

# Shell Magazine

THE

NEW YEAR Greetings

HOLIDAY ISSUE 1998

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## EMERGENCY RESPONSE RECEIVES NEW TRAINING FACILITY



The grand opening ceremony for the new Emergency Response Training facility was held Thursday, December 18, 1997.

Occupying 1200 square feet (half) of the Model Building in Chemical, the completely refurbished training room was formally dedicated to the Emergency Response Teams after more than six months of remodeling and upgrades.

The extra large area will serve as a classroom and feature many long-awaited training enhancements such as improved sound system, projector, and computer capabilities.

The facility was filled with Emergency Response personnel who warmly received the unit and open recognition from managers.

The Emergency Response teams have been petitioning for a new, larger meeting room for some time. However, as a direct "thank you" to the outstanding efforts from the emergency personnel during June's Olefins' explosion, Jeff Hall and James Rhame, co-production managers of Olefins, agreed to donate the space as well as \$80,000 to remodel it.

Hall delivered a short commencement speech expressing his deep gratitude for Shell's Emergency Response teams. He described his admiration and respect gained for them during the Olefins fire. "Though many of us depend on you," says Hall, "we seldom take the time to say 'thank you.' And on behalf of Deer Park, that's what we're saying today."

Hall went on to explain that the Olefins Model Building was only utilized by them every three or four years, and Rhame and he believed it was better used to insure a more appropriate and permanent place for Emergency Response training.

Rhame agreed at realizing the value of having a highly trained emergency response team at Shell. "Ironically," says Rhame, "Emergency Response is a group you never want to get to know. But, when you need them, they're nice to have around. We were truly overwhelmed with their professional response on June 22 and wanted to do what we could to make a difference in their request for a new facility."

*See Training Facility continued page 3*



Emergency Response Team members cut the ribbon to officially open the new emergency response training facility in the Olefins Model Building. The totally remodeled room was donated from Olefins in recognition for the outstanding response given during the Olefins incident on June 22.

## TEAM APPROACH TO INVESTIGATING SAFETY PROVING SUCCESSFUL

By Lee Clark



You're on your way to put a line back in service. You identify the line and the chain valve you need to open. The valve seems to be sticking and you're having trouble opening it.

"One more try," you say to yourself and give it all you can. Down comes the chain and the wheel, putting an inch-deep gouge in the concrete pad.

You return to the control room and write a ticket to have the chain wheel repaired or replaced. That would have been the end of it. At least not too long ago, this would have been the end of an all-too-familiar scenario.

Today, you have the help of the Shell Union Management Investigation Team (SUMIT) as a tool to investigate near misses or actual injury accidents, all with an emphasis on helping you and others work safely.

SUMIT was jointly chartered by the Oil, Chemical and Atomic Workers local union and Shell management to help eliminate accidents, heighten safety awareness and assure timely follow-up on corrective actions. It conducted its first investigation in January, 1994. Since that time, SUMIT has investigated more than 300 incidents and near hits or close calls.

"The problem with the way things were done in the past," said G.W. "Bo" Sanders, SUMIT coordinator and administrator, "was that each department would conduct its own investigation using resources from within the department. No one was trained to investigate accidents and there were always differences in the way the investigation was conducted.

"Each of our new team members receive more than 200 hours of training," said Sanders. "Our latest additions to the team will finish their classroom training in early December," he said. "They receive training in such areas as team orientation, time management, presentation skills, managing conflict and stress, facilitation and communication, as well as investigation process training," he continued.

New team members volunteer for two years and up to 20 percent of their time. They represent a cross section of Refinery and Chemical employees, both hourly and staff. The 12 new members of SUMIT are: John Adams (Olefins 2), Rob Colbert (Olefins 3), Billy Collins (Learning and Development), Grant Fabacher (Cat Cracker), Jolene Hill (Refinery Purchasing), Larry Kelly (Logistics), Jack Marburger (Coker), James McCall (Utilities), Jesse Moore (Coker), Bethann

Pritchard (Phenol), Tony Smith (Resins/SET), and Roy Thomas (Central Instruments).

The 31-member team has someone to call 24 hours a day to investigate and determine what went wrong and what can be done to prevent it from happening again somewhere else.

Starting with an unacceptable end result (an accident or close call), SUMIT facilitators use a fact-based process - the heart of their investigation. This process keeps asking the question, "Why?" until they can identify a correctable opportunity (something that can be fixed), a non-correctable opportunity (something that can't be fixed) or determine they do not have sufficient data.

Within 48 hours of the initial investigation, preliminary results are posted for all employees. By the end of the first quarter of 1998, these results, as well as those of previous investigations, will find their home on Shell's intranet.

Once a week, a special review committee meets to look at investigation results to assure nothing was missed. "Our goal is to be fair, creditable, non-threatening and consistent," said Sanders. "We look for the root cause and try to eliminate it without pointing fingers."

"I guess the thing which impresses me most about SUMIT," he said, "is that management is willing to let hourly employees be a part of any investigation, even the most serious. With the move towards a team-based organization, letting hourly employees have a say becomes very important. Another thing I enjoy about SUMIT is the team building exercises. You really get to know each other."

Bobby Kent, currently the coach for Phenol, Distribution, HS&E and Major Projects, was one of the co-coordinators of the initial SUMIT. At that time, he was an operator in the Olefins area. He said about the team, "It really impressed me how the group came together. There were no 'stripes'. Hourly and staff members used their diverse backgrounds and levels of experience to achieve a common purpose, common goal. That's what makes it (SUMIT) work."

Jim Beasley, HS&E and SUMIT co-coordinator with Kent, expressed similar feelings. "It (SUMIT) was probably the first experience at Deer Park with a team-based organization. After we received our charter, we developed our own policies and the process used to conduct interviews. It was probably the first time that an affected person was really given

*See SUMIT continued page 7*

Training Facility continued from page 1

Kenney Moore, senior health and safety inspector and rescue team coordinator, has been the driving force behind acquiring the space and organizing the remodeling.

"This new facility will greatly enhance our training ability," says Moore. "And we're very thankful for this donation from Olefins. In the past, we met in the North Firehouse, which is more like a broom closet compared to this. Also, the new sound and projection equipment will make our lectures and training far more efficient and understandable."

Moore went on to say that he hopes the new facility will encourage more people to consider volunteering for Emergency Response. "This building further assures our goal to have the best Emergency Response on the channel," says Moore. "I'm looking forward to its use and the difference it will make in our training capabilities."

## SHELL LAKELAND CHEMICAL PLANT REACHES SAFETY MILESTONE



As of October, 1997, Lakeland Chemical Plant employees achieved seven years without a single lost-time injury. In addition, as of September 30, 1997, the plant worked 20 months consecutively without an OSHA-Recordable injury of illness.

Roger Fowler, vice president, manufacturing and distribution, Shell Chemical Company says the safety achievement is a reflection of the conscious and collective effort of all the Lakeland employees.

"As you know," says Fowler, "safety doesn't just happen. It requires constant attention. The employees at Lakeland have demonstrated that safety is and continues to be one of their highest priorities. Their safe work record continues to be an example for us all. Keep up the good work!"

## WHAT'S THE SCOOP?



Do you have a Shell-related story or announcement that needs to be in the *Shellegram*? We're interested! Simply give us a call on the *Shellegram* Hotline at 713/246-6372. We'd like to hear about any newsworthy events, milestones or achievements from both Refinery and Chemical.

## GOOD SPORTSMANSHIP PROMOTED THROUGH "PLAYERS IN PROGRESS"



The Shell sponsored Players In Progress (PIP), a basketball performance group of boys and girls in pre-kindergarten through sixth grade, successfully demonstrated their extraordinary ball-handling skills Tuesday, December 16 at the Deer Park High School gymnasium.

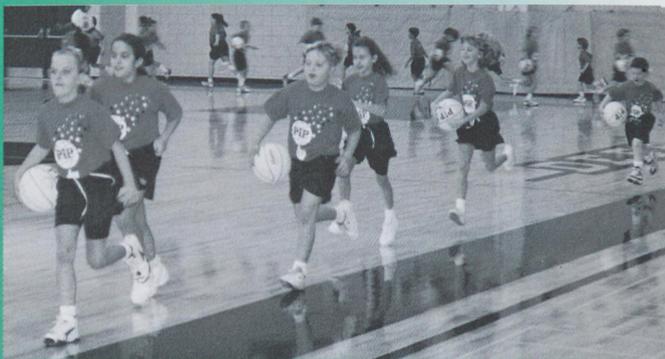
The PIPs learn many basketball skills and put them to work in a routine performed to music. With a total of 133 youngsters this year, the PIPs entertain at halftimes at Deer Park High School boys and girls varsity basketball games and area colleges such as University of Houston and San Jacinto College.



The Players In Progress team members perform their ball-handling skills and great sportsmanship during a routine set to music at Deer Park High School.

Robbie Clingan, PIP Coordinator, Dabbs Elementary, Deer Park ISD, says the driving force behind the PIP program is instilling responsibility, discipline, confidence and the willingness to help others.

"The PIP motto is, "Everyone leaves the PIP floor a winner," says Clingan. "With us, there is no scoreboard. Success is defined by hard work," she adds. "This program is not just about basketball—it's about kids. Players in Progress is our way of reinforcing those qualities that will help kids become positive and productive individuals."



More than 133 boys and girls in pre-kindergarten through sixth grade make up the Players In Progress whose focus is on positive self esteem and good sportsmanship.

## FIRE DEPARTMENT, RESCUE AND SMART SEEK EXTRAORDINARY INDIVIDUALS TO VOLUNTEER

 The emergency response teams at Shell Deer Park have always played a critical role in the safety and well-being of our employees here at the plant. They're always on call and are continuously improving their skills in order to offer the most effective protection for everyone in the event of any emergency.

Now they're asking for your help. The Shell Fire Department, Rescue and SMART (Shell Medical And Rescue Team) are all looking for outstanding, committed and able-bodied individuals to step up and take part in an exciting job that is not only challenging and rewarding, but is also an opportunity to serve your fellow employees in a vital service.

The Fire Department, Rescue and SMART are all committed to responding to onsite Shell emergencies and operate entirely on a volunteer basis. ("Volunteer" meaning in the event of an emergency, members are dispatched from their normal job assignments.)

Kenney Moore, senior health and safety representative, Refinery, is spearheading this recruitment drive. He says the ideal target levels for emergency personnel is down due to many employees accepting new job assignments and retirement packages.

"Recently," says Moore, "natural attrition seems to be a little higher than usual. So, we're very interested in finding more motivated team-players to help us reach our target numbers."

"And, with our new training facility and capabilities," he adds, "I'm hoping we'll be able to attract even more volunteers."

Moore goes on to mention the high value of the volunteering system utilized by Shell. "Volunteerism is critical to our success in emergency response," says Moore. "Through this, we can be sure we're only getting people who are dedicated to emergency response and entering it for the right reasons."

"We don't believe we would have the same high level of dedication if we were forced to go to mandatory emergency response job assignments. We need people who sincerely want to make a difference and do a great job providing a critical service to our employees."

Estella Simmons, operator OP-III, has been a SMART volunteer for more than seven years. She says volunteering for emergency response has been very rewarding and encourages anyone interested in a job where he or she can make a difference should come out.

"It's very comforting to know that all the training I have received will help me properly respond to any emergency situation," says Simmons. "I get a lot of satisfaction knowing that I'm in a position to make a real difference in the safety of my friends and co-workers here at Shell."

"This is true for my personal life as well," she adds. "It's a real added benefit knowing that my rescue skills could help my family and friends as well - especially my children."

Kevin Blanton, operator ALKY, refinery, has been a fire crew member for more than 7 years. He says he feels a personal responsibility to offer his participation to emergency response because he understands that it's a job that has to be filled.

"The type of work that we do here at Shell demands that we have quality emergency response," says Blanton. "Not only do I feel a responsibility to be involved, but I get real satisfaction from knowing I can help in an emergency."

Myron Matula, operator ALKE/MTBE, Refinery, is both a volunteer for both SMART and Fire Department for more than 8 years. He says he likes knowing that, if there is an emergency, he knows he will be in a position to help. He also says he feels a responsibility to further his capabilities in his position as an operator.

"I knew that my job description included responding to any kind of emergency," says

Matula. "Joining the fire department was a way to go beyond my normal training and get even more experience in handling emergency situations. Now I'm able to serve both my unit and others in Shell at a higher level of confidence."

Kevin Blanton, operator ALKY, Refinery, has been with fire crew volunteers for more than 7 years and considers it to be a form of job security.

"Before I went to volunteer," Blanton says, "I knew that if something happened to the plant, I'd be out of a job. This way, I know I'm doing my part and all I can to ensure the safety of the plant and personnel."

The only qualifications for emergency response volunteers are that the person should be physically able to perform certain tasks, have a desire to learn, be a team-player and have a true interest in helping people in emergency situations. All the required training and certifications will be provided.

Volunteers will need to fill out an application and get their manager's approval. Applications can be found in Emergency Order EM-201, Appendix A.8 and returned to Kenney Moore, N/Adm.219.

If you're interested in becoming an active member of the Shell Fire Department, Rescue or SMART, please ask your department manager for more information or contact:

|                                |              |
|--------------------------------|--------------|
| Mike Boaze for Fire Department | 713/246-1120 |
| Kenney Moore for Rescue        | 713/246-7102 |
| Richard Haydock for SMART      | 713/246-6623 |



Rescue team members practice emergency procedures and evacuations from elevated structures and confined spaces during training sessions aboard the USS Lexington in Corpus Christi.



Members of the Shell Volunteers Fire Department perform live fire-containment exercises at the Texas A&M University chemical complex in College Station.



Emergency Response training practices include "live" patient extraction drills. Here, Shell Rescue team members successfully complete a training session at the Battleship Texas designed to strengthen pre-rescue planning and confined-space extraction skills.

## REFINERY CELEBRATES FAMILY LEAVE AND REDUCED WORK WEEK



The Refinery Health, Safety & Environmental Department recently celebrated the return of two working mothers, Maureen Haller and Kara Uptegraph with custom-made FRC outfits for their daughters Nicole Haller, 4 months and Kennedy Uptegraph, 8 months.

Haller and Uptegraph are among the first Shell Refinery employees to utilize the reduced workweek benefits which allows new mothers to work on a part-time basis following maternity leave.

This aspect of Shell's family benefits package allows these working mothers to continue earning their normal salary at an hourly rate and still accrue normal vacation and other benefits of full-time employees.

Both Haller and Uptegraph say they appreciate the opportunity to maintain their careers, yet spend more time with their newborns.

"I've really enjoyed working a two-day week," says Haller, PSM Coordinator/Engineer. "It's great to be able to find a good balance between work and home. I've especially enjoyed spending more time with my daughter."

"I've appreciated being able to take advantage of the reduced work week," says Uptegraph, safety engineer, HS&E, "This has allowed me to spend more time with my baby and ease back into my career."



*Maureen and Nicole (4 months) Haller with Kara and Kennedy (8 months) Uptegraph, model their custom-made, infant-size FRCs – baby shower gifts from their department, HS&E, Refinery. Haller and Uptegraph are of the first to take advantage of Shell's family leave reduced workweek benefits.*

## SHELL EMPLOYEES ARE GOOD NEIGHBORS WHO CARE



Long before there was a community relations program at Shell Deer Park, employees here were actively seeking ways to use company strengths to contribute to and improve our neighborhoods and surrounding areas. It's this kind of personal involvement that has grown into what Shell Deer Park stands for in our community today—Shell employees getting involved who are good neighbors who care.

Every year, Shell Deer Park donates thousands of dollars to many meaningful organizations. Along with that, Shell employees donate thousands of hours to these causes. These include contributions to area school districts, hospitals, community projects, as well as programs for local youths, the disabled, elderly and much, much more.

Shell's community relations program strives to combine these two elements of spirited volunteerism with its monetary donations—creating a more meaningful outcome. Instead of simply giving to good causes, Shell tries to enhance the volunteer efforts of its employees.

"We're not just looking for places to give money so Shell can 'look good,'" says Dennis Winkler, community relations manager of Shell Deer Park. "We're looking to help meaningful causes—many in which our employees are personally involved and believe in strongly."

"Shell employees go the extra mile to ensure a program's success," Winkler adds. "This personal ownership helps Shell donations go even farther."

*See Good Neighbors Who Care page 7*



*Good Neighbors Who Care continued from page 6*

and work harder. It ensures our donations, be it time or money, are well spent and not wasted. It also says to our community, 'hey, we live here, too. And we want to make a real difference.'"

Examples of this kind of commitment from Shell employees are continuously emerging from the Refinery and Chemical plant.

Shell recently had an opportunity to support Smokey Mather and his commitment to the South Houston Chapter of Future Farmers of America. Mather was enthusiastically involved in helping them erect a barn which was badly needed to raise their livestock.

Mather, a carpenter with Chemical, states it would not have been possible without the cooperation of Shell. "Bill Baker and I," says Mather, "contacted JD Johnson about our plans to build the barn and he helped coordinate and gather enough scrap and waste materials from plant projects and construction for us to completely build a 30' by 120' barn."

"This was accomplished entirely with metal, wood and even plumbing supplies that were to be scrapped. Because of these donations, we were able to get the barn completely finished and in use in September," Mather adds.

"It's this kind of sincerity and resourcefulness that

we're looking for when we get involved in a project," Winkler says.

Dee Lowery, Shell Deer Park community relations, says Shell is continuously looking to help support the volunteer effort of Shell employees. "We help get the word out about any volunteering opportunities by publicizing these causes in our SERVE volunteer classifieds," says Lowery

Recently, Gary Harrison-Ducros of Industrial Relations learned of a local gymnasium that desperately needed an interior paint job. So, with a mention in the SERVE classifieds and some word-of-mouth publicity, he was able to round up enough Shell Deer Park volunteers to paint the entire facility in just one day.

"This plant is full of people who care and are committed to meaningful organizations and causes," says Lowery. "When we learn of these Shell employees who are making a difference in our community, we try to support them in whatever way we can — both by helping their cause in need, and by connecting the

people who want to offer their assistance."

It's a nice feeling to be part of such a generous and caring network of people. That's the difference here at Shell. And it's the difference Shell Deer Park employees make in our community.

**... "we're looking for meaningful causes where we know someone not only believes in it strongly, but is committed to getting their hands on it and going the extra mile..."**

*SUMIT continued from page 2*

the opportunity to be heard. The fact that we looked at systems, policies and procedures, rather than trying to point fingers, gave the team a lot of credibility."

"We would like to become more proactive instead of reactive," Sanders said. "By this I mean that the SUMIT would like to investigate more of the near hits or close calls and help eliminate them." Almost half of the investigations so far have been of this variety, but Sanders would like to

encourage department safety focal points to call in more. "That way we could help drive the incident rate down even further," he said.

Other companies along the ship channel seem to think SUMIT is doing something right. Both Rohm & Haas and Lyondell-Citgo have requested information about the team and have started their own investigation teams. SUMIT has helped train both.

# THE SHELLEGRAM

DEER PARK

## Milestones

### REFINERY WELCOMES

- C. Maurer  
Refng: Business Management - New Business Development
- X. Yao  
Business Services-Fin Core Group
- S. D. Kennedy  
Business Services-Product Analysis
- O. Limbrick  
Refng-Eng/Mnt-Project Engineering
- M. T. Rogers  
Refng-Eng/Mnt-Mechanical Equipment-Central
- A. Chavarria  
Refng -Logistics/Dispatching

### REFINERY RETIREMENTS

- J.A. Burke  
Refng Eng/Mnt-Central Maintenance
- A. Peugh  
Refng Eng/Mnt-Turnaround Planning -Boilermake
- R. L. Joiner  
Refng: Coker/Goht Operations



*Editor's Note: Shell Deer Park supports these initiatives: Responsible Care, through the Chemical Manufacturer's Association, is a continuing effort to improve the industry's responsible management of chemicals; STEP, through the American Petroleum Institute, addresses public concerns by improving our industry's environmental health and safety performance.*



*James Rhame (left), production manager, Olefins, presents Angie Stack (right), former senior health & safety inspector of Shell Refinery and SMART volunteer for more than 11 years, with a plaque commemorating her invaluable service to emergency response. Stack was honored at the grand opening of the new emergency response training facility by dedicating the locker room in her name.*

## SHELL DEER PARK: GOOD NEIGHBORS CARE

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