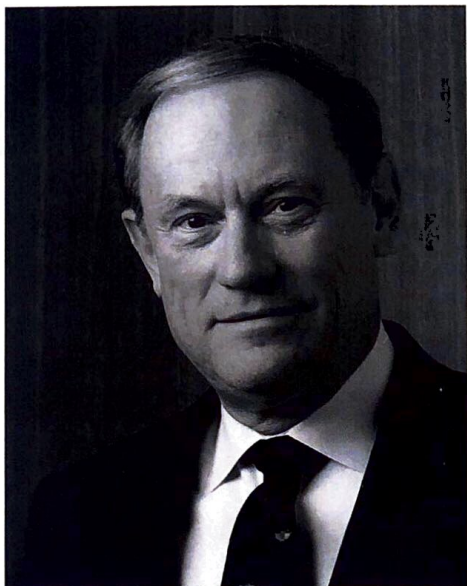


Seventy
FALL
1992
Six



Taking Stock of Our Progress



*By Richard J. Stegemeier
Chairman and Chief Executive Officer
Unocal Corporation*

The years 1992 and 1993 will mark a turning point for Unocal. We're changing our focus from divestment to performance. We're entering a new era of opportunity for the company and for every employee—an era that promises substantial rewards for those who can successfully compete.

Unocal has come a long way since the mid-1980s, when we fought off a hostile takeover attempt and then faced an abrupt collapse in crude oil prices. Fortunately, that crisis is behind us now. But this company has been struggling to realize all of its opportunities ever since.

Our debt burden from the takeover battle—\$6.1 billion at its peak in late 1985—has been a stern task master. Servicing and reducing our debt has consumed virtually all of our surplus cash flow. Under the circumstances, we've done remarkably well in replacing energy reserves, increasing production, and generally maintaining the status quo. But we've had little opportunity for growth.

Early in 1992, it became obvious to the company's senior management that something had to be done to break out of this bind. We knew that this would require fundamental, and sometimes highly painful, change. At the annual meeting of stockholders on April 27, we outlined a bold program to boost pre-tax cash flow by \$260 million within the next year, sell additional non-strategic assets for at least \$700 million after-tax within the next two years, and reduce debt by \$1.5 billion within the next five years.

This was an ambitious plan. Frankly, it was viewed with some skepticism by Wall Street. I'm pleased to report that we're proving the skeptics wrong. In fact, we're already well on our way to completing our restructuring initiatives, and I have no doubt we'll finish on schedule.

This has not been an easy year for anyone at Unocal. It hurts to sell assets, layoff employees, and implement voluntary separation programs. We're losing many long-time friends—dedicated employees who take with them a wealth of knowledge and experience. But we did what had to be done. In some respects, it was like nonelective surgery—unpleasant but vitally necessary. Unocal is a stronger company for it.

Underlying these restructuring initiatives, however, is the growing need to improve the performance of our basic operations. We've been focusing on our core assets, and now it's time to make sure they are all performing at peak efficiency.

With this goal in mind, I recommended to the board of directors that we promote Roger Beach to the position of president and chief operating officer, effective June 1. We all agreed that improved operations is the key to increasing profits, and that Roger is the one who can do the job.

Under Roger's leadership, and with the support of our executive management team, we're launching a comprehensive program to improve the company's operating performance. This program will help make Unocal one of the top competitors in our industry.

We've established five key targets for the company to achieve in the coming years: One, reduce total debt by \$1.5 billion—a process we've already initiated; two, make a major commercial oil or gas discovery; three, implement continuous operational improvement throughout the company; four, maintain safe, environmentally responsible operations; and five, become one of the top performers among the domestic integrated energy companies.

To fund these, we will rely on three sources of additional cash. First, we hope to generate \$700 million in after-tax proceeds from additional asset sales over the next two years. We announced this goal last April, and we're well on our way to meeting it.

Second, we successfully completed last July the private placement of \$500 million in convertible preferred stock. Those funds have been used to reduce debt this year. This will free up \$500 million in cash flow over the next three years that we originally planned for debt reduction, but can now be used to accelerate development of our domestic oil and gas reserves.

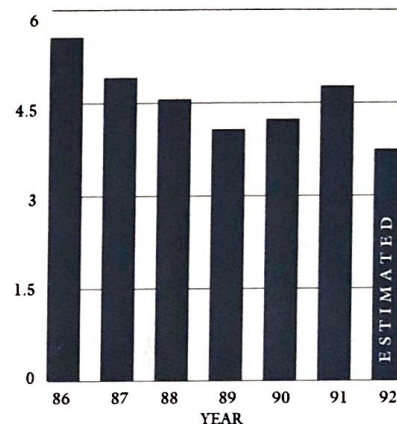
Third, we have set a companywide goal of increasing our annual pre-tax cash flow by an additional \$260 million, beginning in 1993. This will come from workforce reductions and operational changes, most of which are now completed.

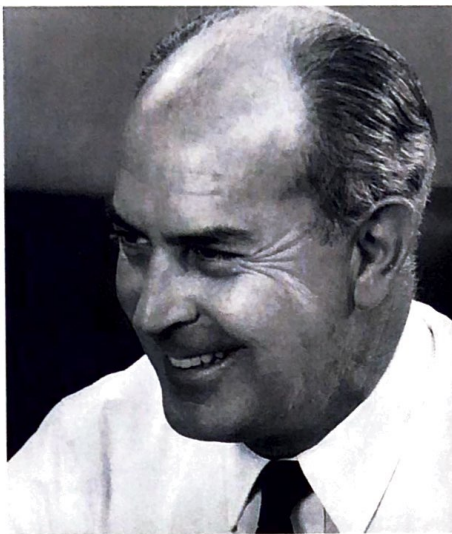
Today, improving the performance of our basic businesses is a top priority. We need to improve operational performance throughout the company — not in one place and not at one time, but continuously, from operation to operation, and from year to year. Our competition isn't asleep. We must be fast-moving and aggressive if we're to strengthen our position in the industry.

Unocal is a company with abundant business opportunities and a plan in place to pursue them. We have a new sense of priorities, a new dedication to performance, and a growing ability to achieve our vast potential. We're going to move this company into the top level of industry performers. To succeed, we'll need the creativity, leadership and commitment of every employee. 76

TOTAL DEBT

BILLIONS OF DOLLARS





The good news is that the Era of Divestment is just about coming to an end now. Once we meet our current goal of selling off \$700 million worth of assets—assets we've pretty much already identified—we will be down to our core business units. The major asset sales will be finished.

In what ways will this affect the company's near-term strategy?

Well, it enables us—in fact, compels us—to enter a new era, the “Era of Operational Improvement.” The guiding theme from this point forward is to improve the performance of Unocal's core assets.

As I've said, we've cut out the deadwood and reshaped the company around its basic business units. We intend to make these businesses grow just as soon as we can get our balance sheet in shape. To do this, we need to make our core assets perform at a higher level. That means we must produce a better rate of cash flow. It means we must continue to cut operating costs and work to continuously boost the efficiency of our business units. It means we must measure the performance of our toughest competition and match, or exceed, their performance. It's a challenge I'm confident we can meet.

If we conscientiously follow these steps, I think Unocal can become a top performer among our industry peers within three years. That won't come about, however, without a lot of hard work and effort on the part of everyone in this organization.

Will this refocused operational strategy complement our debt-reduction and profitability objectives?

There are two main goals we want to accomplish. First, we need to reduce this company's total debt by about \$1.5 billion within the next five years. Second, we want to improve operational performance in order to make Unocal a first-quartile company within our industry peer group. Just to clarify, a first-quartile company would rank within the top 25 percent of its fellow competitors.

To become a first-quartile performer, we need to improve our pre-tax cash flow. We've already identified areas of the company where we can reap \$260 million of improved pre-tax cash flow just through the initiatives we announced last April at the annual meeting. We are already well on the way to meeting this target.

And as a result of the preferred stock offering we made in July, we now have an additional \$500 million in capital that we will use to pay off debt and fund our development drilling program.

By accelerating our development drilling program in the United States, we expect to increase annual pre-tax cash flow substantially. We can also increase cash flow by following through on our new Performance Improvement Program, and by operating our core businesses more efficiently and effectively.

By increasing cash flow through our restructuring initiatives, our accelerated development drilling program, and companywide performance improvement, we expect to reduce debt and increase profitability significantly during the coming years.

UNOCAL IN TRANSITION:
POSITIONING FOR GROWTH

1986–1992: Focus on
Divestment

1992–1995: Focus on
Operations

1996 and
Beyond: Focus on
Growth

How does the Performance Improvement Program actually work?

For one thing, we must measure our performance before we can improve it. So, identifying key performance indicators (KPIs) is extremely important. These KPIs also tell us where we stand relative to our industry peers, and give us quantitative measures that we can monitor to accurately track our performance.

I'll give you an example of what I consider a key performance indicator. To a foreman in the refinery setting, a valid KPI might be a unit's on-stream efficiency. It's a meaningful variable that can be identified, measured and controlled.

While we track our KPIs, we also need to "benchmark"—or compare—our performance against peers at all levels, both inside and outside the company. That helps us determine where we might have performance gaps compared to the competition. Benchmarking, therefore, gives us a level of performance to shoot for.

Finally, once any performance gaps have been identified, we must formulate action plans that will allow us to match or exceed the performance of our peers. The key is execution. We have to follow through on our action plans, without any excuses, in order to become a first-quartile performer.

So to summarize, we measure performance by monitoring our key performance indicators. We set our operational targets by benchmarking the performance of our peer companies. Finally, we execute our action plans to match or exceed first-quartile standards of performance.

This last point is extremely important. Everything we do must lead to action. Action is what will make our Performance Improvement Program take off and fly.

How will this operational process affect individual employees?

Everyone in this company must be involved in order to make the Performance Improvement Program succeed. Teamwork is the best way to get everyone involved, so we will set up teams at three levels of our organization.

At the top, I've formed an operations management team comprised of division heads and other key people who are responsible for tracking Unocal's overall performance. This team is also charged with instilling the accountability we will need to meet our goals.

At the middle-management level, we are setting up cross-functional teams to get people communicating with each other. I'll give you an example of how these particular teams work.

Consider an Exploration & Production business unit. In the old days, we'd take a more functional approach to development. A prospect would be evaluated by a department of reservoir engineers, then by a separate department of geologists, then by group of geophysicists and finally by the production department. Today, the region is organized so that there are cross-functional teams—comprised of people from all those separate departments I mentioned—who gather together to work on an entire group of assets. This approach is asset-management driven, and it enables the business unit to perform more effectively as an integrated team.

Our third set of teams will be comprised of our front-line people. The "front-line" refers to our hourly employees, as well as their foremen and supervisors. These teams are particularly important to the success of our Performance Improvement Program because front-line people—those who turn the valves, drill the holes, and sell the product—are the ones who come up with most of the really good ideas for improvement.

.....
Everyone in this company must be involved in order to make the Performance Improvement Program succeed.
.....

Also, when we form these front-line people into teams, we are going to give them the authority to implement their ideas. That's something we really haven't done in the past.

I'm convinced that if we can energize and engage our performance improvement teams—particularly our front-line teams—Unocal will definitely become a first-quartile performer.

You mentioned that the top-level operations management team will emphasize accountability throughout the organization. What does this mean?

We can no longer settle for the status quo in terms of performance. Business-as-usual won't make Unocal a first-quartile performer. I don't think we need a revolutionary culture change to get the job done, but we do need a major shift in individual perspective.

That means individual employees must understand what they are responsible for, and they must be accountable for their performance. There are several ways to define the kind of accountability I'm talking about.

One definition refers to the operating budget. When something goes beyond budget—even if it was caused by some externality beyond your control—you've got to find something else you can cut, or adjust, to compensate for the problem. You can't just sit back and say, "It couldn't be helped." From now on, you are responsible for meeting your budget.

Another type of accountability is a sense of urgency to get the job done, and to be personally responsible for your work. If something goes wrong, you've got to feel personally responsible to take corrective action. We run 24-hour operations, so this type of accountability means that you must go to work immediately to correct the situation — not tomorrow, not next week, but now.

Finally, the last definition of accountability is meeting all the commitments you've made with respect to plans and performance. That includes a mindset geared toward continuous improvement.

The bottom line is, each person isn't just responsible for doing as well as last year. He or she has to be responsible for performing better than before and, in fact, for performing as well as anyone else in this business can. That's the type of change we are looking for.

Assuming the Performance Improvement Program allows us to meet our profitability and debt-reduction goals, where will we then set our sights for the company?

Once we make Unocal a first-quartile performer, and get our debt paid down, we can concentrate our efforts on entering the next phase—the "Era of Growth." That growth will be generated internally through the efficient operation of our core businesses.

We will not seek growth by entering new businesses. We definitely will not diversify again, as we did in the 1970s. We will, however, make smart, strategic acquisitions that strengthen and complement our existing core. Even during our recent divestment phase, we still acquired several new assets—items such as the Carson refinery and the Kennewick fertilizer facility. These acquisitions were an excellent fit with our existing businesses.

In exploration and production, new acquisitions will come from wherever opportunities exist worldwide. In this day and age, these opportunities are more likely to be found overseas than on the domestic front. Already, we are actively looking at prospects in the Commonwealth of Independent States, specifically in Azerbaijan. We see some high-potential opportunities in that part of the world.

.....
The bottom line is, each person isn't just responsible for doing as well as last year. He or she has to be responsible for performing better than before and, in fact, for performing as well as anyone else in this business can.
.....



In the future, I think our growth in these international areas will be limited only by our capital availability. And by the time we move into the 21st century, I expect Unocal's reserve base of oil and natural gas will be significantly larger than it is today.

On the downstream side of our business, we will be a stronger West Coast refiner and marketer than we have been in the past. I also expect that we will be more involved throughout the Pacific Rim than we've been previously. We also intend to enhance our position as a producer of agricultural chemicals.

Overall, I'm very excited about this company and its future. With teamwork at every level, and with the support of all our employees, I'm confident that we will be moving into a sustained period of prosperity and growth. 76

PERFORMANCE IMPROVEMENT GLOSSARY

Unocal's Performance Improvement Program is a process designed to bring about continuous improvement in the company's operational performance. Below are definitions of several key terms.

- First-Quartile Performer:** Within the context of specific operational parameters, a company that ranks among the top 25 percent of its industry peer group.
- Key Performance Indicator:** A numerical measure of performance based on variables such as cost, quantities of output, and time. Key performance indicators (KPIs) can be expressed in terms of specific units, as ratios, or as percentages.
- Benchmarking:** A technique used to evaluate performance by making comparisons with recognized leaders. These comparisons can be made either internally or against external competition. The technique also establishes a baseline of existing performance, against which future performance can be compared.
- Performance Gap:** A measurement describing the productivity difference between a given operating group and its top-performing peer competition.
- Control Limits:** An acceptable range of performance above and below a defined standard. Under the Performance Improvement Program, the person responsible for a particular job must ensure that operational results are maintained within control limits.
- Action Plan:** A specific written strategy designed to either bring a key performance indicator within its control limits, close an identifiable performance gap, or realize an improvement in cash flow. The plan must spell out what will be done, who will be responsible for completing required tasks, and the amount of time and money required for implementation.

UNOCAL'S ENGINE OF GROWTH



Above, Unocal's West Cameron Block 196 platform offshore Louisiana. A part of Energy Resources' new Louisiana/ Gulf of Mexico region, the West Cameron field is just one of the high-potential properties included in the division's accelerated domestic development drilling program.

In Unocal's Energy Resources Division, "business as usual" is gone forever. The division has redesigned its structure and is now reshaping its culture. The result? An organization that will be more cost-efficient, more focused on opportunity and more reliant on its front-line talent.

"We've undergone a fundamental change, the most significant in 30 years," says John Imle, president of the Energy Resources (ER) Division. "In most cases, we eliminated two layers of management. We also reduced the organization to its basic components: the home office and the core business units. You can't get any more streamlined than that."

This reorganization effort streamlined the division by consolidating and "de-layering." Today, a single Energy Resources organization has replaced what was formerly three divisions—North American Oil & Gas, International and Geothermal. Under the previous organizational structure, North American Oil & Gas was made up of seven different regions. This regional layer was effectively eliminated. Today, all petroleum and geothermal operations are organized into basic business units that report directly to the new Energy Resources Division.

Several major functions were consolidated to complement the division's new structure. In the interests of improved efficiency, Energy Resources' division-wide exploration effort was centralized in Sugar Land, Texas. Staff functions were also centralized at the home-office level, allowing a reduction in related personnel. In total, 525 salaried positions were eliminated throughout ER, a reduction of 19 percent. Broken down further, executive management positions were cut by 25 percent and U.S. line management by 52 percent.

Energy Resources began shedding tiers of management three years ago. At that time, management layers were reduced from nine to seven. Today, in most cases, only five management layers separate a production foreman from the division president. This simpler structure allows more authority and accountability to shift from higher tiers to the front lines.

"It makes good business sense to have the people most familiar with an operation calling more of the shots," says Imle. "They're the ones most likely to come up with a good idea." With fewer management layers and less staff review, a good idea no longer has to overcome as many administrative hurdles to become a reality.

More authority, however, requires more accountability. "This new structure puts quality assurance in the hands of front-line employees," says Imle, "It's up to them to do their homework, get technical advice early and make certain their project is a top-quality one — before they proceed with it."

Rather than grouping its operations geographically, the new Energy Resources Division has reorganized them to reflect specific business strategies. ER's worldwide oil and gas operations are a case in point. Ten oil and gas business units have been assigned to one of two operations groups. The first is comprised of the four units with the highest growth potential. The other operations group contains the remaining six business units where growth opportunities are more limited.

The four business units with the highest growth potential are the Permian Basin (mostly West Texas onshore), Louisiana/Gulf of Mexico, Thailand and Indonesia. All four offer major exploration and development opportunities.

Development is the company's quickest route to improved cash flow, given Unocal's large inventory of undeveloped oil and gas reserves in the United States. For this reason, the company will increase development spending over the next three years, with Permian Basin and Louisiana/Gulf units the two top recipients.

The six business units in the second operations group are the Netherlands, Canada, Coastal California, Central California, Alaska and the Central United States. All share a strategic emphasis of contributing to cash flow via existing production.

"But that doesn't mean we'll pass up high-potential opportunities within these business units," Imle notes. "In fact, some have seen their capital budgets increase for 1993."



- CENTRAL U.S.
- LOUISIANA/GULF OF MEXICO
- ALASKA
- CANADA
- COASTAL CALIFORNIA
- CENTRAL CALIFORNIA
- PERMIAN BASIN

In other ER operations, international and domestic gas sales have been consolidated into a single Gas Marketing business unit, and Business Development is a newly created unit. Today, with all gas sales handled by the same group, personnel can be more efficiently deployed. Also, a single Gas Marketing unit can more easily identify division-wide opportunities.

Like the restructured Gas Marketing group, the newly created Business Development unit also focuses on the division's "big picture." This group concentrates on major strategic opportunities, mostly overseas. These opportunities could be big development or exploration plays, joint-venture partnering or major geothermal projects.

Four groups provide service and support for the new Energy Resources Division. These are Technology, Comptroller, Planning and Asset Management, and Health, Environment and Safety.

The Technology group encompasses all upstream research that had previously been part of the Science & Technology Division. ER's transfer of applied research technology can now be faster and more effective, given this closer connection to line operations.

Planning and Asset Management coordinates and advises on investment and asset management decisions division-wide. The group also compiles and coordinates planning activity at the business unit level, tracks asset inventories and handles property sales or acquisitions beyond the scope of any one business unit.





Above, offshore workers remove a blow out preventer from a well at West Cameron 196. Left, development drilling proceeds at Unocal's Dollarhide Field in West Texas.

The Comptroller's group is responsible for managing financial and accounting information for the division. Previous to reorganization, ER's Geothermal, North American Oil & Gas and International Oil & Gas divisions each had its own Comptroller. Today, a single consolidated Comptroller's group serves all of Energy Resources. The Health, Environment and Safety group remains basically unchanged.

Under the old organization, ER's exploration activities and staff had been dispersed geographically. Today, the Exploration group has been centralized for a more focused effort. Before reorganization, explorationists were evaluating nearly 150 geologic trends worldwide. Today that number is down to 36. This reflects the company's commitment to concentrate only on those areas most likely to yield a major oil or gas find.

Who decided which 36 trends made the list of hot prospects? The explorationists themselves did, in a process known as "peer review." Because the new Energy Resources organization operates with fewer staff personnel, peer review will take the place of staff review in many cases. Imle describes peer review as one of the keys to the cultural change within Energy Resources.

"Whether it's exploration or operations, the 'hands-on' people have the expertise to evaluate a project," he says. "Peer review provides a rigorous analysis and a level playing field when it comes time to prioritize competing projects."

Teamwork is another touchstone of the new culture. In this flatter, more participatory organization, individuals will need to cooperate and consult more with each other — across disciplines and between operating units. These "cross-functional" teams benefit from the specialized skills and varied experiences of the individual members. In turn, individuals get more exposure to people and knowledge outside their respective specialties.

"This is a new concept for some employees," says Imle. "It's going to take some time for such a major change to take place.

"Also, we must manage differently," he adds. "We need to pay more attention than ever to performance improvement. And we have to make sure our management style is compatible with this new organization and new culture."

When asked what single activity he considers most crucial to the success of the new organization, Imle answers without hesitation. "Communication," he says.

"To be an efficient, top-performing competitor, we all must share the same goals and carry out an effective strategy to attain them," Imle explains. "We must also listen to each other and exchange ideas.

"The streamlined structure and teamwork culture of the new Energy Resources Division allow for greater communication — up, down and across the division," he continues. "It's going to allow each of us to contribute more, for the benefit of everyone in the company." 76

PP&C:

A Downstream Dossier

This past summer, all of Unocal's downstream business operations were consolidated into the new Petroleum Products & Chemicals (PP&C) Division. The emergence of this new division was made possible—and necessary—by Unocal's divestiture of downstream operations outside the company's profitable West Coast market area.

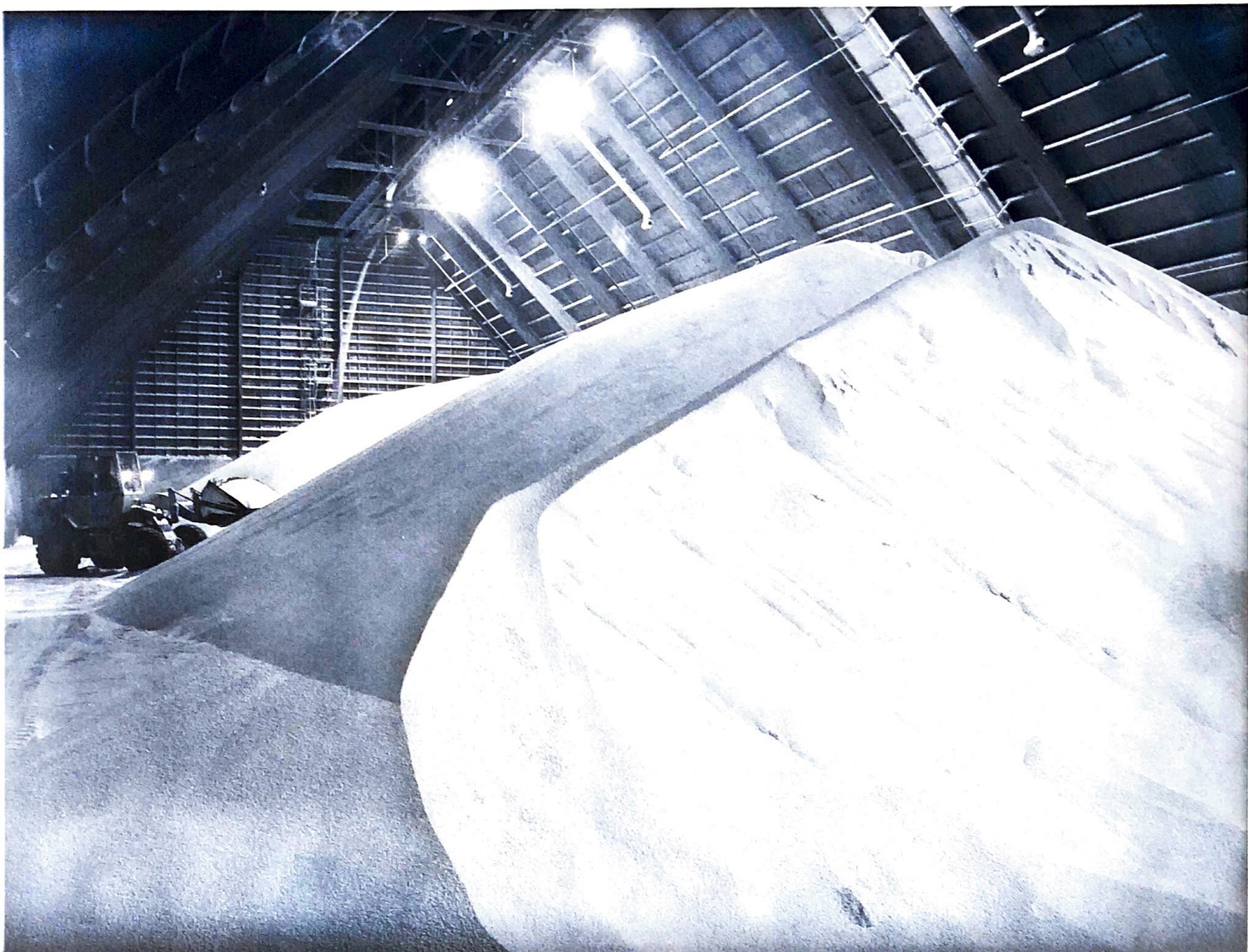
During recent months, Unocal sold its product terminals network in the Southeastern United States and began phasing out product marketing in that region. The company has also divested its polymers and chemical distribution businesses, and entered into an agreement to sell its nationwide Auto/Truckstop network. In addition, negotiations are currently underway to sell the PureGro Company's retail agricultural chemicals business.

These pending transactions are likely to be among the last in a long series of downstream restructuring moves that saw Unocal mothball its molybdenum mining and processing facilities, shut down its Beaumont, Texas refining operations, and transfer its Chicago refinery to the UNO-VEN joint-venture partnership.

"As a result of these actions, we've greatly curtailed our downstream activities east of the Rocky Mountains," says Neal Schmale, president of the Petroleum Products & Chemicals Division. "This has come about by design—we are intentionally discontinuing operations in peripheral markets where we don't have the same competitive advantages that the company enjoys in the West."

Unocal has further enhanced its downstream position in the Western U.S.—concurrent with asset sales—through the purchase of Shell Oil's former Carson, California refinery and Chevron Chemical's nitrogen fertilizer facilities in Kennewick and Finley, Washington. The refinery acquisition greatly improves Unocal's refining cost position, while the Washington facilities allow the company to expand its existing nitrogen fertilizer business.

Despite these purchases, Unocal's overall downstream divestment has allowed the company to substantially reduce overhead costs by downsizing support staff.



Above, granular anhydrous ammonia is stored in a warehouse at Unocal's nitrogen fertilizer facility in Kennewick, Washington. Right, Unocal's Carson (California) plant, purchased in December of 1991, has helped improve PP&C's overall refining cost position.





*A tank truck driver
makes a fuel drop at a
Unocal service station in
Southern California.*

The divestitures also made it appropriate to combine the smaller Refining & Marketing and Chemicals organizations into the new Petroleum Products & Chemicals Division. The new division's chain-of-command has been streamlined as a result, and decision-making responsibilities have been pushed further down within the organization.

Beyond the reduction in staff positions, and the decreased number of business units remaining in the division overall, little has changed with regard to PP&C's day-to-day operations.

"We didn't try to overhaul the individual organizations in the new division," Schmale explains. "All of the key operating people are still responsible, more or less, for the same duties. They make the same products. They still buy from and sell to the same people as before. In that sense, the organizations within the division remain very stable."

Also remaining constant is the division's mission: to earn money for Unocal stockholders in a safe, lawful and ethical manner. "Becoming more efficient and effective is how we're going to do it," says Schmale. "We intend to achieve this by upgrading refinery processes, reducing overall costs and by continuously improving our operational performance."

The key to meeting these goals will be the contribution of the division's middle management and front-line employees. "In this business, a lot of the problems that we face are extremely complex," Schmale explains. "With few exceptions, they simply cannot be solved by people who specialize in one discipline alone."

"Therefore, the factor most important to our success is how well our people work together — not who they report to," he continues. "We want to see constant communication going on between the boxes on the organization chart, and between the business units in the division. As far as I'm concerned, the hierarchy exists only as a framework within which communication and teamwork can be encouraged."

In many large corporations, organizational hierarchy is synonymous with bureaucracy. By emphasizing teamwork over turf, Unocal expects to better foster the creativity of its

downstream workforce.

"We don't need bureaucratic people on this team, we need people who solve problems," Schmale says. "We don't want our employees to be excessively cautious about voicing new ideas, because creative new ideas are precisely what we need to improve our performance."

Among the rewards for the division's top-performing employees will be enhanced career opportunity. "People need new challenges and new experiences," says Schmale. "PP&C's emphasis on intra-divisional teambuilding will allow our employees to see and understand how the various business units in the division mesh together."

"Also, we will encourage our people to broaden their experience by transferring between business units," he continues. "The division will benefit by having people on-board with varied backgrounds. Their wider experience will allow them to make better on-the-job decisions."

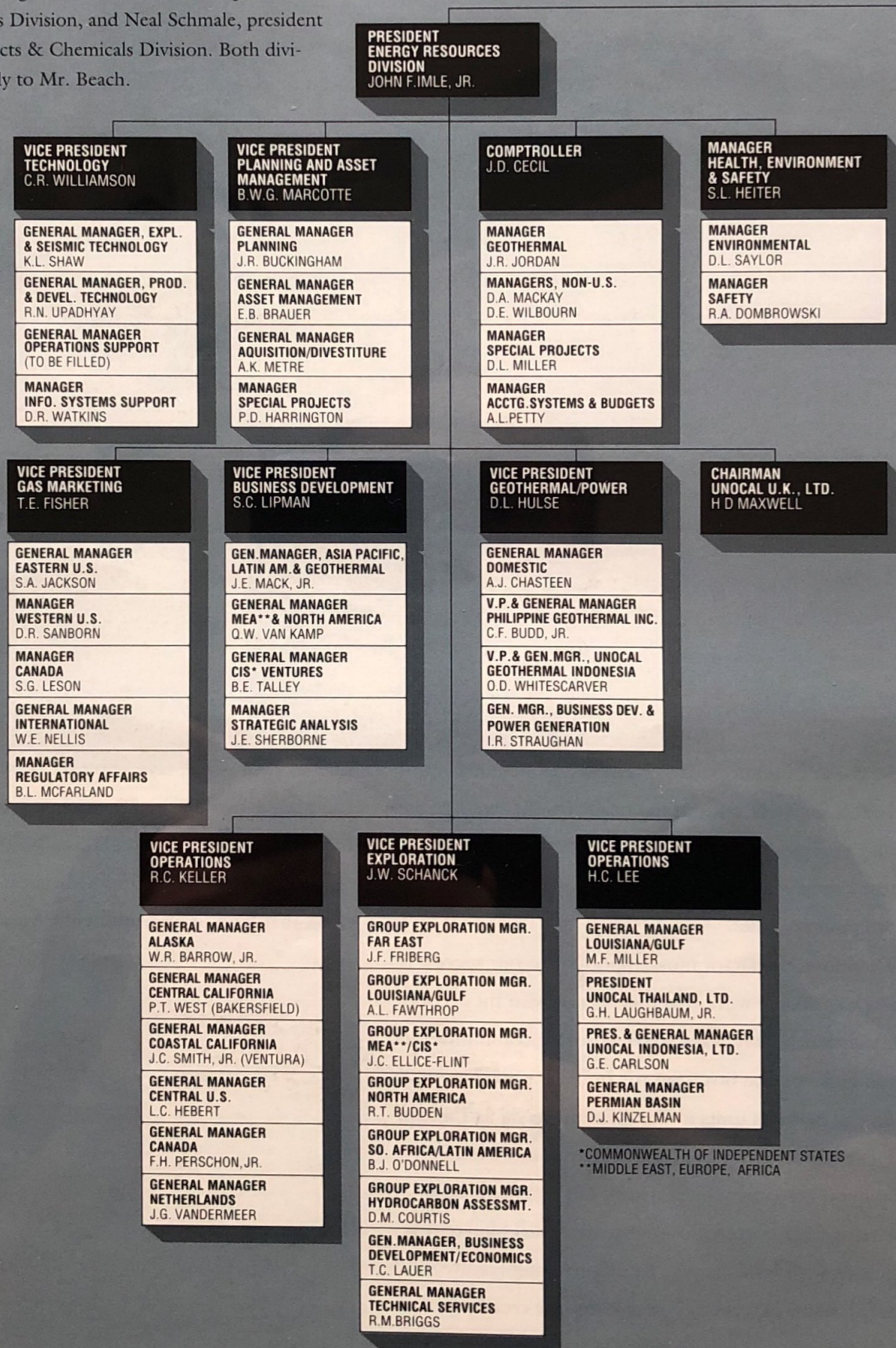
In the end, the effectiveness of the new Petroleum Products & Chemicals Division will be judged according to profit growth. The organizational framework is in place. The operating strategy has been formulated. But the outcome depends on the efforts of the division's employees.

"We run 80 million barrels of crude oil through our refineries each year," says Schmale. "If we can figure out a way to improve margins by 50 cents or a dollar per barrel, we will increase profits by \$40 million to \$80 million a year."

"Given the quality and dedication of our workforce, I think that kind of improvement is very possible." 76

In the wake of companywide restructuring, President and Chief Operating Officer Roger Beach has been charged with improving the operational performance of Unocal's core upstream and downstream business units. The chart below shows the reconfigured organizations of John Imle, president of the Energy Resources Division, and Neal Schmale, president of the Petroleum Products & Chemicals Division. Both division heads report directly to Mr. Beach.

PRESIDENT & CHIEF OPERATING OFFICER UNOCAL CORPORATION



ROGER C. BEACH

**PRESIDENT
PETROLEUM PRODUCTS
& CHEMICALS DIVISION
NEAL E. SCHMALE**

**VICE PRESIDENT
MARKETING
F.L. WALKER**

- GENERAL MANAGER
RETAIL
R.C. MERCER
- GENERAL MANAGER
RETAIL
T.J. TOMASSO
- GENERAL MANAGER
AUTOMOTIVE PROD. MKTG.
R.J. MERTZ
- GENERAL MANAGER
MARKETING DISTRIBUTION
J.M. PECK
- GENERAL MANAGER
PLANNING
E.B. CAREY
- GENERAL MANAGER
MARKETING ADMIN.
J.L. ASHLOCK
- GENERAL MANAGER
NAT. AUTO/TRUCKSTOPS
M.A. LINDSTROM (SCHMBG.)
- GENERAL MANAGER
MARKETING
R.A. CAMPBELL (SCHMBG.)

**VICE PRESIDENT
REFINING
A. L. FELDERMAN**

- GENERAL MANAGER
REFINING PLANNING
ARUN V. MANDLEKAR
- GENERAL MANAGER
ENGINEERING & CONSTRUCT.
J.R. DIETZMAN
- MANAGER
INFORMATION TECHNOLOGY
G.M. PARKER
- GENERAL MANAGER
L.A. REFINERY WILMINGTON
R.L. HOWARD
- GENERAL MANAGER
L.A. REFINERY CARSON
L.M. ZIEMBA
- GENERAL MANAGER
SAN FRANCISCO REFINERY
S. PLESH
- GENERAL MANAGER
SANTA MARIA REFINERY
J.C. WILKES

**VICE PRESIDENT
PLANNING SERVICES
D. E. D'ZURILLA**

- GENERAL MANAGER
CREDIT CARD OPERATIONS
C.B. EVANS (S.F.)
- MANAGER, PLANNING &
STRATEGIC ISSUES
M.B. BURKHART
- MANAGER
PLANNING SERVICES
K.L. KUNKEL
- MANAGER
FUELS TECHNOLOGY
J.W. MILLER
- MANAGER
FUELS PLANNING
D.W. LAMB
- MANAGER, PLANNING ECON.
& BUDG. CHEM. & MIN.
G.A. MURPHY
- MANAGER, PLANNING &
ECON. PETROLEUM PROD.
A.J. ELISKALNS
- MANAGER
PURCHASING
T.R. SEDEN

**COMPTROLLER
R. E. WRIGHT**

- MANAGER, ACCOUNTING
CHEMICALS & MINERALS
G.M. DAVIS
- GEN. MGR., ACCOUNTING
PETROLEUM PRODUCTS
R.M. SCHLAX (SCHMBG.)
- MANAGER
ACCOUNTING REFINING
D.B. HOWLAND
- MANAGER
COMMERCIAL CREDIT
M.E. ADAMEC
- MANAGER, INFO. SERVICES
CHEMICALS & MINERALS
W.E. PETERSON
- GEN. MGR., INFO. SERVICES
PETROLEUM PRODUCTS
L.E. PRICHARD
- MANAGER
RESOURCE DEPLOYMENT
D.M. JACOBS (SCHMBG.)

**VICE PRESIDENT
CARBON & MINERALS
PRESIDENT MOLYCORP, INC.
R. G. DEWEY**

- PRESIDENT
POCO GRAPHITE
J.F. BEASLEY
- SENIOR VICE PRESIDENT
MOLYCORP
T.A. WILSON
- GENERAL MANAGER, MKTG.
MOLYCORP
H.E. ALDORF
- MANAGER
MOUNTAIN PASS
R.A. SEGA
- PRODUCT MANAGER
PETROLEUM COKE MKTG.
C.J. CYNOR
- MANAGER
CHICAGO CARBON
R.A. LEE

**VICE PRESIDENT
PETROLEUM SUPPLY
& TRANSPORTATION
L.E. SCOTT**

- GENERAL MANAGER
MARINE
C.H. ERIKSON
- GENERAL MANAGER
INTL. SUPPLY & TRANSP.
E.L. MARKER
- MANAGER
TRADING RISK MANAGEMENT
N.C. MAYDER
- GENERAL MANAGER,
HYDROCARBON SALES
W.F. MURPHY
- GENERAL MANAGER
DOMESTIC CRUDE SUPPLY
J.M. MONROE
- GENERAL MANAGER, PROD.
SUPPLY & REFINERY SALES
L.L. ROBER
- GENERAL MANAGER
PIPELINES
R.A. ROERIG
- MANAGER
PLANNING & ADMIN.
L.N. WEISS

**GENERAL MANAGER
HEALTH, ENVIRONMENT
& SAFETY PROGRAMS
A. C. RANDLE**

- MANAGER
HEALTH & SAFETY
R.J. ANDERSON
- MANAGER
ENVIRONMENTAL PROGRAMS
T.L. LARSON
- MANAGER, LOSS CONTROL
PROCESS SAFETY MGMT.
R.A. BUDLER

**VICE PRESIDENT
AGRICULTURAL
PRODUCTS
C. F. MERRILL**

- GENERAL MANAGER, MKTG.
& PRODUCT DEVELOPMENT
S.J. YOST
- GENERAL MANAGER
MANUFACTURING
J.F. CORCORAN
- GEN. MANAGER, INTL. MKTG.
PRES. UNOCAL EXPORT SALES
P.C. SCHMIDT,
- GENERAL MANAGER
SUPPLY & TRANSPORTATION
D.K. NORTHCUTT
- MANAGER
QUALITY IMPROVEMENT
R.A. FROST
- MANAGER
RESEARCH & DEVELOPMENT
M.J. BLOCK
- MANAGER
SPECIAL PROJECTS
P.M. DEDGE
- PRESIDENT
PUREGRO COMPANY
R.W. USTICK
- MANAGER
TECHNICAL SUPPORT
J.D. SWANBURG

A FOND FAREWELL

As a special feature of this edition, *Seventy Six* spotlights the names of more than 600 retiring employees. In part, this unusually long list of departing colleagues reflects significant staffing reductions made necessary by Unocal's recent business unit divestitures and companywide restructuring program.

Collectively, the individuals listed on these pages represent more than 15,000 years of service to Unocal. The company is stronger today because of their creativity, hard work and unstinting dedication.

These employees leave behind a remarkable record of accomplishment. Their business expertise helped guide and support the operating divisions through some of our most exciting and turbulent times. They helped to find and produce new energy resources in the United States, Southeast Asia and the North Sea. They also helped pioneer a new, clean commercial energy industry—geothermal power.

In addition, these people helped to develop and manufacture a full slate of fuels and refined petroleum products. They helped formulate a host of revolutionary process technologies now in use throughout the world. And they helped Unocal become one of the world's most dependable suppliers of fertilizers and other agricultural chemicals.

These valued co-workers are going to be missed, but they won't be forgotten. They will always be members of the Unocal family. ☺

CORPORATE

Robert C. Allison, July 1, 1969
 Harold E. Anger, Sr., Oct. 11, 1979
 John H. Augustine, Nov. 16, 1953
 William G. Baker, Sept. 14, 1981
 Shirley M. Bollman, Oct. 24, 1966
 Ruth A. Bradford, Apr. 1, 1958
 Claude S. Brinegar, November 2, 1953
 Norma J. Broussard, Sept. 1, 1966
 Jack O. Canaday, Oct. 24, 1955
 Oscar E. Carpinelli, June 1, 1960
 Gilbert W. Coates, May 18, 1981
 Wilbur H. Cotrel, Nov. 28, 1955
 Josephine G. Dainius, September 4, 1979
 Artis C. Davis, July 20, 1987
 Rodolfo Deocampo, Jan. 17, 1969
 Michael A. De Ruyter, Jan. 25, 1971
 John J. Flynn, Oct. 6, 1952
 Walter H. Garza, Mar. 1 1955
 Russell E. Gray, July 21, 1969
 Beatrice M. Gros, Mar. 24, 1980
 Donald L. Hanley, Sept. 26, 1955
 Shirley M. Hawken, Apr 18, 1988
 Zoe A. Heath, Oct. 6, 1983
 Lesley Horsfall, September 8, 1964
 Robert L. Humphrey, Aug. 9, 1954
 Edward Hussain, September 11, 1973
 William C. Huston, Apr. 27, 1953
 Herbert W. Klawitter, June 7, 1958
 Joan K. Lafon, Aug. 7, 1978
 Laverne V. Levredge, July 22, 1985
 Frances C. Marada, May 22, 1961
 John R. McKeag, May 18, 1959
 Holdek Mielke, Sept. 20, 1954
 Mary Jane Nelson, May 5, 1971
 Juan S. Pallorina, Sept. 24, 1979
 Nikolas R. Peacock, May 2, 1973
 Joseph E. Perkins, Mar. 1, 1967
 John E. Pippitt, Oct. 21, 1957
 Dee H. Richardson, Sept 16, 1957
 Dale L. Roehrkasse, Feb. 8, 1960
 Robbie Roundtree, Mar. 11, 1974
 Benjamin Y. Sabino, Feb. 15, 1978
 Caroline C. Schwindt, Oct. 15, 1957
 Alice C. Smith, January 21, 1952
 Samuel A. Snyder, July 5, 1955
 Doreen M. Taylor, May 8, 1968
 Barlow H. Thompson, Jan. 14, 1953
 Jerry E. Tyhurst, Aug. 30, 1955
 Russell A. Wahl, Nov. 1, 1956
 James V. Weese, Sept. 14, 1981
 Charles L. Weishaup, Oct. 19, 1962
 Richard M. Woody, July 5, 1957
 Terry K. H. Yuen, Jan. 15, 1968

FRED L. HARTLEY RESEARCH CENTER

Starling K. Alley, Jr., June 1, 1961
 John Biale, September 9, 1963
 Frank B. Booth, June 11, 1962
 David Butt, Jan. 2, 1974
 Donald J. Christoffersen, Dec. 11, 1961
 Irene E. Davis, Apr. 23, 1981
 John H. Duir, June 21, 1954
 Robert E. Elliott, Dec. 3, 1952
 Otis G. Erich, Jr., Sept. 3, 1968
 Donald M. Fenton, Jan. 29, 1962
 David A. Gaudio, Mar. 1, 1964
 Samuel C. Hanson, Mar. 28, 1966
 Robert E. Helander, Apr. 16, 1956
 Thomas H. Herren, June 30, 1969
 Robert L. Hilliard, Mar. 19, 1954
 Cortez W. Hoskins, Oct. 17, 1966
 Michael A. Kondzella, Nov. 21, 1988
 Sidney F. Krupicka, May 3, 1966
 Harry A. Leffingwell, June 7, 1965
 Charles R. Lindsey, Feb. 4, 1982
 William R. Mallett, Oct. 17, 1966
 Richard R. Perry, March 14, 1983
 Kenneth M. Piel, Oct. 1, 1967
 Jack L. Porter, Dec. 1, 1957
 A.M. Sam Sarem, Oct. 26, 1964
 Paul O. Saynes, October 26, 1981
 Julius D. Van Winkle, May 22, 1959
 Ernest A. Van Zile, Sept. 21, 1970
 Leland H. Ward, Mar. 26, 1960
 Gerald A. Wessler, Mar. 11, 1968
 Raymond A. Whisenand, Apr. 27, 1956
 Ronald L. Wright, Mar. 4, 1960

ENERGY RESOURCES

Herbert J. Adams, Jr., Oct. 4, 1962
 William D. Adams, June 1, 1964
 Charles Ancira, Dec. 31, 1975
 Robert T. Anderson, July 18, 1957
 Robert H. Andrews, Sept. 28, 1954
 Dukin D. Arceneaux, Nov. 5, 1964
 Emile J. Aucoin, Jan. 12, 1959
 James Austin, Jan. 4, 1967
 Joseph D. Badon, Dec. 17, 1973
 Auvie A. Bailey, July 30, 1961
 Harry O. Bain, May 17, 1976
 Ray M. Barnds, Dec. 10, 1962
 Georgianne J. Barthelme, Jan. 21, 1946
 William C. Barton, Jr., Jan. 25, 1954
 Dwayne E. Beard, Jan. 16, 1956
 Robert G. Beason, Sept. 17, 1967
 James W. Benson, July 26, 1971
 Ira A. Bergeron, Oct. 31, 1974
 Glen C. Berry, June 11, 1962
 Marvin N. Bigby, Sept. 28, 1953
 James H. Bonner, Jr., Jan. 25, 1960
 Ronald H. Bossley, June 15, 1970
 Maurcen M. Bowlen, March 16, 1965
 Murrell L. Bratcher, September 20, 1964
 Walter C. Brietzke, July 18, 1968
 Troyal R. Brooks, Jr., Oct. 14, 1959

Aline M. Broussard, Feb. 18, 1952
Stephen Broussard, Jan. 23, 1964
Billy J. Brown, Jan. 2, 1985
Ben M. Burns, Mar. 25, 1968
Billy L. Burns, Dec. 19, 1957
Herman C. Burrough, Feb. 16, 1960
Warren C. Call, June 1, 1978
Gerald B. Carr, July 2, 1963
Luis E. Cassel, Aug. 1, 1978
Ramon B. Cerda, Sept. 20, 1976
William J. Cessnun, Jr., Aug. 17, 1971
Presley C. Choate, Mar. 22, 1955
Norman K. Christie, Oct. 16, 1964
Lorraine B. Clements, July 1, 1982
William H. Coats, Oct. 1, 1957
Joan J. Cole, Oct. 30, 1981
Charles M. Cook, Dec. 11, 1958
Wanda J. Cooper, July 24, 1967
Houston L. Coor, Aug. 5, 1972
Lucien J. Cormier, July 1, 1957
Robert J. Corsaro, July 23, 1956
William D. Cowan, Nov. 1, 1975
Stanley W. Crothers, December 30, 1977
Tommy N. Crouch, Apr. 29, 1963
Leslie A. Dedeke, Jr., Feb. 19, 1969
Bren Clark Dehn, Sept. 23, 1957
Dolores G. Delgado, June 18, 1979
Margaret E. Dill, Aug. 19, 1970
Richard F. Dondanville, Mar. 16, 1964
Clark J. Dugas, Apr. 27, 1961
Frederick C. Duthweiler, June 20, 1960
Jan A. Dyckes, Sept. 1, 1977
Novis L. Eady, Jan. 24, 1971
Eldon D. East, May 25, 1955
Bettie J. Eckley, Nov. 2, 1981
Jarrell N. Elliott, July 12, 1982
Richard L. Ellithorp, Sept. 12, 1974
Richard O. Engebretsen, Nov. 18, 1963
Alfonso M. Escalante, Aug. 1, 1957
Kirby B. Fabre, Nov. 20, 1969
Leroy H. Fabricius, Jan. 5, 1976
Floyd G. Fleming, Apr. 17, 1961
William B. Flint, Jr., Jan. 5, 1959
Arthur T. Foley, Nov. 1, 1979
Donald N. Forster, July 12, 1957
Nola L. Fox, July 3, 1968
Leoncio G. Garza, Mar. 18, 1974
William J. Gelineau, Feb. 6, 1967
Donald J. Glynn, May 4, 1964
Robert L. Graves, Mar. 19, 1979
Gerard Green, Jr., Feb. 13, 1969
James E. Green, Sept. 14, 1964
Jimmie D. Grimes, June 12, 1967
Ernie L. Guidry, Mar. 17, 1958
Arthur J. Guillotte, Aug. 2, 1971
Leland J. Hale, Sept. 25, 1972
Jack Hangan, Aug. 1, 1974
Siegfried H. Hamann, Oct. 1, 1981
John F. Hansen, July 28, 1955
C. Richard Hard, Jan. 29, 1957
Malcolm C. Hardesty, Mar. 3, 1953
Janet M. Harshman, May 1, 1974
Willis J. Henry, Jr., Mar. 4, 1960
Jackie Herdes, Sept. 21, 1964
Donald L. Heriford, Apr. 28, 1955

Donald E. Herman, June 22, 1970
William F. Heydrick, Oct. 1, 1959
George E. Hixon, Feb. 16, 1981
Robert P. Howard, Mar. 23, 1954
William D. Howard, Dec. 16, 1974
Sonia D. Hudgens, Nov. 1, 1979
Jimmie R. Hughes, June 30, 1959
Judith M. Hughes, July 27, 1964
Jimmie A. Hurt, July 2, 1964
Jimmie L. Johns, June 18, 1962
Joan E. Johnston, October 15, 1979
Robert A. Key, March 17, 1980
Charles W. King, June 24, 1963
Betty J. Kirkwood, Apr. 12, 1982
Bernard A. Kirsch, May 3, 1982
Billy L. Kofahl, Feb. 17, 1953
John F. Kowalski, Sept. 3, 1969
Clarence D. Kozlowski, Feb. 2, 1954
Edward N. La Bauve, June 17, 1971
Richard G. Lawson, Nov. 15, 1949
Harry C. Lee, May 15, 1959
Lillian S. Lee, Apr. 2, 1957
Paul Legendre, Oct. 4, 1962
Wallace W. Lovell, Aug. 4, 1959
Clark C. Lucas, Nov. 18, 1974
Donald Mac Gregor, May 16, 1980
Alan O. Maier, Apr. 1, 1970
Robert Marquez, Feb. 15, 1957
H D Maxwell, Jr., July 1, 1960
George T. Mayer, May 26, 1961
Ben M. Mayfield, June 1, 1957
George D. McKay, October 12, 1971
Clarence J. Melancon, June 20, 1966
Thomas W. Miller, Apr. 28, 1963
William N. Mitchel, Aug. 21, 1963
Rudy A. Monighetti, May 21, 1953
Fred A. Montgomery, Nov. 25, 1950
Ernest Moore, Dec. 21, 1964
Thomas K. Muir, Apr. 6, 1967
Eugene M. Myers, Jan. 14, 1957
Roland A. Naquin, July 15, 1965
Francis G. Noel, Jr., Mar. 10, 1980
Raymond J. Noel, May 27, 1957
Robert W. Norris, Mar. 6, 1978
Bobby R. Nutt, Nov. 20, 1961
Dermot O'Hara, October 7, 1968
Lon H. Pardue, June 10, 1963
Johnnie N. Parker, June 1, 1967
Buford E. Parrish, Jan. 27, 1952
Clarence C. Pearson, October 7, 1966
Murphy J. Pellegrin, Jr., July 16, 1964
Jack E. Pelloat, Aug. 30, 1961
Herman L. Penaluna, Sept. 16, 1960
Dale R. Pollock, June 18, 1973
William M. Pollock, May 14, 1963
Burton D. Porche, Sr., Jan. 15, 1970
Clay P. Portier, Mar. 23, 1964
Randall L. Poulin, Feb. 27, 1956
Darrell W. Powers, September 10, 1969
Lee H. Price, Mar. 25, 1974

Harold M. Rainey, Sept. 6, 1955
Lloyd L. Reed, June 8, 1955
Don W. Reynolds, Jan. 20, 1953
Glen E. Roberts, Aug. 6, 1956
Vivienne L. Rochioli, Jan. 3, 1977
Vernon E. Roe, Feb. 5, 1958
Deloris D. Rollins, Jan. 27, 1958
Alfred R. Romaine, Jr., Oct. 16, 1959
Santiago J. Romero, Jr., Feb. 11, 1974
William V. Rovira, Dec. 7, 1967
Pilar M. Rubio, Aug. 27, 1973
Jennie A. Ruiz, Aug. 10, 1981
William D. Runnalls, June 22, 1976
Gerald P. Salisbury, June 17, 1948
David S. Seibold, Aug. 19, 1968
Paul D. Sellers, Dec. 14, 1959
William Sermon, Mar. 12, 1979
Bill D. Sharp, Apr. 22, 1963
Beverly A. Smith, Sept. 1, 1978
Bob C. Smith, Dec. 7, 1967
Thomas H. Smith, Aug. 2, 1975
William A. Soares, July 17, 1971
Dale E. Stanley, Sept. 5, 1978
Russell G. Stansel, Dec. 7, 1954
Richard M. Steadman, June 14, 1957
N. J. Stefanides, June 25, 1954
J. J. Steigerwald, Apr. 13, 1959
Baird E. Stephens, Sept. 26, 1960
James H. Stevens, Apr. 29, 1963
Wayne W. Strong, Oct. 1, 1968
Vane E. Suter, May 17, 1954
Safwat F. Tadros, Apr. 1, 1969
William E. Tanner, July 1, 1957
Maurene T. Thurman, July 2, 1973
Edwin Tibayan, Nov. 20, 1967
John M. Tyler, Jan. 29, 1957
John H. Van Amringe, July 3, 1957
James V. Vantine, July 1, 1976
Warren F. Vincent, June 3, 1960
Bennie C. Walkup, July 1, 1981
Gene R. Ward, June 1, 1959
John C. Ward, Dec. 20, 1978
James H. Weaver, Feb. 17, 1975
Phillip E. Webb, June 2, 1961
William E. Weiler, Dec. 1, 1963
Edwin L. Wilbanks, Dec. 1, 1964
Sam P. Wildman, Jan. 21, 1963
Elton R. Wilkerson, June 22, 1964
Sammy D. Williams, Nov. 11, 1968
David E. Willis, June 16, 1980
Rosemary S. Wilson, Dec. 1, 1981
John Eugene Wing, May 2, 1977
Mac L. Wong, Feb. 3, 1969

PETROLEUM PRODUCTS & CHEMICALS

Herman W. Abeloc, Jr., Feb. 10, 1955
Leon F. Adams, May 1, 1967
Harlan J. Adrian, June 14, 1954
Douglas E. Akau, Dec. 16, 1960
Leon G. Albarian, Apr. 13, 1970
James S. Allnutt, September 23, 1968
Peter Ambrunn, March 4, 1963
Hattie L. Amer, Sept. 10, 1969
Socorro Amezcua, Apr. 12, 1971
Sheila Anderson, Dec. 16, 1957

William F. Arceneaux, June 21, 1982
Richard A. Ashcraft, June 13, 1960
William L. Baker, Nov. 21, 1950
William R. Baldwin, Jan. 7, 1961
Edith Barba, May 26, 1970
Albert Barner, July 1, 1980
Andrew L. Barone, Apr. 21, 1954
Arthur A. Barrett, Feb. 10, 1955
David E. Barth, Mar. 11, 1963
Beatrice L. Barthelmeh, April 1, 1971
James R. Bass, June 1, 1963
William D. Battenfield, Sept. 10, 1973
Franklin E. Beavers, Apr. 10, 1967
John M. Bedlion, March 2, 1976
Maureen Bell, Oct. 11, 1951
Charles E. Benfield, September 13, 1965
Ronald S. Betts, August 28, 1957
Paul Geo Bissiri, Oct. 6, 1949
Charles P. Blackwell, June 1, 1954
Doris L. Bobowski, Oct. 22, 1973
William A. Book, Sept. 23, 1958
Eraclio V. Borbon, Sept. 15, 1969
William H. Bowles, Oct. 4, 1954
Max Roy Brewer, October 5, 1948
Helen S. Brown, June 26, 1961
Martin K. Brown, April 12, 1965
Robert D. Brown, Nov. 9, 1972
Morris E. Buckle, August 17, 1953
Kathe R. Butt, Nov. 23, 1964
David J. Cahoon, Mar. 20, 1963
Robert J. Calloway, Sept. 21, 1950
Patricia O. Campion, Sept. 11, 1967
F. G. Carlson, Mar. 30, 1959
LeRoy Carson, May 12, 1981
Johnny Castillo, Mar. 30, 1967
Rosemary Chambers, Aug. 15, 1979
Chi H. Chang, Sept. 26, 1972
Jean Chisnell, Feb. 28, 1972
Robert J. Christensen, Sept. 16, 1957
James T. Christensen, October 28, 1966
William F. Claflin, Mar. 16, 1960
Vernon A. Clark, July 7, 1949
Joseph M. Cochran, Sept. 27, 1974
James W. Conners, May 22, 1967
Oliver F. Conrey, Sept. 18, 1950
Jose Contreras, December 1, 1975
Richard A. Copelan, March 2, 1954
Florencia H. Coronado, Jan. 9, 1973
Jettie L. Cuberlander, March 16, 1969
Keith M. Curtin, October 12, 1970
Genevieve L. Cwynar, September 16, 1960
Joseph A. Dauster, May 10, 1976
Richard L. Day, May 24, 1957
Julia R. deBoves, Sept. 13, 1979
Donald W. DeBuse, June 14, 1954
Bethine V. DeLong, July 18, 1977
Murton D. Depriest, June 9, 1971
Theo Devers, Aug. 11, 1969
Roland C. Diehl, May 28, 1957
Diane A. Diel, July 16, 1973
William M. Dippe, October 26, 1970

Severina Divinagracia, February 1, 1977
Lee A. Dodgion, October 17, 1966
James E. Dowell, Feb. 19, 1965
Portia M. Drawz, Nov. 21, 1963
William F. Driscoll, Feb. 24, 1964
George H. Dunning, July 28, 1981
Walter M. Edwards, April 16, 1973
Frances L. Eirich, Aug. 8, 1960
Lorraine G. Engelsgaard, Oct. 4, 1965
Charles H. Erickson, Jr., July 1, 1960
Thomas Dwight Esse, Mar. 11, 1957
C.B. Evans, Jr., October 29, 1957
Denny W. Evans, Mar. 25, 1957
John J. Falco, April 3, 1967
Audrey J. Farmer, May 1, 1967
Ruth A. Farrell, March 6, 1978
Armin E. Fette, Apr. 15, 1969
Marion J. Forsythe, Nov. 3, 1971
Bessie L. Fort, June 23, 1969
Joan F. Franco, Oct. 4, 1967
Lawrence A. Fullerton, July 8, 1974
Raymond L. Funk, June 22, 1959
Himeko M. Furuya, Nov. 5, 1962
Leland J. Gabriel, November 14, 1977
Nancy C. Galer, Aug. 28, 1978
Clarence J. Galler, Mar. 16, 1977
David O. Gallop, Jan. 14, 1964
Edward H. Garcia, Dec. 19, 1960
Ignacio D. Garcia, April 30, 1979
Richard R. Garcia, Apr. 15, 1960
Neva J. Garrett, Dec. 16, 1981
Margie J. Gibson, February 17, 1975
Lorraine G. Gillund, Aug. 9, 1976
Shirley T. Gilyeat, Jan. 4, 1961
Dell E. Gipson, May 7, 1967
Eddie J. Girado, Mar. 5, 1957
Lucia E. Goins, Mar. 2, 1981
Nell R. Green, April 25, 1965
Carl K. Gregoli, Jan. 23, 1978
Val V. Griswold, Nov. 1, 1967
Sherer B. Guin, March 13, 1958
John W. Guthrie, Nov. 28, 1959
Margaret T. Haggard, January 15, 1969
Adrian L. Hale, Feb. 15, 1965
Margaret S. Hall, April 5, 1976
Harold E. Hanna, June 30, 1966
Le Ella Hanssler, Sept. 15, 1969
William L. Hanssler, May 3, 1955
Bruce A. Harbolt, May 3, 1965
James P. Harman, July 15, 1968
Bryan M. Harrah, Aug. 31, 1951
Dorothy J. Harrington, Dec. 13, 1971
Freddie L. Harry, August 12, 1964
Loren G. Hartman, Aug. 26, 1957
Sally J. Hartnett, November 12, 1973
Michael D. Hawkins, July 20, 1970
Joseph M. Hickel, Aug. 15, 1968
Eddie Hill, October 11, 1976
Melvyn M. Hill, Jan. 14, 1974
William C. House, Aug. 1, 1968
Howard A. Huenergardt, Nov. 18, 1957
Paul M. Huffines, Aug. 3, 1970
Walter E. Jennings, Aug. 12, 1968
Bettie Johnson, Sept. 2, 1970
Dale E. Johnson, March 31, 1969

Frances L. Johnson, Jan. 1, 1968
James A. Johnston, May 15, 1961
Richard W. Jones, Jr., June 12, 1967
Thomas J. Justice, December 6, 1955
Elizabeth B. Kang, June 17, 1968
Darrell F. Keating, June 17, 1968
James Keener, June 17, 1953
Dale D. Keith, March 15, 1978
Benjamin D. Kell, Apr. 14, 1966
Patricia A. Kennedy, September 16, 1968
Regina M. Kochesky, May 25, 1959
Wilhelmina Koppel, September 23, 1968
Dewayne D. Korver, Mar. 29, 1969
Charles T. Kumle, Mar. 11, 1957
James E. Ladwig, February 25, 1980
Bettye J. Lamprecht, Nov. 13, 1967
George M. Landbo, June 13, 1966
Dorothy Langill, July 29, 1974
Duane J. Latta, July 8, 1974
James A. Laurie, April 1, 1959
Joseph Leaman, June 13, 1966
Dwight E. Lee, Jan. 1, 1965
Robert N. Lee, February 8, 1965
Leandro N. Lewis, Nov. 13, 1963
Leslie Linebarger, Nov. 9, 1956
Susan E. Lindley, May 7, 1979
Roy D. Lint, Apr. 8, 1952
Victor H. Lipke, July 21, 1980
Edward A. Listander, September 18, 1972
Carl W. Littrell, May 26, 1954
Leroy J. Lodge, Mar. 28, 1960
Joan Lowery, February 19, 1973
Leopold A. Luna, June 4, 1956
Horace G. Lutz, Mar. 30, 1966
Leticia A. Malvar, Sept. 7, 1970
Lourdes S. Marcelo, Mar. 16, 1970
Rodi P. Martinelli, Jr., June 15, 1959
Frank A. Martinez, Sept. 7, 1973
Inocencio S. Martinez, Aug. 20, 1970
Juana Martinez, Oct. 3, 1966
Dorthea E. Mason, May 16, 1971
Alton D. Masters, Aril 1, 1981
Kenneth P. May, Jan. 19, 1972
Richard E. Mc Cants, May 14, 1959
Robert M. McCoy, October 23, 1961
Thomas P. McIntosh, July 1, 1955
Ursula H. McNicol, July 26, 1979
Wilhelm J. Menke, June 5, 1967
Merle D. Meisinger, Aug. 15, 1968
Arnold L. Miller, February 27, 1967
Wilfred Mitchell, November 12, 1963
Donna E. Moore, Mar. 24, 1965
Frank S. Moranda, Mar. 10, 1952
John T. Morisaki, June 6, 1960
Albert M. Morrison, August 15, 1949
Bobbie J. Morrow, Nov. 5, 1970
Billy R. Moseley, Jan. 26, 1951
Doyle L. Moseley, Feb. 19, 1962
Eugene I. Motte, Feb. 1, 1954
Lida S. Napier, October 29, 1973
Clifford B. Neel, Aug. 24, 1967

Carmen M. Negron, July 23, 1962
Ronald E. Ness, Mar. 9, 1961
Louis B. Nobbe, Aug. 1, 1966
Ted J. Nyman, November 14, 1973
Robert R. O'Berg, Sept. 1, 1959
Guillermo A. Olaes, Sept. 24, 1973
Martin G. Olson, Jr., Aug. 8, 1952
John Ontiveros, Oct. 16, 1967
Jerry R. Oylar, Feb. 8, 1965
Lawrence A. Padilla, December 23, 1975
Aaron M. Palmer, Mar. 5, 1952
Mary F. Paoli, Oct. 10, 1966
Bobby Lynn Paslay, Feb. 10, 1958
Dhirajlal C. Patel, August 6, 1973
John E. Pearson, August 17, 1970
Kenneth W. Pearson, Aug. 31, 1959
Gene G. Pederson, June 8, 1954
Robert E. Phillips, August 6, 1947
Elizabeth J. Piena, Oct. 20, 1966
Frank G. Pierce, Sept. 1, 1954
Moses Pires, January 27, 1958
Jeral Dennis Pope, January 25, 1971
James E. Poplin, July 12, 1957
Arlan J. Potter, February 7, 1977
Dolores J. Pranke, May 1, 1960
Dallas R. Reese, October 29, 1968
Danuta Regalado, Sept. 3, 1969
Frank R. Regeski, November 1, 1968
Charles T. Rhodes, Nov. 27, 1961
Neil J. Riordan, June 20, 1960
Donald E. Ritter, October 2, 1973
John G. Ronken, Mar. 24, 1980
Charles F. Ross, Nov. 18, 1968
John S. Rossiter, July 17, 1961
Charles C. Row, July 1, 1959
Robert E. Rowan, June 27, 1966
Louis E. Ruttkay, Apr. 12, 1982
Shirley E. Salcedo, Aug. 10, 1950
Barbara S. Sanchez, Oct. 1, 1977
Angela O. Santos, June 10, 1974
Gloria I. Santos, Sept. 10, 1963
Dionisio O. Sarmiento, Apr. 28, 1967
Bernard L. Scaparro, June 13, 1955
Donald J. Scensny, Dec. 4, 1967
Donald W. Schmidt, Oct. 4, 1965
Robert E. Schmoltd, Oct. 16, 1957
James W. Schroeder, Oct. 1, 1968
Walter Schweikert, May 3, 1961
Carroll A. Scogin, March 5, 1956
Klepper Mason Scott, Apr. 1, 1966
Glenn R. Seese, September 27, 1957
Paul Ben Sellers, Jr., August 24, 1971
Betty A. Shea, September 16, 1952
Anna A. Shishido, Nov. 30, 1958
Yvonne C. Shu, Apr. 1, 1970
Barbara A. Siebeck, September 20, 1966
Kjersten F. Siewert, October 16, 1973

Ronald G. Simpson, Feb. 16, 1961
Nick Smernes, Feb. 20, 1962
Billy B. Smith, April 21, 1976
Charles F. Smith, Nov. 7, 1952
Jerry R. Smith, August 22, 1974
Lewis Earl Smith, March 15, 1961
John H. Snyder, July 14, 1969
Joanne E. Splithoff, September 18, 1973
Bessie L. Stephens, June 3, 1968
R.K. Stewart, July 6, 1956
Eugene Stockton, Mar. 27, 1972
Allen R. Stovall, July 20, 1965
Bernard P. Strahmann, Sept. 3, 1968
Walter Paul Tajdus, October 5, 1981
Alan L. Taylor, June 22, 1959
Donald E. Terry, Aug. 10, 1956
Ray A. Thomas, April 29, 1976
Edwin Tomasi, September 6, 1966
Carmen M. Torres, Nov. 22, 1971
Wilfred A. Trujillo, December 24, 1972
Marian D. Tumpa, Jan. 20, 1967
James H. Turnipseed, July 15, 1959
Anthony J. Ungaro, June 26, 1978
Robert L. Unger, Sept. 27, 1974
A.C. Urbas, July 21, 1969
Hank Vandernaald, October 16, 1958
Edmund A. Vasper, May 7, 1956
Aurora S. Velarde, Apr. 1, 1980
Alice M. Vincent, Aug. 1, 1969
Charlotte E. Von Harzberg, Sept. 12, 1977
Robert W. Waddell, Oct. 1, 1964
Elsie Wagner, Oct. 8, 1973
Addie M. Warner, July 7, 1980
Henry T. Waits, April 16, 1962
Robert A. Wamsley, April 18, 1966
John W. Warren, July 20, 1957
Denzel S. Weaver, Oct. 2, 1957
Patricia A. Weihmuller, October 11, 1971
John E. Weir, Feb. 9, 1959
Marilyn G. Welch, June 18, 1957
Charles E. Wells, July 20, 1953
Joanne H. West, Oct. 27, 1969
Delbert D. Westfall, November 27, 1968
James K. White, March 17, 1981
John W. White, June 16, 1961
Lucretia A. Whorton, June 18, 1979
Lelia J. Wickham, June 23, 1965
Donald M. Williams, Oct. 18, 1956
Robert L. Williams, June 2, 1964
Wilda E. Williams, July 24, 1967
Joann Willie, Oct. 25, 1965
Lea V. Wilson, Jr., October 24, 1955
Lyle E. Winter, Sr., Sept. 1, 1976
Edmund A. Wojtanek, August 29, 1977
Joe M. Woolbright, Dec. 1, 1958
W. Duane Wyrick, Jan. 24, 1972
Antonio D. Yap, October 7, 1964
Garland R. Young, Oct. 28, 1963
Virginia B. Youngblood, Apr. 22, 1968
Robert E. Youngquist, June 30, 1966
Shirley M. Zoellick, Jan. 10, 1961

UNOCAL 76

CORPORATE

- 35 YEARS **Dee H. Richardson**, Houston, Tx.
- 30 YEARS **Jerome S. Roche**, Los Angeles, Ca.
- 25 YEARS **Robert G. Alex**, Anaheim, Ca.
Raymond A. Carlson, Bakersfield, Ca.
Paul L. Dunn, Schaumburg, Il.
Janet L. Moon, Los Angeles, Ca.
G. Diane Morales, Anaheim, Ca.
Christina L. Perez, Brea, Ca.
Eugene S. Prochnow, Los Angeles, Ca.
Carolyn C. Tellez, Anaheim, Ca.
- 20 YEARS **Don L. Hartley**, Orcutt, Ca.
Theresa M. Holman, Los Angeles, Ca.
Gordon B. Linton, Los Angeles, Ca.
- 15 YEARS **Dennis E. Butler**, Los Angeles, Ca.
Mary B. Dodge, Los Angeles, Ca.
Karen K. Dundas, Los Angeles, Ca.
Troy A. Drake, Jr., Los Angeles, Ca.
Thomas F. Hairston, Washington, DC
Susan K. Malone, Los Angeles, Ca.
John D. Marble, Anaheim, Ca.
Rhoda M. Unger, Los Angeles, Ca.
- 10 YEARS **Karen L. Caracci**, Schaumburg, Il.
Veronica Collier-Allen, Los Angeles, Ca.
Linda A. Dumas, Los Angeles, Ca.
Peter T. Shepard, Los Angeles, Ca.
Keith M. Shull, Los Angeles, Ca.
Richard C. Stidham, Los Angeles, Ca.
Anita M. Williams, Los Angeles, Ca.
Deepti Zaremba, Los Angeles, Ca.

REAL ESTATE

- 35 YEARS **Richard M. Woody**, Los Angeles, Ca.
- 30 YEARS **Earl L. Robles**, Los Angeles, Ca.
- 25 YEARS **Ronald E. Jenkins**, Los Angeles, Ca.
- 20 YEARS **Ana M. Arvizu**, Los Angeles, Ca.
Larry M. Walby, Los Angeles, Ca.
- 10 YEARS **Susan B. Alvililar**, Grand Junction, Co.
Janice A. Audiss, Brea, Ca.
Melissa A. Jicha, Anaheim, Ca.

FRED L. HARTLEY
RESEARCH CENTER

- 35 YEARS **Jack L. Porter**, Brea, Ca.
- 30 YEARS **Darryl L. Jones**, Brea, Ca.
- 25 YEARS **Paul J. Durning**, Brea, Ca.
Gary C. Graham, Brea, Ca.
Gary K. Hackett, Brea, Ca.
Gaylen M. Knutson, Brea, Ca.
Paul D. Orosz, Brea, Ca.
Richard L. Sloggy, Brea, Ca.
Marcia R. Spriggins, Brea, Ca.
- 20 YEARS **Robert L. McCollom**, Brea, Ca.
Michael J. Tuffley, Brea, Ca.

- 15 YEARS **William C. Allen**, Brea, Ca.
Joseph P. Gee, Brea, Ca.
Ted S. Hallen, Brea, Ca.
Richard A. Holstedt, Brea, Ca.
George E. Robinson, Brea, Ca.
David R. Watkins, Brea, Ca.

- 10 YEARS **Fred Aminzadeh**, Brea, Ca.
Leslie V. Bachor, Brea, Ca.
Richard C. Browning, Brea, Ca.
Robert J. Craig, Brea, Ca.
Dean V. Davis, Brea, Ca.
Grace N. T. Ma, Brea, Ca.
Mary H. MacDonald, Brea, Ca.
Sondra J. Ogden, Brea, Ca.
Paul A. Peaden, Brea, Ca.
Julane E. Storm-Levia, Brea, Ca.
Lawrence D. Weber, Brea, Ca.

ENERGY RESOURCES

- 40 YEARS **Raymond L. Hazard**, Santa Fe Springs, Ca.
C.R. Marshall, Ventura, Ca.
- 35 YEARS **Robert T. Anderson**, Anchorage, Ak.
Lucien J. Cormier, Lafayette, La.
Bren C. Dehn, Anchorage, Ak.
A. M. Escalante, Lafayette, La.
Richard M. Giroir, Amelia, La.
William E. Tanner, Houston, Tx.
- 30 YEARS **Adolph A. Anders**, Houston, Tx.
Harry J. Arnold, Taft, Ca.
Judy L. Bailey, Anchorage, Ak.
Malcolm P. Clark, Santa Maria, Ca.
Donald V. Dunn, Santa Maria, Ca.
Cecil P. Eschete, Houma, La.
Chester E. Haase, Santa Maria, Ca.
Paul P. Leblanc, Lafayette, La.
Frank J. Lebouef, Houston, Tx.
Paul Legendre, Houma, La.
Daniel J. Madigan, Santa Fe Springs, Ca.
James R. Page, Midland, Tx.
Gary A. Starek, Midland, Tx.
Walter S. Temple, Houston, Tx.
- 25 YEARS **Walter R. Bailey**, Walnut Grove, Ca.
Robert G. Beason, Moab, Ut.
Susan D. Bond, Andrews, Tx.
Wanda J. Cooper, Oklahoma City, Ok.
George H. Covington, III, Midland, Tx.
Donna K. Crenwelge, Brea, Ca.
Howard J. Dion, Houma, La.
Donald E. Gluyas, Ventura, Ca.
Betty B. Harris, Houston, Tx.
Sharon J. Hitt, Lafayette, La.
W.E. Horrisberger, Bakersfield, Ca.
Benita J. Miller, Anchorage, Ak.
John E. Oneil, Jr., Santa Maria, Ca.
James M. Overman, Jal, N.M.
Charles M. Pogue, II, Los Angeles, Ca.
William V. Rovira, Houston, Tx.
Ronald L. Spratt, Houston, Tx.
Rochelle R. Stone, Houston, Tx.
Fred D. Tuttle, Santa Maria, Ca.
Quentin W. Van Camp, Los Angeles, Ca.
Judy L. Winder, Houston, Tx.

- 20 YEARS **John D. Amundsen**, Kenai, Ak.
Willie J. Bland, Santa Maria, Ca.
Richard K. Bodlaender, Thailand
James B. Burnett, Thailand
Houston L. Coor, Gillette, Wyo.
Richard T. Echlin, Ventura, Ca.
August T. Fernandez, Santa Maria, Ca.
Ronald A. Frison, Kenai, Ak.
Robert M. Garrett, Santa Maria, Ca.
Donald J. Gaspard, Gueydan, La.
John F. Godfrey, Clay City, Il.
Joseph E. Gonzales, Huntington Beach, Ca.
David B. Harbur, Los Angeles, Ca.
Thomas L. Hough, Clay City, Il.
S.A. Jackson, Houston, Tx.
Ronnie C. Lancaster, Van, Tx.
Charles C. Larson, Cut Bank, Mt.
Nolan J. Lirette, Dulac, La.
Manuel H. Nunez, Santa Maria, Ca.
Eugene Reed, Theriot, La.
Charles L. Roberts, Ventura, Ca.
Jesse Ruiz, Santa Maria, Ca.
Neil D. Shores, Gueydan, La.
Robert B. Tallyn, Houston, Tx.
- 15 YEARS **Johnny D. Allen**, Madill, Ok.
John Alvara, Santa Maria, Ca.
Manuel M. Aros, Santa Maria, Ca.
John G. Baines, Indonesia
Robert W. Ball, Grayling, Mi.
Paul A. Bourgeois, Jr., Abbeville, La.
Virginia E. Brock, Ventura, Ca.
Larry E. Bullard, Taft, Ca.
Edward Castillo, Santa Maria, Ca.
Debra L. Castruita, Ventura, Ca.
Scott J. Cosban, Lafayette, La.
Patrick A. Cox, Netherlands
Mark A. Depuy, Mobile, Al.
Francine K. Dicosimo, Houston, Tx.
Jan A. Dyckes, Bakersfield, Ca.
Joseph D. Falgout, Houston, Tx.
Alexander N. Forbes, Thailand
Norman L. Gilmont, Houston, Tx.
Daniel G. Grimes, Santa Maria, Ca.
Kenneth M. Hainline, Anchorage, Ak.
Stephen L. Holstein, Ventura, Ca.
Reid L. Johansen, Santa Maria, Ca.
Johnny S. Johnson, Taft, Ca.
David Lomenick, Healdton, Ok.
Justin P. Matthews, Abbeville, La.
John D. Mayhew, Bakersfield, Ca.
Kathy L. Miller, Lafayette, La.
Jimmy A. Millican, Houston, Tx.
Lawrence Milton, Bell City, La.
James S. Minvielle, Abbeville, La.
Richard N. Mitchel, Clay City, Il.
Saul A. Navarro, Taft, Ca.
Chester E. Newman, Abbeville La.
Stephen J. Novak, Liberty, Il.
Yolanda Perez, Ganado, Tx.

SERVICE AWARDS



Norman J. Phillips, Ventura, Ca.
 Donald L. Podsednik, Santa Maria, Ca.
 Larry L. Richards, Freeport, Tx.
 Gary D. Ross, Kenai, Ak.
 Gary C. Shrode, Santa Fe Springs, Ca.
 Dennis K. Simila, Santa Maria, Ca.
 Russell E. Smith, Santa Maria, Ca.
 Jerold L. Sweet, Walnut Grove, Ca.
 Celia L. Thurman, Midland, Tx.
 Debra A. Vincent, Houston, Tx.
 Kenneth W. Wearly, Kenai, Ak.
 Harvey E. Wetzel, Midland, Tx.
 Mary E. White, Bakersfield, Ca.
 Richard E. Williams, Houston, Tx.
 Charles R. Williamson, Brea, Ca.
 George H. Williamson, Houston, Tx.

10 YEARS Carl C. Abeloe, Jr., Santa Maria, Ca.
 Margie F. Baker, Houston, Tx.
 Teresa J. Beal, Los Angeles, Ca.
 Susan S. Benoit, Lafayette, La.
 Mark C. Boehm, Bakersfield, Ca.
 Timothy J. Borgerding, Aberdeen, Scotland
 Dorothy N. Branch, Lafayette, La.
 Jack R. Buller, Houston, Tx.
 Jay M. Byers, Houston, Tx.
 Reino F. Clark, Oklahoma City, Ok.
 Philip G. Clegg, Indonesia
 Kirk F. Cormany, Ventura, Ca.
 Gregory F. Craddock, Houston, Tx.
 Van D. Crowell, Grayling, Mi.
 Melvin L. Davis, Santa Fe Springs, Ca.
 Michael E. Dixon, Taft, Ca.
 Douglas W. Dresser, Anchorage, Ak.
 Donovan D. Egan, Huntington Beach, Ca.
 Matthew J. Frankforter, Midland, Tx.
 Peggy K. Gray, Anchorage, Ak.
 Thomas L. Grinnell, Santa Fe Springs, Ca.
 John A. Hendrickson, Worland, Wyo.
 John C. Hoffman, Houston, Tx.
 Douglas G. Johnson, Santa Fe Springs, Ca.
 Frank L. Jones, Indonesia
 Edward T. Kapp, Ventura, Ca.
 Gary L. Knecht, Ventura, Ca.
 Mark J. Kolka, Grayling, Mi.
 Keith R. Larsen, Jr., Moab, Ut.
 Bruce A. Laverly, Santa Maria, Ca.
 Thomas R. Leal, Huntington Beach, Ca.
 Charles K. Lebeau, Santa Maria, Ca.
 Leonard M. Lee, Lafayette, La.
 Vincent J. Lemieux, Anchorage, Ak.
 Ian S. Lippiatt, Thailand
 Paul W. Lokke, Kenai, Ak.
 Daniel Maguire, Sunbury, England
 Jeffrey L. Martin, Taft, Ca.
 Joseph C. McAdara, Kenai, Ak.
 Thomas L. McCaffrey, Santa Fe Springs, Ca.
 Michael J. McRae, Thailand
 Steven P. Miller, Lafayette, La.
 Mark J. Muzal, Netherlands
 Billy W. Nievar, Oklahoma City, Ok.
 Sharyl L. Norman, Casper, Wyo.
 Leonard G. Nyland, Lafayette, La.
 Glen O. Papp, Bloomfield, N.M.
 Nancy B. Parnell, Mobile, Al.
 Michael H. Portigal, Houston, Tx.
 Helen M. Ratto, Lompoc, Ca.
 Timothy J. Romero, Santa Maria, Ca.
 Paul F. Sagasta, Thailand
 Kathleen A. Schwehr, Midland, Tx.
 Hans F. Schwing, Indonesia
 Gary L. Sherlock, Perryton, Tx.
 John C. Smith, Midland, Tx.
 Lori J. Staley, Bakersfield, Ca.
 Martha R. Starek, Midland, Tx.
 Joseph E. Sullivan, Oklahoma City, Ok.
 Christopher J. Taggart, Thailand

Robert L. Taylor, Oklahoma City, Ok.
 Gregory A. Terzian, II, Ventura, Ca.
 Greg C. Tunnell, Los Angeles, Ca.
 Mike M. Valenzuela, Taft, Ca.
 Kathy M. West, Santa Maria, Ca.
 Richard J. White, Jr., Casper, Wyo.
 Robert W. White, Santa Maria, Ca.
 Robert F. Willis, Midland, Tx.
 Robert S. Wood, Santa Maria, Ca.
 Bashir M. Zagalai, Indonesia

Unocal Canada, Ltd.

20 YEARS Todd L. Brown, Calgary, Alberta
 Garry T. Rosenau, Slave Lake, Alberta
 Allan K. Solberg, Calgary, Alberta
 Christine E. Wickenheiser, Calgary, Alberta

15 YEARS Dale R. Brand, Calgary, Alberta
 Barbara J. Calon, Calgary, Alberta
 Anne L. Cowman, Calgary, Alberta
 Dewey J. Holt, Calgary, Alberta
 Garry W. Kevol, Calgary, Alberta
 James J. Pederson, Calgary, Alberta

10 YEARS Gilbert S. Graham, Calgary, Alberta
 Brent E. Hauger, Grande Prairie, B.C.
 Stephen L. Howell, Calgary, Alberta
 Laurie L. Hubley, Fort St. John, B.C.
 Penny M. Hugall, Calgary, Alberta
 Mary Kay Jordan, Calgary, Alberta
 Richard H. Kline, Calgary, Alberta
 Robert W. Lock, Fort St. John, B.C.
 Richard J. Payton, Calgary, Alberta
 Octavio P. Ventura, Calgary, Alberta

Unocal Thailand, Ltd.

10 YEARS Vicharn Buakaew
 Satitpong Bunnag
 Suraphong Chaveerat
 Maythee Chuaprasert
 Saowaluck Dilokwanich
 Udom Jindewa
 Manas Kame-Ngam
 Somnuk Muangkaew
 Supang Parchinburvan
 Apisan Rojanadumrong
 Puchong Sombatpirom
 Pongvitit Sukhum
 Saisunee Thumtrongkitkul

Unocal Indonesia, Ltd.

20 YEARS Bidol
 Djuri
 Giyono
 Halimansyah
 Harmaini
 Ibrahim
 Kasman
 Kasranie
 Ruddin
 Rustadi
 Sadilan
 Sardijanto
 Soegihartono
 Soejoto
 Soelaiman
 Soepomo
 Sukardjan
 Sukarmin
 Supijan
 Jusuf Adile
 Mohammad Ali
 Mohammad Amin
 Mohammad Asjikin
 Sjaiful B. Atma
 Bardi Atmawidjaya
 Aminuddin Badaruddin
 Shaiful Bachrie Baderun
 Auri Bahrudin
 Slamet Bakri
 Ephenetus Barus
 Bambang Djatisoewong

Tantawi Djuhari
 Wahju Dinata
 Batjo Jahja
 Ariffien Watnor Jose
 Mohammad Junus
 Nelwan Joel Pinontoan
 Willy Pinontoan
 Roni Kamrani
 Marlim Kusen
 Abdul Muis
 Jan Rudolf Polii
 Isdadiyono Pringgohardyo
 Abdul Rachman
 Imam Sardju
 Adan Satar
 Sapar Silalahi
 A. Simangunsong
 R.A. Harry Soeharto
 M. Soriton
 Djarot Sugeng Supratikto
 Bambang Suprijadi
 Dadiek Suwandi
 Ismat Syahrhan
 Charles Tanzil
 Sri Tjahyono

15 YEARS Bahrani
 Budiyanto
 Herman
 Kohari
 Kusno
 Machfoed
 Marjuki
 Mulyadi
 Pulyadi
 Samsudin
 Subechi
 Suharno
 Suharso
 Sukirin
 Sumariyono
 Sumaryanto
 Suratmiin
 Suyitno
 Sofyan H.B.
 Baharuddin Banu
 Frans James Boebel
 Askad Hadiwibowo
 Jamaluddin Hanafi
 Soewito Handoyo
 Faried Hasan
 Aburaera Lasaude
 Samuel Sulle Mallua
 Arbain Nahur
 Rusdian Rasid
 Fadilah Rivadie
 Maripul Siregar
 Lihart W. Tamasoleng
 Marthin Asil Tandoh
 Bonnyfacius Tinus
 Jack Oscar Tungka

10 YEARS **Soedirman**
Soegiatmo
Sukiran
Supangat
Suratmin
Suyatno
Tatiek C. Adiwinata
Ichwan Amin
Badrun Daniel
Machmud Ibrahim
Supriyono L
Abu Sofan M
A Kahar Mallu
Made Mangku
Pius Sidik Purbono
Yahya Sudarma
Dahlia Suhanda
Sri Wahyuni

Unocal U.K., Ltd.

20 YEARS **Steve Smith**, Sunbury, England

15 YEARS **Phil Beck**, Sunbury, England
Bill Cuthill, Aberdeen, Scotland
Alastair Gray, Sunbury, England
David Kent, Sunbury, England
Richard Long, Sunbury, England
T. Brian Simmonds, Sunbury, England

10 YEARS **Anne Alford**, Sunbury, England
Christine Calder, Aberdeen, Scotland
Kamlesh Darbar, Sunbury, England
Stuart Ellison, Aberdeen, Scotland
Paul Harrison, Aberdeen, Scotland
John MacDonald, Aberdeen, Scotland

Unocal Netherlands, B.V.

10 YEARS **Gerard Bekke**
Lud Dorrestijn
Jeanette Hemert-Rietkerk
Fred Kuipers
Wouter Remis
Hans Rottier
Henk Tauber

GEOTHERMAL

25 YEARS **Carl Junker**, Santa Rosa, Ca.
Raymond Pardini, Santa Rosa, Ca.

20 YEARS **Michael Barnes**, Santa Rosa, Ca.
Leland Hale, Santa Rosa, Ca.
John Bush, Indonesia

15 YEARS **Paul Atkinson**, Santa Rosa, Ca.
Gerald M. Hamblin, Santa Rosa, Ca.
Daniel Brown, Santa Rosa, Ca.
William Cumming, Santa Rosa, Ca.
Brian Curran, Santa Rosa, Ca.
Glenn Melosh, Santa Rosa, Ca.
Rebecca Toso, Santa Rosa, Ca.
Rose Wagner, Santa Rosa, Ca.
Adadu Yamane, Santa Rosa, Ca.

10 YEARS **Sean Belmont**, Santa Rosa, Ca.
Ezekiel Calderon, Calipatria, Ca.
Lorraine Clements, Indio, Ca.
Gary Davis, Santa Rosa, Ca.
Jarrell Elliott, Santa Rosa, Ca.
Thomas Ford, Santa Rosa, Ca.
David Huebel, Santa Rosa, Ca.
Curtis Jessen, Santa Rosa, Ca.
Diane Larsen, Santa Rosa, Ca.
Ronald Lawrence, Santa Rosa, Ca.
Kelly Martin, Santa Rosa, Ca.
James Novak, Santa Rosa, Ca.
Sandra Ritchie, Los Angeles, Ca.
Terrance Seller, Santa Rosa, Ca.
David Sussman, Philippines

Philippine Geothermal, Inc.

15 YEARS **Roberto Adan**, Tiwi
Mansueto Barinque, Makati
Monico Basallote, Tiwi
Jose Boroc, Tiwi
Arturo Cangco, Makati
Jose Cernechez, Tiwi
Vicente Cope, Tiwi
Hector DeVilla, Bulalo
Antonio Espineda, Bulalo
Carlito Matias, Makati
Danilo Narceda, Makati
Renato Octaviano, Makati
Moreno Paris, Makati
Teresita Paz, Makati
Amado Santos, Makati
Nicolas Tolentino, Makati
Danilo Tria, Tiwi
Reynaldo Villegas, Bulalo

10 YEARS **Rudy Palic**, Bulalo
Reynaldo Paredes, Bulalo
Efren Valenzuela, Bulalo
Thelma Villanueva, Makati

Unocal Geothermal of Indonesia, Ltd.

10 YEARS **Januar Admiral**
Emma Amalia
Dadang Samsidi

PETROLEUM PRODUCTS & CHEMICALS

45 YEARS **Robert E. Phillips**, Atlanta, Ga.

40 YEARS **Martin G. Olson, Jr.**, Los Angeles Refinery
Betty A. Shea, Schaumburg, Il.
Charles F. Smith, Los Angeles Refinery

35 YEARS **Shiela Anderson**, Los Angeles, Ca.
Mary Battaglia, San Francisco, Ca.
Robert J. Christensen, Schaumburg, Il.
James D. Edmonds, Los Angeles Refinery
C. B. Evans, Jr., San Francisco, Ca.
Loren G. Hartman, Nederland, Tx.
Howard A. Huenegardt, Richmond, Ca.
Joseph B. Jenkins, Cypress, Ca.
John E. Pippitt, Los Angeles, Ca.
Robert W. Raymond, Schaumburg, Il.
Robert E. Schmoltdt, Schaumburg, Il.

30 YEARS **Himeko Furuya**, Pasadena, Ca.
Carmen M. Negron, San Francisco, Ca.
Billie D. Norman, Kennewick, Wa.
Richard S. Osburn, Los Angeles, Ca.
Billy J. Waller, Nederland, Tx.
Roger A. Winship, San Francisco Refinery

25 YEARS **Gail Lynn Appel**, Schaumburg, Il.
Donald C. Bodoh, San Francisco Refinery
Forrest R. Bottomley, San Francisco Refinery
Jerry A. Brandon, Coalinga, Ca.
Daniel M. Brock, Atlanta, Ga.
Michael R. Caldwell, Los Angeles, Ca.
R. Andrew Campbell, Schaumburg, Il.
Patricia O. Champion, Schaumburg, Il.
James D. Daily, Schaumburg, Il.
Frederick A. Devereux, Honolulu, Hi.
John M. Ferrara, Richmond, Ca.
Roger L. Folda, San Ramon, Ca.
Richard F. Fountain, San Francisco, Ca.
Joan F. Franco, Los Angeles, Ca.

SERVICE AWARDS



Ronald A. Fraser, Schaumburg, Il.
Erik Frederiksen, Santa Maria Refinery
Lynne Fuenty, Schaumburg, Il.
R. Charles Gagnon, Schaumburg, Il.
Gordon W. Gifford, Kenai, Ak.
Rial N. Greenman, Schaumburg, Il.
William A. Hill, Atlanta, Ga.
Melvin T. Himeda, Honolulu, Hi.
Dale L. Hoffman, Portland, Or.
E. Robert Kern, Atlanta, Ga.
Donald E. Koob, Los Angeles Refinery
Betty J. Lamprecht, Schaumburg, Il.
Randolph R. McKay, Los Angeles Refinery
Ned L. Melvin, Tampa, Fl.
Thomas P. Mitchell, Santa Maria Refinery
Nancy K. Morales, San Francisco, Ca.
William F. Murphy, Schaumburg, Il.
John Ontiveros, San Francisco, Ca.
Herbert Pomerantz, Schaumburg, Il.
Roger N. Rhine, Richmond, Ca.
Larry G. Robinson, Kennewick, Wa.
Donald J. Scensny, Schaumburg, Il.
Janet K. Scharf, San Francisco, Ca.
Danny L. Tennant, Atlanta, Ga.
Karen L. Trace, Los Angeles, Ca.
Blair J. Tuckerman, Schaumburg, Il.
Frank K. Vesperas, Hilo, Hi.
Ronald D. Villa, City of Industry, Ca.

20 YEARS **Norma J. Abrams**, San Francisco, Ca.
Randolph R. Amos, San Jose, Ca.
Alejandro Arellano, Richmond, Ca.
Benita A. Bazile, Richmond, Ca.
A.D. Bowen, San Francisco Refinery
Floyd A. Brooks, Los Angeles, Ca.
James R. Burton, Nederland, Tx.
Policarpio H. Cabang, San Francisco, Ca.
Richard B. Carter, City of Industry, Ca.
Chi H. Chang, San Francisco, Ca.
Bobby J. Clemons, San Francisco Refinery
Gilbert M. Davis, Los Angeles, Ca.
Phillip M. Dedge, Los Angeles, Ca.
Richard D. Demartile, San Francisco Refinery
Paul V. Dobay, Jr., Los Angeles Refinery
Kenneth R. Falcone, Los Angeles, Ca.
Wilfredo L. Febres, San Francisco Refinery
Freddie Ford, San Francisco Refinery
Andrew F. Garcia, San Francisco Refinery
Lois L. Hague, Schaumburg, Il.
Gregory R. Haupt, Los Angeles Refinery
Charlotte E. Head, Atlanta, Ga.
Clarence K. Hively, Honolulu, Hi.
Estela F. Ihlenfeldt, Los Angeles, Ca.
Janice G. Johnson, San Francisco, Ca.
Richard J. Koceja, Schaumburg, Il.
Edward A. Listander, Richmond, Va.
John G. Loosli, Kenai, Ak.
James R. Mack, Los Angeles, Ca.
Colleen M. McConnell, San Francisco, Ca.
Lena M. Moorer, Los Angeles Refinery
Lawrence J. Morrison, Phoenix, Az.

SERVICE AWARDS



Nancy A. Murray, San Francisco, Ca.
Robert B. Murtagh, San Francisco, Ca.
Norman M. Nakamura, Sacramento, Ca.
Glen N. Netz, Spokane, Wa.
Herman Papillion, Los Angeles, Ca.
Joseph A. Penna, III, San Francisco Refinery
Wayne A. Perez, Santa Maria, Ca.
Steve M. Preciado, Los Angeles Refinery
Cordilla R. Quinn, Los Angeles, Ca.
Nancy A. Roberts, San Francisco, Ca.
Marcia A. Rutz, Schaumburg, Il.
Walter S. Schwarz, San Francisco Refinery
James D. Simpson, Jr., Los Angeles Refinery
Gildardo J. Solis, Los Angeles Refinery
James St. Clair, Schaumburg, Il.
Ronald Stanton, Cypress, Ca.
Tommy D. Stevenson, San Francisco Refinery
Dorothy T. Stokes, Savannah, Ga.
Stephen J. Stoughton, Schaumburg, Il.
Jacqueline M. Suviate, Los Angeles, Ca.
David E. Turner, Colton, Ca.
Carolina C. Vergara, San Francisco, Ca.
Teresita Villavicencio, San Francisco, Ca.
Richard D. Walloch, San Francisco Refinery
Rodney J. Ward, Kennewick, Wa.
Yolanda C. Wiltz-Holmes, San Francisco, Ca.
Dawn E. Windholz, Schaumburg, Il.
Thomas Wright, Savannah, Ga.
Townsend T. Yasuda, Los Angeles, Ca.
Melvin T. Yoon, San Francisco Refinery

15 YEARS Edward J. Aisenberry, Kenai, Ak.
Carol A. Anderson, Kenai, Ak.
Marie Elana Arenas, Los Angeles, Ca.
Christopher D. Barnes, San Francisco Refinery
John M. Beath, Nederland, Tx.
Marilyn L. Berg, West Sacramento, Ca.
David M. Black, San Francisco Refinery
Bruce D. Blume, Kenai, Ak.
Carol A. Bobbe, Schaumburg, Il.
Ronald W. Bock, Los Angeles Refinery
Thomas Bourque, Sr., Gueydan, La.
Ronald G. Boyd, Phoenix, Az.
Thomas G. Burg, Kenai, Ak.
Deryl G. Caviness, San Francisco Refinery
Abelardo J. Chavira, Pasadena, Ca.
Doris M. Chun, Honolulu, Hi.
Morgan L. Clark, San Francisco Refinery
William D. Collins, Kennewick, Wa.
James E. Cooper, Kenai, Ak.
Kenneth R. Cox, Kenai, Ak.
Russell A. Crawford, Santa Maria Refinery
Randall C. Cronce, Kenai, Ak.
Jana M. Cunningham, Los Angeles, Ca.
Micheal H. Delacey, Los Angeles Refinery
Bethine V. Delong, San Diego, Ca.
Ronald F. Earl, Los Angeles, Ca.
William H. Egbert, Kenai, Ak.
Lori L. Eirich, Schaumburg, Il.
Timothy E. Elder, Kenai, Ak.

Jaime J. Esparza, Santa Maria Refinery
John F. Falvey, Jr., Nederland, Tx.
William Fenton, Jr., Nederland, Tx.
Frank R. Figueroa, Los Angeles Refinery
Russell Frank, Schaumburg, Il.
David L. Franklin, San Francisco Refinery
Eulogie Galiste, Jr., San Francisco Refinery
Raymond M. Garcia, Kenai, Ak.
Margaret George, Los Angeles Refinery
Martin A. Gibula, Schaumburg, Il.
Alvin W. Hampson, Kenai, Ak.
Joyce L. Harrison, Schaumburg, Il.
Richard T. Haverstock, Los Angeles Refinery
Daniel E. Hernandez, Los Angeles Refinery
Carl Holland, Jr., Kenai, Ak.
Terry E. Holt, San Francisco Refinery
Jacqueline M. Honer, Los Angeles Refinery
Earl A. Hutchison, Los Angeles Refinery
Richard Jasso, Kennewick, Wa.
Richard J. Jordan, Avenal, Ca.
Charles S. Keller, Van, Tx.
Randall L. Knowles, Kenai, Ak.
Varut Komalarajun, Los Angeles Refinery
Terrence L. Larson, Los Angeles, Ca.
Keith E. Laurie, Kenai, Ak.
Morgan A. Lew, San Francisco Refinery
Reuben C. Luera, Kennewick, Wa.
David M. Maki, Rodeo, Ca.
Jess J. Medina, Torrance, Ca.
Gayla D. Meyer, Los Angeles Refinery
Charles W. Middough, Jr., Los Angeles Refinery
Harold W. Miller, Memphis, Tn.
Kevin M. Monroe, Los Angeles Refinery
Irene C. Nash, San Ramon, Ca.
Wayne G. Nelson, Rodeo, Ca.
John G. Overway, Kenai, Ak.
Richard J. Pehrson, Los Angeles, Ca.
Loretta E. Pena, Los Angeles, Ca.
Dorothy L. Petrizze, Schaumburg, Il.
Lonnice E. Pilcher, Rome, Ga.
Mark R. Powell, Kennewick, Wa.
John B. Purcell, Rodeo, Ca.
Ellen J. Quinn, Schaumburg, Il.
Willfred I. Ronellenfitch, Kenai, Ak.
William H. Rooks, III, Los Angeles, Ca.
Larry D. Ross, Santa Fe Springs, Ca.
Richard F. Ross, Los Angeles Refinery
Roseanne M. Rother, Santa Fe Springs, Ca.
Barbara S. Sanchez, Santa Fe Springs, Ca.
Michael J. Schendel, Schaumburg, Il.
Vernon R. Schenfisch, City of Industry, Ca.
Robert M. Schlax, Schaumburg, Il.
Jan L. Schwamb, Houston, Tx.
Stanley L. Seret, Richmond, Ca.
Tommy J. Slater, Monticello, Il.
Donald D. Slaughter, Kenai, Ak.
George M. Spor, Kenai, Ak.
Roger L. Strong, Los Angeles Refinery
Jeanne M. Tate, Rodeo, Ca.
Mark L. Thomas, Los Angeles, Ca.
Wilbert L. Thompson, Los Angeles, Ca.
Frank T. Tosto, Jr., Kennewick, Wa.
Reynaldo J. Ungos, Los Angeles Refinery
Elmer Vallejos, Los Angeles, Ca.
David L. Warfield, Wildwood, Fl.
Louis R. Webb, Kennewick, Wa.
Robert K. Westover, Kenai, Ak.
Wendill L. White, San Francisco Refinery
J.F. Whiteside, Kenai, Ak.
Richard S. Wiggins, Jr., West Sacramento, Ca.
Norman P. Witalec, Kenai, Ak.
Jackie L. Wood, San Diego, Ca.

10 YEARS Hermano G. Aragon, Rodeo, Ca.
Ervin D. Archie, San Francisco Refinery
Edward C. Bergelt, Jr., Los Angeles Refinery
William N. Berry, Nederland, Tx.
Sandra K. Birgerson, Schaumburg, Il.
David R. Blihovde, Jr., Richmond, Ca.
Henry A. Brandau, San Francisco Refinery
Edward D. Breuninger, Arroyo Grande, Ca.
Jack R. Buller, Houston, Tx.
Margret F. Burek, City of Industry, Ca.
William E. Carlson, Los Angeles Refinery
William B. Clark, San Francisco Refinery
Steven F. Cool, San Francisco Refinery
Richard D. Couture, Torrance, Ca.
Albeatrice Demazeliere, Los Angeles, Ca.
Terrence J. Deschamp, Santa Fe Springs, Ca.
Daryl Dierwechter, Schaumburg, Il.
Stephen E. Dinsdale, Kennewick, Wa.
Nadia Doerler, Schaumburg, Il.
David G.W. Elliot, Portland, Or.
Richard Espinoza, Los Angeles Refinery
Alfonso Garcia, Los Angeles Refinery
Steve Gaska, Torrance, Ca.
Michael S. Graves, Portland, Or.
Paul J. Griffith, San Francisco Refinery
Albert J. Hagemyer, West Sacramento, Ca.
Kenneth A. Harris, Nederland, Tx.
Barbara K. Hauge, Schaumburg, Il.
Steve A. Hendrickson, Los Angeles Refinery
Jay E. Hezlett, Kenai, Ak.
Walter J. Hoffman, Los Angeles Refinery
Sondia S. Hollingsworth, Atlanta, Ga.
James L. Johnnie, Los Angeles, Ca.
Irene W. Jones, Kenai, Ak.
Fe A. Kelley, Los Angeles, Ca.
Ransome J. King, Los Angeles Refinery
Russell J. Kleinheksel, Los Angeles, Ca.
James E. Kost, Portland, Or.
Daphne Y. Lai, Los Angeles, Ca.
Johnny M. Latimer, Los Angeles Refinery
Michael Latteri, Kennewick, Wa.
Sudie M. Lopez, West Sacramento, Ca.
Mark S. Lovdjieff, Schaumburg, Il.
Emanuel R. Lucero, Los Angeles Refinery
Jeff E. Martin, Kenai, Ak.
Robert R. McGogy, Los Angeles Refinery
Rafael A. Menjivar, Pasadena, Ca.
Donald R. Montgomery, Kennewick, Wa.
William C. Mullan, Wildwood, Fl.
Dennis E. Nagel, Los Angeles Refinery
Nicholas M. Oropeza, Nederland, Tx.
Ian A. Pearson, Los Angeles Refinery
Nadine A. Pierson, Wildwood, Fl.
Paul D. Pietro, Kenai, Ak.
Sudie M. Pleasant, Los Angeles Refinery
Douglas A. Poder, Schaumburg, Il.
Daniel W. Prieto, Los Angeles Refinery
Bruce B. Rees, Los Angeles Refinery
Michael J. Sailer, Arroyo Grande, Ca.
Kelly D. Saltzgeber, Kenai, Ak.
Ronald W. Schluter, San Francisco Refinery
Mark C. Sherman, Los Angeles Refinery
Renee Siemienkiewicz, Schaumburg, Il.
Margaret Sipple-Srinivasan, Los Angeles, Ca.
Kenneth H. Smith, Kenai, Ak.
Coleman J. Stephens, San Francisco Refinery
Ricky L. Taylor, Kenai, Ak.
Janet Tierney, Schaumburg, Il.
Jim Valdez, Los Angeles Refinery
Jose F. Vasquez, Los Angeles, Ca.
John L. Volpe, San Francisco Refinery
James D. Weith, Los Angeles Refinery
Kenneth L. Young, Los Angeles, Ca.

SERVICE AWARDS



Molycorp, Inc.

25 YEARS **Gene R. Dewey**, Los Angeles, Ca.
Daniel A. Hackett, Washington, Pa.
Weldon E. Poff, York, Pa.

20 YEARS **Dennis Foster**, Mountain Pass, Ca.
Dennis N. McBride, Mountain Pass, Ca.
Rick R. Shucemaker, York, Pa.

15 YEARS **Lee R. Alloway**, York, Pa.
John B. Appleman, Louviers, Co.
Jim E. Espinoza, Mountain Pass, Ca.
Eugene C. Gift, York, Pa.
Gary N. Heinze, Mountain Pass, Ca.
Mark R. Poole, Louviers, Co.
Penny K. Whetstone, Mountain Pass, Ca.
Danny L. Williams, Louviers, Co.
William A. Zayalick, York, Pa.

10 YEARS **Douglas E. Bennett**, Louviers, Co.

Poco Graphite, Inc.

20 YEARS **Robert D. Brown**, Decatur, Tx.
Donald L. Henson, Decatur, Tx.
Robert W. Shawn, Decatur, Tx.
Frankie L. Tolbert, Decatur, Tx.

15 YEARS **Sally P. Freeman**, Decatur, Tx.
Ricky P. Slimp, Decatur, Tx.
Sheila J. Thomason, Decatur, Tx.
Charlotte S. White, Decatur, Tx.

10 YEARS **Michael L. Denney**, Decatur, Tx.

Marketers & Distributors

70 YEARS **Samson Oil Co., Inc.**, Hibbing, Mn.

35 YEARS **Baltus Oil Co., Inc.**, Marshfield, Wi.
Carls Oil Co., Inc., Hinckley, Il.

30 YEARS **Marc Nelson Oil Products Inc.**, Salem, Or.
Don Small & Sons Dist. Co., Inc., Auburn, Wa.

25 YEARS **Burlile Oil Co., Inc.**, Gallipolis, Oh.
Merwin Oil Co., Inc., Fond Du Lac, Wi.

20 YEARS **Marshall Bjork**, Polson, Mt.
Clemens Oil Co., Springfield Oh.
Johnson Petroleum, Inc., Huntington In.
Julian W. Perkins, Inc., Elyria, Oh.
Porter's Petroleum Products, Redding, Ca.

10 YEARS **C. L. Bryant, Jr.**, Corcoran, Ca.
Cummings Oil, Inc., Aitkin, Mn.
Good's Petroleum Prod., Inc., Susanville, Ca.
Jaramillo Oil Co., Inc., Mesilla Park, N.M.
Lofstrom-Edward Peninsula, Iron Mountain, Mi.
Peterson Oil Co., Conneaut, Oh.
Victorville Oil Company, Inc., Victorville, Ca.
Bill Walsma, Lancaster, Ca.

IN MEMORIAM

EMPLOYEES

Energy Resources

Wilda L. Malloroy, July 16, 1992
Everett McCormick, Jr., July 7, 1992

Petroleum Product & Chemicals

Eugene F. Canote, April 30, 1992
Shirley J. Johnson, July 27, 1992
Byron M. Kemp, March 29, 1992
John H. Maize, Sr., June 28, 1992
Steven Williams, August 18, 1992

RETIREES

Corporate

William C. Bennett, August 26, 1992
Byron Sumner Estes, April 27, 1992
Ethel P. Farnsworth, June 24, 1992
L. A. Gibbons, August 2, 1992
Hjalmer H. Hansen, June 20, 1992
Hazel Kelly, August 13, 1992
Jay P. Phillips, Jr., July 18, 1992
Eileen R. Vaughn, May 28, 1992
William C. Weldon, June 5, 1992
Curtis H. Whitmore, May 25, 1992

Energy Resources

Clyde H. Aycock, June 20, 1992
Joseph C. Carnes, April 6, 1992
Sylvester Cauvel, June 18, 1992
Roy V. Covey, August 2, 1992
Luther M. Donham, July 6, 1992
Emil Dormaier, July 14, 1992
Marguerite B. Fine, July 7, 1992
Willard S. Forbes, June 1, 1992
Harrison J. Fuseller, August 31, 1992
Aubrey C. Glover, September 12, 1992
Velmar O. Gustafson, September 1, 1992
Karl W. Hoshor, May 16, 1992
Charles R. Keegan, June 10, 1992
Albert W. Lydick, April 18, 1992
Ralph M. McGee, May 21, 1992
Ray Mohler, June 5, 1992
Kenneth Norman Poppe, July 6, 1992
Kelly J. Proctor, June 15, 1992
Oral E. Seely, May 29, 1992
Henry L. Stave, August 17, 1992
Garold B. Thurman, June 22, 1992
Marshall V. Turf, July 26, 1992
Vance A. Wade, March 23, 1992
Ora Alta Willett, July 11, 1992
Fred W. Williams, June 1, 1992
Jack D. Young, August 31, 1992

Petroleum Product & Chemicals

Edmund C. Allison, June 7, 1992
Deward L. Baker, May 1, 1992
Glen Baker, September 21, 1992
John Barenbrugge, June 2, 1992
Walter C. Barlow, July 30, 1992
Altia J. Boutin, August 5, 1992
Fred Willis Branham, March 17, 1992
James L. Broderick, July 1, 1992
James B. Bunn, August 20, 1992
Edward Callaway, August 5, 1992
Frank M. Camp, September 3, 1992
Douglas Campbell, July 19, 1992
Wilbur Campbell, July 17, 1992
Cecil F. Cessna, April 29, 1992
Leo M. Chapman, April 25, 1992
Robert E. Clark, May 12, 1992
Albert W. Compton, August 26, 1992
George M. Cookerly, June 4, 1992
Harvey Cooper, May 31, 1992
Rose P. Cutler, April 26, 1992
Roy H. DeLay, July 22, 1992
Robert C. Dent, June 23, 1992
Adam H. Devillier, July 13, 1992
Frank Dietz, August 26, 1992
Edward Dittrich, September 12, 1992
Willard Dorsett, Jr., April 27, 1992
Daniel E. Driscoll, July 3, 1990
Russell C. Dyess, March 16, 1992
Merritt E. Edwards, September 14, 1992

Elbert E. Elder, April 13, 1992
Paul Erzen, Jr., March 26, 1992
Woodrow Fleshman, May 23, 1992
Marmion C. Freiberg, August 2, 1992
Edwin B. Fuller, April 3, 1992
James Gabbard, April 6, 1992
Arthur R. Gilpin, May 9, 1992
Ralph E. Gleason, July 10, 1992
Rudolph Gotlund, May 30, 1992
Samuel A. Hammonds, April 2, 1992
Jack Hancock, April 12, 1992
Bruce A. Harbolt, September 4, 1992
Lewis L. Hargrove, August 5, 1992
Paul M. Harner, August 31, 1992
Frank M. Hennessy, June 26, 1992
David P. Hess, April 25, 1992
Helen C. Hoover, June 10, 1992
Lawrence F. Hurst, Sr., April 11, 1992
Eugene D. Johnson, May 24, 1992
Trevor Jones, June 12, 1992
George E. Kapsar, May 9, 1992
Evelyn Kelleher, May 17, 1992
Leonard S. Krummack, September 7, 1992
Frank O. Lamb, April 22, 1992
Joseph L. Lange, September 7, 1992
Benny L. Lindsey, March 25, 1992
John M. Lott, August 5, 1992
Walter A. Manzanares, September 7, 1992
Paul D. Menefee, August 4, 1992
Bohumil T. Moravec, July 16, 1992
George R. Morrison, July 15, 1992
Jesse O'Quin, Jr., June 22, 1992
William T. Pendergrass, August 11, 1992
Jack E. Perkins, July 6, 1992
Jack W. Phillips, April 23, 1992
Lathen G. Platt, April 5, 1992
Carrol Powell, August 28, 1992
Gordon Reynolds, September 10, 1992
Freddie Richard, June 5, 1992
William F. Richter, August 3, 1992
Charles Riggs, August 6, 1992
Jose Romo, June 10, 1992
Edward L. Schultz, June 28, 1992
Henry T. Seritt, March 20, 1992
Vernie I. Severson, May 20, 1992
Fred J. Spring, April 30, 1992
Vernon E. Stein, May 7, 1992
James D. Stewart, June 24, 1992
Edna E. Sullivan, June 12, 1992
Hardy Lloyd Taylor, July 21, 1992
Evelyn Thomas, June 11, 1992
Eugene J. Thompson, May 26, 1992
John T. Urone, April 10, 1992
Antonio R. Villalobos, July 13, 1992
William E. Vreuls, March 31, 1992
Theodore G. Wagoner, September 3, 1992
Edward M. Walz, June 20, 1992
Howard R. Webb, May 29, 1992
Harold Weeks, March 22, 1992
Roy L. Weeks, April 13, 1992
Judd Weller, July 15, 1992
Charles N. Whiteside, March 27, 1992
Sam Wigington, Jr., April 4, 1992
Charles Henry Wille, April 9, 1992
Robert D. Wilson, June 20, 1992

Fred L. Hartley Research Center

Nelson G. Allison, March 26, 1992
William C. Ferguson, September 11, 1992
Roderick W. Hunsworth, June 17, 1992
Anthony J. Tulleners, March 19, 1992

Molycorp, Inc.

Donald S. Berry, June 4, 1992
Paul Jennings, July 20, 1992
Harold L. Shenberger, July 9, 1992

GARY L FOY
16823 LIGGETT STREET
SEPULVEDA CA 91343

CONTENTS



2

Taking Stock Of Our Progress Page 1
Chairman and Chief Executive Officer Richard J. Stegemeier offers his perspective on the state of Unocal following the company's recent restructuring.

A Vision Of The Future Page 2
Roger C. Beach, Unocal's president and chief operating officer, discusses the company's Performance Improvement Program and details new objectives for the coming years.

Unocal's Engine Of Growth Page 8
Streamlined and strategically refocused, the Energy Resources Division is mobilizing to boost cash flow through an accelerated development drilling program.



8

PP&C: A Downstream Dossier Page 12
The new Petroleum Products & Chemicals Division is relying on teamwork, communication and increased cost efficiency to improve its competitive position.

The New Organizations Page 16
Seventy Six charts key personnel in the company's realigned upstream and downstream business units.

A Fond Farewell Page 18
Unocal bids good-bye to more than 600 retiring employees and honors their impressive legacy of accomplishment.

Service Awards Page 20



12

Cover: Given Unocal's large domestic inventory of undeveloped oil and gas reserves, a stepped-up drilling program could be the quickest route to enhancing company cash flow. In this edition, *Seventy Six* looks at the results of Unocal's recent restructuring effort and details new strategies for improving performance companywide. Coverage begins on page 1.

Seventy Six is published by the Corporate Communications Department, Unocal Corporation, Box 7600, Los Angeles, California 90051. Karen Sikkema, Vice President, Corporate Communications; Mike Broadhurst, Editor; Ray Engle and Associates, Art Directors.

Use of the name "Unocal" in Seventy Six may refer to either "Unocal Corporation" (a Delaware corporation) or "Union Oil Company of California" (its wholly owned subsidiary) or, at times, to subsidiaries of either of these companies.

©1992 Union Oil Company of California dba Unocal.

Seventy Six
VOL. LXXI
NUMBER 3
Fall 1992