

# Shellegram

## Deer Park Manufacturing Complex

January, 1986 1987

Vol. 52, No. 1

### Expectations for '87

## Bettencourt reviews '86 operations

(Editor's Note: Complex Manager **HANK BETTENCOURT** was asked to review Shell Oil's and DPMC's 1986 activities and talk about expectations for 1987. Here are his responses.)

### **What kind of performance did Shell Oil have last year?**

Shell's overall profits in 1986 were down significantly from recent years due to the drastic drop in crude oil prices, while both Oil and Chemical Products made higher profits than recent years due to the lower price of feedstocks. However, if we look at our profitability in terms of the return on investment, we find that even in such a good year for Products as 1986, both Oil and Chemical Products continue to be below the average return on investment of all manufacturing within the United States.

### **How did DPMC do in 1986?**

At DPMC all businesses except Fuels showed a profit at the plant level. While excess refining capacity in the U.S. has been reduced over the last five years by the shutdown of more than 100 refineries, the Fuels business continues to be extremely competitive. The other Shell Eastern Region refineries made a profit in 1986 but Deer Park did not. Capital expenditures of more than \$150 million were made at the Complex during the last five years to improve the yield and energy performance of our major Fuels units. We are working on additional ways to improve our Fuels financial performance.

### **What were some specific accomplishments at the Complex?**

An annual world production record was set in ethylene due to the outstanding performance of OP-III, which had an on-stream factor of 100 percent and ethylene was on specification 99.95 percent of the time.

Also, annual production records were set in phenol and isoprene. Benzene production, near the all-time annual record, set

monthly records and contributed to an annual record production for the Eastern Region System. Quarterly and monthly production records were set in gasoline. And record monthly feed rates were set at the Cat Reformer and Platformer.

We can be proud of our environmental performance in 1986, which improved over prior years and was the best year ever. We can still do much better in certain departments where performance has not improved in recent years.

### **What performance was most disappointing to you in 1986?**

Significant extra effort was applied to safety in various parts of the Complex last year without an obvious impact. In general, our safety performance was on a par with the prior two years and, therefore, somewhat disappointing. Hopefully we will soon see improved performance resulting from that extensive effort.

### **How do you see product demand for 1987?**

Most economists predict that the business activity in the United States in 1987 will continue to increase at a similar rate to the 2.5 percent growth in 1986. Our expectations for 1987 are that production requirements at Deer Park will be similar to 1986.

### **How can DPMC become competitive in 1987?**

In order to meet our competition in each of our businesses, we must continue to reduce both our variable and fixed costs. We expect to spend significant capital for electronification in new central control rooms over the next five to ten years. This new instrumentation has already been proven in our industry and in the existing control rooms of several DPMC units. Electronification in central control rooms will help us reduce both variable and fixed costs. Replacement of high maintenance cost rotating machinery will continue for

the next several years, also.

Consolidation of both managerial and operating jobs will continue slowly. We expect to see a decrease of Shell personnel at all levels and a significant reduction of contractors over the next five years. Therefore, each of us must continue to increase our individual effectiveness and work with less supervision. We believe that this necessary reduction of Shell personnel can be accomplished by normal retirements over the next five years.

We are not alone in personnel reductions. Refinery and chemical industry employment in the nation has seen a significant decline as competition forces increased productivity.

### **What else are we doing to improve our position?**

In 1986 Deer Park operators participated in Operator Maintenance Training which will continue during 1987. Partly because of this training, we were able to make a small reduction in the number of contractors performing base maintenance during 1986 while at the same time broaden the skills of our own employees. However, most of our competitors perform significantly more operator maintenance than we do, and the industry trend is to do more. We must make a much greater reduction of contract personnel in 1987 in order to become competitive in maintenance costs.

### **We heard a lot about quality during 1986? Why is it so important?**

Our key customers of the Chemical Businesses have demanded that we have a Quality Process in order for us to continue to supply them product. This will soon be a requirement of DPMC's major suppliers.

The Quality Process was used in many departments during 1986 to make improvements. We are involved in an exten-

CONTINUED ON PAGE 6

# Pre-retirement planning:

## March workshop offered to employees

A pre-retirement planning workshop will be offered in March to eligible DPMC employees. At the workshop, attendees will learn about making the transition into retirement and how to prepare their own long-range financial planning package.

"There are many factors affecting retirement nowadays, such as the new tax law and changes in investment opportunities," says **BOB LONG**, a DPMC Training representative who provides retirement counseling to employees. "Because of this, we have contracted with a financial planning firm, Decker & Associates, Inc., to present a workshop helping attendees plan for retirement, whether it's one year or ten years away." Bob will assist in the workshop, as will **ALTON SMITH**, a senior Employee Relations representative here.

In March, four separate pre-retirement workshops will be presented. Each will be held in DPMC's North Main Gate Training Rooms on three consecutive evenings, from 5 to 9 p.m.

Attendance at each workshop is limited to 25 employees and their spouses. "We encourage couples to attend the workshops together," explains **CARLA MARTIN**, a Decker & Associates representative. "This way, they are better able to make decisions about their future."

Employees who are at least 60-years of age and have accumulated 80 points will be given priority in filling these first four workshops.

"If there are any openings left," Bob explains, "employees between the ages of 57 and 59 will be invited to attend on a 'first come' basis. And, if these first sessions are well attended and well received, hopefully there will be others in the future and we can lower the eligibility requirements."

Subjects covered in the workshop include retirement transitions, Shell benefits, estate planning and financial planning.

"We give attendees an overview of what to expect in retirement," Carla says. "We also offer them tools to help plan for retirement, such as what they should know when talking to a CPA or an investment counselor, how to determine their future income needs and how to maintain their standard of living after retirement."

There are five sessions in each workshop. The first session, 'Transitions into Retirement,' discusses the changes and perceptions concerning career, health, family and social life. "During this session, we help attendees evaluate their attitudes about retirement," Carla says.

In the next session, "Shell Benefits at Retirement," a Shell benefits counselor goes over in detail the various corporate benefits and how these will be affected at retirement. Emphasis is placed on how employees can maximize their benefits.

Session three covers "Estate Planning," in which attendees learn if they should prepare an estate plan and a will. Attendees are encouraged to bring a copy

of their will, if possible, to this session.

"Retirement Financial Planning," is the subject of the fourth session. "Attendees are required to do some homework prior to this session," Carla explains. "Before the workshop, we mail a workbook and personal pension estimate to each attendee. The workbook are forms which the attendees fill in with their financial information, such as assets and liabilities. Using this information, attendees will be able to complete a personal financial plan of action during the workshop." Carla says calculators would be helpful to attendees this session.

On the last evening of the workshop participants will be introduced to MERIT which represents five areas of planning that an individual should consider when thinking about retirement. These five areas are mortality, expenditures, rate of return, inflation and taxes.

"A lot of people make decisions about retirement based on the current tax situation," Carla points out. "But there's much more to consider when looking at retirement."

In the MERIT session, attendees are presented with information on topics such as life expectancy, anticipated living expenses, getting the most from investments and how taxes affect retirement.

"At the end of the workshop, attendees will have a more accurate picture of when they can retire comfortably," Carla points out.

Based on her experience, Carla says pre-retirement workshops are being used more often now than in the past.

"Employees, because of today's economic environment, have a lot of things to consider when retiring," she explains. "Companies such as Shell are seeing a real need for the extensive retirement counseling this type of workshop provides." Other Shell locations, such as the Head Office and Wood River Manufacturing Complex, have presented similar pre-retirement workshops to their employees.

Bob says it is well worth a person's time to attend the workshop. "Not only will they learn a great deal about planning for retirement," he points out, "but they will also have the opportunity to sit down and seriously evaluate their future."



DPMC's Bob Long is one of the speakers assisting at the Pre-Retirement workshop.

## Jayhawks on top at end of season

SCORA's Basketball League recently completed their season. League standing at the end of the season are:

- 1st. - Jayhawks
- 2nd. - Road Runners
- 3rd. - Titans
- 4th. - All-Stars

Tournament playoffs also were held.

Those results are:

- 1st. - Jayhawks
- 2nd. - Road Runners
- 3rd. - All-Stars
- 4th. - Titans

The Jayhawks were named League Champions for the sixth consecutive year. During those years, the team members won 71 out of 75 games they competed in. Special congratulations to the Jayhawks.

### SCORA After Work Party

When: Friday, Feb. 20

Where: Upper Krust (Red Bluff and Spencer Hwy.)

Contact: Joel Reyes 476-7275 (RSVP if possible)

Elections will be held for SCORA's Board of Directors for 1987. Both staff and hourly persons are needed. Directors will serve a two-year term. They will attend Board meetings once a month from 2 to 4 p.m. Their duties are to help plan activities and work at various SCORA functions. Names must be submitted by February 18. Contact Billie Daniel at 476-6684.

Discount coupons for La Quinta Inns are available at no charge through any SCORA ticket seller.

## Annual SCORA

# Chili ☆ Bar-B-Que Cookoff

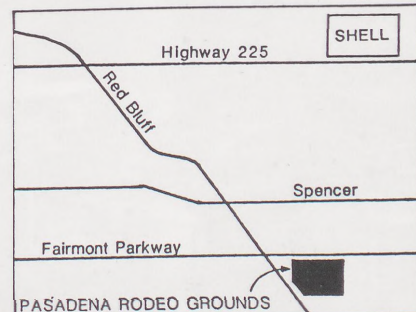
in conjunction with  
Pasadena  
Chili Pod

## Saturday FEB. 28

*Pasadena  
Rodeo Grounds*  
Public Welcome  
Free Admission  
Tasting Cups — 50¢

### Trophies for Best Chili, BBQ Showmanship

- 11 a.m. Grounds Open to the Public
- 11:30 — 2:30 **GAMES/CONTESTS** Trophies/Ribbons for Winners  
*Arm Wrestling for Men and Women Jalapeno Eating Beer Drinking*  
*Marguerita Drinking Lemon Roll Egg Toss Ugly Boot Contest*  
*Whistling Contest Face-Making Contest*
- 1:30 Marguerita Mix-off samples to judges
- 2:00 Pasadena Chili Pod submit chili samples to judges
- 2:15 SCORA submit chili samples to judges
- 2:30 — 4:30 Showmanship judging - separate contests for SCORA and Chili Pod
- 3:15 Pasadena Chili Pod submit Bar-B-Que samples to judges
- 3:30 SCORA submit Bar-B-Que samples to judges
- 4:30 — 5:30 Auction sponsored by Pasadena Chili Pod - open to public
- 5:30 Announce Winners - Chili and Bar-B-Que cookoffs & Margueritas
- 11 — 6 Flea/Craft booths in Campbell Hall \$10 SCORA Members/  
\$15 Non-members, contact L. Spiller 476-7029 or C.  
Anderson 476-7445
- 11 — 4:30 On-going raffle of various items by Pasadena Chili Pod
- 9 p.m. — 1 a.m. COUNTRY WESTERN DANCE-BYOB - ice/setup on sale - \$5 couple



SCORA Chili/BBQ Contest — all team members must be SCORA or Shell Club members — contact Billie Daniel 476-6684. Entry fee \$10 each or both for \$15. To enter sanctioned Chili Pod Cookoff contact Sue Bjornseth 650-3822. Entry fee \$15 Chili or BBQ or both for \$25. Deadline for Cookoffs: Feb. 18. Deadline for booth rentals: Feb. 26.

# \$5 million project upgrades BPA

Major improvements and maintenance upgrades totaling more than \$5 million recently were made to sections of DPMC's BPA plant. The work was accomplished during a scheduled shutdown in December in which about 350 DPMC craftsmen, contract personnel and supervisors were involved.

As part of the shutdown work, a flasher vessel, the largest in the BPA department, was removed and replaced with a more corrosion-resistant vessel.

**MICHAEL WALSH**, a BPA area engineer, served as project engineer for the vessel replacement.

"BPA's shutdown was scheduled to coincide with a shutdown by MOBAY, one of the department's major customers," Michael explains. "This coordinated shutdown insured that BPA's customers would have a reliable source of supply."

Michael says plans were started in June 1984 to replace the vessel when it was

discovered that the old vessel had developed some stress cracks as a result of external corrosion. Temporary measurers were taken to prevent further corrosion and repair the cracks until a replacement vessel could be built and installed.

*'...the entire shutdown required a positive attitude, great deal of teamwork and a lot of planning...'*

**Michael Walsh**

The new vessel, which measures 13 feet in diameter and stands 45 feet tall, is constructed of stainless steel on the inside and carbon steel on the outside.

"We get the best of both worlds with our new vessel," Michael explains. "These two steels bonded together provide us with a system that minimizes the effect of both internal and external corrosion. Increased reliability is the result."

Planning for the vessel removal and replacement was lengthy. Operating, maintenance, engineering and contracting personnel were involved.

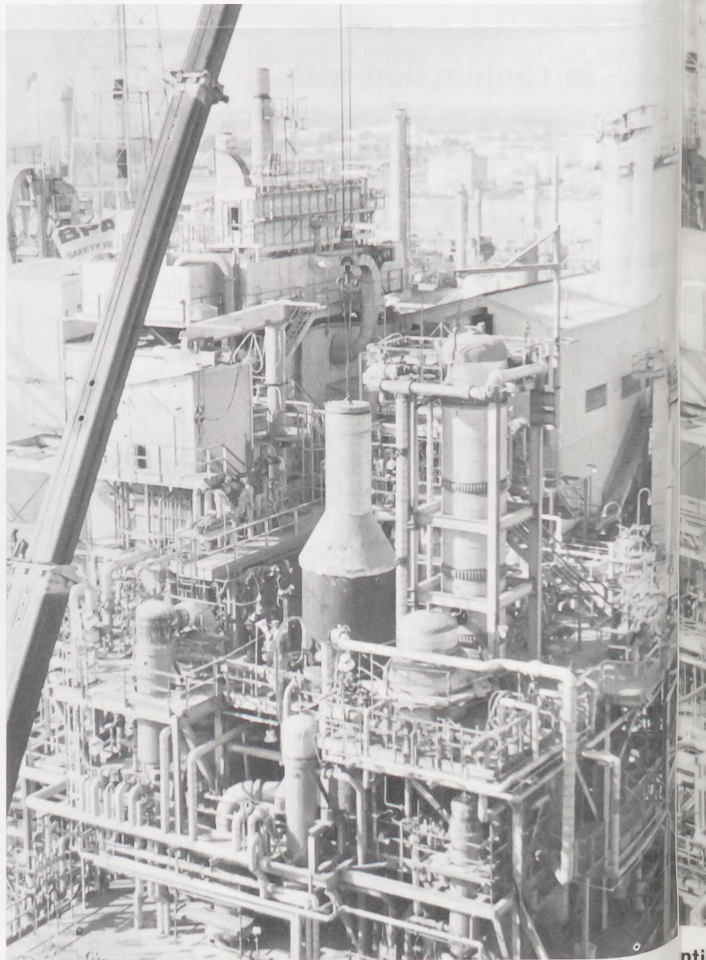
"We spent the equivalent of three man-years developing the vessel replacement plan," Michael says. "It was a particularly difficult task since the vessel is located in the middle of the BPA-3 structure and is surrounded by glass-lined equipment."

He says that when the unit originally was constructed, the flasher vessel had been placed on deck three of the structure. Decks four, five and six with their associated equipment were installed above the vessel.

"Our first objective was to come up with



BPA's largest flasher vessel is slowly lifted ...



inch by inch ...

# s BPA plant during shutdown

with our way for removing the vessel without  
damaging the adjacent glass equipment,"  
Michael explains. "To do this, we deter-  
mined that a large number of permanent  
main support beams had to be removed  
and some temporary support beams install-  
ed in their place. Without this support, the  
glass equipment in the structure would  
crack or shatter."

Key individuals involved in the vessel  
removal project were DPMC craftsmen **KEN  
VOLEN** and **BUTCH ADAMS**. "Ken and Butch  
coordinated the entire execution effort,"  
Michael explains. "From job planning and  
scheduling on the TASC computer system,  
to the successful startup, they had  
everything planned down to the last detail.  
For example, they made sure that all  
pipelines, including quarter-inch instru-  
ment lines, were stenciled or tagged."  
Coordinators for the overall shutdown pro-  
ject were **LINCOLN MCMILLEN** and **FRED**

## SONDEREGGER.

To remove the old vessel and install the  
new one, one of the largest motor cranes in  
the U.S., with a lifting capacity of  
365-tons, was brought into the Complex.

*'We spent the equivalent of  
three man years developing  
the vessel replacement plan.'*

**Michael Walsh**

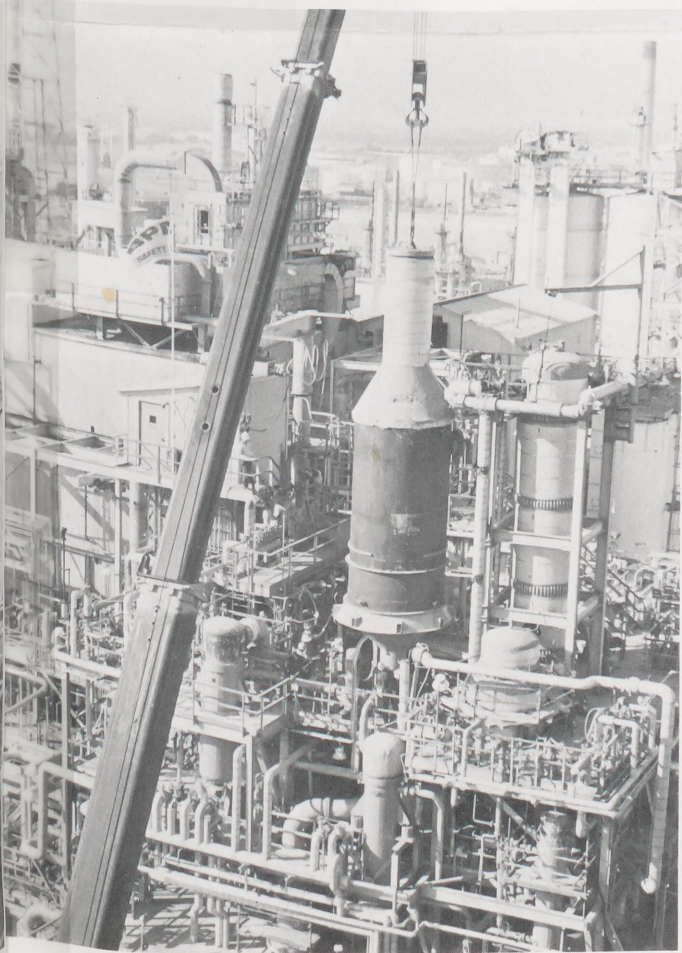
"The actual lifting of the vessel had to  
be extremely precise," Michael says.  
"There were a series of seven different  
steps involved in the lifting. Some of the  
steps, which followed a zigzag course, in-  
volved movements as small as a half-inch.

"Since the vessel was surrounded by  
beams and glass-lined pipes, one little  
bump of the structure by the vessel would

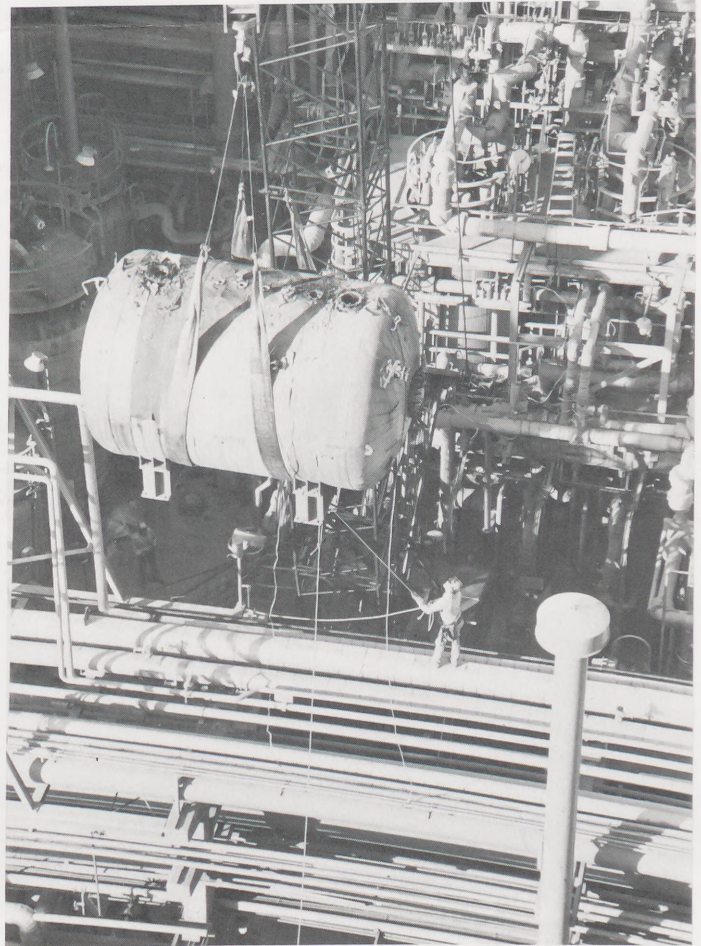
have been disastrous," explains **JOHN  
ZAVALA**, a DPMC heavy equipment operator  
who coordinated the lift. "There was a rig-  
ger located on each deck. They were in  
radio contact with the crane operator, who  
was more or less lifting the vessel blindly.  
The riggers radioed instructions to the  
operator when to move the vessel."

For the overall shutdown, training  
classes on BPA-related equipment were  
held for the maintenance and contracting  
personnel. The classes included subjects  
such as glass-lined equipment handling,  
BPA steam-tracing requirements, solid  
handling equipment repair, HAZCOM  
(hazard communications) training and BPA  
department safety procedures.

"The vessel replacement segment of the  
shutdown, as well as the entire shutdown,  
required a positive attitude, great deal of  
teamwork and a lot of planning for all the  
individuals involved," Michael says.



until it finally emerges from the surrounding structure.



A glass-lined vessel is removed during the BPA shutdown.

# GAO briefed on area ozone

DPMC's Environmental representative **CHUCK RIVERS** and other members of Houston's Chamber of Commerce Ozone Task Force recently held a two-day briefing for representatives from the U.S. General Accounting Office.

The task force, consisting of representatives of industry and local county and city governments, has been in the forefront of questioning the standards and controls placed on the Houston area.

According to Rivers, as spokesman for the task force, Houston has the most extensive ozone monitoring program in the nation and has accurate documentation on the local effort to comply with national requirements.

The task force team, says Rivers, appears to have been successful in conveying the message to the GAO that Houston is putting a lot of effort into developing solutions for the discrepancy between the standard and the actual.

"We emphasized the fact that industry and the regulatory community are cooperating to achieve results," he explains, "and what we don't need is any additional controls that aren't guaranteed to work. What Houston really needs is an even better understanding of the ozone issue — a very complex problem — and we are working on that."

## Museum director speaks...



**HISTORICAL VISIT...** Members of the Shell Historical Society recently invited J. C. Martin, director of the San Jacinto Monument Museum, to speak on preservation techniques. Shown here with Mr. Martin are Maxine Wallace (left) and Society President Berta Hokanson.



**BIG BOAT...**The Mediterranean Sun revisited DPMC's Docks in November, having been here a few years ago. It is the largest ship ever to berth at the Docks, weighing 137,000 tons, and measuring 144 feet wide and 889 feet long.

## Bettencourt looks for quality results in '87 operations

CONTINUED FROM PAGE 5

sive effort to train everyone in the Company. So we should see much greater results in the future. Quality must become a way of life for each one of us in everyday activities.

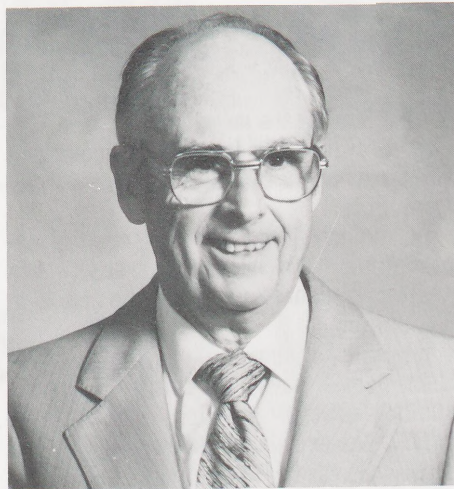
### What can we expect for the future?

Shell Deer Park employees will continue to have very good jobs. We have good facilities to work with and talented employees. There is no question in my mind regarding our future. If each of us does what we are capable of doing, we work cooperatively with our fellow employees, we can have a very successful location on a long-term basis.

# Retirements



**C. D. BASS**  
Light Olefins  
33 Years Service



**J. R. CRAVEY**  
SBA  
35 Years Service



**R. L. EVANS**  
Engineering Field  
33 Years Service



**H. A. THOMAS**  
Engineering Support  
37 Years Service

## Classified

## Thank You's

## In Memoriam

**CAR**, 1980 Chevy Citation, low mileage, runs good, needs work. 474-3971.

**CARPOOLER**, looking to join carpool/van-pool in Kuykendahl/I-45 area; hours 7:00-3:45. Contact Kim at 873-2438.

**LAKEHOUSE**, waterfront, 2-1, private lake, Livingston area, bulkhead, boathouse, storage shed. \$30,000. Evenings: 461-7062. Weekends: Call collect (409)685-4665.

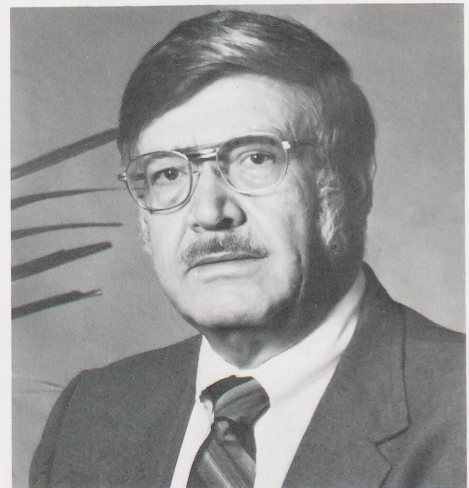
My thanks and appreciation to everyone who was so very thoughtful at my retirement. A number of you have continued to check on me due to my illness. This has meant so much to me. Henry Theiler

My sincere thanks to all my friends for the beautiful flowers, cards, calls and visits during my illness. I am at home and improving, and am deeply grateful for your loving thoughts and prayers. Mary Faye Sherman.

James A. Marr, a retired Maintenance Shift Foreman, died January 10.

W. I. Peppers, a retired Boilermaker-Refinery, died January 7.

## Service Anniversary



**H. H. JENKINS**  
Chemical Operations - E&S  
35 Years Service



**5-YEAR PERFECT ATTENDANCE ...** OP-III Pyrolysis Operator Ray Allen (second from left) recently achieved 35-years at DPMC without a sick day. Joining him to celebrate this achievement is (left to right) Gayle Johnson, Complex Superintendent, Ray's wife Peggy, and West Operations Superintendent Jake Jacobson.

# Hughes joins DPMC staff in Medical department

DPMC's Medical department recently added a new member to its staff.

**DR. ROBERT HUGHES** joined the department in January. He brings with him nearly 38 years of medical training and experience.

A specialist in neurosurgery, Dr. Hughes graduated from the University of Western Ontario in London, Ontario, Canada in 1948. He spent the next seven years in postgraduate training at Yale University, the Mayo Clinic and the University of Western Ontario.

After completing his training, he entered private practice in Hamilton, Canada where he and his family lived for 24 years.

Dr. Hughes was certified as a neurosurgeon by Canada's Royal College of Surgeons and the American Board of Neurological Surgery.

"Neurosurgery involves operating on the central nervous system, which includes the brain and spinal cord," Dr. Hughes explains. "It also includes the peripheral nervous system, such as the nerves in the arms and legs and other parts of the body."

Dr. Hughes moved to Texas in 1979 and joined the staff at Pasadena Bayshore Hospital. "My wife and I decided we needed a nice little change and decided Texas was a good place to come. Its warm climate looked very attractive to us."

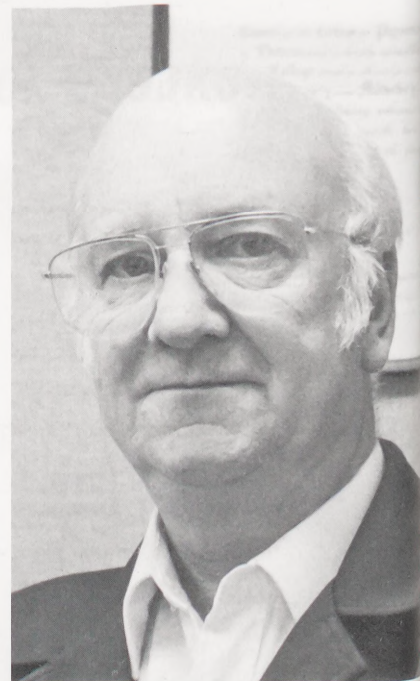
While at Pasadena Bayshore, Dr. Hughes worked in the emergency room. "At that time, I wanted to try something new and different," he recalls. "But I soon tired of the emergency-type work and started up a neurosurgery practice with a partner."

After four years in private practice, Dr. Hughes was ready for another move and signed on with DPMC's Medical department.

In addition to his years of medical experience, Dr. Hughes says his neurosurgical background will be helpful in his new job.

"The most common neurological problem people have, especially in an industrial setting, involves injuring their backs," he explains. "We are looking into setting up some kind of low-back pain clinic or program to address this problem."

Dr. Hughes lives in Clear Lake with his wife and a daughter. He has four grown children and seven grandchildren.



Dr. Robert Hughes brings his medical expertise to the DPMC Medical staff.

## Employees donate CPR skills

Recently, three DPMC employees donated their time and skills to help others learn CPR.

In November, a CPR Mass Training session, sponsored by the Greater Houston Area Chapter of the American Red Cross, was held at the Houston Astrodome. More than 1,860 individuals attended the training session.

**ELIZABETH PATRICK** and **LOVIE JONES** both registered nurses in the Complex's Medical department, and Senior Safety Inspector **GEARY HANCOCK** were among the 96 Red Cross instructors who spent the day teaching basic CPR skills.

Elizabeth says this was her first time to participate in the CPR Mass Training.

"I taught CPR to a variety of people, including an elderly woman who had previously had experienced a heart attack," Elizabeth explains. "She didn't think she could perform CPR, but was surprised when she found out she could."

Elizabeth continues, "Each person has their own reason for wanting to learn CPR. Two young girls I taught said they had young grandparents and wanted to be able to help out in an emergency."

"For whatever reason, CPR is a good thing to know," Elizabeth adds.

## Shellegram

Deer Park Manufacturing Complex

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BULK RATE  
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