

EXTRA

Shellegram

Vision of World-Class Performance becomes reality

DPMC launches 1992 Health and Safety Direction

In the last few years, the number of employees at Shell Deer Park suffering serious injuries has declined over 60 percent, according to Health and Safety Department statistics. That record has occurred not by chance but by a commitment to safety. That's good work, but the work isn't over.

In 1989, after making visits to other companies, Shell Deer Park introduced the Health and Safety theme "Walk the Talk." A year later, DPMC added operators and craftsmen to the groups that made visits to other Shell and non-Shell locations. The result was the "Walk the Talk Together" safety effort.

The effort continues. The 1992 Health and Safety Direction drives DPMC further to-

ward world-class safety performance. "Walk the Talk Together *Toward World-Class Performance*" is an extension of the advancements that have taken place

over the last two years. And indeed, there have been advancements. The sharply diminished accident rate is clearly a yardstick of those.

Last year, Shell Deer Park turned inward to visit themselves on every level — managers, supervisors, operators and craftsmen. "What is your vision of world-class safety performance?" we asked one another. Our responses to this question are a vision come true.

Shell Deer Park Manufacturing Complex proudly presents that vision, the 1992 Health and Safety Direction.



Inside: The Vision of World-Class Safety Performance
and Q&A about Health and Safety Direction

The vision of World-Class Safety Performance:

- ★ Zero injuries and accidents
- ★ No fires or explosions
- ★ Genuine caring about people, not just statistics
- ★ Understanding and compassionate management response to injuries
- ★ Higher standards than other companies
- ★ Personal commitment and spontaneous involvement by all
- ★ Quality safety meetings
- ★ Quality training
- ★ Understanding and application of a "safety first attitude" by all

In pursuit of World-Class Safety Performance: **Highlights of the H&S Direction for 1992**

INJURIES:

- Replacement of FRII form with a "short" form for first aid focusing on prevention
- First aid injuries/illness investigated by employee only in most cases

AWARENESS PROGRAM:

- Elimination of negative competition
- Recognition of individual performance

FOLLOW-UP PREVENTIVE ACTIONS:

- Response to all suggestions, near-misses, PRFs/APRs in 7 days
- Departmental posting of monthly log tracking status of suggestions, near-misses, and APRs.

H&S ORDERS:

- Simple, consistent orders
- Issued four times a year
- S-114 first up for further efforts to make it simpler and more consistent

1992 COMPLEX GOALS:

Keeping it
SAFE —

1.0 OSHA Recordable Injury Rate or better
0 Lost-Time Injuries

Keeping it
CLEAN —

30% improvement in environmental performance

Keeping it
RUNNING —

Refining—95% on-stream factor by 1995
Chemical—Maintain capability to meet business goals

- Improve safety order training by 2nd quarter and H&S Safety Order Training System by 3rd quarter

WALKING THE TALK:

- Employees expected to Walk the Talk, as before
- Managers and superintendents to set personal goals for Walk the Talk and communicate them to their work groups
- Quality Walk the Talk activities to be developed by 2nd quarter

CONTRACTOR SAFETY:

- Everyone (contractors and Shell employees) working under same expectations and rules
- Procedures to ensure adequate contractor safety training

Reeves answers questions about 1992 H&S Direction



EDITOR'S NOTE: Steve Reeves, DPMC's new Complex Manager, answers some questions about the 1992 Health and Safety Direction and new communication program to focus on Complex goals. Reeves, formerly Complex Manager at the Wilmington Manufacturing Complex, also serves on the Health and Safety Management Team, the group that formalized the health and safety message.

Q. You're kicking off a new Health and Safety Program here at DPMC. What's the reason for this?

A. There are some important challenges at DPMC in the coming years, and we want to be sure these are clearly understood by every employee in the Complex. We need to make progress in a few vital areas, and to do this requires commitment, talent and the efforts of every one of us—every day.

Q. How is the new Health and Safety Direction different from other programs already in place at DPMC?

A. The program isn't new at all. The Health and Safety Direction for 1992 is a continuation of what has come before. This year, we're giving ourselves an opportunity to see our own suggestions put into practice, so that health and safety is a program emanating from all of us, not just a few. I'm optimistic it will allow us to achieve our goals of 1.0 or better OSHA recordable injury rate and zero lost-time injuries.

Q. What are the challenges of this year's Health and Safety Direction?

A. It's going to be a significant challenge to continue our rate of

improvement in the safety area. The best way to do that is with healthy, safe workers who are not distracted and who are following the procedures and given the opportunity to have a safe place to work.

The business environment is very difficult at this time. We're being asked to use our resources in the most efficient way possible. We must all do the things necessary to succeed in our tough business situation, but I'm not willing for you to do anything that jeopardizes your safety.

Q. What's the meaning behind this new communications slogan, "Keep It Safe, Keep It Clean, Keep It Running?"

A. The Keep It Safe part is obvious. It's intended to focus our attention on the Health and Safety Direction. But it's more than a safety slogan. We want world-class performance in all key areas. So the slogan focuses on our other goals—keep it clean and keep it running. Keeping it clean means staying environmentally sound, meeting

regulations. Keeping it running means keeping our operations reliable—more profitability, fewer upsets, and lower maintenance costs. The three ideas are tied together. You can't have a truly safe operation that isn't an environmentally sound operation, or that isn't running well.

Q. How will the message of the new Health and Safety Direction be communicated to employees?

A. After these formal communication sessions we're having with every employee at Shell Deer Park, there will be an ongoing communication process all year long—Walk the Talk Together, safety meetings, S.A.F.E. Teams, quarterly reviews, and so on. You'll also be seeing some visual reminders: decals for your hard hats; bumper stickers; posters; banners; flags, with the key messages "keep it safe, keep it clean, and keep it running" and "world-class performance"—that is, world-class safety performance, world-class environmental performance, and world-class reliability performance. Each of us needs to walk the talk if we're going to achieve those goals.



**WALK
THE TALK
TOGETHER
TOWARD
WORLD-CLASS
PERFORMANCE**

KEEP IT

SAFE



KEEP IT

CLEAN



KEEP IT

RUNNING



DEER PARK