

Shellgram

89:6

DEER PARK MANUFACTURING COMPLEX

DPMC ethylene, benzene record cited as 1988 accomplishment

Richardson, Miller, deliver state of chemical, oil business addresses

Richardson looks at 1988 and strategies for change

Richardson listed an excellent safety and environmental performance, a record operational net income of \$672 million, and a record net income of \$553 million in his 1988 chemical product highlights. Shell's Chemical objectives are to "improve its position among the leaders in health, safety, environmental and quality performance."

Shell Chemical's mission is "to be the leading oil company/chemical company while profitably growing with our customers in advantage, and building on the skills of our people, feedstock and technology while running bulk commodity businesses for cash and relative stability," said Richardson.

Chemical's business achievements in Base Chemicals have been a record net income of \$385 million achieving a world's single unit record of ethylene at OP-3 (Deer Park).

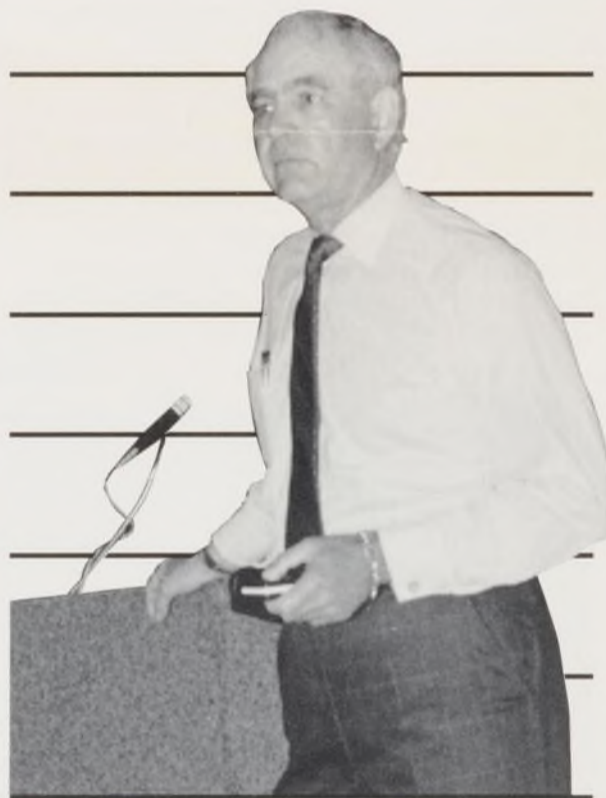
He also reported four million safe work hours for the Saudi venture, customer complaints down by 30 percent in resins, receiving the GM Mark of Excellence and logging one million safe work hours in elastomers.

Shell's Chemical objectives: Improve position in health, safety, environmental & quality performance.

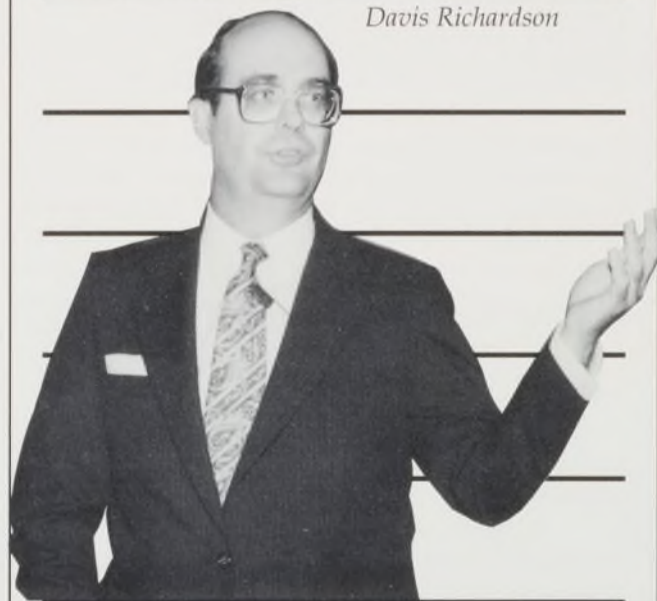
Richardson's growth strategies for existing advantaged businesses in the performance and product systems category included "aggressive applications development for existing and related new products, searching for closely related downstream opportunities, and using strategic alliances and acquisitions." In the niche commodities category, he listed "continued commitment to process technology leadership, market expansion and pricing to enhance favorable market structures, and using strategic alli-

(See 'Richardson' on Page 2)

DAVIS RICHARDSON, vice-president of Chemicals, and STEVE MILLER, vice president of Refining and Marketing, reported on Shell's 1988 performance and goals in their respective "State of the Business" addresses before DPMC managers and professional staff last month. Richardson delivered a presentation on the Chemical Business at Brady's Landing in Houston on May 11. Miller addressed the oil business at Deer Park Municipal Courts Auditorium on May 15.



Davis Richardson



Steve Miller

Miller looks at 1988 and challenges for the future

Refining and Marketing's 1988 performance showed a record net income in oil products of \$519 million and \$385 million in Base Chemicals, safety performance significantly better than the industry average but not as good as industry leader Conoco, and environmental performance improving for the most part.

Miller minced no words with regards to Shell's triumphs, shortfalls and requirements in his presentation, applauding Shell's net income, and indicating major challenges for 1989 in safety performance, fixed and variable cost reduction, process unit reliability, and capital and non-capital requirements in manufacturing and marketing.

Among the 10 major oil companies, Shell's 1988 Oil Products net income exceeded Mobil, Arco, Conoco, Phillips and Sun, but were trailed by Chevron, Texaco, Exxon and Amoco. However, Miller also said it was important to consider that Shell experienced an average income over the last 11 years higher than any of its competitors.

By segments, Shell's net income looked this way: \$519 million for oil products, \$385 million for Base Chemicals, \$168 for the Chemical Division, and \$403 million for E&P. Refining and Marketing contributed about 60 percent of both the net income and net cash flow for the Corporation in 1988.

Miller found 1988 Safety Performance, as compared with the competition, "overall, somewhat disappointing," but "significantly improved" so far in 1989. From an environmental standpoint, 1988 marine spills per thousand transfers and nuisance incidents were reduced over 1987, and the percentage of NPDES compliance continued to rise.

Base Chemicals highlights for 1988 included ethylene price increases from 22 to 33 cents per pound, olefins margins averaging 21 cents per pound, production volumes above plans, and Deer Park record production of ethylene and benzene.

Shell's future objectives are to improve our position among the leaders in health, safety and environmental performance, and to achieve sustained financial leadership.

(See 'Miller' on Page 2)



Eligibility requirements outlined

Phase II of Safety Recognition Program kicks off

Beginning August 1, DPMC will kick off Phase II of the Health and Safety Recognition Program called "We Make the Difference." The program is designed to recognize the difference we make toward a safe workplace, both as individuals and as groups.

To help communicate the details of the program a video has been prepared which will be shown to Safe Work Groups during July, according to JIM ROSBOROUGH, P&AS manager and HSSG member.

"If we are to meet our goal of an accident-free workplace, everyone must participate in prevention," says Rosborough.

In order to be a winner, Safe Work Groups must meet five eligibility require-

ments for three consecutive months. The five participation activities are: audits, safety meetings, suggestions and accident prevention reports, emergency or evacuation drill or emergency audit, and individual participation. An individual must perform one of the required individual activities for two of the three consecutive months.

Under the Health & Safety Audit eligibility requirement, a Safe Work Group must conduct and complete one written safety audit on work practices and procedures each month. (Work groups with 40 or more members are required to conduct two monthly audits.) An audit is "complete" when your group has completed the department review, defined corrective action and communicated this to all members of the Safe Work Group.

The Health & Safety Meetings eligibility requirement is that individuals attend one safety meeting each month. Beginning in 1990, two safety meetings per month will be required for field Safe Work Groups.

Groups will complete either two Safety Suggestions, two Accident Prevention Reports or a combination, each month, for every ten members in the group to meet the requirements of the Health & Safety Suggestions or Accident Prevention Report (APR). A completed suggestion is an evaluation, response to the person submitting the suggestions and defining the corrective action if the suggestion is accepted. A completed APR means departmental review, defining the corrective action and communicating the outcome to the entire Safe Work Group.

The Health & Safety Emergency or Evacuation Drill or Emergency Audit requirement means conducting an emergency or evacuation drill, or performing an emergency preparedness audit each month.

The last requirement is Health & Safety Individual Participation. An individual would improve the group's level of individual member participation. This requirement can be met either when 51 percent of the group's members have performed one or more prevention activities required for individual participation, or when a group achieves a 50 percent improvement over 1988's average individual participation level for the Safe Work Group.

Individuals can perform many activities to become a participating member of a Safe Work Group: Have a Shell voluntary physical exam, give blood at the Complex Blood Mobile, participate in a Complex Stop-Smoking Program, write an Accident Prevention Report or Near Miss, conduct or participate in a scheduled safety audit of work practices and procedures, conduct a safety meeting, attend any Shell sponsored fire training or a fire school, serve as a Safe Work Group Coordinator, write and submit a safety article, serve on a S.A.F.E. Team or a Complex or department safety group, coordinate a documented emergency drill, serve as a member of SMART or the fire crew, complete a Job Safety Analysis.

Once your Safe Work Group has met all five group requirements for three consecutive months, participating members will receive a recognition award. That Safe Work Group is then eligible to start over and be eligible for another recognition award. If a Safe Work Group does not meet the requirements for a particular month, they then can start over and begin the three consecutive month eligibility requirement.

The Health & Safety Recognition Program is part of the Health & Safety Improvement Process, a program which stresses safety prevention activities and individual participation. ■

Richardson

Continued from Page 1

ances and acquisitions to grow and strengthen businesses."

Key areas of change to achieve growth include a "thorough mining of profitable extension opportunities in existing advantaged businesses." He explained that meant a "shift to a more customer-oriented and market-driven operating style and culture, and profitable revenue growth supported by increased marketing and product applications staff. ■

Miller

Continued from Page 1

Manufacturing strategies include both non-capital and capital requirements necessary, "in order to be competitive and improve our position," Miller said. Among the non-capital strategies were: industry leading safety performance, meeting all environmental requirements, focusing on failure analysis and prevention, improving maintenance planning and execution, and leveraging variable cost reduction opportunities. Under capital requirements, Miller recognized that significant spending is needed in order to remain strong. The long term capital plan includes provisions for environmental facilities, replacing the Norco CCU, control room consolidations, computer control, instrumentation and reliability improvement.

As for reliability capital, Miller said, "If we're really going to remain competitive we have to improve our reliability over and above the reliability level that we've had for the last couple years." One of Miller's challenges for 1989 was to improve unit reliability to 97 percent from the 1988 level of 79 percent although he did report that many plants did run at record levels in 1988. He recognized Deer Park as the largest high reliability performer which he said contributed significantly to 1988 results.

Other 1989 challenges are: marked safety improvements to match Conoco's safety performance by 1991, improve environmental performance, become the number one industry net income performer, continue to increase our term crude supply, and meet our customers' requirements.

Challenges for Base Chemicals are to improve yields, feedstock flexibility, plant reliability, implement a capital program, and differentiate Shell as a quality supplier. ■



TASTING VICTORY — Deer Park high school students enjoy the honor of an Appreciation Dinner held after they placed second in April's U.S. Academic Decathlon. Students from among the nine-member team pictured here with their families and supporters are: (from left) Hank Bettencourt, DPMC Complex manager; Reginald Knowles, DPMC retiree and DPISD board member; Mike Norman; Dana Haltom, mother of Britt Lafield; Britt Lafield; Brad Powell; and Joe Powell, auditing, father of Brad Powell.

Deer Park Decathlon winners honored

Deer Park Industrial Association held an Appreciation Dinner honoring Deer Park Senior High School's Academic Decathlon Team who recently finished second in national competition.

The School's nine member team included DPMC's own BRAD POWELL, son of JOE POWELL, auditing. The team

attended the dinner along with their families, members of the industrial association, Deer Park Independent School District and Shell Oil at the San Jacinto Monument Museum May 17.

Powell won a bronze in economics in the scholastic division of the U.S. Academic Decathlon held in Providence, R.I. in April. BRITT LAFIELD, the son of another Shell employee, was also a winner. ■





FISHING AROUND — Slick Wortham, machinist, and nephew plan their fishing strategy on Buckhorn Lake during Central Maintenance's big picnic outing.

Cent. Maintenance picnics for health, safety, quality

A picnic was held to recognize all personnel in the Central Maintenance organization for their involvement and progress in the areas of health, safety and quality. Also recognized was DPMC's 60th Anniversary. Some 300 families spent an activity-packed day at Houston's Buckhorn Lake May 20.

A 19-person committee composed of Central Maintenance workers spent the last four months planning the picnic, explains BILL WHITEHALL, Central Maintenance supervisor and BILL STANDLEY, machinist. Some 1000 attended to play softball, volleyball, fish, go pedal boating, hitch up with a hay ride and experience other outdoor fun. And plenty of barbeque, sausage, drinks, snow cones and popcorn were on hand to suit everyone's lunch palate. The \$210 raised from beverages and selected amusements was donated to a local food bank.

Picnic committee members were: Chairman BILL STANDLEY, DAVID ADAMS, DONNIE ANDERSON, PAT BAKER, PATTI BEZDEK, ANDY CAVENDER, TIM CRYER, LEON GOBER, WILLIE HICKS, LARRY JEAN, RONNIE JOHNSON, BILLY KENNEDY, ED OLIVIER, RICHARD PALACIOUS LEE RIDGE, DAN RIVERA, BILLY SVOBODA, MARTIN VASQUEZ, and BO WHITING.

Waggoner is PAFEC winner

SHERRY WAGGONER, Computer Services, was named winner of the May Individual Quality Recognition Award by PAFEC (The Purchasing & Administrative Services, Financial, Economics and Scheduling and Computer Services Quality Support Group).

Waggoner was cited for her efforts in providing excellent service with a positive attitude, and for her efforts in implementing PROFS.

Take a turn as a S.A.F.E. Team volunteer

The initial S.A.F.E. Teams formed almost a year ago need new blood. Teams will be changing out half of their membership and keeping the old half for continuity. That's why S.A.F.E. Teams need you.

"S.A.F.E. Teams continue to play a vital role in the DPMC Health & Safety Improvement Process," says BUDDY LEE, technical manager for Chemical Operations and HSSG member. The teams provide guidance in these specific safety related areas: Audit, Awareness, Emergency Response, Health, Procedures and Training.

A team's size is generally nine to 11 people with representation from Operations; Maintenance; support groups; and Health, Safety & Environmental, according to Lee. They usually meet twice each month for two hours. Membership on the teams,

which is on a volunteer basis, is normally for a twelve-month period.

What is expected of you as a S.A.F.E. Team member? "A S.A.F.E. Team volunteer is required to have a high personal commitment to safety and is expected to participate routinely in team activities, share in team assignments, provide input from normal work groups and promote the Health & Safety Improvement Process in their daily work activities," says Lee. Sometimes that means spending some time outside of the normal meeting in either sub groups or an individual effort.

To volunteer for S.A.F.E. Team membership simply complete the form below and return it to Dyan Ochoa at the HSB Building by August 1. Existing volunteers should also return a completed form to confirm their continued interest.

DPMC Health & Safety Improvement Process

Request for Safety Activity for Everyone (S.A.F.E.) Team Members

The Business Management Team (BMT) is soliciting volunteers to participate on S.A.F.E. Teams. This is an excellent opportunity to support the Health and Safety Improvement Process at DPMC. To volunteer, indicate your top three choices (1st, 2nd and 3rd) from the S.A.F.E. Teams listed:

- | | | |
|------------------------------------|---|-------------------------------------|
| <input type="checkbox"/> Audit | <input type="checkbox"/> Emergency Response | <input type="checkbox"/> Procedures |
| <input type="checkbox"/> Awareness | <input type="checkbox"/> Health | <input type="checkbox"/> Training |

Name _____ Employee Number _____

Dept./Location _____ Job _____

Shift Schedule Number _____ Plant Telephone Ext. _____

Return completed form to DYAN OCHOA in Room 107 at the HSB Building by August 1.

S.A.F.E. Team Profiles

Going by the book on health and safety

The Procedures S.A.F.E. Team is preparing to assist the Complex in the review and updating of Health & Safety Orders. According to Procedures S.A.F.E. Team leader BUDDY LEE, technical manager of Engineering/Chemical Operations, the group comes from many work areas within the Complex, and its members have diverse backgrounds, different kinds of experience, and vary in knowledge levels concerning each of the orders.

"We don't bring any particular technical expertise to any of the orders," says Lee. "We just try to provide input to the content expert — the person who has the technical skills to write them." The team reviews the orders, looking for format consistency, clarity, and consistency of interpretation.

Since forming last June, the Procedures S.A.F.E. Team has been going through an education process, familiarizing themselves with each of the orders they will eventually review, and developing criteria for the order review process. The Health and Safety Department is now organizing those orders for review and updating.

But the Procedures S.A.F.E. Team has other objectives besides the review function. Among the team's current goals are the development of a procedures brochure for DPMC visitors, a way for employees to suggest new or revised orders, a safety meeting training package on the DPMC health

and safety order system, and a reliable procedure for notifying employees that a new or revised order has been issued.

GARY PUSTEJOVSKY, leader of the subgroup working on the visitors brochure, reports that it is near completion. A joint effort with Security, the brochure will be handed out to visitors at the north and south gates upon entering the Complex. "As we began this project, we found out that Security was working on a similar exercise," says Pustejovsky. "We sort of pooled our ideas and hopefully, as a result, we'll come up with a better product."

The training package is also on schedule. Slated for distribution in August, the package is intended to increase awareness and knowledge about the order system in general. According to COLLEEN HUTCHINGS, training package subgroup leader, it will notify employees of existing health and safety orders and help them learn how they can be accessed.

Its purpose is to "make sure everyone has a good basic understanding of what the order system is," says Hutchings.

Procedures S.A.F.E. Team members are: L.M. BENNETT, Welding; C. GOULD, Fuels/Dist./Solv.; S.A. GRANT, Olfins Oprns.; J.A. HASSELL, Engrg./Contr. Sys.; C.M. HUTCHINGS, Process Engrg.; M. KNIGHT, East Maint.; S.K. LOGAN, P&AS; A. MCLAIN, Aromatics; G. PUSTEJOVSKY, East Oprns./East Maint.; R.F. RHODES, Project Engrg.



MILESTONES

Service Anniversaries

40 YEARS

G.W. BURNAMAN
Lube Logistics

C.L. COLLARD
Fuels/Dist./Solv./Trea.

L.A. FRAM
Maintenance Central

H.J. KREBS
Project Engineering

J.W. PETERS
Maintenance Central

35 YEARS

T.D. BENNETT
Log./Env./Util./Maint.

W.E. BRYAN
Env. Conserv.

B.J. DUBCAK
Log./Env./Util.

W.F. EVANS, JR.
Fuels/Dispatch. Oprns.

J.R. NIEMAN
Superintendent

C.O. PATTERSON
Log./Env./Util.

30 YEARS

E.L. GRIFFITH
Lube Manufacturing

R.D. MADSEN
Proc. Contr./Proc. Engrg.

F.P. MODISETTE
LPA/Maintenance

25 YEARS

J.D. JOHNSON
Chem. Oprns./Admin.



A.M. PYER
Chem. Oprns./E&S
(above, May)

T.A. WANDSTRAT
Econ. & Scheduling

20 YEARS

H.T. BANTA
Proc. Engrg./Solv.

W.P. CHARLES
Log./Env./Util./Sys.

R.W. CHEPULIS
Proc. Engrg./Resins

P.K. COLE
Econ. & Scheduling

C.R. JONES
P&AS

C.W. ROBERTS
Engrg./Cont. Sys.

T.A. ROBERTS
East Oprns./East Maint.

J.C. SORENSEN
Chem. Oprns./Maint.

15 YEARS

J.T. CAMERON
LPA Maintenance

F. CHAVEZ
East Maint./Instrmnt.

C.G. CLANTON
East Oprns./East Maint.

W.L. CLARK
Chem. Oprns./Maint.

W.T. ERVIN, JR.
Liquid Resins Dist.

A. GOMEZ
Machinist

T. LAWRENCE
Fuels/Dispatching

S.K. LOGAN
P&AS

T.H. SIMS
Engrg. Admin./Support

T.C. WASHINGTON
Machinist

G.D. WHITEMON
Fuels/Dispatch. Oprns.

S.W. WILSON
Engrg. Services

10 YEARS

K.A. ANDREWS
Lube Manufacturing

W.J. BURHANS
Fin./Oprns. Support

L.R. COWARD
Fin./Comp. Services

J.M. DIAZ
Fuels/Dist./Solv./Trea.

W.B. DOMINGUEZ
Proc. Engrg./Refng.

M.A. MARTIN
Hydrocracking

D.A. MURPHY
Aromatics

R.M. PIERCE
Welder

D.C. MYERS
ER/LPA

R.A. YACKLEY
ER/IR Services

DPMC WELCOMES

F.R. CROGNALE
Financial

S.W. ENDERLE
Computer Services

E.S. LOOKOFSKY
Log./Env./Util.

D.C. MARTIN
Health & Safety

G.L. RUPERT
Proc. Eng./LPA

J.V. SPILLER
Engineering/Fuels

V.W. WILSON
ER/Personnel

RETIREMENTS

J.F. CABLER
Env. Conserv.

S.P. KING
Env. Conserv.

H.A. REVIERE
QAL/I&S

B.E. WHITEHALL
Maintenance Central

W.R. WOODWORTH
Control Systems



Retirees discuss issues at DPMC luncheon

HANK BETTENCOURT, Complex manager, took an opportunity to air current industry-related issues with DPMC retirees and their spouses in a luncheon last month.

Bettencourt led the group discussion and question and answer session which touched on a variety of community issues that have both Shell retiree and community-wide impact.

Bettencourt also presented the video "Big Fears, Little Risks," a discussion on cancer and hazardous materials narrated by Walter Cronkite.

"Retirees interested in receiving an invitation to future Complex luncheons should let us know," says KEN POWELL, training manager. The get-together will continue as a one- to two-hour event followed by talks, questions and answers. Contact OUIDA REEVES, Training Department, at 476-6857.

Powell says many of these same retirees also meet monthly at Wyatt's Cafeteria on Spencer Highway. Retirees are also welcome to join that informal group which meets the third Tuesday of the month from about 10 a.m. to noon. Those interested in these off-Complex meetings can contact M.C. COMPTON in Houston at 481-3031; or M.E. CHRISTIAN in Pasadena at 946-1707. ■

SCORANOTES

Automatic dues deduction begins

SCORA members on the automatic payroll deduction plan for membership dues can expect those deductions to begin in July paychecks. The \$15 deduction will occur for staff only, with deductions on hourly workers to come at a later date, according to BILLIE DANIEL, of SCORA.

Camp out at Wolf Creek

Thirty camping sites are available for the Wolf Creek camping trip slated for July 21. The two-night trip is \$18. Bring a covered dish for Saturday night. Contact Billy Daniel for more information at N/SA 112, 476-6684.

Activities down the road

This year's Labor Day camping trip will be at Chain of Lakes. Watch for flyers with more details on the trip and on SCORA's annual picnic at Lennox Ranch September 30. ■

CLASSIFIEDS

FOR SALE: Lake Livingston Prop.; 2+acre, 400 sq. ft. bldg.; Water, elec. telephone, TV, cable; With or without mobile home. Must sell. Price negotiable. Call 643-2936.

FOR SALE: Double corner lot; At Karen & Edgfield Dr.; 67.78' x 125.05'; Parkwood Estates. \$13,750/negotiable. Call 944-2724. ■

Shellegram

Deer Park Manufacturing
Complex

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