

SHELL LOGOGRAM

DEER PARK  MANUFACTURING COMPLEX

CHAMPIONS of QUALITY

INSULATOR WINS...

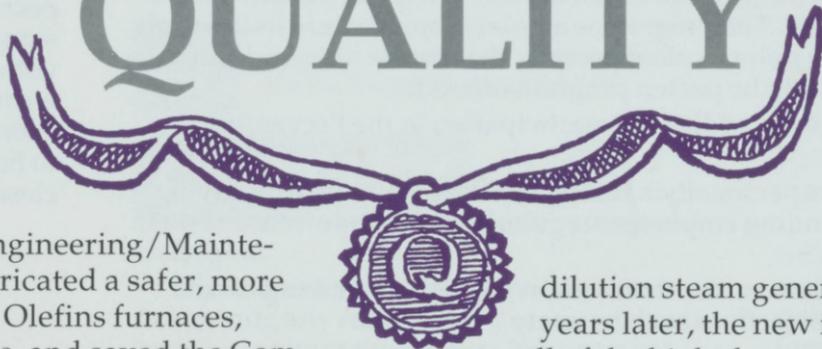
The list is out on the 1993 Champions of Quality Awards and BARRY BAKER, formerly an insulator in Resins Maintenance Engineering, at DPMC gets a hardy congratulations.

Baker, now working in Olefins Engineering/Maintenance, designed, engineered and fabricated a safer, more cost-effective insulating material for Olefins furnaces, enhanced Olefins HS&E performance, and saved the Complex at least \$225,000 per year.

"Olefins insulation work can demand high labor, specifically in Pyrolysis 3 and the furnace areas," says Baker, "particularly whenever there is a maintenance turnaround on one of the furnaces," something Baker says happens often.

"In that situation, there's got to be enough materials on hand to put the furnace back in operation and complete the work in a timely manner," explains Baker.

In an effort to save money, cut down-time and comply with health, safety and environmental factors, Baker helped obtain approval to design, engineer and fabricate removable, reusable, totally encapsulated insulation for the 17 Olefins furnaces and other equipment in the Olefins Maintenance areas, including process lines, lower TLX heads and bodies, quench chambers, transfer lines, process outlets,



BETTER PROTECTION—Champions of Quality winner Barry Baker develops improved insulation material to protect Olefins furnaces.

dilution steam generators and associated piping. Four years later, the new insulation work was completed on all of the high-demand maintenance areas.

The insulation replaces calcium silicate or kaylo and wool application with a prefabricated, encapsulated, high-temperature ceramic wool that Baker says can be removed for maintenance and reinstalled by any crafts personnel without damage or rework.

The material reduces exposure to man-made mineral fibers and exposure to the environment during removal, installation and land-fill disposal. It also reduces costs by approximately \$225,000 each year from heat loss due to a lower thermal conductivity of the new application method, and through labor and material savings. "Teamwork was a big reason it was a successful operation," says Baker, who named KEN McCARTY, IRWIN McFARLAND and BUCK REIMERS (all retired) as the other dedicated, hard-working people on the project. ■



YOU'RE THE...
VERY BEST IN...
ALL YOU DO.

Changes in store for Pecten Program

by Rick Heiberg, Awareness S.A.F.E. Team leader

First indications are that the pecten safety award program, along with our new DPMC safety structure, is helping to reduce injuries in the Complex. Ten fewer people were seriously injured in 1993 than in 1992. The program is a point system where individuals, the Complex and departments earn points, called pectens, that can be redeemed for gifts or cash. When initiated midyear 1993, the pecten program offered:

- A program that rewarded results in addition to participation in the Prevention Activity program;
- The personal touch. Supervisors personally handing out the pecten awards, giving their personal thanks and reminding employees regularly of the importance of their contributions to safety;
- A tangible material-based program rather than cash, which is believed to provide reminders for more long-term objectives such as safety.

In spite of its immense popularity, the former American Express gift cheque program was not producing results during its two-year existence. The gift cheques had become "expected" pay for something folks are already paid to do—work safely. Still, in order to mitigate some of the disappointment in losing the AMEX program, the Awareness S.A.F.E. Team is offering a one-time cash-in program in January and February. The pecten program is evolving. There's more work ahead. ■

1994 Pecten Program changes

- Departments will be able to order their own supply of pectens to be used as additional impromptu safety awards for individual incentive or activities;
- New catalogs with more variety and better pricing will be given to everyone in the Complex;
- Pectens can be turned in for \$10 cash per pecten between Jan. 15 and Feb. 15 by simply turning them in to the vendor along with a completed order form with "cash" written in the description of the award. A check for the total amount will be delivered to homes within six to eight weeks of the close of the cash-in period. ■



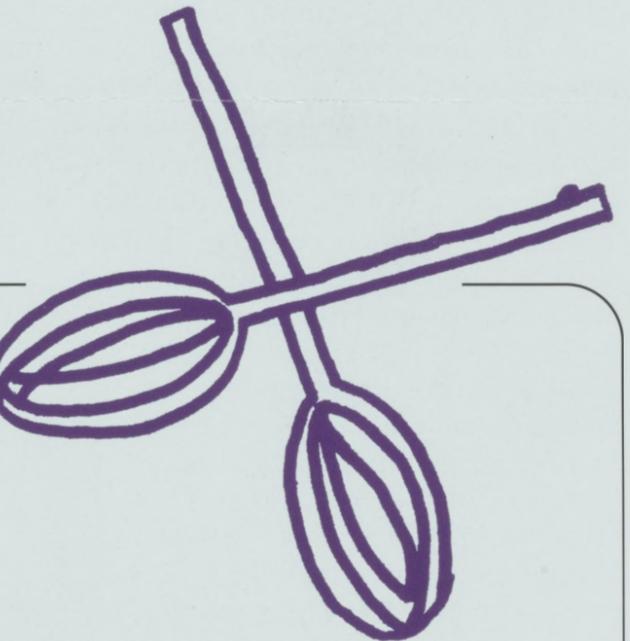
TONGUE TAKES A 'BEATING'

by Debbie King, Business Services

A friend told me of an incident that happened to her young daughter. Sidetracked, my friend turned off a rechargeable hand mixer she was using to make cookie batter. Seven-year-old Brooke decided to show off for her cousin. She picked up the mixer and told her cousin, "Watch my experiment". She put her tongue on the beater and turned the mixer on. Her tongue wrapped around four of the prongs on

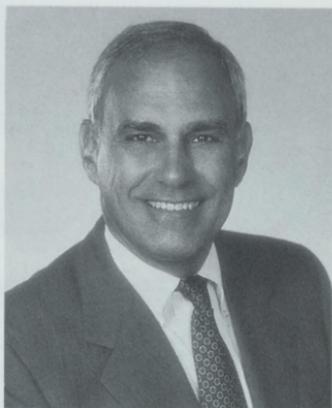
the mixer. Fortunately, the mixer was low on power or else it would have ripped off her tongue.

Brooke's tongue had swollen to approximately three times its normal size so it was impossible to unwrap it from the beater. After four hours in the emergency room, two shots of Novocain and the use of the wire cutters her dad had taken to the hospital, Brooke was a free girl, but with a tongue that was



badly bruised and sore. Two weeks after this incident my friend confirmed that Brooke recovered and that her tongue is just as sharp and sassy as ever.

As parents, we cannot take it for granted that our children are aware of the dangers of appliances. Extra precautions must be taken and proper use of household appliances must be explained to our kids. ■



Grasley Outlines

'94 GOALS

Individual input
determines success

Editor's Note: Michael Grasley is the president of Shell Chemical

Q. During the fourth quarter you and members of the Chemical Leadership Team have been holding communication sessions with employees across the company. Why?

GRASLEY We are holding these sessions to tell people about the challenges that Shell Chemical faces and the goals of the company. This should aid employees to set goals that are aligned with the business goals. Also, the recent employee survey said that only 40 percent of our employees felt they have enough information about what's going on in Shell Chemical.

Q. What kind of industry climate is Shell Chemical operating in?

GRASLEY The industry climate is tough, demanding and changing.

First, operating in the global market is not getting any easier. This year our exports have been about the same as before or are down a little in some areas. But where sales volumes have held up, export profits margins have been remarkably low.

Secondly, customers expect more. Things we did that were special 10 years ago are routine today.

Third, our domestic competition faces the same challenges we do, and they are not backing off. They are getting meaner, tougher and more clever.

Fourth is compliance costs. For example, we spend about \$25 million a year on new environmental capital. While we are fully committed to compliance, in a business sense, this is not productive capital; it doesn't give us more pounds of product to sell.

Finally, the pace of change is accelerating. We just don't have the time we used to for introducing new products and building plants. What used to take us a couple of years has to be done in a year.

Although our performance is much better than last year, we are not leading the pack like we want to. And we are not delivering the return on investment that our stockholders want. So we have a tough operating plan ahead of us.

Q. Based on this business climate, what are the priority areas for Shell Chemical?

GRASLEY Strengthening relationships with strategic customers is at the top of the list. We want to align ourselves with their goals and to work with them to achieve a win/win situation. We want them to want to do business with Shell.

Productivity improvement is another essential part of the plan. Variable and fixed costs control partly makes that happen. But

the other part is to sell more product from our existing capacity.

Another aspect of improving productivity is redesigning work processes. Currently, we are working on two: production and logistics, and order fulfillment. Production and logistics involves how much product to make, how much inventory to have on hand, and where it's going to be located. Order fulfillment encompasses receiving and processing an order through shipment, invoicing and collection.

Also, we plan to improve our manufacturing reliability by 10 percent compared to last year.

We expect to achieve more productivity improvements by benchmarking with other companies. In the past, benchmarking has opened our minds to possibilities for becoming more productive.

The third major priority is the employee survey action plan. It's based on the results of a survey conducted this year. The survey asked employees how well we are achieving Shell Chemical's Vision, Mission and Guiding Principles.

At staff meetings and focus groups, we will review survey results with employees and probe for a better understanding of the root causes of problems. Then we will formulate action plans to address improvement in these areas.

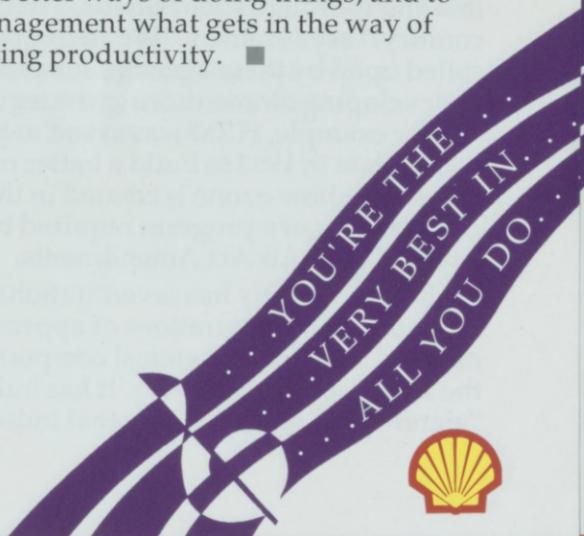
Fourth is goals deployment—cascading Shell Chemical's goals from the top of the organization down through its many businesses, locations and work groups to individual employees. At each stage in the cascading goals process, goals will be set that are consistent with company-wide goals. Then we will all be moving in the same direction.

Q. What do you expect of Shell Chemical people?

GRASLEY Managers and supervisors need to set clear goals and objectives and communicate them to employees, along with other information about business direction.

Employees have the responsibility to make the effort to understand this information. This understanding provides the framework for setting individual goals and enables them to participate effectively in improving Shell Chemical.

Everyone—employees, supervisors, managers—needs to set individual goals that help the company achieve its objectives, to find better ways of doing things, and to tell management what gets in the way of increasing productivity. ■





KEYSTONER



FINAL VOYAGE—The Keystoner docks at Shell Deer Park for the last time in January. The tanker that set a record number of trips through the Panama Canal is being taken out of service.

Regional monitoring network effective in assessing, improving air quality

Do area industries actively monitor air quality and look for ways to improve it? You bet they do.

For over a decade, the Houston Regional Monitoring Corporation has provided East Harris County and West Chambers County area industries with the data to assess air quality trends, explain air quality issues to the community, and monitor the effectiveness of control strategies.

According to JOHN HOLDEN, manager, Environmental Affairs, and a member of the HRM Board of Directors, it's been "an extremely effective organization." "HRM was organized in 1981, largely at Shell Deer Park's initiative. It operates a data collection system that's been recognized by federal and state agencies as one of the most credible and thorough such networks in the country," says Holden. "We're frequently called upon by these agencies for assistance in developing air monitoring strategies."

For example, HRM was asked to help gather data in 1993 to build a better model that shows how ozone is created in the gulf coast, as part of a program required by the federal Clean Air Act Amendments.

HRM currently has seven stations which measure the concentrations of approximately 150 specific chemical compounds in the air throughout the year. It has built up a "significant amount of data that indicates

that air quality is significantly improving, particularly ozone," says Holden, "the one area in which Harris County fails in meeting federal air standards—and we're on target to meet that standard in the future."

Looking at long-term trends, Holden believes the message is very positive.

"The last five years of data show compounds like benzene and toluene have been coming down significantly," he says. "In fact, 95 of the compounds in the data sampled were shown decreasing during that period."

HRM has also demonstrated its expertise in helping cut ship channel industry costs by reducing unnecessary regulatory requirements. Holden cites the case of a 1991 SO₂ exceedance.

Unnecessary increases in governmental regulatory requirements were averted when HRM was able to prove the exceedance was an isolated case caused by a particular facility which subsequently agreed to put in additional controls to eliminate the occurrence.

"Now we've demonstrated we are well below the ambient air quality standard for SO₂," says Holden. "There's been an acceptance by agencies that our data is a credible demonstration of air quality in our area." ■

Tanker leaves service

She may be described as an 18,400 DWT (dead weight ton) steam turbine tanker certified to carry chemicals and products, but that hardly tells the full story of the 40-year-old Keystoner, who recently paid a last visit to DPMC, before preparing for her final voyage to the scrap yards.

Making the same runs to the same ports with the same cargos draws men and machines closer. Such was the case with the Keystoner and its wharfmen and crew members. Some of them worked together for periods stretching a decade or more.

"Ships have a way of achieving a life of their own and they certainly affect the lives of those that work on and with them," says ROGER BARTH, Marine Operations, Head Office.

When the Keystoner was a relative newcomer to DPMC, a slightly younger DOUG FINN, Marine Operations, was here to hook up her hoses; relief Captain STEVE RATHKOPF was third mate in 1954; and KENT JENNINGS, an engineer, was working the engine room 20 years ago.

The Keystoner's overall length is 551 feet, her beam 68.5 feet across and her draft (depth in the water) 30.6 feet. In her day she was one of the most advanced vessels afloat in terms of cargo handling. Even today her capabilities, which include 32 tanks, 12 segregations (sets of cargo) and 17 cargo pumps, are impressive by any standards.

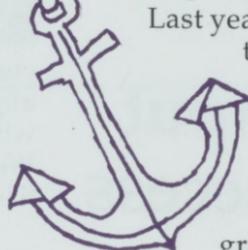
The Keystoner was built tough. In most places the hull is a full inch thick—over two inches thick where reinforcing plates are riveted to the hull's bottom and near the main deck. Much of the main propulsion system (shaft, gears, turbines and boilers) are built to similar standards.

Two close sisters to the Keystoner were the Keytrader and the Keytanker which, along with others, were chartered to Shell Oil most of their lives under unique "cost-plus" agreements. Under the arrangements, Shell had full-time use of the ships and paid all operating costs plus a management fee to the owner, Keystone Shipping Company, an arrangement that was mutually beneficial to both companies, according to Barth.

In the early 1980s, the Keystoner was completely renovated. She received new navigation and communications equipment to keep her safe and up-to-date.

Last year, the Keystoner was honored by the Panama Canal Commission for breaking all known records for ocean to ocean transits by a single vessel. She made 591 transits in her lifetime.

Beginning this month, the grand lady will be replaced with the Marine Chemist. ■



...PRODUCERS...PROJECT BLUEPRINT...PARTNERS...



A/G Dept. tops production twice

The production of epichlorohydrin (ECH) hit an all-time high of 17.3 million pounds in May 1993. Then it reached 151 million pounds for all of 1993, beating a record 144 million pounds in 1991. "We just came out of a turnaround," says ROB PERROTTA, A/G Dept. TSO. "Everything was clean and we were able to push as hard as it could go."

A/G Department SOM FRED SONDEREGGER also attributes high production rates to the new process additive antifoulant which works to inhibit polymer formation which in turn causes the unit to run at reduced rates.

"Ever since four years ago, when we introduced the new additive, we've been consistently beating past records," says Sonderegger. "We're also seeing increased reliability and capacity in the crude we get from Norco."

DPMC's ECH is used in the production of epoxy resin at the Epon 5 Unit. The remainder is sold on the market to make wet strength resin used in the manufacture of paper and in the water purification process. ■



Project Blueprint wants volunteers

Looking for another way to serve your community? Consider getting involved with the United Way's Project Blueprint, a program designed to recruit, orient and place professional, ethnically diverse volunteers in non-profit leadership positions.

Now in its fifth year, 263 professionals have completed the specialized training and become part of a resource pool of professionals who are skilled, trained and committed to volunteer service. Non-profit agencies in the Houston area benefit from the expertise of the volunteers, and volunteers can take what they've learned back to the job.

Designed to develop and enhance leadership skills, the program consists of two

phases, the Institute for Board Development and the Leadership Enhancement Series. The institute provides a working knowledge and understanding of management issues affecting the successful operation of a non-profit organization. The leadership series features topics on effective meetings, creating vision and building consensus, strength in diversity and team building.

Applications for Project Blueprint are solicited community wide. Also, key volunteers, such as the United Way Board of Trustees, are asked to recommend individuals for participation in the program. A volunteer committee reviews applications and selects 30 professionals to participate in each class. The selection criteria focus on recruiting a diverse group of professionals with regard to profession, demonstrated leadership, ethnicity and gender.

Graduates include lawyers, consultants, physicians, accountants, management information system professionals and many others whose interests cover the spectrum of United Way services, from children to the elderly.

For more information on Project Blueprint, contact Rosina Thomas, Project Director, at 685-2455. ■



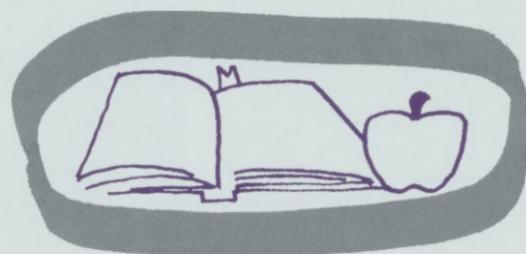
Foundation honored by King Holiday Commission

The Shell Oil Company Foundation was one of four national 1994 honorees of the Martin Luther King, Jr. Federal Holiday Commission, recognized Jan. 10 in Washington, D.C. Others honored included the Turner Broadcasting System, the Seattle Times newspaper, and the Grand Haven High School in Grand Haven, MI.

The four honorees, selected from nominees throughout the U.S., were chosen for their commitment to the development, growth and spirit of the King Holiday. The Shell Foundation was recognized for its consistent and loyal support.

Since 1984, the Foundation's contributions have helped make it possible for the Commission to continue its efforts to promote the King Holiday and support a variety of youth programs each year in over a dozen cities nationwide.

The 1994 King Holiday was observed January 17. ■



Shell an honored "partner in education"

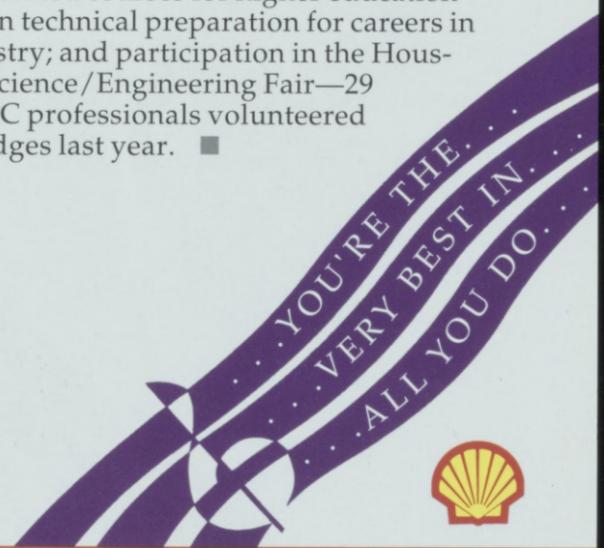
Shell's partnership with students and teachers continues to shine. Recently Shell was one of several businesses honored for outstanding leadership in education by the Greater Houston Partnership.

Locally, Shell Deer Park also continues as an active participant in those educational programs through the Deer Park school system.

Through the Partners In Education Program, the Complex and Deer Park High School work together to improve overall quality in education in Deer Park. Employees and retirees help the school review its needs and assist in planning and developing special projects, provide volunteers, materials and funding for school activities, offer teacher seminars, and tutor students.

STARS (Scholarship, Tutorials, Attendance, and Remediation Service) provides an opportunity for employees to serve as after-school tutors and help fund the after-school tutorial program; gives perfect attendance incentive awards every six-week period; supports the TAAS remedial course to prepare students for the test required of all graduating seniors; and supports Peer Assistance Leadership Service (PALS) where students tutor and offer support to fellow students.

Other ongoing activities include Shadow Day, where high school teachers "shadow" Shell employees so that teachers can incorporate into their curriculum those skills that students need to gain entry into various careers; participation in the Texas Chemical Council's Teachers Tour; charter membership in the Deer Park Education Foundation to raise funds to enhance educational opportunities in the Deer Park school system; sponsorship of the Texas Scholars Program where students are challenged to take accelerated courses for higher education and in technical preparation for careers in industry; and participation in the Houston Science/Engineering Fair—29 DPMC professionals volunteered as judges last year. ■



MILESTONES

Service Anniversaries

25 YEARS

A.R. BAGGERLY
Olefins
M.L. COPELAND
Central Maint.
J.A. HASSELL
Control Systems
A. JOHNSON, JR.
Central Maint.
L.E. NOBLE
Solvents



J.W. TALLEY
Business Support
(above, June, 1993)
R.A. THOMAS
Central Maint.

20 YEARS

A.H. BOOZER
Solvents
R.M. DORSEY
Control Systems
R.M. KIRKSEY
Cat. Crack./Gas
C.B. REEVES
Central Maint.
D.E. TOMLINSON
Olefins Maint.



H.D. MILLER, HS & E
(above, March)
D.T. OWENS
Olefins Maint.
R.P. SANFORD
Solv./Distr.

15 YEARS

W.G. COIT
Resins
R.F. WALSH III
MPO/Coker

10 YEARS

J.A. GANDOLFO
Solvents
T.L. PROCTOR
Major Projects
R.J. STARKS II
Business Support

MEMORIAM

JAMES EDWARD
MOULDER, retiree, died
June 14, 1993 in Thicket,
Texas.

ED RATLEY, retiree, died
January 3 in Baytown.

W.E. STEVE STEVENS,
retiree, died January 10
in Pasadena.

SCORANOTES

- Camping— March 18-20, Wolf Creek Park
 - Camping— April 22-24, Lake Somerville
- For more information or to make reservations contact Laura at the SCORA ticket window or call X6-6975 (246-6975).

CLASSIFIEDS

- FOR SALE: 17ft. Fiberskiff fiberglass boat & trailer. 4 cyl. Volvo engine, in-bd./outbd. Good condition. Great pleasure & fishing boat. \$2,995. Contact A.L. McGEE at 409/385-4848.
- FOR SALE: 1985 Buick Century. Very Good Condition. Air, Cruise Control, new tires, 80,000 miles. \$2,150. Contact ALBERT KACHEL at 480-2006.
- FOR SALE: 1985 Yamaha 700 Maxim Motorcycle. Excellent condition. \$1,250. Contact ARTIE GARCIA at 328-4507

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To place a classified ad, prepare a brief message indicating that you have something for sale, rent, want to buy, etc.. Include details, price (if desired), your full name and telephone number(s) at which you can be reached. PROFS to AM123 or send to Shellegram, North Admin. Room 238A. From outside the Complex, write to: Shellegram, P.O. Box 100, Deer Park, TX 77536.

SHELL DEER PARK MANUFACTURING COMPLEX . . . DEER PARK INDUSTRY OF THE YEAR

SHELLEGRAM

Deer Park Manufacturing Complex

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