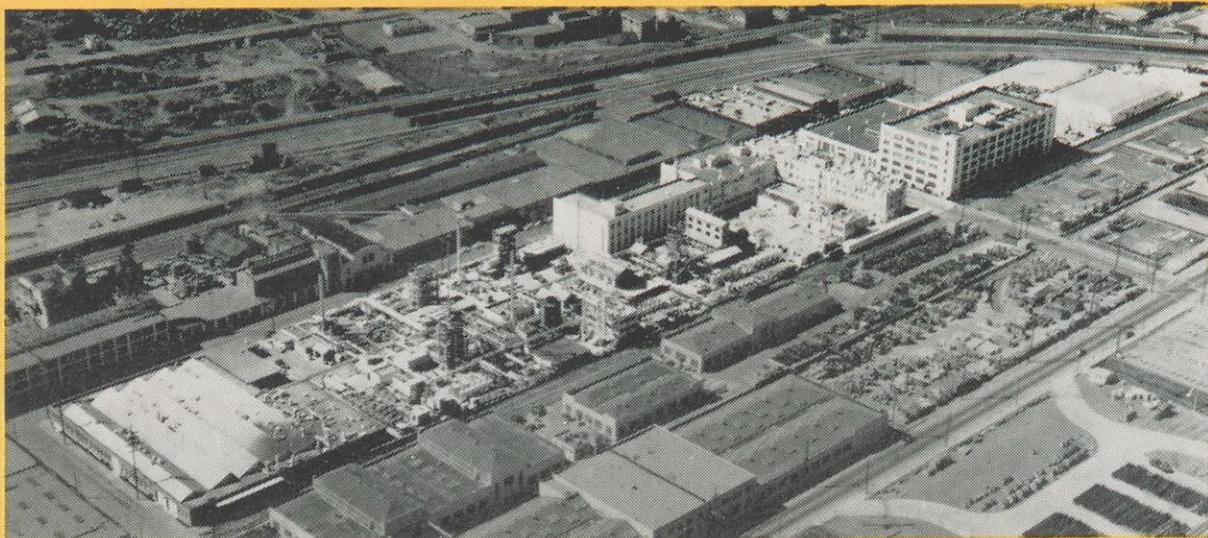
Changes were made recently in the color and design of Shell's familiar emblem, the pecten. The new pecten is slightly longer than the old one, the curves at the tips of the 13 flute-like scallops are more rounded, the base is squared off, the yellow color is lighter and brighter. Through the years, Shell's pecten has been redesigned from time to time to keep it modern. Now, in the competition for public attention among thousands of business symbols, Shell's pecten is even more distinctive.

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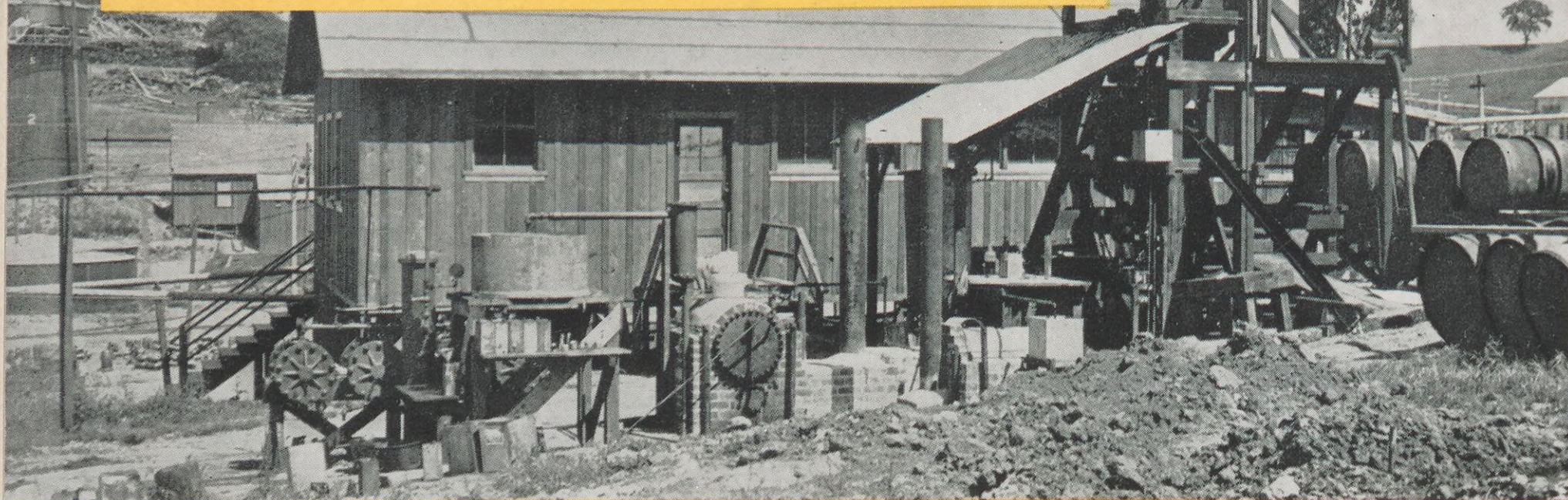
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Emeryville Research Center, left, covers more than 20 acres of land.



This 1916 photo shows the first laboratory building at Martinez Refinery and the experimental stills and agitators.

RESEARCH The contrast shown above, between Martinez Refinery's research unit in 1916 and Shell Development Company's Emeryville Research Center today, indicates the vast growth of Shell research activities.

Spearheaded by Shell Development Company—the major research arm of the Shell Companies in the United States—Shell research continually improves old methods, processes and products and discovers new ones. Research through the years has led to many Shell achievements, in all phases of the industry.

One of the latest was the discovery by Shell scientists of a way to make hydrogen peroxide from petroleum. This achievement, linked with one which made possible the commercial production of acrolein, has led to a new process for making glycerine—a process which promises to be more efficient than Shell's present method of manufacturing this universally important product. In spurring such advances as these, the 2,500 people who work in Shell research make important contributions to America's standard of living.

SHELL'S
beginnings