



DEER PARK MANUFACTURING COMPLEX

# GRASLEY DELIVERS

Using the form of a four-quadrant scorecard, MICHAEL GRASLEY, president of Shell Chemical Company, recently presented his yearly Shell Chemical progress report to group of Shell Deer Park employees.

Grasley's April 14 "State of the Chemical Business" address at Shell Deer Park centered around a balanced "Premier Performance Vision" scorecard, the four areas of which he named Supplier of Choice, Employer of Choice, Welcome Neighbor, and Profit Leader. The goal of Grasley's vision is for Shell to become THE premier chemical company.

"Are we on track? Are we running behind? Can we deliver against our plan?" Grasley asked his audience. "Absolutely," he responded, "but business as usual isn't likely to succeed."

Grasley listed several strategies for continued change:

- **Enterprise leverage.** "Achieve world class performance from alignment, focus and reengineering our common work processes across the enterprise to bring enhanced value to the customer;"
- **World-class processes.** "Major shifts in the way we approach the business must be made. We need to reengineer to world-class performance common support systems that are better done at the enterprise level;"
- **Aligned leadership.** "We must understand and communicate the direction, be committed to success, demonstrate visible support for continued change, instill a strong sense of urgency and free employees to act;"
- **Acting together.** "Together we are responsible for

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understanding and committing to business objectives, continually improving our skills and performance, achieving results, proactively generating new ideas and constantly asking why we can't improve faster."

Grasley commented that every one percent reduction in unplanned shutdown time results in potentially \$10 million positive net income for Chemical. He challenged employees to "Keep up the great work!" at reducing unplanned shutdowns.

Performance versus competitors showed Shell Chemical as number four in operating net income and net/net. "We haven't improved in ranking but we're closing the gap from last year," he added.

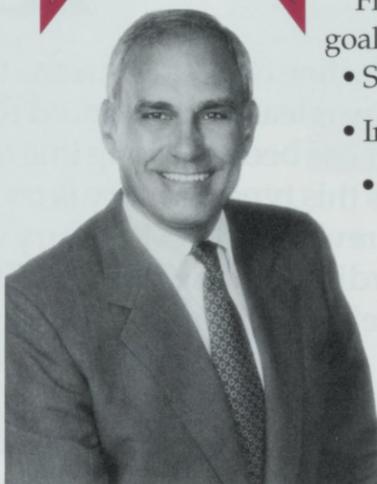
With regard to job satisfaction, Grasley referred to the 1993 Shell Chemical employee survey which showed a four percent drop in job satisfaction versus the 1991 survey. Grasley said that greater attention is needed in performance recognition and open communication.

"The only difference between Shell and others, over time, is our people," he concluded. "We need to have an atmosphere that encourages our people to grow and flourish. This is our real challenge in becoming the premier chemical company."

Finally, Grasley listed these general chemical growth goals for 1994 and beyond:

- Stream new capacity;
- Initiate new expansions;
- Internal developments (business extensions, new chemical technology);
- Opportunistic acquisitions.

(continued on page 3)



# SPILL DRILL RECEIVES KUDOS

**H**ow do you clean up 2000 barrels of crude oil spilled into a body of water? DPMC showed exactly how it's done recently in a Marine Oil Spill Drill it hosted with the Clean Channel Association.

Over 100 participants from nine companies located along the Houston ship channel joined in the simulated drill scenario which involved a fractured loading arm at DPMC's Crude Dock.

"Marine Operations immediately went into action," reports DOUG FINN, operations supervisor, Marine Operations. "KENNY HERRING, the dock person on site, quickly coordinated with the ship to shut down the flow of product. MARIO HERNANDEZ, the marine foreman, assumed command of the incident and insured that it was safe for responders to deploy boom."

The remainder of the dock crew deployed approximately 3,600 feet of reusable spill containment boom around the Crude Dock and the opening of the Shell dock slip.

"The speed of the initial response is instrumental in limiting the spill damage to the local environment," says Finn. "This responsibility rests with Marine Operations, which trains quarterly to respond in minutes to an incident of any size."

Response to the simulated spill escalated. The Emergency Operations Center was activated and Shell Marine Oil Spill Team and neighboring companies began deploying protection and collection boom at their facilities. Representatives from the U.S. Coast Guard and the Texas General Land Office were on the scene to perform and evaluate Shell's response effort, giving the Complex several accolades for its plans and performance.

The drill was coordinated to comply with the federal and state laws requiring oil companies to plan for spills to water from their facilities. DPMC ships and receives more than 95 million barrels of crude oil and finished products annually using marine transportation, ranking right behind the City of Boston in total tonnage handled. ■



## Habits hard to break at the gas pump

by Richard Hull, Engineering & Maintenance

Jackie, my wife, was at a local convenience store to purchase gasoline. As usual, Jackie turned on the pump to fill the car tank herself. However, the attendant did not see Jackie waiting, so Jackie went inside to purchase the gasoline.

Next, Jackie walked out of the store, got into her car and started for home. As she was leaving, she forgot to fill her tank and forgot to remove the gasoline nozzle from her car.

As a result, the hose ruptured and spewed about 10 gallons of gasoline onto the ground. Fortunately, Jackie remained calm. After seeing what happened, she informed the attendant who calmly shut the pump motor off. No one was hurt. The spill was cleaned up and the hose replaced.

The moral of the story is, we are all people of habit. We do not like to break them. Therefore, we must give thought to routine tasks. If not, accidents can happen. ■



## "Line of fire" revisited

"In the line of fire." It means that some part of your body lies in the path of an energy release which could result in an injury. The Prevention Awareness Team has been tracking line of fire accidents over the past few years. It appears this type of injury is on the decline.

A review of DPMC injury statistics indicate a drop of line of fire injuries, according to MAXINE JONES, Control Systems, who chairs the "In the line of fire" June campaign for the team.

- 53 percent in 1992 to 48 percent in 1993;
- from 48 percent in 1993 to 38 percent as of April of this year.

"The key to prevention is to adjust the energy release or your body position so that if energy is released, you will not be in the path," explains Jones. "So the question to ask yourself is, 'Am I in harm's way?'" ■

# GRASLEY'S VISION...

(continued from page 1)

## EMPLOYER OF CHOICE

### *Employer of Choice highlights*

- Continued strong safety performance, as demonstrated by the CMA Lammont DuPont Safety Award, NPRA distinguished Safety and Products Safety Awards to selected Shell locations;
- Improved work/family balance through liberalized leave and vacation deferral policies;
- Deployed Performance Management Process/Leadership Development Inventory;
- Strengthened staff planning process.

### *1994 plan*

- Implement new pay system;
- Deploy 9/80 work schedule;
- Continue emphasis on training and development;
- Continue to progress in equal employment opportunity.

### *Safety Performance*

- Shell Chemical improved in safety in 1993, with an actual LTI (Lost Time Injury) rate of 0.09 (excluding the Lubrizol oleum release).
- Shell Chemical's goal: to achieve a world-class recordable rate of 0.8/200 M hours by 1995. ■

## WELCOME NEIGHBOR

### *Welcome Neighbor highlights*

- Continued strong environmental performance;
- Achieved a 15 percent reduction in priority pollutants;
- Sponsored numerous community events at locations;
- Continued progress in the deployment of the Responsible Care initiative;
- Demonstrated willingness to share with the community its ability to perform (For example, DPMC's Safety and Environmental Report Card, published recently in the Community Shellegram, a quarterly newsletter distributed to area homes and businesses).

### *Key environmental goals*

- Continuous annual reduction in all wastes and releases;
- Zero marine spills and tank overflows;
- Completion of Responsible Care™ on promised schedule;
- Advocating and supporting employee community involvement.

### *1994 plan*

- Continue waste and emissions reduction;
- Progress Responsible Care™ program toward completion;
- Encourage additional community involvement in activities. ■

## PROFIT LEADER

### *Profit Highlights*

- Improved fixed costs \$85 MM versus the plan;
- Achieve a 20 percent improvement in plant reliability;
- Set production records in Base Chemicals, Detergents, Elastomers, PET, Plastics, Resins and Solvents;
- Completed acquisitions in specialty epoxies and curing agents.

### *Profit Leader goals*

- Become the net income leader of oil company chemical segments with a 12 percent ROI over the chemical cycle and a 5 percent annual revenue growth.

### *1994 plan*

- Update Shell Chemical's strategy;
- Continue productivity improvement;
- Pursue growth through acquisitions and business extensions. ■

## SUPPLIER OF CHOICE

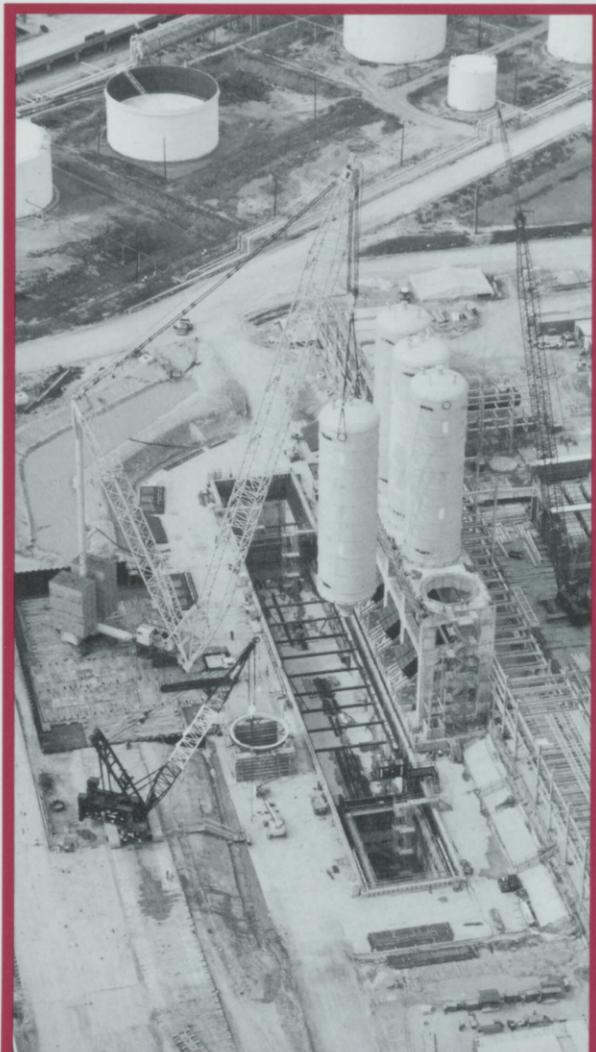
### *Supplier of Choice highlights*

- ISO 9002 registrations obtained;
- Numerous customer satisfaction awards received from customers;
- Commissioned two full-time redesign teams;
- New EO catalyst portfolio commercialized.

### *1994 plan*

- Implement reengineered order confirmation and fulfillment process;
- Continue customer satisfaction tracking;
- Benchmark Shell's capability in key technologies. ■





# Coke drums arrive at Maya Project site

The industrial skyline of DPMC changes once again with the addition of four coke drums recently erected at the Maya Project site by Major Projects in one of the Complex's biggest lifts.

Each drum is 120 feet long, 28 feet in diameter and weighs 278 tons – a record size for DPMC. All four sit on a 60-foot high concrete structure. They were set in place last month by an equally impressive crane, the largest mobile crane in the world, with a 1200 ton lifting capacity.

Fabricated in Gijon, Spain, the drums arrived at the Houston Ship Channel on the good ship "Encourager" April 29, were off-loaded onto barges, and brought to DPMC's docks where they were moved to the project site and erected by the giant crane during the first part of May, according to RUSS HERRING, manager, Engineering & Construction, Maya Project.

Later this summer the drums will be topped by a 150-foot drill rig derrick, making this one of the highest structures at DPMC.

"The heart of the Coker operation," the drums are where the reaction occurs which converts low value product to high value product, according to DAN YODER, operations manager, Coker/Hydrotreater units. Vapor from the coke drums is recovered for further processing into petroleum products such as gasoline and diesel fuel.

The drums, designed by Foster Wheeler, will contain over 1400 tons of coke when full, "a solid black substance much like coal which is sold as a fuel source," explains Yoder. The tall derrick is used to support and guide the drill rig which is used to cut coke from the drums.

The construction work force on the Coker Project is at 2,000 and is expected to peak at close to 4,000 by the end of the year, according to ART WASHBURN, construction manager, Major Projects. ■

*Impressive lift, record height*



PAYOFF—Shell Deer Park hosts a shrimp boil for the DP Olefins/Elastomers area personnel April 21 at DPMC.

## DPMC, Norco battle for World Class Challenge



In an attempt to generate some friendly competition, the folks at Deer Park OP-III challenged Norco OL-5 last year for the lowest World Class Challenge Factor, a figure based on fixed costs, facility size and ethylene production.

The prize: the loser would host a crawfish or shrimp boil for the winner's entire operating department.

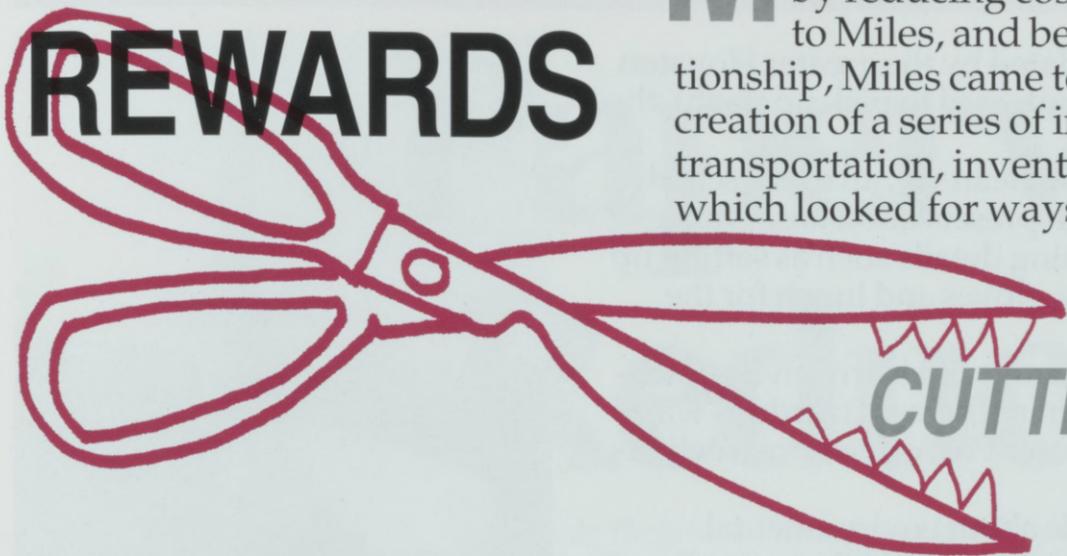
The count began at the start of 1993, with an 0.8 point spread in favor of Norco. By the end of the first quarter, the gap narrowed to about 0.25 points. By August, it was neck-and-neck. For the first time, Norco's OL-5 began to worry about how the people at DPMC liked their shrimp.

As the year continued, DPMC's decision to rebuild a furnace dampened OP III's ability to pull off the upset victory in "the challenge". Norco OL-5 won by 0.12 points. OP-III paid off its debt when JIM OVERMAN, Olefins operations manager traveled to Norco to host their crawfish boil. However, due to significant progress made at OP-III, the "real winner" was the Base Chemical Center. GERALD SYLER, Business Center manager sponsored a shrimp boil for Olefins personnel at DPMC on April 21.

"This friendly competition provided an improved business focus in the operating areas," says JAMES RHAME, Control Systems technical manager, Olefins/Solvents. "It's been the springboard for many initiatives by DPMC technical, maintenance and operating personnel to improve the overall cost performance of DPMC Olefins."

A sequel is now underway. The 1994 World Class Challenge will measure a facility's ability to make the lowest cost ethylene and butadiene. ■

# MULTIPLE REWARDS



## CUTTING SUPPLIER'S COSTS

**M**iles, a major Shell customer, was looking for a way to head off the stiff competition in the production of polycarbonate resin by reducing costs. Because Shell is a principal supplier of BPA to Miles, and because the two have a partnering business relationship, Miles came to Shell to ask for help. What followed was the creation of a series of inter-company teams – invoicing optimization, transportation, inventory reduction, and quality assurance testing – which looked for ways to streamline procedures on both ends.

One of those teams, the quality assurance testing team, discovered a gold mine of cost-cutting measures that appealed to both sides, resulting not only in lowering costs, but improving quality and delivery time.

"The first thing we did was define how we do things now," says STEVE MATZA, Quality Assurance Lab. "People had never really done that and these procedures had been in force for years."

"When we sat down with them [Miles], we realized the great potential for cost cutting," adds CESAR CASTRO, another member of the QA testing team.

Not only was there a lot of testing going on, much of it was duplicate testing, according to Matza. The team demonstrated to Miles the staffing reduction and time savings that could result from the elimination of some of the

tests, ones that were either duplications or that held very little value for either company.

Over six months have passed since the Quality Assurance changes went into effect. Lot testing of finished BPA product in the central lab was reduced by 90 percent while improving customer satisfaction by reducing delivery time, according to Matza.

One interesting side effect of the cost cutting has been increased communication. According to Matza, "We have about the closest relationship you can have to a joint venture without being a joint venture; and it's by necessity."

Another is ownership on the operations level. Matza says the lab now relies on the operating personnel to take ownership of the products, start to finish.

Also, the data is presented differently. "It's

gone from performance versus spec to performance versus target – a much tighter constraint. And it's improved the product quality even more."

Finally, Matza views the changes as "the breaking down of old barriers of conventional wisdom" in analyzing data.

"What made this work was the trust Miles places in Shell to deliver a high quality, consistent product," says Castro. "Without that trust, these changes would never have left the drawing board."

Besides Matza and Castro, both process chemists, the other member of the QA testing team was RANDY FASKE, process Engineer, no longer at this Shell location).

BPA is the major raw material in the production of polycarbonate resin, making up 90 percent of the finished resin. ■

## NEWS AROUND SHELL...SCHOLARSHIPS...CHARGED UP CARRIERS...

### ✓ DPMC CHILDREN AWARDED SCHOLARSHIPS

Three sons of Shell Deer Park employees have been awarded scholarships in the 1994 Shell Oil scholarship program.

Recipients are: MICHAEL BALDAUF, son of GARY BALDAUF, Press Equipment/West; MATTHEW T. BROWN, son of KENNETH BROWN, Jr., Logistics & Utilities; and CLINTON E. LEYSATH, son of L.E. LEYSATH, Projects and Services/Engineering.

A total of 50 college scholarships are awarded by the Shell Oil Company Foundation to children of employees, pensioners and deceased employees of Shell Companies. Each scholarship is a four-year award ranging from \$1,000 to \$4,000 a year. This is the 26th year of the program.

### ✓ EVEREADY CHARGED DURING TOUR

Eveready Battery Company of Red Oak, Iowa awarded the Star Supplier award to Shell Deer Park.

The award was presented during Eveready's recent information sharing excursion and tour

of DPMC's wax plant.

The Star Supplier award represents excellence in quality, on-time deliveries and problem-free communications with the Lubes Customer Service representative. Refinery Superintendent JIM NICHOLS accepted the award for Shell. The microcrystalline waxes Shellmax 400 and Shellmax 500 are manufactured at DPMC. Eveready receives common carrier truckloads of them several times each year, using the wax to seal the six 1.5 volt components of their 9 volt batteries, which prevents oxygen from entering and sealing moisture in.

### ✓ CARRIER AWARD PRESENTED

Mission Petroleum Carriers has won both the Shell Deer Park Lubricants and Shell Deer Park Chemical "Carrier of the Year" awards for 1993. This makes the fourth year in Chemical and the fifth consecutive year in Lubricants that Mission has received this honor.

Each year, based on their overall performance, carriers are recognized as DPMC "Carrier of the Year". Carriers are evaluated in these categories: equipment availability, responsiveness, safety, quality process, training and proactiveness.

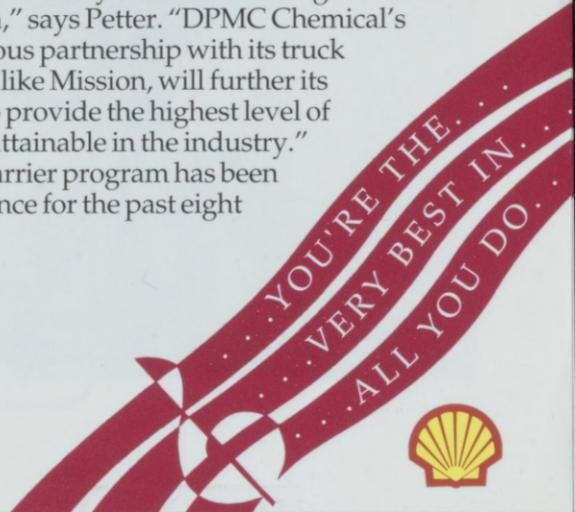
Plaques commemorating these accomplishments were presented to Mission President ARCH KELLY by BEVERLY REYNOLDS,

DPMC Lubricants Customer Services Representative; BOB SHULTZ, manager, Lubricants; ANDY KING, manager, Distribution/Customer Service; and NELLWYN PETTER, supervisor, Distribution/

"The Carrier of the Year award is an integral part of one of Lubricants' 'critical success factors,' says Shultz. "The Supplier Involvement Success Factor can impact Shell's lubricants business's bottom line in a very positive way. Mission's effort as a quality supplier of delivery services has translated into happy customers and increased business for Shell Deer Park."

"Mission's premier performance allows Shell to remain a preferred supplier of chemical products to many customers throughout North America," says Petter. "DPMC Chemical's continuous partnership with its truck carriers, like Mission, will further its desire to provide the highest level of service attainable in the industry."

The carrier program has been in existence for the past eight years.



# READY, SET, CLEAN UP!

San Jacinto Battleground never had it so good. Inundated by the greater Houston area's environmentally conscious (they actually volunteered to pick up trash), the park was the scene of a major clean-up April 23.

Shell Deer Park volunteers were a major force in the clean-up, an event scheduled on the weekend of Earth Day, a nationwide earth preservation observance. Shell volunteers organized the clean-up effort, planning details such as setting up teams of cleaning crews and arranging for trash bags, gloves and lunch for the thousands that showed up to work.

DPMC volunteers set up a game booth where players could learn environmental tips. Another group described DPMC's progress in reducing hazardous waste and air emissions. A Shell Deer Park sponsored Explorer Post offered instructions on how to build a "Compost Corral".

"Our clean-up day was meant to educate the public about environmental awareness and recycling, and to let people know how they can do their part," says MAUREEN HALLER, Health/Safety/Environmental. ■



## RESULTS ARE IN ON

# Paperwork Reduction

*Editor's Note: The following message from Complex Manager STEVE REEVES was sent via PROFS to all employees earlier this year. We thought it was worth repeating here.*

**L**ast year, Shell Deer Park was a key participant in the Products and Administration Paper Work Reduction Program. Thanks to employee commitment and a desire to reduce unnecessary paperwork, DPMC yielded some impressive results.

"The dollar savings alone do not reflect the more significant increase in productivity associated with paperwork reduction," says STEVE REEVES, Complex manager. "As a result of this program, we will also take further steps to reduce paperwork and increase productivity."

AMOUNT OF PAPER SAVED	EST. COST SAVINGS
*Through reproduction frequency or number of recipients 637,905 pages	\$15,948
* Through converting paper to electronic media (PROFS/RMDS) 5,758,786 pages	\$143,970
<b>Total</b> 6,396,701 pages	<b>\$159,918</b>

\* Results are based on an annual period.

### Future steps toward paperwork reduction

- **Junk Mail.** DPMC will continue the pink slip process to get assistance from the Mail Center in stopping unwanted mail delivery;
- **Home Mailings.** Due to significant mail costs, home mailings will require SMT member approval in order to utilize existing Complex communication tools where possible. (See Complex Order SV-3 for more information);
- **Hard Copy Distributions.** Efforts will be made to ensure that all employees have access to PROFS to further move toward electronic media;
- **Complex Orders.** A project is underway to convert all Complex Orders to electronic media. This will not only reduce redundant paperwork, but will ensure that

people have access to the most current version of DPMC policies and procedures;

- **Road Closings.** Engineering Order E-12 will be updated to reflect the following changes: -Verbal concurrence with affected area managers for approval; -PROFS note to affected areas only, with a copy to Security, Safety and Major Projects;
- **Bulletin Boards.** Bulletin boards are now limited to one per floor per building. See Complex Order SV-3 for further information;
- **Meeting Documents/ Reports.** Documents excess copies;
- **Information Sharing.** Use SAM and PROFS for SCORA bulletins, death/retirement notices, near misses, etc. All paper-based information should be copied on both sides of the sheet. ■

## Households turn out for collection day with heaps of trash

Area collection centers accepted 264,254 pounds of paint, motor oil and other household materials for recycling and other disposal methods last month during Household Hazardous Materials Collection Day 1994, a dramatic increase over last year's event.

Now in its seventh year, Household Hazardous Materials Collection Day is sponsored by local industries including Shell Deer Park in order to help reduce waste and meet the growing need to dispose of used household items. Timing of the event coincides with Earth Day, a national day set aside to celebrate a clean planet earth.

A total of 1,922 automobiles representing 2,094 households took advantage of collection centers in Deer Park, Pasadena, Clear Lake, Baytown and east Houston communities April 16. Collections are up 63 percent over last year. A total of 614,254 pounds have been collected since 1987, when the program began.

Deer Park collected 21,360 pounds of paint, motor oil, antifreeze, pesticides, herbicides, auto batteries and other waste; North Channel 64,260 pounds; Baytown 82,114 pounds and the Bay Area 96,520 pounds. Materials not recycled were incinerated, or properly disposed of in landfills.

Sponsors of this year's Household Hazardous Materials Collection Day included some 85 members of the East Harris County Manufacturing Association (ECHMA), area cities and Local Emergency Planning Committees (LEPCs), as well as environmental service companies. ■



## MILESTONES

### SERVICE ANNIVERSARIES

#### 30 YEARS

J.D. JOHNSON  
South Administration  
T.A. WANDSTRAT  
Process Engineering

#### 25 YEARS

R.W. CHEPULIS  
BPA  
W.P. CHARLES  
Electrical  
P.K. COLE  
Economics & Sched.



H.F. GORDON  
BPA Manufacturing  
(above, March)  
C.W. ROBERTS  
Control Systems  
T.A. ROBERTS  
Pressure Equipment  
J.C. SORENSEN  
Resins Maintenance

#### 20 YEARS

J.T. CAMERON  
Project Engineering

F. CHAVEZ  
East Instrumentation

C.G. CLANTON  
East Maintenance

W.L. CLARK  
Turnaround Planning

A. GOMEZ  
Central Maintenance

T. LAWRENCE  
Dispatching

T.H. SIMS  
Project Engineering

T.C. WASHINGTON  
Central Maintenance

G.O. WHITEMON  
Dispatching

S.W. WILSON  
Pressure Equipment

#### 15 YEARS

K.A. BROUSSARD  
Lube Manufacturing

J.M. DIAZ  
Distilling

K.R. FITZGERALD  
Dist./Cust. Service

D.A. JACKSON  
Aromatics

M.A. MARTIN  
Hydroprocessing

R.M. PIERCE  
Central Maintenance

L.R. COWARD  
Business Services

#### 10 YEARS

W.O. ADAMS, III  
Control Systems

R.T. HAYDOCK  
Distilling

R.E. LUSK  
Phenol Acetone

E. MORALES  
Phenol Acetone

S. ORGERON  
Hydroprocessing

R.G. PARRISH  
Aromatics

M.J. PRITCHARD  
Hydroprocessing

W.M. REID  
Cat Crack./Gas

G.J. SANCHEZ  
Solvents/Distrib.

T.J. SWEARINGEN  
Maintenance Planning

### DPMC WELCOMES

C.E. GARCIA  
Control Systems

D.R. WYMORE  
Business Services

### RETIREMENTS

L.D. BRUNNER  
Utilities Production  
(April)

C.L. CARGILL  
Engineering/Maint.  
(April)

R.P. HERNANDEZ  
Engineering/Maintenance  
(April)

### MEMORIAM

Joe Tesoro, retiree  
died May 11  
in Houston, TX

## SCORANOTES

### Family picnic

Scora's family picnic is set for 11:30-6, Sept. 17 at the Rotary Pavillion, 14350 Wallisville Rd. It's all-you-can-eat barbecue, door prizes, free popcorn, snow cones, cash bingo, free drink and balloons. Members free, adult guests \$8, children guests \$5, guests under 3, free.

## CLASSIFIEDS

**FOR SALE:** 5 people portable Morgan Spa. Brown marble tub with redwood case. Heats up to over 110 degrees F. 220 wiring. We will drain, pick up. \$800 cash. Contact DAVID NORRIS at 477-8653. Leave message if no answer.

**HOUSE FOR SALE:** Deer Park Erin Glen. 1/2 block from site of new Deer Park golf course. 4/2-1/2/2 attached. Three large bedrooms, gameroom and bath upstairs. Master bedroom downstairs. Large master bath has oversized tub and glass enclosed shower. Very big kitchen with high ceiling, island and plant ledge. Fireplace, large covered deck, two storage buildings. Must sell soon. \$115,000 neg. Contact P.W. WIGGIN at 479-5379.

**FOR SALE:** 1993 Chevrolet Cavalier Z24. 3.1 V6. All power. Air, auto, sport package, remote alarm. Maple red. Only 9,000 miles. Moving. Must sell. Paid \$15,300. Will sell for \$12,000 neg. Contact P.W. WIGGIN at 479-5379.

**FOR SALE:** 1993 Ford Ranger Super Cab pick-up. Caymen green. Stick, power, XLT interior, tool box, remote alarm. Paid \$16,000. Will sell for \$13,000 neg. Moving. Must sell. Contact P.W. WIGGIN at 479-5379.  
**FOR SALE:** Six cemetery lots. South Memorial Park—Resurrection Cemetery (perpetual care). Lots can be divided. Contact BUTCH SULLENDER by PROFS RES29.



Editors Note: DPMC supports these initiatives: Responsible Care, through the Chemical Manufacturers 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.

### CHECK OUT YOUR NEW LIBRARY.

To access, type "RMDS (Space) LIBRARY", then look for more information in the next issue of the Shellegram.

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

# SHELLEGRAM

**Deer Park Manufacturing Complex**  
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