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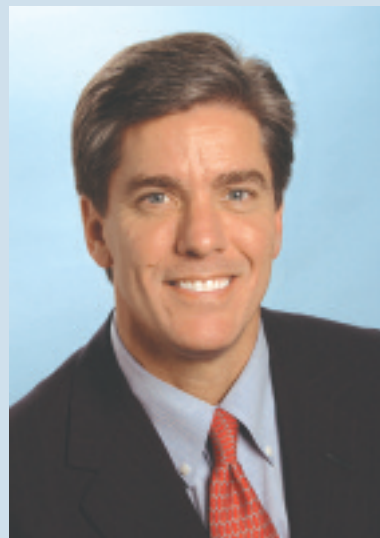
**EPW**  
MAGAZINE

# *Bouncing Back from a One-Two Punch*

*Special Issue on Hurricanes Katrina and Rita*



# Views



**Marvin Odum**  
Executive Vice President - EP Americas

I know memories of the devastation left by hurricanes Katrina and Rita will never leave us. But I feel strongly that Shell's legacy for the 2005 hurricane season is not one of damaged homes, production platforms and communication systems, but rather it is a legacy of rapid recovery resulting from the loyalty, dedication, generosity and compassion of all of you — the people of Shell.

- You ensured safe and orderly evacuations and redeployments of our onshore and offshore operations.
- You safely shut-in our production in the path of the storm.
- You distributed the communications that helped us locate our displaced employees and identify their immediate needs.
- You implemented aid packages of all sorts to assist those who lost so much.
- You worked around the clock to safely restart operations and bring production back to normal as quickly as possible.
- You opened your homes, hearts and wallets to all victims...  
...and so much more.

To say I am grateful is simply not adequate. To say that I am proud to be on your team is certain.

I won't pretend that we are "finished" with Katrina. At minimum, we're no more than half-way through this recovery, as we continue to bring our assets back on line and execute plans to return to our permanent offices. I am mindful that many of you will continue to face tough situations and difficult decisions for quite some time. I hope that you will find a strong connection with the stories featured in the pages of this magazine and that they will serve as a reminder of the amazing things Shell people can accomplish. My confidence in achieving our competitive goals and our aggressive business plan has reached a new high based on what I have seen you accomplish in the last two months.

Take care,

Marvin

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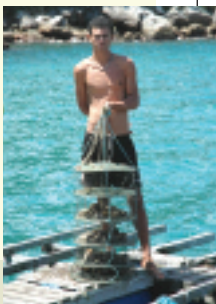
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**Do you know something we don't?**

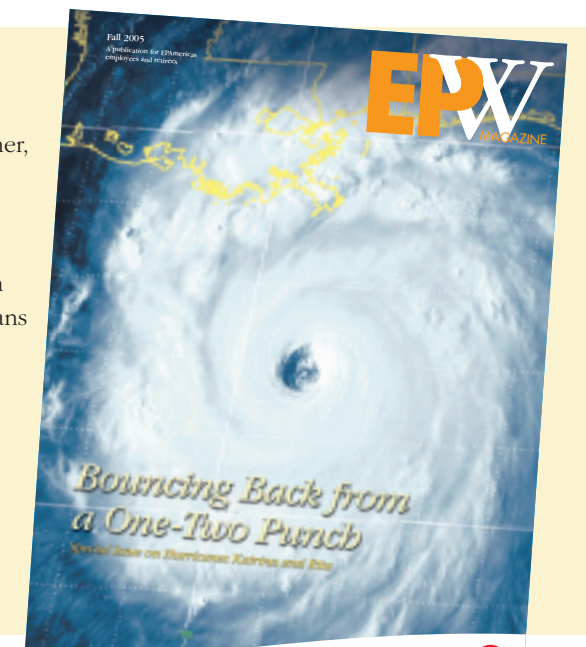
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**On the Cover:**

A satellite image of Hurricane Katrina taken by ImpactWeather, Shell's contract meteorology service, shows the powerful Category 5 storm at 5:40 p.m. CDT on August 28. The storm made landfall near New Orleans the following morning.



# Bouncing Back from a One-Two Punch

*When two major hurricanes battered the Gulf Coast within a month of each other, Shell EPW operations and its employees took a beating. But like a prizefighter, the organization bounced back, in many instances despite great personal loss.*



Katrina may have damaged property, but it didn't dampen the Shell spirit, says Mars Operations Manager Floyd Landry, right, who is among countless Shell employees from Louisiana who have worked tirelessly to get operations up and running despite personal losses. Cross-functional teams, such as this one discussing rig replacement options for Mars, have worked diligently to restore production as safely and quickly as possible.

Floyd Landry, Mars operations manager, watched in disbelief as the eye wall of Hurricane Katrina, a Category 5 storm, passed directly over Shell's largest producing platform in the Gulf of Mexico (GoM) on Sunday evening, August 28. Along with his fellow members of the Hurricane Incident Command Team, Landry bunkered down at Shell Robert Training and Conference Center (SRTCC) and monitored the projected winds and waves. For 9½ hours,

Mars endured hurricane force winds — four of those hours with 175-mph winds and 200-mph gusts.

"I was in awe of the sheer magnitude of the storm," he says. "But in all honesty, knowing how robust our designs and safety features are, I had high confidence that she'd still be there in the morning."

What Landry didn't expect was the rig on the massive tension-leg platform to topple over. Photos of the damaged platform made headlines across the country as a testament to the storm's power. Landry also witnessed that same ferocity on a personal level. His home in Pass Christian, Mississippi, was severely damaged by wind and water. The coastal town of 7,000 was literally decimated.

From left: Mars Planner/Scheduler Cody Chauvin, Facility Engineer Anthony Turley, Controls/Instrumentation Engineer Riley Parker and Information Management Consultant Jill Hansen review flow diagrams for the replacement of the gas dehydration systems on Mars.



At 3 a.m. on the Monday morning after the storm passed, Landry left SRTCC to check on his home. Debris littered the roads, making them impassable. He walked the final five miles to find his home was one of the few still standing — even if it was only a shell of its former self.

Salvaging drawings of his two sons, sketched when each was eight years old, and an old trumpet that had sentimental value, he made the long walk back to his car. Unbelievably, he had more pressing personal matters at hand. He faced a drive to North Carolina to say goodbye to his 20-year-old son Ryan, a U.S. Marine headed for a tour of duty in Iraq. "I was worried about having enough gas to get to the base to spend time with him before he left on Friday."

Thankfully, Landry made it to North Carolina. That Sunday, instead of returning home to focus on his own personal loss, he once again hit the road, driving 21 hours to Houston to begin recovery efforts at Mars. "The best thing for me was to get back to work. I wanted to play a key role in the recovery of Mars from day one. Besides, there wasn't much I could do back home given the circumstances," he says.

Landry's story is typical of countless employees who have persevered despite personal loss to get operations up and running after a one-two punch from hurricanes Katrina and Rita.

Displaced Louisiana employees joined colleagues in Houston to begin recovery efforts only days after Katrina's 175-mph winds pounded Shell's eastern assets.

## Recovery Begins

As the extent of damage became known, an organizational structure came together to plan and implement the recovery. The Recovery Coordination Team, headed by Technical Manager Charlie Williams, supports activities of three teams working to return damaged assets to production. Those teams have been focused on three areas: Mars; West Delta 143, Cognac and Ursa; and Transportation Solutions.

Three weeks after Katrina, Hurricane Rita passed over Shell assets in the western GoM corridor as a Category 5 storm. "Rita's damage is less visible because most of it is to the pipeline infrastructure," says Frank Glaviano, vice president, Production. Those pipelines suffered significant damage when two drilling rigs broke from their moorings and swept across the underwater transportation system. Shell used remotely-operated vehicles to inspect the pipelines for damage.

Representatives from western GoM assets impacted by Rita were added to the teams and the scope was expanded to include Rita recovery.

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**Top photo:** Information Management Consultant Barbara Acuna, and Mars Financial Representative Brett Sweeney discuss the project schedule for Mars repairs. **Center photo:** Vince Roes, superintendent, Mars/Ursa Rig Operations; Joe Leimkuhler, Well Delivery manager-Offshore; Charlie Williams, Recovery Coordination Team manager and Staff Production Engineer Dave Knowles explore rig options during the repair of the rig on Mars, which toppled under hurricane-force winds and waves. **Bottom photo:** Thomas J. Garza, Tech III, Ursa Recovery Team; Matt Bradshaw, Recovery coordinator; Kerry Williamson, Production Restoration Transportation Solutions team lead; and Steve Poindexter, Spec. I, Ursa Recovery Team, are among countless EPW employees working to restore production in the aftermath of hurricanes Katrina and Rita.

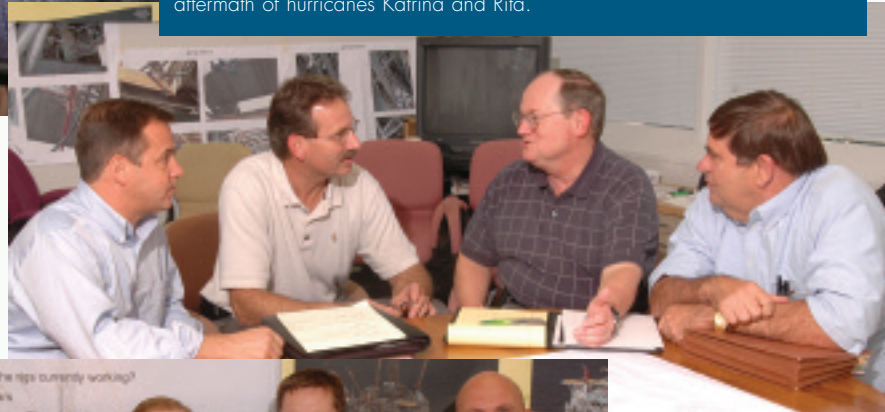
### A Team Effort

This is a significant team effort involving SEPCo operations staff and contractors, EPW Construction, EP Projects, EP Wells and Shell Pipeline Construction and Repair. It involves the entire organization — upstream, midstream and downstream — all putting our resources together to get production on as quickly and safely as possible,” Williams says. As former vice president of Shell Research and Development, Williams was tapped to lead the recovery effort, having spent a majority of his 34-year Shell career in GoM Production operational and technical assignments.



The early weeks were spent assessing damage and making platforms safe for workers to return. On Mars, a small crew of 15 workers made day trips to the platform to secure grating and barricade unsafe areas. By October 4, liv-

ing quarters were habitable for workers to stay overnight. Landry joined Glaviano, Executive Vice President Marvin Odum and other leaders for a first-hand look at the damage on October 4. “Pictures just don’t tell the story. When you see it firsthand, the situation really hits home,” Landry says. But he is optimistic about the task at hand. “We have a can-do attitude and a desire to make these repairs right — with respect for the health and safety of our employees and the environment. This storm hit members of our teams personally, and we are grateful to our Houston colleagues and HR staff for allowing us to take care of our families first while small crews focused on making the platforms safe and habitable,” he says. “The spirit of the people at Shell doesn’t surprise me anymore. I’ve seen it many times throughout my 31-year career. This is just another example of how Shell people deliver.” **EPW**



# In the Eye of the Storm

## The Hurricane Incident Command Team

Long before Hurricane Katrina turned its eye on New Orleans, EPW’s Hurricane Incident Command (HIC) team had its focus on the storm.

On a Tuesday morning, six days before one of the country’s worst natural disasters decimated the Louisiana/Mississippi coast, the HIC team began meeting to discuss what was at the time only a tropical wave off the Atlantic coast of Florida. The 25-member team, which is active throughout hurricane season, began holding daily briefings at 6 a.m. and 6 p.m. via teleconference and consulted with the company’s contracted meteorologist at ImpactWeather several times throughout the day.

The experienced team, which includes many long-time members, spent the next couple of days monitoring the approaching weather and planning for the worst-case impact to Shell’s Gulf of Mexico (GoM) assets. By Thursday prior to Saturday’s landfall in Florida, evacuations of offshore personnel had begun. “Up until Friday afternoon, Hurricane Katrina was forecasted to move across the Florida peninsula into the eastern Gulf and make landfall somewhere in the Panhandle,” relates Phil Smith, HIC team incident commander and manager of Regulatory Affairs. When he received word of the storm’s change in course, forecasted into southeastern Louisiana, the team stepped up the pace of facility and rig shut-downs and evacuations until all production was shut in and 975 personnel were onshore by the end of the day on Saturday.

### Enlisting ‘A Few of the Right Folks’

Team members awoke Sunday morning to hear of Katrina’s Category 5 status and unchanged forecast to impact the New Orleans area. “Some of us had relocated to Shell Robert



After Hurricane Katrina made landfall, a fixed-wing aircraft flew out of Houston over the Gulf of Mexico to assess damage. The Mars TLP (shown) suffered a toppled drilling derrick.

Training and Conference Center (SRTCC), but when it became evident we were going to receive severe weather and likely lose communications, we decided to create an alternate HIC team in Houston,” relates Geoff Sell, HIC team member and operations manager for the Auger TLP. Late into the evening, team members contacted Houston-area employees, relaying critical radio frequencies and

phone numbers for offshore operations and supporting resources. “In creating an alternate team in Houston, we were looking for a few of the right folks who had the skills and experience needed to step in. We found them,” Smith says. Those few folks, led by EP Wells Director Don Jacobsen, would turn into many as the week progressed.

Frank Glaviano, vice president of Production, remembers sitting in the command center late Sunday evening as the storm increased in intensity to 175 mph sustained winds just as it approached the Mars platform. “I turned to Floyd Landry and said, ‘I don’t know if anything can withstand this.’”

Early Monday morning, the HIC team would lose primary power and all land-based communications shortly before turning command over to its alternate team in Houston.

With the area airports out of commission, a fixed-wing aircraft out of Houston flew over the GoM soon after Katrina made landfall. “These flights assess obvious damage to the platforms,” Sell explains. Initial flights found the Nautilus and Jim Thompson drilling rigs adrift, a toppled drilling rig on Mars and a damaged flare tower on West Delta. Additionally, Mars, Ursa, Cognac and West Delta 143 all suffered damage to top-side equipment. “At the time, we were thinking about how soon we could redeploy personnel for further, more detailed

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assessments. After the platform is deemed safe to land on (i.e. heliport intact), several platform systems need to be functioning prior to crews being allowed to remain offshore overnight. Some of these include: electrical power, adequate lifesaving equipment and egress, navigational aids, food and water, and communications," he says.

Still at SRTCC, Charlie Miller, operations manager for Green Canyon assets, and other HIC team members helped convert the training facility into an office complex to support more than 300 employees who would return in the coming weeks. Other HIC team members traveled to Houston to relieve the HIC team members who had been working non-stop since the storm struck.

### Emerging from a Crippled Infrastructure

Although the HIC team's job for a specific storm system is complete typically within a few days after operations staff return to their offshore platforms, Katrina's devastation was unique. "Our infrastructure was blown. We had no communications in the New Orleans area, except portable satellite phones, and our vendors were down or out of business. There was no computer access, and simple tasks like getting groceries offshore was a challenge. It was like nothing I've ever seen," Sell relates.

The team spent the next two weeks coordinating logistics for the offshore platforms, most of which were up and running by Thursday after the storm hit Monday. "Helicopters and boats were re-assimilated, and we needed to be mindful of our Operations employees who would be driving to and from terminals through areas heavily impacted by the storm. We had an employee who drove the coast, mapping out open roadways and locating gas stations that still had gas," Miller says. The HIC team sent these road/gas reports to the heliports, along with hard-copy directions for how to order parts and supplies. "We were back to doing things the way we did them 20 years ago," he says. Additionally, a gasoline supply was set up at SRTCC to support the road transportation during the times of gas shortage in the area.

### Team Members Keep Family Safe

While HIC team members kept their focus on the storm, they also kept their families close. Like many team members, Phil Smith, Charlie Miller and Geoff Sell brought their family members and pets to Shell Robert Training and Conference Center (SRTCC) during the storm. "While SRTCC is not a great deal farther west than our homes in Mandeville, it is on a higher elevation with no trees in close proximity to the building and is equipped with backup diesel power generation," Smith says.

"We had family members from two to 92 — grandchildren, grandparents and pets. It was a family experience no one will ever forget," says Frank Glaviano, vice president, Production.


After the storm, Smith sent his wife and children to Arkansas while he joined the alternate HIC team in Houston. Miller, his wife and dog stayed at SRTCC for 12 days after the storm, waiting for power to be restored in Mandeville. With two children at Louisiana State University and Northwest State University, Sell and his wife made their way to Houston on the Tuesday after the storm, using text-messages to reach his children who had returned to school.

Although all three team members suffered minor damage to their homes, their hearts go out to coworkers, family and friends who were closer to the storm's destructive path. "A few of us lucky ones had trees down on our property and minor house damage. Others had trees and water in their homes," Smith says, adding, "Every member of this team either suffered significant damage themselves, or knows someone whose life was deeply affected by this storm."

With the Boothville, Louisiana, heliport heavily damaged, Logistics Manager John Le Bas, along with his Logistics staff, coordinated an alternate heliport in Fairhope, Alabama, for transporting personnel to platforms in the eastern GoM. Logistics staff also deployed to Petroleum Helicopter's office in Lafayette, Louisiana, to coordinate all helicopter flights from there. To move materials and supplies to the offshore locations, an alternate port facility was established in Cameron, Louisiana. Fortunately, Shell's facility at C-Port II received little damage, and once the roads were reopened and backup power and satellite communications established, terminal operations were re-established. While all offshore communications were rerouted to Houston, the HIC team mem-

bers were charged with coordinating a new fixed satellite system for the eastern GoM after Katrina's winds decimated the company's microwave communication system.

The team set up a call center number, staffed 24/7. "It was one-stop shopping for offshore employees. With spotty communications, minimal staff offshore and a reduced support system, we wanted to make sure there was a live person on the other end of the line at all hours, answering questions on everything from how to do payroll and access preventive maintenance programs, to how to access emergency services," Sell says.

After two weeks, offshore operations were self-sufficient enough that HIC team members could return to their every day jobs. (Not more than a week later, the HIC team would once again kick into gear for Hurricane Rita.) "What Shell has done to help people through these times is unbelievable. It was a world-class response," Sell says. As for the team? "We did what any Shell employee would have done," Smith says. "We did what we could to take care of our people and protect our assets and the environment. And, much thanks goes to all the HIC team members and others who stepped up to volunteer. It was a true team effort that was absolutely needed during a very challenging time for our company." 

### In the Storm's Path

#### Tuesday, August 23

EPW's Hurricane Incident Command (HIC) team begins tracking Hurricane Katrina. The team holds daily phone briefings at 6 a.m. and 6 p.m. and consults with EPW's contracted meteorologist from ImpactWeather several times a day.

#### Wednesday, August 24

The HIC team contacts all nine contracted helicopters, putting pilots on stand-by for evacuations.

#### Thursday, August 25

Although the storm is expected to hit the Florida Panhandle, the HIC team orders the evacuation of 975 personnel from 25 platforms and two floating drilling rigs.

#### Friday, August 26, 3 p.m.

New Orleans enters the crosshairs as Hurricane Katrina shifts significantly to the west. The team accelerates the pace of operational shut-downs and evacuations.

#### Saturday, August 27

Offshore personnel have been evacuated as Hurricane Katrina reaches Category 4 status. HIC team members leave One Shell Square and set up operations at Shell Robert Training and Conference Center (SRTCC).

#### Sunday, August 28

Hurricane Katrina ramps up to a Category 5 storm. Expecting a loss in communications, the HIC team spends the late evening prepping an alternate team in Houston.

#### Monday, August 29

As the storm hits in the morning hours, a fixed-wing aircraft out of Houston chases the back of the storm, surveying EPW assets. As flood waters rise and infrastructure is lost, HIC team members ramp up for an arduous two weeks.



### It Takes a Village...

Thanks to all who stepped up to help offshore personnel and operations after Hurricane Katrina.

#### HIC Team Members

Phil Smith  
John Gallagher  
Greg Guidry  
Paul Goodfellow  
Geoff Sell  
Charlie Miller  
Floyd Landry  
Kelly Bland  
Brad Landreth  
David Lawler  
Joe Leimkuhler  
Jim Adam  
Dale Norman

Burt Simon  
Mike Humphries  
Cory Theriot  
John Le Bas  
Travis Allen  
Joe Pecot (Stratos)  
Tommy Hutto  
John Welch  
Dan Flynn  
Martha Sparks  
Darryl Rousse (SPLC)  
Mike Rome (SPLC)  
Chuck Leblanc (SPLC)  
Fred Palmer

#### HIC Team Volunteers

Richard Zahnbrecker  
Dennie Blanco  
Terry Gaspard  
Jimmy Rogers  
Bryan Simosa  
Alex Hargrave  
Chad Mason  
Marie Shaw  
Vicky Grimes  
Ulous Smith  
Bobby Westmoreland  
Mike Pape  
Lawrence Guillory  
Barbara Acuna  
Mark Wrzyszczyński  
Fred Palmer  
Rick Fox  
Mark Guidroz

#### HIC Houston Interim Team

Don Jacobsen  
Kerry Williamson  
Claude Pichot  
Chris Smith  
Chuck Enze  
Matt Bradshaw  
Ken Leonard



# RUOK?

*Friday, September 9, 2005, 2 p.m.*

*That date and time will forever remain etched in Brandi Khoury's mind and in the minds of those on the Human Resources team. It was at that exact time that the last of 1,537 employees from New Orleans and offshore Gulf of Mexico was accounted for. "It was exciting. There were tears and cheers all around," she recalls.*

**T**he moment had ended an 11-day odyssey to employ every form of communication imaginable to reach employees and identify their urgent needs. EPW and SIEP HR staff, along with other volunteers, pulled emergency contact information to call employees' relatives, checked with friends and colleagues of missing employees, and created a website listing those they hadn't heard from yet and asked anyone with any knowledge of the employees' whereabouts to send an email.

### Calling All Communications

Text messaging also proved effective. Notes like "We're concerned about you, please call HR as soon as you can," were sent to cell phones. "With a handful of people, we had

to get creative," says Khoury, HR manager of Policy, Programs and Projects. "In one instance, we thought this person maybe had an account with the credit union. We checked to see if there had been any activity on the account and found that the credit union rep had actually talked to the person. So we knew she was okay. With a couple of others, we sent the sheriff to check on them. They had weathered the storm but couldn't get out."

Human Resources employees at Woodcreek sprang into action to locate and assist employees impacted by Katrina, setting up a special employee call center. Some of the many HR employees who staffed the center included, **from left**, Doris Knight, Anne Halick, Brett Blair, Sandra Mainenti, Tonyia Terry, Janie Light, Anita Cheatham and Veronica Devonish.

The most successful mechanism by far was a toll-free call center, led by Sandy Parks from Shell People Services. The number was publicized through the media and Shell's website. Soon HR staff and volunteers from throughout Shell were fielding 100 to 200 calls a day beginning a day after the storm.

"Usually in an emergency, you're asked to call your supervisor to report in, but in this situation, the supervisors were hit hard as well. You can't say call your level 3 manager because chances are you don't know that number by heart, especially when you're in the middle of a crisis and not thinking clearly. Since we no longer had that supervisor link, we had to put something in place quickly," Khoury explains.

A crew of phone technicians at Woodcreek set up 14 lines to take the calls from 7 a.m. to 10 p.m. the Tuesday after the storm hit. Four to six HR staff members and volunteers were devoted to answering the calls with back-up from other HR employees who took roll-over calls. "It was our goal to have a live person there for an employee to talk to," Khoury says.

### Providing a Sympathetic Ear

**L**istening turned out to be one of the most important services the call center offered. Operators had a list of 16 questions to ask the caller, such as are you okay, do you have any health or safety concerns, is there something you need immediately, how can we reach you, and do you need a hotel. "But mostly, we spent time just listening to people's stories," Khoury says, her voice quivering as she recalled some of the stories. "We limited the call center staff to five-hour shifts out of concern for their own health."

Khoury says the call center staff was able to match callers with temporary housing thanks to the efforts of the Shell Meeting Planning and Services, Shell Real Estate and Shell Relocation. "They had the contacts with national hotel chains and helped us quickly secure corporate housing and hotels."

Employees also received a temporary living supplement of \$160 per day to help pay for food, lodging and other necessities. To help with larger expenses, HR introduced three tiers of interest-free loans — \$2,500 and \$7,500 payable within five years, and \$40,000, payable in 10 years.

Once employees were accounted for and most placed in temporary housing, the call center became a clearinghouse to help match employees to more "long-term temporary" housing in apartments and homes. Many displaced employees now receive a temporary Katrina housing supplement each month.

### Stepping Up to the Plate

**A**s the call center team began to identify needs other than housing, Khoury says there was always someone in the organization ready to step up and take care of it. "If people were having difficulty finding daycare, we soon had a list of available daycares in the area. If people had questions about how to get tollway tags, or how to locate a lost pet or find out about hospitals in the area, someone stepped up and got that information to them."

Khoury says she is most proud of the way the Shell business units came together as an HR community to meet the needs of the employees in a short period of time. "We didn't go through red tape. No one said, 'It will take three weeks to write this policy.' It didn't matter which Shell business you were assigned to, we worked together as a team," she says.

Dale Wunder, HR vice president, agrees that teamwork was the key to success. "Our folks did a great job of stepping up to the challenge to staff the call center lines, conduct engagement sessions with employees, meet with staff one-on-one at all hours of the day and weekends, and basically give everything they had to help others. Some of our HR staff were among those who lost everything in Katrina, yet they came in to help others through

this difficult time."

Wunder says he has been involved in a number of crises over the years, including the SARS situation. "I was HR director of Shell China when the city of Beijing was basically shut down for several weeks and many people were in panic mode. There are a number of similarities between these events, but one of the positive commonalities is how well Shell people responded to the situation in helping each other and the community at-large."

### Lessons Learned

**W**under says it's important for employees to keep their personal contact details current in the HR system and with their supervisors. "It may seem like a hassle to keep this updated, but is extremely important in an emergency." Overall, Wunder says it is helpful to recognize that you cannot plan for every aspect of every potential emergency. "Maintaining a focus on people is the key to being able to respond quickly to employees' needs, no matter the situation," he concludes. **EPW**

*"We didn't go through red tape. No one said, 'It will take three weeks to write this policy.' It didn't matter which Shell business you were assigned to, we worked together as a team."*

# Welcome to Camp Robert

Shell Robert Training and Conference Center (SRTCC) is used to hosting overnight guests. It has accommodations for 52 students to stay when attending training classes and conferences. The center also serves as a STORM (Shell TLP Onshore Remote Monitoring) center in a hurricane and as a back-up incident command center when One Shell Square is not available. But after Katrina, SRTCC morphed into Camp Robert, a name reminiscent of the best traditions of early U.S. oilfield life when companies established campsites in remote areas to support operations.

## Storm Refugees and Troopers

SRTCC had only minor damage from some fallen trees and a communications tower. The emergency generator was running, the facility had water wells ready to activate, just in case, and plenty of food had been ordered the week before in the normal course of training class and conference preparation. The center became a temporary haven for dazed Shell employees, their families and pets, including Facility Manager Tom Broom. As one family got their bearings and left, another would arrive.

A few days after Katrina, Louisiana state troopers stormed the facility. Actually, they were invited. "What better way to secure the premises while helping the State with relief efforts," Broom says. The center became the perfect outpost for the troopers who originally thought they would only be needed for traffic control when setting up contraflow lanes. But their job quickly became focused more on rescue and peace-keeping operations. Reinforcement troopers from Kentucky, Georgia and New Mexico, and soldiers from the Louisiana National Guard soon joined the mix of guests at the center.

## From Relief Center to Office Camp

As it became apparent that employees from One Shell Square would need to relocate

to temporary office space, the Business Continuity Team saw SRTCC's potential. "We have 20 acres here, and the existing facility



The U.S. flag from One Shell Square now flies proudly over Camp Robert awaiting its return home along with the 300-plus employees. Each camper has been given a T-shirt. On the front are the words: CAMP ROBERT, established August 29, 2005. On the back, underneath a Pecten, are words borrowed from the U.S. Marines — words that are especially meaningful to the current mission — *Improvise... Adapt... Overcome.*

Broom still shakes his head in disbelief over what has transpired since Katrina hit. "SRTCC has a hurricane plan, and when a storm gets to a certain size and location, we take pre-determined actions. But the expectation is that the hurricane will pass through and One Shell Square will be inhabitable. That wasn't the case this time. This was all new and not part of our plan," he says. "We went from being an incident command center to an evacuation center and are now playing the very gratifying role of becoming the office location for 300-plus fellow Shell employees."



covers only a third of that," says Broom, who could see the rationale, but was hesitant at first to put the center's training mission on hold. "But then I realized that our team had a higher

mission than training. We needed to help get the company back in business." A design team to achieve this mission co-sponsored by Broom and Ernst den Hartig was chartered and staffed by Jane Price, Donal Rajasingam, Rob Reilly and Carl Yeager.

Forty-one modular office units were soon trucked in from other parts of Louisiana, as well as Texas and Colorado. The training center's classrooms and conference rooms were also transformed into office space. Desks, chairs, computer monitors and phones were all in place when the first phase of 120 Regional Production Division (RPD) employees arrived September 14. Phase Two began October 5 with the addition of 160 more campers. Another 35 are expected in Phase Three as employees are moved from other temporary offices in Baton Rouge.

Many of the new campers are still in temporary housing at hotels in Covington and Hammond. Human Resources staff at Camp Robert are helping secure longer-term housing in condominiums and apartments in the area.

## Happy Campers?

Broom reports that the mood at Camp Robert has been amazingly positive. "Since Katrina, I've learned that an awful disaster, with its myriad tragedies for individuals and families, also brings out the best in most people. And that has surely been the case for the Shell family. There are many stories of ordinary people displaying extraordinary courage in helping themselves, their neighbors and Shell. This unselfish, even selfless attitude is inspiring. Out of this terrible disaster, comes our opportunity to build a better company than we were before Katrina," he says.

# Business Continuity Team Passes Test

*Remember that feeling when you studied really hard for a test, only to find the questions on the actual exam weren't what you expected? That feeling was pervasive throughout EPW in the aftermath of Hurricane Katrina.*



One Shell Square employees knew to call into their office voicemail for instructions after the storm, but the phone lines were down. Shell Robert Training and Conference Center (SRTCC) was set up as a back-up Hurricane Incident Command center, and even had satellite phones — but the service was spotty unless you stood outside (not exactly the safest place to be in the middle of a hurricane). Those who were lucky enough to have their Shell laptops with them knew they could get the latest news through e-mail, but the OSS servers were out of commission. Offshore employees knew where to rally for redeployment after the storm, but impassable roads kept them from getting there.

"These are just a few of the wrenches Katrina threw into our well-crafted, often-tested crisis management plans," says Rob Ryan, vice president, Corporate Support. "And this wasn't just a case of an unavailable office building. We also had a big part of our workforce displaced from their homes — many of whom were facing traumatic personal situations."

Just hours after the storm made landfall, it became obvious it was time to assemble the Business Continuity

Members of the Business Continuity Management Team during one of their many meetings to help keep the business going in the weeks following the storm are, **from left**, Jeff Edwards, Robert Miller, Susan Tholstrup, Andrew Seck, Victor Caballero, Lisa Garcia (sitting in for Jim Rambousek), Roger Johnson, Kavita Brown and Matthias Hartung. Not pictured are Rob Ryan, Brandi Khoury, Christina Sistrunk, Mark Shuster, Jim Rambousek, Kathleen Phillips, Cathy McRae, Dean Malouta, Melanie Kainer, Len Falsone, Jeri Ballard and Michael Schaaf.

Management Team (BCMT). But once again, it was quickly discovered the existing plan wouldn't fit the bill for Katrina. As a result, Ryan was charged with forming a BCMT from scratch to address how to get the organization back up-and-running. A team quickly came together with representation from Shell Real Estate and each EPW directorate and SIEP department that included employees impacted by the storm.

The BCMT members had quite a challenge ahead of them. Approximately 1,200 staff displaced from One Shell Square would need a place to work once their personal situations were sufficiently stabilized. Within 48 hours after the storm, temporary office space was secured in Baton Rouge and plans were under-

*continues on page 29*

# Beyond the Call: Hero Stories

## Al's Ark

**K**atrina stirred up more than trees, buildings and water. Emotions reached Category 5 as well. For one Shell employee turned rescuer, it was an 85 hp outboard and electric trolling motor that powered his 16-foot aluminum, flat-bottomed boat. But it was emotion that turned his vessel into Al's Ark.

As a scientist, Al DuVernay couldn't help but be fascinated by the force of Mother Nature. As a native son of New Orleans, his heart ached as he witnessed the devastation Hurricane Katrina wrought on his town. As an American, he felt the need to answer a citizen's call to duty to help others escape the floodwaters that lapped at the treetops in his Lakeview neighborhood in the storm's aftermath.

DuVernay's first passengers were his 85-year-old father and their two dogs. They made their way along the newly created waterway to the 17th Street canal and on to higher ground at Veteran's Highway.

"I was seeing my neighborhood from a different perspective," he recalls. "Submerged in 10 feet of water, I was eye level with the trees. I saw a great deal of broken trees and downed power lines. And I'll never forget the look on people's faces...they were just stunned, some who only had a foot of air space between water and the ceiling of their home."

As DuVernay began making trips back into his neighborhood to bring more people to safety, he was soon joined by a force of citizenry. "I was impressed with the support," he says. "There were civilians with boats and sight-seers who mobilized into an emergency response force. One couple set up a camp to serve water and sandwiches. Policemen and firemen came. The force was growing."

Al's Ark made about 20 trips that day carrying up to eight passengers at a time, including the four-legged ones. The manifest



### DuVernay's Take on the Word "Hero"

I've gotten a lot of that lately and I cringe at the term. I've learned three things about how that word is used (or misused). One is a feeble attempt at a New Orleans po-boy sandwich. Another is some ordinary person reacting on instinct when serendipitously caught in an emergency situation. And finally, my view of true heroes — career folks who make their living dealing with emergency situations. These people knowingly and professionally put themselves in harm's way. I met many of them while working the flood waters and admire them all.

Chris Graythen, a photographer with the New Orleans Times-Picayune, asked DuVernay if he could ride with him to document the rescues. He agreed on one condition. "I told him he had to help. He couldn't just be snapping pictures." DuVernay reports that Graythen did a great job helping people into and out of the boat. He also did a good job documenting the effort as evidenced by the photo above.

included lots of families with their pet dogs and cats, one woman and her eight dogs, a 91-year-old grandfather, and one multigenerational family with a six-week-old baby and grandparents visiting from Italy.

Running on adrenaline all day, tears welled up when DuVernay saw the baby. "I was so keyed up I just started crying tears of joy when I saw the baby and the thankful looks on faces of the family."

DuVernay also assisted a team of federal emergency workers in rescuing about 40 elderly and infirmed people holed up in a bank and too scared to leave.

Throughout all of the rescues, DuVernay says everyone was amazingly calm. There was no sense of panic or anxiety as they traversed the foul water.

In one word, the scene was surreal. "Having grown up there and being a boat person, it's not that out of ordinary to use your boat in a flooding situation, but this magnitude is out of the ordinary."

Eventually DuVernay wants to go back to New Orleans and rebuild his home. He is sad to think of the things he lost. "As a paleontologist, I am a collector," he notes. He had to leave behind his collection of cameras, skulls and bones and a freezer full of speckled trout.

"But I have my boat!" Spoken like a true Louisiana sportsman.

## "We'll be bigger and stronger"

**A**s Guizell Rosales sat in a San Antonio

hotel on August 29, she watched in horror as news reports began sharing the story of the 17th Street levee break in New Orleans. A resident of the Lakeview subdivision, only one mile from the break, Rosales, sales and service representative for Shell New Orleans Federal Credit Union (SNOFCU), knew that the house she loved would flood (at the time, not knowing the water would rise to almost nine feet). As she

saw the images of water creeping up to the roof tops, Rosales called the Credit Union's CEO Courtland Crouchet with one request. "I told him I needed to get back to work," she recalls.

Rosales explains that for her work is therapy. "I needed to

*"It was hard to see our members trickle in from New Orleans. We know where they live. We know about their families, and we know the hardship each is enduring. There was a lot of hugging and crying."*

get my mind off my own problems and start helping other people." Crouchet welcomed Rosales and 18 other employees back to Houston where they set up shop in the People's Trust Credit Union offices at Shell Woodcreek and Shell Two Plaza. He also arranged furnished housing for them. By Thursday of that same week, SNOFCU was up and running, offering services to their more than 9,500 members.

Having worked for SNOFCU for 17 years, Rosales had been writing procedures and training new hires in the back office. She welcomed the opportunity to move up front again as a member services representative. "I'm a one-woman credit union here," she proudly says.

Rosales explains that the first few days were an emotional rollercoaster. "It was hard to see our members trickle in from New Orleans. We know where they live. We know about their families, and we know the hardship each is enduring. There was a lot of hugging and crying."

Rosales was also touched by the reception she and others received from employees at Woodcreek. "I remember that during the first few days I wouldn't even take a lunch. One day, a few Woodcreek employees came over with a 'Closed' sign and made me go out to lunch."

Employees at Woodcreek also took up a collection. "Every one of us not only received a \$150 Wal-Mart gift certificate, but employees also offered all kinds of items needed for our apartments — everything from pots and pans, to toothbrushes, sheets and pillows. They have been so compassionate, so incredible."

While Rosales is uncertain how she will go about rebuilding the home she shared with her parents and 22-year-old daughter, she is sure they will endure. "For now, work is getting me through. I love our membership. They're so loyal. And I know that we will endure. And we'll be bigger and stronger for it."

*continues on page 14*



Rosales, standing, says the credit union is doing its part for its member base by offering 0 percent emergency loans. "Some are buying cars, knowing that their other cars were flooded. Others are buying furniture for their temporary housing, knowing that they will need it when they return."



## “Help! Need Lodging for Couple with Baby and Eight Pets”

Tobi and Stefan Kosanke decided to trade in their two-seater truck for a more practical family vehicle when their daughter, Jemma, was born six months ago. Like most new car shoppers, the Kosankes took into account factors like seating capacity and fuel economy. At the same time, the family knew that as residents on the west bank of the Mississippi River, they would likely one day need to evacuate from an approaching storm. So they looked for a vehicle that would be large enough to transport them, the baby, the family’s eight pets and necessary gear. Little did they know their newly-acquired full-size, seven-passenger van would be put to the test so quickly.

“We call it the Kosanke Ark,” says Tobi, Exploration geologist. Not exactly the fuel-efficient vehicle Stefan had hoped to get, he’s now thinking it was a wise purchase. “We left for Houston at midnight the Thursday before the storm hit with the baby, two dogs, four cats and two birds. I’m glad we had the van,” says Stefan, also an Exploration geologist.

The Kosankes weighed anchor in Houston on Friday at a pet-friendly hotel they had found on the Internet and moved into what

would become the first of three temporary homes over the next month. As it became apparent they would not be able to return to New Orleans any time soon, the Kosankes sounded an SOS.

“I think I’m one of the few who actually evacuated with my work computer,” Tobi recalls. “I logged on and got an email saying we needed to call in.” Tobi reached Eric Mason, Exploration strategy manager, and told him their most immediate need was to find a place to stay with room for the Kosanke menagerie.

Soon, the Kosankes had two offers from Shell colleagues. Lysie Lander, senior geophysical technician, was helping Mason and her department compile a list of Exploration employees’ needs. She saw the Kosankes’ request and offered her two-bedroom home in Houston’s Bellaire area. Meanwhile, Tom Taylor, a research geologist at the Bellaire Research Center, offered to take his vacant West Houston home off the market for a while to let the Kosankes stay there.

The Kosankes decided to accept Lander’s offer since her home was furnished. “I asked Lysie, ‘You do understand that we have eight pets and a baby?’ Her answer was, ‘That’s okay, I’m not going to be there.’”

Lander and her two dogs moved in with Lander’s sister so the Kosankes could have free reign of the house. “Having pets myself, I knew it would be difficult for them to find a place to stay so I offered my home,” Lander says.

While staying at Lander’s home, the menagerie grew. Stefan made his way back to New Orleans to retrieve the family’s exotic fantail goldfish from their backyard pond. He returned with seven of the younger fish that survived the mucky water of the storm.

Meanwhile, Taylor put the word out via email to colleagues that he needed some furniture donated to make his vacant house livable. “We got a great response to the request for donated furniture,” Taylor says. Among Tobi’s favorites — the leopard print chair and a rocking chair.

The Kosankes moved into Taylor’s home after staying two weeks at Lander’s place. “Everyone has been great and so accommodating,” Tobi says.

On weekends, Stefan has returned to his wind- and rain-damaged home to salvage items such as family heirloom furniture and the parrots’ two six-foot tall cages. Soon, the Kosankes will be moving into a home they purchased in Houston near the Woodcreek office. It’s a home they saw this summer as they

were making plans to relocate to Houston. The fish, already in residence in the new home’s backyard pond, are becoming less stressed.

That’s a feeling the entire Kosanke clan is aspiring to achieve.

Tobi and Stefan Kosanke, seated left and right, were grateful to Tom Taylor and Lysie Lander (shown trying to corral some of the pets) for the use of their Houston homes after evacuating New Orleans. Also pictured are six-month-old Jemma, dogs Jesse and Bear, cats Pussums, Kimba, Rocky and Hershey, and parrots Romeo and Gisele.



## One Family Gathers for a Different Kind of Reunion



Tommy and Charlotte Noto welcomed 11 New Orleans family members and friends to their home after the storm, including Charlotte’s father, left.

Big, fun family gatherings are nothing new to New Orleans’ natives Tommy Noto, Onshore landman, and his wife, Charlotte. She’s one of eight children, and Noto and his sister have fond memories of extended family get-togethers back home. But the gathering at Noto’s Katy home in September was different.

The Notos’ guests started arriving Monday after the storm. They

welcomed 11 evacuees — nine family members along with Noto’s lifelong buddy and his wife.

Noto says it was great to see everyone, but not under these circumstances. “At first, it was sad,” he recalls. “That first week was surreal. Everyone was shell-shocked, glued to the television. There seemed to be no good news.”

As reality set in and the guests began assessing damage to their Louisiana homes, they felt the need to vent. “We tried to find some type of normalcy,” Noto says. “We tried to get everyone away from the news, to sit outside and talk. We offered our ears and everyone began telling their evacuation stories.”

Word spread about the Noto houseguests. “All our friends and co-workers know we’re from New Orleans, so they started bringing meals. For two weeks, our church friends, work friends and neighbors brought food to the house every day.”

They also began collecting clothes, furniture and gift cards as the displaced families’ needs became apparent. “We had everything from furniture and purses to telephones and dishes. We received things from people I hadn’t seen in years. Everybody wanted to do something to help.” So many donations poured in that there was soon a surplus, which the Noto family gave to their church and Katy Christian Ministries to help people at shelters.

“I want to thank all of my co-workers who were so generous and caring,” Noto says. “It was great to be able to focus on helping my family and others in need with all the extra donations.”

## Volunteer “Excels” at Hurricane Relief Supply Center

Paula Dalton thought she was signing up for six hours of volunteer duty one Saturday to help Katrina evacuees at Houston’s Reliant Center. It turned out to be a 14-hour day plus a few more extended-hour days during the next two weeks. But she has no regrets. “I’d do it all again,” she says enthusiastically.

A single mom of two teens, Dalton handles oil and gas accounting for the Wyoming asset and admits it was a tough couple of weeks. “But I felt positive about the whole thing. All the volunteers tried hard to help people get the best of the things they needed.”

Dalton was assigned to the “heart” of the operation at the supply command center. Her duty was to keep tabs on what was donated, how much was used, what was on loan and what needed FEMA reimbursement. “When I arrived, they asked me if I knew how to use Microsoft Excel. I laughed and said, ‘Honey, I can make it sing!’”

And she did. She refined the center’s inventory database so that it would deliver any specific report one would need. Dalton and her fellow volunteers recorded the comings and goings of all types of supplies from pencils to golf carts.



Dalton, second from right, made some good friends during her long hours at the Reliant Center supply post.

Dalton says the gratitude of the people she helped and the camaraderie of the volunteers made the long hours go by quickly. A volunteer masseur also helped. “That was the highlight. Getting a 20-minute massage. It was wonderful!”

Dalton has volunteered many times during her 25-year career with Shell. “Every time I volunteer, I meet great people. I’d take on this assignment again, especially if I got to work with the people I met,” she says.

# A Helping Hand

## Shell Provides Help in Time of Crisis

Immediately after Hurricane Katrina battered the Gulf Coast, Shell stepped forward with a \$2 million donation to the American Red Cross Disaster Relief fund, with an employee match of up to another \$1 million. In addition, the company gave another \$1 million to the United Way of the Texas Gulf Coast Katrina Relief Fund to assist recovery efforts to help hurricane victims who came to Houston. But, the company's corporate giving took other forms as well — from providing gasoline to local governments for emergency response, to cots for weary medical professionals to take a break from their grueling schedules, to food delivery for stranded zoo animals.

### A Non-typical Delivery

- 2,500 pounds of livestock feed
- 1,000 pounds of dry cat food
- 500 pounds of cat litter
- 30 cases bottled water
- 500 pounds of human food
- 20 bales of hay and alfalfa
- 2 chainsaws
- 100 pounds support supplies

### Food and Supplies for Zoo Animals

As head of SEPCo's Aviation Services, Travis Allen is typically responsible for overseeing Shell's

contract aviation services in the Gulf of Mexico. But Hurricane Katrina proved anything but typical and Allen soon found himself coordinating the delivery of food to animals owned by the New Orleans Audubon Zoo and transporting a pregnant domestic house cat to St. Louis for birthing. Come again?

His unusual task began the day after Katrina struck, when SEPCo Logistics was asked to provide aviation support to deliver 6,000 pounds of feed, food, water and supplies to support the Audubon Center for Research of Endangered Species (ACRES). ACRES is a research and veterinary complex located in a wooded area in Lower Algiers in Orleans Parish. Although the site came through the hurricane relatively well, the small

group of staff that stayed behind had only enough animal food on hand for another three to five days.

In addition, ACRES was home to a domestic house cat involved in the Audubon endangered species animal cloning program. Pregnant with Sand Cat embryos, the animal needed transportation to a facility in St. Louis for birthing.

Allen, who had set up temporary office locations at Petroleum Helicopters in Houma, Louisiana, following the storm, coordinated heavy helicopter support for the supply transfer and light helicopter support for transferring a zoo handler and the pregnant surrogate mother house cat to Houma, where they took a private airplane to their final destination.

Working in conjunction with the Houston Zoo, on Tuesday, September 6, volunteers arrived in Houma to load 4,000 pounds of

Volunteers help load supplies for transport to the Audubon Zoo's research and veterinary complex in Orleans Parish to feed animals like Johnny, **above**, a male lion.

bagged feed, bottled water and human food. Two more trips were required to deliver an additional 2,000 pounds of supplies. Allen was first to the scene to help evaluate a landing zone and then stayed behind to supervise the supply delivery.

"Coordinating this supply mission was a real pleasure," Allen says. "We had great support from everyone, including the folks at the Houston Zoo, Petroleum Helicopters and especially the volunteers who spent the day in the hot sun loading supplies on the helicopters in Houma. Seeing people pull

together for such a worthy cause was a bright spot during all the troubles that followed Katrina, and helping the wonderful folks at ACRES made everyone involved feel great. It was a wonderful day."

Shell has actively supported the Audubon Nature Institute since 1984, contributing to capital campaigns and the construction of a paleontology lab, supporting the Wildlife Theatre and co-sponsoring the ZooMobile, as well as supporting various educational programs that promote environmental awareness to the public on protection of Louisiana's wetlands and coastal restoration. For several years, hundreds of Shell employees and their families volunteered thousands of man-hours during Audubon's Earth Day celebration.

*"Over the past 30 years, we have introduced tens of millions of visitors and school children to the living sciences because of Shell's support of our education programs, exhibits and endangered species research initiatives," says Ron Forman, president and CEO, Audubon Nature Institute. "We are tremendously grateful for Shell's involvement in our efforts to stabilize our research and species survival centers in the wake of Hurricane Katrina. Partners like Shell — will emerge stronger than ever before."*



### Rest for Weary Medical Workers

On Wednesday, two days after Katrina's strike caused major flooding in New Orleans, a nurse from St. Tammany Hospital came to Shell Robert Training and Conference Center (SRTCC) to visit her brother, Steve Hattaway, an HSE techni-

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cian. "It became clear from her reports that the hospital was fairly stretched in terms of the number of patients they were treating, as well as losing the use of a building for daycare and staff needs because of power outages," recalls Paul Goodfellow, Wells manager and member of the Hurricane Incident Command team.

HR Representative Cindy Meyer contacted the hospital's CEO Patti Elish to see if Shell could help. The answer was a definite yes. "We needed generators to power our two buildings and cots for our staff to sleep on," Ellis said.

Shell delivered two generators to power the daycare center and staff dormitory and worked through the company's supply chain to secure 50 cots. "The hospital was so thankful. We were the first company that asked if they needed any help. It was obvious they were doing an outstanding job in tough circumstances. This allowed the hospital to give their staff some comfort as they tried to comfort patients," says Goodfellow.

In addition, Shell offered to provide helicopter medical evacuation services for critical care patients at both St. Tammany and Lakeside Hospital in Mandeville. Both are located about 20 miles from SRTCC.

## Powering Rescue Operations

With gasoline in short supply, Shell worked with local authorities to provide critical fuel supplies to assist with rescue operations.

Frank Glaviano, vice president, Production, contacted a senior official with the New Orleans mayor's office to offer fuel assistance. "The biggest challenge was communications," says Fred Palmer, manager, External Affairs. "It took several days to reach the right people, find a location with storage tanks and line up a delivery."

A city-owned site in Algiers, located on the West Bank of New Orleans, with underground storage tanks was identified, and a police escort and onsite security were arranged to take the delivery of 9,000 gallons of unleaded fuel. "We had great

cooperation from our Downstream colleagues in Shell Oil Products. Once we knew we had a location with storage capabilities, we were able to load trucks and send them out," Palmer says.

Shell also came to the rescue with 2,000 gallons of diesel fuel to the town of Abbeville after Hurricane Rita flooded 80 percent of the Vermilion Parish. As Houston escaped the storm's fury, Shell staff at Woodcreek began looking for an emergency response center that could benefit from the 2,000 gallons of fuel on standby to run generators that were no longer needed.

Tom Broom, facility manager at Shell Robert Training and Conference Center, who was working with incident command, knew that the storm surge caused massive flooding in Vermilion Parish and that Shell colleague Greg Guidry, asset manager for GoM East, was from the area. "Tom asked me if I had any contacts in the area that could use the help," Guidry remembers.

It just so happens that Guidry's brother-in-law is the National Guard commander for the Abbeville armory that had been activated for search and rescue. "I talked with him and he referred me to the Vermilion Parish Office of Emergency Preparedness Command Center which was being run by a guy I went to high school with," Guidry says. Within hours, necessary arrangements had been made to get the fuel from Houston to Abbeville, where rescuers came to the aid of 1,000 residents stranded by the storm. **EPW**

### Shell's Response

- \$2 million donation to the American Red Cross Disaster Relief Fund, with up to another \$1 million employee match
- \$1 million to the United Way of the Texas Gulf Coast Katrina Relief Fund
- Computers and IT expertise for Houston-area shelters
- Collections of food and clothing for the Houston Food Bank and the Red Cross
- 200 cots for shelters
- \$100,000 in gas cards to support survivors' return home

### EPW's Contributions

- 9,000 gallons of unleaded fuel to the City of New Orleans
- 2,000 gallons of unleaded fuel to the City of Abbeville
- 50 cots and two generators to St. Tammany Hospital
- 6,000 pounds food and supplies for the Audubon Zoo's Animal Conservation and Research Program

### Employee Outreach

- A Volunteer Call Center was initiated to match staff, retiree and family volunteers with various opportunities for both Katrina and Rita disaster-relief efforts resulting in more than 5,000 employees, retirees and family members contributing over 20,000 volunteer hours to support the relief efforts. In addition to the tremendous volunteer effort put forth, more than 1,000 Shell and Motiva employees and their families have offered shelter to those rendered homeless.

# Survivor Stories

Hurricane Katrina impacted more than 4,400 Shell employees, 1,100 of which were EP employees who lived or worked in Louisiana or in the Gulf of Mexico. Many of their homes were damaged or destroyed. Some lost everything as floodwaters ravaged New Orleans neighborhoods. As they gathered at Shell's Outpost center in Houston the week following the storm, they reflected on their escape from the hurricane's wrath and looked toward rebuilding their lives. Here are a few of their stories.

## *'They were my lifelines.'*

A lifelong New Orleans resident and 34-year Shell employee, Debbie Wilson had seen her share of storms on the Gulf Coast. The senior financial analyst in the Wells organization lived through Hurricane Betsy as a teenager in 1965, but never anticipated anything as devastating as Katrina. Her two-story home of 24 years in east New Orleans was totaled after seven feet of water sat in the house for days.

Wilson and her husband, Joe, a Methodist minister, fled New Orleans after only a handful of parishioners showed up for church the Sunday morning before the storm struck. "We took

one ice chest, one suitcase and my husband's laptop," she says. "I left my briefcase on the bed; I said, 'We're coming back.'"

They drove 14-hours to Mobile, Alabama, before finding a hotel room for the night. After the storm passed, they drove as far as their gas tank would take them, finding refuge in a hotel in Jackson, Mississippi, where she called Houston coworker James Blaine to let him know she was all right. His ongoing support, and that of other coworkers in Houston, has made her loss more bearable.

"When he answered the phone, all I could do was cry. He assured me that it was going to be okay. Later, his supervisor Lance Cook, who I had never met before, called and asked me to check-in with him every day.

James and Lance were my lifelines to civilization and the world. Without those two, I don't think I would have made it," Wilson says.

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New Orleans storm survivor Debbie Wilson, center, relied on the support of her Houston coworkers James Blaine, left, and Lance Cook, during the weeks following the storm.



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## 'We have to set our personal circumstances aside.'

Even amid worries about his own home in Harvey, Louisiana, New Orleans HR Advisor Reggie Sexton was in Houston assisting



Reggie Sexton, center, offers assistance and support to fellow New Orleans employees at Woodcreek's Outpost.

other storm victims a week after Katrina. He and fellow HR staff members from New Orleans and Houston worked daily at Woodcreek's Outpost — a center normally dedicated to meeting the needs of expatriate families that was transformed into a help center for displaced New Orleans employees in the weeks following the storm.

As Sexton watched the news on Saturday before Katrina's landfall on Monday, the life-long New Orleans resident realized the seriousness of the storm and made plans to evacuate his family, including his 88-year-old mother and his wife's 97-year-old aunt. They sheltered in Florien, a suburb of Alexandria, Louisiana. Sexton came to Woodcreek on Tuesday, September 6, to help staff an emergency call line and provide HR assistance to displaced coworkers.

He was joined by New Orleans HR staff Jared Sears, James Myers, Mary Watson, Erica Bryant and other Outpost volunteers in helping employees deal with personal and professional needs, from getting online computer access to finding living arrangements.

"Our role here is to answer questions with knowledge and truthfulness. I believe that Shell has done a tremen-

dous job by providing unprecedented assistance to help meet employees' needs and get the business back up and running. Being displaced myself, I try to demonstrate compassion and empathy toward my fellow employees. We have to set our personal circumstances aside for now in order to help our colleagues," he says. "I'm not sure I could have done it without the outpouring of support from our leadership and Houston-based HR colleagues."

## 'The message 'safety first' really hit home.'

For Marie Thomas, Shell's message of "safety first" hit home as she heard New Orleans city officials order a mandatory evacuation. Inspired by the four hurricanes that pounded Florida last summer, she had already organized her personal papers in portable plastic file boxes earlier this year. It took her only two hours to pack her belongings and three cats before heading to Welsh, Louisiana.

"I sat in disbelief watching the national news show pictures of New Orleans. I couldn't even fathom it," says Thomas, strategic cost leadership analyst. Luckily,

Thomas' home in Metairie had minimal roof damage and no flooding.

Jammed phone lines prevented Thomas from reaching her direct supervisor, who was also a New Orleans employee. So, Thomas called another manager in her group, Andrew Seck at Woodcreek, to let him know she was alright. "His first question was, 'Are you and your family safe?' That was extremely meaningful to me," Thomas said. "He also told me not to worry about my job because Shell would continue to pay my salary until I could report to work." Knowing this helped her focus on resuming normalcy in other areas of her life. "He asked if I knew the status of any other employees — that Shell wanted to know the status of everyone," she adds.

Shell's concern and support were a comfort in the midst of tragedy for New Orleans employee Marie Thomas



## 'People have been so incredibly good.'

Fourth generation New Orleans resident Babs Budde attended a going-away party in the New Orleans Warehouse district on the Saturday evening before Katrina's landfall. An early morning wakeup call on Sunday from a friend alerted her to the storm's increasing intensity and a message to "get out as fast as you can."

After convincing her mother to join her, they made their way to a relative's home in Lafayette, leaving behind her brother who would later have to be rescued from his rooftop by helicopter. On Labor Day weekend, she decided to drive to Houston when her car broke down just outside of Winnie, Texas.

"A couple from Texas stopped and spent 40 minutes on their cell phone trying to find a tow truck. I had all my belongings in my car and I didn't want to leave it on the side of the highway," says Budde, an engineering technician on the Auger Development Team. The tow truck search unsuccessful, the Texans drove Budde to a hotel in Houston, where her friend was staying. "They asked me to go home with them, and gave me their phone number so I could call them to let them know how I was doing.

"People have been so incredibly good — from offering discounts at shopping centers to friends who provided furniture for my apartment to complete strangers offering financial help. Even with my car breaking down, I wasn't upset. I had wonderful people who came and lifted me through it."

## 'We are extremely fortunate to be associated with a company like this.'

Geologist Brad Robison remembers being in his office on Friday afternoon when he got word the predicted path of the hurricane had changed. Like many employees, he went home and began plans to evacuate.

"On Saturday, we packed a few things, figuring we'd be gone a few days." Early Sunday morning, Robison, his wife Kathy and two sons, ages 14 and 20, drove to a Houston hotel — normally a six-hour drive that took 14 hours. His 20-year-old son, who was to start college at Tulane University this fall, later returned to a relative's home in Slidell to help in the

Geologist Brad Robison was well aware what could happen if a powerful storm hit the City of New Orleans.



Babs Budde will never forget the outpouring of support she received — from friends and coworkers to complete strangers — following Katrina.

recovery effort.

"Three years ago, we lived in an area of New Orleans where Katrina left nine feet of flood water. Because I'm a geologist, I studied the typographic maps of New Orleans and we relocated to where we live now — it's three feet above sea level — so fortunately we didn't flood. Our old house is wiped out. At the time, my wife, a New Orleans

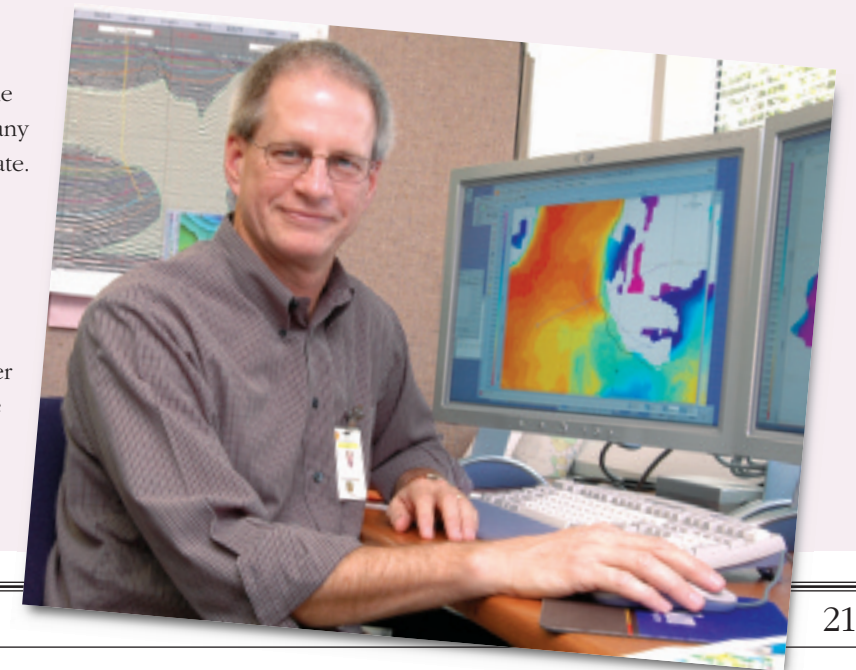
native, thought I was a bit paranoid."

Robison says the assistance and support offered at Outpost has been helpful during a very stressful, disruptive time. A place to make a phone call, send an email and visit with other evacuees has been a comfort in a very trying time. "It's helpful to have someone to talk to face-to-face, like Reggie Sexton and other HR representatives. Shell's response has been overwhelming. We are extremely fortunate to be associated with a company like this."

## 'Wonderful and miserable at the same time.'

Donald and Sharon Lyell packed up their four-year-old son, Donald's mother and their 70-pound dog in the car and left their home in Kenner, Louisiana, in the wee hours of Sunday to meet up with his in-laws in central Mississippi where a shelter at a local church sounded like a safe place to ride out the storm.

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## New VP, Technical Looks to Capture Opportunities for Growth

*Russ Ford, EPW's new VP, Technical, literally hit the ground running upon arriving in his new assignment in Houston in late August. He had been on the job less than a week when Hurricane Katrina hit. The 24-year Shell employee says it was an instant indoctrination into an organization with a can-do attitude and helped him quickly ramp up in his new role of leading EPW's development efforts.*

**Can you discuss the role of your organization and how it impacts the overall performance of the company?**

In one word, the mission is "develop." It's our mission to develop oil and gas fields, and also to develop technology to access and produce that oil and gas. And finally, our charge is to develop and challenge our staff to carry out this mission.

It's a team effort involving our colleagues in Production and Exploration, EP Projects and the rest of SIEP. We carry this out all the way from Brazil and Venezuela to the Gulf of Mexico and the onshore U.S., through Alaska and in working with Shell Canada.

**What are some of the current technologies that are making a significant impact on the organization?**

Technology has made EPW what it is today. There are a lot of visible technical successes that have translated to real monetary benefit. These are both offshore and onshore and cut across the whole hydrocarbon development cycle. There have been step function changes in seismic processing and pore pressure prediction, in frac'ing and the use of expandables. Many of these have helped drive impressive improvements in drilling performance. The application of IT has been of great help by increasing staff efficiency all the way from better data management techniques to the development of the impressive Real Time Operations Center in New Orleans. We need to build on these successes in areas important to EPW's future, such as artificial lift and high-pressure surface blowout preventers for offshore, coil tubing underbalanced drilling, developing Arctic technologies and applying SMART field technology.



**What challenges face your organization?**

We're operating in much more challenging environments. We're going after more difficult reserves in less forgiving environments. Waters are deeper, temperatures are higher, our artificial lift needs are greater and imaging is more difficult. As a result, the costs to develop are higher. The Group looks to EPW as a key contributor to its overall portfolio and we must be able to manage these challenges and continuously improve our margins of return.

**What are your top priorities as you enter this new role?**

There are three major priorities for my organization. Project management is number one. It's hard to overstate the importance of EPW to the Group. Right now, we're in the planning stage to set up major projects that will dominate our portfolio in the next 10 years. We've seldom had so many opportunities. We'll be measured by on-time, on-budget performance. It's imperative that we clearly characterize project risks and make the right technical choices. Mistakes at this stage are tough to correct and we may not even know about them for years.

We also have to continue to win new business and new leases. Technology enables that by allowing us to do things faster and cheaper than the competition. Shell is moving faster commercially, so we need to complement that effort technically.

Finally, ensuring we are appropriately staffed for the commitments we are undertaking is vital. I'm continually amazed at the ingenuity and drive of our people. But we have to have the right number to match our aspirations.

*continues on page 24*

## New Finance VP Shares Vision of Growth, Change

*Wouter de Vries joined EPW as Vice President of Finance and Supply Chain Management in April of 2005. Wouter not only brings with him a wealth of experience from his 26-year tenure with the company, but an exciting vision of growth and change. Gone are the days where Finance was only filled with company "book-keepers." Instead, Wouter is shaping and streamlining the organization to play an active and energetic role in supporting EPW's aggressive growth strategies.*

**Can you discuss the role of your organization and how it impacts the overall performance of the company?**

First, let me speak to my roles within EPW. In the arena of Finance, my organization captures financial data for EPW's activities, including production figures, sales revenue and operating/capital expenditures. Using this data, the organization generates relevant and reliable reports that are used to make informed and sound business decisions. Additionally, Finance ensures that cash is available for investments, insurance coverage is arranged (especially critical in light of Hurricane Katrina), and the company is in compliance with various external requirements (i.e., external reporting, tax laws and royalty obligations). I also head up Supply Chain Management (SCM), which seeks to negotiate the best terms for goods and services consumed within EPW. Further, Finance activities include: Joint Venture and Contractor Auditing and Oil and Gas marketing and transportation.

Finance impacts the overall performance of the company by creating the information used to measure the company's success and opportunity areas. Secondly, our controls framework helps the organization work reliably and without undue risk-taking and, thus, enhances the reputation of the company. And lastly, by working to streamline Finance and SCM (for example, by adopting standardized global processes), we are helping to keep costs down and contribute to a more efficient organization.

**What are some of the current financial issues that are making a significant impact on the organization?**

There are a number of important initiatives in which Finance will take the lead in the coming year. We have had to adjust our organization to comply with an additional reporting standard, the International



Financial Reporting Standard. We are continuing to deepen our expertise through continued training and will work to stay on top of further guideline developments.

Secondly, EPW's Blueprint Program will be rolled out on April 1, 2006. This new standardized Enterprise Resource Planning system will be used to capture financial data in all parts of the company around the globe. The introduction and running will involve a large number of people both inside and outside Finance. Since this is an enterprise system, we all must work hard to be ready if this implementation is to be successful.

And then, we are charged with complying with Section 404 of the Sarbanes-Oxley Act by the end of 2006. Marvin Odum and I

both will be making a written assessment of the effectiveness of our internal controls for financial reporting. We will be working very hard this year to not only meet our own expectations, but to satisfy external auditors as well. This is a very serious issue, and we must be absolutely ready.

Another issue on the horizon is EPW's aggressive growth strategies in the Gulf of Mexico, Alaska, Brazil, Venezuela, Texas, Colorado and Canada. We are facing implementation of a number of new ventures, and we will need to integrate those neatly into our financial systems and control frameworks.

In addition to the challenges I have outlined for Finance, SCM also faces challenges with an increasingly tough market for goods and services. Rig demand is very high. Steel prices have risen, along with almost every other support service for the energy industry. SCM will be charged with finding innovative ways to keep EPW supplied with goods and services at the best possible prices.

In the realm of EPW's aggressive growth strategies, there will be a great deal more projects and investment opportunities. It will be

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# Russ Ford

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## Meet Russ Ford

**Originally from:** Detroit, Michigan

**Shell experience:** I joined Shell in 1981 in Production Engineering in New Orleans. I've served in a variety of EP technical, commercial and operational assignments in Texas, Louisiana, California and The Hague. Assignments have included a posting as Private Assistant to the CEO, EP Strategy formulation (2004), commercial transactions in Acquisitions and Divestment (\$2 bln divestments, Barrett Resources, various international), investment management and portfolio assessment (Shell Division-GOM) and Operations (production superintendent in the Shelf Division). Prior to that, I was in a variety of technical assignments, including research.

**Educational background:** Mechanical engineering degree from University of Michigan and MBA from California State University

**I got into my line of work because:** The year I graduated from college, engineers were in short supply, and there were many opportunities to interview with companies on campus. Shell was one of about eight companies that I did on-site interviews with and I liked the opportunities the company offered.

**The most rewarding part of my job is:** When you get a group of people really excited about an opportunity. We have a lot of people committed to their work and seeing that is the fun part of the job for me.

**My family includes:** My wife, Lynn, and two daughters, Allie, 16, and Aimee, 12.

**When I'm not working, I can be found:** When you have kids the age of mine, it seems like you're constantly on the run. I also enjoy playing golf and fishing when I can find the time.

# Wouter de Vries

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Finance's task to play the role of a challenger, an independent body charged with analyzing projects from a financial perspective, making sure the risks are identified and the rewards properly calculated.

## How will you meet these challenges?

Finance will need to balance its various controllership roles with its role of supporting the business right up there where exciting projects take shape. There will be training involved, and employees will be recruited from both inside and outside EPW for these roles. Development of our Finance and SCM staff will be key in making a success of executing the old and new roles simultaneously.

## What is your vision for Shell EPW Finance?

I want to see SCM and Finance organizations that work energetically and smoothly. They ensure required activities happen flawlessly, and reporting is accurate and reliable. That is our main contribution to operational excellence. Furthermore, I want to see an organization that plays an active and energetic role in supporting EPW's growth strategies, doing its part to increase the company's reserve replacement ratio, increase our production of oil and gas, and grow our resource base.

I have seen in my first few months here that there is a wealth of experience in my organization and a great enthusiasm to work as one enterprise on our future. Hurricane Katrina showed me that the spirit of our people is indeed indomitable so I have great confidence the EPW Finance and Supply Chain Management staffs are up for it!

## Meet Wouter de Vries

**Joined EPW:** April 2005

**Educational background:** Math/physics and econometrics

**Shell experience:** I joined EPW from London, where I was doing portfolio work for Downstream. I've worked in a large number of roles during my 26-year tenure with Shell, serving in IT, SCM, Finance and Corporate roles in Africa, Europe and the United States.

**I got into my line of work because:** I knew a bit about Shell through family and liked the idea of travel. I had just married my wife and was up for an adventure.

**The most rewarding part of my job is:** I get a kick out of being part of a team. I am currently a member of a number of teams and I enjoy working with such a diverse group of people with varying nationalities, skill-sets and backgrounds. I love working together to create solutions and optimize performance and I really do enjoy learning from people.

**My family includes:** My wife of 26 years, Hetty, two college-age sons, Oscar and Daniel, my dog, Tom, and 20 koi fish, who altogether weigh more than I do.

**When I'm not working, I can be found:** At Lowe's. I do all kinds of work on the house, plumbing, electrical, woodworking and gardening. Lately, I've spent a lot of time painting.

# Shell Brasil Fishes for Social Performance Opportunities

A new business is emerging in Brazil. A collective of fishermen will, for the first time, have the environmental license and equipment needed to harvest oysters and sell them in the marketplace. This supplemental source of income will affect the lives of more than 15 families in the fishing village of Arraial do Cabo. Shell-sponsored social investment projects such as this one are making a difference in the lives of the people of Brazil.

"Social performance (SP) is a pillar of Shell Brasil EP's contribution to sustainable development (SD). It's imperative that our expansion in the region is done in a responsible manner with respect to the environment and to the people of the area. Projects such as this one will help to bring lasting benefits to local communities," says Patricia Garcia, Shell Brasil EP government and external affairs manager.

To ensure the company is on the right path with current activities and to assist with the identification of future SP priorities, Shell Brasil recently conducted a "mini" SP review. Representatives from Shell Brasil (Simone Guimarães, sustainable development manager) and EPW colleagues from Venezuela (Titus Fossgard-Moser, SD manager for Shell Venezuela) and the U.S. (Ben Dillon, EPW government and external affairs manager; Ineke Schwartz, EPW sustainable development advisor; and Lynn Bouchey, EPW government and external affairs advisor) formed the Social Performance Review Team. "Our goal was to obtain an independent assessment of our progress with SP activities," Garcia says. The session was also an opportunity to share best practices. "There's a lot being done in the Region that we can learn from."

Employees and leadership participated in an SP assess-



**Left:** Ben Dillon, right, EPW government and external affairs manager, and Patricia Garcia, Shell Brasil EP government and external affairs manager, visit with Fernando, a local fisherman and president of one of the local aquaculture associations. **Right:** A fisherman shows off his net cage of oysters. Shell Brasil is partnering with Sebrae, an association for small- to medium-sized companies, to help in the formation of this new business.

## Shell Brasil Hosts Malcolm Brinded

Shell Brasil recently hosted Malcolm Brinded, executive director for Shell EP. Employees shared with Brinded their exploration plans, current production and upcoming development projects and strategy initiatives. They also took the opportunity to discuss the region's unique challenges and opportunities. "This was a wonderful opportunity for employees to meet Malcolm, share with him our vision for future expansion in the region and gain his valuable perspective," says John Haney, Shell Brasil EP in-country lead.

ment tool designed to gauge the status of Shell Brasil EP's present social performance, as well as priorities for the future. Although participants were comfortable with the level of existing activities, a number of areas were identified to further enhance Shell Brasil's social performance. These included exploring options to use and develop more national suppliers in planned offshore activities, as well as developing other partnerships with local municipalities and associations similar to the existing one with the fishermen associations in Arraial do Cabo.

The team spent two days traveling the region and visiting with stakeholders, including the village fishermen in Arraial do Cabo. "I think it was a great opportunity for our independent reviewers to gain an understanding of our unique challenges. For example, we have more than 12 different municipalities within our influence area separated by several hours driving time," Garcia says.

During his visit with stakeholders, Fossgard-Moser was impressed by the immense amount that has been achieved already. "I was also impressed by the amazing level of trust and mutual respect between the fishermen we visited and Shell Brasil," he says.

The team is now consolidating findings and learnings into an action plan. "This will show exactly where we are and where we want to be so we can better plan future projects and support the company in building a heartland in Brazil," Garcia says.

Garcia adds that managing the expectations of stakeholders is gratifying work. "Employees working on these projects (many of whom are volunteers) are proud to work for a company that cares so much about the communities in which it does business." **EPW**

PHOTOS BY TITUS FOSSGARD-MOSER

# A Long-time Shell Process Helps Keep Employees Safe During Storm Recovery

*Amid disrupted work schedules, changing office environments and unsafe platform conditions created by hurricanes Katrina and Rita, there was one foundation that didn't budge — Shell's strong safety culture grounded in the Behavior-Based Safety Management (BBSM) process.*

Since Shell introduced BBSM to the Production organization more than 10 years ago, it has proven to be more than a “flavor-of-the-month” program. BBSM has emerged as an integral part of the company's safety culture and is a cornerstone of the company's Health, Safety and Environment (HSE) process. Today, that process is helping get the business back up and running safely.

“BBSM is a process that's been sustained over a decade due to the logical, simplistic approach to behavior improvements that are measurable,” says Gillis Gautreaux. He should know. Gautreaux was a production operator on South Pass 65 in 1992 when he was asked to serve on a steering committee to help design the new safety process. He remembers thinking it was another program of the month. Time and results proved him wrong. Today, he's the point man for Shell's BBSM process, leading the charge of a revitalization effort for the Regional Production Directorate (RPD).

Since the renewed focus on BBSM began earlier this year, local steering teams have been re-chartered and more than 40 steering team members from individual assets have attended the Behavioral Science Technology (BST) annual conference. A workshop was held to develop the roles and responsibilities of supervisors and managers in BBSM, and to outline a plan for their involvement in the revitalization. Employees are being

## What Is BBSM?

BBSM is an employee-driven process designed to develop an injury-free safety culture. The goal is to modify behavior, not simply collect data. Each Production location has a steering team of BBSM champions who drive the process at their work locations, and they help mold the safety-first culture.

- Trained observers spend 10 to 20 minutes viewing others' behaviors and record their observations.
- A list of critical behaviors is developed for work processes.
- Employees are trained to be proactive in promoting safe ways of working.
- Data from observations are recorded in a database for further analysis and improvements.
- When an analysis is completed, a corrective action plan is proposed and communicated to all employees.

retrained in the principles of BBSM. In addition, BBSM is being expanded across the region to operations in Venezuela and Brazil.

Christina Sistrunk, HSE regional manager, says the current revitalization of BBSM is an effort to energize a proven process that has yielded long-term safety results, “It really connects all employees in an active way to provide a safer work environment for themselves and the people they work with. What makes it so successful is the fact that it puts the tools to impact safety into each individual's hands every day.”

The results have been evident throughout the remarkable events of the last few months. Despite evacuations, redeployments, office construction, and recovery work

offshore, there have been no recordable safety incidents throughout the response to the storms. Other HSE milestones also have been impacted by BBSM. The Production organization has worked 5,000 man-hours without a recordable incident and 4.77 million man-hours without a lost-time injury.

“BBSM has been a key part of growing and maturing a culture where HSE is less about statistics and more about helping each other work safely,” says Jay Trussell, RPD HSE manager and sponsor of BBSM. “We believe the ongoing effort to revitalize BBSM will play a key role in sustaining the process. Our aspiration is to have an injury-free workplace. BBSM helps us reach that goal by focusing on human behavior, which con-

tributes to 96 percent of all injuries and incidents.

“Because the process is built around personal feedback, it involves learning and teaching, not just looking for workplace hazards,” Trussell continues. “Accountability and ownership result from these personal contacts, which leads to a greater desire to help others work safely and ultimately to injury-free performance.”


That accountability spills over into safety practices at home, says Frank Glaviano, vice president, Production. “When safety is one of your core values, you can't turn it on and off like a light switch. We want all our employees to make safety a focus 24/7 and BBSM has helped create this culture both on and off the job.”

Glaviano notes that a focus on safety is vital now more than ever. “I was pleased to hear that close to 1,500 observations were formally documented during the tremendously difficult time of securing, evacuating, and re-starting our facilities in the Gulf of Mexico — clear evidence of the kind of sustainability we all would like to see.

“With the unprecedented repairs we face as a result of the



On the Brutus platform, Mechanical Specialist Cary Ackerson performs a task as Electrical Specialist Carlton Tyre takes notes as part of the Observation procedure, a cornerstone of the BBSM process.

storms, it would be easy to forget about the basics of safety,” he continues. “Conducting observations in the urgency of the task at hand could easily be forgotten. But in times like these, you go back to your core values and safety is one of ours. We will continue to use the BBSM process, whether at our current producing locations, those in intermediate stages of recovery or undergoing massive repair, like Mars. BBSM is the cornerstone of our safety process,” Glaviano adds. 

## BBSM Expands to Venezuela

Shell Venezuela, S.A. (SVSA) is in the process of introducing BBSM to enhance an ever-improving performance record in HSE. In July, SVSA achieved three million man hours without a lost-time incident — the best results in its 10-year history.



“In the first six months of 2002, after experiencing an increase in the trend of incidents with higher severity, we felt the need for raising safety behavior culture across the organization,” says former SVSA HSE Manager Joost van Gils, now Services manager, EP Americas. Field and office staff participated in two “HSE Case for Action” workshops to discuss ways to turn the trend around and improve safety.

“The types of incidents we were experiencing — slips, trips and falls — indicated that behaviors were the root cause. We felt our safety performance would benefit from a behavior-based safety approach. A team from the Main Production Platform (MPP) looked at the experience within the Shell Group and noticed that SEPCo had a wealth of experience in the behavioral-based safety area.” The team proposed adopting BBSM.

This year, SVSA began the BBSM process with a company-wide survey to check the health of its safety performance. “Our surveys revealed that our staff believed we had good safety practices, but that our environment didn't encourage employees to tell each other about unsafe conditions. They didn't want to correct each other. We believe the open dialogue and communication of the BBSM approach will help us improve our ability to approach others with safety concerns,” van Gils says.

After an HSE leadership survey, Behavioral Science Technology (BST) workshops were held for key onshore and offshore leaders, followed by individual coaching sessions. A BBSM pilot has been implemented at MPP, with a steering team representing engineering, logistics and well delivery. Training sessions have begun and full implementation is expected to be completed at the end of the year. SVSA is preparing plans to roll out BBSM in other areas late this year.

“Our target is to be the best in the EPW region, with zero incidents. BBSM is supporting our progress on the Hearts and Minds Roadmap. It is centered on raising a safety behavior culture across the organization through personal ownership and enhancing leadership visibility to create the right environment. We have begun the journey with enthusiasm and conviction,” van Gils adds.

# MMS Begins Process for Federal Leasing Plan

by Jack Belcher, Government Affairs & Communications Manager

This year was a devastating year for the United States. For the people of New Orleans and those along the coasts of Louisiana, Mississippi and Texas, hurricanes Katrina and Rita not only changed the landscape, but the people who once called the area home.

The hurricanes also affected the economic vitality of the region, creating hardship for businesses. For the energy industry, the hurricanes were a grave reminder of how vulnerable U.S. oil and gas production is in the volatile Gulf Coast region. After Hurricane Katrina struck, 92 percent of the Gulf of Mexico's (GoM's) oil output and 83 percent of its natural gas production were shut down.

On August 24, 2005, the U.S. Department of Interior's Minerals Management Service (MMS) began a process that could reduce this vulnerability and meet the nation's increasing demand for oil and gas. The MMS, responsible for oil and gas leasing in the U.S. offshore, began a multi-year public input process to determine what areas of the Federal Outer Continental Shelf (OCS) will be offered for lease for the five-year period of 2007 to 2012. The end result is what is known as the MMS 5-Year Plan.

Although the MMS acknowledges that the OCS contains billions of oil and trillions of cubic feet of natural gas that could be safely produced, presidential withdrawals and congressional moratoria have placed more than 85 percent of the OCS off the lower 48 states off limits to energy development.

The MMS is, however, willing to expand the acreage available on the OCS in those areas where it is permissible by law, provided sufficient public support is expressed. Shell views certain OCS areas as vitally important to our continued growth in the United States and to our nation's economic welfare and security. We believe it is essential to explore and develop resources in areas outside the Central and West GoM so that we can access new supplies and reduce the impact that future

hurricanes might have on supply and price.


The first round of comments on the 5-Year Plan ended on October 11. Shell initiated a call-to-action to its employees asking them to comment and directing them to a BIPAC website that enabled them to easily comment to MMS and their elected officials in Congress. Shell personnel worked directly with stakeholders in Alaska, the GoM and throughout the country

to encourage them to comment. EP Americas Executive Vice President Marvin Odum wrote EP vendors in the U.S., encouraging their participation. Finally, the EPW 5-Year Plan Team worked with trade associations, commercial and industrial consumers and other groups to encourage comments from thousands of potentially interested parties and policymakers.

From an early assessment, this effort appears to be a success. The Shell BIPAC site resulted in over 8,000 letters generated. Indications are that thousands more positive comments were generated by groups and individuals that were encouraged by Shell.

We are hopeful that these comments will result in the offering of additional acreage in the Draft Proposed Program comment period, the second step in a five-step process.

As you know, we have a robust business plan for EP Americas, which includes a significant amount of growth and near unprecedented levels of activity. Seeing this plan to fruition requires access to additional offshore acreage on the OCS. The MMS 5-Year Plan process offers each of us the unique opportunity to have a direct impact on our access to key acreage in offshore Alaska and the GoM over the next few years.

We want to thank those who participated in the initial comment period. There will be additional opportunities to get involved and show your support. By taking part in this process, we can all have an impact on the future of our business, our industry and on the future economic health of the U.S. 

## How You Can Help

Be an advocate. Share the need for additional acreage with friends and colleagues in and out of the industry.

Get involved in the process. Visit the Government Involvement Center at <http://bipack.net/shell> and click on the Take Action link.

For more information, contact Joy Cocchiara of Shell Oil Company Corporate Affairs at 713/241-3509, or email at [joy.cocchiara@shell.com](mailto:joy.cocchiara@shell.com).

## Survivor Stories

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But Katrina's damage had far-reaching impact — as far as 200 miles north — knocking power out in the small town where they had met to shelter. For five days, the Shell couple was stranded without electricity, water and gasoline. Donald provides SAP support in Production and Sharon is a geophysical technician in Exploration.

"Shelter life was wonderfully miserable," Donald says. "Miserable because 40 people were there without electricity and water. Wonderful in that we knew we were all safe and we had food to eat." It was the ultimate potluck church supper, as the town came together to help their evacuees and each other. "People at the church were wonderful. Everyone cooked what they had in their freezers and shared with each other." A special treat one evening was eating the ice cream that was gradually melting in the church's freezer.

When power finally returned to the area, Donald joined other Red Cross

volunteers, passing out bottled water to people waiting in long lines for gasoline. "The hardest part in the beginning was not being able to communicate. Sharon was the first to get in contact with her colleagues at Shell. They said, 'If you're safe, stay where you are. Shell is working on a plan.'"

For the Lyells, that plan has helped them relocate to Houston and get their son back in pre-school. "Shell has done a wonderful job with housing assistance and relocation. It's been a Godsend," he says.

Born and raised in New Orleans, Donald says while his home has moderate wind damage and flooding, he considers himself lucky to have a home to go back to. "Everybody I know — friends and coworkers — have some type of damage as a result of the storm. It's just a matter of 'How bad is yours?'"

Donald and Sharon Lyell found support and assistance at Woodcreek's Outpost as they began rebuilding their lives after the storm.

## Business Continuity Team Passes Test


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way to outfit workspaces at existing Shell properties in downtown Houston and to find ways to accommodate additional staff at an already crowded Woodcreek complex. Simultaneously, BCMT representatives from the Production organization kept the team up to speed on the expansion at SRTCC (see related story, page 10).

After spending Labor Day weekend assigning staff their temporary work locations, the BCMT members tackled countless other details in the weeks following the storm — addressing everything from helping employees change their mobile phone numbers to organizing a reconnaissance and retrieval mission at One Shell Square.

"The BCMT members also played a vital role in keeping staff informed," says Andrew Seck, manager, Business Planning and Support, and chair of the BCMT's daily meetings. "We're all so used to being 'connected' all of the time. Not being able to use a phone or get news via e-mail was a big stressor for many of our people. Because they represented every group throughout E&P in the U.S., the BCMT members were essential in helping people know where to go, what to do and who to call."

Ryan agrees. "Every member of the team was strongly committed to arranging the smoothest back-to-work transition possible for our displaced staff," he says. "Our target was to have things back up and running by October 1, and even with the disruptions caused by Hurricane Rita, we delivered on schedule."

The BCMT's activities have slowed for now, but the team knows they'll soon be called upon to manage the transition back to One Shell Square in 2006. Plans are to use the team's learnings to revise EPW's Business Continuity Plan — and then hope there is never an occasion to need them again. 





## Auger Receives Global Shell Rig of the Year Award

The Auger TLP has demonstrated that with proper planning anything is possible—including winning the Global Shell Rig of the Year award. The rig was recognized in the Barge and Platform category for its outstanding operational and HSE performance. According to Martin Baltus, Auger's Shell superintendent, that performance is based on successful business planning. "We commit the time and energy to intensive preparatory work, like drilling and/or completing the well on paper. If you plan your business properly, operations and HSE will run smoothly," he says.

So smoothly that Auger came in \$9.6 million under budget (Authority for Expenditure--AFE) for mid-2004 to mid-2005, despite several operational challenges. And, they accomplished this feat, reducing down time to under 18 percent, with a clean safety and environmental record.

Auger was one of 14 rigs considered in this category. The Shell Global Rigs Category Team compared key performance indicator (KPI) scores submitted each quarter by the rigs. "The KPI scheme is the way in which our team

Auger not only came in \$9.6 under AFE, but held the distinction of drilling the first discovery in the Gulf of Mexico for 2005. The team at Auger modeled the A-9ST1 well completely before drilling in order to optimize a highly challenging well path, which crossed a major fault and also encountered numerous highly-depleted sands.



### Congratulations to Auger

Martin Baltus, Shell superintendent  
Myles Barrett, drilling engineer  
Tony Edge, rig manager  
J.J. Goode, rig manager  
Tom Freeny, rig superintendent  
Hutch Hutchinson, lead foreman  
Lloyd Wallace, lead foreman  
Kaz Javanmardi, senior staff drilling engineer  
Mark Le Vine, foreman  
James Manning, foreman  
Felix Medine, completions engineer  
Bob Pufal, foreman  
Jeff Stringer, foreman  
Ron Zeringue, completions engineer

benchmarks and manages the performance of our rigs worldwide," says Dave Edbury, global technical expertise holder-drilling rigs for Shell International Exploration and Production. Edbury explains that the team looked for excellence in three core areas: HSE, operational performance and people. In addition to its strong operational and HSE performance, Auger was recognized for its team environment, which puts safety first, supports diversity, teamwork and inclusiveness, and provides coaching and mentoring opportunities.

According to Joseph Leimkuhler, Offshore Wells delivery manager – Americas, the success is a reflection of all parties working together. "Everyone aligned and focused on delivery of the projects – from the Shell foremen, superintendent and contract staff offshore to the Shell Production staff, well engineers and the Auger venture team onshore," he says. "Auger hit on all cylinders. Everyone should be very proud." To read more about Auger's success and the people behind it, check the EPW website.

## Employee Receives Award for Service

As part of training in the geosciences, students participate in what's known as field camp.

Working in remote areas, students live in tents and get their hands dirty doing actual field work, gathering the lay of the land as

they examine rocks and make geologic maps. Like field camp, Mike Baranovic, regional skillpool manager, Geoscience, has been working since the early '90s to gain a better lay of the land of the geosciences profession, helping the industry identify and meet critical staffing needs. Baranovic was recently recognized by the American Geological Institute (AGI) for this work and was awarded the William B. Heroy Jr. Award, which recognizes exceptional and beneficial long-term service to AGI.

As a member of AGI's Human Resources Committee, Baranovic helped to turn simple geosciences college enrollment

and employment data into an opportunity for collaboration between employment sectors. Thanks to Baranovic and his committee, the AGI hosts an annual AGI Associates Conference, which gathers 100 to 150 colleagues from sectors that include government, mining, energy, environmental and academia. The two-day conference provides an opportunity to share issues facing the geosciences profession, including employment trends, threats to the industry and new opportunities.

"I help to bring together people with the energy and passion to solve problems," Baranovic says.

"Mike has represented an unwavering source of insight and advice into the human resource arena for the geosciences," says AGI President Stephen Testa.

Baranovic accepted the award at the Geological Society of America meeting in October and is thankful to Shell for supporting his involvement with AGI. "The work we do at AGI will help our industry better attract and retain talented geosciences professionals. I'm grateful to Shell for supporting my work with AGI."