

CONOCOPHILLIPS

# spirit

Fourth Quarter 2011



## Repositioning: The future takes shape

Aviation achieves higher  
altitudes of service

ConocoPhillips honors the  
military service of employees

"America needs affordable energy."

"America needs cleaner energy."

Who's right? They both are. That's why, at ConocoPhillips, we're helping to power America's economy by safely accessing one of America's most abundant energy resources: natural gas. Which creates jobs. Has less emissions. And answers both their concerns.

To find out why natural gas is the right answer, visit [PowerInCooperation.com](http://PowerInCooperation.com)

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**ConocoPhillips**  
There's Power in  
Cooperation™

# Sharing Insights



**Ryan Lance**, future Chairman and CEO of the new ConocoPhillips

*We are entering a new era for ConocoPhillips, and I am excited to be the designated chairman and CEO at such an important time. I realize that the repositioning effort is often tedious – with many moving parts and pieces – and appreciate the patience and focus employees have demonstrated as all the vital elements gradually come together. It will take our combined efforts to complete this transition as smoothly as possible, and I couldn't be more confident in our success.*

*As I think about our future, opportunities to pursue new exploration plays, grow production of nonconventional oil and gas, and find better ways to do our jobs together go through my mind. Our possibilities are amazing. As a pure-play company, we will be more agile – able to act faster and with greater focus – to capture these opportunities. I look forward to working with both the current and future skilled and talented ConocoPhillips employees, as we embark on this journey.*

*Throughout my career, I have experienced a great deal of change and have learned that change drives progress and achievement. Our future is bright, and together, we can help ConocoPhillips become not only the largest player in the independent exploration and production sector, but the acknowledged leader in efficiency and competitiveness. I believe that the best is yet to come for our company.*



**Greg Garland**, future Chairman and CEO of Phillips 66

*This is an exciting time in our history, and it was with great enthusiasm that I accepted the role as future chairman and CEO of Phillips 66. Before returning to ConocoPhillips in 2010, I had the pleasure of being the CEO of Chevron Phillips Chemical, our chemicals co-venture that contributes substantially to our company's profitability by extending our presence in the energy value chain. But far from being a newcomer, I began my career with Phillips in 1980 and worked more than 20 years in a variety of technical and management positions in the plastics, planning, technology, and exploration and production arenas.*

*So, like many of my fellow employees, my connections to ConocoPhillips run deep. It is those strong connections that give me confidence in our ability to successfully reposition our company and provide Phillips 66 with the capability to prosper as a separate entity.*

*The businesses that will make up Phillips 66 – refining and marketing, chemicals, and midstream – are already leaders in their industry segments. As always, our job remains supplying consumers and business with the fuels and petrochemicals that are essential to modern life. With such strong positions in all our businesses, I look forward to the opportunities and the challenges that tomorrow will bring and to leading a highly experienced, capable, diverse and knowledgeable global workforce during the years ahead.*

**Editor's Note:** In addition to the latest news on repositioning, this issue of *spirit Magazine* delivers profiles of Corporate Aviation, Kuparuk and the 2011 Subsurface Symposium; a heartfelt testimonial to our military reservists and veterans; vibrant pictorials of the San Juan Business Unit's recent Native American Appreciation Day and the Tour de Timor bicycle rally; two new Faces of ConocoPhillips profiles; and 15 pages of timely company news.

The staff of *spirit Magazine* would like to wish all of our readers Happy Holidays and best wishes for a safe, productive and exciting 2012.

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**On the Cover** | *photography by Hall Puckett*

ConocoPhillips Chairman and CEO Jim Mulva with Ryan Lance, future chairman and CEO of the new ConocoPhillips, and Greg Garland, future chairman and CEO of Phillips 66

# Then & now *Teesside*

by Garth Hannum

**During a recent trip to ConocoPhillips' North Sea assets,** Senior Videographer Garth Hannum noticed a photograph hanging on the wall near the entrance to the lab at the Teesside Terminal on the U.K.'s east coast. "I thought it would be interesting if we could recreate the original photograph using the lab as it looks today."

Volunteers John Bell, Paul Rovardi, Mike Dietz and Philip McConnell studied the photo, found the necessary props and struck a pose.

With the help of Technical Analyst Paul Rovardi, the original photo was found to have been taken in the early 1980s and featured employees Brian Henderson Tynne, John Fitzgibbon, John Spink and Chris Williams.

The lab is a gas chromatography laboratory where natural gas liquids (NGLs) are analyzed.

Today, the function of the laboratory remains basically the same, although the technology has

moved forward and the techniques the analysts use are much improved. The main difference between the two photos is the focus on safety, in particular the PPE, or lack thereof, in the early photo, which is missing eye protection, flame-retardant coveralls and protective footwear.

The photo gives further proof of how



ConocoPhillips, and the industry as a whole, has taken serious measures to improve worker safety standards that have become part of our everyday culture and SPIRIT values at work and at home.

# ConocoPhillips in Photos



**Albuquerque** | *photography by Garth Hannum*  
For the first time, the Phillips 66® brand flew its logo balloon at the Albuquerque International Balloon Fiesta (AIBF) Oct. 1-9. Hundreds of thousands of people attended the fiesta and were treated to more than 500 colorful hot air balloons floating through the picturesque Albuquerque sky. In addition to the Phillips 66 balloon located in the prominent position in front of the local NBC and ABC affiliates stages, Phillips 66 banners were seen around the field, and thousands of Phillips 66 Frisbees were given away to help build brand affinity in that market. Phillips 66 Street Teams roamed the field to help consumers learn more about the Phillips 66 Local Legends promotion and encourage participation and traffic back to Phillips 66 stations.

Leading up to the AIBF, Phillips 66 ran a Balloon Trading Card promotion in stores with an instant-win scratch-off on the back of each card. Consumers were encouraged to come in each week during September leading up to the AIBF to collect all four trading cards.



**Above:** Phillips 66 balloon pilot Sean Askrew fires the propane burner during the Sunday Night Balloon Glow. **Left:** Balloons known as special shapes are always a crowd favorite. **Below:** Phillips 66 Frisbees were a popular giveaway at the 40th AIBF.

The Albuquerque International Balloon Fiesta was a great way to build brand awareness, support our customers and promote the new Local Legends campaign.





*Left:* Every morning, spectators arrive before sunrise for the mass ascension. It features hundreds of balloons launching in several waves and lasts up to two hours.

*Below left:* The Phillips 66 balloon lifts off during mass ascension.

*Below right:* Kimberly Dunman, associate promotions director, prepares for her first balloon ride with help from Dave Wright, senior sales representative, and Tami Walker, manager, Brand Management.



REPOSITIONING



# Focus

# ConocoPhillips moves toward a new era

by Kristi Richardson with Aftab Ahmed and James Bartlett

ConocoPhillips is moving toward a new era in its rich history. Since announcing plans to reposition into two leading energy firms, the company has focused on a promising future.

“We’re creating these two companies out of the ConocoPhillips we know today because we believe this is the best way to succeed and be competitive over the long term,” Chairman and CEO Jim Mulva said. “By adapting to shifting markets and political environments, winning companies put themselves in the best position to succeed.”

## on the future

### REACHING MAJOR MILESTONES

Repositioning is a complex process, and early on, the transition steering committee laid out progressive milestones that had to be met to enable completion of the transition during the second quarter of 2012. Their efforts, with the help of eight transition teams, employ a highly organized, deliberate approach that has achieved steady progress since the initial announcement on July 14.

One of the most significant milestones was the naming of chairman and CEO designees for the two future companies. Greg Garland, senior vice president, Exploration and Production, Americas, will lead the new downstream company, Phillips 66. It will be headquartered in Houston. The future ConocoPhillips will also remain in Houston under the leadership of Ryan Lance, senior vice president, Exploration and Production, International. Their appointments become effective upon the repositioning’s completion.

Garland, a chemical engineer by education, has more than 30 years of industry experience in technical and executive leadership positions with ConocoPhillips, predecessor Phillips Petroleum and Chevron Phillips Chemical Company, where he most recently served as president and CEO. Lance, a petroleum engineer, has spent 26 years in the industry with ConocoPhillips, predecessor Phillips Petroleum and various divisions of ARCO, serving in executive, technology and major project management roles.

“Both Greg and Ryan have long and distinguished careers,” Mulva said. “They’ve served our company many years and know the business very well. Both have demonstrated the ability to create winning teams, make sound judgments and provide strong leadership – all necessary skills for leading the new companies.”

# Repositioning ConocoPhillips\*

Assets are detailed as of Oct. 1, 2011, unless noted otherwise

\*Subject to final approvals



## ConocoPhillips



### New ConocoPhillips

#### Pure-Play E&P Company

ConocoPhillips E&P explores for, produces, transports and markets crude oil, natural gas, NGL and bitumen on a worldwide basis. Operations to liquefy and transport LNG also are included. Key focus areas include legacy assets, development of new major projects and businesses, and exploration for new resources in promising areas.

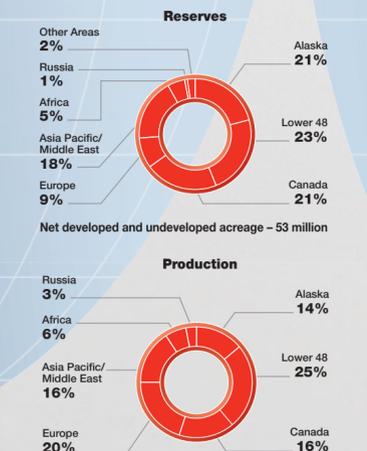
The portfolio includes legacy assets in North America, Europe, Asia and Australia, growing North American shale and oil sands businesses, international major development projects, and a global exploration program.

ConocoPhillips has exploration activities in 19 countries and produces hydrocarbons in 14 countries. At year-end 2010, ConocoPhillips had proved reserves in 16 countries.

#### Major Joint Venture Operations

Australia Pacific LNG	42.5% interest
FCCL Partnership	50% interest
Naryanmarnetegaz	30% interest
Polar Lights	50% interest
Qatargas 3	30% interest

#### 2010 Reserves and Production



#### Additional Assets Not Shown on Map

- |                          |                                 |
|--------------------------|---------------------------------|
| San Juan Gas Plant       | Pipelines                       |
| Norway NGL Plant (Emden) | Polar Tankers                   |
| Norway Methanol Plant    | Heidrun Shuttle Tankers         |
| Lost Cabin Gas Plant     | Global Water                    |
| Trinidad Gas Plant       | Sustainability Center           |
| Wingate Fractionator     | Energy Technology Ventures      |
| Freeport LNG             | Marine Well Containment Company |
| Global LNG               |                                 |



### Phillips 66

#### Integrated Downstream Company

A unique approach to downstream integration combines one of the largest worldwide refiners, a leading Midstream business that is the largest domestic producer of natural gas liquids (NGL), and one of the world's top producers of petrochemical products.

Segment-leading businesses provide the scale and scope to compete globally. With interests in 15 refineries, more than 10,000 branded marketers, 86,000 miles of pipeline and more than 40 billion pounds of chemicals processing capacity, Phillips 66 participates across the value chain.

#### Major Joint Venture Operations

Chevron Phillips Chemical Co.	50% interest
DCP Midstream	50% interest
Malaysian Refining Company	47% interest
Rockies Express Pipeline	25% interest
WRB Refining	50% interest

#### Refining and Marketing

One of the largest refiners in the United States, with crude oil processing capacity of 1.8 MMBD and 2.2 MMBD globally. More than 8,300 marketer-owned outlets in the United States and 1,700 in Europe.

#### Midstream

Conducted primarily through a 50 percent equity investment in DCP Midstream, LLC, a joint venture with Spectra Energy. Our Midstream business also consists of directly held assets and other equity affiliates. These include natural gas gathering and processing operations, NGL fractionation and marketing businesses, and the Rockies Express pipeline.

#### Chemicals

Conducted through a 50 percent equity investment in Chevron Phillips Chemical Co. LLC (CPChem), a joint venture with Chevron Corporation. CPChem is one of the world's top producers of olefins and polyolefins and a leading supplier of aromatics, alpha olefins, styrenics, specialty chemicals, plastic piping and polymer resins.

#### Additional Assets Not Shown on Map

- |                         |   |
|-------------------------|---|
| Truck & Rail            | Bartlesville Technology Center <sup>1</sup> |
| Sentinel Transportation | E-Gas™                                      |
| Pipelines & Terminals   | Specialty Businesses                        |
| Gulf Coast Fractionator | Mersey Sweeny L.P.                          |
| Enterprise Fractionator | Sweeny Cogeneration                         |
| Conway Fractionator     | Immingham Combined Heat and Power Plant     |



<sup>1</sup>The allocation of certain facility and office locations between the two companies is still to be determined.

<sup>2</sup>Due to civil unrest in Libya and resultant international sanctions, our operations have been temporarily suspended, and oil exports have ceased.

This map contains forward-looking statements that are based on our expectations, estimates and projections on the date this statement was released. Actual outcomes and results may differ materially from what is expressed herein. Factors that may affect ConocoPhillips' business are generally as set forth in ConocoPhillips' filings with the Securities and Exchange Commission (SEC).

### POSITIONED FOR SUCCESS

Both Garland and Lance express excitement over the challenge of guiding the new organizations in evolving energy markets that offer a broad range of opportunities. They offer compelling visions for the future, as well as commitments to creating work environments that reflect the traditional company values and spirit that define ConocoPhillips.

**Phillips 66.** One of Garland’s first priorities was naming the new downstream company and its future corporate headquarters. “Phillips 66 was chosen because it links the past with the future and embodies the independent spirit and drive of our employees,” Garland said. “The name also leverages our strong brand recognition in the industry.

“As a major energy center, Houston offers a strong business environment, the opportunity to foster important relationships, and the ability to attract and retain the industry’s best talent,” Garland said.

Phillips 66 is uniquely positioned with the asset base, operating expertise, financial capability and management focus to deliver superior shareholder returns for years to come. The company will have approximately \$50 billion in assets, solid investment-grade credit ratings, balance-sheet strength and a portfolio of three businesses that are leaders in their respective segments.

“What an incredible starting position of opportunity and strength,” Garland said. “No other downstream company is so fully integrated with refining, midstream and chemicals assets and opportunities.”

Phillips 66 will be one of the world’s largest independent downstream companies and the second-largest U.S.-based refiner, with refining capacity of 1.8 million barrels per day.

**New ConocoPhillips.** Following the repositioning’s completion, ConocoPhillips will be one of the world’s largest and most diverse global pure-play independent exploration and production companies.

#### ***The organizational structure of Phillips 66 is envisioned to consist of:***

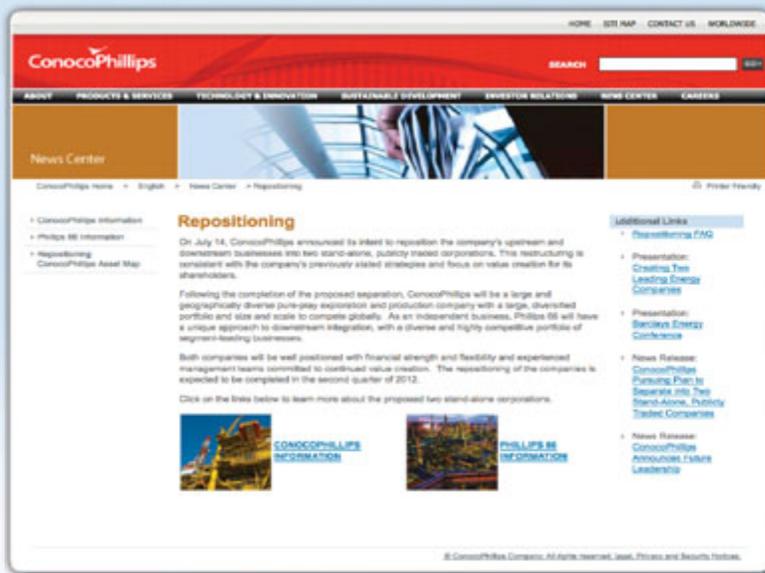
- Global Refining, Projects and Procurement.
- Commercial, Marketing, Transportation and Business Development.
- Finance, including Controllers, Treasury, Tax, Audit and Information Technology.
- Human Resources.
- Government Relations.
- HSE.
- Investor Relations, Communications and Public Affairs.
- Legal.
- Technology.

The Phillips 66 Commercial organization will remain a leading global supply and trading organization consisting of crude oil, clean products, intermediates, NGLs and commercial marine fuels.

Offering a unique approach to downstream integration, Phillips 66 will combine one of the largest worldwide refiners, a leading midstream business that is the largest domestic producer of natural gas liquids, and one of the world’s top producers of petrochemical products. These segment-leading businesses have the scale and scope to compete globally. With interests in 15 refineries; more than 10,000 branded marketers; 86,000 miles of pipeline as of Oct. 31, 2011, and more than 40 billion pounds of chemicals processing capacity, Phillips 66 will participate across the value chain.

“There are things we can do as a standalone company that you just can’t do when you’re integrated,” Lance said. “We already have the technical capabilities, strong assets, financial resources, experienced personnel and established business relationships needed to successfully compete anywhere. Being a more-focused independent company enhances our competitiveness and agility compared to others in our industry. The opportunities are amazing.”

Further, the new E&P company is set up to succeed financially. It will maintain the traditional ConocoPhillips focus on maximizing investor returns by growing the business, replacing reserves, maintaining capital discipline, operating efficiently and increasing distributions to shareholders.



The Repositioning ConocoPhillips Internet site provides detailed information about progress on the repositioning.

Both leaders recognize the importance of a strong employee base and express confidence in the people of ConocoPhillips. “It will be every employee’s mission to stay engaged and involved in the business strategy and fully aligned with the SPIRIT values that we hold dear,” Lance said.

**The organizational structure of the future ConocoPhillips is envisioned to consist of:**

- Exploration and Production, including Operating Units, Exploration and HSE.
- Technology and Projects, including Projects, Procurement, Drilling, Production and Information Technology.
- Business Development and Commercial.
- Finance, including Controllers, Treasury, Tax, Audit and Planning.
- Human Resources and Communications and Public Affairs.
- Government Relations.
- Investor Relations.
- Legal.

The ConocoPhillips Commercial organization will continue as a leading gas and power organization and global marketer of crude oil and LNG.

The future ConocoPhillips will explore for, produce, transport and market crude oil, natural gas, NGL and bitumen, and liquefy and transport LNG, all on a worldwide basis. Key focus areas will include legacy assets, development of new major projects and businesses, and exploration for new resources in promising areas. The portfolio includes legacy assets in North America, Europe, Asia and Australia; growing North American shale and oil sands businesses; major international development projects; and a global exploration program. ConocoPhillips has exploration activities in 19 countries and produces hydrocarbons in 14 countries, as of Oct. 31, 2011. At year-end 2010, the company had proved reserves in 16 countries.

### MILESTONES



### WORKFORCE PLANNING

A top priority for both CEO designees is building their future organizations. Transition teams devoted to workforce planning are led by Michael Hatfield, E&P, and Doug Johnson, downstream. They are overseeing organizational requirements, creating strategic plans and leading efforts around business capability and readiness. Importantly, they are working with Human Resources business partners on detailed staffing decisions and helping the CEO designees assemble high-quality teams.

### TRANSITION WORK

A number of important regulatory steps included in the key milestones are on track for timely completion. The company made a filing in October to the Internal Revenue Service (IRS) seeking a ruling to confirm that the transaction will not incur new tax liability for the company and its

shareholders for U.S. federal income tax purposes. Transition team leaders expect an IRS decision in three to six months. During this time, ConocoPhillips will maintain dialogue with the IRS and respond to queries as it analyzes the transaction. ConocoPhillips will also provide the IRS additional information as it becomes available, such as key agreements between the two companies.

In November, the company filed a Form 10 Registration Statement with the U.S. Securities and Exchange Commission (SEC). This public document provides detailed information about Phillips 66 that will enable current and potential investors to make informed investment decisions about the new company. Because it is an iterative process, the SEC may also make follow-up inquiries as it evaluates the transaction.

Key decisions were also made on the assets, operations and locations of the future ConocoPhillips and Phillips 66 companies once the repositioning is complete. Assets were allocated based on strategic fit between the E&P and downstream businesses.

### NEXT STEPS

With less than six months to go before the planned Day One, the transition teams are vigorously executing their comprehensive work plans. Many more key decisions will be made, all with consideration given to the needs of employees and the companies moving forward.

Upon completion of the necessary rulings and reviews, the current ConocoPhillips board of directors must give final approval.

### MAINTAINING THE COURSE OF BUSINESS

With so much left to accomplish, maintaining focus on the business remains a top priority. “We still have a company to run, and we must devote close attention to every aspect of that,” Mulva said. “We must continue executing our projects

## Workforce Planning

*Alissa Hicks speaks with Michael Hatfield, Doug Johnson, Doris Nelson and John Rossettie*

**W**orkforce planning is a key milestone in the company's repositioning efforts. Designing the right organizational structures, thoughtfully placing employees in the two new companies, and thus creating world-class workforces for both are top of mind for the workforce planning teams.

Michael Hatfield, manager, Strategy and Portfolio Management, is workforce planning lead for the new ConocoPhillips, (E&P) company. He is working closely with Ryan Lance and Doris Nelson, general manager, E&P Human Resources, to guide the process.

Doug Johnson, general manager, Upstream Finance, Strategy and Planning, is workforce planning lead for Phillips 66. He is collaborating with Greg Garland and John Rossettie, Human Resources general manager, Refining, Marketing and Transportation and Commercial, to ensure success.

Together, these company experts will manage a consistent global workforce planning process for the two companies. A relatively small number of employees will be involved in job transitions, as most will remain in their current positions. Workforce planning primarily will involve organizations such as corporate staffs, Shared Services and Commercial, which both companies will need to support the two independent companies.

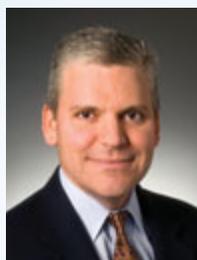
Michael Hatfield, Doug Johnson, Doris Nelson and John Rossettie shared their insights about the process.

**Q: What role does workforce planning play in our repositioning?**

**A:** *Workforce planning is essential to successfully executing our repositioning. It is people who drive growth and move our company forward. Workforce planning – setting the companies up with the right people doing the right work – will present a new set of challenges and require significant consideration. At the end of the day, assets are ineffective without great people, so we are taking a comprehensive approach to employee staffing. Employees are key to the future companies' success.*

**Q: What is the strategy for organizational requirements?**

**A:** *The goal is providing the two companies with the people they need in order to succeed. We must design organizations and make staffing decisions to best execute our*



**Hatfield**



**Johnson**



**Nelson**



**Rossettie**

*business plans and grow the companies for tomorrow. Drawing primarily from our internal talent pools, we are looking to create world-class workforces that thrive in their competitive landscapes.*

**Q: What is the process behind organization design? What is considered?**

**A:** *Organizational design is about allocating the right departmental resources and configuring our formal structure in a way that equips both independent companies for the future. We examined our current structure as well as the competitive landscape. We reviewed information about the organizational designs of our future independent peers to learn about how they are structured and how they leverage this to respond to the changing business environment. We also considered the structures of our current integrated-company peer group, as we will continue to compete against these firms as well.*

*Additionally, we learned about different organization designs from our existing workforce. Our current managers have a wealth of industry knowledge and experience. Many have worked with our peers or with our various heritage companies. They provide key insight into the most-effective organization designs.*

*Several elements were considered as we examined alternative organizational structures, and ultimately, we must determine the best designs for our own strategies. We want organizations that are fit for purpose and that can skillfully accomplish their business objectives. Our top priority is ensuring that both companies operate safely, maintain cost effectiveness and are highly capable of taking on future opportunities.*

**Q: How will employee selections work?**

**A:** *Employee selection is just as important as organization design. We recognize that if employee selections are not made correctly, the organization design will not matter. The procedure of putting the right people in the right places must be executed with*

*thoughtful consideration about the needs of the two companies.*

*We will use our normal process for employee selections, tapping into the diversity of our existing workforce. Each function will select employees by working with members of their Talent Management Team (TMT) and HR representatives. We believe that the leaders of our individual functions have the best insights into the people requirements, and will be able to identify optimal roles for individuals and address any existing skills gaps. They also will make the best selections for each position. The goal is to place equal strength and diversity of thought into both companies.*

**Q: What is the timing?**

**A:** *We anticipate that all employee notifications will occur before the end of February, with some employees moving to their new or changed roles right at the repositioning date and others transitioning shortly thereafter.*

**Q: What will success look like?**

**A:** *Success on Day One is defined as having the two companies running as smoothly as before the transition. The workforce planning process will be as comprehensive as possible to ensure seamless business capability. In the months and years that follow, long-term success is defined as having world-class workforces that are growing the two companies for the future, with organizational structures that enable employees to continually expand their talents, enhance their expertise and discover new areas of interest.*

**Q: How will communications be handled throughout workforce planning?**

**A:** *We are committed to timely and transparent communications throughout the workforce planning process. Our goal is to provide comprehensive communications about the principles, process and selections. The Repositioning intranet site is the primary resource for workforce planning information and progress updates.*

and competing effectively. We ask everyone to stay focused on your current job and, above all, keep safety your first priority.”

Management has made a clear commitment to delivering transparent and timely communications so employees know how repositioning will affect them directly.

“We fully realize and deeply appreciate the

contributions that our employees are making to ConocoPhillips’ success,” Mulva said.

Employees are encouraged to visit the Repositioning intranet site for up-to-date information on the transaction and to talk directly with their supervisors. Look for the next repositioning update in the 2012 first quarter edition of *spirit Magazine*. ■

## Compensation and Benefits



**A**s part of detailed transition planning for the company’s repositioning, the Compensation and Benefits (C&B) transition team is working with various subteams in Human Resources to develop a comprehensive compensation and benefits structure for the two new

companies. To better understand this process, we recently interviewed James McMorran, transition team lead for Compensation and Benefits.

**Q:** James, at a high level, can you describe what your team is working on and how you will define success?

**A:** There are several areas where the Compensation and Benefits team is providing input into the repositioning, specifically, sections of the IRS ruling request, various exhibits and schedules on the SEC Form 10, and the Employees Matters Agreement, which goes into further details on compensation and benefits. In addition, we are responsible for delivering global compensation and benefits in 2012. While they don’t change during 2012, we must duplicate all the compensation and benefits plans and programs for the two new companies. Finally, we are gathering data and analyzing prospective compensation and benefits plans and programs for 2013 and beyond, and working with the management teams of the new ConocoPhillips and Phillips 66 to review alternatives.

*We define success as good planning, meeting deadlines, timely and understandable communications, and competitive compensation and benefits plans that enable us to retain and attract employees.*

**Q:** Are you on track with your project plan, and are you meeting your deadlines?

**A:** Yes. We have a comprehensive and detailed project plan that we review and update monthly to ensure we stay on track. To date, we have met the requirements for the IRS and SEC filings and are on schedule to be ready for the second-quarter 2012 separation date.

*I believe we’ve been well-prepared for our meetings with the new CEO designees and the ensuing discussions on compensation and benefits programs for the new companies. Thus far, we have been working to develop compensation and benefits philosophies, as well as some general plan proposals for the new organizations. We have prepared straw models, and the CEO designees will be actively involved in reviewing our recommendations. We expect that several iterations will be considered before final decisions are made.*

**Q:** Currently, what are employees most concerned about when it comes to their compensation and benefits?

**A:** Employees’ concerns depend largely on their own personal situations. For example, in the United States, 55 percent of employees are participants in the cash balance pension program, and 45 percent

are in the Final Average Earnings pension plan. Those in the latter are concerned whether the benefit will continue to be available.

*There are no plans to remove the lump-sum payment option from the respective retirement plans. The lump-sum option will continue to be available, subject to the company meeting the funding thresholds established by the Pension Protection Act. There are no plans to reduce the funded status of the respective plans or change the future funding strategy that currently allows for the availability of a full lump-sum payment option. This is just one of many employee questions we receive each week, so we are in the process of updating and adding numerous Frequently Asked Questions to the intranet site to address employee concerns.*

**Q:** Can you tell us more about plans for 2013?

**A:** Compensation and benefits are important issues, and employees want to know not only about 2012, but also 2013 and beyond. Rest assured, we have the right resources working on this. The compensation and benefits transition team will hold initial review meetings with leadership at year end. As soon as plans are finalized, the necessary announcements will be made. However, we don’t know the dates of the key decisions at this time.

To learn more about progress on compensation and benefits, please visit the Repositioning ConocoPhillips intranet site and read the latest FAQs.

## Global Marketing prepares for seamless Day One success

by Nellie Betzen

Since ConocoPhillips announced its intent to create two leading energy companies in mid-July, hundreds of thoughts and questions have been running through the minds of employees. This is a large, involved transaction with many pieces to the puzzle. A critical aspect of successfully repositioning is preparing for Day One, the first day the downstream and upstream companies officially stand alone. What will Day One look like? What will be different? Will there be technical difficulties? Questions like these and many more are on everyone's minds. Many businesses throughout the company are proactively addressing those questions by creating teams and plans to prepare for Day One. Although many repositioning milestones are still ahead, it is important that business units start to make plans and address issues, in consultation with the transition teams in order to make the Day One transition as seamless as possible.

Global Marketing is doing just that. In mid-September, Andy Viens, president, Global Marketing, gave a call to action to start Day One preparations. One team was formed for each of the groups in Global Marketing – Fuels, Lubricants, Continental Business Unit (CBU), Polypropylene, United Kingdom/Ireland Marketing (UK/IM) and Global Specialty Petroleum Coke (GSPC). Each team is made up of a business unit lead and a member of the IT, Pricing, Customer Service, Finance, Logistics, Brand and HR groups.

“These team members are really subject-matter experts in various areas,” said Barry Quinn, manager, European Marketing, who is leading Global Marketing's Day One efforts. “They are people who can help us identify what success looks like. We wanted people on the teams who are really close to the work and who can flag potential problems and find solutions to address them.”

The purpose of Global Marketing's Day One Transition Team is twofold. First, the teams exist to communicate important milestones and generate excitement for the new downstream company with diverse stakeholders – everyone from employees to suppliers to customers to consumers. The second purpose is to ensure business continuity and a seamless transition. “We want to make sure our customers and consumers have the same experience on Day One as they did the day prior,” Viens said. “It's all about making sure that there is a seamless migration.”

One of the group's main challenges is working to ensure that all of its systems and applications work correctly on Day One so Global Marketing can meet its commitments to customers and consumers. There are still many decisions to be made, but Global Marketing is getting ahead of the game by thinking through the logistics, challenges and potential solutions to the transition.

A separate steering committee, organized by functionality, was also formed with the job of overseeing the process and acting as the conduit back to management and various corporate groups to provide updates on progress. To help track progress, Global Marketing has developed a scorecard that evaluates where an action item stands and if there are any roadblocks hindering the completion of an activity.

Additionally, the functional members on each team will

Andy Viens



Barry Quinn



be meeting periodically to discuss what is going on with their respective teams and to allow for the opportunity to share best practices. For example, David Kiel is the IT representative for the Lubricants team. When he meets with the IT representatives from the other five teams, he can provide suggestions and knowledge sharing based on the issues flagged and potential solutions within the Lubricants group. The goal is to never lose out on an opportunity to share ideas, because often what works for one group will work for another.

“It's a matrix structure – you have six business unit teams meeting, functional teams are meeting, and you have a steering committee, so there are multiple layers,” Quinn said. “That's really just to make sure that we're all communicating. It's good to have that overlap to make sure things don't fall through the cracks.”

To enhance the knowledge-sharing aspect of Global Marketing's Day One preparation efforts, a tool has been added to the group's Knowledge Sharing website that lists the activities being worked on and opens it up for discussion so others in the group who are not on the teams can have input.

“It causes us to ask questions, to explore and to understand,” Quinn said. “There is some comfort in actually working instead of wondering. We see the value of everyone collaborating and coming up with Day One priorities.”

# Aviation: Achieving higher altitudes of service

*by Janet Hardy*



With roots reaching back to the origins of the modern era of flight, Corporate Aviation Services (CAS) remains grounded in safety and service while soaring to new heights of excellence. Fueled by a deep commitment to service excellence, Aviation Services fills a niche within ConocoPhillips that could not be filled by a commercial airline. Its commitment to safety, service and team puts this organization at an altitude above the rest. Indeed, its rich history, quality service, partnership with the Corporate Angel Network (CAN) and dedication to safety creates a hassle-free experience for the ConocoPhillips traveler.



ConocoPhillips  
Boeing 737 aircraft  
maneuver over  
Alaskan terrain.



**Far right: Phillips 66 fueling truck**

**Above: Early aviation fuel logos**

**Below: Early Conoco airplane**

CAS is a well-built organization thanks to the foundation laid by Phillips Petroleum Company Aviation and Conoco Aviation. Both companies were early pioneers in the aircraft fuel, flight and oil industries before commercial aviation truly got off the ground. It all began in the late 1920s when the companies began marketing aviation fuel under the Phillips 77 and Conoco gasoline brands.

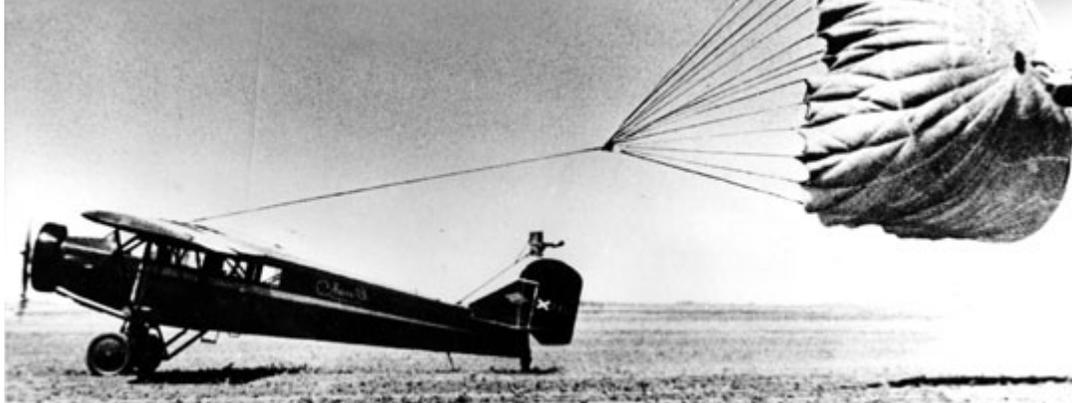
Phillips Aviation spent years developing the most-efficient aviation fuel possible, becoming known for its aviation fuel long before marketing campaigns began for automobile gasoline. In fact, the company had such strong roots in aviation that one of their first automobile gas slogans was aviation-themed: Phill-up and Fly. Even as late as the mid-40s, one gallon of aviation fuel was still being created for every two gallons of automobile gas. While this was impressive, Phillips visionary Aviation Manager W.D. "Billy" Parker thought there was more the company could do to appear on the radar of innovation. He is credited for significant advancements in aviation. Parker's biggest invention was the first practical controllable pitch



propeller, which had blades angled variably allowing for better control. His basic design is still being used today. Parker also helped pioneer development of "pusher" planes, with propellers that pushed from the back, and was the mind behind the first refueling truck, enabling fuel to be taken directly to airplanes on the runway.

Conoco Aviation's history in aviation fuel is just as extensive and began in the infancy of aviation. Again, the creation of airplane fuels allowed for the takeoff of Conoco's involvement in the industry and propelled the company





among the leaders in aviation fuel and oil. The Continental Soldier could be seen in the late 1920s representing Conoco's aviation brand. Behind every good company are innovative minds, and pilot Rusty Bounds was one of those minds for Conoco. He experimented with a parachute system as a method of slowing an aircraft. It was later named a drag chute and was able to cut the distance needed to stop an airplane. Later, the drag chute would be used largely by military aircraft. Conoco also experimented with the Avro Anson aircraft, created to help in exploration for oil. The onboard system was similar to radar, using an airborne electromagnetic signal to locate oil deposits. Unfortunately, it never discovered oil but was useful in locating minerals.

Conoco and Phillips created corporate flight departments around the mid-1930s and mid-1940s, respectively, making them two of the earliest such organizations in the world. Parker said, "I just told Frank Phillips that the company employees needed to use the planes more. It's just good business. I told him if he were in the business of making bicycles, he would probably ride a bike. So, since he was in the business of selling aviation fuel, he would fly."

Corporate flying for employees and executives didn't become popular until the 1950s, and by that time, Conoco's and Phillips' aviation departments



had created a history of safety and service in the industry. During that decade, aircraft were designed for the first time specifically for corporate travel, and both companies were able to grow their respective fleets while staying on top of the evolving technology.

Working together, Conoco and Phillips researchers developed 100-octane fuel during World War II. This specialized fuel played an integral part in the war, providing airplanes quicker



liftoff, more power for increased maneuverability and higher efficiency for longer range. During this time, the Sweeny and Ponca City refineries were used specifically to manufacture aviation fuel. Sweeny was strategically located 22 miles inland from the seacoast, one mile outside the range of German battleship guns at the time, while what is now known as the South Plant at the Ponca City Refinery was operated in partnership with the U.S. government.

ConocoPhillips' rich history in aviation, including the acquisition of Burlington Resources in 2006, which brought an additional wealth of aviation knowledge and experience to the organization, has molded Corporate Aviation Services into the leading organization it is today. The commitment to service by more than 150 CAS employees ensures safety for over a million

**Above: 1927 Phillips refueler truck**

**Top: 1930s drag chute invented by Rusty Bounds, Conoco pilot**

**Far left: Phillips visionary W.D. "Billy" Parker**

"I'm always asking my organization, 'Are we doing everything we can today to live up to the trust that our passengers have in us?'" – Doug Schwartz

**Right: Boeing 737 captains Tom Maroney and Mike Crumley, Shared Services Aviation in Alaska**



**Below: Dave McElroy refueling before takeoff**



passengers per year among two shuttle services, charter operations and executive flights. CAS offers a first-class list of services and aircraft and has a close partnership with other business units within the company.

One of Corporate Aviation Services' most recognizable services is employee shuttles. The OK-TX Air Shuttle runs two round trips most days of the week from Bartlesville, Okla., to Houston, Texas, enabling employees to complete business travel with ease while avoiding commercial flights. This shuttle transports an average of 23,000 passengers annually. "As a frequent passenger on the shuttle, I love how quick and easy it is to travel for work," IT Analyst Kyle Akin said. "It's nice having a system that is so streamlined and runs like a well-oiled machine."

Through Shared Services Aviation in Alaska, some 310,000 passengers fly among Anchorage, Fairbanks, Deadhorse, Kuparuk, Alpine and other locations annually aboard four Boeing 737s and two smaller turboprop aircraft. Traveling Alaskan terrain can be difficult, but advanced navigation technology increases safety and scheduling reliability.

No matter which aircraft you fly, the staff of CAS strives daily to live up to the expectations of their passengers. "At the end of the day, it's



**Above left: Senior Captain Dennis Montes preparing for takeoff at the Houston Hangar. Above middle: Flight Attendant Kristina Bauer-Selten. Above right: Chief Technician Ray Squires inspects Gulf Stream Fleet aircraft.**



about trust,” Corporate Aviation Manager Doug Schwartz said. “I’m always asking my organization, ‘Are we doing everything we can today to live up to the trust that our passengers have in us?’”

CAS also provides on-demand executive flight operations for domestic and international travel. Executive aircraft are equipped with all the technology and equipment needed to maximize productivity for the duration of the flight and serve as the busy executive’s “office in the sky.”

For onshore and offshore business units needing safe and reliable helicopter and fixed-wing lift charters, Aviation Services provides consultations that include flight operations, safety, procurement and contracting to help with remote and technically challenging operations. These services are invaluable to more than 800,000 passengers

annually from across all areas of ConocoPhillips.

Finally, in the long list of services Aviation provides, it also manages aircraft hangars in three states, including its headquarters at Houston’s George Bush Intercontinental Airport; the Bartlesville Municipal Airport; and airports in Alaska, including Anchorage, Deadhorse and Kuparuk.

A successful flight mission pilot is often backed by a strong wingman, and CAS is no different. The partnership between CAS and other ConocoPhillips business units ensures all aspects of a traveler’s trip are complete. Coordination with the Travel group allows for reservations to be made for shuttle or commercial flights, hotel reservations, and rental cars. Transportation provides numerous ground shuttle services from ConocoPhillips’ hangars to office complexes and more, taking the stress



**Left: Corporate Aviation Services Alaska Captain Arun Jain in Deadhorse, Alaska**

**Top: Modern Conoco refueler truck**



**Top: The early years of Phillips and Conoco aviation services**

**Below right: Ross Bennett and Don Wilson complete maintenance work on a Twin Otter aircraft in Deadhorse, Alaska**



out of driving in unfamiliar places. Alone, CAS is only able to provide one leg of travel for passengers, but together, these organizations provide a seamless transportation experience.

Aviation's commitment to service spans beyond its employee base. ConocoPhillips became a partner with the Corporate Angel Network two short years after the nonprofit organization was established. CAN was the result of three visionaries who understood the financial and emotional toll the cost of transportation can have on cancer patients who need life-saving treatments. The organization coordinates with patients, physicians, corporate flight departments and cancer treatment centers to fill empty corporate airplane seats with patients. All of its services are free and not based on financial need.





**Left: Don Wilson prepping a Boeing 737 for departure**

**Below: Conoco-Phillips employees and contractors boarding company shuttles**

Since joining forces with CAN in 1983, Conoco-Phillips has flown nearly 6,000 patients, most of whom go to M.D. Anderson Cancer Center in Houston. “ConocoPhillips’ long-standing participation in this remarkable program stems from a deeply felt commitment to the people in the communities where we live and work,” Chairman and CEO Jim Mulva said. “Our involvement with the Corporate Angel Network extends the value of our aviation assets and gives us a very tangible and frequent opportunity to make a difference in the lives of people in need.”

The difference this effort makes in the lives of families in ConocoPhillips’ communities is astounding. “This program and the people who make it happen are godsend,” CAN member Rick Walters said. “To a person with cancer and limited means, CAN means the difference between choosing the best care available and the only care available. Corporate Angel Network is an integral component to saving my life.”

ConocoPhillips was recently recognized by



CAN for their longtime commitment with the first Corporate Angel Network Angel of the Year Award for outstanding service to cancer patients.

In keeping with ConocoPhillips’ SPIRIT Values, safety is No. 1. To Aviation Services, the best travel experience includes feeling safe and secure while in flight and in their terminals. The organization’s



At the National Business Aviation Association Conference in Las Vegas (from left) World Fuel Services Executives Had Fuller and Dorothy Beck, General Aviation Manager Bryan Faria, and Corporate Aviation Manager Doug Schwartz

“Every destination is so important that we always take the time to get you there safely.” – David Camille

safety goal each year is to maintain triple zeros: lost workday, medical treatment and recordable incidents. Their record is currently more than 700 days with no Occupational Safety and Health Administration (OSHA) recordable injuries. “Whether it’s airport security, aircraft maintenance, or ground or flight operations, safety is our No. 1 priority,” HSE Manager David Camille said. “We always take the time to get you there safely.”

That commitment to safety expanded in 2011 with the addition of security screening processes for the OK-TX Air Shuttle. While no incidents have ever occurred, the measures were put in place to ensure continued safe air travel and implement best industry practices for safety and security. After a smooth transition, the screenings have operated efficiently since April. Alaska Aviation terminals also conduct passenger security screenings.

Since CAS serves more than a million passengers per year, safety audits and inspections are an integral part of operations. In addition to 178 annual safety and operational audits, this October, ConocoPhillips partnered with seven Bartlesville emergency response agencies, an area hospital, a nursing school and Workplace Solutions to conduct an aviation emergency response drill. A similar drill was conducted in Alaska earlier in the year. Evaluators from each location participated in each other’s drills, sharing best practices and lessons learned along the way.

During the exercise, a school bus was used to simulate a downed airplane fuselage at the end of the runway at the Bartlesville Municipal Airport. Nearly 100 emergency response personnel,



Doug Schwartz (second from left) accepts ConocoPhillips’ Angel of the Year Award. With him are (from left) National Business Aviation Association Chairman of the Board Richard Shine and President and CEO Ed Bolen; and Captain Gene Cernan, former NASA astronaut and last man to walk on the moon.



including Airport Rescue firefighters, responded and worked the scene from start to finish, ensuring all elements of the incident command system were used properly. It was the first drill of this magnitude for the Bartlesville Municipal Airport, and ConocoPhillips' involvement enhanced Aviation's preparedness should an emergency incident ever occur.

"This drill was important to all emergency responders who serve the airport," Airport Manager Rick Boswell said. "It tested our ability to operate alongside one another, communicate effectively and properly manage the scene. It was a huge success, and we've taken away several lessons learned. Each drill we conduct better prepares, educates and qualifies all airport personnel and responding agencies should we have to respond to

an actual emergency, whether large or small."

Taking a glimpse into the history and service of ConocoPhillips Aviation allows for a better understanding and appreciation for the business. A former Conoco Aviation manager once said, "Aviation is a part of the company's machinery – like a computer. And in today's business world, it is just about as necessary." In an era when teleconferencing and other technology is easily accessible, it can seem simpler to conduct business over the phone. But in the end, there is no substitute for face-to-face interactions with your customers or business partners. Corporate Aviation Services is keeping safety, service and team its top priorities to ensure that when ConocoPhillips colleagues have a need to travel, they'll experience a higher altitude of service. ■

**Top: ConocoPhillips helicopters in Indonesia**

**Below left: Bartlesville, Okla., emergency agencies respond to the aviation drill Oct. 26, 2011.**

*photography by Paul MacFarlane*



# Happy Birthday,



While still relatively young in oil-field years, Kuparuk has significantly surpassed any number of milestones that could have represented its life expectancy. As a key economic player for both ConocoPhillips and the state of Alaska, there's much to celebrate in the fact that Kuparuk is still going strong.



Kuparuk is a huge success in its own right by anybody's standards. And yet, it's hard to deny that its accomplishments have, at times through the years, landed in the shadow of its older and younger North Slope siblings.

Kuparuk, it could be argued, is the Alaska oil industry's proverbial middle child. Forever trying to live up to the accomplishments of its super-major older sibling Prudhoe Bay and sometimes being overshadowed by the younger Alpine. But Kuparuk has the confidence to deal with that ... and with good reason.

Kuparuk was discovered in 1969, less than two

years after Prudhoe Bay. Development of Kuparuk was delayed until 1979 because resources were being focused on the highly anticipated first child. This delay was despite the fact that, at the time of development, ARCO estimated Kuparuk was the second-largest oil field in the United States – second only to, you guessed it, Prudhoe Bay.

Even 10 years after discovery, development only began thanks to one dedicated “parent.” ARCO moved forward alone in hope that the other owners could be convinced of Kuparuk's unique talents and potential.

Kuparuk phase one included little more than

# Kuparuk!

*On Dec. 13, 2011, Kuparuk entered its 30th year, marking a rite of passage.*

*by Amy Jennings Burnett, photography by Judy Patrick and Chris Arend*



**Above:** Bill Paxson near a turbine at the main Kuparuk power station



**Left:** The power plant is one place at Kuparuk where the line between the original facilities and Kuparuk's expansion is still clear today.

the main camp and operations center, a shop, one production facility, and 40 wells on five gravel pads in a 20-square-mile area. Average daily production was expected to be between 60,000 and 80,000 barrels.

ConocoPhillips Operator Bill Paxson remembers. "I started on the slope in 1979. Prudhoe was home base. Kuparuk was just a dream with an ice road and a few test wells ... When I returned (to Kuparuk) in the winter of 1980, everything was basically in place except the production module."

Paxson was a contractor at the time, but he knew a good thing when he saw it. He was intent

on staying at Kuparuk. Within six weeks of startup, he began working at Central Processing Facility 1 (CPF1) ... and he's been there ever since. His office is in the power plant – a facility where history is visible in the clear delineation between the end of phase one development and subsequent expansion.

Things went well for Kuparuk with ARCO's encouragement. The field performed beyond expectations, as children are wont to do with a little support. It didn't take long to get the attention of the other owners. Within just a few years, the second and third central processing facilities were added – along with accompanying drill sites

## Kuparuk Timeline 1969-2011

**1969**

Sinclair Oil and Sohio (now BP) discover oil at the Kuparuk River oil field on Alaska's North Slope.

**1974**

In April, construction begins on the 800-mile Trans-Alaska oil pipeline from the North Slope to Valdez.

**1977**

Construction of the Trans-Alaska oil pipeline is completed in May.

**1979**

ARCO Alaska commits to the development of the Kuparuk River oil field. Sealift work for main camp modules and the Kuparuk Central Processing Facility 1 (CPF1) gets under way.

**1981**

On Dec. 13, the first Kuparuk oil hits the Trans-Alaska Pipeline System (TAPS) at Pump Station 1. Two days later, on Dec. 15, Kuparuk owners and the state of Alaska sign an operating unit agreement for the field.

**1983**

First West Sak/Ugnu pilot evaluation is done. Construction of Kuparuk's Central Processing Facility 2 and the Seawater Treatment Plant (STP) is under way, and CPF1 waterflood starts up. At the end of the year, the STP begins operating.

**1984**

The second processing facility at Kuparuk (CPF2) begins operating.

**1985**

The Kuparuk Topping Plant is built to produce diesel fuel for use at Kuparuk and elsewhere on the North Slope.

to feed the new facilities – all in an attempt to meet Kuparuk's anticipated capacity of 250,000 barrels of oil per day in 1986-87.

From 60,000 to 250,000? That's respectable improvement. Kuparuk production actually peaked at well over 320,000 BPD in the early 1990s. That's more than improvement. That's tenacity.

Kuparuk significantly benefited from the development delay. Thanks to improvements in technology between 1970, when development at Prudhoe Bay began, and 1980, when Kuparuk development was in full swing, drill sites were reduced from 65 acres to 24 acres, and the range of subsurface access through directional drilling increased from two to three miles. By 1985, drill sites were down to 11 acres with more than a five-mile subsurface reach. These advances were first implemented at Kuparuk – long before younger sibling Alpine came along in 2000. Kuparuk paved the way for Alpine's success as an environmental

showcase for the industry.

Alpine unwittingly stole the limelight with its compact size and roadlessness. While Alpine has certainly earned its accolades, it's not a stretch to say that it relies on Kuparuk to provide ready access to many resources critical to its successful operations.

"Kuparuk provides a lot of the support and infrastructure for Alpine," North Slope Operations Manager Bill Arnold said. "It's important to remember that."

When the ice road to Alpine opens each winter, equipment and supplies have already made their journey up the Dalton Highway and across the road systems at Prudhoe Bay and Kuparuk. The equipment is ready and available to make the journey from Kuparuk to Alpine during the relatively short window of time that is ice road season. Kuparuk also provides seawater via pipeline to enhance oil recovery at Alpine.

But it's not just Alpine that benefits.

For years, the state of Alaska expressed the desire to have independent operators producing oil on the North Slope. Today, new fields located between Kuparuk and Alpine and operated by smaller oil companies take advantage of existing Kuparuk infrastructure – and everybody wins.

Kuparuk is a production hub according to Arnold. In addition, the small independents rely on existing infrastructure from roads to spill- and emergency-response equipment and personnel. Kuparuk's size also demands a large contract support presence that further assists the small players.

"It would likely be cost prohibitive to develop these smaller fields without Kuparuk," Arnold said. "Kuparuk helps make it possible for the smaller companies to operate on the North Slope. It's good for the companies, and it's good for the state of Alaska that we can offer support. Ultimately, it's good for Kuparuk as well."

Beyond what Kuparuk offers in the way of

**Below: Twenty-three-year Kuparuk veteran John Fairchild spent much of his career as a facility operator. Today, he uses his years of experience as a volunteer firefighter to help staff Kuparuk's fire department.**



- 1986** Divert tanks are installed. And there's a sealift for the construction of the third processing facility at Kuparuk – Central Processing Facility 3.
- 1987** The third processing facility at Kuparuk, CPF3, begins operating.
- 1988** Small-scale enhanced oil recovery (SSEOR) begins and 1Y/2Z infill. The Kuparuk Field reaches oil rate of 300,000 barrels of oil per day for the first time. The Seawater Treatment Plant clarifier starts up, and a 3-D seismic shoot begins, ending in 1991.
- 1990** Kuparuk River Unit equity is finalized.
- 1993** Kuparuk reaches its peak daily production rate of 320,000 barrels. Kuparuk receives the ARCO President's Safety Award for CPF2, and the Kuparuk spill response center is completed.
- 1994** The Alpine Field to the west of Kuparuk is discovered and delineated by ConocoPhillips and its co-owners. In September, Process Safety Management (PSM) is implemented.
- 1995** Kuparuk gets its own athletic club.
- 1996** Large-scale enhanced oil recovery (LSEOR) starts up at Kuparuk, and the first ARCO/BP Alaska Safety Handbook (ASH) is published.
- continued ▶*



assistance to other fields, according to Operations Manager Steve Bradley, there are two key things that particularly define Kuparuk in its own right – people and Mother Nature.

Mother Nature first.

Kuparuk has produced more than 2.4 billion barrels of oil to date, with current average daily production of more than 120,000 barrels. Kuparuk produces from five different reservoirs, not without technical challenges.

“There are very few places in the world Mother Nature has blessed as much as Kuparuk,” Bradley said.

That’s luck. And it doesn’t change the fact that the folks in Kuparuk are currently producing from very technically challenging reservoirs.

If you ask just about anyone who works at Kuparuk what makes it special, they, like Bradley, will answer, “The people.” Most of them are referring to the friendships they’ve developed and the obvious commitment and camaraderie the

workers at Kuparuk feel toward the place and their colleagues.

In the words of Fire Tech John Fairchild, who has worked at Kuparuk for 23 years – both in contract and company positions – “It’s a brotherhood ... The slope is a whole second family.”

“The great thing about working up here is the crew,” said Rose Carroll, an operator at CPF1 since 1987. “We all get to know each other’s families. We watch each other’s kids grow ... When I think about retirement, I think about the fact that there are people here I might not see anymore. It’s going to be hard.”

These answers are sincere and standard with Kuparuk workers. Bradley says he absolutely agrees with the statements. However, the close relationships aren’t the primary thing that elevates Kuparuk’s people in his mind.

Bradley has worked in the industry for more than 20 years – 15 of those either physically at Kuparuk or on Kuparuk projects. But this isn’t his

**Above: Operator Rose Carroll has worked at Kuparuk since 1987. She says that 25 years ago, not many women worked in the type of job on the slope that she does today. A co-worker mentored and coached her, preparing her to “work the board” at Kuparuk’s CPF1.**

**1997**

Kuparuk receives ARCO's Environmental Achievement Award for pollution prevention, the first North Slope Environmental Field Handbook is published and the BEAR employee safety process is initiated. In March, the ARCO/BP Alignment Agreement for Joint Exploration and Appraisal is signed. West Sak begins producing in December.

**1998**

Kuparuk receives ARCO Corp.'s Environmental Achievement Award (for its FLIR system). Kuparuk satellites Tarn and Tabasco begin producing, and Kuparuk receives its Arctic Green Star Certification.

**1999**

Kuparuk wins the EPA Region 10 Evergreen Award. By April, the Kuparuk River Unit produces 1.6 billion barrels of oil, which was the initial expected recoverable volume for the unit. By August, Kuparuk reaches 1 million work-hours worked without a lost-time injury.

**2000**

The Kuparuk River Unit receives the IOGCC Environmental Stewardship Award, and in May, the Meltwater discovery is announced. Meltwater is the fourth Kuparuk satellite.

**2001**

The Kuparuk River Unit receives the Phillips Corp. Shield Award for Environmental Achievement in February, followed the next month by the Alaska Governor's Safety Excellence Award for CPF2. The first Palm exploration well is drilled late this year.

**2002**

The Alaska Oil and Gas Conservation Commission expands the area of the Kuparuk River Oil Pool, and the Department of Natural Resources expands areas of the Kuparuk River Unit and the Kuparuk Participating Area. Those decisions allow for more development.



**Above: Lisa Maklezow (left) and Dan Bearden (right) represent a new generation at Kuparuk. They benefit from Kuparuk's history as well as the experience of many of its employees.**

only rodeo. He's worked in a handful of locations around the world. He's made Alaska his home in part because Kuparuk has provided an exceptional work experience.

"The big difference at Kuparuk is that the operations and maintenance people, including contractors, are so advanced technically," Bradley said. "Our processes are so integrated. Our maintenance and operations folks work very closely with the technical disciplines, and the technical people have a very good understanding of operations. Both skill sets come together and complement each other like no place I've ever seen."

Bradley notes that part of the reason for this cross training and expanded expertise is that many of the operations and maintenance people who work at Kuparuk today were there at or near field startup. Some of them worked with the engineers as the facilities were being built. The fact that the disciplines have worked so closely together from the very beginning has evolved into a culture that values respect as well as knowledge.

This does, however, create a challenge. Kuparuk

needs to ensure that its future is as well managed as its history.

It also creates an opportunity. According to Bradley, Kuparuk Operations has been bringing on new people early so they can benefit from the expertise of the experienced hands – before those people retire. "We want the new group to get the knowledge transfer," Bradley said. It is part of the plan to ensure that Kuparuk not only has a fully trained and competent workforce in the future, but to also ensure that the culture that makes Kuparuk unique isn't lost.

That's good for young engineers, like Jeremy Mardambek and Dan Bearden, and new operators, like Lisa Maklezow.

Twenty-six-year-old Production Engineer Mardambek is beginning his career at Kuparuk. He fully appreciates Kuparuk's cross-discipline culture.

"The operations side isn't something that everyone gets to see," Mardambek said. "It's unique here. You can take these skills into the office and be a lot better at your job. This kind of experience sets a solid foundation for my career."

**2003**

Kuparuk satellite Palm has three development wells producing as much as 16,000 barrels of oil per day.

**2004**

ConocoPhillips announces plans for the West Sak viscous oil project.

**2005**

The \$500-million expansion of West Sak viscous oil project 1J gets under way. By July, the Kuparuk River Unit has produced 2 billion barrels of oil.

**2006**

Kuparuk is nominated by OSHA in 2006 for its VPP Star certification for the entire field, which makes Kuparuk ConocoPhillips' largest upstream entity to receive such an award.

**2008**

Kuparuk executes the first North Slope Production Services Agreement with Pioneer Natural Resources to process Pioneer's production through Kuparuk facilities.

**2009**

Custom-built coiled tubing drilling rig Nabors CDR2-AC successfully starts operations to help maximize oil recovery at Kuparuk. Organizational changes support significant increase in work activity associated with infrastructure refurbishment.

**2011**

The field celebrates the 15th anniversary of working with ASRC Energy Services, an Alaska Native corporation subsidiary, as Kuparuk's primary operations and maintenance labor contractor.

Senior Engineer Bearden had a few job offers out of college. ConocoPhillips was his first choice largely because they were proposing to send him to Alaska to work on one of the largest fields in North America.

"To me, that meant a huge training opportunity – to get experience, firsthand, with a lot of the new technologies that are being applied in the industry," Bearden said. "I'd heard it said that this was the Cadillac of the oil fields in terms of data monitoring." Kuparuk has more than met his expectations.

Operator Maklezow moved from one job to the next for years before entering the University of Alaska Fairbanks process technology program with the hopes – but not high expectations – that she'd find something stable in the oil patch.

She was brought on as a summer intern for ConocoPhillips, then hired as an apprentice and completed that 2½-year program in March. The company rolled her right into a full-time slot.

"I didn't know anyone in the oil industry," she said. "I feel like the ultimate needle in the haystack. This is the best job I've ever had."

Over 100 people applied for the internship that got Maklezow's foot in the door. She said she

studied hard. She had good grades and motivation. But the learning didn't stop when she left the classroom. At Kuparuk, "Every day is a school day," she said.

"Because a lot of long-time career people are retiring, this is a great time for less-experienced people to come in and learn from 30 years of optimized operations," Arnold said. "It's also a chance for them to possibly take on experiences earlier in their careers than they might have had the opportunity to do elsewhere."

So, at age 30, Kuparuk is a proving ground. It's a place where the best of the best in the industry are still around to mentor new workers, helping ensure Kuparuk's success for the future. And there is a bright future.

"The good news is, there are still a lot of resources in the ground," ConocoPhillips Alaska President Trond-Erik Johansen said.

Johansen believes in another 30 years for Kuparuk. But, he admits it's not going to be an easy road. The next 30 years will be much more challenging than the first 30.

The easy conventional oil resources have already been produced. Kuparuk's production



**Above:** Nabors CDR2-AC, a coiled tubing drilling rig custom built to help maximize production at Kuparuk, represents an opportunity to continue to develop the asset. Similarly, the company's investments in young engineers, like Jeremy Mardambek (left), demonstrate an opportunity to develop its human resources.





Summer's cotton grass is a welcome relief from Kuparuk's harsh winter white of snow and ice.

**Below:** The drilling rig (right) is what many people see in their mind's eye when they think about oil field development. The custom-built coiled tubing drilling rig (left), represents a physical manifestation of the technical challenges facing Kuparuk, as well as an opportunity to help optimize recovery.

future lies in what's left – technically challenged, unconventional, viscous and heavy oil resources. These have the potential to add to a lot of reserves and a lot of production, but they present technical, operational and cost hurdles.

"Delivery of these resources will require advancements in technology and large investments," Johansen said. "We have great people working on it, but even if we find a way to unlock the resources, the economics need to make sense. Working together, industry and the state, we should be able to convert these resources to production."

Prudhoe Bay, Kuparuk and Alpine are all

integral to ConocoPhillips' success, to the economic stability of the state of Alaska and to the world's energy supply, as are the onshore and offshore fields surrounding them.

"With the proper business climate, land access, the right technology and the bright minds of our excellent workforce, there is still much success to be had at Kuparuk and on Alaska's North Slope," Johansen said.

"Let's build on the successful 30 years that are now behind us and – together with the state of Alaska – we can position Kuparuk for the next 30 years of success," Johansen said. ■



# Work-life balance

*The perspective of the two employees who have been at Kuparuk since startup*

### Terry Simon

Terry Simon started working for ARCO in July 1978 at the age of 21 in the Accounting mailroom. He moved to the slope in March of 1981 to take a job as a roustabout prior to the arrival of CPF1 at Kuparuk. He has worked a rotational schedule ever since (typically one or two weeks on the slope followed by one or two weeks R&R at home).

He met his wife while he was working in the Accounting department. They were married his first week home after his first hitch on the slope.

“This is the only life we’ve ever known,” he said in reference to the rotational schedule and their marriage. “It takes two to make this (slope) job work. The person at home has to be self-sufficient and able to handle problems and crises on their own.”

It’s not for everyone, but Terry Simon wouldn’t change a thing.

“This has been a great career,” he said. “I’m totally happy with how this has worked out for us – giving my family and myself the life we have.”

### Paul Izzi

Paul Izzi celebrated his own 30th anniversary in November. Izzi’s start date with the company leads Kuparuk’s by about two weeks.

Izzi, a former U.S. Navy mechanic, didn’t waste any time trying to figure out where his career was headed. Since



**Terry Simon at age 21 (above) in the early days of Kuparuk and today (above right). Mechanic Paul Izzi (right) takes a break from his work to discuss his job as well as his family.**

arriving on the slope 30 years ago, he’s worked at more than one facility, but always as a mechanic. And he started with the Kuparuk Fire Brigade almost immediately after he was hired. He’s still involved, and it’s clearly still one of his favorite parts of the job.

Izzi recognizes the strain the slope life can have on a marriage, but he proudly notes that he’s been married for 37 years. “To the same woman,” he said with a chuckle. It’s clear that Izzi and his wife, Ellen, still enjoy each other’s company.

“It’s not easy,” Izzi said. “It’s been a challenge raising four kids, trying to do my job up here, and going home and trying to make sure their needs are met as well.”

“I tried to spend time with them as a family – each of them as individuals as well,” he said. “And sometimes my wife



needed a break. I’d go home and make sure everyone got what they needed and that my wife and I still had quality time together as well.”

Words of wisdom.



# Serving the *from sea to*

*by Monica Silva, photography by Rich Ostrem*



**Alternative Energy Project Engineer Ryan Lisowski, a veteran from both Operation Iraqi Freedom and Operation Enduring Freedom, with wife, Alexandra, senior strategy and portfolio analyst, Technology**

**L**eadership, focus, discipline, integrity and safety are all qualities soldiers are taught through their service. Ingrained over years, these values become a way of life and valuable assets in a soldier's chosen post-service career.

"The first and foremost skill I developed in the service is leadership," said Fred Carpenter, Human Resources business partner for Labor Relations at Wood River Refinery. "It's a way of relating to my employees so that, as a team, we all understand we're working together to reach a common goal. It's about mutual respect."

Many join the service at very young ages, often right out of high school, hastening the maturing process, making men and women out of children.

"I learned to manage and lead at a young age, and that has helped tremendously in my professional career," said Commercial Trader Brian Rhodes, who is also a lieutenant colonel in the

Army Reserves. "Sitting on the trade floor, there is a lot of noise, people and a sea of monitors around me; it feels like I'm in a field operations center. Working in a high-operational-tempo environment is something I learned to deal with early on; now that focus helps me quickly process a lot of information while making sound business decisions."

Another skill at use both in the field and office is critical thinking. Alternative Energy Project Engineer Ryan Lisowski, an Army aviation officer veteran from Operation Iraqi Freedom and Operation Enduring Freedom, applies this skill in his management of ConocoPhillips' projects.

"In the field, your mission is continuously

# world ... *shining sea*



changing – plans, weather, supplies. You have to think critically and quickly because lives are on the line. Accepting failure is not an option. Now, when budgets change or vendors don't follow through, I'm able to adapt and adjust quickly, confidently making the best business decisions for the company."



**Brian Rhodes,**  
Commercial trader  
and U.S. Army  
reservist

*Far left:* Fred  
Carpenter, HR  
business partner  
for Labor Relations,  
Wood River Refinery



The Veteran and Military Employee Resource Group in Bartlesville is for all patriots, including veterans, current service members, families and anyone who supports our service members.



**Above:** Jeff McBride, terminal supervisor at the Renton and Tacoma, Wash., terminals and former machinist mate first class of the U.S. Navy submarine service

**Top:** Gail Harrison

**Far right:** Ryan Lisowski

Jeff McBride, terminal supervisor at the Renton and Tacoma, Wash., terminals and former machinist mate first class of the U.S. Navy submarine service, credits his discipline and adherence to compliance to his Navy days.

“I learned the true value of procedural compliance and operational discipline in the Navy while operating and maintaining complex machinery and equipment on a nuclear submarine. Everyone is expected to do their job correctly and safely 100 percent of the time because our lives, and the lives of our shipmates, depended on it,” McBride said. “In many ways, serving in the military is closely related to working in the oil and gas industry, because the work is very safety focused, and often we work in hazardous environments, under pressure, with expectations to perform at our very best.”

Dealing with difficult situations is a way of life for veterans and reservists and a far cry from general office work. The experience gives veterans a different perspective on daily life nonmilitary personnel might take for granted.

“Serving in Western Canada, I was in charge of all military vehicle and transport support, including mobile kitchens and hospitals, transport vehicles, maintenance, administration, and finance,” said Calgary Surface Access Manager Janet Walker, a retired Canadian army reservist. “I had hundreds of people working for me in support of thousands of soldiers in the field. You finish that chapter of your life and find yourself

dealing with administrative issues like a broken photocopier as a crisis.”

Indeed, serving on the front lines is worlds away from sitting behind a desk.

“I was a pilot in Iraq – every decision I made had a life or death consequence,” Lisowski said. “Now, I’m the guy at the bottom of an org chart.



It helps to remember that although you had a purpose in the field, you have a purpose in your civilian life too.”

Long Chung, operator at the Colton, Calif., Terminal and Cambodian air force veteran, made the transition by adjusting his mental focus. “It’s important to remember that the work environment is different from the service, so vets should

**“EVERYONE IS EXPECTED TO DO THEIR JOB CORRECTLY AND SAFELY 100 PERCENT OF THE TIME BECAUSE OUR LIVES, AND THE LIVES OF OUR SHIPMATES, DEPENDED ON IT.”** – Jeff McBride



focus on implementing the skills developed in the service, but changing the mindset from soldier to civilian,” he said.

### **SERVING THOSE THAT SERVE**

That adjustment from serving on the front lines to civilian life can be a difficult one. Many look to colleagues for support. In addition to regularly honoring veterans and supporting the troops, ConocoPhillips locations have formed military and veteran employee networks and are hosting philanthropic events to support military services.

“I wanted to start a group for all patriots in Bartlesville, including veterans, current service members, families and anyone who supports our service members,” Organizational Change Management Analyst Jackie Bunce said. “We’ve grown to 150 people just by word of mouth. Last year, a few of us organized a collection for OPERATION: Giving Tree, which gives Christmas gifts to kids who have parents deployed. This year, we organized a Veterans Day salute with TV slides of our veterans, reservists and family members. The

response was amazing; people here really have a passion for it.”

In October, the Lower 48 Business Unit hosted the third annual sporting clays tournament, benefiting Hope For The Warriors®. Bringing together local companies, the tournament acts as a rallying point for returning service members. This year, with 428 participants (including four wounded service member teams) and 228 volunteers, the event raised \$100,000.

“The Hope For The Warriors mission is to enhance quality of life for U.S. service members and their families who have been adversely affected by injuries or death in the line of duty,” said Process Improvement Manager Gail Harrison, coordinator of the annual event. “Hope For The Warriors ensures that the sacrifices of wounded and fallen warriors and their families are never forgotten nor their needs unmet. This event allows all who participate to recognize and say thank you to our military who have served and protected us.”

Lisowski supports Team Red, White and Blue, an organization started by a fellow West Point alumnus.

“It’s similar to a Big Brothers Big Sisters program, but in support of wounded veterans. The veteran I support was shot in the head in Afghanistan and is now completely blind. Although well cared for medically, he had no support to help him readjust into civilian life. Our goal is to help these veterans reintegrate into society to become a more complete person after injury in a war zone.”

Although anyone can become an advocate for a wounded veteran, Lisowski thinks that as a fellow vet there is a deeper connection for him.

“It helps that I get it,” he said.

Humber Refinery Field Leader Shaun Lowden, father of Thomas Lowden, a member of the British Royal Navy, is a proud supporter of Afghan Heroes.

“My son came home on leave wearing an



**Above: OCM Analyst Jackie Bunce**

**Far Left: Surface Access Manager Janet Walker**



Afghan Hero wristband,” Lowden said. “I hadn’t heard of the organization before, so I looked into what they did and took a particular interest in this charity after reading all about them.”

Afghan Heroes was started in July 2009 by the mother of a soldier who died in an explosion.

“Reading about Afghan Heroes, I realized that they didn’t have a representative in my area, so I offered to help and became the Lincolnshire coordinator,” Lowden said. “Earlier in the year, the Humber Refinery donated £3,000. By late October, just a year after I received my first collection tins, we had raised £10,006. The charity itself has raised more than £1,000,000 for the men and women of our armed forces in Afghanistan.”

The other focus of veteran networks is on family members at home dealing with loved ones serving in a war or simply far away from home.

“Before 9/11, it was easier to accept your son or daughter enlisting to help pay for college. Then 9/11 happened, and it was shocking; how can I cope with this?” said Donna Forristal, executive assistant, Global Gas and Power, whose son, Sergeant First Class Cody Powell, served in the Army from 2001 to 2010.

After 9/11, ConocoPhillips called in the Employee Assistance Program to help family members deal with the difficulty of having a loved one deployed. This small group was the first – though unofficial – veterans employee network.

“We were able to sit and talk through all of our emotions with each other, from fear and sadness to extreme pride and excitement,” Forristal said. “I’ll never forget the day my son called and told me to watch the news that evening because the president would be speaking in front of a map that he helped create. It was something small for most, but so exciting for him and me; and this group understood and celebrated with me.”

As the generations change, so do the needs of vets and reservists. This is another positive element of the employee network: family and friends learning how to talk to, comfort and encourage their veteran loved ones.

“Way back when, we didn’t have email, Facebook or Skype. We received letters, and beyond that, the veterans didn’t really talk about it. Now, the younger generation needs an outlet to share,” Forristal said.

A veterans network can also serve as the official



**Above: Donna Forristal, executive assistant, Global Gas and Power**

**Right: Humber Refinery Field Leader Shaun Lowden and son, Thomas, a member of the British Royal Navy**





Hail and Farewell committee to former service members.

"In the Army, we had a very regimented procedure when you transferred into or out of an assignment or location. You had a host that would show you the ropes and walk you through your changes. That's not the case in the civilian world," said Becky Silves, coordinator, Emergency Response, an Army vet and West Point graduate. "An employee network will help with the transition from a very team-oriented environment to working, living and adjusting very independently."

"It's wonderful to see the good done by today's veterans networks," said James Bartlett, director, Executive Communications, who served in Vietnam with the U.S. Navy Seabees. "When we old-timers returned to civilian life, it was best not to mention our service in an unpopular war. The companies I worked for gave virtually no recognition to veterans. When I left work a few times to join in Veteran's Day parades, I always changed out of my old uniform before going back to the office. Now, I think we all feel honored."

Human Resources tracks the number of U.S. employees who voluntarily report their status as military veterans through initial employment applications or their personal information on HR Express. There are 1,034 U.S. veterans in the workforce, including 315 who are Vietnam-era veterans, the only sub-category currently listed. There may be others who have not reported their status.

### MISSION: CONOCOPhillips

Though an adjustment to civilian life, all vets agree, ConocoPhillips is a good place to re-integrate back into society and start a promising career. "ConocoPhillips as an employer is, by far, outstanding with its support of reservists," Rhodes said. "My management chain of command is very supportive, not only providing the necessary time off, but they are also genuinely interested in what I am doing as an Army reservist. It's refreshing."

Cinch Yake, area supervisor, Borger Products Pipelines, and former member of the Army Parachute Infantry Regiment, agrees. "ConocoPhillips is an excellent company to work for. They appreciate their veterans and take care of their reservists to a degree that very few other companies are willing to."

One of the unique benefits ConocoPhillips offers reservists is the commitment to make up the difference in salary when reservists are called to duty. This is not an official requirement, but a special benefit offered by the company.

Another intangible benefit Rhodes mentioned was the overall support given by his colleagues. "Reservists can be called upon to serve for a year or even longer with relatively short notice. Someone in the office has to pick up the slack for us. My colleagues at ConocoPhillips willingly help out when I perform my annual duty requirements. They express gratitude for the work I'm doing as a



**Above:** Becky Silves, coordinator, Emergency Response

**Top:** Andy Viens, president, Global Marketing, shared his perspective at the Houston Veterans Day event.



Marketing Product and Image Specialist Bill Brown, a U.S. Air Force Vietnam War veteran, understands the disconnect some veterans may feel when returning to civilian work.



**Above: Conrad Jahn, area technician, La Junta Pipeline, and a member of the Colorado National Guard**

**Below: On Friday, Nov. 11, 2011, the Houston chapter of the Veteran and Military Employee Resource Group hosted the event Veterans Day – A Time to Honor to celebrate the holiday.**

reservist and are committed to the company.”

Reservists often use the support of the Employer Support of the Guard and Reserve (ESGR), a Department of Defense organization that promotes cooperation and understanding between reservists and their civilian employers and assists in the resolution of conflicts arising from an employee’s military commitment.

The liaison between the ESGR, employers and reservists are volunteer ombudsmen who assist members of the guard and reserve in resolving disputes with civilian employers through mediation.

Carpenter, an Army Bronze Star Medal recipient, serves as an ombudsman for the state of Missouri and recently won the Missouri Committee’s ESGR Ombudsman of the Year Award for his service.

“When a conflict arises, the ESGR ombudsman will remain neutral, listen to what the employee and employer have to say, and provide information to help guide them in reaching an agreement,” Carpenter said.

Conrad Jahn, area technician, La Junta Pipeline, is a member of the Colorado National Guard, serving as a crew chief and maintenance technician. Recently, Brad Phillips, Jahn’s supervisor, and ConocoPhillips Pipe Line Company were awarded the ESGR Patriot Award for their role in supporting the Colorado National Guard.

“ConocoPhillips is very supportive of the

military,” Jahn said. “It has a generous military leave policy, and I have not met a single ConocoPhillips employee who is not patriotic and proud of our military.”

### COMRADES IN THE FIELD AND IN THE OFFICE

Finding fellow military comrades at ConocoPhillips can be as easy as using military lingo and battle jargon. There is also a huge word-of-mouth following. ConocoPhillips has a small-town feel in that sense; everyone knows someone who has served, is serving or has loved ones currently serving. It’s a community born from necessity of support, shared experience and care.

“This word-of-mouth group was a big part of my desire to start an official veterans group at ConocoPhillips,” said Marketing Product and Image Specialist Bill Brown, a U.S. Air Force Vietnam War veteran and coordinator of the Houston-based Veteran’s Employee Network. “We hope the group will help increase military veteran retention rates and improve productivity, but I’m also looking forward to raising the level of pride for ConocoPhillips veterans. We have stories to share that will build understanding and connect nonmilitary with military.”

It’s also a way to help a nonmilitary town remember their service members.



## “VETS GO FROM HANDLING NUCLEAR WEAPONS SUBMARINES MISSILES AND B52S BUT THEN COME HOME AND ARE UNQUALIFIED FOR MANY JOBS – IT CAN BE REALLY TOUGH.” – Bill Brown

“Houston is not a military town like San Antonio or San Diego,” said Randi Diskey, gas scheduler, Commercial, and former Army brat. “Moving to Houston was an adjustment in that sense – the town doesn’t really understand the culture or lifestyle of active military.”

### BE ALL YOU CAN BE

Hiring veterans is an attractive benefit for both the company and vets. President Obama’s American Jobs Act would provide employers with a credit of \$4,800 for hiring veterans and expand the Wounded Warriors tax credit for hiring soldiers with service-related disabilities to \$9,600. As thousands of veterans return home every day, the need to connect skills with applicable jobs is critical.

Those who have worked on military missions see the connection in specialized skills and knowledge to energy industry applications. Many know the specifics of fuel transport, have geographic map-making skills and the specialized safety culture already ingrained.

“When companies hire veterans or anyone who served in the military, they are hiring leaders,” Silves said. “They are disciplined, will show up to work every day on time, and will learn their jobs and perform to the best of their ability.”

The Veterans Employee Networks can also help talk through potential job opportunities for veterans and their families – a desperately needed resource with so many veterans returning home to a struggling economy.

IT Shared Services Analyst Fred Fields has two sons in the military. Christofer, an Army Ranger, has participated in several covert missions, and Fredrick Jr., a Naval Academy graduate, flies jets and helicopters as a Navy pilot. He was also a major participant in the Haiti relief effort. “Other than jobs within the government, there is no clear connection to other opportunities, even though their skills are so advanced and varied.”



Jahn is living proof of how military skills can be put to good use at ConocoPhillips. “In the military, I learned to work on everything from generators to aircraft control systems. This helped me to develop a systematic methodology of troubleshooting and repairing all types of equipment and has helped tremendously in my current role as a pipeline instrument and electronics technician.”

For more information on what ConocoPhillips is doing to hire veterans, see the military recruitment story on Page 76.

### A SIMPLE THANK YOU WILL DO

“People don’t think to appreciate their service members as they would their local police, fire-fighters and EMS. We are doing the same act of service and protection as these organizations; we’re just not as visible,” Silves said.

“I am often asked ‘How can I help? What can I do to support our troops?’” Rhodes said. “I typically have the same answer: Remember that we are a nation at war and that one of the best individual contributions you can make is to tell any soldier, airman, sailor or marine you see, ‘Thank you.’ It goes straight to their heart. This simple appreciative gesture goes a long way.” ■



**Above: Randi Diskey, gas scheduler, Commercial**

**Top: Fred Fields, analyst, IT Shared Services, and his son, Christofer, an Army Ranger**

*San Juan powwow*

# Native American Appreciation Day is a big hit

*text and photography by Patrick Currey*

The Four Corners region of the American Southwest is a fiercely beautiful land that leaves the lucky visitor awestruck by some of the most breathtaking scenery in the world. This landscape has formed the very backdrop of our collective legends about the Old West from films like John Ford's classic "Stagecoach" to the recent remake of "True Grit," shot on location in the canyons and badlands of Northern New Mexico.

For the ConocoPhillips San Juan Business Unit (SJB�), it is home to four distinct and vibrant Native American tribes considered valued stakeholders in a highly prized value chain that continues to push management of this world-class asset to the pinnacle of success.

In September, some 250 ConocoPhillips employees participated in the first-ever SJB�-sponsored Native American Appreciation Day in Farmington, N.M. The event showcased native artisans with demonstrations of finely woven Navajo textiles, stunning examples of sterling silver and turquoise inlay, and filigreed custom beadwork. Traditional native dancing in full regalia was driven by the



**Above: The Four Corners region offers breathtaking views like Shiprock with Sleeping Ute Mountain in the background.**

**Right: Mr. and Mrs. Eddie Box Jr., Southern Ute Indian tribe**



**Stacey Chavez,**  
Jicarilla Apache tribe,  
is the daughter of  
Production Multi-  
Skilled Operator  
Travis D. Chavez.

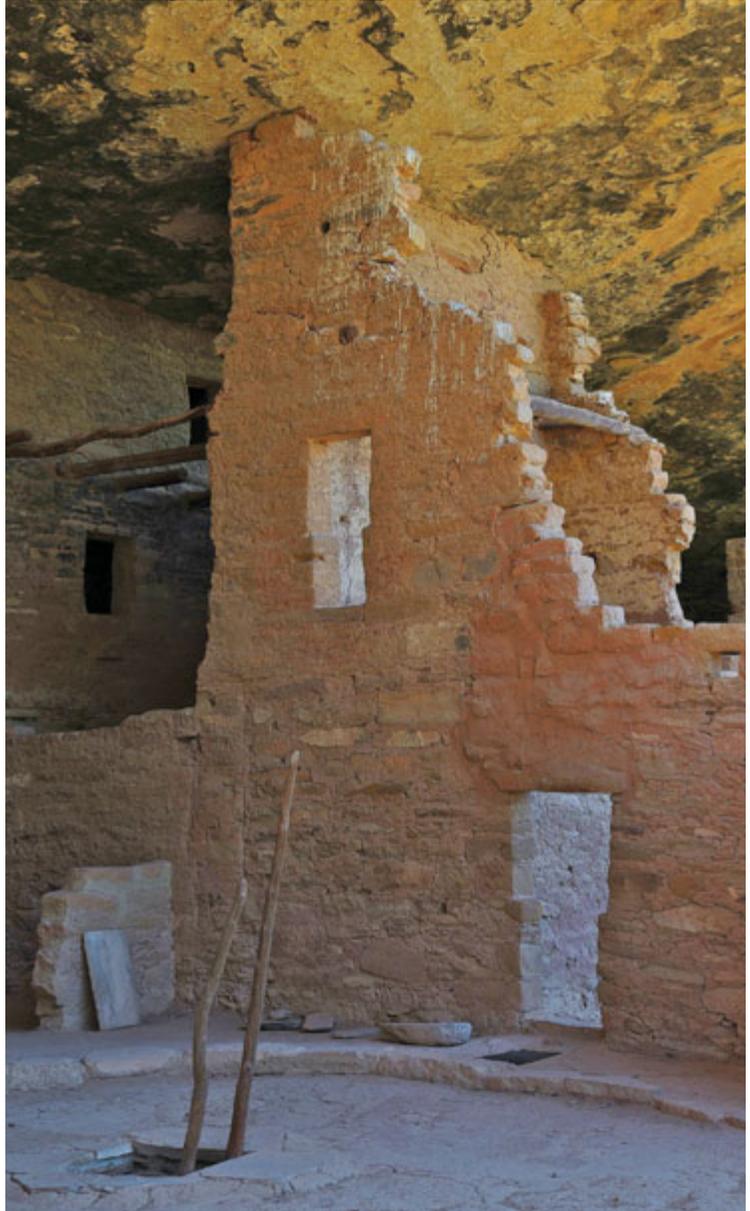




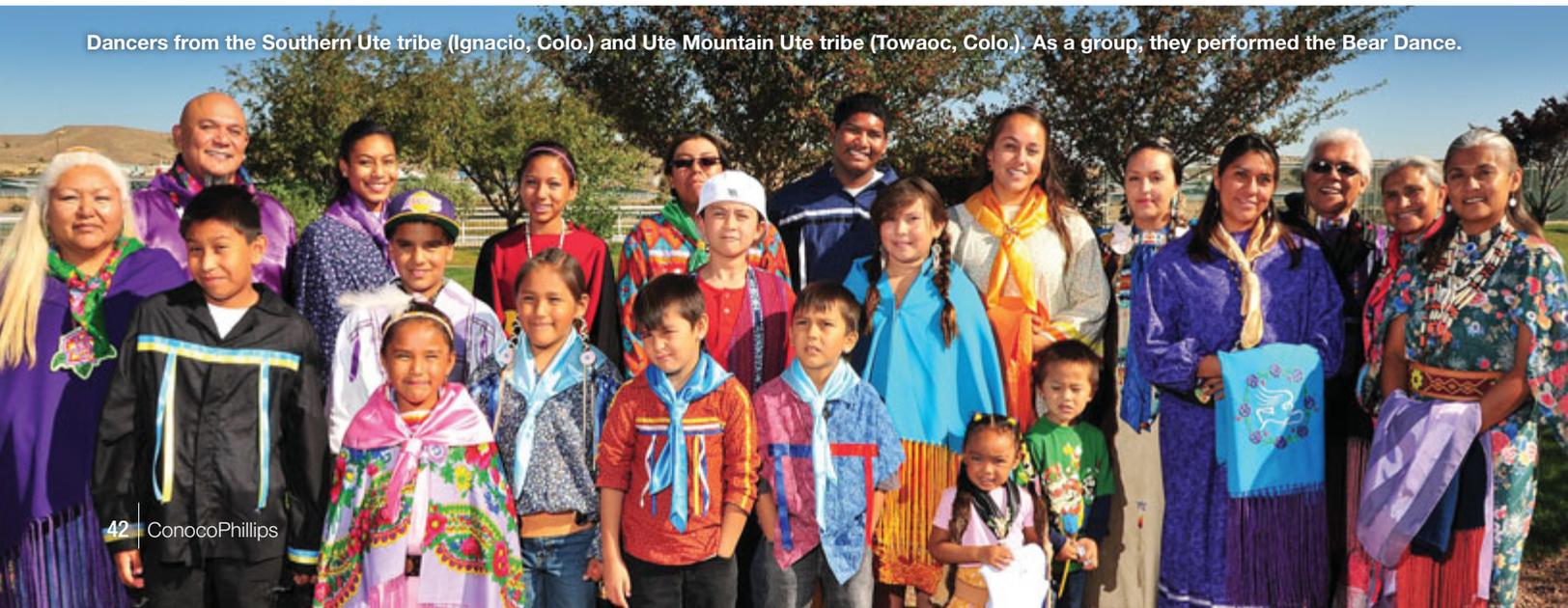
**Above:** Among the many SJBU employees participating in the day's events were (left to right) Accounts Payable Assistant Erin Benally, Safety Critical Element Coordinator Alicia Maveu-Fuller, Defect Elimination Coordinator Doug Pierce and Operations Assistant Kaci Parmelee.

**Far right:** A view of the ancient Puebloan culture Spruce Tree House Ruins at Mesa Verde National Park

**Right:** Al Retasket, Navajo Nation, displays the exquisite bead and feather work characteristic of traditional Navajo regalia.



Dancers from the Southern Ute tribe (Ignacio, Colo.) and Ute Mountain Ute tribe (Towaoc, Colo.): As a group, they performed the Bear Dance.



*“The ambassador program equips employees with knowledge about the company and the industry as a whole.” – Kaci Parmelee*

hypnotic beat of tom-toms. Speakers represented each of the four regional native tribes: the Jicarilla Apache east of Farmington, the Southern Ute to the north, the Ute Mountain Ute to the northwest and the Navajo Nation to the west. Each spoke proudly of their rich ancestral heritage and the contemporary challenges to life on the reservation. The success of the gathering lies in many



months of preplanning for what is expected to become an annual event. The seeds were sown at an early 2011 town hall meeting with the Stakeholder Engagement group.

“Their presentation revolved around encouraging us to become local ambassadors, getting out and engaging the community,” said Kaci Parmelee, assistant, SJBU Operations. “The ambassador program equips employees with knowledge about the company and the industry as a whole.”

Native American Appreciation Day was sponsored by the SJBU’s unique Diversity and Inclusion (D&I) Network, which invites all local employees to come together to promote a better working environment.

“This year, our D&I Network has put in a lot of hard work to focus on diversity of social styles, creating an inclusive environment and embracing the diverse ethnic community in which we operate,”



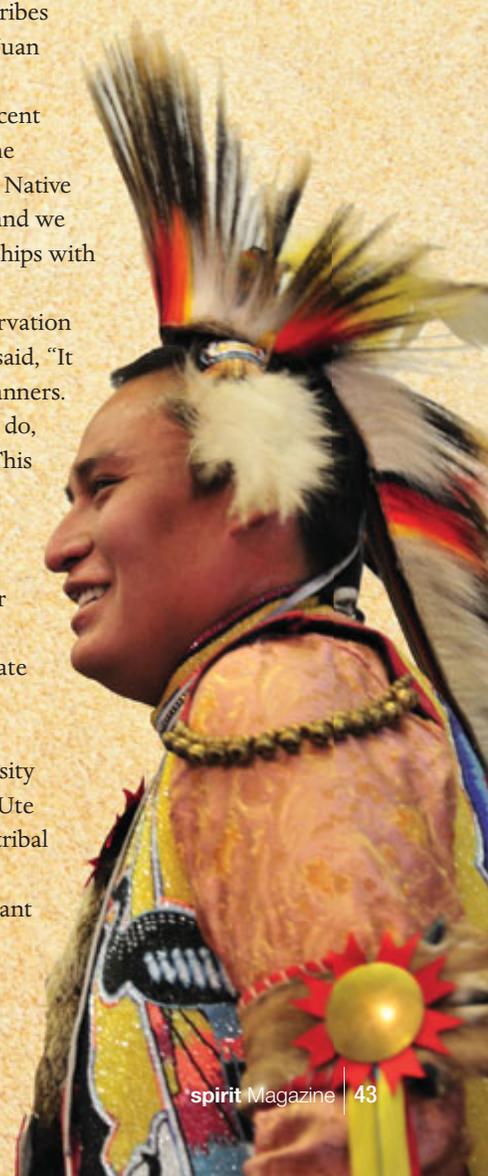
Stakeholder Engagement Specialist Michelle Bowman Ahlm said.

The day’s festivities were kicked off by SJBU General Manager Roy Lyons, who stressed the importance of the partnership with the tribes of the Four Corners region. “In the San Juan Business Unit, roughly 9 percent of our company-operated production and 7 percent of our company-operated wells are on the tribal lands,” he said. “We consider these Native American tribes to be key stakeholders, and we work very hard to maintain our relationships with representatives from these tribes.”

Stacey Oberly, director, Cultural Preservation Department for the Southern Ute tribe, said, “It was very nice working with the event planners. They said, ‘Whatever you guys decide to do, we’ll support you.’ We thought, ‘Wow. This is incredible!’ It was a great opportunity to not only showcase the tribal culture through the Bear Dance and beadwork demonstration, but also to talk about our success in contemporary issues, like the Southern Ute Growth Fund and the private Southern Ute Montessori Academy.”

Oberly, a former linguistics and Native American studies professor at the University of Arizona, explained that the Southern Ute tribe chose a checkerboard allotment as tribal lands were being formed in the 19th century. The checkerboard arrangement meant that every other parcel was allotted for

**Below: Jerek Grant, Navajo Nation**





*"As a family unit, in your clan, you're all brothers and sisters."*

– Maxine Bowman

**Top: Joann Benally, Navajo Nation**

**Far right: Maxine R. Bowman with daughter, Michelle Bowman Ahlm, specialist, Stakeholder Engagement**

**Below right: SJBU General Manager Roy Lyons and his wife, Paula, take a moment to pose with Aaron Woody, Navajo Nation.**

nonindigenous homesteading.

"In a way, having a checkerboard reservation has allowed us to be more progressive as evidenced by our financial plan and our business endeavors," Oberly said. In fact, the Southern Ute are among the most business-savvy tribes in the nation, utilizing 21st century financial management techniques, including highly successful diversified energy and real estate holdings.

One challenge facing many native peoples is diminishing use of their language. "I think we have an estimated 40 to 50 native speakers left," Oberly said. "Of those, the majority are 60 or older, so our language is in severe danger of dying out." Oberly's newly created Cultural Preservation Department is part of the Southern Ute's unwavering commitment to keep their native dialect alive.

Navajo tribe guest speaker Maxine Bowman discussed the importance of clans in Navajo culture. "Our clan system is what holds us together as family. It forms our relationships and keeps us connected to our roots," she said. "As a family unit, in your clan, you're all brothers and sisters."

Native Americans are an intensely patriotic group. Two of Bowman's brothers, Melvin and Samuel, served in the highly decorated, legendary World War II communications unit known as the



Code Talkers. The unbreakable secret code of the Navajo language helped ensure an allied victory in the Pacific.

"When they came back from the war, they were very secretive. They never said anything," Bowman said. It was nearly 40 years after the fact that she found out what true heroes her brothers were.

"They held to honor; they held to the code. It was so amazing," she said, fighting back a tear. "It stems from our very true feelings for Mother Earth, which is our land."

While a small token, Native American Appreciation Day is one way the SJBU is acknowledging the contributions of its valued neighbors and the joint stewardship of the land that binds them together. ■





*Left:* Norman Lopez, Ute Mountain Ute tribe, fills the air with traditional flute music.

*Below left:* A Ute Mountain princess proudly awaits her turn to dance.

*Below:* Puebloan kiva at Mesa Verde National Park. The kiva is a sacred ceremonial space for the Puebloan.





# Tour de Timor 2011: Bigger, better,

by Catherine Biss

**Top left: Team ConocoPhillips stands ready to start the race.**

**Top right: President Ramos-Horta congratulates ABU-West President Todd Creeger on completing the final stage of the race.**

**Below: The Sultans of Spin, (from left) Legal Counsel Alexandra Thompson, Legal and Corporate Affairs VP Jack Griffin, Contractor Alexandra Match, and Legal Administrative Assistant Vanessa Bombak, received the best-dressed team prize.**

Over 600 km of grueling climbs, rough terrain and meandering mountainous roads – and that was just the office activities!

The Australian Business Unit (ABU) has sponsored the Tour de Timor since the inaugural race in 2009. This year was the biggest yet, with a team of 14 employees participating from Perth, Darwin and Brisbane. Back in the office, employees shared the experience by participating in 10 weeks of activities, including fitness challenges, bike safety seminars and fundraising efforts.

Tour de Timor is an initiative of Timor-Leste President Jose Ramos-Horta. The mountain bike race is part of a series of major events to promote

peace, encourage tourism and cross-cultural exchange, and foster national pride among the Timorese community. This year's theme was Peace Begins With Me. Over 400 riders from 18 countries participated in the race, which took them through Timor-Leste's most remote districts and beautiful countryside and gave them a unique insight into Timorese life and culture.

## CONOCOPhillips' INVESTMENT IN THE COMMUNITY

ConocoPhillips is the operator of the Bayu-Undan joint venture. The Bayu-Undan Field is located in the Joint Petroleum Development Area in the Timor Sea, between Northern Australia and Timor-Leste. ConocoPhillips strives to be recognized as a valued member of the Timorese community, supporting initiatives that provide sustainable benefits, particularly for the nation's youth.

ConocoPhillips Australia is a Gold Sponsor of the Tour de Timor, providing \$150,000 in support for the race, which assists the participation of over 100 Timorese district and national riders. This contribution provides the riders with bikes, equipment and other support to allow them to train and compete in the event.





# TOUR DE TIMOR

# tougher

By supporting local Timorese riders, ConocoPhillips is encouraging the development of young role models within the community. These riders become local heroes as they pass through the villages, and young children aspire to one day compete in the race. In 2011, one young man who suffers from polio was offered a job in President Ramos-Horta's office due to the courage he showed in riding the Tour de Timor.

The event, now in its third year, is much anticipated by the local communities through which the race passes. Each village comes out in support of the Timorese and international riders. There is a strong sense of community as the crowds cheer on the Timorese representatives, no matter which district they are from. Gene Till had a firsthand experience of this as he rode into one of the villages.

"There was a steep, long climb to the finish line, and the villagers crowded both sides of the chute to cheer us on. There must have been 300 or 400 people there. One of the Timorese riders sprinted from behind me to pass me at the finish. I could tell by the roar of the crowd that something was up as he approached, and when he passed me at the finish line, the crowd just went wild! It was incredible, and I was never so happy to get passed at the finish line in my life," Till said.

ConocoPhillips also encourages females to participate in the race through sponsorship of the women's leader jersey and the award for Women's Open Champion. A ConocoPhillips representative presented the women's leader jersey at the end of each stage. Congratulations to Peta Mullins who won the Women's



**Top left:** ConocoPhillips clapping balloons were a hit with the local children.

**Top right:** A bird's-eye view of the 2011 Tour de Timor

**Pat Jonklaas** crosses the finish line at Com - stage 4 of the race.



**Above:** Raising the profile of ConocoPhillips in the community, Rob Rutherford reaches the finish line guided by an array of ConocoPhillips banners.

**Top left:** Local children cheer on the riders.

**Top right:** Tour de Timor in a Day employee challenge

**Far right:** Timor President Ramos-Horta with the ConocoPhillips team and support staff

## The Race

**Date:** Sept. 11-16, 2011  
**Race type:** Mountain bike (MTB)  
**Route:** Timor-Leste (Central east and coastal)  
**Distance:** 607.4 km, with climbs up to 1,200 m  
**Level of difficulty:** Brutal  
**Participants:** 420 riders from 18 countries

## Team ConocoPhillips

**Roger Decurtins**, Operations Technician  
**Darren Francis**, Analyst  
**Adam Humphryson**, Senior Finance Analyst  
**Chris Jarvis**, Applications Analyst  
**Pat Jonklaas**, Principal Geophysicist  
**Mark Lewis**, Senior Commercial Advisor  
**Graham Merrey**, Deputy Bayu-Undan Operations Manager  
**Tom Roach**, Production Engineer  
**Rob Rutherford**, Staff Geologist  
**Matt Schmidt**, Analyst  
**David Sheley**, Staff Geologist  
**Peter Talbot**, WAVES Facilitator  
**Gene Till**, Supply Chain Manager  
**Troy Watson**, Operations Technician  
 Guest rider: **Todd Creeger**, President, Australia-West

Open division and became an honorary member of team ConocoPhillips.

Sponsorship of the event also raises awareness of ConocoPhillips within the Timorese community. This year, hundreds of ConocoPhillips banners lined the streets in Dili and the villages, and the ConocoPhillips clapping balloons were very popular with the children as they cheered on the riders.

### TEAM CONOCO PHILLIPS

This year, 14 ConocoPhillips employees from Perth, Darwin and Brisbane participated in the race – some for the first time, and others brought onboard their experience from participating in previous years. The race was particularly difficult this year, covering over 600 km in six days, including some of the country’s steepest hills and toughest roads.



Three ConocoPhillips riders completed the race in the top 80. Congratulations to Peter Talbot, Adam Humphryson and Roger Decurtins for such a great finish.

Special mention must go to Pat Jonklaas, who has completed the race three years running. “The Tour de Timor is a truly magnificent event and a great opportunity to experience the culture and hospitality of the Timor-Leste people. It was an



honor and privilege to be able to participate,” Jonklaas said.

This year, the team was joined by a very special ConocoPhillips representative. On invite from President Ramos-Horta, ABU-West President Todd Creeger joined the final stage of the race as a show of support for this nation-building initiative (and to find out just how hard this race really was!).

“I have attended the race previously, but after participating in the final stage, I have a huge respect for our employees and all of the riders who took on all six stages of the race through some of the country’s toughest terrain,” Creeger said.

The team was supported by a crew of employees from Perth and Dili who coordinated community engagement, logistics and on-the-ground support.

Back in the office, employees shared the experience of Tour de Timor by participating in 10 weeks of activities, such as bike-safety seminars, fitness challenges and fundraising efforts. The highlight of the employee program was the Tour de Timor in a Day employee challenge at the Perth office. Team Perth set their sights on completing the 600-km route of the Tour de Timor in one day – on spin bikes! Level three meeting rooms were converted into spin rooms. A special Tour

de Timor spin instructor ensured that employees experienced a real insight into the race route with plenty of uphill climbs and speedy descents. The office successfully completed two loops of the Tour de Timor route, cycling over 1,200 km in nine hours. The challenge is on for next year.

Perth and Darwin employees got behind some significant fundraising efforts. The ConocoPhillips Tour de Timor team nominated Suai Orphanage in Timor-Leste as the chosen charity for employee fundraising. A total of \$3,000 was raised, which was matched by the company to make a total donation of \$6,000. Sister Elsa, who cares for over 80 children at the orphanage, was touched by the support of ConocoPhillips employees.

Whether participating in the race, the employee challenges or fundraising for Suai Orphanage, the ABU really stepped up support for this significant community event. Peace Begins With Me was an important message for the local and international community and one that was embraced by all who participated.

Plans are now under way for 2012. This year’s team has already forgotten the pain of it all, but one question remains: Could it possibly be any bigger, better or tougher? ■

**Top left:** ABU-West President Todd Creeger congratulates Peta Mullins on winning the Women’s Open division.

**Top right:** Adam Humphryson



**President Ramos-Horta, Timor-Leste Country Manager Jose Lobato-Goncalves and Timorese riders attend the bike hand-over event where the local riders are given their ConocoPhillips-sponsored bikes and equipment.**

# Connecting globally; delivering locally

## 2011 Subsurface Symposium

by Nellie Betzen



Larry Archibald provides an update on the Exploration portfolio.

Imagine being able to connect nearly 1,500 geologists, geophysicists and reservoir engineers globally. Well, no need to imagine any longer, because it is now a reality through an event of epic virtual proportions – the 2011 Subsurface Symposium.

The Subsurface Symposium took place from Nov. 29 to Dec. 8 through a unique approach to conferencing. It used virtual technologies adapted to enhance interactivity, which enabled people from across the globe to come together through a single portal. Each conference session streamed live for three hours daily while also being recorded for playback in different time zones throughout the world. This virtual meeting-room technology is made possible by computer networking company Cisco Systems through the use of high-security connections to deliver interactive presentations, videos and downloads. The same technology is used by such high-profile organizations as NASA, the White House and the Department of Energy and has succeeded with more than 17,000

people in virtual attendance. The technology is astonishing and provides for cutting-edge knowledge sharing.

“The technical capabilities that were combined to bring the symposium together were impressive,” said Ken Tubman, general manager, Subsurface Technology, and symposium champion. “It was great to have the opportunity to bring our technical staff together from around the world to share their knowledge and ideas.”

The first two days of the symposium were large-scale events hosted from the gymnasium at ConocoPhillips headquarters in Houston, Texas, with more than 300 people in attendance and hundreds tuning in globally throughout the day via Cisco’s LiveStream and its recorded equivalent Cisco SimLive. On the first day,

# SUBSURFACE SYMPOSIUM



**Aberdeen Poster Ambassador Coordinators Kat McFadden and Paul McQuillan prepare for the poster session.**

**Left: In Anchorage, Lindsay Hunter, Adam Lewis, Pilar Whitworth and Alan Campbell discuss the talks.**



**The Wellness Center gymnasium was the venue for the executive and technical keynote addresses.**



**Above:** Marianne Kah tells the audience about the long-term energy outlook.

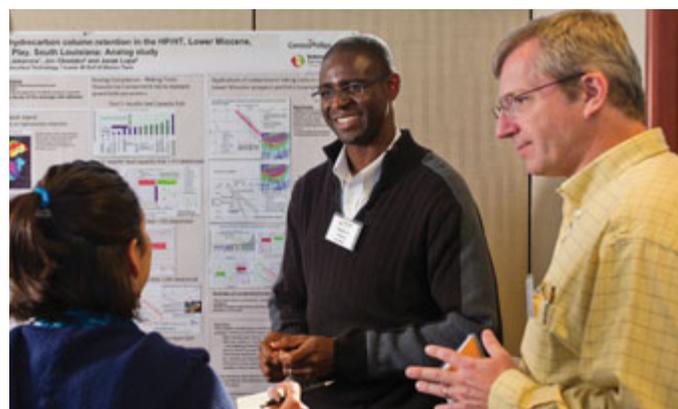
**Top:** In the war room, connections were managed among Cisco, Houston and all the global attendee rooms. Attending were (clockwise from left) Eddie Saenz, Doug Berry, Cinthia Milburn, Wes Malaby, Abby Meade, Juli Hennings, Andrew Felton, Jon Stone and Sean Orta.

**Above right:** Femi Jokanorla and Jim Chodzko discuss their poster with Julymar Morantes.

attendees had the opportunity to hear from senior leaders, including Marianne Kah, chief economist, who talked about the long-term energy outlook; Red Cavaney, senior vice president, Government Affairs, who reflected on our political climate; Larry Archibald, senior vice president, Exploration and Business Development, who gave an update on ConocoPhillips' portfolio; and Mike Gustafson, vice president, Exploration and Business Development, who spoke to attendees about capturing global opportunities. Jim Handschy, general manager, global chief of Geosciences, and symposium champion, then hosted a panel discussion featuring Archibald and Ryan Lance, senior vice president, Exploration, International, and future ConocoPhillips CEO, regarding the company's organic growth strategy. Because the symposium is an excellent example of the technologies available to encourage knowledge sharing, Dan Ranta, director of Knowledge Sharing, closed the first day with a talk on the power of connections. Day Two featured large, technical talks focused on new technologies and major projects, such as the Jasmine, Tiber and Eagle Ford producing field development programs.

"The first two days of the conference were really exciting as employees across the globe had the chance to listen to and interact with top management and technical experts about projects that are central to the strategic direction of the company," said Juli Hennings, manager, Geoscience Excellence, and symposium chair. "We were very impressed with the engagement of the executive leadership during the Subsurface Symposium."

The technical heart of the symposium really got under way during the next five days. Each day



consisted of seven concurrent three-hour sessions of eight talks each that were transmitted via WebEx Events Center. That's a total of 56 talks per day. The presenters' talks streamed live from speaker rooms all over the world equipped with webcams and a telephone bridge, and global viewers in attendee conference rooms could send in questions for the presenter to answer during the live session via the online WebEX Q&A forum.

Although the live sessions were accessible to more than 85 percent of the technical staff during their working or dinner hours, more than 200 staff members work in time zones for which the sessions occurred at night, which posed unique challenges. One session was hosted from Anchorage with presenters from Alaska, Beijing and Jakarta speaking live during the evening hours in Houston.

"We prerecorded more than 50 presenters for playback during the live broadcast, particularly if the authors lived in Asia-Pacific time zones or in Alaska or Russia where ice and snow could make travel to the office dangerous early or late in the

**“The first two days of the conference were really exciting as employees across the globe had the chance to listen to and interact with top management and technical experts about projects that are central to the strategic direction of the company.” – Juli Hennings**

day during December,” said Abby Meade, IT business analyst and Symposium Logistics Team lead. “Each business unit had to arrange for multiple speaker rooms and attendee rooms that would connect to our Houston-based war room and to Cisco’s professional producers in California.”

Each session was played back twice for other parts of the globe, and questions raised overnight were posted to discussion boards like those used in our Knowledge Sharing Networks of Excellence (NoEs), with automatic alert capabilities. The symposium essentially set up its own NoE with a front-page Ask & Discuss roll-up that promoted the most recent and popular discussions to the top of the page. This not only kept the conversations going during the conference, but also allows for extended discussions now that the conference has concluded.

“As people add to the discussions, we can watch the front page of the NoE and see what people are most interested in,” Hennings said. “We expected to have a whole lot of activity during the conference, and we were right. We’ll take hot topics from the Q&A and convert them into OneWiki articles to capture the knowledge that was created.”

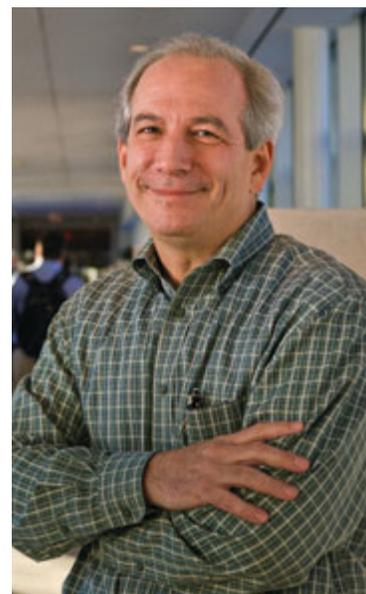
To gather speakers for the symposium, the

planning committee sent out a call for abstracts to the global Geology, Geophysics and Reservoir Engineer (GGRE) technical staff and received an overwhelming response from locations such as Norway, Australia, China, Russia, Malaysia, Indonesia and the Americas.

“We received 462 abstracts and accepted 284 of them as talks,” Hennings said. “Originally, we had planned to do about half that, but when we received so many abstracts, we realized that people were really hungry to share what they knew.”

That hunger led to 114 hours of knowledge shared during the symposium, equivalent to more than 14 eight-hour work days. The talks fell into categories such as Conventional Resources, Unconventional Reservoirs, Unconventional Fluids, Future Technologies, Integrated Modeling Value-Risk-Uncertainty and a variety of special topics. The team could then put together a schedule using these categories, which made it easier for conference attendees to choose which sessions were of most interest. All selected abstracts were also uploaded online so attendees had a chance to preview them before the symposium.

“We were thrilled at the interest from the variety of locations and subject-matter experts throughout our global operations,” Handschy



**Above: Ken Tubman, Subsurface Symposium co-champion**

**Below: Subsurface Symposium co-champion Jim Handschy (far left) hosts an executive panel featuring (left to right) Marianne Kah, Red Cavaney, Larry Archibald, Ryan Lance and Mike Gustafson.**



**“It reaffirms that knowledge sharing is highly valued by our employees, which is one of the corporate traits that distinguishes ConocoPhillips from many of our competitors.” – Jim Handschy**

**The Moscow Poster Team included (left to right) Igor Kuvaev, Sergei Skvortsov, Maxim Shabalin, Marina Barabanova, Bret Fossum, Bayrta Byurchieva and Sergei Danilkin.**



said. “It reaffirms that knowledge sharing is highly valued by our employees, which is one of the corporate traits that distinguishes ConocoPhillips from many of our competitors. It also demonstrates that this format has the potential to enhance our knowledge-sharing capabilities.”

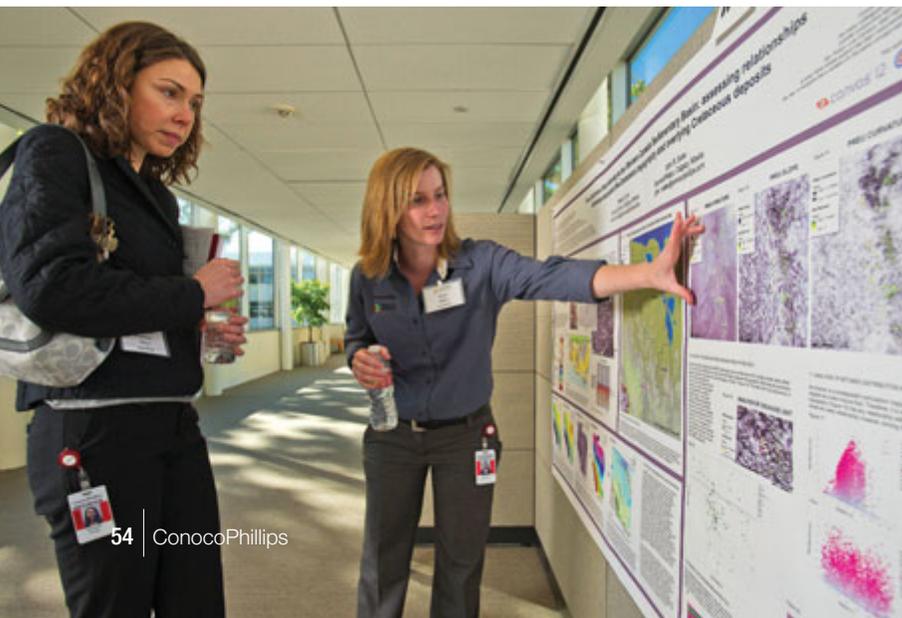
All selected abstracts were made available online via a unique customized abstract search tool developed by U.K. Chief Reservoir Engineer Andy Scott using Excel and Visual Basic for Applications. The My Favorite Abstracts tool

allowed attendees to select their locations, then to select talks and posters by business unit, author, theme, interest area, day, etc., as well as allowing for keyword searches. Once the attendee’s search and selection was complete, the tool produced a customized day-by-day schedule, including times and local conference rooms, a customized abstract booklet, and the capability to load the individual talks to the attendee’s personal Outlook calendar.

“We realized that with more than 400 abstracts to view, if someone spent only three minutes per abstract, it would take them more than 20 hours just to read them,” Scott said. “We believe that the My Favorite Abstracts tool allowed for an effective experience in finding the material that most interested each individual.”

A major challenge of the virtual symposium was finding creative ways to engage the global workforce to make the conference feel more interactive. Gathering together locally for the globally transmitted and broadcast talks was a great strategy, but it was not enough. Local poster sessions were the key to getting face-to-face

**Poster Ambassador Katie Hulsey explains Mark Dahl’s poster from the Canada BU to Kate Bower.**





In Indonesia, the talks were aired from 10 p.m. to 1 a.m. and also from 8-11 a.m.

interactions going. In total, more than 130 posters were created.

But how can you have interactive poster sessions when the authors might be thousands of miles away? At each location, poster ambassadors selected posters that interested them and volunteered to connect with the author to learn about the topic. Then the ambassador presented their adopted posters to interested local attendees on behalf of the author – some posters were adopted in five locations. Another unique way of sharing posters was through the use of YouTube-style YouPosters, which were assembled as 5-to-10-minute videos alongside a PowerPoint of figures derived from a poster.

“At first, some people were a little disappointed that we weren’t doing a face-to-face conference,” Hennings said. “But attendance from outside of Houston doubled relative to previous conferences, satisfying our goal of global inclusion. Everyone appreciated that we did things like the poster sessions, poster ambassadors and YouPosters to give the event a more interactive feel.”

The final day of the symposium featured Tubman as host of a panel discussion on capturing competitive advantage with Don Hrap, president, Americas; Jim Taylor, president, Indonesia; Steinar Vaage, president, Norway; Richard Lunam, vice president, Exploration and Production, North America Exploration; and Greg Leveille, general manager, Non-Conventional Resources. Hennings then showed the results of a recent global survey regarding connectivity within the Subsurface community – the perfect way to end a symposium that is all about forming connections. A panel discussion on knowledge capture and creation resulting from the symposium and symposium awards closed the conference.

The first year for this virtual symposium was quite the success, and Hennings credits the hard work of all those involved for making it

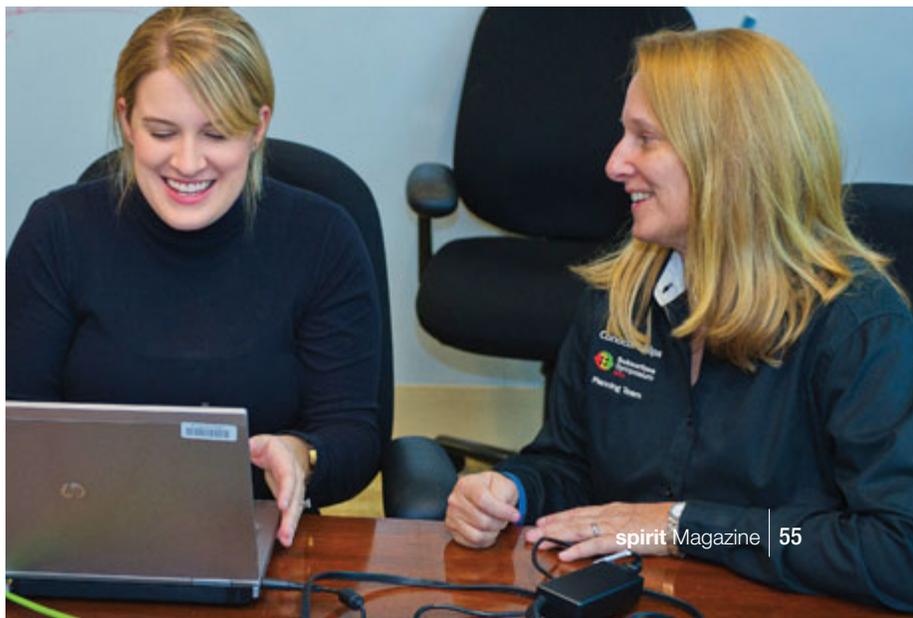
happen. “We started really digging in deep and planning this as a global team in December of 2010,” Hennings said. “Our 45 technical planning committee members, 20 business unit advisory council members and 20 logistics team members did an excellent job of making this an extremely worthwhile knowledge-sharing event, both locally and globally, while experimenting with different ways of connecting for conferences yet to come. And best of all, we built strong relationships in our own Planning Team network that will last long into the future.” ■



**Above:** Andy Scott created the My Favorite Abstracts search tool.

**Left:** Poster ambassador Hugh Alley brought some core samples to help illustrate his adopted poster from Indonesia.

**Below:** Abby Meade, Logistics team lead, and Juli Hennings, symposium chair, discuss the plan for Day One.





  
**ConocoPhillips**

# Leaving a legacy:

**Three generations at ConocoPhillips** by Lauren Wall

## Faces of ConocoPhillips

**I had never taken the time** to sit down and talk with my grandpa about his career with Phillips Petroleum. So one day, after discussing baseball, the weather and “Matlock,” I started asking him questions about his career. When I asked, “Granddad, how do you feel about your son and now your granddaughter working for the same company as you did?” his response was simple and honest. “Well, it shows that ConocoPhillips is a good company to work for or else people wouldn’t let their kids go to work for them,” he said.

When my granddad, James Alfred Wall, was looking for

work in 1948, jobs were scarce. Months went by without work, until a day in late April when a Phillips Petroleum Company van pulled into a parking lot in Ardmore, Okla., recruiting men to work at the refinery in Borger. He jumped at the opportunity. “Jobs were hard to find when I was looking. It was a good job, and I was proud to have it.” That began a 37-year career with Phillips and a lifetime of memories in Borger, Texas. All my granddad knew that fateful day was that he was getting the chance to provide for his family. What he didn’t know was the legacy he had begun.

My granddad spent every day working at that refinery. It was hot, back-breaking work, but he never let it slow him down. “Sometimes it was heavy and nasty in the refinery, but I could always look forward to the next day,” he said.

He started as a simple “yard gang” member, accomplishing everyday maintenance tasks distributed by the shift foreman. From there, he was promoted to the yard gang truck driver and then on to the position of “lead off,” the right-hand man to the shift foreman. Those roles were followed by 12 years of

*continued on next page*



**Left:** Lauren and Ray spend time together while Lauren is home from college.

**Far left:** James Alfred Wall enjoying a summer night with family

**Opposite page:** Lauren proudly presents a display of a DVD about Bartlesville she produced as an intern.

## Leaving a legacy (continued from previous page)

operations work. When I asked him what they oversaw, he said, “We took raw crude and made gas, diesel and kerosene. You know, the good stuff.” Later, he moved to the chemical plant, where he eventually became the shift foreman from 1979 until his retirement in 1985.

My dad, James Ray Wall, took a full-time job with Phillips three years later, on Dec. 19, 1988, exactly a year to the day before my entrance into the world. My granddad told me that was a proud day: “I thought he needed a job with permanence, something he could look forward to every day like I did.

So, of course I was glad to see him take the job.”

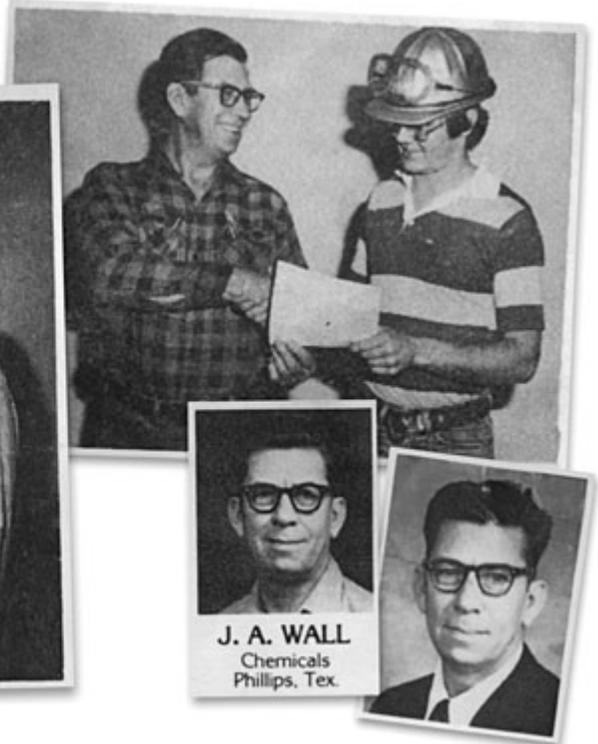
My dad chose to work for Phillips after completing his undergraduate degree in geology and his master’s in business accounting from West Texas A&M University. Phillips offered him a job in production accounting, which led to several other jobs in finance. From there, he became an IT guy, taking him all over the world, working on projects.

I still remember the unique experiences I had as a little girl that allowed me to interact with Phillips employees.

I attended weddings, funerals and Christmas parties with my dad’s co-workers. I even went to Bring Your Daughter to Work Day when I was 10 years old. I will never forget waking up early, putting on my nicest Sunday dress and having my mom fix my hair. I looked forward to that day all year long.

Recently, my family’s investment in the company took us on vacation to Norway, where I was able to tour our offices in Tananger. I had the unique privilege of meeting with communication personnel and spent a lot of time

**Clippings (courtesy of Grandma Aliomae Wall) depict some of the 37-year career of James Alfred Wall, who started in the yard gang at the Borger Refinery in 1948 and retired as a shift foreman in 1985.**





**Left:** Ray enjoys sailing the fjords in Norway.

**Below:** Lauren plays Zero Heroine Chamille Leon during Bring the Future to Work day in Bartlesville, Okla.

staring out the windows, watching supply boats come in and out of the harbor supporting Ekofisk and other offshore platforms in the North Sea.

I hadn't thought a lot about where I would work when I got older, but looking back, I had a really great foundation for the things I would value in a company. Because ConocoPhillips friends and family surrounded me, my decision to intern in Bartlesville as a Corporate Shared Services communication intern was an exciting and logical

choice. It was my turn to take the torch and run. I enjoyed my first summer immensely and returned this past summer for a second round. The projects were challenging, and the people were always helpful and engaging.

As I complete my senior year of college at Texas A&M University, I can be confident in my knowledge and experience in the workforce. But more importantly, ConocoPhillips has created a rich history for my family, which is something my granddad never expected 63 years ago.





# David Berryman

**Fretting to relieve stress** by Starla Coody

## Faces of ConocoPhillips

**Inspired by his father, Pete, and the need to relieve stress,** David Berryman, supervisor, Maintenance Rotating Equipment, Lake Charles Refinery, channeled his stress into a passion for musical instruments. At his home workshop in Moss Bluff, La., he designs and builds mandolins and guitars.

David's passion started at an early age. "There were always mandolins and guitars hanging on our walls. My father played the mandolin; my older brother played the guitar. My hands weren't large enough to play the guitar, so at 8, I started with the mandolin. Later, I turned to the guitar because I really wanted to play the modern music my brother was playing. If there were two to three family members around, we'd be playing. At every family reunion, many of my relatives brought their own instruments.

"I built the first two mandolins for my granddaughters; it was a way to handle the stress of my son, Chris, serving in Iraq. Then, I decided to make a guitar for him. I did some research and made that first guitar from a high-quality kit. Eventually, I started designing different templates, forms and jigs to build my own designs. At first, I

couldn't walk away from it. I had to learn patience and realize that I couldn't do it all at one sitting."

David uses maple for the back and sides of the instrument and red spruce for the top. To date, he's built 10 guitars and 13 mandolins. Each piece is customized with a Berryman-inscribed tailpiece and his trademark fleur-de-lis pearl inlay. On the neck of the instrument, fret wires are tapped or pressed into slots in the fingerboard. Fretting involves placing the fingers on the fret board such that the note played sounds clear and full.

Mandolins have paired strings, versus guitars' single strings. The smaller size of the mandolin makes notes decay to silence faster, which encourages tremolo (rapid picking of strings) to sustain notes or chords. Paired strings facilitate this; musicians use the pick to strike each of the pair alternately, evoking a more full and continuous sound.

David's workshop is filled with all the tools to complete his projects, but, he says, "Like all other guys, I always need more tools."

A machine maintenance supervisor at the refinery, David feels his work lends itself to the skills required to build musical instruments. "As a machinist,

I figured I could make a mandolin. Now it takes two to three months to build an instrument in my spare time. Instrument building is probably a cross between a furniture maker, machinist and wood whittler."

Once he had the process down, David started selling his creations. "Mandolins are more of a niche clientele, but there is a huge market for high-quality, custom-made guitars."

Each new instrument David makes is one-of-a-kind, requiring meticulous detail and craftsmanship. "I don't really have a favorite; like other builders, I'm trying to build the perfect instrument. If I ever do, I'll keep it."

About every six months, David gathers with other guitar-makers and musicians from Southwest Louisiana and East Texas to eat, share stories and tips, and pick. He plays his own instruments; his current choice is the mandolin. On Tuesday nights, he and several others perform background music at the Lake Charles Farmer's Market. "It started out as whoever showed up each Tuesday, but now we're really starting to click. We're up to 30 songs. We may try to do more as a group soon."



**Above: David is considered a luthier, which is someone who makes or repairs stringed instruments.**

**Opposite page: David strums and picks one of his favorite handmade F-style mandolins, which is the most difficult to build.**

*photography by  
monsoursphotography.  
com*

### Why Natural Gas?

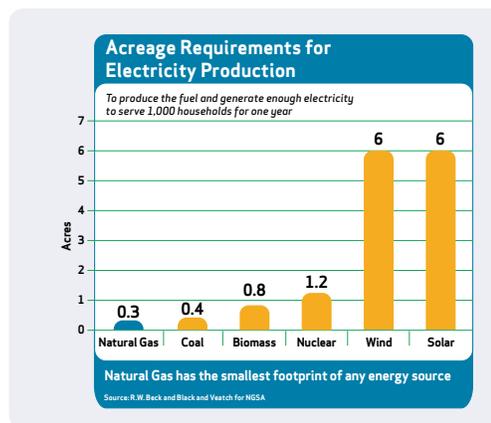
The development of this safe, plentiful, affordable and environmentally responsible energy resource can do more than create jobs, improve living standards and drive economic growth here in the United States. It can contribute to a healthier environment and higher quality of life in America and throughout the rest of the world. While there are many solutions that can help meet our energy needs into the future, natural gas and its benefits are available now. The vast supplies made available by new cutting-edge uses of technologies stand ready to fuel our economy for several generations.

### Natural gas is an abundant U.S. fuel resource - and it's available right now

- The U.S. Department of Energy estimated total U.S. natural gas reserves and resources to be approximately 2,500 trillion cubic feet (TCF), representing over a century of supply.
- Worldwide, recoverable natural gas resources are estimated at about 34,000 TCF. At the current consumption level of 107 TCF per year, the conventional resources would yield more than 300 years of supply.
- The Baker Institute for Public Policy calls the emergence of shale gas "perhaps the most intriguing development in global energy markets in recent memory," arguing that the rapid growth in North American production "has dramatically altered the global natural gas market landscape."

### Natural gas is cleaner than coal and better for the environment

- Burning natural gas results in very low emissions of nitrogen oxides and sulfur dioxide - reducing acid rain and smog - and virtually no emissions of mercury or particulates (soot).
- From fuel production through conversion, efficient natural gas power plants produce half the carbon dioxide emissions of coal-fired plants. A June 2011 MIT study found "substitution through increased utilization of existing combined cycle natural gas power plants provides a relatively low-cost, short-term opportunity to reduce U.S. power sector CO<sub>2</sub> emissions by up to 20 percent, while also reducing emissions of criteria pollutants and mercury."
- Natural gas-fired power plants use about 60 percent less water than coal plants and 75 percent less water than nuclear power plants for the same amount of electricity production.
- Natural gas-fired power plants require the least amount of land versus other new power generation options - compared to natural gas, it takes 20 times more land to power the same number of homes using wind or solar and four times more for nuclear power (source R.W. Beck and Black and Veatch).



**Pollutant Emissions From Generating Electricity**

Tonnes per year per thousand households

SO <sub>2</sub>	2.8	5.0	0.2	0.0
NOX	28.0	3.4	0.3	0.0
PM	2.7	0.9	0.0	0.0
VOC	5.6	0.2	0.0	0.0

Legend: Most (Orange), Middle (Yellow), None (Light Blue)

Natural Gas is clean burning

Source: R.W. Beck for NGSA

## There's Power in Cooperation

### Natural gas is an affordable energy source for consumers and manufacturers

- New drilling and development technologies have made shale gas production economic at lower prices and have increased supply dramatically, decreasing and stabilizing prices. Average wellhead prices for natural gas in the U.S. fell by 35 percent from 2006 to 2010 coinciding with an almost 400 percent increase in shale gas production over the same time period.
- At a \$5/million British thermal unit price, natural gas-fired power plants are the least expensive source of new power supply, almost 40 percent less costly than coal, 45 percent less than wind and 50 percent less than nuclear power.
- Over 16,000 miles of new interstate pipeline were approved between 2000 and 2010, the most in 40 years. Combined with a 22 percent increase in high-turnover storage space, this added pipeline capacity will increase the reliable delivery of natural gas, which is expected to moderate prices going forward.

### Natural gas is safely used in homes and businesses

- More than half of the 120 million U.S. households use natural gas directly in their homes.
- Household safety incidents have declined 29 percent since 1988, while usage has increased by 20 percent.

### Natural gas is useful - from home heating to chemical manufacturing to electricity generation

- While many consumers know natural gas as the means to heat and cool our homes and businesses and to cook our food, this usage only accounts for one-third of U.S. consumption. In fact, natural gas is a key raw material and direct fuel source for the U.S. manufacturing industry and for generating electricity.
- One-third of U.S. natural gas production goes directly into our industrial and manufacturing sectors where it is used for process heating, cooling and electrical power and also serves as a chemical building block in the manufacturing process of certain consumer products, like ammonia, urea and methanol.

- Natural gas liquids, or NGLs, are extracted from natural gas and are used for heating and cooking as well as a key feedstock in manufacturing consumer goods, such as bottles, clothing, electronics, detergents, paint, fertilizer, adhesives, carpet, furniture, diapers, tires and toys.
- Natural gas fuels over 20 percent of the electrical power in the U.S., second only to coal. More than 85 percent of new electrical generation capacity built in the U.S. over the last decade uses natural gas, according to the U.S. Department of Energy.

### Natural gas creates U.S. jobs and fuels economic growth

- In 2008, the natural gas industry directly employed 622,000 Americans, plus another 2.2 million people in supporting industries and services, according to IHS Global Insight.
- Natural gas helps drive the economy, with development contributing \$385 billion to the U.S. economy in 2008 (source IHS Global Insight).
- Increasing the production of natural gas is a direct and immediate driver of U.S. economic growth, with the American Chemistry Council estimating that a 25 percent increase in ethane supplies due to new shale gas production would result in:
  - The creation of more than 400,000 new jobs in or related to the chemical industry.
  - An increase in U.S. economic output by more than \$132 billion.
  - \$4.4 billion a year in additional local, state and federal taxes.
- Wood Mackenzie recently found that an additional 1.1 million jobs could be created by 2020 in the U.S., with policies that encourage the development of new and existing oil and gas resources.

For more information about our natural gas campaign, visit our website at [www.PowerInCooperation.com](http://www.PowerInCooperation.com), or access the internal natural gas website via the eStream home page.

## Renton terminal celebrates VPP Star certification

The ConocoPhillips fuels distribution terminal in Renton, Wash., celebrated VPP Star certification at a ceremony with employees and state officials on Aug. 30. Renton is the third ConocoPhillips Transportation terminal – joining company facilities in Portland, Ore., and Salt Lake City, Utah – to achieve Star certification under the Occupational Safety and Health Administration (OSHA) Voluntary Protection Programs (VPP).

The VPP Star certification program recognizes safety and health systems that effectively go above and beyond OSHA standards to prevent and control occupational hazards.

Achieving Star status was a yearlong process that began with a complete site evaluation conducted in August 2010 by the Washington Division of Occupational Safety and Health (DOSH). ConocoPhillips Transportation Health and Safety

Coordinator Justin Merrell, assisted by Renton Terminal Supervisor Jeff McBride and terminal employees Gary Anderson, John Parham and Ryan Swan, participated in the initial evaluation and interviews. Also lending a hand were West Coast Safety Coordinator Tom Thomson and Portland Terminal VPP Lead and

followed by formal notification of VPP Star status in May 2011.

“I want to acknowledge and commend our terminal employees who made VPP certification possible,” McBride said. “The terminal operators are the ones who deserve the credit for 16 years without an injury.” Also on hand for the VPP celebration was ConocoPhillips Terminals Manager Miles Kajioka, who joined McBride in praising the terminal workforce. “Our Renton employees have taken safety to a new level,” Kajioka said.

As DOSH Director Dr. Michael Silverstein presented terminal employees with a VPP Star plaque and flag at the Aug. 30 ceremonies, he challenged the Renton employees to share their knowledge. “The themes of VPP are universal, but each facility’s application and implementation is unique,” Silverstein said. “As the best of the best in safety, we want you to share what you know and learn with other ConocoPhillips sites, your customers, your suppliers – even your neighbors in the local community,” he said. ●

“Our Renton employees have taken safety to a new level.”

– Miles Kajioka

West Coast Safety Improvement Team Member Chris Vogel.

Terminal personnel corrected three hazards identified by DOSH during the initial site evaluation and submitted a formal application for VPP Star certification in October 2010. DOSH paid a return visit to Renton in January 2011 for a final audit and round of interviews. That was



Top right (from left): Ken Belcher, Gary Anderson, Russ Wittman, Ryan Swan and Jeff McBride. Above: Miles Kajioka (left) and Travis Wilke address employees. Left: Renton employees proudly display their VPP Star flag.



## Polar Tankers attain OHSAS 18001 certification

Polar Tankers Inc. was recently recognized by the American Bureau of Shipping (ABS) for attaining the internationally recognized Occupational Health and Safety Assessment Series (OHSAS) 18001 certification. To qualify for certification, Polar's vessels, offices and management systems were reviewed and audited by the ABS to determine if it met or exceeded the requirements of the standards that are set to proactively and systematically manage the health and safety of employees, ultimately providing a safer and more productive work environment.

While this certification is similar to that of the Occupational Safety and Health Administration's (OSHA) Voluntary Protection Programs (VPP), the Polar fleet does not fall within OSHA jurisdiction and was therefore not eligible to apply for the VPP program. Thus, the decision was made to pursue an internationally recognized health and safety certification in lieu of VPP. This latest certification compliments Polar's existing ISO 9001 quality and 14001 environmental certifications.

Willie Chiang, senior vice president, Refining, Marketing, Transportation and Commercial, and members of the Transportation leadership team, recognized Polar's achievement at a conference in Houston, Texas, in late September.

"We are extremely proud of our Polar Tankers organization for the example of operations excellence it displays to the company," said Debbie Adams, president, Transportation. "The achievement of full certification is a reflection of Polar Tanker's dedication to seek continuous improvement in safety and environmental performance."

The ConocoPhillips Polar Tanker organization is the only tanker company to achieve this certification to date and one of a select few to achieve this milestone in the shipping industry as a whole. ●

## Congratulations to the 2011 Technology Awards recipients

### Technology Innovation

James L. Malandra

### Technology Innovation

Khalid Soofi

### Technology Achievement

*Humber Coker Heater Optimization*

Shaun Frederick Mullins

Alex Hill

Bryony Hursthouse

Dave Roe

### Technology Achievement

*Sand3D and Pipe3D*

Giin-Fa Fuh

Bob Burton

Kenji Furui

Eric Davis

Nabeel Abdelmalek

Kerri Hall

Kerry Freedman

Bob Osborne

### Technology Champion

*HydraWell*

Thomas Eugene Ferg

Karen Bashford-Provence

Jan Roger Berg

Dag Breivik

Hans-Jacob Lund

Wenche Wergeland

David C. Limbert

Philip Hayden

Gary J. Collins

### Technology Champion

Al Keller

### Outstanding Young Scientist

Daniel Sultenfuss

### Outstanding Young Scientist

Mark A. Hughes

### Outstanding Mentor

Megan Bennett

### Outstanding Mentor

Scott Redman

### Lifetime Technology

John C. Patterson

### Lifetime Technology

Edward L. Sughrue II

### Intellectual Property

*Seismic Acquisition Technology*

Peter Eick

Joel D. Brewer

### Intellectual Property

*Biofuels*

Ed Sughrue

Kristi Fjare

Jane Yao

Edgar Lotero

Yun Bao

Alex Platon

Tie-Pan Shi

Right: Ed Sughrue, recipient of the Lifetime Technology Award, accepts his award.

Below: The recipients were recognized at an awards banquet in October.



## Pearce inducted into Petroleum Council Hall of Fame

Perry Pearce, manager, State Government Affairs, Rocky Mountain Region, became the ninth inductee into the North Dakota Petroleum Council Hall of Fame at the association's 30th Annual Meeting in late September in Bismarck.

"Perry received this well-deserved recognition with a standing ovation from a crowded room of industry peers," said Eileen Dey, manager, Regulatory, Mid-Continent Business Unit. "Perry is widely known and highly respected for his industry expertise and leadership. It is a pleasure to work with Perry and was a special honor to sit next to him during his recognition."

Pearce is responsible for supervising ConocoPhillips' state government relations program in the states of Colorado, Utah, Wyoming, Montana, North Dakota, South Dakota and Idaho. He has been a reliable asset for the North Dakota Petroleum Council and its predecessor organizations for 20 years. Pearce has contributed significantly to the functions and activities representing oil and gas in North Dakota, which is why he was inducted into the Hall of Fame. The Petroleum Council represents more than



Former inductees (from left) John Morrison, Crowley Fleck; Perry Pearce; Ken Luff, Luff Exploration; and Wayne Biberdorf, WB Consulting

300 companies involved in all aspects of the oil and gas industry.

Pearce was a member of the Petroleum Council's board of directors and executive committee when it was a joint effort of the Rocky Mountain Oil & Gas Association (RMOGA) and the American Petroleum Institute (API). He was also on the board of directors of RMOGA and was instrumental in the transition from a multistate association to independent state associations. Pearce has been an officer of several state associations, including the Petroleum Association of Wyoming

and the Montana Petroleum Association. He continues to serve on the Petroleum Council's board of directors and executive committee and currently serves as co-chairman of the association's safety committee.

"Perry is a very talented individual who does an amazing job representing the company every day," said Jennifer Stettner, general manager, State Government Affairs. "It is great to see this well-deserved recognition of his many achievements from the industry in North Dakota." ●

## Employee uses car to help raise money for wounded veterans

For the past 10 years, Alistair Stewart, fluids advisor, and his son, Athol, have attended the Festival of Speed. Held at the Goodwood House in Sussex, England, the festival showcases a variety of cars and accomplished drivers from around the world. A car enthusiast and avid racer, Athol entered his Nissan Skyline in the event. The Skyline, along with two other cars, was displayed against the backdrop of a British Army tank as part of an exhibit that raised money for two charities that help members of the armed forces who lost limbs serving in Iraq and Afghanistan.

"Both these charities provide for the present and future needs of members of the armed forces who have suffered serious trauma injuries," Alistair said. "A total of £2,814 was raised for these charities by charging £1 to have a photograph with the Skyline and drivers over the four days of the show."

To help publicize the charity event, two former Indy 500 winners drove Athol's Skyline, which was featured in the movie

"Fast & Furious," on the track. The Skyline and two other cars featured in the exhibit ran on Kendall® Motor Oil. ●



Athol Stewart's modified Nissan Skyline was featured in front of a Challenger 2 British Army battle tank. The tank weighs 52 tons, with a top speed of 35 mph.



# Committed to Excellence

ConocoPhillips Exploration and Production pursues Operations Excellence through continuous improvement of the Health, Safety and Environmental Management System and Operations Excellence Framework. Our goal is to have **ZERO** injuries, illnesses and incidents in our workplaces, homes and communities. HSE excellence throughout all of our worldwide operations is the foundation of our SPIRIT values and essential to our success. *Strive for excellence!*



## Proud two-hatters add value to Santa Maria Refinery

The 1,780-acre Santa Maria Refinery near the central coast of California has five brave employees who are performing double duty. They execute high-stress, demanding and life-saving tasks both at work and in their personal lives, because not only are they part of the Safety and Emergency Response team at the refinery, but they also selflessly serve on community fire and rescue teams. A previous *spirit Magazine* article, "Two hats off to you," described similar two-hatter employees at the Wood River Refinery. The term two-hatter refers to an individual who works or volunteers for two different fire departments or emergency response units. It comes as no surprise to find other employees across ConocoPhillips operations who also wear two hats and exemplify the company's SPIRIT values to the fullest.

By working in fire and emergency rescue for outside agencies, these five employees bring years of expertise and knowledge to ConocoPhillips. Their skills are constantly tested, which enables them to stay sharp and bring high levels of medical care and emergency response techniques to the Santa Maria facility.

The first is Alan Lanier, a nearly 10-year veteran of ConocoPhillips with five years as a member of the Santa Maria Fire and Safety team. On his off days from the refinery, Lanier works shifts for the Atascadero City Fire Department as a reserve firefighter and EMT. He responds to a wide variety

of calls ranging from medical aids; vehicle accidents; structure, vehicle and wild fires; and hazmat incidents. From his work with Atascadero, Lanier has brought many great additions to the Santa Maria Fire and Safety department, including a new fresh-air breathing system. His experience also enhances his ability to keep calm during high-stress situations and to effectively

By working in fire and emergency rescue for outside agencies, these five employees bring years of expertise and knowledge to ConocoPhillips.

organize tactical responses and communication during emergencies. In addition, Lanier holds a position with the American Heart Association as a Basic Life Support (BLS) instructor and as a training center faculty member for Helping Hands Health Education. With this certification, Lanier is able to keep all specialists current on their health care provider certifications, a requirement for holding an EMT license in the state of California.

The next double-duty hero is Andy Garcia who has been with Cal Fire, California's state fire department, since

1991. Early in his firefighting career, Garcia earned his State Fire Marshall Instructor certification at the Camp San Luis Fire Drill grounds. It was during this time that Garcia made his first contact with ConocoPhillips, which was doing its emergency response training at the grounds. Garcia decided to make a career change and went to work for ConocoPhillips full time. As an employee, Garcia has also been an instructor at the Corporate Fire Schools in Elko, Nev., and at Texas A&M University. As a licensed EMT and firefighter, Garcia has won several awards, one for assisting in saving the life of a ConocoPhillips employee who was involved in a vehicle accident while on his way to work. In addition to his work at the refinery and with Cal Fire, Garcia also volunteers at the Guadalupe Union School District in coordinating fire safety education and leading school camping trips, which earned him the district's Volunteer of the Year Award in 2009-10.

Anthony Dibernardo is another Santa Maria employee who practices his passion outside of work. Dibernardo has five years of experience in fire and rescue. Beginning at ConocoPhillips in 2008 in the Environmental department, he quickly joined the facility's fire brigade as an equipment operator. During that same time, Dibernardo joined the San Luis Obispo County Fire Department. He has been crucial in fostering joint training opportunities between ConocoPhillips



Above (left to right): Bernie Gallizio, Steve McNeil, Anthony Dibernardo and Andy Garcia

Right: Alan Lanier



and local fire departments. Most recently, he was promoted to supervisor of Safety and Emergency Response for the Santa Maria facility. Serving double duty, Dibernardo works days at the refinery and is on call nights and weekends to respond to community emergencies.

Steve McNeil, an employee going on three years with ConocoPhillips, also dedicates his expertise to the local community. He is a firefighter and EMT with San Luis Obispo County and has more than 13 years of experience with the Santa Barbara County Search and Rescue Team. McNeil is a recognized leader in both technical rope rescue and swift-water rescue. His practical knowledge and ability to recognize hazards that are inherent to the petrochemical industry have helped McNeil develop a cache of rescue equipment needed specifically for the refinery application.

The last two-hatter is Bernard Gallizio, who has been with the Santa Maria Refinery for five years. He got his start in 1993 with the California Department of Forestry, now part of Cal Fire. In the area where Gallizio serves as an on-call firefighter, 1,200-1,500 calls come in each year – everything from medical aids to traffic collisions to structure fires. In 2005, he was named Firefighter of the Year by the Oceano Elks Lodge 2504. Gallizio's specialties that he brings with him to ConocoPhillips include rope rescue, confined space rescue and hazmat. These skill sets help him provide an exemplary level of safety service at the refinery. For everybody in the department, day-to-day work safety is No. 1.

The dedication and ability to form relationships with outside emergency rescue organizations puts the Santa Maria Refinery in a better position to be able to handle a large accident. The refinery's internal team has trained and worked with those external organizations that can be called upon in case of emergency. These outside organizations become familiar with refinery equipment and hazards, which allows them to act faster and with more knowledge should an emergency occur. This level of expertise and knowledge has brought the Safety and Emergency Response department of HSE at Santa Maria to a level of extreme professionalism. ●



**Matt Gass (left), supervisor, Commercial Risk, Pricing and Compliance Systems, and Clint Davis (right), analyst, Risk Systems**

## Houston Emergency Response Team helps fight area wildfires

The Emergency Response Team at ConocoPhillips headquarters in Houston, Texas, works day in and day out to maintain a safe environment for the more than 3,000 employees and contractors on-site. The team is an invaluable asset to the company and to the community, as shown by their volunteer efforts in response to the recent wildfires in the Houston area.

In 2011, Texas experienced the worst drought in its recorded history, with scorching temperatures causing nearly 28,000 wildfires. Across the state, these blazes burned approximately 4 million acres and destroyed 3,000 homes. In the Houston area, a large blaze threatened Montgomery, Waller and Grimes counties. Tens of thousands of acres succumbed to the fires, residents were forced to leave their homes, and several roads and schools were shut down.

ConocoPhillips Emergency Response Team responded to these fires by sending several members to the Magnolia area to assist in the firefighting efforts. Many members of the Emergency Response Team are two-hatters, which means in addition to working for ConocoPhillips, they volunteer for local fire and rescue

departments. Members of the Houston Emergency Response Team include: Richard Brooks, Clint Davis, Matt Gass, Tim Gray, Charlie Hooper, George McCoy and Clifford Riner. ConocoPhillips also provided much-needed equipment, including an ERT pickup truck, a 14-foot response trailer, a three-quarter ton pickup truck, a small trailer and specially equipped all-terrain vehicle, six generators, four chainsaws, and seven sets of turnout gear.

The team, led by Hooper, arrived at the command post at Magnolia High School on the evening of Friday, Sept. 9. They were divided into two teams – one assisted Aldine Engine 11, 1486 Division, and the other was assigned to Houston Fire. The teams' primary duties were to deploy hand lines and stop the fires from traveling. After working through the night, the team returned to the Houston campus the next morning, injury free. The incident command center was appreciative of ConocoPhillips' support.

"It was wonderful and rewarding to see our highly motivated and well-trained responders work closely with their local peers under such trying circumstances," said Les McMillan, manager, Crisis Management and Emergency Response. "I am proud of our two-hatters and their dedication to our surrounding communities." ●

## Engineering Academy acclimates new hires

For many new hires, beginning a career with a sizeable, global company may seem a bit overwhelming. Thanks to the company's Engineering Academy (EA), and a little help from the virtual world, hundreds of new-hire engineers are making a seamless transition into ConocoPhillips and thriving in their new roles.

"The mission of the Engineering Academy is to introduce, encourage and promote the well-rounded development of early career engineers at ConocoPhillips," said Adrian Angove-Rogers, director, Engineering Training. "We strive to provide our students with the knowledge, resources and experiences that will enable them to realize their highest potential as responsible

individuals, engineers and leaders at ConocoPhillips."

The current format of the EA was first implemented in 2011. The EA maximizes the interaction between participants and their respective business unit subject-matter experts, operations personnel and support staff.

"Unfortunately, many young engineers struggle to break the initial barriers to forming relationships with these individuals," said Joey Bernica, reservoir engineer and EA participant. "In many cases, relationships forged during the Engineering Academy can provide long-term value for the company in the form of both knowledge sharing and personal development."

The 12-week program, primarily conducted virtually, begins with a 10-week online course, which allows participants to remain in their business units. EA participants watch training videos and

computer-based training modules presented by subject-matter experts, take knowledge assessments, participate in team-based assignments and live interactive virtual classrooms, and complete a comprehensive software simulation that takes them through the full upstream life cycle of a project, from exploring for a prospect to facility design.

"The virtual nature of the Engineering Academy provides the participants flexibility as to what and when they choose to study," Bernica said. "This is especially important for new hires who have relatively inflexible schedules and various educational backgrounds. The program allows for continuous global access to lectures by ConocoPhillips specialists in a variety of fields."

Once participants have worked through the 10-week virtual portion of the EA, they take a two-week break to catch up



**Above left: Engineering Academy participants in Houston. Above: Students received hands-on instruction during part of the course. Below: While the majority of the course is taught virtually, participants spend the final two weeks in Houston. Left: Ten weeks of the course are conducted virtually.**



on job-related work before participating in the final two-week course in Houston. Participants travel from Alaska, Australia, Canada, Norway, the U.S., the U.K. and other business units for the final session.

“My favorite part of EA was, without a doubt, the final weeks in Houston,” said Dag Stian Holvik, associate pipeline engineer in Norway. “The combination of interesting lectures, exciting workshops and the way it wrapped up all the subjects we had been working on in the weeks leading up to the Houston stay made it the definite highlight of the academy. The entire academy was well-organized, and especially the content of these final weeks was impressive.”

Organizing such a program for global participants does not come without its challenges. Organizers must accommodate participants in different time zones, keep track of virtual participation, find

an effective platform to deliver the virtual content and keep globally dispersed participants engaged.

“We have worked hard to research cutting-edge technologies available in

“The virtual nature of the Engineering Academy provides the participants flexibility as to what and when they choose to study.”

– Joey Bernica

the learning field to help address these challenges,” said Lawrence Stevens, who coordinates the EA. “We are making great progress.”

In 2011, 70 engineers participated in the academy. More than 200 employees

are expected to complete the program over the next two years. If the 2011 class is any indication of the success of the program, future participants have much to look forward to.

“I’ve achieved a good overall understanding of how we, as a company, operate. I’ve developed my own skills, and received an overview of where to find the people with the competence to be able to answer my questions,” Holvik said. “Finally, I would like to add the benefits of the networking opportunities available during the academy, especially between the participants. Two of the participants have visited the Norway office after the academy, and both times they have contacted those of us who attended EA together to meet during their stay. And I wouldn’t hesitate to do the same if I should travel to Conoco-Phillips offices abroad.” ●



Above: Global participants listen to a presentation in Houston. Above right: Participants also took part in recreational activities while in Houston. Right: The course enables participants to engage with leaders throughout the company. Below: Chairman and Chief Executive Officer Jim Mulva speaks with Engineering Academy participants.



## News Briefs

### Alliance Refinery named one of New Orleans' Best Places to Work

ConocoPhillips Alliance Refinery was recently selected as a 2011 Best Place to Work by New Orleans City Business Magazine. Started in 2003, Best Places to Work recognizes New Orleans' 50 top employers, including 35 large and 15 small companies. Honorees are chosen based on an assessment of benefits offered, including average salary, health care, paid time off and employee programs, coupled with an online survey of employees.

### Royal Shakespeare Theatre gives children opportunity to sing

Armonico Consort (AC), a music education charity, brought together three regional AC Academy choirs made up of more than 300 children from 30 schools, the main adult choir and the symphony orchestra for a performance of Carl Orff's "Carmina Burana" in the region's most iconic venue, the new Royal Shakespeare Theatre in Stratford-upon-Avon. ConocoPhillips sponsored the concert, and employees of U.K. and Ireland Marketing were given the opportunity to join Armonico Consort's main adult choir for the performance. Stefan Wulkan, manager, U.K. and Ireland Marketing, and Emma Cook, analyst, Specialty Products, accepted this offer and attended the six rehearsals leading up to the concert, which involved two performances.

### More than 14,000 JET customers agree 20 is Plenty for local communities

Earlier this summer, 72 JET sites around the United Kingdom joined forces with road-safety charity Brake to launch JET's 20 is Plenty campaign. Aimed at encouraging a communitywide commitment to improving road safety for children in local areas, the initiative resulted in more than 14,000 JET customers signing in-store pledges to drive at or below 20 mph in certain areas.

"It's fantastic that JET has collected so many signatures in support of its 20 is Plenty campaign. This is further evidence that there is a huge amount of public support for slower speeds within communities to protect children and other vulnerable road users," said Julie Townsend,

campaigns director at Brake. "Slowing down to 20 mph or below in built-up areas is a life-saving act – if more drivers committed to doing this, our communities would be far-safer places for families to get out and about on foot and bicycle without fear of fast traffic."

Many of the JET sites received hundreds of signatures, with one site, Intake 4 in Mexborough, South Yorkshire, collecting an incredible 2,617 signatures.

"We're delighted with the level of support we have received for this campaign and would like to thank everyone who has taken the trouble to sign our pledge forms. This is clearly an emotive and important issue for everyone in the local communities around the sites that took part in this campaign. Hopefully by raising awareness, we will, in turn, help to improve safety on our local roads," said Tony Conway, marketing manager at JET.

### Chevron Phillips Chemical is the ICIS Company of the Year

In October, ICIS Chemical Business magazine named Chevron Phillips Chemical Company the ICIS Company of the Year. The company came in first among a group of elite petrochemical players, including Saudi Arabia's SABIC, Austria-headquartered Borealis, U.S.-based Dow Chemical and Netherlands-based LyondellBasell. In 2010, Chevron Phillips Chemical's net income jumped 126 percent to a record \$1.39 billion on 33 percent higher sales of \$11.2 billion. Through the first half of 2011, Chevron Phillips Chemical reported \$1.07 billion in net income. "It is quite a stunning story of progress and achievement over the past decade that we are very proud of," said Peter Cella, CEO of Chevron Phillips Chemical.

### ConocoPhillips Germany initiates energy efficiency program for JET service stations

ConocoPhillips Germany has started the Green Wave – an energy efficiency program that is planned to help reduce energy consumption – and expenses – in the shops of German JET service stations. A central part of the Green Wave is upgraded cooling and lighting concepts in the shops.

In the past, cooling shelves for drinks and food were used without permanent covers. The Green Wave will have glass

doors installed on coolers at 180 service stations by year end. New stations will be fitted with closed coolers from the start. This measure alone will cut energy consumption used for cooling by 40 percent. The estimated reduction in carbon emissions per station exceeds 4 tons per year.

"With our Green Wave, we are sending a clear signal to our business partners and customers: The most efficient and environmentally friendly operations have high priority in all areas of our company," said Manfred Merchel, manager, Engineering and Procurement, ConocoPhillips Germany.

A further measure for reducing energy consumption at the stations is the use of LED lighting. Beginning in August, all new service stations were equipped with this innovative shop lighting that saves up to 25 percent in energy compared to conventional lamps. In comparison to outdated incandescent light bulbs, the savings potential is as high as 40 percent. Due to this high potential in energy savings, 120 existing JET service stations will also be fitted with LED lighting by the end of next year. And this is just the kickoff for the Green Wave – more energy-saving measures will follow.

### ConocoPhillips sells \$2 billion of U.S. pipeline assets

ConocoPhillips has entered into agreements to sell its interests in two U.S. pipeline companies for a total of \$2 billion.

The company has definitive agreements with a subsidiary of Caisse de dépôt et placement du Québec to sell its 16.55 percent interest in Colonial Pipeline Company and Colonial Ventures LLC. The transaction is anticipated to close in the first quarter of 2012 following the completion of contractual Rights of First Refusal review by the existing shareholders in Colonial.

In addition, ConocoPhillips has entered into definitive agreements with Enbridge Holdings (Seaway) L.L.C., a subsidiary of Enbridge (U.S.) Inc., to sell its ownership interest in the Seaway Crude Pipeline Company (SCPC). The transaction is anticipated to close in December, subject to satisfaction of customary conditions precedent and completion of certain arrangements regarding other logistics services currently provided by SCPC to ConocoPhillips. ●

## 2011 ConocoPhillips Energy Prize winner announced

In October, ConocoPhillips awarded the 2011 Energy Prize to Ben Glass and Adam Rein for their innovation, Aerostat Platform for Rapid Deployment Airborne Wind Turbine, a plan to make wind power literally leap out from the box by taking advantage of stronger and more-consistent winds higher in the atmosphere, seeking to hoist a wind turbine to an elevation of 2,000 feet.

“The world needs clean energy concepts moving from the drawing board and into the home, office, field and factory, with an increasing urgency,” said Merl Lindstrom, interim senior vice president, ConocoPhillips Technology. “We believe the ConocoPhillips Energy Prize is playing its part in providing a much-needed focus on developing these game-changing ideas.”

The competition, which began in 2008, awards up to \$300,000 and recognizes innovative ideas and solutions in three key areas: developing new energy sources, improving energy efficiency and combating climate change. This year, more than 100 proposals were submitted for evaluation by a panel of energy and environmental experts who selected five finalists on the basis of creativity, scalability, commercial viability and sustainability. ●



Left: Adam Rein displays his wind turbine concept.

Below: Dr. William Easterling (far left), dean of Penn State's College of Earth and Mineral Sciences, with (from right) Merl Lindstrom, interim senior vice president, ConocoPhillips Technology; and winning team members Ben Glass and Adam Rein.



## LNG Story wins



In October, ConocoPhillips received a national award for the LNG Story awareness program at the Public Relations Institute of Australia's national awards night. The company was recognized in the Corporate Social Responsibility category for communication programs that represent sustainability and stakeholder engagement, in which an organization undertakes measures that improve the quality of life of

**External Affairs General Manager Robin Antrobus (right) and Senior External Affairs Advisor John Williams collect the national award for Corporate Social Responsibility for the LNG Story.**

employees, communities and society at large. Senior External Relations Advisor John Williams said that recognition of the LNG Story demonstrated the effectiveness of researching and addressing real concerns to build a bank of political and community goodwill and trust for ConocoPhillips. The LNG Story involved collaborating with Alaska's Kenai LNG Plant Manager Peter Micciche; the operational team from Darwin LNG; and personnel from the Australia Pacific LNG Project, coordinated by External Relations Manager Fiona McLeod; along with the support of Evol LNG to secure public support for LNG across Australia. ●

## Unlocking potential at the knowledge-sharing summit

With an effective blending of face-to-face and webcast technology, the sixth annual Knowledge Sharing Network Leadership Summit brought some 120 people together to exchange best practices for adding value to their respective business areas.

leader for the Metering Network, attended the summit as a prize for his network winning Petronas Carigali's competition for Network of the Year.

"It was a privilege to attend the summit and receive a warm welcome for being here," Mazlan said. "I walked away with motivation and valuable information to ensure the success of my network at Petronas Carigali."

Representatives from Archimedes Hall of Honor and Network of the Year

requires core members from around the world to stay connected, so we included a segment on virtual meeting facilitation," said Katie Hermeston, conference co-chair.

For authenticity, Rosback conducted the session by telephone in a nearby office across the hall from meeting attendees. She ended her presentation by surprising the audience when she stepped into their conference room.

ConocoPhillips reached a significant milestone a day before the summit: the 100,000th posting of an item on the Ask and Discuss discussion forum. Richard Scott, Project Development, made the 100,000th posting. Scott, an early adopter of knowledge-sharing practices, remains an ardent supporter of network participation. On a monthly basis, the various knowledge-sharing network portal sites receive more than 2.5 million hits monthly.

Recordings of the summit are available through the Knowledge Sharing home page from eStream. ●

**"I walked away with motivation and valuable information to ensure the success of my network at Petronas Carigali." – Azhar Mazlan**

With the theme Unlocking Potential – Delivering Value echoing throughout the event's diverse offerings, participants learned from compelling panel discussions; guest presenters; and executives Don Hrap, president, Americas, and Al Hirshberg, senior vice president, Planning and Strategy.

The event in Houston included guests from Brazil (FIRJAN) and Malaysia (joint-venture partners Petronas and Petronas Carigali), along with Houston-based FMC Technologies and Champion Technologies. Petronas Carigali's Azhar Mazlan,

award-winning networks provided insight into further engaging members and effectively connecting to the businesses. Guest Knowledge Sharing Leadership Team attendees highlighted activities in their respective businesses – Lower 48, Canada, Alaska and the Wells Excellence organization.

Meeting facilitation expert Katherine Rosback provided tips for conducting meetings in a virtual world.

"Given the diverse geographical distinctiveness that exists within networks and their core teams, ensuring success



**Left: Hicham Shaban (left) and Petronas guest Adnawiah Adnan. Right (left to right): 100,000th post winner Richard Scott, Dan Ranta and Al Hirshberg**



## Keeping knowledge the OneWiki way

What do former employees and summer interns have in common? Both have contributed articles to OneWiki, the company's Web-based encyclopedia.

"It's very important to reserve knowledge from past employees," said Juli Hennings, manager, Geosciences Excellence. Highly experienced employees have a wealth of knowledge, and when they leave, many times their knowledge goes with them. OneWiki helps us capture their knowledge.

In addition to her role as lead recruiter for Geosciences, Hennings is a big supporter of OneWiki and serves as a member on the OneWiki steering team. Earlier this year, Hennings hired one retiree and one former employee to help populate the wiki with valuable content.

"It's good to have information from experienced people – especially retirees with many years of knowledge to draw

upon," she said.

Another OneWiki steering team member, Glenn Doran, general manager, Product Services, Project Development and Procurement, also turned to retirees as a source for OneWiki content. He does this through Legends, a program designed to help current employees interact with former employees or retirees regarding past experiences and



Glenn Doran and Juli Hennings

recommendations.

"We've found that OneWiki is a useful tool that we've adapted to create greater context for our knowledge," Doran said.

OneWiki is a place where employees can collaboratively create, develop, maintain and use valid and trusted knowledge content. Earlier this year, the Knowledge Sharing Team introduced a summer intern challenge as a way to bring new content

to the wiki. Almost 30 interns contributed in-depth articles to the wiki, often based on the knowledge they were exposed to during their summer projects.

"The purpose of the challenge was to combine the energy and enthusiasm of the interns with the expertise of employee subject-matter experts," said Evita Hollis, Knowledge Sharing OneWiki specialist.

OneWiki currently has 1,885 registered users and more than 6,000 pages of content, and it is still growing. To learn more about OneWiki, click on the OneWiki Quick Pick from the Knowledge Sharing home page or choose OneWiki from the Network bar on eStream. ●

## ConocoPhillips named Global MAKE winner

ConocoPhillips continues to stand out among its peers for its knowledge-sharing approach. For the first time, the company was recognized as a Global Most Admired Knowledge Enterprise (MAKE) winner. Other Global MAKE winners included companies such as Royal Dutch Shell, Fluor, Schlumberger, Apple and Google. Additionally, for the third year, ConocoPhillips was named a 2011 North America MAKE winner.

Widely known as one of the most prestigious knowledge-management awards globally, MAKE identifies world-class companies that significantly out-perform their peers across industries by above average growth in intellectual capital and wealth creation. The MAKE award is the culmination of a research study by the Teleos organization.

ConocoPhillips received the honor for creating a knowledge-driven

organizational culture and enterprisewide collaborative knowledge sharing. Global MAKE winners were selected by a panel of Global Fortune 500 senior executives and leading knowledge-management experts.

"We are pleased to receive this highly coveted award recognizing the value our employees bring to the business when they collaborate globally and create and leverage their knowledge," said Al Hirshberg, senior vice president, Planning and Strategy. "Our knowledge-sharing framework has been a differentiator among our competitors, enabling us to attract new business partners, as well as new talent, for our company."

Since 2004, ConocoPhillips has documented hundreds of millions of dollars in year-over-year value from knowledge sharing thanks to countless committed employees. Knowledge-sharing sites receive an average of 2.5 million hits monthly, an indication of employees on a daily basis sharing and learning deep within the business to support effective,

safe operations and environmental performance.

"It's no coincidence that we received this global distinction at about the same time as we achieved another significant milestone," said Dan Ranta, director, Knowledge Sharing. "We recently marked our 100,000th posting on the company's Ask and Discuss discussion forum. We were excited to learn that the person who added that 100,000th post was an employee from Project Development, Richard Scott, a longtime friend of knowledge sharing."

The knowledge-sharing framework includes 150 collaborative, global networks; their Ask and Discuss discussion forums; knowledge libraries; and the online encyclopedia OneWiki.

"Both of these milestones are an indication that we are continuing to lead in the right direction and aligning our networks with the business," Ranta said.

To learn more about Knowledge Sharing, visit eStream. ●

## Enabling the business to hire top-notch military talent

by Mariana Cavin

Military veterans know the importance of staying with a task until it is done safely and right. They have been trained to remain highly effective in environments of ongoing stress and also to lead through direction and delegation. As for motivation and inspiration, that becomes an attitude, a way of life.

In addition to these qualities, veterans are often ready and able to hit the ground running with a can-do spirit, sound ethical standards and strong technical skills.

With such a combination of talent, it just seems natural for ConocoPhillips to go above and beyond to hire veteran candidates for positions that require a high level of technical skills, such as machinists, boilermakers, yardmen, pipeliners, and instrumentation and electrical technicians, among many others.

So how does ConocoPhillips find and hire these wonderfully talented people?

To attract the best and brightest, ConocoPhillips' recruiting and staffing team mapped out a four-fold strategy to expand military hiring across the

company and, with that, its world-class recruiting program.

### Partnering for success

An important element of the strategy is a partnership with Orion International, a U.S.-based military recruiting firm providing military transition and veteran placement services for military officers. The

**“We’re working hand-in-hand with Orion to build internal capabilities for sustainable military hiring across the organization.”**

– Jennifer Campbell

current partnership aims at hiring a significant number of veterans over a 12-month period across the company's U.S. refining and marketing, transportation and mid-stream, and upstream operations.

Orion is owned and operated by

former military professionals representing all branches of the Armed Forces. By partnering with a leading military recruiting firm, ConocoPhillips is better able to roll out a successful outreach program, resulting in higher chances of employment for qualified veteran candidates.

“The partnership with Orion is critical to the success of our efforts in that

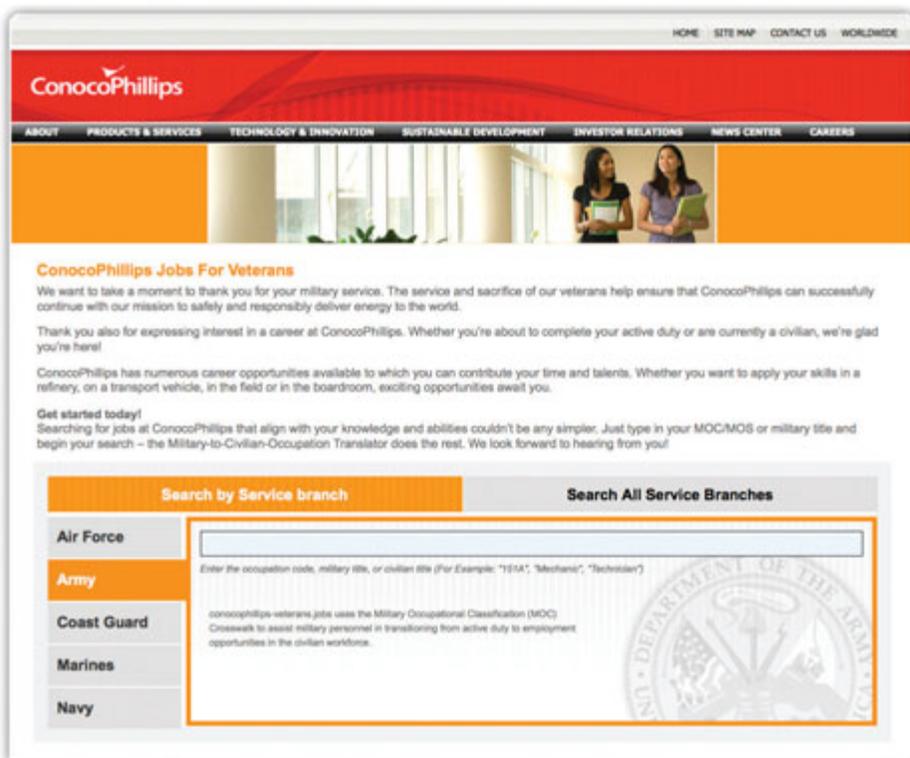
we’re relying on them to connect ConocoPhillips with a large number of veterans and recently outplaced military candidates through proven recruitment marketing channels,” said Jennifer Campbell, technical recruiter and member of ConocoPhillips' Recruiting and Staffing Center of Excellence. “Additionally, we’re working hand-in-hand with Orion to build internal capabilities for sustainable military hiring across the organization.”



To get there, ConocoPhillips is also helping hiring managers by training them on how to conduct effective screening interviews with veteran candidates wanting to re-enter civilian life. “We need to ensure all veteran applicants we invite for an interview feel at ease talking about their military background, what they have to offer and how they could fit into the company. One way to accomplish this is to help the interviewers phrase their questions in a way that makes the veteran's experience more visible, and that's just one more component to our military hiring program,” Campbell said.

### Code translation made easy

As a complement to the strategy, ConocoPhillips is working in collaboration with Direct Employers Association, a nonprofit human resource consortium of leading global employers, to assist veterans in identifying employment opportunities with ConocoPhillips. As part of the effort, this summer, the company launched the website <http://ConocoPhillips-veterans.jobs>, which allows servicemen and servicewomen to search easily for career opportunities with



ConocoPhillips has devoted a section of its worldwide website to military recruitment.



ConocoPhillips. The new platform works in sync with ConocoPhillips' external career website and allows job searches by service branch, military title, country, state and city.

To find technical jobs that align with their abilities, candidates only need to enter their current military occupation code (MOC) or military occupation specialty (MOS), and the military-to-civilian-occupation translator returns with matching ConocoPhillips jobs that the candidates can apply to directly or share with others via social media.

Through the alliance with Direct Employers Association, ConocoPhillips' open jobs are posted simultaneously to State Workforce centers, CareerOneStop centers, Veterans and Disabled Veterans centers, and on the websites of both the National Guard and Reserve and the Department of Veterans Affairs. In addition, jobs are posted to thousands of niche job sites, such as *VetCentral.com*,

veterans through *Milicruit.com*, a virtual recruitment center where veteran job candidates and corporate recruiters can meet and interact online. The online

across several business units, especially in the refineries where there's a significant need for well-trained, safety-conscious employees.

**“The military hiring program is one great example of collaboration between the business and the Recruiting and Staffing Center of Excellence.”**

– Jonathan Rosenberg



“Each branch of the military is a highly diverse source of talent for many of the technical positions currently in our refineries,” said Peter Terenzio, Human Resources business partner, Refinery Ser-

vices. “Veterans have received excellent training and are committed to teamwork and safe operating practices – all important attributes for our workforce that are aligned with Global Refining Operating Principles.”

In the words of Jonathan Rosenberg, director, ConocoPhillips Technical Recruiting, “Tapping into such a valuable source of technical skills is a unique opportunity to fill talent gaps across our business units, diversify our employee population and honor veterans' service. Furthermore, it's a cornerstone of ConocoPhillips' recruiting efforts, and we'll remain firmly committed to that element of the strategy.

“The military hiring program is one great example of collaboration between the business and the Recruiting and Staffing Center of Excellence. The U.S. Refining and Transportation organization articulated its needs, and the center of excellence responded by translating those needs into a strategy that we could also implement in other areas of our company,” Rosenberg said. ●

**“Each branch of the military is a highly diverse source of talent for many of the technical positions currently in our refineries.”**

– Peter Terenzio



career fair concept enables ConocoPhillips to attract military talent every day, going far beyond the traditional on-site event, while also providing equal access to open positions to all veterans. “Implementing our military recruitment program hand-in-hand with Orion International and Direct Employees Association to help veterans transition into a civilian workforce is a true win-win situation for all parties,” Camp-

bell said. “Not only are we doing what's right, but we are also strengthening our reputation within the military community as an employer of choice that goes above and beyond to attract and hire these exceptionally skilled individuals.”

Looking into 2012, the technical recruiting and staffing team expects its military hiring program to fill talent gaps

*VetSuccess.gov*, *Careeronestop.org* and *Vetstoenergy.org*, on which servicemen and servicewomen search for employment opportunities.

**A win-win situation**

Aware of the importance of a comprehensive approach to online recruiting, ConocoPhillips is also reaching out to

## On Assignment

**Janet Hardy** (*Aviation: Achieving higher altitudes of service, Page 14*) is a Corporate Shared Services communications analyst working in Bartlesville, Okla.



She joined ConocoPhillips in August 2008, working in Finance before beginning her career in Communications in May 2011. Currently, she supports the Health, Safety and Environment and Real Estate and Facilities Services organizations, which keep her thinking quickly on her feet. She is a graduate of the University of Arkansas with a degree in journalism and a minor in communications. In her spare time, she can be found spending time with her family, running or proudly cheering for the Razorbacks.

**Richard Ostrem** (*Military Service, Page 32*) joined ConocoPhillips in August 1983, working in the Advanced Exploration organization in The Woodlands, Texas. Currently, he works in Creative Services in Houston, Texas, as a senior videographer, editor and still photographer. He is a graduate of Texas A&M University with a degree in engineering technology. His hobbies include tennis and playing his guitar to bluegrass music.



**Catherine Biss** (*Tour de Timor, Page 46*) is the Communications and Community Investment advisor for the Australia Business Unit, based in Perth. Her role includes community engagement in Australia and Timor-Leste, as well as communications and employee engagement. She joined ConocoPhillips in March 2011 and previously worked for the London Symphony Orchestra in corporate development. Catherine has over eight years' experience in community and corporate partnership development.



**Starla Coody** (*David Berryman, Page 60*) is a communications specialist for the Lake Charles Manufacturing Complex (LCMC), Westlake, La. She joined ConocoPhillips as a Natural Gas Management Development trainee in San Angelo, Texas, in 1990. She has 21 years of service with ConocoPhillips in roles including Six Sigma, commercial support (Custody Transfer and Crude Quality), refinery turnaround cost, financial support (commodity trading and broker accounts), Lubricants communications/marketing and LCMC communications. She has 16 years of communications, public relations and marketing experience in both retail and energy and holds a Bachelor of Arts degree in marketing. Her current position entails community and employee relations, public affairs, and internal and external



communications. Outside of work, she is a city girl who has recently become a country girl, residing in rural Southwest Louisiana and gaining new appreciation for horse farming, back hoeing, four wheelers and gardening.

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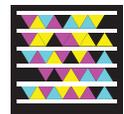
  
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