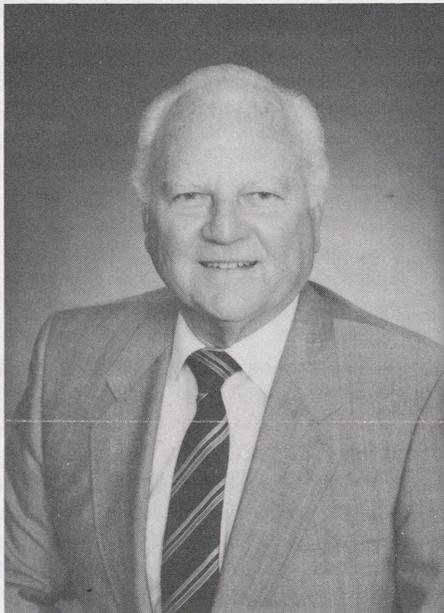


Shellegram

Deer Park Manufacturing Complex
88:1

Complex Manager Hank Bettencourt Reviews 1987 Performance And Expectations For 1988



HANK BETTENCOURT

What kind of performance did Shell Oil have last year?

After a poor profit year in 1986 due to the drastic drop in crude oil prices, Shell Oil's net income in 1987 recovered part of that lost ground.

How did the various businesses at DPMC do in 1987?

In Fuels, the overall stream factor for the units was good following several years of poor performance. The stream factor of the three largest Fuels units was outstanding. Significant effort to improve reliability over the past several years helped achieve the good performance.

The U.S Fuels margins were the lowest seen for many years; therefore, nationwide the refining industry made little profit. Shell's performance relative to the competition was good although we were not the leader. The other two Shell Eastern Region refineries made a profit but Deer Park did

not.

The overall performance of Base Chemicals was outstanding. After five years of essentially no profit in Olefins, 1986 was a good year, and in 1987 even better profits were realized due to production records and higher margins.

Production records were set in Aromatics and margins were excellent for part of the year.

Chemicals experienced another good year due to market demands, good manufacturing performance, and good margins.

In Lubricants, declining margins and production problems caused a one-third decline in profits from 1986.

How can we improve the profitability of DPMC Fuels, which you have indicated is the poorest performing Business at DPMC?

We must reduce both our direct and indirect fixed and variable costs significantly. We have slowly reduced the number of Shell and contract people in the Fuels area over the past several years, but we must make more and greater reductions to meet the better competition.

The reductions in central groups must also continue in order to reduce indirect costs. After significant maintenance training for all operators, in certain Fuels departments we are performing only a small fraction of the operator maintenance that our competitors do. We must perform more operator maintenance, reduce the maintenance required by better operation, improve the effectiveness of our maintenance, and reduce the price of non-conformance by using the Quality Process.

We look forward to electrification of all process unit controls, additional computers, and a new central control room for Fuels. We hope to get capital money approved in the second quarter for Phase I of that project. When we bring our costs down to meet the better competition over the next several years, I believe we will be able to attract the capital for a new Fuels process unit.

Positive Discipline Completes Its Second Year At DPMC

Improvements To Be Made

More than two years have passed since the inception of Positive Discipline at DPMC. Results gathered from quarterly reviews and a Complex-wide survey indicate that the concept generally is working satisfactorily and that further refinements can make this supervisory tool work even better.

"The Positive Discipline method has brought about improved communication between supervisors and employees", says **JOHN SEQUEIRA**, assistant manager of Industrial Relations. "It provides an environment where performance improvement can be discussed and corrected openly before formal disciplinary action is required."

The Positive Discipline method was introduced at DPMC in July 1985. It was developed by Performance Systems Corporation, a firm which specializes in methods to

enhance job performance. In the ten years the concept has been available more than 200 companies have adopted it.

"Positive Discipline focuses on the individual being accountable and responsible for their own performance," John says. "It gets away from the concept of punishment for performance that is not acceptable. Instead, it emphasizes treating the employee as an adult who has a problem to solve. Positive Discipline is intended to build commitment, not merely compliance."

During 1988, refresher training will be conducted for all supervisors who completed the introductory Positive Discipline course in 1985.

One aspect of the refresher training will be to encourage supervisors to focus on

CONTINUED ON PAGE 2

CONTINUED ON PAGE 6

Positive Discipline

Changes In Coaching and Counseling

CONTINUED FROM PAGE 1
the positive aspects of Positive Discipline by recognizing employees when jobs are done well. Another aspect will cover changes in the Coaching and Counseling segment.

"We intend to clarify some of the misunderstandings that exist around this concept," John explains. "Coaching will be emphasized as the process of helping employees whose performance can be improved in some way, even though it may already be completely satisfactory.

"Counseling, on the other hand, will be a problem-solving type of discussion

when a minor work performance, attendance or conduct problem has developed. Experience has shown us that in most cases problems are corrected at this stage without having to progress to any formal disciplinary levels."

Positive Discipline has made a significant impact on formal-level disciplinary activity. For example, in the first year of Positive Discipline, the number of terminations were less than half that occurring before the concept was introduced. The second year saw another 45 percent drop. When comparing suspensions in the year prior to implementing Positive Discipline with today's

method of Decision Making Leaves, there has been a drop of approximately 50 percent.

"One conclusion we have drawn from these statistics is that supervisors are making employees aware of performance problems earlier on in the process than before," John explains. "In most cases the problem is being corrected without having to escalate the discipline to higher levels.

"Generally, we find that people will respond when they are made aware of a problem in a constructive manner," he adds. "That's the way the process is intended to work."

For Leadership And Service

Oliphant Honored By CIMA

If there was a job titled Manager of Emergencies, **JACK OLIPHANT** certainly would be qualified to fill it.

Known as DPMC's "Fire Chief," Jack is responsible for providing response coordination during fires and other safety-related emergencies occurring at the Complex. His knowledge of response techniques and his proven leadership during industrial accidents has earned him the respect of fellow fire-fighters at Shell as well as in communities and industries along the Houston Ship Channel.

In addition to his on-the-scene leadership, Jack also has been a leader behind the scenes. As 1987 chairman of the Channel Industries Mutual Aid (CIMA) organization, a group which pools the collective efforts of local industrial and city emergency response units, he spearheaded activities to modernize communication among the various Ship Channel entities through the construction of a state-of-the-art CIMA radio system.

Recently, Jack completed his reign as CIMA chairman. In recognition of his leadership and the many years of service to the organization, Jack was presented CIMA's highly prestigious Past Chairman's Award.

"CIMA is a critical resource during emergencies," Jack says. "It provides a system in which a coordinated response network can be activated in the event of a major fire or accident. Its network reaches more than 105 companies, municipalities and

government agencies, making it the largest mutual aid group in the country."

Jack has been involved in the emergency response arena since 1956 when he joined the La Porte Volunteer Fire Department. There, he served as a fire fighter for a number of years, eventually taking on the job of La Porte fire chief. During his time in office, Jack was instrumental in obtaining modern fire-fighting equipment and facilities for the growing department.

In 1981, Jack was tested and accredited as a Certified Safety Professional by the State Firemen's and Fire Marshals' Association of Texas. That same year, he was appointed as a CIMA Specialist, a title given to a select group of people recognized as experts in the safety field.

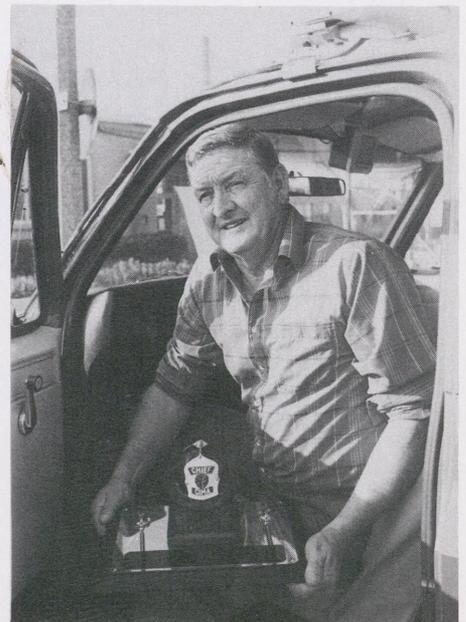
Jack's safety-related accomplishments at DPMC have been numerous. Most notable are the creation of an all-volunteer fire crew in 1985, the rebuilding of the Complex's fire-training grounds and the addition of innovative equipment and gear to DPMC's fire-fighting arsenal.

"I want to protect our people in every way I can," Jack explains. "So I try to provide them with the best training and equipment available. After all, it's their lives that are out there on the line."

During the Mont Belvieu fire in 1985, Jack coordinated the activities of numerous fire-fighting and emergency response units. His commitment to people's safety during this major fire was a factor in the total

absence of injuries among the hundreds of personnel involved.

"Jack is a safety professional's professional," says DPMC Safety Representative **CHUCK VASEK**. "At any fire suppression activity, everyone will take his lead. He is well respected." **VAN LITTLE**, also a safety representative at DPMC, agrees. "When it comes to fighting fires, nobody knows them better than Jack."



DPMC Fire Chief **JACK OLIPHANT** recently was honored by CIMA for his leadership and service to the organization.

Facts You Should Know About AIDS

Being Educated Can Help Eliminate Risk

As of July 20, 1987, more than 38,275 Americans had come down with AIDS since its first diagnosis in 1981. Half of them had died. Of the more than 2,700 Texans who contracted AIDS, half of them had died also. Eighty percent of AIDS patients die within 18 months of diagnosis.

With such chilling statistics, it's no wonder that headlines and stories reflecting a fear of AIDS have dominated the news recently. Yet physicians stress that AIDS is not easy for most people to get.

"There's a lot of rumors and false information being passed around about AIDS," says **DR. BARRY KERN**, DPMC Medical director. "Unfortunately, this misinformation

causes people to overreact to many situations. Knowing the facts can help put AIDS into the proper perspective and can reduce or eliminate your chances of getting the disease."

Following are some of the most frequently asked questions about AIDS and answers to those questions.

What is AIDS?

The Acquired Immune Deficiency Syndrome, or AIDS, is a fatal disease that destroys a person's immune system. Without a healthy immune system, the human body loses its natural ability to fight off infection and disease. As a result, rare infections and cancers set in. Two diseases that

commonly overwhelm and ravage persons who have AIDS, usually causing death, are a type of pneumonia and a rare form of cancer. The body's immune system could easily fight off these diseases if it were healthy.

What causes AIDS?

AIDS is caused by a virus called Human Immunodeficiency Virus, or HIV. When any virus enters the body, its immune system creates antibodies to fight off the virus. Persons with the HIV virus are identified by a test that detects the antibodies.

Some people infected with the HIV virus have no symptoms and feel well. However, they still are able to spread the disease

CONTINUED ON PAGE 4

Shell Retirees Group Looking To Grow

Meetings Fill Void In Many Retirees' Lives

When **M.C. "BUSTER" COMPTON** and **M.E. "CHRIS" CHRISTIAN** retired from Shell a few years back, they found themselves missing something.

"After working at DPMC for 35 years, it was tough to suddenly break off from your friends," Buster recalls. "I missed the togetherness that I had enjoyed for all those years." So last year, Buster and Chris began calling other Shell retirees and inviting them to lunch.

"We basically called anyone we knew and told them that we were trying to get some of the Shell people together," Chris explains.

"At first we hadn't given much thought to forming a retirees club," he continues. "But as the group continued to grow over the months, we realized that there might be a lot more Shell retirees out there who would be interested in this type of thing."

Currently there are about 30 Shell retirees involved in the group. Their work backgrounds are varied and include both hourly and staff.

"We all share common interests in that we worked for Shell and are now retired," says Buster. "By attending the monthly luncheons I've been able to continue friendships established long ago and start some new ones."

On the third Tuesday of each month, the group gathers at 11 a.m. for lunch at the

Wyatts Cafeteria in Pasadena. "There isn't any formal program and each individual pays for their own lunch," Buster explains.

"Personally, I look forward to this time when we can get together and enjoy each

others' company," he adds.

Anyone is invited to join the group for lunch. Buster says if more information is needed, people can call him at 481-3031 or Chris at 946-1707



Monthly get-togethers are a special time for these and other Shell retirees. They invite anyone retired from Shell to join their group for fellowship and fun.

Facts You Should Know About AIDS

How AIDS Is Spread

CONTINUED FROM PAGE 3
to another person by sexual contact. No one can say for certain how many people infected with the AIDS virus will come down with the disease. But with our present knowledge it is estimated that 20 to 30 percent will develop AIDS within five years.

How is AIDS spread?

AIDS can be passed from one person to another only through blood or blood products or through intimate sexual contact.

Some persons given blood transfusions and blood products have come down with AIDS. However, the vast majority of them received these transfusions and products before March 1985 when an antibody test became available to test the blood. Since then, blood collection agencies have

tested each donated unit for the AIDS virus. If it is in the blood, that unit is destroyed, thus ensuring a safer blood supply. There is no risk in getting AIDS by donating blood. The equipment is sterile and used only once.

Intimate sexual contact in which body fluids are passed from one person to another is the primary way a person gets the HIV virus. Intravenous drug abusers who share needles risk getting AIDS. Also, women who have the HIV virus may pass it on to their children either during pregnancy or at birth.

Not one case of AIDS has been traced to:

- * Being around a person who has been infected by the virus.
- * Touching or shaking hands.
- * Eating food prepared by a person infected

with AIDS.

* Caring for someone who has been infected with AIDS while using the proper procedures.

* Having contact with towels, bed linens, etc., used by a person infected with AIDS.

* Using restrooms used by someone with AIDS.

* Donating blood.

* Being bit by mosquitos or other insects.

How can a person avoid getting AIDS?

No cure for AIDS exists at this time. However, you can greatly reduce your chance of being infected with AIDS by taking certain precautions:

* Limit the number of your sexual partners. It is safest to stick with one faithful partner.

* Do not have sex with persons in the

CONTINUED ON PAGE 5

40-Year Safety Awards Received By Group Of DPMC Employees

Eight individuals from DPMC received the 40-year Joseph A. Holmes Award

for 1986. This raises to 65 the total number of employees from the Complex enlisted in

the distinguished safety honor roll.



Forty-year safety achievements were celebrated by a group of Shell individuals who received the Joseph A. Holmes award. Part of that group is shown here with their spouses at a recent luncheon held in their honor. They are (l-r) C.A. JANAC, R.C. GENTRY and E.R. JOHNSON.

Receiving the safety award for reaching 40 years of service in a field location without suffering a lost-time injury were **G.C. BLYSTONE**, Catalytic Reforming; **S.M. BURTON**, Engineering Administration; **R.C. GENTRY**, Light Olefins; **C.A. JANEK**, PC/PE Control Systems; **M.S. JOHNSEN**, Engineer-Chemical Operations; **E.R. JOHNSON**, Instrument; **V.A. MAGGIO**, Process Engineering-LPA; and **J.C. WOODS**, Pipefitter #1.

An awards luncheon was held at DPMC. Complex Manager **HANK BETTENCOURT** presented those attending the luncheon with framed certificates, lapel pins and gold decals to commemorate the honor. A pen and pencil set was awarded to the recipients' spouses acknowledging support considered vital to sustained service and admirable safety performance.

The Holmes award was established in 1916 to publicize and stimulate the safety movement to reduce accidents and ill health in industry. DPMC became involved with the award program in 1976.

BPA Sets Production Record

On December 16, 1987, employees from the various BPA sub-departments and other guests gathered together on a chilly afternoon to witness a record being set.

High atop a BPA tank car inscribed on one side with signatures of the department's employees, Operator "**DOC**" **LOFTIS** loaded the record-breaking pound of product. Below, Field Team Manager **JOE MCADAMS** explained the significance of the event to the group of onlookers.

While on the surface this loading of the symbolic pound represented the department's ability to meet business demands when called upon, it also reflected the efforts of many to significantly increase the reliability of the unit's production, flaking and distribution operations.

"There was a great demand for BPA products in 1987," says Joe McAdams. "DPMC's BPA department has a reputation among customers for providing a high quality product, so we were given the task of producing as much as we could.

"Our people performed to their highest potential," he continues. "They worked hard at keeping the unit running at its maximum. As a result, we had a stream factor of 94 percent, one of the highest ever."

In addition to the commitment of the employees, another significant factor which contributed to this record production was the major capitol projects undertaken to improve the reliability of the unit.

One of these projects was the BPA Capacity Reliability Improvement (BCRI). Resins Process Engineer **DAVE PALMER** was involved in the project.

"The BPA unit had been experiencing declining capacity due to its age," Dave explains, noting that it was built in 1977. "Equipment failures were common occurrences. The unit's reliability was very low."

Following an audit in 1985, several areas were pinpointed as needing improve-

ment, either through procedural changes or capitol expenditures. "One of these expenditures involved a major turnaround in December 1986 during which there were substantial equipment replacements," says Dave. "Then there was the BCRI work accomplished in 1986 and 1987."

Dave says that instead of one major project, the BCRI effort actually included 16 individual elements. "They were separate activities aimed at improving the overall reliability of the unit," he points out. "Some of the pieces involved in this effort were improvements to the product conveying system, rectifier column and exchanger replacement, electrical and instrumentation upgrading and changing out glass tubes in the reactor coolant system."

The BCRI project activity began in October 1986 and continued through 1987. "It was a real balancing act," Dave explains. "One of the project's goals was to schedule work so that there would be minimal disruption to the operation of the unit. Through effective teamwork and communication, this was accomplished. The operators were very cooperative throughout the long-term effort."

With the majority of the BCRI work completed and the reliability of the unit increased, expectations are high for another record-breaking year in 1988.

"The equipment is running better than it has in a long time," says BPA Operations Supervisor **FRANK YARBROUGH**. "If the business demands are there, then we are ready to meet them."



BPA's record-setting production was the reason for this ceremony held at the department's Distribution Loading Rack. Reliability improvements to the unit were key factors in the outstanding achievement.

Facts You Should Know About AIDS

CONTINUED FROM PAGE 4

high risk groups. Because many prostitutes are intravenous drug users and have multiple sexual partners, they are in the high risk group.

* Use latex condoms and spermicide during sex.

* Do not use or abuse drugs.

What are the symptoms of AIDS?

Symptoms of AIDS include swollen lymph glands in the neck, armpits or groin; fever and night sweats; tiredness; unexplained weight loss and loss of appetite; recurring diarrhea; shortness of breath and persistent cough that lasts for more than a month. Anyone who has these symptoms for a long time and can't get rid of them should

consult a physician.

Where can a person get more information about AIDS?

The Medical department has videotapes and literature available on the subject. Also, there is an AIDS hotline provided by the Houston AIDS Foundation. The phone number is 524-AIDS.

Symptoms of AIDS

Hank Bettencourt Comments

CONTINUED FROM PAGE 1

What do you think were the most significant accomplishments in 1987?

There were several, including the significant improvement in compliance with Safety Orders and procedures; the ethylene production record set in a year that included a major turnaround; the stream factor of the major Fuels units; the production records in Aromatics and BPA; the PONC reduction coming from the use of the Quality Process; and the specialty team leader concept which is improving the Engineering and Maintenance interface and field effectiveness.

What performance was the most disappointing to you in 1987?

The continuation of our mediocre safety performance in personal injuries. Although fortunately we had no serious injuries, our performance was only on a par with the three prior years. And that was in spite of very significant efforts in several Business areas to make progress in safety awareness.

During 1987, we commissioned the Health and Safety Steering Group to design a prevention based Health and Safety Improvement Process. I plan to lead the implementation efforts starting early in 1988. One of our early activities will be to reinforce to all our employees that safety should receive first priority in how each one of us plans

and executes our work.

We will use the same problem prevention emphasis that we have used in our Quality Process in undertaking a significant effort to improve our safety and health performance. Through these efforts we can achieve the improvement that is a key goal for the Complex in 1988. We must individually and collectively escalate safety and health awareness and seek to eliminate accidents before they happen. Working together to help each other, we can become one of the leaders of the Shell locations in safety and health performance.

Another disappointing performance area was the lack of appropriate operator maintenance in certain departments, and therefore, only a small decrease in contract maintenance personnel.

How do you see product demand for 1988?

Most economists are predicting continuing improvement in business conditions in the first half with some softening in the second half.

I believe product demand in 1988 will equal 1987.

Will 1988 bring any new major projects?

Yes, I have already mentioned the Fuels central control room.

We expect to see BPA-IV approved

in the second quarter and the revamp of BD-II isoprene will likely be approved.

What else do you see happening in 1988?

Consolidation of managerial, operating, and most other jobs will continue. We expect to see a decrease of Shell personnel at all levels and a significant reduction of contract maintenance. Each of us must continue to increase our individual effectiveness and work with less supervision.

The Shell Individual Quality Training will be completed. Most employees will be working together to make improvements and reduce the Price of Nonconformance.

Will there be layoffs of Shell personnel?

I cannot visualize the necessity for layoffs in the foreseeable future. Reduction of Shell personnel will occur by normal attrition.

What can we expect for the future?

I believe that in the future we will see a strong competitive DPMC in all of its Business areas. Modern management tools will be in effective use throughout and employees will have the opportunity for satisfying jobs. It's up to each one of us to make it happen. All we have to do is to use the talent that we have, have high expectations of our own performance, and work cooperatively with our fellow employees.



O CHRISTMAS TREE...Members of SCORA put the finishing touches to a king-size decorating job. This was the second year Shell and its employees shared their Christmas cheer with the local community by decking out the 35-foot tree in front of the Complex.

Notes

FOR SALE: House, 3-2 1/2-3, with country kitchen, formal living, dining, marble, flagstone, carpeted floors, large patio, 800' water front on Burnett Bay, 2 plus acres, no flooding, sloping hillside, Deer Park Schools, no city taxes, \$130,000, owner will finance. 424-7698

FOR SALE: House, 3-1-1, all remodeled-inside and out, huge yard. Gulf Palms area off Hwy. 3. \$44,900. 947-9765

FOR SALE: House, 3 bedroom, 2 1/2 baths on 1 1/2 lots in Bayou Vista, 2,000 sq. ft. living area. 409-938-4654.

FOR SALE: Sailboat, 22' Venture by McGregor, sleeps five, dinette, port-a-potty, motor with reverse, three sails (one Genoa), trailer, and lots of extras. 512-899-2647

FOR SALE: Trailer Hitch, very heavy duty with removable towbar. Fits Dodge Van. \$75.00. 476-0857

WANTED: 4th member to join existing carpool from Kuykendahl/I45/FM 1960 area. Hours: 7:00-3:30. Space available immediately. Call Ext. 6332, 7472, or 6652.

LEROY CODDINGTON, retiree (BA/EA), died Dec. 12.

BOBBY COLESON, retiree (Disp. Tank Farm), died Dec. 15.

OSCAR CHAMPS, retiree (Automotive North), died Dec. 19.

HOLLIS PROVOST, retiree (Maintenance), died Jan. 13.

In the Shellegram 87:12 issue, the list of BPA operators who visited Shell's Head Office BPA Business Center should have included **GARY SMITH**, **E.W. MIKE** and **CHARLES VAUGHN**. Also the individual in the picture identified as **ISREAL GARCIA** is **JOE PALOMARIS**; and **MARVIN WAITES** is a staff foreman, not an operator as stated.

Milestones

Service Anniversaries

35 YEARS

J.R. OLIPHANT
Health & Safety

30 YEARS

H.B. BROWN
A Department

20 YEARS

J.D. BOATMAN
Central Maintenance

P.F. DAVIS
LPA Maintenance

W.A. HAMM
Control Systems

M.O. HAVARD
West Oprns-Olefins Mtce

J.D. MAPLES
Control Systems

R.L. MULLINS
Control Systems

H.P. NOLAND
A Department

H.L. YOUNG
North Laboratory

15 YEARS

V.L. JOHNSON
Lube Logistics

B.G. WALKER
Lube Operations

10 YEARS

K.W. AUSTIN
Utilities Systems

J.F. BAKER
Catalytic Reforming

J. BELL
Central Maintenance

G.K. BOOTH
Central Maintenance

V.J. BRESHEARS
Chemical Operations

W.L. BRUMLEY
Central Maintenance

B.H. CHAMBERLAIN
East Maintenance

W. O. CROOMS, JR.
Chemical Operations-Mtce

J.R. DAHN
LPA Maintenance

J.F. DEMENT
Central Maintenance

M. EVANS
Pyrolysis OP-III

M.F. GARTMAN, JR.
Control Systems

J. GONZALEZ
Utilities Systems

G.G. GRIFFIN, JR.
Boilermaker No.1

L.A. GUTHRIE
Chemical Operations

R.A. HART
Central Maintenance

D.E. HOOD
Aromatics

J.A. KENNEDY
Central Maintenance

L. KIMBLE, JR.
Chemical Operations-Mtce

M.T. LAMB
Lubricating Oils

W.J. LEDET, JR.
Pressure Equipment

R.M. LINNEY
LPA Maintenance

V.A. MC CLANAHAN
Lubricating Oils

L.T. MENDOZA
BD/HT/IP

B. L. MORGAN
Central Maintenance

G.A. NOBLES
Machinist No. 1

C.E. PITTMAN
Phenol-Acetone

C.R. RACKLEY
Lubricating Oils

G.R. RANFT
Log/Env/Util

J.R. RAUCH
Machinist No. 1

J.D. SAVAGE
Catalytic Reforming

G.F. SMART
BA/SR

S.H. WAGGONER
Computer Services

W.L. WEEKLY
West Maintenance

B.J. WILLIAMS
Shipping Storage/Was Finishing

M.R. WILLIAMS
P&AS

Retirements

B.W. FARMER
Dispatching Operations
33 years

H.H. JENKINS
Chemical Operations
36 years

T.H. LAITY
Economics & Scheduling
38 years

A.L. MC PHAIL
Lube Operations
28 years

S. MONTOYA
Central Maintenance
35 years

B.E. ROBERT
Computer Services
27 years

DPMC

Welcomes

G. BROOKS
Engineering

A.E. CUCLIS
Process Engineering

R.L. MURRAY
Financial Accounting

D. LOZANO
Log/Env/Util

Quality Commitments: The Year In Review

Gayle Johnson Talks About Progress Made In 1987

Editor's note: DPMC is involved in various phases of the Quality Improvement Process. Complex Superintendent **GAYLE JOHNSON** talks about progress made during 1987 and the importance of continuing these efforts in the future.

"Tremendous change took place at DPMC during 1987. A significant part of this change involved the Quality Improvement Process.

"Some Business Areas had already implemented the Quality Process into their activities while others were just beginning to introduce the concept to their employees.

Those areas which early on had conducted Shell Individual Quality Training, such as Chemical and Lubricants, served as key resources for other areas and departments entering the Quality Process arena.

"This difference in the level of Quality awareness among the Areas could have impaired the Quality Process implementation throughout the Complex. Yet because of the willingness of individuals to share and work together, progress was made and more individuals were brought into the Quality Process family. I feel the Complex functions have done an outstanding job and people

have been helpful and sensitive to those in the learning process.

"As I indicated in the Shellegram article which appeared in the October 1987 issue, the Quality Process is a high priority with management. This was emphasized in 1987 with the creation of the Quality Forum, a group made up of SIQT representatives from around the Complex. During the year they met and provided significant insight and recommended key improvements to this process. Through their leadership, management gained a better understanding of how well the Quality Process was working throughout the Complex. An outcome of their work is that more emphasis is being placed on sharing Quality Process-related successes, opportunities and issues at Business and Functional Reviews, Management Team Meetings and through Shellegram articles.

"The progress that was and is being made across the Complex is very evident. Individuals are expressing their satisfaction at being part of successful problem resolution. However, the challenge ahead of us cannot be underestimated. It takes substantial effort to make the Quality Process a part of our everyday activities. Some groups are there and others are struggling but winning.

"Almost daily the marketplace teaches us that we must aggressively pursue quality if we are to continue as a first-class supplier. Specifically, many customers now require that we have the Quality Process in place before they will even consider us. Increasingly this is becoming the norm. "Overall, I'm pleased with our Quality-related efforts during 1987, but much remains to be done. The series of articles in the Shellegram is one good way to watch our progress. Let's continue to learn from the successes of others."



QUIET ON THE SET...Using items loaned by the Shell Historical Society and its members, a contract film crew produces a video for Shell's Head Office Retail Training group. The videotaping was done inside DPMC's Anniversary Warehouse.

Shellegram

Deer Park Manufacturing Complex

Published monthly by Shell's Deer Park Manufacturing Complex for its employees and pensioners. All inquiries should be addressed to **SHELLEGRAM**, Shell Oil Company, P. O. Box 100, Deer Park, Texas 77536.

Dillon Scott
Editor



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