

Shellgram

89:3

DEER PARK MANUFACTURING COMPLEX

Best in nation:

Deer Park wins second consecutive Environmental Excellence Award

In 1988, the Deer Park Complex achieved its best year in history as regards environmental performance, with significant improvements being made in its environmental systems and the start-up of new environmental projects.

These and other efforts were cited among the reasons why DPMC was recognized as Shell's most outstanding manufacturing complex, environmentally, and was chosen by the Shell Products Organization as 1988 winner of the Excellence in Environmental Conservation award.

The award, given by Shell Products to reward and encourage exceptional environmental performance, was won by DPMC for the second consecutive year, a feat never before accomplished in the history of the award.

JACK SOWLE, manager, Environmental Compliance, said the outstanding environmental performance by DPMC was a result of sustained efforts by all employees in two primary areas—a high degree of environmental awareness and overall excellent unit reliability.

Reliability, he added, is especially important in preventing incidents such as those related to flaring activity and release of liquid materials to the effluent treaters.

"Overall, DPMC ranks as a top performer in reliability among Shell locations," he said. "For example, the OP-III unit is one of the most reliable at DPMC."

What's more, 1988 saw substantial progress made in improving DPMC's relationship with regulatory agencies, said Sowle. "We were better able to understand one another's positions, and thus avoided some problems."

Source control programs addressing start-ups, shutdowns, upsets and normal operations continued in 1988, he said, with focus on elimination or reduction of routine discharges, as well as reduction of the number of incidents and response time.

An example, he said, is that the Chemical BA continued its Loss Point Analysis Program (LPAP), and was able to reduce overall effluent loading substantially from the previous year.

"A program also is underway to install new analyzers in key sewer laterals to provide earlier warning on upsets and better information on routine discharges," he said.

Sowle also mentioned that other BAs added or upgraded instrumentation, and



FLAGGING EXCELLENCE—For the second consecutive year, the DPMC Environmental Conservation program put it heads above other Shell manufacturing complexes, garnering the coveted Environmental Excellence Award from the Shell Products Organization. At left, Herb Hand, Environmental Regulatory Affairs, helps James Little, Environmental operator, hoist high the flag of Environmental Excellence.

took other steps to improve operation of interface controllers or other processes to control material loss.

"For example, average weekly loading was down 16 percent at the North Effluent Treater and 7 percent at the South Effluent Treater from a year earlier," he continued.

Air emissions also were reduced, he said, using as an example the incinerator at Phenol, which reduced VOC (volatile

organic compounds) emissions from about 100 pounds per hour to about 10 pounds per hour.

Compliance statistics in 1988 also were impressive, Sowle said.

"Despite two complex-wide power failures, the number of environmental incidents and exceedances dropped from 1987," he noted.

(See 'Excellence Award' on Page 3)

DPMC runners will take part in 24-hour benefit marathon for African children

A 20-person team of runners and walkers will represent Shell DPMC on Saturday and Sunday, April 8-9, at the Second Annual "Save the Children Relay '89" a unique 24-hour relay that begins at 11 a.m. Saturday.

JIM ROSBOROUGH, manager, P&AS, the team leader, said the DPMC team needs volunteer runners and walkers to round out its 20 members. Team-members will run or walk in special DPMC 60th Anniversary T-Shirts, which they can keep after the event.

"We're also hoping that a lot of DPMC employees show up at the relay," says Rosborough. "It's going to be held at the Rice University Track (near University Blvd. and S. Main in Houston), and the Historical Society is going to bring their

float. We hope enough DPMC supporters will come so that we can win the trophy for the most spectators."

The Relay, founded last year, is held to raise funds to pay for the immunization of children in Africa against childhood diseases, which wreak havoc in that country, said Rosborough.

"Team-members will be soliciting pledges from fellow employees, based on number of hours they run or walk, or on the number of miles they cover," he said. "When they finish, they will collect from those who signed up."

The event is co-sponsored by Pecten International Co., a Shell Oil Company subsidiary, and World Runners, an international running club.

For more information, contact Rosborough at EXT. 7232.



Complex Superintendent sets employee contributions and winning attitude as keys to excellent performance

When it comes to winning awards for outstanding performance in every category, the Shell Odessa, TX Refinery has beaten them all, hands down.

In fact, J.R. 'JIM' NIERMAN, DPMC's new complex superintendent, will next month visit Odessa, where he was formerly refinery manager, to participate in the acceptance of three awards to be presented by Shell Head Office Products management.

As small locations go, the Odessa facility is one of the most highly decorated in the company.

In 1988 alone, Odessa Refinery employees earned the Environmental Excellence Award for small locations for the second year in a row; earned 9 "gold stars" for performance across the board (this, too, was the second year in a row that Odessa earned 9 stars). And finally, Odessa was presented the Refining & Marketing award for "Best Refinery" for its overall performance in 1988. According to Nierman, this recognition is unprecedented among Shell operating locations and in Nierman's vocabulary, that is "pretty good."

One thing's for sure, the Odessa Refinery's employees have to be doing something right. And Jim Nierman knows what it is.

"The employees at Odessa are 'winners', and they like how it feels to be winners," says Nierman, a 35-year veteran of Shell Oil Co. "They have come to believe they can achieve almost any goal, as long as they have the support and confidence of the company."

A native of Nebraska who was raised in Oregon, Nierman was named DPMC complex superintendent Dec. 1, 1988, succeeding GAYLE JOHNSON, who moved to a special Head Office assignment.

And while he is justly proud of the accomplishments of the Odessa location, Nierman looks forward with anticipation toward the day when the Deer Park Complex becomes recognized as the outstanding performer, not only of Shell, but of the petrochemical industry.

"The Odessa location, because of its size, was an ideal one at which to introduce all the modern management techniques that are used by Shell Oil Co.," said Nierman, who graduated in chemical engineering while on a baseball scholarship at Oregon State University. "Because the employees are both independent and yet supportive, they embraced those management techniques with a great deal of enthusiasm."

Nierman intends to use the same basic management style at Deer Park that he employed in Odessa. He describes it as low-key, participative when appropriate, goal-oriented, and allowing employees at all levels to strive for a degree of accomplishment that is mutually satisfying to the employee and the company.

"Everything is based on mutual trust," he observed, "and a respect for what I see is people's innate love of work and willingness to contribute in order to be part of a successful organization. I believe an employee has a more rewarding and satisfying life if he can go home every day knowing he has contributed in a meaningful way to a successful operation."



TROPHY POWER—Jim Nierman (r), new DPMC complex superintendent, and Steve Miller (l), vice president, Refining and Marketing, are shown with the Odessa Refinery's 1988 trophies for safety, environmental excellence and 'Best Refinery'.

He said he believes in an "open-door" policy, and likes to give employees the freedom to use their own initiative to get the job done right the first time.

"Once it's decided how to do something, I like to see the job get done," he said. "When the talking's over, it's time to work."

Nierman's observations come from experience. He has spent 33 of 35 years with Shell working in operating plants, with just two years in a Head Office position.

"When people are involved in setting goals, most individuals take on a feeling that they can and will exceed expectations," he said. "Once they experience a steady diet of success, minimum performance becomes unacceptable."

An enthusiastic sports fan, Nierman recalls that Odessa Permian High School, a small unit as Texas high schools go, has been a perennial powerhouse in football, having reached at least the state semifinals for 12 out of the last 25 years.

"On paper, they're no better than any other team in the state," Nierman observed, "but they think they are. They practice hard; they have a system; they have common goals, and most important, they know how to win."

Nierman admires teamwork, particularly when it helps overcome the odds.

"That kind of dedication can turn an ordinary team into a championship team. I've seen it happen more than once. Once people see they're part of a good program,

they're hard to stop."

He said the Quality Process, along with the Health & Safety Process, is an excellent tool at Deer Park, and Deer Park employees he's met have excellent skills.

"In order to have significantly improved performance in safety, for instance, we have to provide the opportunity to every employee to want to contribute his skills to a zero non-conformance goal," said Nierman. "Excellent skills, a good program, and individual commitment are the keys to outstanding performance. This is true in safety, environmental performance or any other measure of performance." Outstanding performance, he added, depends on the contributions of everyone at DPMC, with no exceptions.

Lest anyone at DPMC think Nierman's words are fluff, he's a lot like a football coach who knows his team can rise above the competition. "Just like Odessa Permian beats other, more highly rated schools, I'm betting that before long, when the competition for recognition gets hot and heavy, DPMC employees will easily outclass our competition. In enjoy seeing people win or be the best. I intend to help provide that opportunity for every DPMC employee."

(Editor's Note: The Odessa Refinery and the Metairie Lubricants facility, Nierman's last two locations, were recognized nationally for outstanding safety performance in 1988 by the National Petroleum Refining Association. A Conoco refinery was the only other plant in the United States to achieve this highest recognition for plants of comparable size).

Tunnell wins February PAFEC award

John Tunnell, Engineering-Mechanical Equipment, was named as winner of the February individual quality recognition award by PAFEC, the Purchasing & Administrative Services, Financial, Economics and Scheduling and Computer Services

Quality support group.

In winning the award, Tunnell was cited for his efforts in gathering the information needed to update the EPIC System and the time he spent in providing the work packages to keep it "evergreen."

The award was presented to Tunnell at PAFEC's monthly luncheon on Feb. 16. ■



DPMC Toastmasters expands communication skills

Almost every Tuesday at noontime, a growing group of DPMC employees gathers in the South Cafeteria conference room to speak for fun and practice.

They're the Shell Toastmasters of Deer Park, and they are trying to improve their communication skills.

The DPMC Toastmasters meet to benefit from improving their individual abilities to speak "on-the-spot." Such ability is often needed in everyday business and personal situations, particularly in a complex work environment like DPMC.

LEE KUNKEL, Financial Accounting, a long-time member of the group, said Toastmasters members are honing their communications and leadership skills through the process of self-help and encouragement from their peers.

Whether a person is an engineer explaining how a process unit operates, or a craftsman showing someone how to repair something, making oneself understood can make the difference between success or failure, Kunkel said.

The DPMC club has been meeting for more than 10 years, he said. At the club's informal meetings, members may practice public speaking.

"Toastmasters is not just public speech-making" he said. "We do have a member make a prepared talk each week, but we also have other activities, such as 'table topics', in which a subject is introduced to members and they, in turn, each discuss the subject from their general knowledge. We also have a 'Grammarian' who introduces a new word to the group to help all of us improve our vocabularies."

They even have an "Ah-Counter" who mans a bell and rings it every time a speaker fills in a pause with a "non-word"



TOASTMASTERS OFFICERS—The Shell Toastmasters of Deer Park's 1989 slate of officers are (L-R) Don Buchanan, treasurer; Willie Vasquez, administrative V.P.; Chuck Hinkle, president; Herb Munks, educational V.P.; Bill Schrof, master host, and John Tristan, secretary.

like "ah" or "umm" or meaningless phrases like "you know."

"We even have a 'Meeting Evaluator' who stands up to speak about how the meeting went that day," he said. "Everybody at the meeting usually participates in speaking in one form or another. Remember, the purpose is to practice speaking and making ourselves understood clearly."

There is a modest charge for membership, Kunkel said. And for those DPMC employees for which an 11:30 a.m.-12:15 p.m. time frame is not convenient, there are Toastmasters Club meetings all over the Greater Houston area, including a night

meeting in Deer Park.

The Shell club engages in competitions in which speakers are judged. Winners of the club competition can qualify to enter area competition, after which they could, conceivably, go on to division, district, state and national-level competitions. Each speaker must pay his or her own expenses when engaged in these competitions.

For more information about Shell Toastmasters, contact 1989 President CHUCK HINKLE at EXT 6145; Educational Vice President HERB MUNKS at EXT 7562 or Kunkel at EXT 7953. ■

Excellence Award ...

(Continued from Page 1)

Air exceedances were down by 16 percent, he said, and substantial gain was made in reducing incidents related to particulates with the introduction of computerized soot blowing at the Central Power Station. Improvements at the Cat Cracker also reduced opacity and SO₂ exceedances.

"Other events also significantly increased the level of environmental awareness," he said. "This includes SARA Title III meetings addressing increased public sensitivity to both routine and episodic chemical releases, which caused a reexamination of what is accepted as normal practice."

"And winning of the 1987 Environmental Award last year, with a subsequent article in the *Shellegram* and local newspapers, and an employee appreciation luncheon including visits by corporate officers, all combined to further stress the importance of meeting environmental expectations."

Sowle said one of the highlights of 1988 was launching the Environmental Awareness and Training Program to provide each department with a summary of requirements and to preview training and

procedures to ensure that the requirements are met," he said. "Five operating units—one from each BA, including Alky-Thermal Cracking—started the program."

Related to the program is that each department will have audit check lists and also annual self-audits, said Sowle. "And although the program will not be complete until 1991, the goal-setting process continues to include a requirement for each department to establish plans to comply with environmental regulations and complex

orders and to reduce emissions."

Also, Environmental personnel attended shift, field, technical and management team meetings to discuss environmental matters. Training also was directed at outside personnel who handle wastes."

Overall, Sowle said the efforts and teamwork of Deer Park employees and their commitment to DPMC's Environmental Management Program were what gave DPMC the competitive edge in winning the award. ■

CLASSIFIEDS

FOR SALE: 1988 GMC "Jimmy" 1/2-ton pickup; fully loaded: automatic, custom burglar alarm system; sunroof; 72-month GM maintenance agreement. Price new (Aug. 1988) \$18,065.21. Make offer. Contact Janice Quinby at 339-3433.

FOR SALE: 1971 Corvette; 500 miles since restoration; 427-cu-in. V-8; 4-speed transmission; PS, PB, A/C; AM/FM stereo; T-tops; Red ext, Black int. \$11,800. Contact Larry Wolford at 996-1199.

FOR SALE, LEASE: 2 unrestricted

acres near Dayton, TX. Located on private road with all utilities; fenced pasture; well; septic tank; several outbuildings; driveway to roomy mobile home site. \$15,000 (negotiable) or \$150/month. Contact Danny Wheeler at 331-0943.

FOR SALE: 1985 Starcraft Constellation 24 pop-up camper. \$4,000. Contact P.K. Mayes at 930-0180.

I wish to thank each one for being my friend during my stay at Shell DPMC. Thanks for the retirement party and the gift. A special thanks to the retirees who came to the party. — MORRIS LaRUE ■



MILESTONES

Service Anniversaries	M.L. CORRON Env. Oprns.	36 YEARS
35 YEARS	D.P. LUMPKIN DPC-Financial	R.K. GRAVES North Lab.
B.J. MATUSAK HS&E	10 YEARS	H.M. LaRUE P&AS
M.M. MEEK Central Maint.	E.A. LA VOIS East. Maint.	R.O. MYSINGER Env. Oprns.
B.R. MOORE Fuels-Dispatch	T.A. MALVEAUX Fin.-Acctg.	H.L. SIEMSEN Chem. Mtce.
N.A. SHEPHERD JR. Engrg. Svcs.	DPMC WELCOMES	G.D. STEPP Fuels Mtce.
25 YEARS	S.Y. BREZINA Medical	35 YEARS
H.C. BOSTICK Engrg.-Cont. Syst.	Retirements	E.E. SMITH Chem-ECH/IPA
20 YEARS	41 YEARS	21 YEARS
S.W. COMPTON DPC-Lube Mfg.	E. BARRETT Olefins Mtce.	N.E. McKINNEY Systems
M.M. FRANGER JR. Log/Env/Util	40 YEARS	
H.F. GORDON EPA Mfg.	W.C. COWEY JR. P&AS	<i>Best Wishes To All New, Veteran, & Retired Shell Employees!</i>
M.D. LANNOM Control Syst.	E.J. FIEDLER Olefins Mtce.	
V.O. McCOLLOUGH P&AS	39 YEARS	
W.J. MEDER JR. Chem. Oprns.-Maint.		MEMORIAM
H.D. MILLER Envir. Oprns.	F. KRESTA Liquid Resins	J.P. "JIM" BRITTON, pensioner, died Feb. 19, 1989, in Pasadena, Texas.
B.G. ROY Maint.-Shutdown Plng.		GEORGE G. MARSHALL, pensioner, North Lab, died March 4, 1989, in Pasadena, Texas.
S.G. WEST Log/Eng/Util		W.W. "BILL" WECHTENHISER, pensioner, Maintenance Shop, died Jan. 6, 1989, in Woodville, Texas.
15 YEARS		
R.B. CORBITT Engrg.-Contr. Syst.		

S.A.F.E. Team Profiles:

DPMC health awareness group promotes long-term wellness concerns

The purpose of the Health S.A.F.E. Team at DPMC is to help provide focus and direction within the Health & Safety Improvement Process, says TOM MEYER, technical manager, Process Engineering, LPA, team leader.

"Our charter is to make recommendations to assure that all employees understand and are prepared to safely deal with workplace exposures that are known to be long-term health concerns," says Meyer.

"But most of all, we actively promote a positive health awareness and attitude among employees," he added. One of those promotions of awareness is a series of monthly bulletins dealing with various potential health hazards in the workplace.

"The first bulletin, which already is out, deals with benzene," he said. "The next one will deal with epichlorohydrin (ECH), and the third will deal with asbestos." According to Meyer, team-members CECIL EBANKS, Resins Maintenance, WAYNE AUSTIN, HS&E, and STEVE BOLGER, Process Engineering, developed the bulletin's generic format. Later ones will deal with other workplace health hazards.

Additionally, he said, team-members JOHN BUCHANAN, Alky/Thermal Cracking, and Austin helped produce the benzene training package for the Training S.A.F.E. Team in February.

"What's more, BILL WADE, LPA machinist, BRIAN RAYL, ER, and I are working on a video training package dealing with hearing conservation," Meyer said.

"Another project is to try to get each S.A.F.E. Work Group to review the Material Safety Data Sheet (MSDS) manual and to critique and review one substance in their respective work areas during work group meetings," said Meyer. "MATT DURAN, Phenol-Acetone, and RAFAEL LOZANO, Hydroprocessing, have developed a proposal for this project." PERRY COLE, Manager, E&S, and Austin are working on ways to improve personal health, such as supporting better communication on what is available, such as stop smoking and better nutrition, etc, he said.

"We're also sponsoring the Family Safety magazine which is mailed to employees' homes," said Meyer.



Deer Park Manufacturing Complex

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