

Shellgram

93:4

DEER PARK MANUFACTURING COMPLEX

Step one in the Maintenance Effectiveness Process

PERMAC: a new system rolls out for tracking and completing maintenance

During the mid 1980s a Business Information Plan was developed for the Manufacturing segment of Shell's business. A part of that plan focused on the need for an information system to manage equipment maintenance. The search ended with PERMAC (Plant Engineering Resource Management and Control), a software package supplied to Shell by Electronic Data Systems.

Because the scope of applications envisioned for PERMAC was broad, implementation was divided into several phases, the first of which is designed to deliver an integrated system for maintenance work activity, equipment management and materials/inventory management. DPMC, Martinez and Wood River are currently in phase A of PERMAC implementation.

Through PERMAC work is defined precisely, providing clarity and consistency from one work area to the next.

"PERMAC forms a centerpiece for integrating maintenance and engineering and helps integrate materials management. It's got a lot of features that we hoped to get with MUTS but didn't. We almost needed to go through MUTS to learn what we needed in terms of a computerized planning system," says DAN DALEY, manager, Maintenance Effectiveness. Who will come into contact with PERMAC? Operations and maintenance forces will be affected the most—foremen, craftsmen, and maintenance supervisors. It will become their basic tool for defining work scope and running maintenance, replacing MUTS, IMPAC and EPIC.

As PERMAC is implemented here it will be adapted to the workplace using the Maintenance Effectiveness Process, an activity in which all the steps needed to perform maintenance are analyzed and organized. From the initial identification of work through planning, scheduling and execution, all the individual steps will be studied and the best way of performing those steps will be selected.

"A summary of those steps will be integrated with PERMAC so the way we do things in the field fits with the way we track

those things in the computer," says Daley. "PERMAC is really a support tool in the Maintenance Effectiveness Process that's being kicked off here," explains CHRIS MORISETTE, PERMAC implementation team leader. "Maintenance Effectiveness is really the big story. There will be lots of programs rolling out over the next year and they start with PERMAC. Once we do our basic mainte-

nance correctly and manage it based on valid information systems, everything else downstream will follow."

starting with PERMAC, is going to tell them how and give them assistance along the way." Using the system should be no more difficult than using PROFS, according to Morisette.

"It's easy to fill out, just not obvious how to fill it out correctly. We're building an RMDS directory to communicate to the Complex about PERMAC and will have some sessions for people who want to get a taste for PERMAC prior to training."

KEN YIELDING, PERMAC Training Coordinator, who is responsible for scheduling training throughout the Complex, views PERMAC as being a "lot better system than MUTS."

"MUTS is slow. PERMAC has a real good response time and has the capability to store a lot of information and get that information back out easily. I'm on the operation side so it means a lot to me in terms of finding out any problems any equipment has been having."

"It's going to be a great improvement," says WAYNE WESTBROOK, PERMAC maintenance representative, who has been involved in the design and implementation of PERMAC, including making modifications to the system for its applications at other Shell locations.

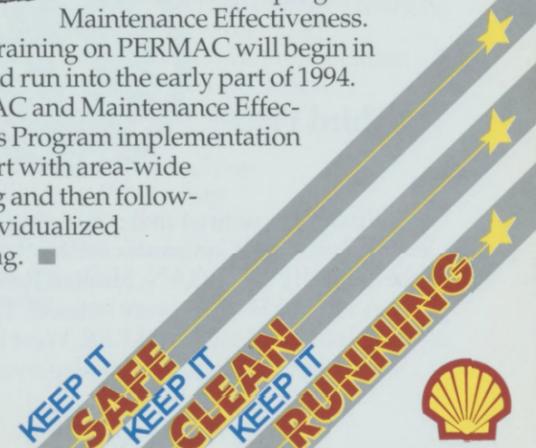
Other locations using PERMAC are already seeing some benefits, according to Westbrook. He adds that Deer Park's implementation will take longer to execute due to the size of the program here and the way PERMAC is being tied to a broader program of Maintenance Effectiveness.

Training on PERMAC will begin in May and run into the early part of 1994. PERMAC and Maintenance Effectiveness Program implementation will start with area-wide training and then follow-up individualized coaching. ■



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"Put simply, the Maintenance Process gives you the manual steps you follow to accomplish maintenance work and PERMAC is the system that helps to automate that process," explains Daley. "A lot of people have been looking for guidance—how they can best do their job and know they have done it right. The Maintenance Effectiveness Process,



WALK THE TALK TOGETHER TOWARD WORLD-CLASS PERFORMANCE

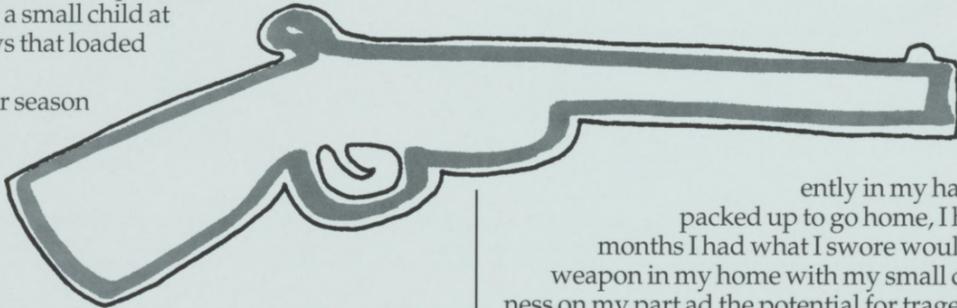
Loaded gun surprises deer hunter

by Larry Kelley, Logistics/Dispatching

I had always prided myself in my attention to gun safety. I never brought a loaded weapon into my home. After all, I have a small child at home and everyone knows that loaded guns and children don't mix.

About six months after deer season a couple years ago, I noticed that one of my rifles was not in the gun cabinet. This was not unusual since I have stored guns in gun cases before. The case was stored out of sight and away from easy access of little curious children, so I still did not think much about it.

I decided to remove the gun and get it back on display. As is my custom, as soon as I took the gun out of the case I checked it to make sure that it was not loaded—just another good habit I had formed over the



years—like making sure that I never had a loaded weapon in my home. What a shock it was to find a live round in the chamber. Apparently in my haste to get back to camp and get packed up to go home, I had not unloaded the gun. For six months I had what I swore would never happen to me—a loaded weapon in my home with my small child. One moment of carelessness on my part and the potential for tragedy was there. Don't let it happen to you.

Editor's Note: This story was selected from the Family S.A.F.E. Team Safety Storybook files listed on RMDS. Consult RMDS to read or input your own story.

Family Safety Slogan Contest: more chills on safety



Winners—Members of the MATULA family are one of three Safety Slogan Contest winners for the first quarter, with the slogan "Don't let safety go south for the winter!" The slogan contest is sponsored by the Family S.A.F.E. Team. Pictured are (l-r) NICHOLAS, SEAN, PAM and MYRON (LO-III). Other winners are the families of HOLLY BLACKWELL, Lube Logistics, with the slogan, "Take the chill out of safety!"; and BRAD KRUELSKIE, Process Engineering—Hydroprocessing/Aromatics, with "Let's put injuries on ice!"

Training S.A.F.E. Team has new logo

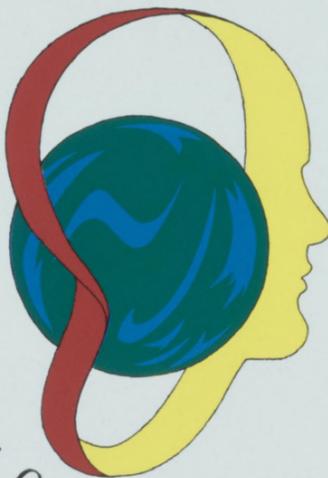
SAFETY



Second
Place



Third Place



First Place

First place winner in the Training S.A.F.E. Team's Logo Contest was VERN BURNETT, Control Systems/ Communications. Second place went to W. BENNETT, Resins BPA, and third place to BENJY MORGAN, Human Resources.

A total of 51 logos were entered. The team thanks each and every individual who entered the contest," says CHARLA BAKER, West Lubes. "All of the logos were well done."

The winning logo will be displayed in upcoming training materials.

Healthspots

Learn how to jump-start a heart

by the Health S.A.F.E. Team.

Do you know CPR? Do you want to learn how to administer it? What level of CPR do you want to learn?

Want to know where to go to learn it?

CPR instruction is available for a nominal fee from several community resources throughout the Pasadena, Deer Park, La Porte, Baytown and Houston areas.

The cost of classes will vary according to the provider fees and these levels of instruction:

- CPR Adult—teaches rescue breathing, airway obstruction techniques and CPR for the adult victim;
- CPR Infant/Child—covers same information as adult but specific to children from infants to eight years of age;
- CPR Community—teaches the same skills for all ages, infant through adult;
- CPR/BLS for the Professional Rescuer—designed for individuals who are in emergency response positions on a daily basis (Emergency Medical Service personnel, nurses, doctors, lifeguards, police).

Local providers of CPR classes are: American Red Cross, 526-8300; American Heart Association, 797-9272; and San Jacinto College, 476-1838. Call them for information on registration.



A BETTER VIEW—Eyeglasses benefit the needy through Deer Park and La Porte Lions Clubs, and Shell Deer Park volunteers get into the act. A total of 310 pairs of glasses were collected at the Complex. Collectors include (l-r) Don Robinson, Carol Mitchell, Major Projects; Melba Hall, SERVE; Charlie Weaver, Shell retiree; Gary Groda, Lions Club; Charlotte Rau, Lions Club; B.J. Fones, SERVE; David Harris, BPA-4; and Dennis Winkler, Community Relations.



(FROM LEFT) Ron McCutchen, DPMC, Distribution/Customer Service; Ronnie Bufford, SGS; Steve Adcock, SGS; Larry Hodson, Saybolt; David Koetter, Saybolt; and Andrea Hodge, DPMC, Marine Services

Marine Services awards Outside Inspection Company of the Year

Marine Services awarded Saybolt, Inc. "Outside Inspection Company of the Year" for 1992 during the third annual Outside Inspectors Awards Presentation held Feb. 26.

Competing for the title were Saybolt, SGS, Caleb Brett, Comtrol, and Glen Hill, who underwent a rigorous series of audits during the past year where field skills and safety awareness were evaluated.

"Saybolt made dramatic improvements in 1992," says ANDREA HODGE, supervisor, Marine Services, "moving from fourth to first

place." Individual awards for Outside Inspector of the Year were given to LARRY HODSON, Saybolt; and RONNIE BUFFORD, SGS Control Services; Quality and Excellence went to STEVE ADCOCK, SGS.

"Mr. Adcock's emphasis on excellence succeeded in raising the standards of the entire evaluation program," adds Hodge. "In tracking performance in the area of custody transfers, Marine Services is able to insure accurate and safe inspections of our cargos across the docks."

Complex receives Lube Location of the Year

Deer Park Lubricants received the 1992 Lubricants Location of the Year award at a presentation made at the Commercial Products meeting in Scottsdale, Arizona Feb. 9.

The award, received also by the Willbridge, Oregon plant, goes to the manufacturing or distribution location who has best accomplished various performance indicators during the year. Each location was judged on HS&E performance, unit reliability, customer service, cost control and workforce excellence.

Others competing were lubricants locations at Carson, California; Martinez, California; Woodriver, Illinois; Metairie, Louisiana; and Sewaren, New Jersey.

Says BOB SHULTZ, Lubricants, "Deer

Park had an excellent year in all of the performance factors as a result of some hard work by all of our employees. A number of teams worked specifically on various components of performance, and all employees did an excellent job. We set exceptionally good records in safety—notably better than our competitors in the industry."

Production records were set for the combination of MVI, HVI and wax products. Reliability, the measure of how many days and at what rate of flow through the unit, was significantly higher than in the past, according to LEE KUNKEL, Lubes Customer Service

Deer Park Lubricants also won the award in 1990.

Welders, CIPX Maintenance employee are quality champions

Among Shell Chemical's company-wide 1992 Champions of Quality competition were two DPMC winners, Olefins Welders Team and DAVID ADAMS of the Crude Isoprene Unit.

The Champions of Quality Award symbolizes the highest achievement in quality performance at Shell Chemical Co., and represents examples of individuals and teams putting quality principles and concepts into practice in their daily jobs.

The Olefins Welders Team members are Johnnie BRECHEEN, Paul ERICKSON, Walley HALLUM, Len SIMMONS, all welders, and Kenney MOORE, Sr. Safety Inspector. The team developed procedures and tools to perform critical, difficult welding operations in the Olefins Unit.

Welds are predominantly of high alloy materials associated with furnace operations. They are subjected to very high temperatures and high temperature cycles and work in tight quarters. Nature of welds require much tighter quality control. Acceptable industry experience for weld quality is a reject rate of 5-10%, the higher end of the range for high alloy type welds.

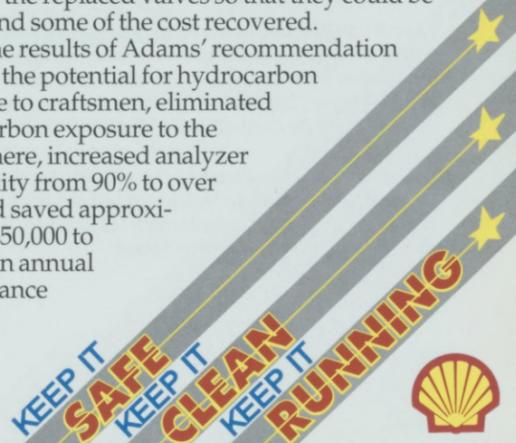
DPMC Olefins welders systematically reduced their reject rate from 1.1% in 1989 to 0.3% in 1991. The achievement is attributed to team work, consistency on conformance to weld procedures, fit-up techniques, systematic elimination of defect causes and dedication to continuous reduction and productivity, safety, reliability and quality.

David Adams, Systems Craftsman at the Isoprene Concentration Unit, took the initiative to identify the root cause of analyzer failures, eliminate those failures at CIPX and recommend a viable and permanent solution to the problem.

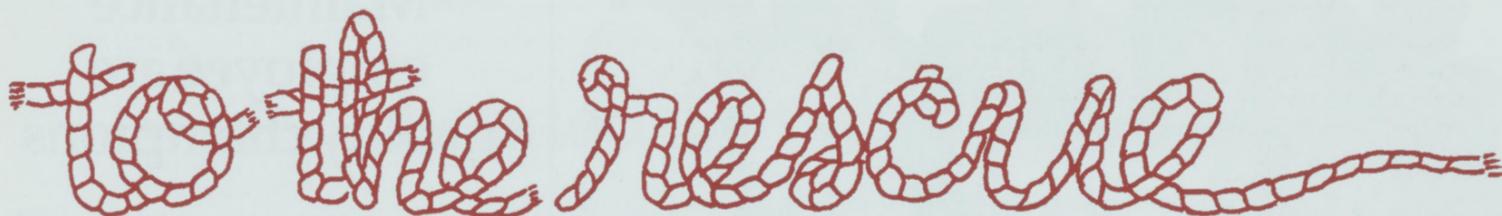
Adams correlated problems between the sample valves and other column valves in the analyzers. He found that the actuator vents can allow a leaking sample valve to leak process through the vent to the other valves, the end result being failure of all of those valves, which required a total replacement.

Adams recommended that the analyzer vents be retubed to prevent leaks from affecting more than one valve, and he drew sketches to facilitate the work that needed to be done. He also worked with the lab to find a solution to assist in cleaning the replaced valves so that they could be rebuilt and some of the cost recovered.

The results of Adams' recommendation reduced the potential for hydrocarbon exposure to craftsmen, eliminated hydrocarbon exposure to the atmosphere, increased analyzer availability from 90% to over 99%, and saved approximately \$50,000 to \$75,000 in annual maintenance costs. ■



SMART Rescue Team at practice



(Above top) The patient has been packaged in a stokes basket, placed on hand rail and loaded on to lowering system in preparation for a "vertical lower" which took place approximately 120 feet above grade on the west side of H8620 West Boiler at the Central Power Station.

(Above bottom) Here the patient is being lowered to ground level on a main line and a backup safety line while being tagged out away from obstacles with the use of tag lines attached to the foot of the stokes basket.

(Above top) Members of the Houston Fire Dept Rescue Team 23 trains with Shell Rescue Team to perfect their skills at high angle rappelling. They're the guys in the white hats.

(Above bottom) Notice the two lines. As in all training exercises, a main line and a safety line are attached to the patient. The main line is controlled by the rescuers to control speed of decent. The safety line is operated by a rescue team member from above. Tensile strength of the ropes is 9,200 pounds.

In a particularly difficult training scenario, SMART Rescue Team members, together with Houston Fire Department Rescue 23, performed mock above-grade rescues earlier this year. The training session is one of several DPMC schedules throughout the year to keep team members in top performance for the real thing.

The "patient" in the team's scenarios was located on "I beams" approximately 140 feet from the ground at the Central Power Station. The team simulated spinal injuries which required spinal mobilization and two separate "lowers," according to BILLY KELLY, team member.

"Once a patient has been medically stabilized, it reduces the need for speedier extrication," explains Kelly. "Normal extrication takes about 45 minutes from patient contact to when he reaches the ground and a medical crew takes over."

The DPMC SMART Rescue Team is a top performer. They have received two consecutive superior ratings at annual outside performance evaluations and are called upon by surrounding communities to provide municipal fire department rescue teams with training and updates on rescue techniques. Members put in many hours making sure they're capable of their best.

Maneuvers like those at the CPS are vital to the team's ability to provide successful rescues. Training under different conditions is vital, insist the team members.

"The team is looking for different process units to train in," says Kelly. "The more diverse the structures, the more proficient we'll be at savings lives."

KENNY MOORE, team coordinator would also like the team to be involved in more training situations. "We need more drills, more hands-on, different competitions. Those kinds of drills are the best training I've been to because it puts you in a real situation except that it's controlled and no one is hurt."

Kelly says there's a great need for more process managers to come forward to offer their units as training grounds so the team can gain that varied experience.

"We wouldn't be as proficient as we are now if it weren't for process managers like TONY MAGGIORE and AXEL MUZERIE, who have agreed to let us practice on their units. We owe them special thanks."

Kelly invites process managers interested in providing the team with future training sites to call the team's coordinator KENNY MOORE, Health & Safety Dept., X6-7102.

Graduate issue set for July *Shellegram*

The *Shellegram* once again is making plans to honor graduating sons and daughters of Deer Park Complex employees and retirees. The annual Graduates Issue will be published in July and will include graduating employees and their spouses.

Please print graduates' name clearly on a separate piece of paper and apply to back of photo. Do not write on back of photo. Send or

deliver the graduate's photograph (head-and-shoulders portrait, if possible) along with the completed form by:

- Mailing to the *Shellegram* office, P.O. Box 100, Deer Park, Texas 77536;
- Sending through inter-office mail to *Shellegram*, North Administration Building, Room 247;
- Hand-delivering to North Administra-

tion Building, Room 238A. (Drop in wall tray by door).

The deadline for submitting photographs and forms is Tuesday, June 1. Photographs and complimentary copies of the Graduates Issue will be mailed to the employee/parent's address listed on the form provided below.

TYPE OR PRINT CLEARLY

Graduate's Name _____
 son/daughter _____ spouse _____ self _____

Employee/Parent's Name _____
 Department _____ Work Extension _____

Graduating From (Check one) High School _____ College _____

Name of school _____
 Location of school (city,state) _____

Degree _____ Major _____

Employee/Parent's Address _____
 (city,state,zip)

Home Phone _____

Attach photo of graduate with name on back. • Final deadline for submission is June 1

Residents drop off household hazardous trash

Thousands of Harris County residents dropped off their empty bottles of drain cleaner, motor oil, floor polish, and tons of other household hazardous materials earlier this month at collection sites set up by local industries.

Household Hazardous Materials Collection Day 1993 accommodates the growing need for collection sites that properly dispose of these items. It also honors Earth Day, a day of environmental awareness, held nationwide each year.

Residents dropped off their hazardous trash at sites set up in Deer Park and Houston. The event was the sixth collection day held.

Shell Deer Park is a sponsor of the event through its participation in Deer Park Local Emergency Planning Committee (LEPC) and East Harris County Manufacturers Association.

Other sponsors were: Bay Area, North Channel/Highlands LEPCs, Rollins Environmental Services (Texas), University of Houston-Clear Lake, The GNI Group, Browning-Ferris Industries, Chemical Waste Management, USPCI, Laidlaw Environmental Service, Van Waters and Rogers, IT Corp., Waste Management, Bealine Services, Environmental Transportation Services, Law Environmental, Select Environmental, Western Waste Industries, and Westinghouse Environmental Systems and Services Divisions.

SCORANOTES

Shrimp & crawfish

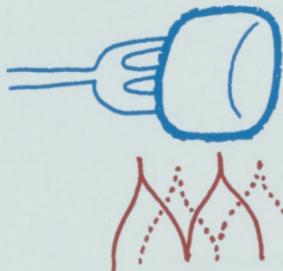


Get your fill of shrimp and crawfish during the boil, July 17 at a new location—Rotary Club Pavillion, 14350

Wallisville Rd. in Houston.

Serving time is 1-4 p.m. Bring your own drinks. Members \$6, nonmembers \$10, children under 10 years \$3. Deadline to buy tickets is July 14. No tickets will be sold at the door.

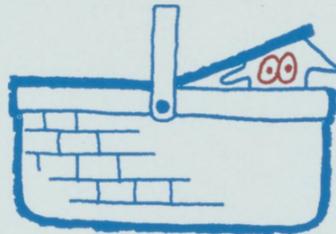
Memorial camping



The Memorial Day campout will be held May 28-May 31, at Crockett Family Resort on Houston County Lake. Twenty sites are available. \$12 deposit, \$12 per night. No reserva-

tions by phone and you must pay a deposit to reserve site. No refunds after May 21.

Family picnic



Pavillion.

Watch for more information about the SCORA Family Picnic. This year's date is Aug. 28 at a new location, Rotary Club

Tickets, discounts



Don't forget. Discount tickets for Astroworld, Waterworld

and various movie theaters around town are available through your friendly SCORA ticket office. For more information call SCORA Hotline 246-6975.

KEEP IT SAFE KEEP IT CLEAN KEEP IT RUNNING



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M.L. CAMPBELL
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J. COLLINS
Alky/Thermal
B.M. HAIRGROVE
Lube Manufacturing
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Olefins Maint.
I.N. McFARLAND
Olefins Maint.
E.I. REIMERS
Olefins Maint.
J.R. WALKER
BD/HT/IP

Letters to the Editor

Arnold passed away

William French Arnold, 85, passed away July 15. He had been retired since 1966, and enjoyed his garden, AARP activities and (his pride and joy) his Sunday school class of men at First Baptist Church in Conroe. He and I were to celebrate our 58th wedding anniversary in October.

NONA ARNOLD

CLASSIFIEDS

FOR SALE: Lake Livingston, Westwood Shores, waterview lot, full country club membership, excellent security. Sacrifice \$6,500. Contact T.F. JASEK, 409/687-4081

SERVE renovates gym for community groups

The Old Salvation Army gym has a new look since SERVE (Shell Employees and Retirees Volunteerism Effort) spent the day making it ready for area youth, senior citizens and civic organizations.

SERVE members, with their friends and family, gathered early one May morning to perform a full day of tasks—painting, installing ceiling tile, washing windows, carpentry, electrical work, plumbing, landscaping and anything else necessary to spruce up the gym at South Shaver and Highway 225.

SERVE also assisted in a fund-raising walk-a-thon to raise money to keep the gym functioning as a neighborhood center. The Salvation Army opened the renovated gym May 3.

WALK THE TALK TOGETHER TOWARD WORLD-CLASS PERFORMANCE

Shellegram

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Alayne Merenstein



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