

# SHELL NEWS

JANUARY, 1941

*Be Sure to Read*

**National Defense and Industrial Self-Protection . . . Page 4**



*Photo by von Romerheim*

CHRISTMAS 1940 AT THE RCA BUILDING,  
NEW YORK, HOME OF SHELL'S HEAD OFFICE

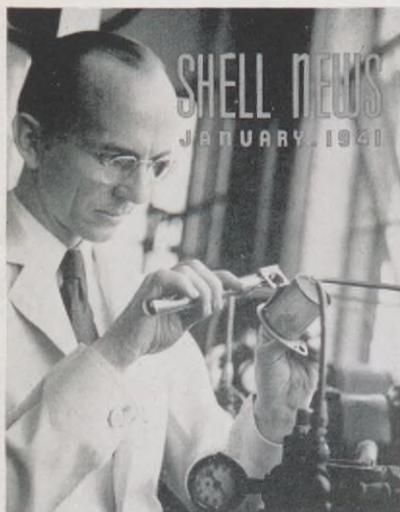


Photo by von Romerheim

#### OUR COVER

WITH his usual respect for accuracy, William Sullivan, engineer at Shell's Sewaren (New Jersey) Laboratory, is seen here inspecting a fine screen through which oil has been flowing for many hours in order to determine whether the oil has a tendency to clog tiny passageways. It is through such precision as this by experts all along the line that the sign of Shell is a sign of quality.

#### CONTENTS

National Defense and Industrial Self-Protection.....	4
<i>By Alexander Fraser</i>	
Johannes E. F. de Kok.....	5
Shell at Work.....	6
Oil and National Defense.....	8
<i>By F. A. C. Guepin</i>	
Retiring Employee Pays Final Tribute to Company..	13
<i>By Ed Davenport</i>	
Shell at Play.....	14
Here and There With Shell....	18
The Other Fellow's Job—The Refinery Engineer .....	20
Landmarks Along the American Way .....	24
<i>By Marie Cregan</i>	
Service Birthdays.....	26
Shell's Interesting People— Mr. J. C. Munro.....	32
<i>By Lamar Jones</i>	
Folks Who Make News.....	34
Sewaren Terminal .....	36



THE YEAR now drawing to its close has been one of great significance in the progress of our Company, and I am confident the advances it has witnessed will prove of substantial benefit to us all.

Therefore, as we stand on the threshold of a New Year, let us again resolve to do our utmost to advance the interests of Shell within our individual spheres of influence.

To each of you and your families I extend my thanks for the loyalty and understanding shown during 1940 and my heartiest good wishes for a Happy and Prosperous 1941.

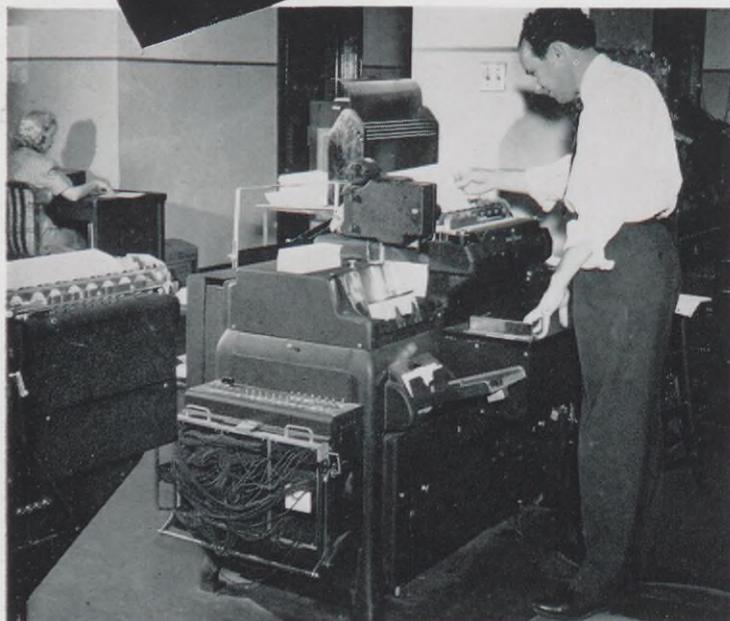
*Alexander Fraser*





**SHELL**

at work



Shooting—not ducks but a map—was the problem engaging James Green of the Tulsa office at the time this picture was taken. Green is a photostat operator and is adjusting the lens of his big camera in preparation for the "shot."

Lamon Davis of the St. Louis Division office is seen here with the latest model alphabetical tabulating machine which he operates, and which he seems to have trained to turn out everything excepting his favorite brand of weather. It requires from six months to a year to train a man to operate one of these machines efficiently, since he must know not only the exact wiring necessary for each accounting function, but also the general accounting procedure of the entire office.

Busy at their job of functioning as a "nerve center" for the Texas-Gulf Area are these members of the Houston Mailing Section. In the course of a month's business they handle approximately 40,000 pieces of mail, parcel post and express packages which are delivered to and from the eleven floors of offices occupied by the Company in the Shell Building at Houston.

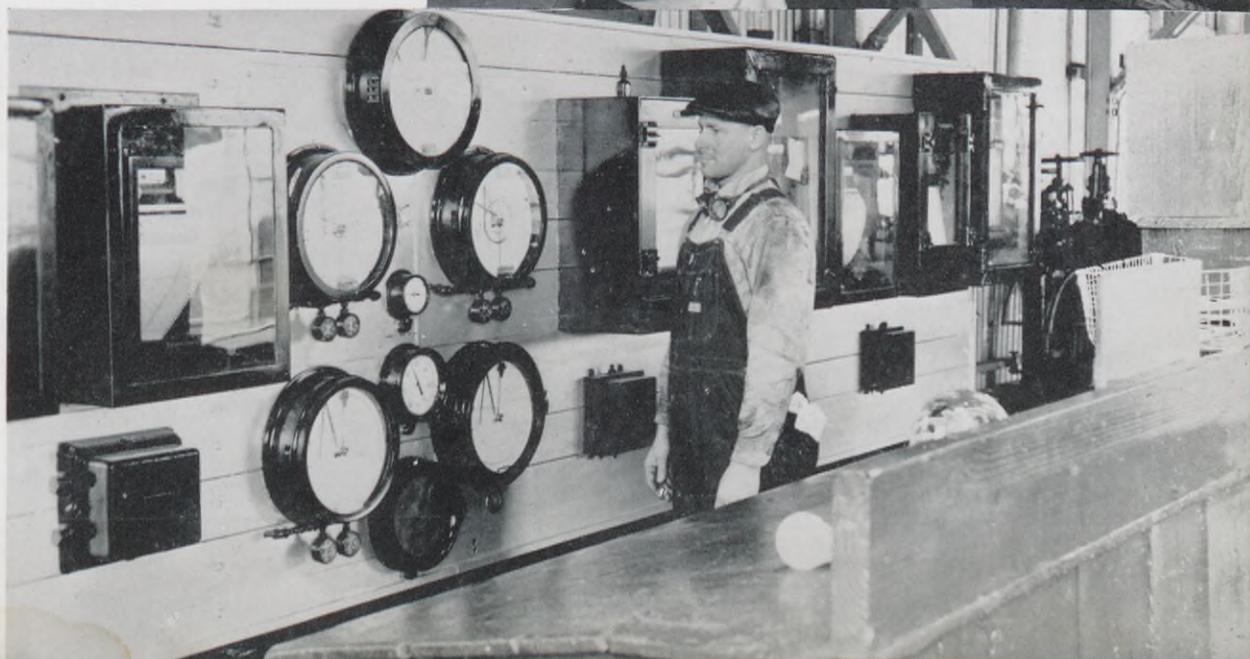




Standing at attention is the maintenance crew of the Chicago Warehouse. From left: A. Benson, J. W. Baumgartner, R. A. McDonald, H. H. Florence, J. J. Walsh and J. A. Sauter. The warehouse, which is under the supervision of J. T. Byrne, is the central warehouse for the Chicago Division, furnishing signs and globes for all Mid-Western jobbers. From the Chicago area alone it gets an average of 3,000 telephone calls a month from dealers and jobbers concerning equipment and repairs.

Working aboard the good ship S. S. Thermo of the Pennsylvania Lines in the captain's quarters are Shell's cargo inspector J. R. Harmon and Dock Master Walter Peterson, both of the Houston Refinery. At the right is Captain William C. Allen. The group is discussing the cargo plan for the Thermo, which plows the "Milk Route," a term used by nautical men to indicate coastwise stops in the Gulf of Mexico.

Watchfully eyeing the controls in the Norco Refinery Trumble Pumphouse is C. B. Cambre, stillman helper.



# Oil and National Defense

By F. A. C. Guepin

IN Santa Monica, California, the world's largest bombing plane, XB-19, nears completion. Its size staggers the imagination. Its single-finned tail, standing 42 feet off the hangar floor, towers as high as a three-story building. Able to fly non-stop around the perimeter of the United States, this huge Douglas giant is intended to man the first line of our hemisphere defense. But before its initial trip across the continent is started, some 11,000 gallons of gasoline must be taken aboard, for petroleum is the life-blood of this aerial monster as it is of all the other machines that form the sinews of war.

Every branch of America's national defense is built around her vast oil reserves. Practically all naval ships constructed in the past seven years use oil for fuel. Annual peacetime fuel oil requirements for the Navy and Coastguard are 11,000,000 barrels. This quantity will be almost doubled when the "Two Ocean Navy" is complete, but it can be supplied today without any curtailment of industrial or consumer deliveries, and without any extension to present plant facilities by the oil industry.

In the Plattsburg maneuvers of 1939, the equivalent of four Army divisions took part. Each boasted equipment of 187,000 h. p. as against only 4,000 h. p. during the last war; each consumed 150,000 gallons of gasoline and several thousand gallons of motor oil in but ten days of actual maneuvers, but none of the divisions involved was fully mechanized.

Nucleus of the U. S. Army of 1942 is expected to be seven or eight fully armored Panzer Divisions each manned by 10,000 officers and men. Planned to excel anything the Germans have, each will consist of 287 light tanks, 120 medium tanks, and 1328 other vehicles, including trucks and motorcycles. Highly mobilized artillery and air-observation squadrons will complete a powerful unit designed to travel 150 miles in twelve hours over the roughest terrain. The amount of gasoline used by one Division over such a distance is estimated to be 110,000 gallons.

What the complete oil requirements of the Army will be when it achieves full strength is difficult to estimate, but certainly they will be tremendous. There will be 10,000

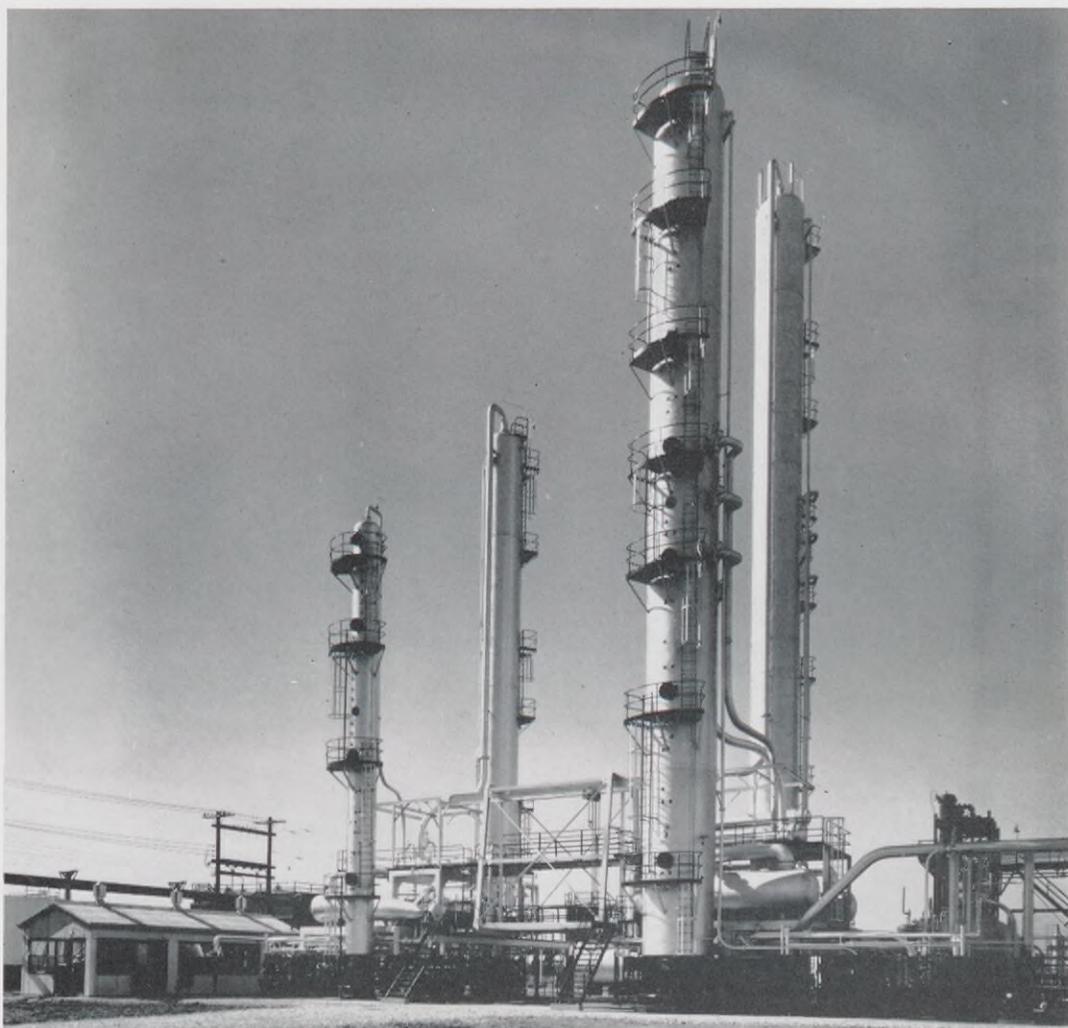
tanks alone, most of which are to be powered by 225-h. p. aviation engines whose gasoline consumption each is about 20 gallons per hour. Estimating the daily use of a tank as four hours, the fuel consumption for such a fleet will be 800,000 gallons per day, and a corresponding amount of motor and lubricating oils will be required.

To supply the mechanized forces and to act as troop carriers, the Army is expected to use 150,000 trucks that will consume in total about 2,000,000 gallons of fuel daily. No country other than the United States can even begin to service such an array of equipment from its own oil resources.

In the field of aviation fuels the United States leads the world—any by a wide margin. According to the Bureau of Mines' reports, United States refineries—with equipment already in service—can produce about 2,000,000 gallons of aviation gasoline daily, or five times our normal domestic consumption. Such figures clearly indicate that petroleum refiners to date have been far ahead of all demands made by the aviation industry.

According to the magazine FORTUNE, the military services are aiming for a balanced air force of 25,000 planes for the Army and 10,000 for the Navy. The amount of fuel required to power such a fleet has been an item of considerable speculation among oil men. Military authorities will divulge no information, but there are indications which point to a rough approximation of the amount required.

During the year ending June 30, 1939, approximately 3,500 military planes were operated by the U. S. Army, Navy and Marine Corps whose consumption for the year is estimated at 50,000,000 gallons, or about 137,000 gallons daily average. This was for peacetime maneuvers and training only. On the same basis, 35,000 planes would use about 525,000,000 gallons per year or, roughly, a 1,500,000-gallon daily average, which is only three-quarters of the present refining capacity. One must bear in mind that this is a conservative estimate even for peacetime, because the great need for airplane pilots would require a greatly intensified training program in which the use of training planes would be doubled or even trebled.



First of its kind—Shell's new Toluene plant at Houston Refinery, which has already started making deliveries.

The amount of fuel these 35,000 planes would need in war time is almost anyone's guess. Of the many factors entering into such an estimate, the most important is the number of planes in the air daily. Some military experts aver that always about 65 per cent of the planes will be grounded for overhaul and repairs, while others place the figure as low as 20 per cent.

Quality of aviation gasoline, as well as quantity, is an all important factor. A high octane (high anti-knock) gasoline means increased horsepower which can be translated into more speed, longer range or more bombs. Powered by 100-octane gasoline, a plane can fly 30 per cent faster and farther and climb above anti-aircraft fire 25 per cent quicker than when using 87-octane fuel. In addition, its engines will last almost twice as long.

The United States has a virtual monopoly on facilities for the manufacture of 100-octane gasoline. Shell pioneered and is now one of the largest producers of this super fuel. One of the major features of the recent \$10,000,000 expansion program at Wood River Refinery was a huge alkylation plant for the manufacture of this product. Similar plants have been erected at Shell's Houston and Norco Refineries.

About 2,000,000 gallons of 100-octane fuel were produced in the United States during 1939, but this output is expected to be increased almost seven-fold in 1940. Part of the credit for the brilliant showing of the Royal Air Force undoubtedly is due to superior fuel obtained from the United States.

One thing is certain; as America builds its air force it will have no trouble fueling it!



With two ocean fronts to defend, the U. S. Navy depends on an enormous and continuous supply of fuel oil.

But the fueling of military and naval machines is only one of the functions to be performed by the petroleum industry in the national defense program.

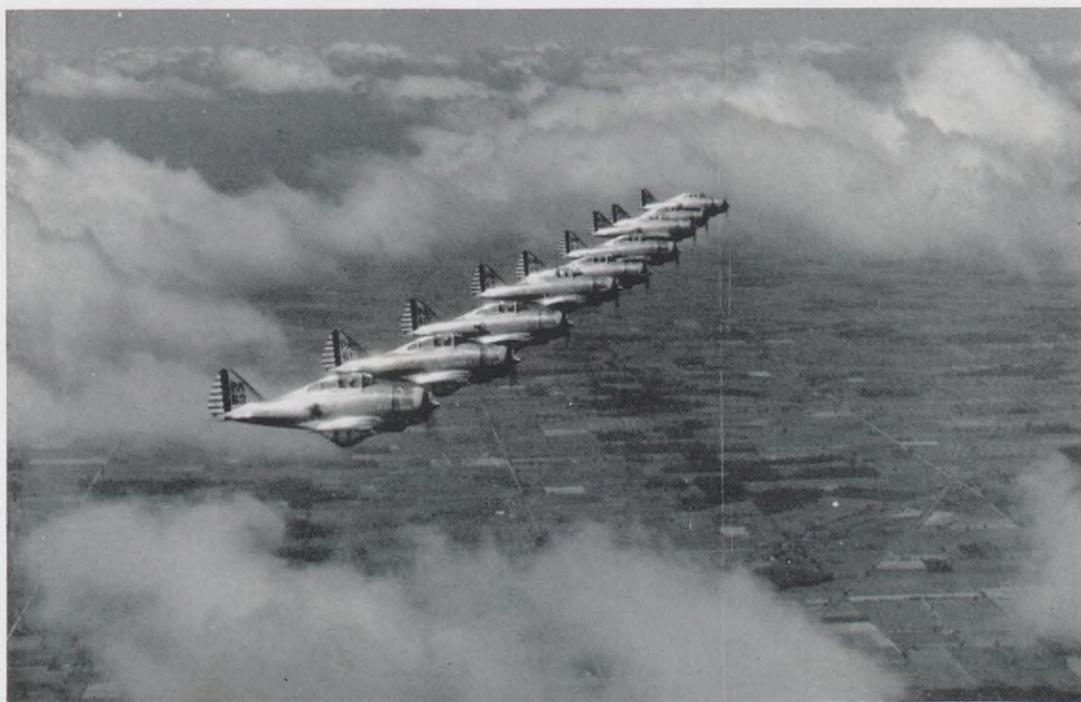
Toluene, one of the basic ingredients of T. N. T. and of which there has been a shortage, can now be made from petroleum refinery gases. Shell has recently completed a \$500,000 plant at Houston Refinery to manufacture this product. A similar project may be undertaken at Wood River Refinery if military requirements demand it. Other oil companies are likewise preparing to manufacture this vitally important material.

Great concern has been manifested lately over the possible difficulties of acquiring sufficient natural rubber to take care of the country's needs. There is no real cause for alarm on this account, because the oil industry has available large quantities of petroleum hydrocarbons from which can be manufactured synthetic rubbers sufficient to meet the greatest possible need. Also, there are numerous processes known to petroleum chemists by which such synthetic rubbers can be produced. Shell and other companies have been working on them for years. The United States consumes annually about 600,000 tons of rubber that can be replaced by synthetic products, but this can be done only after a

tremendous capital outlay has been made for plant facilities. However, the job can, and will be done if the need arises.

Petroleum not only fuels our war machines but also lubricates the wheels of the industries which make them. American industry's normal demand for petroleum lubricants is in excess of 30,000,000 barrels yearly. This figure should exceed the 40,000,000 mark if industry reaches peak production. Reports from Germany indicate that the shortage of high grade lubricating oils there constitutes a serious threat to the efficiency of the industrial machine. America need have no fears on that score!

An unprecedented demand for other less publicized but equally vital products of crude oil is expected. Glycerine is now produced very cheaply as is also ammonia. Both of these products find wide usage in explosives and other defense materials. Sulphuric acid and alcohol are other petroleum derivatives likely to be in great demand. Paraffin leaped to unheard of importance in the last war. Waxed paper and medical dressings were used in huge quantities, and candles lighted the quarters of many military units as well as the houses of many homeland economizers. Thousands of tractors were pressed into service on the home front to raise wheat for the



Fighters of the U. S. Army, these fast Republic P-35 pursuit ships can fly 30 per cent faster and farther and climb above anti-aircraft fire 25 per cent quicker when powered by 100 octane gasoline—a product which Shell was the first to produce.

soldiers—and these were supplied with special fuels.

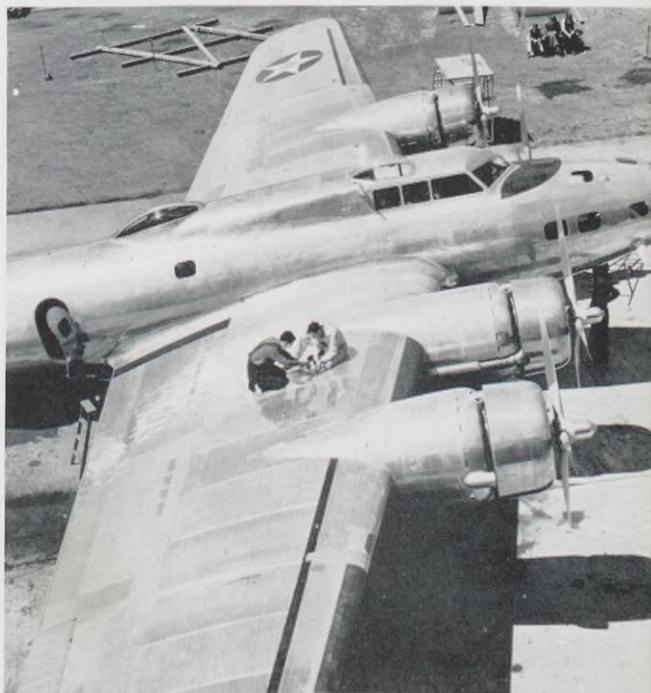
We might very well, then, ask ourselves the question, “What of our oil supply?”

With two ocean fronts to defend, we have oil on both. More than that, we have the nation's second largest industry to produce, refine and market it. In 1939 over 61 per cent of the world's crude oil was produced in the United States. 78 per cent was produced in the Western Hemisphere.

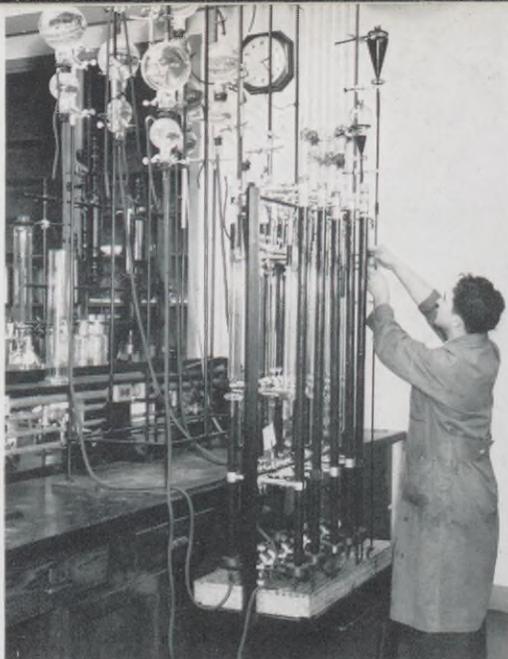
It is not sufficient merely to possess large reserves of oil in this time of national emergency; it is necessary also to have a transportation system capable of moving huge quantities of oil to any vulnerable spot. This latter problem is a headache to the European powers today. The American petroleum industry faced it many years ago when seeking to market its products in every corner of the land. The transportation system built up over the years is a source of satisfaction not only to the industry but also to our military and naval authorities.

The pipe line, one of the great develop-

*Official Photograph, U. S. Army Air Corps*



Flying Fortress—The Boeing B-17B is the long-range bomber de luxe of the Army air force. This ship uses only high-octane gasoline facilities for the manufacture of which the American petroleum industry has a virtual monopoly.



Research for National Defense—A Shell laboratory technician tackles an oil production problem.



Photo by U. S. Army Signal Corps

Small U. S. Army tanks, capable of speeds in excess of 40 m. p. h., form important units in the Army's new Panzer Divisions.



Photo by H. Armstrong Roberts

A mobile artillery unit—apt symbol of U. S. streamlined Army.

ments of the machine age, is the mainstay of that system, providing as it does the cheapest form of land transportation for oil. Nearly 96,000 miles of interstate and 20,000 miles of intrastate pipe lines traverse the country today. The total railroad mileage of the United States is only twice as much. So great has been the improvement in pipe line technique that gasoline, Diesel fuel and several grades of fuel oil can now be shipped in batches through the same line with practically no contamination.

Shipment of oil by sea and inland waterway is also a major factor in the transportation structure. Oil tank vessels comprise more than 30 per cent of the tonnage of all ships in the American merchant marine having more than a 2,000 gross ton registry. There are 364 American tankers as well as 300 smaller tank-ships and motorized barges and about 1,300 non-propelled barges of various capacities moving oil today through the inland waterways of the United States and over the seven seas.

Railroad and highway transportation of petroleum is another important factor. The petroleum industry owns 130,000 railroad tank cars as well as thousands of motor trucks for bulk shipment of products. There is no spot on the map of these United States to which vast and continuing supplies of oil can not be shipped in short order—a vital feature in our national defense picture.

But what of our oil reserves? In 1914 they were estimated to be four billion barrels. Since then we have actually produced some 23 billion barrels, yet today we have known reserves of 18½ billion barrels still to be produced! The fact is that petroleum scientists have made such remarkable progress in exploration and drilling techniques that new fields are being discovered at a faster rate than old ones are depleted.

We have a first-rate example of this in Illinois. Its Salem oil field today is the second largest producing field in the United States, yet it was discovered as recently as the summer of 1938. Illinois in three and a half years has jumped from seventeenth to fourth position among the oil-producing states. About sixty new oil fields have been discovered there during this period—and all because of the seismograph, an instrument perfected for petroleum exploration during the past few years. Illinois, which was practically a "dead letter" as an oil-producing state in 1936, today produces three times as

much oil as Rumania. The science of petroleum exploration is still in adolescence and, as it matures, will undoubtedly find new oil fields to conquer.

Drilling techniques have been improved to such an extent that a hole can be drilled more than two miles into the ground with much less effort than it formerly took to drill 100 feet. Deep oil-bearing formations now are being tapped which were formerly inaccessible, and petroleum engineers are recovering increasingly larger percentages of the oil out of the older fields by scientific re-pressuring. Since 1920 more than eleven billion barrels of crude oil have been saved by improved refining methods alone.

## Retiring Employee at Wilmington Pays Final Tribute to Company

*By Ed Davenport, Retired*

EDITOR'S NOTE: *The following letter to Shell employees was written by Ed Davenport, Wilmington (California) refinery, and sent to Shell's management along with his request to retire from active service.*

AFTER seventeen years as a plumber and insulation worker at Wilmington refinery, I want to turn my position over to a younger man.

My association with this group of fine men has been most cordial and I commend the management of the Company for devising and setting forth a plan whereby the aged employees may retire with a life-time annuity.

As I leave the organization, I wish to express the position in which I view the Company today. Shell, in past years, has carried on a heavy export trade which has represented a great part of its revenue. At the present time, however, we find that source of revenue practically gone due to warring nations and trade restrictions. If the Company continues to maintain its usual high standard of wages and employment, more attention must be given to domestic or home consumption of Shell products.

I wish to make a final appeal to each and every Shell employee and to members of their families as well. You do not have to mail box

It is true that our supplies of liquid petroleum will not last forever and that they should not be wasted. But when they run out, as one authority puts it, "We have enough oil shale in Colorado, Wyoming, and adjacent states to supply our oil needs for 5,000 years." The processing of oil shale is extremely expensive, but it at least guarantees an ample supply of petroleum.

Facing the demands of national defense, the petroleum industry merely asks how much of a product is needed, when and where. Its enormous capacity for performance will not be exerted to the full under any conditions that can possibly arise.

tops or wrappers either. Just speak to someone who is not a user of Shell products. Have him promise to purchase one or more of the hundreds of different petroleum products manufactured by Shell. This will greatly relieve the condition of overstocked warehouses and full storage tanks and result in many steady customers.

Many of you may say, "Oh, I am no salesman." My reply would be, "Neither am I." We are not selling anything, we are recommending. When we consider the scores of technically trained men with specially constructed machinery who are constantly experimenting for the betterment of Shell products, we are certain that what we recommend is second to none on the market.

Whom may you contact? Well, that is easy. How about your school teachers, your city councilmen, people you meet on your vacation, or even your next door neighbor (if you are on speaking terms)? Remember that every individual you contact in your regular daily routine is a potential customer.

I am unable to offer you a prize for your efforts. I wish that I could. I can, however, promise you this: that as long as what you are making is being consumed in the markets, you will be kept busily engaged in manufacturing more.

And so, good-bye.



The last picnic of the season for the Laboratory at Wood River Refinery.

# Shell at Play

As caught in the  
Last Round-up  
of 1940

The pictures on this and the following pages show a few typical recreational highlights of the Shell family which took place during the latter part of the summer and the fall of 1940. Because the publication of *Shell News* was suspended during these months on account of the transfer of Head Office from St. Louis to New York, it was impossible to print these pictures sooner. While we realize they may be lacking a little in up-to-date-ness, we hope you'll enjoy them—just as you enjoy musing over the photographs in your own album which recall events that have passed.



Wood River Refinery's softball team takes a bow. Standing, from left: White, Moore, Walters, Sadich, Williams, Schubert, DePaulda, Butkovich, Ufert. Second row, from left: Krouse, Bagent, Patteon, Biscan, Deak. First row, from left: Bowman, bat boy, Kusmanoff. Right: R. Percich, team manager.



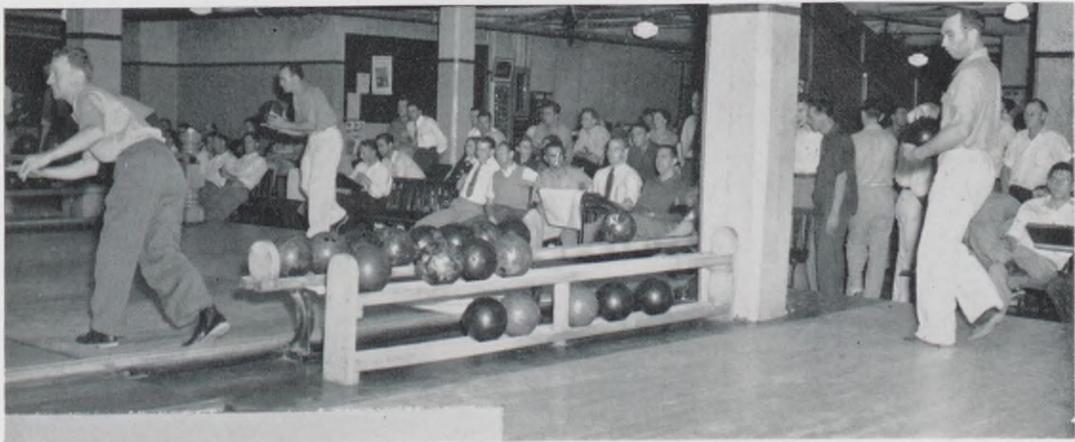
—and then there was that Indian Creek barbecue which the Shell Club at Wood River still remembers.



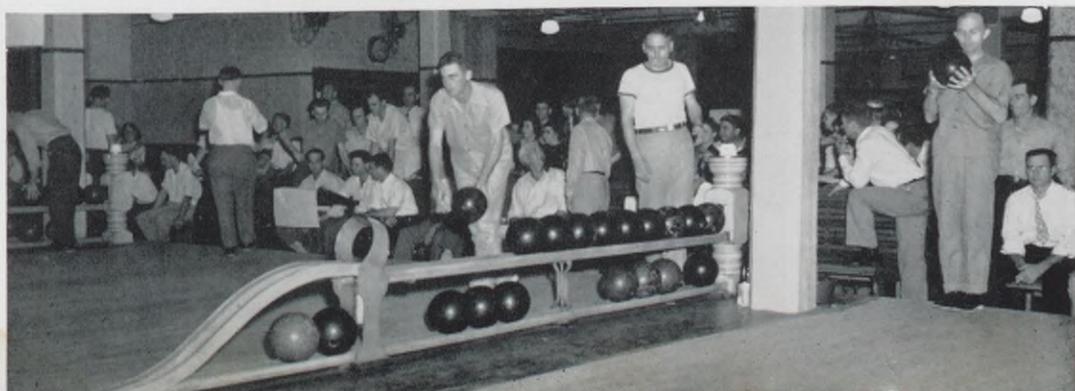
A. MARTIN



W. STEVENS AND FRANK ADAMS



Who said the bowling league at Wood River didn't start the season with real enthusiasm?



# Shell at Play

As caught in the  
Last Round-up  
of 1940



Yes, there were picnics out in Kansas, too. This one was held in Wichita and attended by the Shell family from Greenwich Headquarters, Benton and Turon Districts. When those who work in the Kansas Division office see these pictures they'll probably nod and say, "Yes, we did have a swell time at that picnic. And were the watermelons good!"



↓ Besides the presidential election, there was another big event in 1940 for the Shell folks at Detroit, as this picture shows. It was the Shell Wolverine Club picnic held at Willow Grove.



Here's a picture designed to bring up a few fond memories among the golf enthusiasts of Cleveland Division. It shows the flight winners in the Division's golf finals played at Lake Forest Country Club, Hudson, Ohio. From left: J. C. Hopkins, Credit Department, "F" flight winner; Louis Garn, Development Department, "E" flight winner; Cliff Wheeler, Operations Department, "D" flight winner, also grand champion; Jack Sorrells, Cleveland Salesman, "B" flight winner, and R. J. Brewster, Sales Department, "C" flight winner. "A" flight never took off.

# Here and there with

Heave-Ho! With strong backs and a hearty spirit the men of Norco Refinery have set to work to build themselves a gymnasium which they say will be completed by January 1. The building will be 73' wide, 101' long and 33' high, with the necessary provisions for playing basketball and handball. They plan at a later date to make installations for bowling and shooting alleys. All work on this project is entirely voluntary—and these two pictures show only a fraction of the whole-hearted response.

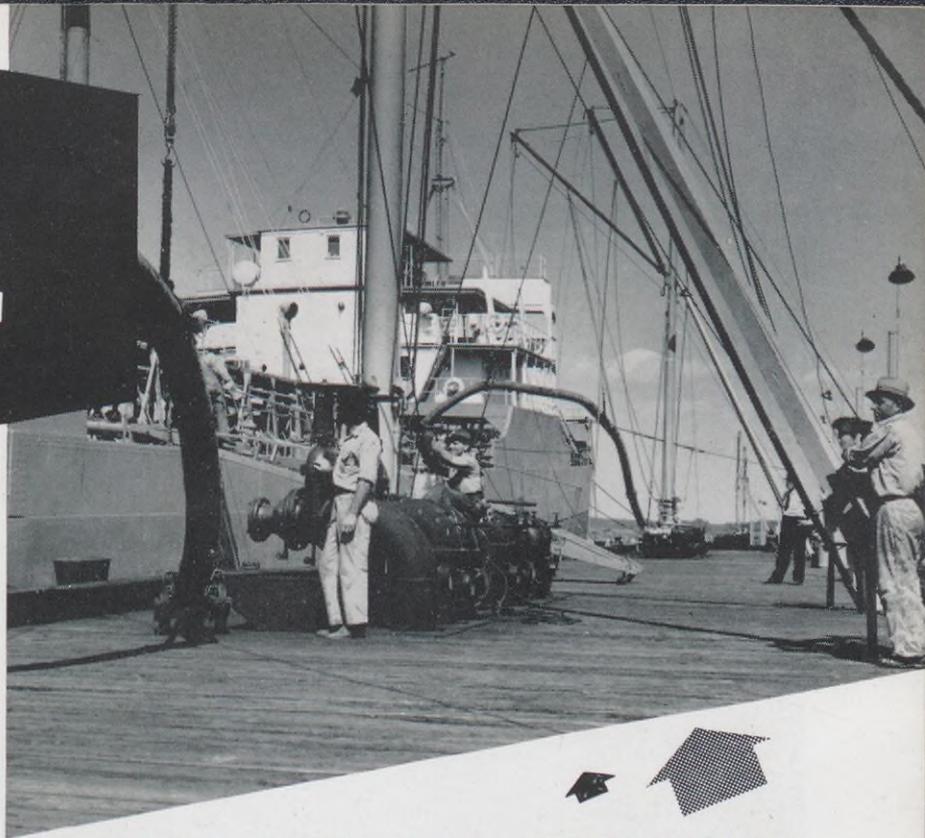


➡ In this peaceful setting on the Henderson lease in Clay County, Texas, we see E. E. Dickey of the Gas-Gasoline Department taking a sample of separator gas from the vent line to determine the charcoal content and gravity.



➡ With the moving of Head Office from St. Louis to larger quarters in order to provide for the decentralization of certain functions, the Houston Personnel Division's new office shows a partial view of the Division's new office. From left: P. M. Smith, J. A. Gavin, L. C. Clemmie Farris, H. R. Griffing, H. M. Glass, H. J. A. Hilder, F. T. Metz and

# SHELL



This is everyday business to Shell down Houston way. Through a maze of ropes, wires and winches the crew of dock helpers at Houston Refinery are threading a huge six-inch bunker hose so they can load bunker oil for this tanker. And when they load, they really mean business—because the enormous quantity of 3,000 barrels an hour goes through the hose into the ship's bunker tanks. The Shell men whom you see are shift foreman R. L. Spates and W. H. Driskell in the foreground. Handling the guide wire in the left background is F. J. Link. Walter Peterson, dock master, watches the proceedings in the right background.



from St. Louis to New York and the de-  
 cision Personnel Division was forced to move  
 for the additions to its staff. This picture  
 new office, of which it is justifiably proud.  
 L. C. Geiler, Miss Minnie Baston, Miss  
 class, H. A. Grimme, H. Way, J. T. Morgan,  
 Metz and R. J. Young.



Yes, Shell had a place in the limelight at the National Safety Congress held recently in Chicago. To prove it, we see our Chief Safety Engineer, A. H. Vineyard (third from left) holding the awards he received for Shell in the Passenger Car Division. These awards consisted of a plaque for Shell Pipe Line, Mid-Continent Area, winner in Group III; third place certificate, Group II, for the Telephone and Telegraph Division of Shell Pipe Line; and honorable mention,—perfect record Group IV, certificate for Norco Refinery.



This view of the drafting division of the Engineering Department at Wood River Refinery, taken during the summer of 1939, shows the intense activity necessary when a big construction job is under way.

# The Other Fellow's Job

*No. 22 of a Series Portraying Typical Jobs with Shell*

## The Refinery Engineer

WE HAVE grown up with the idea that necessity is the mother of invention. But so far as the modern refinery is concerned, the refinery engineer is its father. He is father in the sense that he is largely responsible for creating the plant itself through designing and building the giant equipment necessary to turn an endless flow of crude oil into salable products. Moreover, he has the paternal responsibility of caring for this equipment after it comes into being.

Each Shell refinery has its own refinery engineer who heads a department much larger than any other in the plant, yet neither he nor any of his men ever make a gallon of gasoline or a quart of motor oil. But without their efforts, no new plants would spring to life to make the improved products so necessary to

our ever-changing automobiles, our aircraft and our many other requirements. Nor would the present products flow from the refinery for long, as refinery units soon cease to function without careful inspection and maintenance.

No one passing through a refinery can fail to be impressed by construction work in progress. It would be a field day, indeed, for a city "Sidewalk Superintendents Club" to watch gigantic refinery columns being hoisted into place by tall cranes or gin-poles and the mass of piping being fitted together, much of it high above ground. Construction such as this is a function of the refinery engineer most apparent to the eye, but few realize the careful planning, designing, estimating and general organizing that is necessary to make these plants grow and, upon



completion, operate in keeping with the exacting requirements of modern refinery practice.

Strength and safety are built into the refinery equipment by the engineer through application of fundamental engineering principles. Operating efficiency and flexibility are the product of engineering design and the experience of the refinery engineer and his operating associates. Users of equipment have always been the instigators of improvements,

▲ The estimating division of the Engineering Department at Wood River Refinery. It is the job of these men to determine the cost of anticipated construction projects. From left: B. J. McGraw; W. M. Seymour; E. E. Caler, chief estimator; W. E. Scoggins, and E. G. Laberer.

▼ The inspection division of the Engineering Department at Wood River Refinery. These men carefully inspect all refinery equipment in order that it may be kept in proper condition. Seated, from left: A. P. Towell, C. K. Johnson, J. O. Steinman, G. Dericksen, P. Plovovich, F. S. McNeill and R. Grahame. Standing, from left: C. Blankenship; J. Vosey, chief inspector.





Yes, the office of a Refinery Engineer does have its brighter side, as this picture taken at Wood River Refinery shows. Front: Miss Irene Bordeaux; rear: Miss Frances Nordman.

and so it is that the operators play an important role in working out improvements of design and layout with the refinery engineer.

While the building of new units and the layout of new plants is a spectacular and self-evident function of the refinery engineer, his work continues after the construction is completed for he must keep the plant in running order. This is a job of unending variation, ranging from replacing a washer in a leaking faucet to repairing the working parts of a large compressor; from mopping the office floors to the rebuilding of heat exchangers and condensers. Servicing the refinery includes jobs which may take one man thirty minutes or thirty men three weeks.

The Refinery Engineer works with the metallurgist in the study of alloys and their applications to combat the corrosion which eats away ordinary metals and renders impotent millions of dollars of productive plant capacity with the terse but costly explanation "down for repairs."

Interpreting to equipment manufacturers the needs and requirements of the operators is another function of the refinery engineer in order to obtain practical solutions of operating problems. For instance, the development of pump design from the common type of fifteen years ago to the specialized and carefully designed units now on the market is a joint accomplishment of equipment manufacturers and operating men coordinated by the refinery

engineer. Modern refinery valves are other note-worthy examples of the successful interpretation of processing needs within the practical limitations of equipment manufacture.

In serving the process units of the refinery, the refinery engineer and his organization are keenly interested not only in the quality of work but also in the quantity of work turned out per dollar spent, or—to use a much abused word—"efficiency." The efficient organization and direction of forces ranging from 100 to over 1,500 men, depending on the size of the refinery, involves endless planning and supervision. It means provision of the right kind and number of tools and mechanical aids, working out the proper sequence of operations, and coordinating the movement of men and materials to effect repair of equipment at reasonable cost and with minimum interference in production.

Another job falling to the lot of the refinery engineer is the operation of equipment for furnishing steam, cooling water, domestic water, compressed air, and electricity to the operating units of the refinery. These utility systems are sometimes called the heart of the refinery, as without them the operating units become lifeless. In this capacity, the refinery engineer assumes responsibility for operation of equipment as well as maintenance. The proper chemical treatment of water used in the generation of steam, the efficient combustion of fuel in the boiler furnaces, and the

supply of steam of good quality and adequate pressure to all users are the responsibilities of the boiler house operating personnel. Supervision of these functions for twenty-four hours a day is but one part of the engineer's duties; the other is keeping abreast of modern developments and practices in steam generating plants. Progress is being made daily in methods of operating boiler houses and steam plants, and the refinery engineer must keep his eyes open.

Along with his job of building, servicing and operating, the refinery engineer must give thought to safety. Together with heads of operating departments and the safety inspectors of the refinery staff, the refinery engineer has the responsibility of training safe workers—men who think and visualize hazards on the job. Safety is not limited to the working habits of the individuals—it influences the design and layout of equipment to avoid hazards that might give rise to injuries.

A close contact exists between the refinery engineer and the company purchasing agent. The purchasing agent provides the engineer with all the material and equipment used in building or servicing the refinery. The engi-

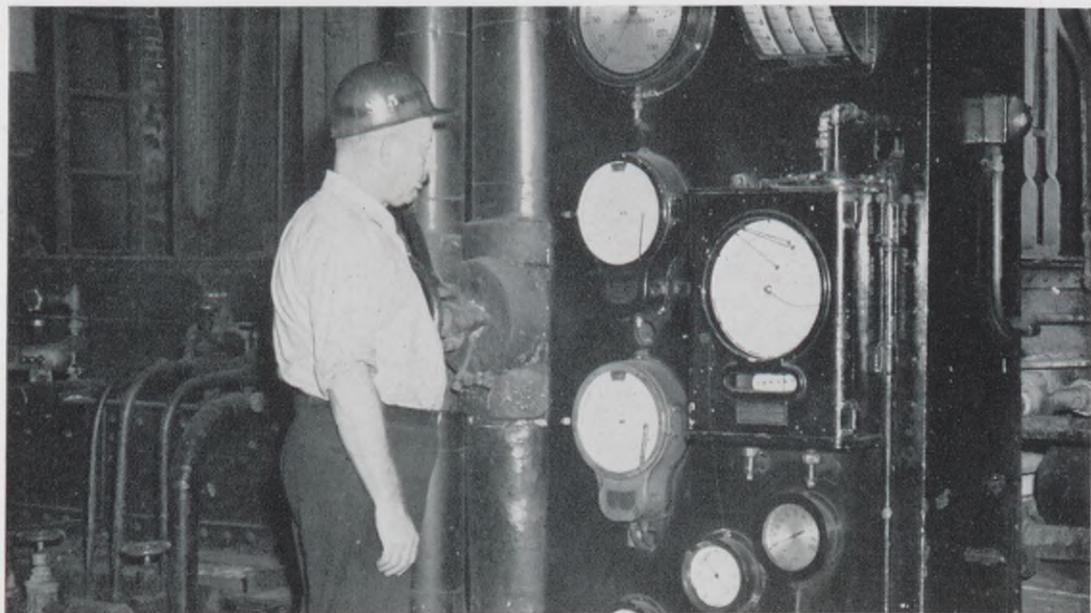
neer, by keeping the purchasing agent informed of the performance of materials and equipment enables the latter to provide items which meet the proper requirements. In the construction of new operating units, the engineer and the purchasing agent work closely in preparing specifications and awarding contracts.

The refinery engineer has still another duty which to the casual observer might seem entirely outside his province. It is the testing of certain Shell products to determine their performance and limitations in actual use. The results of these observations are made available to the sales engineer for use in enlisting new customers or assisting old customers in difficulties they may have encountered.

All of these things the refinery engineer is prepared to do. Thus, when his telephone rings, he may be called upon to give a quick estimate of the cost of building a new operating unit, or he may be asked how long it will take to shut down and overhaul an existing one. Again, it may be an operator wanting to know why the water pressure is low at some remote part of the refinery, or someone requesting new wall paper for the dining room in a staff house.

After this brief introduction to the responsibilities of a refinery engineer, it is obvious that to the refinery he does play a paternal role—helping to build it, helping it to grow, and looking after its "creature comforts."

Operating the boiler house is one of the many functions coming under the supervision of the Refinery Engineer. Here we see E. J. Laatsch, foreman of the boiler house at Wood River Refinery, studying the instrument panel.



THE LIBERTY BELL. To old and young alike, the Liberty Bell symbolizes the highest tradition in our national life. Inscribed upon it are these words which tell not only of its origin but the spirit which it represents: "By Order of the Assembly of the Province of Pennsylvania for the State House in the City of Philadelphia, 1752." "Proclaim liberty through all the land unto all the inhabitants thereof. Levit. XXV, 10."



Photos by H. Armstrong Roberts

## LANDMARKS ALONG THE AMERICAN WAY

By Marie Cregan

Freedom has always been the watchword of our country. It was the cry that brought our forefathers here from the ends of the earth—the cry that inaugurated and has sustained our national life.

Looking over the landmarks we have set up along the highway of history, we are im-

pressed with this fact: some are raised to great men; *all* are dedicated to brave men.

Eloquently these landmarks bear evidence of the fact that we have lived, we have sacrificed, we have died to maintain our freedom.

This is life the American way.

BARBARA FRITCHIE'S HOUSE.

"... to thee 'tis given  
To guard the banner of the free,"  
Joseph Rodman Drake, *The American Flag*.

The story of Barbara Fritchie's loyalty to the flag during the Civil War was immortalized in a poem by John Greenleaf Whittier. While the incident of loyalty may be obscure so far as history is concerned, it nevertheless expresses true American patriotism.

THE ALAMO. (Below right)

"Men who their duties know,  
But know their rights, and knowing dare maintain:  
..... These constitute a State."

Sir William James, *What Constitutes a State?*  
In 1836 at the Alamo, San Antonio, Texas, one hundred eighty Texans died to a man resisting for sixteen days a force of four thousand Mexicans.

TOMB OF THE UNKNOWN SOLDIER. (Below)

"To you from failing hands we throw  
The torch: be yours to hold it high."  
John McCrea, *In Flanders Field*.

To the memory of the American soldiers and sailors who died in the World War, the tomb of the Unknown Soldier was dedicated in 1921 at Arlington National Cemetery.



# Service Birthdays

## 20 YEARS

### W. F. Allen

When William F. Allen started to work for Shell at Wood River Refinery in October 1920, it was the beginning of a new career for him, as prior to that time his sole experience had been on a farm. Now a pumper-special in the Dispatching Department, Allen has worked in several operating departments of the refinery, acquainting himself not only with many employees but with many jobs. Gardening claims his interest in summer, while short automobile trips provide diversion the rest of the year.

### C. C. Brady

Clifton C. Brady, assistant general foreman in the Engineering Department at Norco Refinery, began his service with Shell as carpenter in November 1920. Through promotions to carpenter leadman, carpenter 1st, carpenter sub-foreman and carpenter foreman he reached his present position. Brady has always been active in civic work, at present being a member of the Boy Scout Executive Committee and instructor in woodcraft for a Scout troop. While he also devotes much time to his five sons, he manages to squeeze in an occasional hunting or fishing trip.

### J. T. Butts

Starting with the Wolverine Oil Company at Dillard, Oklahoma, which was later taken over by Shell, J. T. Butts has advanced from the position of roustabout in September 1920, to the successive positions of oiler, stillman, and finally engineer. His entire service has been at the Dillard Gasoline Plant, where he has many friends. Mr. Butts is interested in sports, being a bowler, duck hunter and baseball fan.

### W. F. Fleming

"No, it doesn't seem possible it could have been twenty years ago," said W. F. Fleming in reminiscing over the time when, as a lad of sixteen, he left his native state of Kentucky and went to work in the laboratory at Wood River Refinery. Since that day in October 1920, however, he has continued at Wood River, always working in the Dispatching Department excepting for the few months spent in the Laboratory. Quiet and consci-

entious, Fleming's chief interest is his fine family.

### L. C. Geiler

From office boy with Shell Pipe Line Corporation in September 1920, to head of Shell's Houston Office Personnel Department has been the rise of L. C. "Lee" Geiler during his Shell career. Between these extremes he worked first as warehouse clerk in the old Ozark Pipe Line at Tonkawa, Oklahoma, then as general clerk and traveling field auditor on warehouse accounting, and finally as senior clerk in the Head Office Personnel Depart-



W. F. ALLEN  
Dispatching  
Wood River Refinery

C. C. BRADY  
Engineering  
Norco Refinery

ment before assuming his duties at Houston. His gift for making friends and his ability "to fit the man to the job" have characterized his years with the Company. Moreover, no employee on the Houston staff more willingly or actively supports and promotes employee activities than "Lee."

### Anna L. Grennan

Anna Grennan's pleasing personality and cooperative spirit have won for her many friends during her twenty years of service in the Chicago Office. Employed in November 1920 as stenographer to the Assistant Manager Sales and Operations, she continued in that work until the position was abolished in February 1938. Subsequently she has been in the Service Department. For three years Miss

Grennan served as secretary of the employees' Credit Union and has also been active with other employee interests. Her fondness for travel has led her to explore much of the United States and Canada.

**R. J. Guidry**

As stillman helper at Norco Refinery since August 1929, R. J. Guidry is a master of the job. However, he has other experience to his credit, having been employed as carpenter in the Engineering Department in November 1920, later working in the Topping and Asphalt Department as rerun operator, and then working as Trumble fireman and blow still operator. Guidry is well known throughout the plant and is very active in Service Club work.

**C. A. Hale**

"Perhaps it was because the day was dreary," said C. A. Hale in recalling his first day with Shell, "but somehow I decided I'd quit my job when that first shift ended." The boss, however, persuaded him to stay until the end of the week—and that week back in October 1920 has stretched on to twenty years. Now labor foreman at Wood River Refinery, Hale has made many friends among his co-workers. He's a conscientious worker, and whenever there's a sports event he's sure to be on hand.

**C. W. Kerr**

Charles Kerr, oil pumper at Dillard, Oklahoma, has worked on the same lease continuously since October 1920. Well known and well liked, he has always been an enthusiastic participant in social activities. He enjoys hunting and fishing, but his real hobby is building miniatures. His replica of King Solomon's Temple, made of brass and copper, has been exhibited in several towns. Intensely loyal to his family, Shell, and his country, Kerr is also active in religious work. He is proud, indeed, of his two sons now in the U. S. Navy.

**F. A. Noblitt**

Leaving a local industry one bright September morning in 1920, Fred Noblitt hastened to the new "Roxana" refinery. He arrived at an opportune time and obtained a job in the Car Department, where he has been ever since. An idea of the motor traffic at Wood River Refinery at that time can be gained from Fred's statement that the eight-car garage which had been built for employees was seldom full. Fred is a softball



J. T. BUTTS  
Gas-Gasoline  
Dillard, Oklahoma



W. F. FLEMING  
Dispatching  
Wood River Refinery



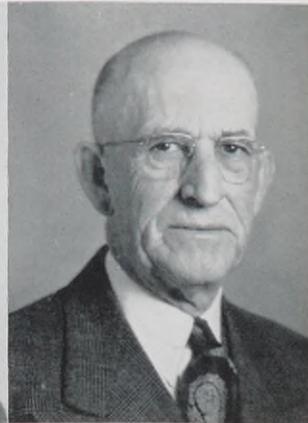
L. C. GEILER  
Office  
Houston, Texas



MISS ANNA L. GRENNAN  
Marketing  
Chicago, Illinois



R. J. GUIDRY  
Topping  
Norco Refinery



C. A. HALE  
Engineering Field  
Wood River Refinery

enthusiast, and it makes little difference whether the game is professional or amateur, he is always there in full voice offering encouragement to his favorite team.

#### Frances Nordman

As much a part of Shell's Engineering Department for the last nineteen years as any man in it, Miss Frances Nordman is also the first lady at Wood River Refinery to complete twenty years of Company service. Frances began her Shell career as stenographer for Shell Pipe Line in September 1920, and a year later was transferred to the Engineering Department as secretary to the Chief Engineer. Remaining for many years in this capacity, she went to the Engineering Office at Wood River Refinery last August when Head Office moved from St. Louis to New York. Capable, and possessing a charming personality, Frances Nordman has earned a warm place in the hearts of her many Shell friends.

#### Claude Odle

Working for one company but at many places during the last twenty years has been the experience of Claude Odle. He entered the service of Shell as engineer at the gas plant at Avant, Oklahoma. Two years later he was promoted to Chief Engineer at the same plant, and subsequently was transferred to Covington, Oklahoma; South Udall, Kansas, and Healdton, Oklahoma. At present he is chief engineer at the Barco Gasoline Plant at Wirt, Oklahoma. Always a loyal and conscientious employee, Mr. Odle's hobby is following the sports of baseball, softball, football and boxing.

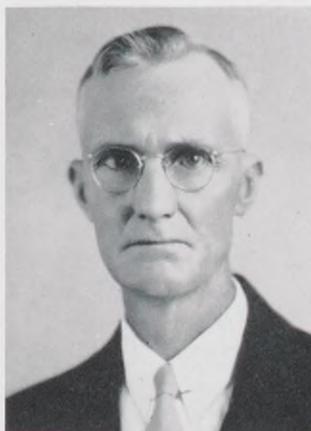
#### S. C. Roberts

The face of S. C. Roberts has long been familiar to those working at Norco Refinery. Starting there as carpenter helper in November 1920, Roberts was transferred to the Industrial Relations Department as watchman in June 1924, to the Topping and Asphalt Department as pumper in April 1925, and to the position of fireman in April 1928. In 1934 he was promoted to his present position of stillman helper. Roberts' greatest interest outside of work is farming.

#### O. C. Slavens

For twenty years the work of O. C. Slavens has been entirely in the realm of gasoline plants. At present engineer at the Avant, Oklahoma, plant, he has also seen service in plants at Niagara, Oklahoma; Yale,

Oklahoma; Bartlesville, Oklahoma; and Osage, Oklahoma—the latter plant being the only one which has continued operation. Mr. Slavens is justly proud of the fact that during these twenty years he has never lost time on account of an accident. He is an amateur



C. W. KERR  
Production  
Dillard, Oklahoma



F. A. NOBLITT  
Car  
Wood River Refinery



MISS FRANCES NORDMAN  
Engineering  
Wood River Refinery



CLAUDE ODLE  
Gas-Gasoline  
Wirt, Oklahoma

"bee keeper" and enjoys fishing, hunting and baseball.

#### George Sparks

Joining Shell as roustabout in November 1920, George Sparks was promoted to loading rack man in October 1922 and a year later became engineer at the Dillard Gasoline Plant in Oklahoma, in which capacity he is working today. Conscientious and capable in his work, George has always been active in the social affairs of the Company at his loca-

tion. He is an ardent football fan and his sons are following in his footsteps, three of them having played on the Wilson, Oklahoma, High School team, and one now playing with Centenary College and another with Tishomingo College.

**E. C. Tastet**

Since November 1920, when E. C. Tastet joined Norco Refinery as a helper in the Shipping Department, he has progressed steadily in his work. In October 1924, he was transferred to the Engineering Department as electrician helper, was promoted to electrician 3rd in January 1925 and to electrician 2nd in October 1929. In December 1932 he became electrician 1st and still continues in this position. Tastet has many friends throughout the refinery and has always been a capable worker. Fishing and tinkering with his automobile are two pastimes which he enjoys.

**E. A. Thoes**

E. A. Thoes advanced to his present position as Superintendent of the Lucien Gasoline Plant after many years of experience with Shell in other capacities. Employed in October 1920, as repairman at the Covington gasoline plant, he was transferred to Bartlesville in 1932 as chief engineer. In 1929 he was promoted to superintendent of the gasoline plant at Seminole, Oklahoma, and in 1931 was transferred to Maude, Oklahoma, in the same capacity. After his appointment as district engine repairman in 1936, he became superintendent of the Lucien plant in November 1939. While Thoes enjoys hunting and fishing, he is also interested in machine work and spends a great deal of his spare time at his lathe.

**E. N. West**

With the exception of his first three months with Shell, when he worked in the labor gang, Norman West during his twenty years of service, which started back in September 1920, has been in the Car Department at Wood River Refinery, where he now works as Car Repairman 1st. Conscientious and able in his work, Norman also has an abundance of enthusiasm for other interests. Every fall during the bird season he goes to Kentucky for a hunting trip; he has a keen interest in horses, and in the Wood River community has made quite a name for himself as an auctioneer at church socials, school picnics, etc. Says West: "I'd like nothing better than another twenty years with Shell."

(Page 30, please)



S. C. ROBERTS  
Asphalt  
Norco Refinery



O. C. SLAVENS  
Gas-Gasoline  
Avant, Oklahoma



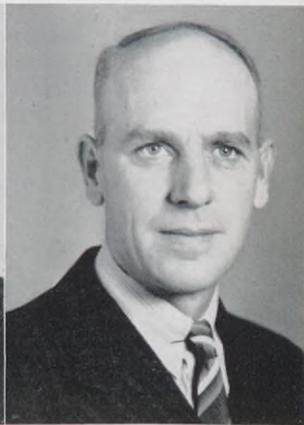
GEORGE SPARKS  
Gas-Gasoline  
Wilson, Oklahoma



E. C. TASTET  
Engineering  
Norco Refinery



E. A. THOES  
Gas-Gasoline  
Lucien, Oklahoma



F. N. WEST  
Car  
Wood River Refinery

# Shell's Interesting People

By Lamar Jones

"ONE of the most amazing things to me," said Bob Roberts, Wood River Refinery Manager, recently in SHELL NEWS, "has been the development of the Marketing Department. Those boys seemed to spring from nothing and almost over night to blanket the Middle-west and South with the Shell emblem." And no small part of that blanketing was actually handled by J. C. Munro, now Assistant Manager of the newly-created Atlanta Division.

While most of his career with Shell has been in the South, Jack Munro, paradoxically, is from the North. Born in Woodstock, Ontario, he attended elementary school and college in Canada, making his first venture into the business world as an employee of the Bank of Nova Scotia at Toronto. Five years later he was attracted to the oil industry, joining the Canadian Oil Company, Ltd. In January 1923, Jack came with Shell as the third employee on the staff of the newly-formed Distributing Department.

"One of my first jobs," he relates, "was to list the equipment which might be needed in a service station and a bulk depot, so the purchasing department could start getting prices." Before long the actual equipment was needed, for this was the beginning of one of the most rapid expansions of distributing facilities in the industry's history. By September of that same year, Jack was Northern Division Manager after having helped open nearly twenty bulk depots in southern and central Illinois. Soon northern Illinois, northern Indiana, western Michigan, and southern Wisconsin were dotted with depots and service stations, using those same items he had listed. In November 1928, while opening facilities in Iowa, the call came to head south, and it is in the South that Jack and his work for Shell are best known.

When Jack Munro arrived at New Orleans, there wasn't a Shell service station south of the Ohio River; but during the next year an amazing development of facilities



J. C. MUNRO  
Assistant Manager, Atlanta Division

was started throughout the entire South. He pioneered for Shell in Alabama, Mississippi, Louisiana, Texas, Tennessee, Kentucky, and Arkansas. In ten short months he and his associates opened or took over practically all of the depots that formed the Southern Division, as well as many southern jobbers.

During that hectic expansion the purchase of real estate, the ordering of materials and automotive units, problems of supply and the selection and training of personnel constantly demanded supervision and attention. Jack's unusually retentive mind holds the details of the acquisition and accomplishments of each depot and fee service station property in that territory. He was there when Shell bought it or built it, and he has seen its later growth and change.

For a period Munro was Regional Manager of the entire Southern territory. When the region was disbanded, he again became Southern Division Manager. Last August he became Assistant Manager of the combined Southern and Southeastern Divisions with headquarters at Atlanta, Georgia.

Jack has kept abreast of Shell's growth and changes in the South through good years and bad, and is as personally and vitally concerned with its problems today as he was with its early development. His knowledge of employees' problems and his uncanny ability to know of their individual and collective activities has endeared him to all. He often congratulates an employee for some achievement

# SHELL NEWS

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

EUNICE HORTLEDER, Editor

ASSOCIATE EDITORS

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NORCO.....K. C. BLOCHER  
WOOD RIVER.....L. A. LOHMAN

EASTERN AREA

H. L. CUNNINGHAM

MARINE TERMINALS

I. L. KEMP

TEXAS GULF AREA

GLENN BYERS

PRODUCTS PIPE LINE

V. E. GRAVAT

MID-CONTINENT AREA

J. M. FLAHERTY

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when that employee has been totally unaware that the job was known outside of his immediate group.

Jack is proud of his record of having driven a car some 300,000 miles without an accident. Another source of pride is his record of sixteen years of service without missing a day on account of illness. This record was broken only about a year ago because of a minor operation.

Jack's charming wife has been a constant companion in his interesting career. The eldest of their three young sons has finished his first year in chemical engineering at Alabama Polytechnic Institute, while the two youngest are preparing for college work. When Jack relaxes, he goes fishing on the Mississippi Gulf Coast with his boys or plays golf. "In looking back over my ten years of association with Southern people and doing business with them," says Jack, "I can say without hesitation—I like them!" And these same people will tell you the "liking" is mutual.



(Service Birthdays—Continued from Page 31)

G. L. ROBERTS, JR. . . . . HOUSTON, TEXAS  
Land  
C. A. ROBERTS . . . . . TONKAWA, OKLAHOMA  
Gas-Gasoline  
R. F. SAWYERS . . . . . CUSHING, OKLAHOMA  
Shell Pipe Line  
W. H. SHAFFER . . . . . ST. LOUIS, MISSOURI  
Marketing  
H. E. SPEAR . . . . . NEW YORK, NEW YORK  
Marketing, H. O.  
W. A. SULLIVAN . . . . . SEWAREN, NEW JERSEY  
Marketing  
J. M. TYLER, JR. . . . . NEW YORK, NEW YORK  
Marketing, H. O.  
L. B. WHITE . . . . . HOUSTON REFINERY  
Treating Light Oil  
J. C. WILLMAN . . . . . WOOD RIVER REFINERY  
Engineering  
R. C. YOUNG . . . . . SEWAREN, NEW JERSEY  
Marketing

## 10 YEARS — DECEMBER, 1940

E. E. BIRGE . . . . . NOME, TEXAS  
Production  
C. W. BRADLEY . . . . . NORCO REFINERY  
Laboratories  
J. CARSON . . . . . KILGORE, TEXAS  
Production  
C. W. L. CONNER . . . . . WOOD RIVER REFINERY  
Storehouse  
L. W. CROSSMAN . . . . . WOOD RIVER REFINERY  
Automotive  
F. DEAL . . . . . ORLANDO, OKLAHOMA  
Shell Pipe Line  
A. T. EVENT . . . . . NEW YORK, NEW YORK  
Treasury, H. O.  
F. R. FREDERICK . . . . . IOWA, LOUISIANA  
Production  
L. E. GELLER . . . . . WOOD RIVER REFINERY  
Engineering  
L. W. GOINS . . . . . CHELSEA, OKLAHOMA  
Shell Pipe Line  
G. H. HILBISH . . . . . AKRON, OHIO  
Marketing  
J. E. HUDSON . . . . . RENSSELAER, NEW YORK  
Marketing  
O. G. JENKINS . . . . . WOOD RIVER REFINERY  
Engineering  
NANETTE JORDAN . . . . . HOUSTON, TEXAS  
Office  
W. A. KIRWIN . . . . . WOOD RIVER REFINERY  
Engineering Field  
F. W. LENTZ . . . . . PHILADELPHIA, PENNSYLVANIA  
Marketing  
R. T. MCINTYRE . . . . . NEWTOWN CREEK, NEW YORK  
Marketing  
C. L. MCKEY . . . . . WOOD RIVER REFINERY  
Automotive  
J. S. MOYNES . . . . . DETROIT, MICHIGAN  
Marketing  
R. L. O'BRIEN . . . . . HOUSTON REFINERY  
Engineering  
L. L. OBERLANDER . . . . . LUCIEN, OKLAHOMA  
Production  
A. E. ROWLEY . . . . . SEWAREN, NEW JERSEY  
Marketing  
W. J. RHYMES . . . . . HOUSTON REFINERY  
Treating Light Oil  
H. H. SNELL . . . . . LUCIEN, OKLAHOMA  
Production  
W. H. STAFFORD . . . . . DETROIT, MICHIGAN  
Marketing  
W. M. TAYLOR . . . . . ALEXANDRIA, VIRGINIA  
Marketing  
W. F. WADE . . . . . WOOD RIVER REFINERY  
Topping  
L. E. WILLIAMS . . . . . WOOD RIVER REFINERY  
Topping

Apologies to J. H. Kirby, Marketing-H. O., New York, New York, for omitting his name from the list of employees having completed ten years of service in September, 1940.

# Folks who make

## NEWS



▲ Meet two of the officers of the newly-formed Shell Boosters Club at Norco Refinery—Jules Carville (left), vice-chairman, and Lee Durocher, chairman. They are talking over plans for the club's program during the coming year.

◀ As guest speaker at the recent annual convention of the Associated Credit Bureaus of Missouri, R. C. Gordon, Credit Manager of St. Louis Division, received much favorable comment on his talk entitled "Outlook Toward Oil and Gas Reporting." This speech is now scheduled for publication in *Credit World* and other business magazines.

▼ Looking at you here are the newly elected officers of the Shell Club at Houston Refinery—from left: H. M. Jones, secretary; O. P. McClellan, vice-president; F. G. Hawk, president; and Robert Haldane, chairman of the entertainment committee. This was their first meeting and was held to discuss plans for the Service Club banquet to be given in honor of all refinery employees who had completed ten or fifteen years of service since last February.





These are the folks who are planning a big year ahead for the Shell Employees Association at Tulsa. They are the Association's newly elected officers and trustees. From left (seated) Dorothy Crabtree; Mary DeGross, Treasurer; L. H. Humphrey, President; Nina Wyatt, Secretary; C. R. Welch, Vice-President. Standing, from left: W. F. Fisher, O. J. Nelson, J. C. Lombard, Brooks Pierce, M. L. Andrew, J. B. Brooks, and F. M. Mesojednik.

This picture of Captain W. C. Smith (fifth from left) is the first "call to the colors" photograph to reach *Shell News*. Captain Smith, who is well known throughout Shell because of his good work as Fuel Oil Sales Manager in the Indianapolis Division, received orders from the Navy Department to report

for active duty at San Diego, California, on November 7. Captain Smith is in command of the 16th battalion, Marine Corps Reserve, and this picture was taken at the Indianapolis Union Station when he and the troops were leaving. With him are some of his Shell friends, and others, who went to the station to bid him good-bye. From left: Jim Bowen, Indianapolis Office; C. A. Paul, Hoosier Coal and Oil Company; E. L. Helm, Office Manager, Indianapolis Office; R. R. O'Reilly, Indianapolis Office, Captain W. C. Smith; Fred Elzer, Indianapolis Office; Private Reidel, former Shell dealer; J. M. Griffin, Indianapolis Office; D. D. King, Indianapolis Office; Noel Dunham, Indianapolis Office, and W. C. Huonker, Indianapolis Office.



**P**IPES at Shell's Sewaren, New Jersey, terminal which carry fuel oil from Shell's storage tanks to the docks for bunkering ships

*Photo by von Komerheim*

