Accident Free
PREVENTION'S THE KEY

WOOD RIVER review

FEBRUARY 1990
VOL. 55, NO. 2

Air monitoring: "Breathing Insurance" of a refinery

by Larry Heugatter, Industrial Hygienist

Air monitoring is one of the industrial hygienist's primary tools for recognizing and evaluating workplace conditions which could influence employees' health. WRMC's Industrial Hygiene staff (**Maryann Clanton,** Respirator Fit Technician; **Bill Cunningham**, Staff Industrial Hygienist; **Larry Hargrave**, Industrial Hygienist Assistant; and **Larry Heugatter**, Industrial Hygiene;) spend a considerable amount of time gathering data and putting the results to good use.

Monitoring data is used to assess compliance with government mandated standards, industry standards, and Shell's internal standards, which are sometimes even more rigorous. Shell uses this data for many purposes, including identifying areas in which corrective action might be needed. A typical industrial hygiene sample is either a personal sample, taken in an employee's breathing zone, or an area sample in the work location. For either type, the same sequence of events takes place:

1) The sampling device is put on the employee or the area for a short-term or long-term sample. All pertinent data about the employee, work task, personal protective equipment, area conditions, weather, and sample collection are recorded on a Shell Industrial Hygiene Sampling Form.
2) Sample collectors are sent to Shell's Westhollow Industrial Hygiene Laboratory in Houston or to an independent lab for analysis.
3) Lab results are evaluated by WRMC Industrial Hygiene. An evaluation **may** result in follow-up work or recommendations, such as:
    a. Possible control devices
    b. Protective equipment
    c. Ventilation improvement
    d. Process material substitution

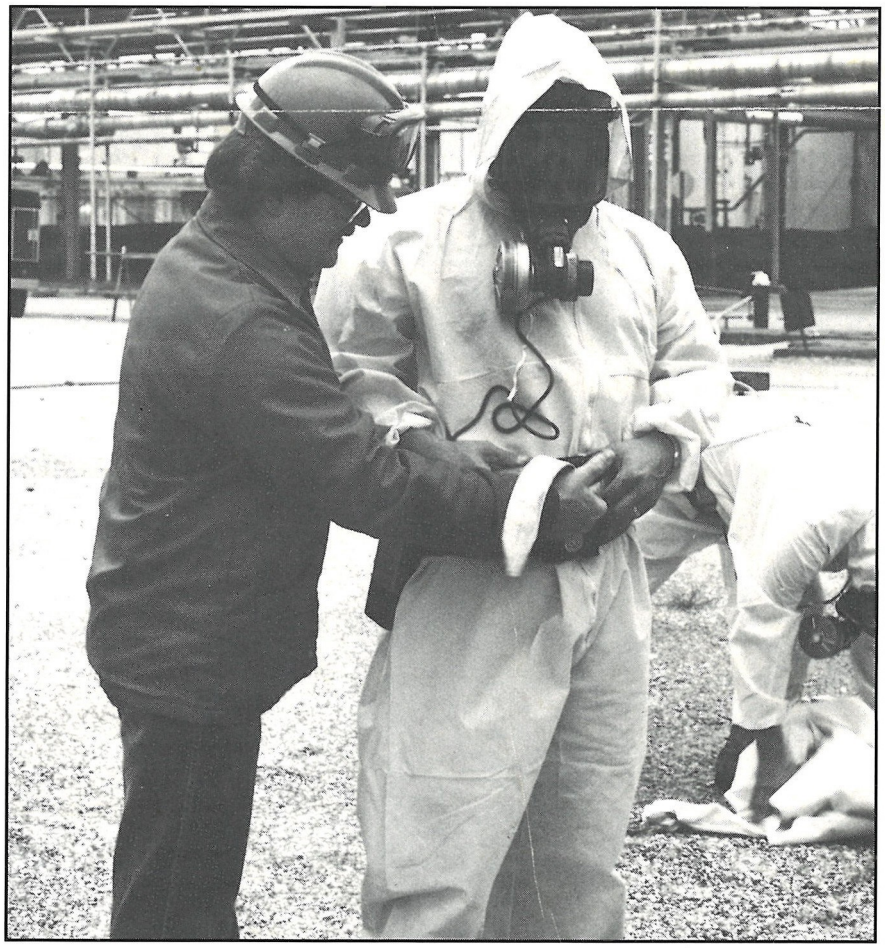
All results are sent to the employee monitored, and to their management for posting so other employees in similar jobs can view the data. Asbestos results also are posted at the Main Gate and South Gate.

Results are then entered in WRMC Industrial Hygiene's computer system, and sent to Head Office for entry into the corporate Health Surveillance System. Original sample forms are kept in the I.H. files. All sampling records must be maintained for at least 30 years, and all employees have access to sampling data from their job.

Asbestos Air Samples

All asbestos air samples are collected by drawing air at a measured rate through a specific type of filter. The laboratory performs a microscopic fiber count on the filter and reports an average concentration in fibers per cubic centimeter of air, or f/cc. Lab results are never reported as zero, but as less than the detectable limit.

Continued on next page



Industrial Hygiene Assistant Larry Hargrave prepares to monitor an asbestos abatement worker.

Air monitoring . . .

Continued from front page

Personal monitoring is performed on insulators during asbestos removal unless there is sufficient data from earlier, similar jobs. Area samples are taken at the downwind edge of the asbestos banner tape to verify that personnel in the surrounding area are not overexposed. **WRMC insulators evidently do a very good job of regulating a large enough area and handling the insulation properly, because none of the area samples has ever approached the action level of 0.1 fibers per cubic centimeter, and nearly all of them are less than the detectable limit.**

A number of background area samples have been taken near weathered or damaged insulation to verify that there is no ongoing hazardous condition for employees in the area. These are also virtually all below the detectable limit.

Results from other asbestos-related tasks such as brake repair or scaffold building in an asbestos-containing area are all well below the action level.

Benzene Samples

Benzene monitoring is a significant part of I.H.'s total monitoring plan. Designated jobs with the potential for benzene exposure are monitored routinely for benzene, toluene and xylene. Full-shift samples are taken with a badge-type passive dosimeter. These are analyzed at Westhollow, and the vapor concentration reported in parts per million (ppm). The result of a full-shift sample indicates the average concentration of benzene throughout the shift. This is compared to OSHA's permissible exposure limit of one ppm for benzene.

Industrial Hygiene takes its responsibilities very seriously, and works hard to see that employees can leave work as healthy at the end of the day as they were when they started.

Industrial Hygiene also monitors short-term activities such as sampling or gauging. These 15-minute samples are taken with an air pump and charcoal tube, which also are analyzed at Westhollow. Monitoring short tasks in this manner helps to spot potential intermittent problems that full-shift samples alone would not uncover.

We find that WRMC's air sampling results indicate near 100 percent compliance with all exposure limits. Any time we do find we're out of compliance, we take corrective action immediately.

Our working relationships at WRMC depend greatly on mutual trust. Industrial Hygiene respects that trust. We take our responsibilities very seriously, and work hard to see that employees can leave work as healthy at the end of the day as they were when they started.

SAFETY TIPS FOR W•R•M•C Families

by Darrell Nash, Senior Safety Inspector

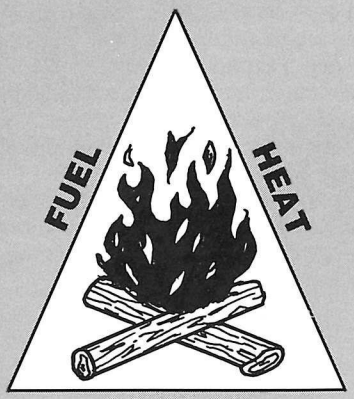
In the springtime, Nature washes her face and puts on a fresh green dress — a ritual that signals to many of us that it's time to start our own spring cleaning ritual.

Please give some thought to fire safety as you begin cleaning and freshening your home. You and your family will be safer, and I guarantee you'll feel better that you did. Check the basement, garage, attic, storage rooms, closets, and your home's common areas for the presence of "fire inviters:" the useless, not needed items which could be a place for a fire to start. Safely discard these items; serious fires can start all by themselves.

Fires that "start all by themselves" or, fires that occur even though they're not ignited by a match or another burning substance, involve a process called spontaneous combustion. For example, heaps of oily, greasy rags, piles of coal and trash can sometimes begin to burn without being ignited. Spontaneous combustion is caused by the rapid union of oxygen (air) with the carbon and hydrogen in the oil, grease, coal or litter (fuel). This rapid chemical reaction raises the temperature of the greasy rags, coal, or litter (heat) and the substance begins to burn because all three parts of the fire triangle are present. Sometimes, attics contain many old papers, boxes, magazines, gift wrappings, rags and old clothes that are fire-inviters. Attics are often very hot, and in such places spontaneous combustion can easily occur. The results could be disastrous.

Teach your children the lessons of fire safety. Involve them in fire prevention by having them help you with spring cleaning. Challenge them to look for the fire inviters and to clean them out of your home.

The best time to stop a fire is before it starts. When you clean up for fire safety, you're giving attention to fire prevention and depriving fire of a place to start in your house.



THE FIRE TRIANGLE

PRESCRIPTION FOR LIFE

Take a healthy "Spring" into Springtime



Pat Maher

by Pat Maher, Occupational Health Nurse

With America's growing concern for physical fitness, many people have become aware of the benefits of exercise, as well the apparent costs. Some of those who have tried health club workouts found them to be expensive and painful. Muscle strains and/or sprains and fractures are not infrequent. I'd like to talk about a few ways to exercise that are neither expensive nor painful.

There's a more conventional, less expensive, easier, more pleasant way to exercise - one we are all familiar with. WALKING! Amazing, isn't it?! We've all been walking since we were 10-12 months old, yet we've just discovered that it is actually good for us — if we do it right.

Walking has all of the benefits of other aerobic sports. It will help you stay fit, lose weight and keep it off, and reduce your stress level. It will also enable you to become "re-acquainted" with yourself, your neighbors, and your environment. Getting reacquainted with yourself is a plus for mind and body. And you may even meet new people and make a few new friends.

Another less expensive, more conventional, easier way to exercise is jogging. Like walking, jogging is beneficial to the mind as well as the body. It can also improve your sense of well-being. Jogging can give you a sense of confidence, energy, motivation, and can help reduce stress. It can even inspire friendships among people who plan and enjoy jogging together. Bicycling and swimming are two additional aerobic exercises that you can enjoy in the same way.

Whether you are going to walk or jog, bicycle or swim, here are a few facts you should know before you begin your program:

1. Have a medical check-up, especially if you are over 35, overweight, have high blood pressure, heart disease, diabetes, arthritis, or any other medical problem.
2. Make sure you have a **good** pair of running shoes. Whether you walk, jog, or bicycle, you need to protect your feet and legs.
3. Find your "THR" (Target Heart Rate). This is the most effective training pulse for maximum cardiovascular and fat-burning benefits.

   The formula for finding your THR is: Subtract your age from 220, and you have your maximum heart rate. Seventy-five percent of your maximum heart rate is your THR.
4. "Warm-up" for at least five minutes before you start your exercise program. Stretch each side of the body at least three times slowly, holding for at least 20 to 30 seconds. NEVER BOUNCE!

   Start your exercise program at a normal pace togradually increase your heart rate. Increase your speed to get your THR and maintain this heart rate for 20 to 45 minutes. Then start your "cool-down."
5. Cool down slowly. Allow yourself a minimum of 5 - 10 minutes to slow your heart rate and breathing back to normal. Then stretch as you did before you began your program. This will help prevent injuries from tight sore muscles.

Some safety tips to remember when exercising:

1. Drink plenty of fluids to replace those lost through perspiration.
2. If you are going to exercise at night, never go alone. Take a buddy.
3. Wear reflectors so drivers can see you.
4. Avoid wearing ankle weights. The added weight can injure your joints and your back.
5. Be sure to carry change for a phone call and some form of identification.
6. Start your exercise program slowly. Exercising too much too soon and too fast can make it a chore instead of fun.
7. Watch for signs of overexertion. If you feel lightheaded or dizzy, your heart starts pounding, or you have chest or arm pains, contact your physician.

Once you start exercising regularly, you'll notice how much better you look and feel. You'll find your energy level is up and your stress level is down. You can make exercising more fun if you make it a "family affair" or take a friend (either two-legged or four legged) along. Vary your route.This will enable you to explore different places and meet new people.

Remember, fitness can add quality years to your life and you can have fun attaining your goal. ENJOY!!



Six certified to operate new Wastewater Treatment Plant

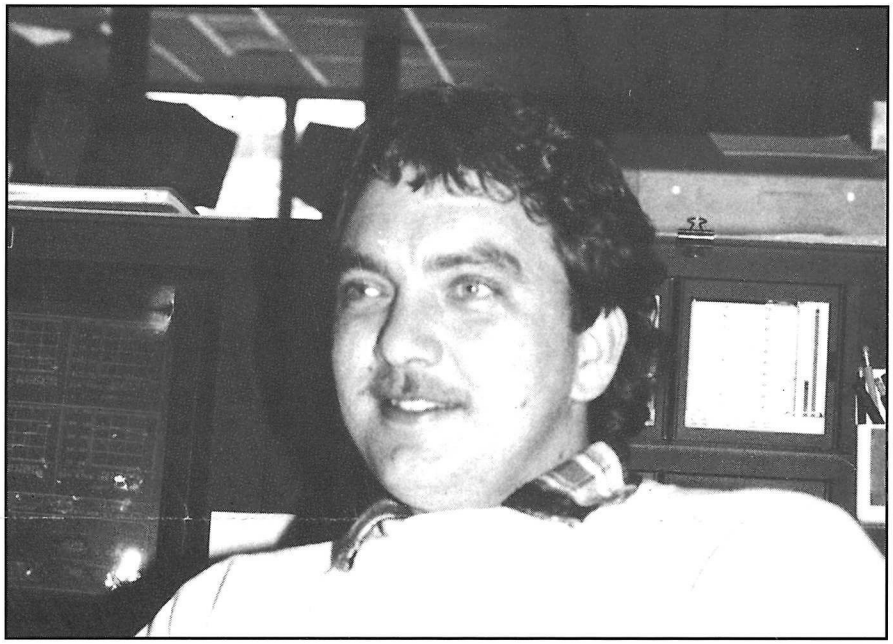
by Bill Carr, Superintendent Operations, Effluent Projects

Hats off to Environmental Operations' **Betty Maslo**, **Mary Roberts**, **Joe Casey**, **Lee Metz**, **Rick Blevens**, and **Kelly Sitton**. These six represent WRMC's first graduating class to complete 160 hours of training at Southern Illinois University Edwardsville in industrial waste treatment. The certification will enable them to operate our new Wastewater Treatment Plant when it goes on stream early next year.

Hats off to this group for their interest in and dedication to the environment at WRMC!

EMERGENCY Dispatch

RAMS Profile: Bob Stairs



Bob Stairs, the featured Rescue and Medical Squad (RAMS) member this month, is personally involved in many aspects of safety at WRMC. An Operator in the Gas Plant, Bob is also a volunteer fire crew member, on the Contractor Safety B.E.S.T. Team, and on the Shell Recreation Association (SRA) board.

Texas A&M University is the training and proving grounds of firemen for many Shell locations. During Bob's last visit there, he served as an instructor for fire training. He then stayed for the Industrial Rescue Course. His interest in RAMS comes from the desire to know what to do for others in trouble and his concern for his co-workers. His interest in fire fighting comes from wanting to know more about fires: what to expect, and how to control and extinguish them safely. Formerly a mandatory fire crew member, he stayed on when the switch was made to voluntary participation.

In addition to being involved in emergency response, Bob is a member of the Contractor Safety B.E.S.T. Team. Here, he assisted with the writing of the Contractor Safety Manual. The manual explains the requirements and safety expectations for contractors.

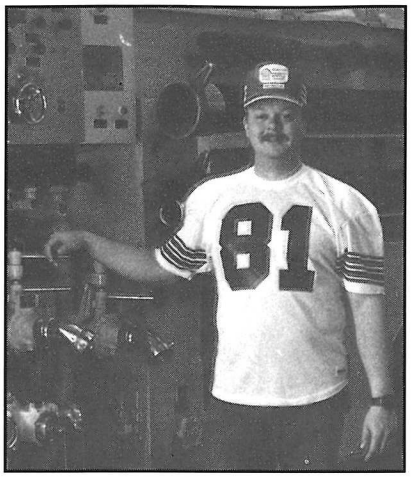
If you attended Family Day at the Wood River Aquatic Center, the SRA-sponsored bicycle tour or have played SRA league sports, then Bob is one of the people that you can thank. Soon, there will be a bike club in place for Shell families. This is due, in part, to his vision. He is an SRA board member who can also be found chairing the athletic committee and serving on the budget committee. For relaxation, Bob enjoys playing softball, walleyball, volleyball, biking, hunting and fishing.

Bob began working at Shell in 1984 as an Operator in the Cracking Department. Now in the Gas Plant, he recognizes that although 12-hour shifts may be long, they also allow more free time to be spent with his children Jarrid, 7, and Cammie, 6.

A busy lifestyle will not keep Bob from being there to help whenever he is called on to lend a hand.

Pamela Laubacher
RAMS Editor

VFC Profile: Bill Taylor



Distilling is the workplace of this month's volunteer fire crew profile: **Bill Taylor**. An operator, Bill's currently heading up the dead leg inspection project for the distilling basic production unit (BPU). Bill's dedication to his work is reflected in his dedication as a member of the Complex's emergency response effort.

A captain on volunteer fire crew one, Bill is also a First Responder on the Rescue and Medical Squad (RAMS). In 13 years of experience in firefighting and emergency response, he has served as an instructor at Shell's Texas A&M Fire School and is also a former member of the East Alton Fire Department.

Bill is proud of the efforts of WRMC's volunteer fire crew. He feels the crew is a very effective part of the WRMC emergency response effort. He was on-scene at the fire at the distilling unit fire during the December cold snap, for example, and stated he was very impressed with the efforts of the fire crew under such adverse conditions.

Bill lives in East Alton with his wife and two children. During his leisure time, Bill enjoys hunting and fishing.

Rick Haase
VFC Editor

Classifieds

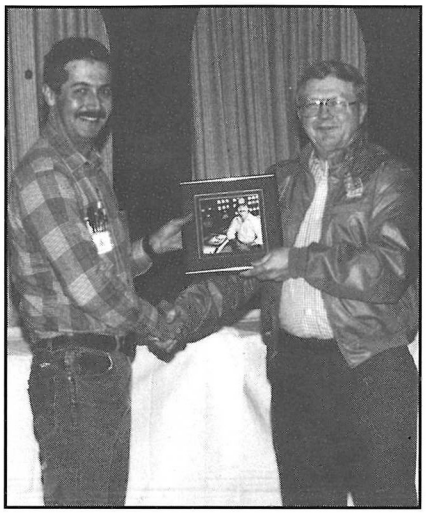
For Sale: 7'x 9' utility trailer, low down tilt with hand winch $150. Four foot tandem disc $100. Small manure spreader on rubber tires $125. Two section harrow $30. Low down trailer for towing ford and smaller tractors $100. Call Gene Sury, Troy, IL, 667-9115.

Calendar participants recognized

If you were to name twelve of the most safety-active WRMC employees, you might come up with many of the people who participated on the 1990 safety awareness calendar.

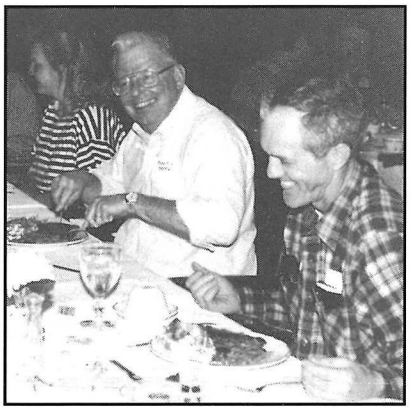
This year's group was selected by their peers for their participation in groups such as BEST Teams, Health & Safety Committee, Volunteer Fire Crew, Rescue and Medical Squad, United Way, and the quality process. They were recently honored at a luncheon hosted by the Safety Awareness Team, and given a framed picture of their photo from the calendar.

Thanks again to all who participated in the 1990 calendar: **Tom Allen**, **Terry Bratten**, **Steve Fielder**, **Leroy Ganzer**, **Mary Henley**, **Leroy Langendorf**, **Vince Leady**, **Doug Martin**, **Dan Moore**, **Terry Seymour**, **Rick Trobaugh**, **Nancy Tsupros**, and **Gayle Johnson**, Complex Manager.







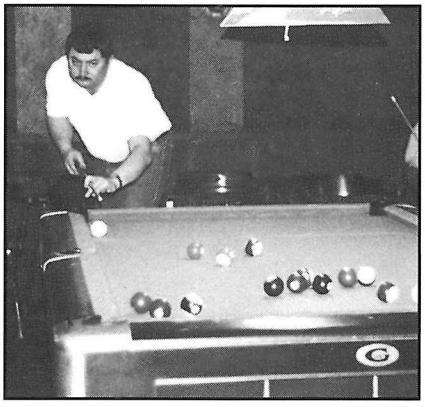


SRA Happenings

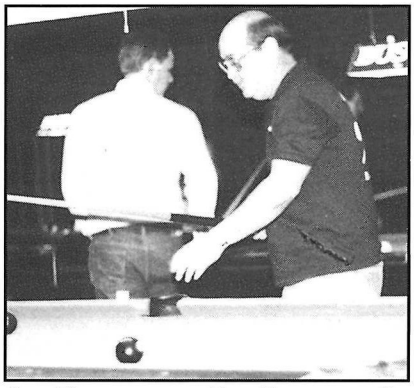
SRA Pool Tournament

The SRA hosted its first 8-ball tournament this past month with the help of Wood River Bowl and Porkys. Plenty of good food and drinks were available for all to enjoy while watching the competition on the pool tables. Everyone attending had a great time, especially **Kem Laux**, an operator from Cracking who came back out of the losers bracket to capture first place. **Ron Kusterman**, who had beaten Kem in an earlier match, came in second (better luck next time Ron!) and **Gary Sheppard**, third, out of thirty participants. After having such a good turnout, I'm sure we'll have more tournaments in the future.

Bob Stairs, SRA Athletic Chairman



First place pool shooter Kem Laux gets ready for his next shot.



Gas Plant operator Ron Kusterman finishes a match. Kusterman took second place in the SRA Pool Tournament.

SRA Spring Dance

The SRA Spring Dance will be held on May 5th at the K C Hall in Bethalto. The event will be catered by Moonlight Restaurant. Music will be provided by the group, Sama Lama and the Ding Dongs. Social hour will be from 6 to 7; Dinner will be served from 7 to 8; Dance will be held from 8 p.m. to midnight. Beer and soda will be provided. Cost will be $10 per couple for SRA Members and $15 a couple for non-members.

Send reservations to:

Sharon Rhoades
RR #2
Bunker Hill, IL 62014
Phone: (618) 278-4548
or (618) 255-3174

no later than April 25th 1990. Make Checks payable to the SRA.

SRA Continued on next page

SRA Happenings *continued*

SRA Athletic Events

It looks like spring is right around the corner, and that means a number of SRA Athletic events are just starting, with many more soon to get underway. The racquetball leagues have just started as well as co-ed walleyball which is being played at the West James Sport Center. As men's basketball comes to an end, men's volleyball is starting at the gym in Roxana. The archery tournaments will also be starting this month.

In May, we have our men and co-ed softball leagues starting. the golf, trap and skeet, and a new SRA sponsored pistol league will begin.

There is good news for all the men and co-ed softball teams! Maintenance will soon begin on the ball field at Kendal Hill Park. The right field fence is being moved back and the outfield in left is being leveled off. Thanks to Ron Magill and Mike Hribar for your efforts!

We also are forming a new club for cycling enthusiasts. A family tour will be held again this year, in addition to monthly rides set up by the membership.

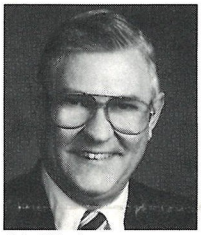
So....as you can see, there are many activities to help get you into shape this year and have fun doing it! Keep your eye on the bulletin boards for team captains meetings and league start dates. If you have any questions on any league activities, contact any SRA board member or **Bob Stairs** (RGS34) in the Gas department.

Bob Stairs, SRA Athletic Chairman

Its time again for the Easter bunny to arrive at the SRA annual Easter Egg Hunt, which will be held on April 7 at 10 at Kendall Hill Park. All children 12 and under will receive candy and prizes. Come rain or shine.....



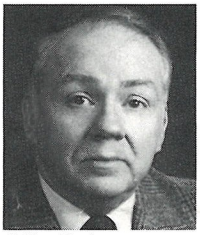
Retirements



Al Slivka
Sr. Training Rep.
ER-Training
35 years



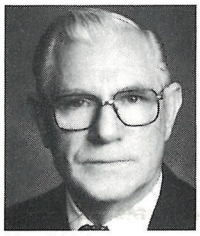
Orville Wildhaber
Sr. Engr. Tech.
Engr-Ctrl Sys.
35 years



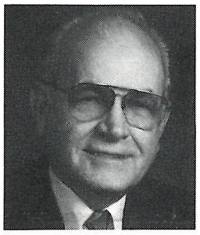
Olin Buhr
Insulator
Maintenance
34 years



Dean Schneider
Opr. 1/Breaker
Env. Oprns.
33 years



Paul Edster
Tinner
Maintenance
19 years



Harold Heilig
Opr. 1/Breaker
Log. Env. Oprns.
13 years

New To WRMC



M. Aldrich

Mark C. Aldrich is a new Engineer in Control Systems Engineering. He has a B.S. degree in chemical engineering from the University of Wisconsin-Madison. Mark lives in St Louis and enjoys basketball, ballroom dancing and skiing.



B. St. Peters

Bill St. Peters has newly joined our Health & Safety team as a Safety Supervisor. He and his wife Lola live in Alton with their three children, Chris 21, Chad 15 and Laura who is five years old. Bill enjoys golf and shoot trap.



S. Dinwiddie

Stephaine Dinwiddie is a new Engineer in Engineering-Fuels. She is a resident of Florissant. Stephaine has a B.S. degree in mechanical engineering from the University of Missouri-Rolla. She enjoys running, walking, water skiing and reading.



P. Wrigley

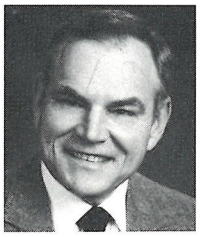
Patricia Wrigley is new to our Finance department as a Financial Accountant. She lives in St. Louis with her husband James and their two year old daughter Vanessa. Patricia has a B.S. degree in business economics. She enjoys jogging, reading, aerobics and weightlifting.



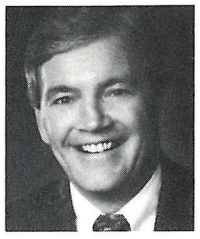
J. Jost

Jeffrey Jost recently joined Engineering as a Control Systems Engineer. He lives in St. Louis with his wife Laurie. Jeffrey enjoys singing, Jazz and outdoor activities.

Service Anniversaries

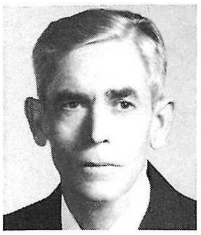


Murl Peradotti
Maint. Supr.
Shops-Maint.
30 years



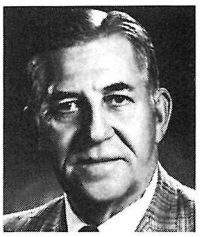
Larry Leuck
Design Draftsman
Project Eng.
25 years

In Remembrance

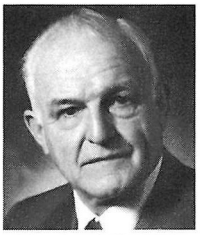

H. H. Dauksch


L. Dillow


J. E. Grapes

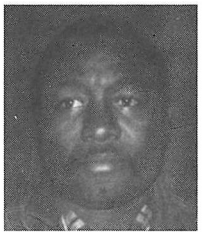

V. H. Hammann

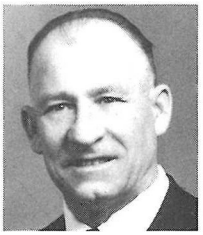

G. T. Loveless

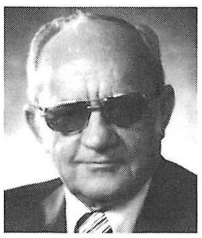

L. J. Mengal

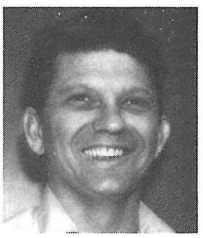

C. A. Post

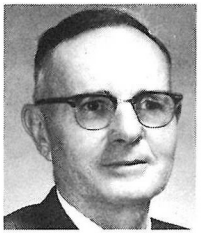

F. L. Schelm


L. Simmons


E. J. Trendly


E. W. Wheeler


B. Wimmersberg


W. L. Zimmerman

Herman H. Dauksch, 79, died January 14. Mr. Dauksch was a Pipefitter, Engineering Field, before retiring in 1967 after 24 years of service.

Lewis Dillow, 84, died February 4. Mr. Dillow was a Painter, Engineering Field, before retiring in 1962 after 33 years of service.

Joseph E. Grapes, 85, died January 6. Mr. Grapes was a Pipefitter, Engineering Field, before retiring in 1963 after 20 years of service.

Virgil H. Hammann, 81, died January 31. Mr. Hammann was an Operation Foreman, Alkylation, before retiring in 1970 after 36 years of service.

George T. Loveless, 77, died January 11. Mr. Loveless was a Special-Tester, Refinery Laboratory, before retiring in 1966 after 33 years of service.

Louis J. Mengal, 74, died January 14. Mr. Mengal was a Carpenter, Maintenance, before retiring in 1963 after 23 years of service.

Charles A. Post, 71 died February 18. Mr. Post was a Carpenter, Maintenance, before retiring in 1981 after 27 years of service.

Frank L. Schelm, 83 died February 1. Mr. Schelm was a Control-Shift Foreman, Treating-Effluent, before retiring in 1963 after 41 years of service.

Lee Simmons, 54, died January 29. Mr. Simmons was a Pipefitter in Maintenance. He had 15 years of service with the company.

Elvin J. Trendly, 81, died January 8. Mr. Trendly was a Boilermaker, Maintenance, before retiring in 1963 after 23 years of service.

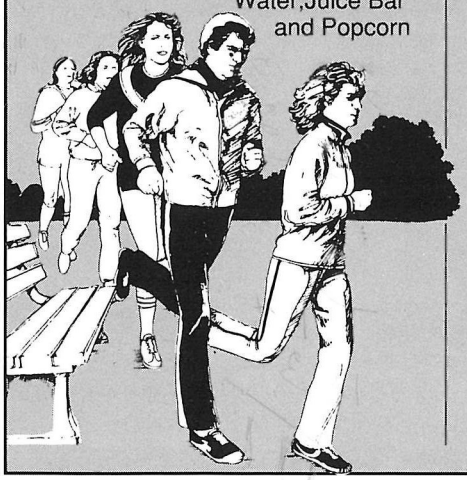
Edward W. Wheeler, 73, died February 9. Mr. Wheeler was a Truck Driver, Maintenance, before retiring in 1978 after 25 years of service.

Bill Wimmersberg, 60, died February 13. Mr. Wimmersberg was a Quality Assurance Tester and had 35 years of service with the company.

Walter L. Zimmerman, 89, died January 21. Mr. Zimmerman was a Compressor Operator, Lube, before retiring in 1963 after 34 years of service.

Family Health Fair

Date: Saturday, May 5, 1990
Where: Roxarena, Roxana, Illinois
Time: 9:00 A.M. - 1:00 P.M.
Refreshments: Mineral Water, Juice Bar and Popcorn



There will be a run/walk to begin at 9:00 a.m. and the first 500 participants will receive a sweat band.

Twenty-five attendance prizes will be drawn every hour. Activities for children include:

Fingerprinting
McGruff
Vince & Larry (Crash Dummies)
Puppet Show
Coloring Books
Play Area - Children's Palace

The Family Health Fair is being planned by the C.O.S.T. group assisted by the SPG. The persons involved with the planning are **Bob Newell** (SPG), **Diane Lenger**, **Clif Carpenter**, **Barb Baggett**, **Judy Schrewe**, **Gayle Johnson** (SPG), **Jim Peat**, **Bill Generally**, **Brenda White**, **Mary Brand**, **Cathy Barnett**, and **Nancy Tsupros**.

What's happening in...
SAFETY:

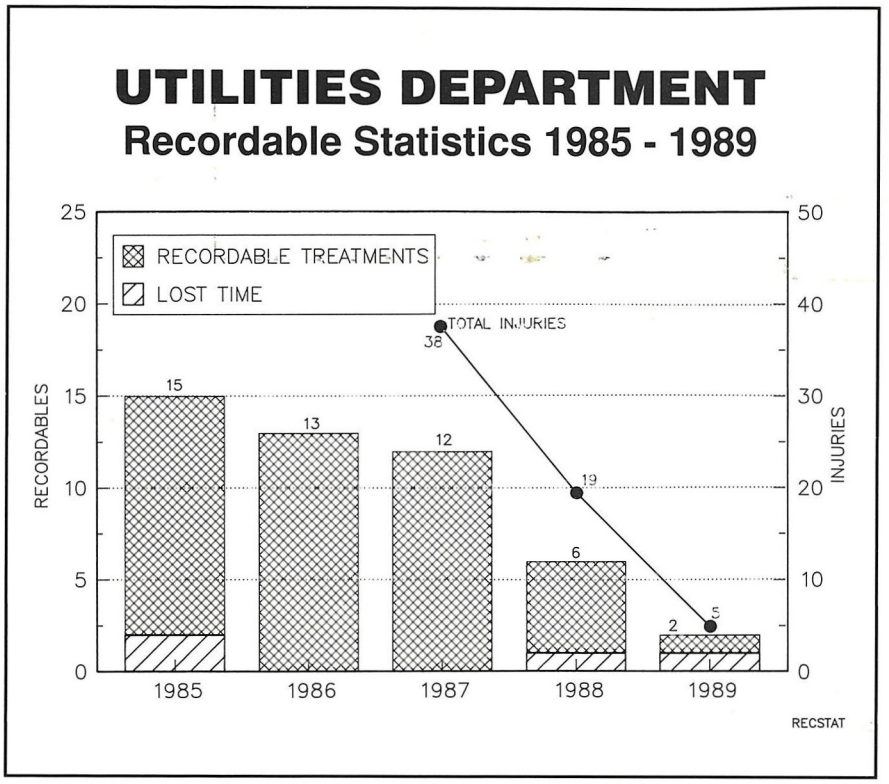
Utilities Safety-

Working together for all of us

by Dave Bourbon, Utilities Manager, and Dave Culler, former Utilities Manager

We're on a roll! Utilities is proud of our record of improvement in the area of safety performance. We're currently working on our longest accident-free period since we began tracking. We beat the 1989 Complex goal with a recordable injury frequency of 3.7. Since 1985, when Utilities first implemented the Structured Safety Process, we've been on a continuous road to safety success. (see graph)

Like most of the Complex, we started into Structured Safety by focusing on the conditions that needed correcting. Since 1987, we have completed over 600 safety tickets and averaged roughly $1 million per year in safety projects. Most of this money has been spent removing asbestos and installing structurally sound access platforms. We are just getting underway with the last phase of asbestos removal in Boiler House #2 but still have a number of opportunities in the area for coming years.



It takes more than hardware to make improvement happen, however. It also takes the dedication of all Utilities personnel to ensure that the work will be done safely. Attention to details such as operations and maintenance procedures, departmental permits, check sheets and housekeeping have helped find and correct hidden problems.

Routine biweekly training on Complex procedures began in January of 1989 and has helped to change a number of practices that did not meet the requirements. Above all, we're responding to the concerns of everyone working in the department, and we believe this demonstrates that together we can make Utilities a safer place to work. And although we still have some work to do to eliminate all accidents in the area, we're on the right track, and look forward to continued improvement over the coming year.

Accident Free
PREVENTION'S THE KEY©
WOOD RIVER review

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February, 1990
Volume 4, Number 2

QUALITY

Corrective action teams:

Positive results from the Quality Process

By Bill Galbraith, Operations Foreman - Aromatics East

Corrective action teams (CATs) are an integral part of the Quality Process. Promoting cooperation across the Complex, they are excellent tools for dealing with problems that extend across two or more departments or skill groups.

One recent success story involving a Corrective Action Team occurred in Aromatics East. Our problem was inter-departmental and concerned the accuracy of process unit operating data (process unit flows, fuel consumption, etc.) which is manually entered into WRMC's stock balancing system.

Before this data can be entered into the stock balancing system, operators must first collect the raw data from instruments located on the unit control boards and throughout the process units. They then manually enter this data into the Manual Data Capture (MDC) computers. MDC is a personal computer based software package which translates the raw operating data into specialized analyses of the unit operation.

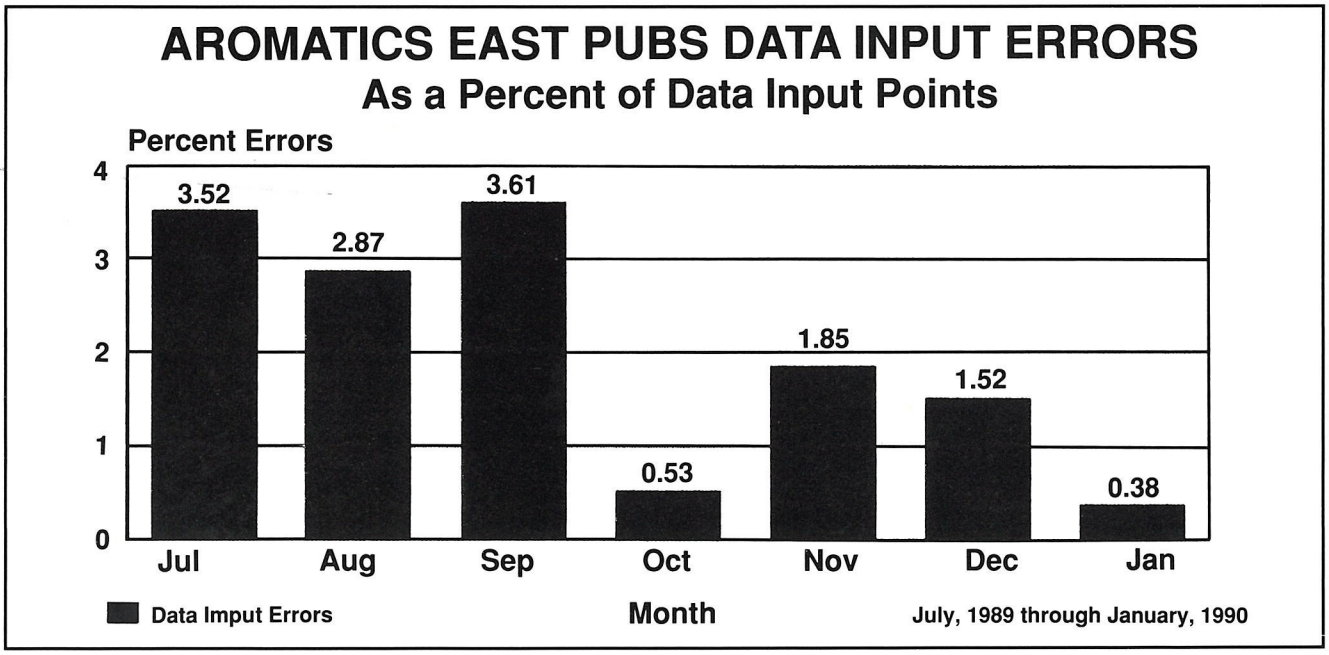
Once the raw data has been entered, MDC then performs the necessary calculations and generates a printed report with the unit material balance data. The operators manually enter this data into the stock balancing system (or PUBS, for Process Unit Balancing System).

Errors can occur during any step of the process for numerous reasons (e.g., data entry errors, computer hardware/software problems). Erroneous data causes inaccurate stock balancing reports, which may lead to poor business decisions concerning unit operations, feed stock purchasing, etc.

Through July of 1989, Aromatics East was averaging well over 100 data input errors (or three percent of all data input points) per month. In mid-August, a CAT was formed to deal with this problem. Team members included **Russ Leggett** Yield Analyst - Stock/Yield Analysis; **Jack LaTempt** and **Bruce Elliott**, MDC Operations Representatives - Aromatics East; and **Bill Galbraith**, Operations Foreman - Aromatics East. Part time members included **Cathy Bonsanti**, Process Engineer - Aromatics East; and **John Wood**, Supervisor - Stock/Yield Analysis.

Obviously, our team's objective was to minimize the

Continued on back page



Corrective Action Teams

Continued from front page

number of data input errors. In order to do this, we first needed to identify all players and clearly define their roles, responsibilities and expectations. We then outlined every step of the process for getting raw operating data from the instruments to the stock balancing system.

Next, we identified any and all concerns for each step in the process and assigned action items to address each concern identified. This included clarifying data entry expectations, providing additional training to the operators and developing a process to identify, communicate and effectively deal with specific errors as they occurred.

All of our action items were completed by mid-September and, as a result, our average monthly errors decreased by more than 50 percent, reaching a low of 13 errors (or 0.38 percent of all data input points) in January.

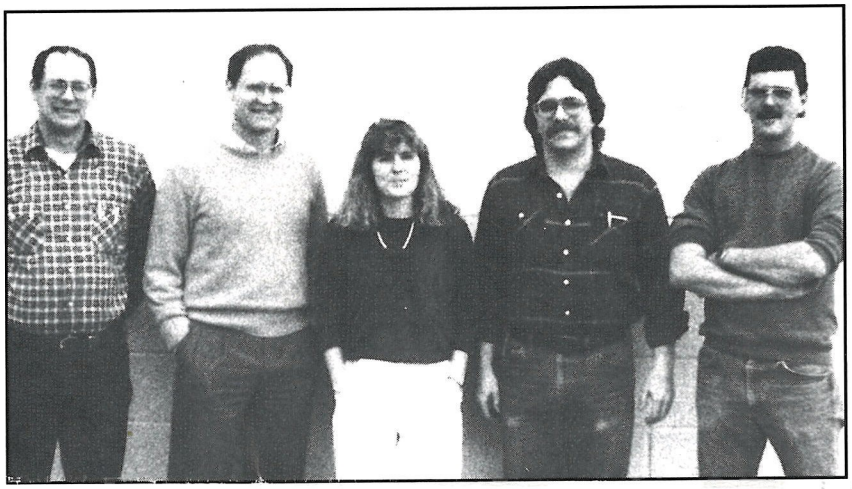
Special recognition must be given to the operators of Aromatics East. Their hard work and willingness to improve the system was the key to our success.

As you can see, corrective action teams, when developed and used appropriately, are excellent tools for resolving inter-departmental problems that may otherwise seem impossible to resolve.



1989 Beacon of Quality Awards are out – learn who received the awards in next month's Beacon.

Here, retired Complex Manager Jim Bagley (left) receives the award for his quality performance from Complex Manager Gayle Johnson.

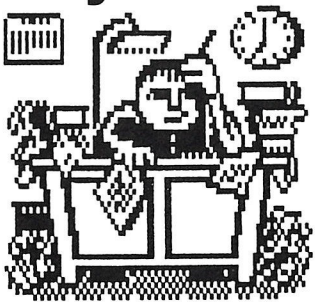


PUBS Corrective Action Team (left to right) Russ Leggett Yield Analyst, Stock/Yield Analysis; John Wood, Supervisor, Stock/Yield Analysis; Cathy Bonsanti, Process Engineer, Aromatics East; Bill Galbraith, Operations Foreman, Aromatics East; Jack LaTempt Operator and MDC Operations Representative, Aromatics East.

the Beacon

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The 1989 supplier of the year is...



WESCO!!!

Watch for next month's in-depth article