


# SHELL PROGRAM

DEER PARK  MANUFACTURING COMPLEX

## 1994 SAFETY DIRECTION

The DPMC Safety Direction for 1994 should be familiar to everyone at the Complex by now. If you've decided it's not much different from last year, you're right.

"We feel we're making progress, that we're on the right track toward our objective which is to achieve a safety culture and an injury-free workplace," says MIKE RUDNICKI, superintendent, Health, Safety & Environmental. "Why change a good thing? We just felt it was necessary to clarify some quality benchmarks."

The H&S Coordination Team determined the benchmarks by conducting departmental surveys, receiving feedback from a managers' meeting, and observing safety meetings, emergency procedures and other safety processes.

"We clarified start-of-work safety meetings, expectations about 'Walk-the-Talk', the new accident investigation process that's off and running," says Rudnicki. "And we're going to pilot a work-practice observation process which is a kind of peer observation process to see if it's an effective tool for giving people safety feedback and improving safe work practices."

"We're poised and ready to join Shell safety leaders," says Complex Manager STEVE REEVES. "It will be wonderful to accomplish our goal," says Reeves, "mostly because I'll know that we've done our best to see that our friends are here at work with us, safe each day."

DPMC's safety objective continues to be that every person at the Complex has ownership for their own and other's safety, and a goal of an injury-free workplace.

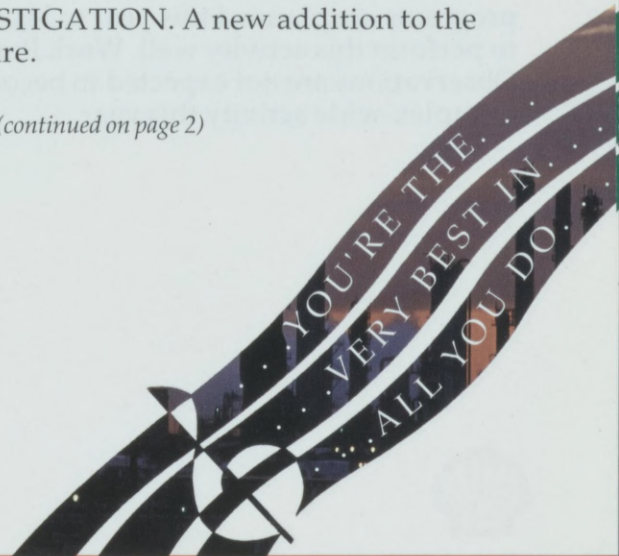
## GOAL:

MAKE SIGNIFICANT PROGRESS TOWARD INJURY-FREE WORKPLACE BY REACHING <1 OSHA RATE

REFINEMENT HIGHLIGHTS, 1994 H&S DIRECTION

- DEPARTMENTAL SAFETY MEETINGS. Office support staff are to attend at least one safety meeting in their own department each month. The second safety meeting can be in the operating or maintenance department that they are assigned to support.
- SUPERVISOR'S SAFETY MEETINGS. Attendance by foremen who do not supervise people (e.g. training coordinators) is optional.
- PRE-WORK SAFETY MEETINGS. Otherwise known as tailgate sessions, can be held at the beginning of shift or work day, or at the beginning of a significant work effort that starts up during the shift or day.
- SAFETY SUGGESTIONS/APRs. To clarify, a safety suggestion identifies opportunities for improving the safety of the workplace that require action by others. The Accident Prevention Report identifies a near miss that occurred and may require follow-up by others.
- INSPECTIONS & AUDITS. Members of the SMT perform inspections/audits once per quarter.
- SEO REVIEWS. Wording is improved to clarify that participation of operators and craftsmen in the Safety, Environmental and Operability Review process is encouraged and their input is key.
- EMERGENCY DRILLS. Emergency drill requirements for operations are different than for maintenance and will include operating emergencies. A Complex emergency response drill is held once a year.
- WALK THE TALK. Operators and craftsmen are no longer required to Walk the Talk. Managers are expected to focus their effort more on the quality of Walk the Talk. The scheduling of meetings requiring manager attendance should be avoided between 8 and 9 a.m. if possible.
- ACCIDENT INVESTIGATION. A new addition to the DPMC Safety Structure.

(continued on page 2)





# SIDE SHIELDS

## FOCUSING ON OSHA EYE INJURIES

**Eye wear  
takes a  
glance at  
improved  
safety with  
side shields**

Side shields will soon be required eye wear equipment on your safety glasses. The new safety gear is expected to reduce the number of OSHA eye injuries which have been climbing here at the Complex over the last few years.

Side shields were examined more closely as a solution to escalating eye injuries when it was learned that while first aid eye injuries have been moving downward between 1990 to 1993 (from 43 cases to 21 cases), OSHA eye injury cases escalated within that same period (from 2 cases to 6 cases).

"Examining both first aid and OSHA eye injury cases, we find that each year over 60 percent of the first aid eye injury cases are attributed to foreign bodies in the eye," says KARA KENNEDY, H&S, who conducted the side shield evaluation for the Complex.

Kennedy's investigation also revealed

that 100 percent of the OSHA injury cases between 1990 and 1992 involved foreign bodies and that last year 83 percent involved foreign bodies.

Furthermore, a survey outside the Complex showed that 70 percent of all Shell locations have a mandatory side shield program and most of those attribute the reduction of eye injuries to that program.

"It just makes sense to wear side shields," says Kennedy. They've proven that they provide a higher degree of eye protection and do reduce eye injuries."

Beginning April 25, side shields will be mandatory eye protection in locations requiring safety glasses. Order a pair of glasses with side shields from the warehouse, or if you wear prescription glasses, visit the on-site safety glass office for a pair of side shields to fit your particular eye-glasses. They can be detached and re-attached easily as you leave and re-enter your operating area. ■

### Safety direction *(continued from page 1)*

- ENHANCED NEAR MISS REPORTING. This has been deleted. Employees should continue to use the Accident Prevention Report system to address near misses.
- WORK PRACTICE OBSERVATIONS. Pilot programs are planned this year to learn how to perform this activity well. Work Practice Observations are not expected to become a Complex-wide activity this year. ■

### 1993 Safety All Stars (Zero OSHA Recordables)

CHEMICAL  
BPA-4  
Control Systems  
Distribution/Customer Service/RRE  
Economics & Scheduling  
E/M Projects and Services  
E/M Solvents  
Major Resins/SET  
Phenol/Acetone  
Project Engineering  
Quality Assurance

REFINING  
Economics & Scheduling  
E/M East Maintenance  
Process Engineering  
West Operations



SUPPORT  
Administrative Services  
Business Services  
Environmental  
Human Resources

OTHER  
Major Projects

**T**hree Deer Park teams were selected recently as 1994 Quality Leadership Award recipients. The award was presented to 12 Shell locations by the Oil Products Leadership Team to recognize outstanding examples of challenges to the status quo, entrepreneurial spirit and full utilization of skills and creativity.

## Deer Park teams win Oil Products Quality Award

### COKER ENVIRONMENTAL PERMIT TEAM

Recognizing the need to stream the proposed coker for the Deer Park Refining Venture as quickly as possible, the Coker Environmental Permit Team identified innovative methods to reduce the permit process from as much as 24 months to less than 9.

The team established a high level of communication and trust with the Texas Air Control Board, defined mutually acceptable requirements, and established a "win-win" atmosphere.

With agreement from TACB, the team used emission and process data from similar units, instead of waiting for complete engineering data for the proposed unit. This significantly shortened the permitting process. The time savings is worth a minimum of \$30 million to the venture.

Team members:

MIKE CLOWERS, Environmental Affairs  
 GLEN GIBLER, Major Projects  
 JIM GRUBBS, H.O.  
 JERRY IVIE, H.O.  
 BILL McKEE, H.O.  
 ROBERT WALSH, Major Projects



### DEER PARK REFINING VENTURE FORMATION TEAM

The Deer Park Refining Venture Formation Team is recognized for its innovation, teamwork, application of quality management principles and for challenging the status quo in its formation.

This effort will allow Deer Park to become a highly profitable refinery making a significant contribution to Oil Products' financial goals.

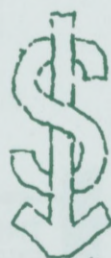
DPMC Team Members:\*

MERLE BRYANT, Project Engineering  
 JIM BUTLER, Economics & Scheduling  
 BOB CROOKS, Sadaf  
 MIKE DOSSEY, H.O.  
 TROY DOUGHMAN, Business Services  
 KIM HUBER, Resins  
 BILL MCCAULEY, Major Projects  
 BILL MALTSBERGER, Business Services  
 JACK PERINI, H.O.  
 RALPH STARKS, Business Services  
 CAROLE WILLIAMS, Westhollow



\*(due to length of list, includes DPMC employees and those who worked at DPMC while on the team only)

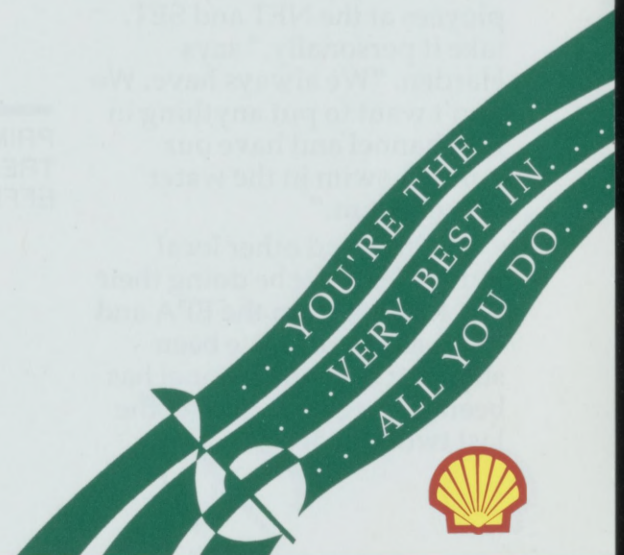
### CAT FEED COST REDUCTION TEAM



Formed on its own volition, without direction from management, the Cat Feed Cost Reduction Team challenged the status quo by questioning a long-standing cat cracker feedstock specification that required Shell to pay a premium.

By thoroughly analyzing the technical, environmental and economic issues involved, they identified a less restrictive specification limit that permitted the purchase of less expensive feedstocks. The team gained local advocacy for the change which should save \$5 million per year.

Team members are: CHARLIE BARRON, Process Engineering/Refining; MICHAEL GILTON, Economics and Scheduling/Refining; JIM INCE, H.O. (retired); HARRY LEE, H.O.; and JOHN MASON, H.O.



# EFFLUENT TREATERS

## A SERIOUS ATTACK ON WASTEWATER

No wastewater reaches DPMC's outfall (treated outflow) until it passes through the careful inspection of the North and South Environmental Operating Teams at the North and South Effluent Treaters (NET & SET). Once it does, it's out to Patrick's Bayou, and then on to the ship channel.

MIKE CORRON, day foreman at the SET, and his counterpart TERRY HARDEN at the NET, oversee the operation of the wastewater treaters. The SET treats the effluent wastewater from the entire chemical plant prior to discharge into Patrick's Bayou. The NET treats the effluent wastewater from the entire refinery prior to discharge into the ship channel. It's no small task.

According to Corron, the treaters have a cleanup capacity equivalent to 800 miles of river system, the distance from Deer Park to Colorado, compressed tightly into the environmental treaters at the Complex. Both treaters discharge under permits issued by the Texas Natural Resources Conservation Commission (TNRCC) and the Environmental Protection Agency (EPA).

"There are many opportunities for a permit exceedance each day," adds Corron. "We've kept everything within our permit parameters on the outfall for the entire year, north and south."

On a normal day, the entire Complex generates approximately 8,000 gallons of wastewater. On a high rainfall day, that number can jump to 15 gallons. Corron and Harden help see that all of it is safe for the ship channel. They've each been at it for 20 years.

"If something gets to the channel, Mike and I, as well as all of the very dedicated employees at the NET and SET, take it personally," says Harden. "We always have. We don't want to put anything in the channel and have our families swim in the water downstream."

DPMC and other local industries must be doing their job. Reports from the EPA and the coast guard have been showing the ship channel has been getting cleaner over the last two decades.



Mike Corron (left) and Terry Harden monitor the water quality of the final clarifiers for clarity.

Corron spends half of his time coordinating source control, the other half filtering materials through the many miles of the sewer system. As a source control coordinator, Corron, with the help of people from individual departments, tries to identify all the streams coming to the sewers so

that they can be prepared to deal with them—either by treating them, or diverting material to storage tanks for treatment at a controlled rate later.

One-cell organisms, called "bugs", are concentrated in the aeration basins and use contaminants in the wastewater as food.

"As long as we keep the level of contaminants within the bugs' range, we can send that water to the bugs and when it comes out, it's crystal clear and well within the discharge permit limits," says Corron.

Keeping the contaminant level within its range is a balancing act, a constant juggling to get the level right. The bugs require oxygen to be able to eat the chemicals out of the water, but if the oxygen level is too high or too low, they can't perform their jobs. Temperature changes, the concentration of bugs and the age of the bugs also upset the balance.

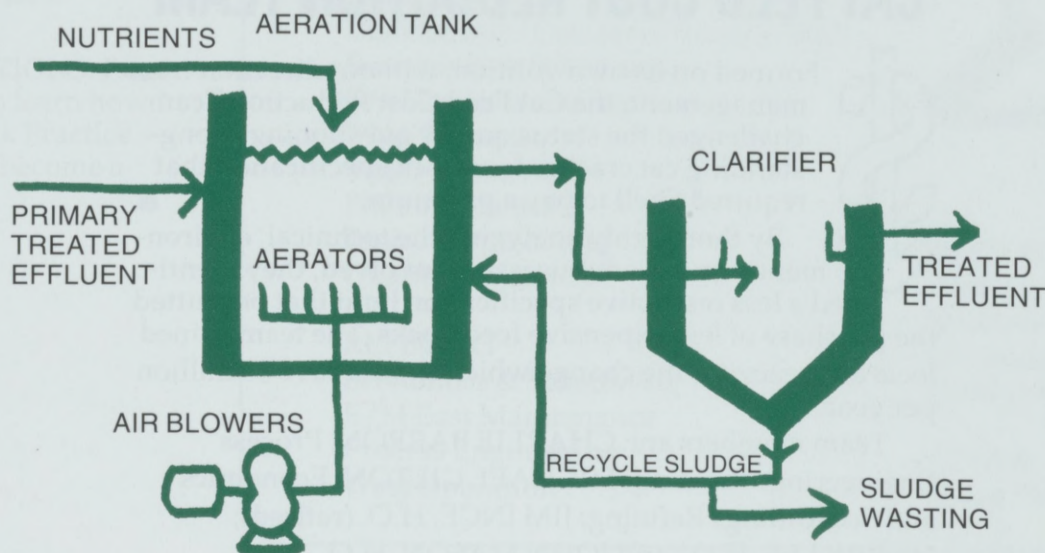
The NET and SET grow the bugs they need to create a biomass in the aeration basins, a clarifier filled with rocks which grow algae which, in turn, grow the organisms they need to create the biomass.

"What other people do in the plant impacts what we do," says Harden. "Without the cooperation of the individual units keeping the contaminants out of the sewer, our system wouldn't work. That's been something that the people in the plant have really taken ownership of. It's helped us tremendously."

"Everyone today is environmentally aware," adds Harden. "We're no longer sewer cops. If we trace a contaminant back to a unit, they trip over themselves trying to correct it. We don't need to convince anyone of the need for source control. If we continuously have contaminants going to our outfall, we could lose our permit and our plant."

NET and SET operating teams consist of operating department managers, operating supervisors, foremen, approximately 30 operators, and many support personnel covering engineering, maintenance and technical support. ■

### BIOTREATER SYSTEM



# ...NEWS AROUND SHELL: REPORT CARD...VISION...4TH Q...DIESEL...

Sometimes government creates new markets, causing competitive forces in industry to respond. Such is the case with Shell Deer Park's low sulfur diesel product.

Eager to both comply with the EPA's changing requirements for diesel fuel used on roads, and to etch out a separate, profitable market, the Complex turned its winter production of home heating oil into the production of a new environmental truck fuel that reduces sulfur oxide emissions.

The new low sulfur diesel marks a significant reduction of sulfur, from .2 percent weight to .05 percent weight.

"We met some of the initial requirements of the Clean Air Act and, by doing so, lowered the emissions of trucks that drive down our freeways," says MICHAEL GILTON, E&S—Refining.

Not only did Shell Deer Park lower emissions on diesel fuel, it did so long before many other competitors, and at virtually no additional cost.

**CLEANER  
LOW SULFUR  
DIESEL  
FINDS  
EAGER  
MARKET**

"Many of our competitors had to physically modify their plants, putting in additional hydrotreating capacity," says Gilton. "Here at Deer Park, we found that by tailoring the feed to our distillate hydrotreater (DHT)

and utilizing it to its fullest, we could meet the requirements without the need for capital facilities, where others were spending millions of dollars on unit modifications."

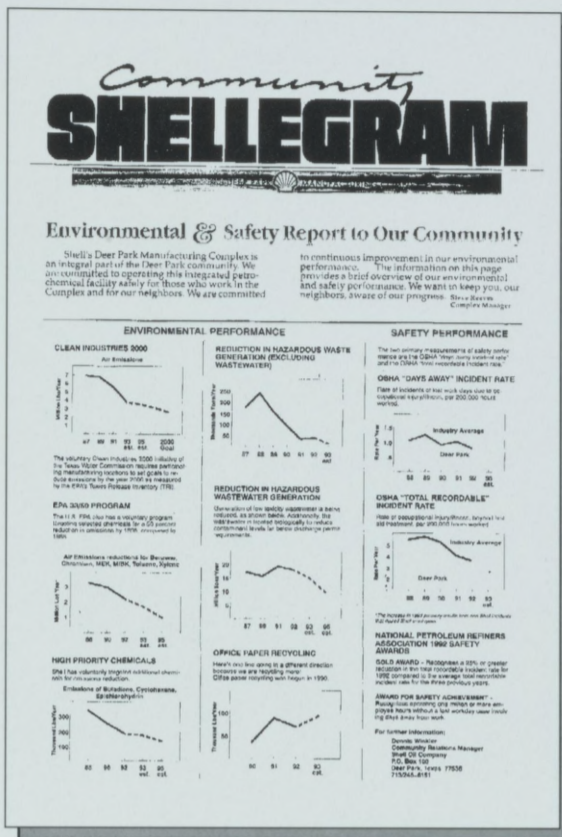
Because of Shell's advantage, it was able to help meet the demand for low sulfur diesel this past winter at a time when truckers were having trouble finding suppliers and costs were high.

"Truckers across the nation were screaming about the supply of diesel. Deer Park was there in September making that fuel," adds Gilton.

The development of a low sulfur diesel product was by no means easy. According to CHARLIE BARRON, Process Engineering, anything less than zero defect performance by many organizations at DPMC "would have taken us out of the low sulfur diesel business entirely."

Several departments at Shell Deer Park were, in large part, responsible for the success of this new environmental product—Distilling, which adjusted feed component properties; Hydroprocessing, which managed the majority of the feed tanks; Dispatching, which managed product tankage and shipping; and Cat Cracking & Gas.

"Operators also took great ownership," adds Barron. "DHT operation became a completely new critter from what they'd done in the past and they're a big reason why we were able to make this happen." ■



## ✓ Report card charts S&E performance

Complex Manager STEVE REEVES recently presented to area residents the first issue of an annual performance report which charts safety and environment progress at DPMC over the past several years.

The report card was published in the Community Shellegram, the quarterly publication that keeps Deer Park residents informed about the activities inside the Complex.

It's one of the ways Shell Deer Park educates the community, government officials, the media and other businesses about health, safety and the environment as part of the management practices of Responsible Care and STEP.

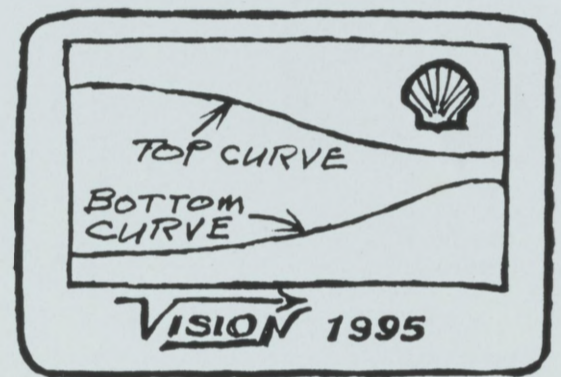
Responsible Care, through the Chemical Manufacturers Association, is a continuing effort to improve the industry's responsible management of chemicals. STEP, through the American Petroleum Institute, addresses public concerns by improving our industry's environmental health and safety performance. ■

## ✓ Shell announces fourth quarter earnings

Shell Oil Company earned \$152 million in the fourth quarter of 1993, an increase of \$81 million over the fourth quarter of 1992. Earnings for full-year 1993 totaled \$781 million, compared with a \$190 million loss in 1992, which included charges of \$635 million from accounting changes, President PHIL CARROLL announced recently.

Operationally, fourth-quarter earnings benefited from lower costs, reflecting continued progress in cost containment and asset restructuring. In addition, performance in chemical products reflected increased sales volumes and lower feedstock costs, while refined product sales volumes also increased. However, these benefits were partly offset by the sharp decline in crude oil prices, which averaged about \$4 per barrel less than in the 1992 quarter.

## ✓ E/M organization carries vision on top



You'll be seeing a new message on the hard hats of Engineering and Maintenance personnel: Vision 1995.

Vision 1995 is about the Maintenance Effectiveness Process (MEP), DPMC's tool for managing maintenance effectiveness improvements. "In order to continue the cost savings associated with implementing MEP, we'll need to direct an increasing percentage of our resources to preventive and predictive maintenance," says JOHN HUMMEL, superintendent, E/M—Chemical.

The decreasing top curve (red on the actual sticker) represents the decrease in overall maintenance costs; the increasing bottom curve (blue on the actual sticker) represents the increasing cost of the preventive and predictive component of the total.

"Vision 1995 reflects our target timing for seeing a major impact of the initiative," adds Hummel. ■



## MILESTONES

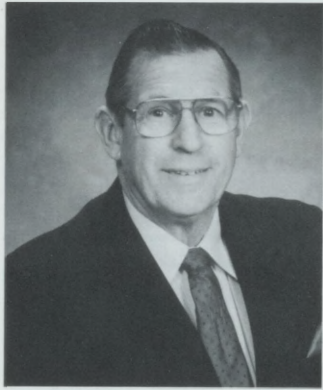
### Service Anniversaries

#### 25 YEARS

F. BYNUM  
Central Maintenance

H.F. GORDON  
BPA Manufacturing

M.M. FRANGER, JR.  
Utilities Systems



H.D. KELLER  
Resins S.E.T.  
(above, Jan.)

M.D. LANNOM  
Control Systems

V.O. McCOLLOUGH  
Business Services

W.J. MEDER, JR.  
Resins Maintenance

H.D. MILLER  
HS&E

B.G. ROY  
Maintenance Planning

S.G. WEST  
Log./Util./Env.

#### 20 YEARS

R.B. CORBITT  
Control Systems

M.L. CORRON  
Resins S.E.T.

#### 15 YEARS

E.A. LA VOIS  
Log./Util./Env.

T.S. MALVEAUX  
Business Services

#### DPMC WELCOMES

C.E. ALEXANDER  
Major Projects

M.J. BOYLE  
Major Projects

J.A. BRENTARI III  
Major Projects

B. CSANYI  
Control Systems

S.C. FRANKE  
Major Projects

P.D. GABBARD  
Major Projects

R.A. GUTIERREZ  
Olefins

W.L. HARBUCK  
Major Projects

S.L. HARTLEY  
Chemical QAL

R.A. HERRING  
Major Projects

D.A. HONEYCUTT  
Human Resources-Ref.

D.L. HOPKINS  
Major Projects

H.G. JACOBSON  
Major Projects

S.S. MANNE  
Human Resources—Chem.

T.Q. QUEENER  
Engineering Maintenance

A.K. WASHBURN  
Major Projects

D.H. YODER  
Major Projects

## SCORANOTES

SCORA Special—Texas Lady's SPA. One year \$22.50/mo., free baby-sitting. \$10/mo. extra for tanning. Six months \$34.95/mo. 1735 Center St., Deer Park, 479-4787. Must show SCORA membership card.

## CLASSIFIEDS

•HOUSE FOR SALE: Deer Park Wynfield Estates. 1 yr. old, 3-2-2 attached garage, split floor plan, has both formals, lg. den, lg. kitchen, whirlpool bath in master bath with brass fixtures. 2091 sq. ft. \$124,900 or best offer. Contact RAY ALLEN, 478-6673.

•FOR SALE: Dinette set. 32"x48". Made of solid wood with dark stain finish. Comes with 4 chairs and a bench. \$450 or best offer. Contact RAY ALLEN, 478-6673.

•FOR SALE: 1990 model Plymouth Laser RS Turbo. Loaded. 12,000+ miles, alarm + extra tint on glass. Like new. Immaculate condition. \$9,995. Contact TOMMY HARGIS, 473-2754.

•FOR SALE: Small "A" frame lake house on private lake near Woodville. Plenty of neighbors (not secluded). Contact W. KELLY at 479-3395.

•FOR SALE OR TRADE: 1 Comptons Encyclopedia CD Rom Multimedia. 1 Software Toolworks Encyclopedia CD Rom Multimedia. 1 Software Toolworks Encyclopedia CD Rom Non-Multimedia. Contact JOHN FETT at X6-7060 (246-7060) or 479-6857.

•FOR SALE: '85 Chevrolet Beauville Van; one owner; great shape; \$5,500; PS/PB; front & rear air; power locks & windows; cruise; AM/FM/Cassette; 8 passenger; luggage rack; swing-outside doors; has been well maintained. Contact SHERLEY WELLS at X6-7795 (246-7795); eve./wkends 487-4820.

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.

## Win a mug



Have you noticed something different about the Shellegram? A new design, which was introduced in the January issue, has been getting lots of attention, some of it unexpected.

Along with the praise for a job well done came a discovery as the first copies of the January issue, hot off the press, were being circulated. It seems there was a mistake, repeated five times. What publications sleuth discovered our blunder? None other than Complex Manager STEVE REEVES. (We just hate when that happens.)

The first 75 people to find our duplicated slip-up—oops, make that 74 (Reeves is first) win a 12-ounce mug imprinted with a salute to employees for making Shell's Industry of the Year award possible.

Don't delay. Be among the first to point a finger. Call the Shellegram office at X6-6372 now with your discovery.

## MEMORIAM

W.C. (WALLY) LAWHORN, retiree, died Jan. 23 in Rusk, TX

SHERMAN T. RIDGE, employee, died in Jan. in Gibsonville, NC

CLARK CALLIHAN, retiree, died February 17. Location unknown

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

## SHELLEGRAM

Deer Park Manufacturing Complex  
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BULK RATE  
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