

Shellegram

91:2

DEER PARK MANUFACTURING COMPLEX

Part One: BAs look ahead

DPMC sets goals for 1991

EDITOR'S NOTE: As tradition dictates, the New Year is a time for a discussion of yearly goals. This year, the Shellegram welcomes responses from Complex administrators and Business Area (BA) superintendents on the subjects of goal-setting, health, safety, environment, challenges, the Quality Process, cost management, and their perspective on other important 1991 issues. This is part one of a two-part series.

RON KINGSBURY, general manager

On critical success factors:

The last few years have seen much clearer definition of what is expected of us. Our priorities remain unchanged. Our critical success factors require progress in these areas: Health & Safety, Environmental, Risk Reduction, Manufacturing Excellence, Unit Reliability, Cost Management, Human Resources and Quality Improvement Process.

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JIM NIERMAN, Complex superintendent

An outline of overall DPMC goals:

Safety performance—

No injuries, Shell or contract. No property damage. A 50% minimum reduction in OSHA recordables from 1990 or a 1.25 OSHA rate would be a challenging BA goal.

Environmental—

No exceedances, no tank overflows and no audit failures. The Complex goal is a 30% reduction, which equates to under 80 for 1991. About 6 or less a month for the Complex would meet this goal.

Reliability—

No unscheduled shutdowns and no "lost" production.

Cost Management—

Meet or beat Short Term Operating Plan (STOP), meet or beat agreed shutdown costs and feed/feed timing, and make progress on variable cost.

Let's try to win the SAFE Award, the Environmental Award and the Lube, Chemical and Refining awards in 1991. It won't be easy, but it could be fun.

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ROD WALSH, Olefins

Olefins goal-setting:

The Olefins Management Team (OMT) developed a mission statement to be in concert with the Manufacturing Organization (SFME), the Chemical Leadership Team, the Base Chemical Business Center, the Elastomer Business Center and Senior Management Team expectations for DPMC management.

Once OMT reached unanimous agreement on our long-term mission, we began work on developing our objectives for the near term. These objectives we consider as our Critical Success Factors (CSF). The OMT then reached consensus as to what the appropriate indicators were for each CSF and how they would be monitored.

We have developed an Olefins Quality Index used to track and display our progress on a monthly basis in the areas of Health and Safety, Environmental Compliance and Reliability.

The goal of all this effort is to have a workforce which is marching to the same tune, in the same direction and making progress toward

manufacturing excellence in our CSF areas.

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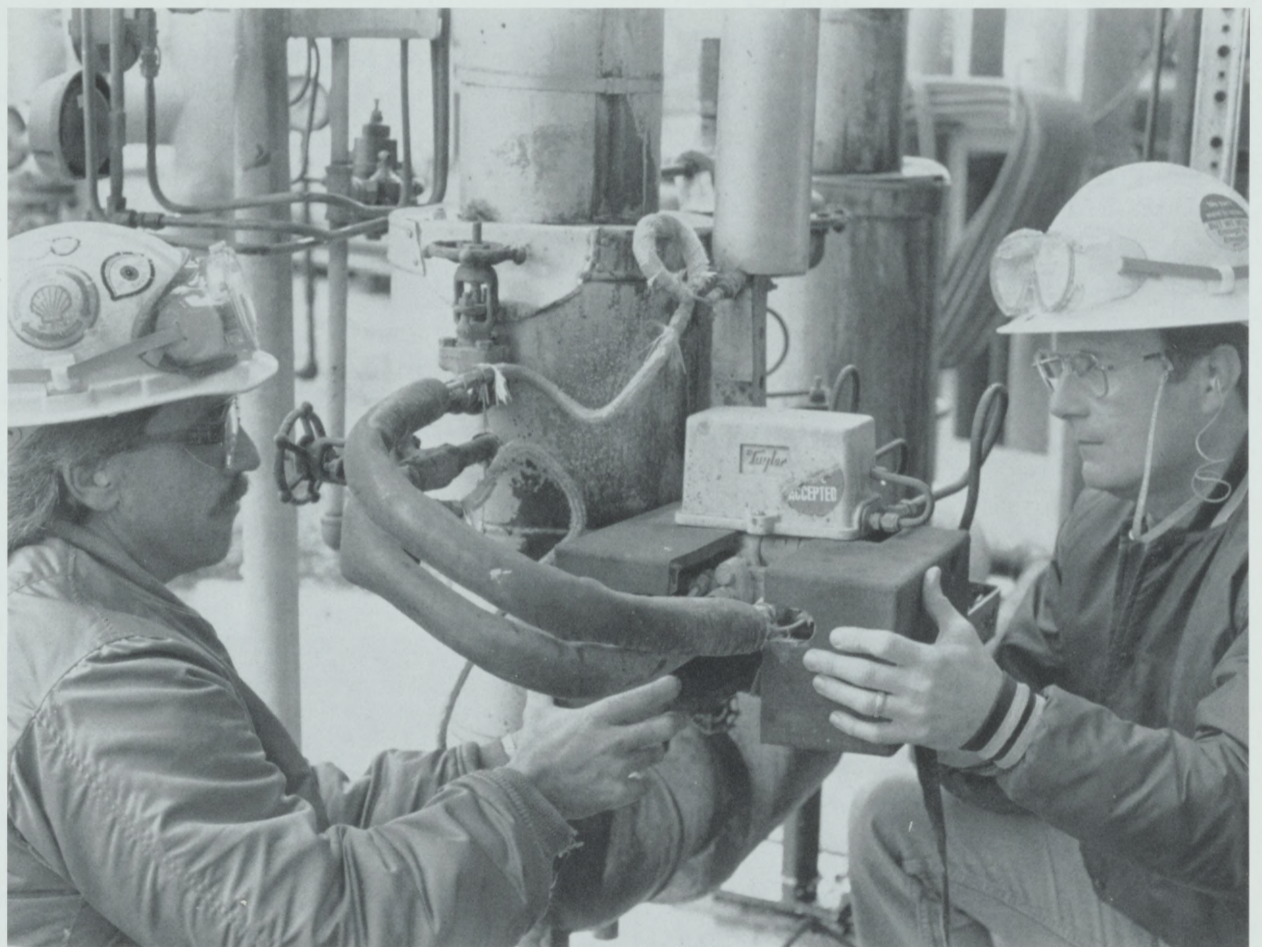
DEAN ESHELMAN, Logistics:

Logistics changes:

Changes in our BA include the continued adaptation to the rapidly changing environmental regulatory area. With regard to the Quality Process and our external customers, we look forward to growth of the quality partnership concept with distribution carriers. With internal customers, we will strive for the proactive use of the process to achieve joint understanding of requirements with the Complex product Business Areas.

Important issues:

Important issues are health, safety and environmental improvement; reliable operations of Logistics, Utilities and Environmental services to the Complex; achievement of business objectives within an approved budget plan; and preparing our employees for the demands of our businesses in the 1990s.



AN OUNCE OF PREVENTION—Installing enclosures around meters is how Doug Smith and Al Cavazos, Instruments, protect some equipment in the Pyrolysis Unit from freezing. The boxes are one of many winterization projects and procedures being conducted throughout the Complex.



Buttons personalize safety

For Olefins, family is #1 reason to be safe

When it comes right down to it, safety is a personal commitment. And what's more personal than your family?

That thought was the impetus for Olefins' new fourth quarter safety program—big, personalized clip-on buttons displaying the family portrait and the memorable words "My #1 reason to be safe."

Charged with the assignment to raise the awareness of safety, the Olefins Safety Awareness Team began with the premise that in order for a safety program to work, everybody has to feel personally involved.

"There's nothing more personal than our families," says MELISSA EVANS, Safety Awareness Team member and the creative mind behind the buttons. "A personal commitment to safety means no matter what I do, at work or at home, in the car or in the boat, I'm

going to do it in the safest possible manner for the sake of my family, because that's the most important thing to me."

Says ROBERT STARK, Safety Awareness Team leader, "These buttons give us a chance to make a strong statement and also to have it individualized where it means something to the individual. It doesn't mean much for you to have my button, or for me to have yours."

Evans and Stark say wearing the buttons inspires a feeling of pride and acts as a constant reminder to work safely. They also make great conversation stimulators. "And what better topic of conversation to have in our work environment than safety," adds Evans.

Members have been approached by curious contractors, and others outside their department. Evans even wears her button during non-work hours. Strangers ask her about it.

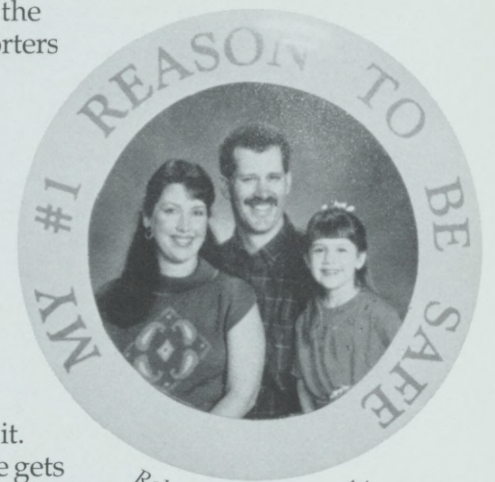
Among the biggest supporters of the program, outside of the folks in Olefins, are the families.

Stark says he can't keep one on at home—someone always wants it.

Evans says she gets numerous requests for extra buttons for the moms, dads, children, and grandchildren.

"I think the only way we're going to get to the Complex goal of two or below OSHA recordables is if everybody makes a personal commitment," says Evans. "It can't be some of the people all of the time, or all of the people some of the time. It's got to be all of the people all of the time."

Other Olefins Safety Awareness Team members are: JESSE SILVAS, RALPH FAXEL, PAT MILLIGAN, and TED WANDSTRAT.



Robert Stark and family

S.A.F.E. Teams

DEPARTING	REMAINING	NEW
	<i>Health Team</i>	
M.M. DURAN, Phenol Acetone J.P. BUCHANAN, Alky Thermal W.E. WADE, Utilities E.M. KIRK, North Lab W.D. DYESS, BPA W.B. AUSTON, Indus. Hyg.	T.E. MEYER, LPA K.J. MOORE, Medical H. MUNKS, Cont. Sys. R.G. ROBERSON, Maint.	A.C. HARRIS, Env. E.C. BUEHM, DU-2 M.G. PEDNEAU, PAP R.L. BOWERMAN, EOM A. MUZERIE, Olefins D.T. ESHELMAN, LOG
	<i>Awareness Team</i>	
S.W. HENNINGER, EOM L.D. SMITH, Chem. Maint. C. VAZQUEZ, P&AS M.T. HAMILTON, H&S	M.S. RUDNICKI, LPA P.R. HARP, Log. C.D. VAUGHN, BPA L.W. CLARK, Chem. Ops. L.J. BUSTILLOS, Env. P.D. ZAFEREO, A/G	R.J. WITT, Paint Shop R.G. HEIBERG, Cont.Sys. C.W. CARTER, P&AS M.S. CUNNINGHAM, H&S W.G. COIT, Cent. Mnt.
	<i>Training</i>	
M.C. MONTANA P.G. DOWNEY, Log. E. MORALES, LPA H.J. DISHONGH, Training B. KENNEDY, Cent. Mnt. A.E. HARGRAVE, Pipefitt. R.B. CORBITT, Fuels K.A. WESTBROOK, ER H.E. MEAD, LPA	A.E. CUCLIS, Cont. Sys. G.L. ROBERTS, BPA-4	D.M. PRETT, Aromatics D.L. AYRES, North Lab J.L. SHELTON, Training J.D. JOHNSON, Chem. Op. L.F. KUNKEL, Lube M.K. FOSTER, BPA-4 H.E. CRADDOCK, H&S
	<i>Emergency Response</i>	
M.J. MATULA, LO R.A. NORTH CUTT, Cen. Mnt. C.M. CAVANAUGH, OL	E.M. HAWTHORNE, H&S M. HERNANDEZ, Docks T.R. SHAW, Fuels T.H. SIMS, Eng. Sup. J.R. OLIPHANT, H&S D.L. SMITH, Security W.P. CHARLES, Utilities R.L. JACOBY, Distilling	R.A. WALSH, OL J.L. MATTOX, A/G G.A. PARSONS, Cen. Mnt. R.T. ABBLEBY, Engrg. T.L. ZARNICK, Log. R.E. CERVI, Log. J.R. PRIGMORE, BPA-4

REMAINING	REMAINING	
<i>Auditing</i>		
P.T. HAMILTON, Fuels R. DOTSON, LPA Maint. F. BULLARD, North Lab. S. REEVES, Cent. Elec. W.M. WENDES, Alky/Th. Or. M.E. MULCARE, A/G P. WASHINGTON, Financial S. MILLER, Env. Compl. B.W. GOLDMAN, HS&E R.C. PETERSON, LPA	<i>Contractor Safety</i>	
	J.W. GRIFFITHS, Fuels G.E. JOHNSON, Proj. Engrg. M.C. STOKES, P&AS J.E. BARTON, Ind. Hy. M.W. SMITH, H&S M.L. HELM, Eng. Mnt. R.W. RUSS, Cent. Mnt. G.C. ANDERSON, Engrg. T.M. DOSSEY, Fac. Sup.	

HSIP PHASE II BOX SCORES

MONTH OF DECEMBER 1990

Audits	368
APRs/Suggestions	628
Drills	171
% Participation	74%

OSHA RECORDABLES YEAR THROUGH DECEMBER 31, 1990

Frequency	2.3
Recordables	57
Lost Time	8

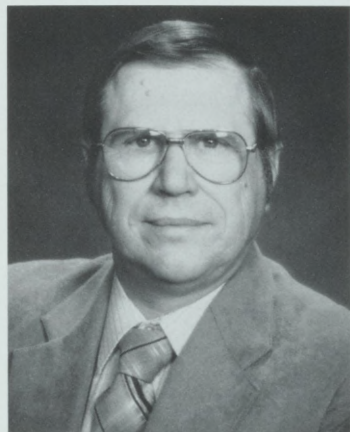


MILESTONES

Service Anniversaries
January/February, 1991

35 YEARS

G.C. ANDERSON
Engineering



J.P. KROLCYCK
Central Maint.
(above, July 1990)

25 YEARS

W.R. CARTER
Hazards Anal.

R.F. DUBOSE
Process Engrg.

R.J. ZOROWSKI
Engrg. Svcs.

20 YEARS

J.M. BARNETT
Chem. Oprns. Maint.

C.A. CAMPBELL
Chem. Oprns. Maint.

T.E. COCHRAN
BPA Manufac.

L.B. CURLEY
Major Resins

R.L. FIGLEY
Machinist

R.L. HARRISON
Log./Env./Util.

K.R. JONES
BPA Flak. & Dist.

J.E. KENNEDY
Chem. Oprns. E

J.A. LUMMUS
Log./Env./Uti.

J. RIOS
BPA/Flak.& Dist.

D.G. ROBERTS
Instruments

R.L. SAPP
Central Maint.

K.D. YIELDING
Pyrolysis

J.V. ZAVALA
Automotive

15 YEARS

D.L. BAKER
Chem. Oprns E

R. BARRAZA
BPA/Flak. & Dist.

J. BROUSSARD, JR.
Lube Manufac.

A.W. CRADDOCK
QAL/Env.

G.T. DYESS
Log./Env./Util.

J.T. GONZALES
Light Olefins

J.F. HOLMES
ECH/IPA/Deriv.

J.E. JAMES
Log./Env./Util.

F.D. KIEFER
Central Maint.

E.A. LATHAM
Chem./Carpenter

B.S. MENARD
Lube Manufac.

P.A. MURPHY
Machinist

J.Y. MYERS
Dispatching

J.G. NEWMAN
BPA-4

G. NUNEZ
BPA/Flak. & Dist.

F.L. RATTLER
Utilities Cent.

D. RIVERA
Machinist

J.J. RODRIGUEZ
Chemical Maint.

J.A. ROMERO
BPA-4

B.J. SCHAEFFER
Painter

R. SNODGRASS, JR.
Central Maint.

P.M. SPICER
BPA-4

J.L. WORTHAM
Machinist

10 YEARS

C.C. BATTS
P&AS

R.D. BELLOWS
Aromatics

F.M. CORBETT
North Lab

R.M. DEMASI
BPA-4

M.L. DICKSON
Indus. Hygiene

L.J. DOTSON
Fin./Oprns

B.P. DUER
Distil/Solv.

R.E. FRANK
Cat Crack/Gas

L.W. FURY
Cat Crack/Gas

J.C. GARCIA
Hydrocracking

G. GEISLER, JR.
Chemical Oprns.

M.T. HAMILTON
H&S

R.L. HARLAN
Hydrocracking

M.D. LEAVERTON
Lube Logistics

C. MONCEAUX
Log./Env./Util.

A. MUZERIE
Process Engrg./Ol

M.A. OTT
LPA Maint.

J.G. RAMOS, JR.
Alky/Therm Crkg.

W.C. RUTLEDGE
Computer Svcs.

R. SANDOVAL
Distil/Solv.

S.E. SHROYER
QAL/Resins

M.C. STOKES
P&AS

A.L. TIMS
North Lab

M.T. WALSH
Engrg./BPA-4

DPMC WELCOMES

P.Y. CHAN
Engineering

R.N. DAILY
Central Maint.

G.W. ELLIOTT
Control Systems

A.W. HUMPHREY
Engrg./Fuels

D.J. LYSSY
Central Maint.

R.D. SAYERS
Central Maint.

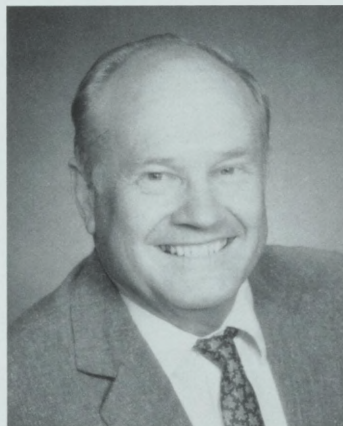
K.A. SEIBERT
PE/LPA

J.L. SHAW
Central Maint.

H.T. SIMMONS
Central Maint.

D.L. SPRIGGS
Central Maint.

RETIREMENTS



D.E. WIGGINS
Phenol Acetone
(above, Sept. 1990)

SCORANOTES

Brazos Bend

February 15 camping trip: Brazos Bend State Park. SCORA will cook barbecue. Everyone else bring side dish for Sat. night supper. \$9 to reserve campsite. Billy Daniel, X6-6684 (246-6684).

Bowling recap

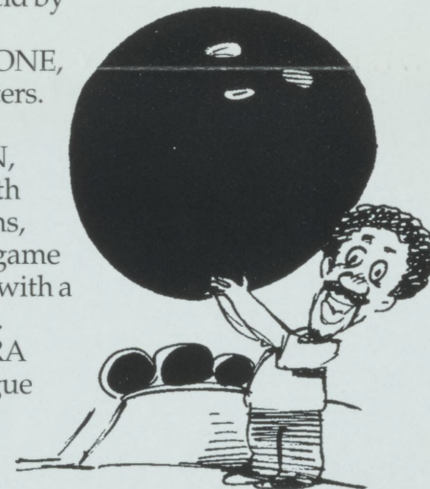
SCORA Mixed League bowling participants finished their 15th week out of a 34-week schedule. The King Pins lead the league with 41 wins. Current standings are as follows:

Position	Team	Games Behind
1	King Pins	—
2	Splinters	5.5
3	Outsiders	9
4	Jokers	10
5	Spare Bears	13
6	Lucky Strikes	14
7	Renegades	18
8	Outlaws	18.5

Team high series is currently held by the Splinters with total series of 3149. The Renegades' SHERRIE LANGNAU (wife of GREG LANGNAU) holds high series for women with a 552 total. BUBBA JACKSON, bowling substitute, this season has a 632 for high series for men.

The Splinters also hold high game with a 1137 total. Men's high game score of 246 is currently held by JAMES TOUCHSTONE, of the Splinters. MARION ROBINSON, bowling with the King Pins, holds high game for women with a score of 234.

SCORA
Mixed League
bowls
Thursdays
at Spencer
Fair Lanes in Pasadena.



CLASSIFIEDS

FOR SALE: Windsurfing equipment—BIC board and 2 sails (HiFly & Gaastra). \$400. Contact W.R. CARTER, 474-4974.

FOR SALE: 1985 Subaru GL, 2 door hatchback, 4 cylinder, 5 speed trans, runs good, clean interior, cold AC, new clutch. \$2,500. Contact D. DIAZ at X6-1204 (246-1204) or 930-1407.

FOR SALE: Simmons Baby Crib, like new, 3 drawer dresser w/ removable top changing table. \$350. Contact JONELLE INGEBRETSON at X6-7190 (246-7190) or 485-5810.

FOR SALE: 1988 Ford Aerostar. Power Windows, Power Brakes, Power Steering, Power Locks, Cruise Control, Tilt Steering, 77,000 miles. \$6495.00 Call BARBARA ACUNA, X6-7589 (246-7589) or 409/267-4348.



Employees adopt giving spirit with area children



TEDDY BEARS GALORE—Project Head Start volunteers (from left) Melba Hall, Holly Blackwell, and Dave McKinney (Dean Savage not pictured) pack up what for many area children became a very special Christmas.

Employees took the Christmas holiday "Share the Spirit" theme to heart by collecting more than 1,300 items for local families served by Project Head Start.

The eight-day December campaign yielded 827 canned and non-perishable food items, 401 new and like-new toys, and 109 clothing items for distribution to Project Head Start centers in the Ship Channel area: Pasa-

dena, Baytown, La Porte, Fidelity, Delmar and Villa Americana.

"Words cannot express our gratitude to all of the employees at Shell Deer Park who found a generous way to share their Christmas spirit with so many needy families," says DEXTER JOYCE, volunteer coordinator for Project Head Start.

"It was particularly heartwarming to see that Shell employees gave so many brand new toys, says MELBA HALL, Administrative Services. "I think everyone who helped with this effort was rewarded by a really warm feeling."

"At first the organizing committee didn't know what the response would be to a combined food and toy drive, but employees quickly rallied to the cause," says DAVE MCKINNEY, Community Relations. "The clothing was a bonus...we were pleased to be able to donate some very nice items. Employees really pulled together to make Christmas a little better for local families in need."

Project Head Start's organizing committee included McKinney, Hall, HOLLY BLACKWELL; Lube Logistics; DEAN SAVAGE, Cat Cracking/Gas; plus support from SCORA, mailroom couriers, BARBARA ACUNA, Chemical Operations; IRENE GOEDRICH, Community Relations; DORIS DIAZ, Community Relations, and Computer Services. ■

Dial 6-INFO for release information

Information on fire and gas releases is now at your fingertips. Just dial 6-INFO (6-4636) to get the latest news, in the event of a fire/gas release alarm.

The recorded telephone message will provide the same information as provided by the Utilities Control Center (UCC) announcement system. It does not replace the announcement system, but is an additional communications vehicle by which employees can be kept abreast of release news, according to

MARILYN DICKSON, Health & Safety.

Security will enter the initial information for the telephone system upon receiving a call to sound the alarm. The Emergency Operations Center (EOC) coordinator will issue periodic updates, if necessary, on the 6-INFO line every 15 minutes.

It is expected that the 6-INFO number will also be used in the future for hurricane updates and other information of interest to the Complex. ■

Railroad poster contest winners announced

Kudos to the winners of the children's Railroad Poster Contest, who did a bang-up job promoting railroad crossing awareness on paper. They each received ... what else ... a train set. PATTY CORRON, age 12, sponsored by M.L. LORREN, Environmental; STACY FAERBER, age 6, sponsored by H.G. WILSON, JR., retiree; NICHOLAS VENGHAUS, age 11, sponsored by H. VENGHAUS, BPA-4; SETH BARRON, age 12, sponsored by K. BARRON, Electrical; JOSHUA

WEBER, age 4, sponsored by A. KELLEY, North Lab; KATIE WAGNER, age 5, sponsored by F.V. WAGNER, BPA Manufacturing; RYAN WILKERSON, age 7, sponsored by R. WILKERSON, Lube Logistics; NICK BROUSSARD, age 9, sponsored by E.A. BROUSSARD, North Lab; and JULIE SKEEN, age 7, sponsored by B.J. GLASSCOCK, retiree. ■

Good Work...

John McCray

The November recipient of the Individual Quality Recognition Award was JOHN McCRAY, Land/Legal Representative—Project Engineering.

The PAFEC Quality Group recognized McCray for his willingness to assist others, and his desire to "do it right the first time" while establishing requirements for the real estate portion of the South Administration Satellite Index.

McCray also assisted with descriptors for the various categories and provided guidance as to which records should be set up in the system. The completion of this project will incorporate the South Administration Satellite File Index into the on-line Standard File Index which DPMC is working on with Head Office.

PAFEC is a quality group made up of Purchasing, Administrative Services, Economics & Scheduling, Employee Relations and Computer Services Departments.



PROBLEM SOLVERS—Chemical E Distribution awards plaques for outstanding work in PRFs and the Quality Process. The presentation took place during the department's Quality dinner this past December.

Lubes logs perfect attendance

Lubricants Logistics/ Customer Service recently completed over 20 years (250 months) of perfect attendance. The six perfect attendees are: HOLLY BLACKWELL (12 months), MARY DAVIS (20 months), BEVERLY REYNOLDS (60 months), VIRGINIA DODSON (22 months), LINTON DUBEA (56 months), and LEE KUNKEL (80 months).

The department defines perfect attendance as "no controllable absences in one year's time."

"Most of the group had minor skirmishes with the flu bug during the record-setting time," says Kunkel. "The group is looking forward to 25 years of perfect attendance, which is attainable later in 1991." ■



Shellegram

Deer Park Manufacturing Complex

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Editor

Alayne Merenstein

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