

# EXPRESS

By and for the Employees of the Advanced Materials Group ■ September 1995

## WELL DONE

BISHOP, SHELBY TEAMS WIN PRESIDENT'S QUALITY AWARD

**T**wo employee teams have been selected to receive the AMG President's Quality Award for 1994. The winners are the Bishop Dome Project Team and the Shelby Vectra<sup>®</sup> Liquid Crystal Polymer (LCP) Unit. Members of the teams were notified by letters from AMG President Hank Kieffer, who thanked and congratulated them on their hard work and achievements.

"This award traditionally goes to recognize areas of

performance that are particularly important in achieving AMG's business success," wrote Kieffer. "This year I looked for candidates that made significant achievements in business results and teamwork."

In the case of the Bishop Dome Project, teamwork was demonstrated by completing an innovative project to reduce the generation of hazardous waste at the site.

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- *Meet the Winners! See Centerfold, Pgs. 4 & 5*



*The Bishop Dome Project Team.  
Charlie Cofer,  
Craig Small, Jaime Garza, Gary Capchart, Allen Trachta.*

## PRESIDENT'S QUALITY AWARD

# Meet the Winners

### THE BISHOP DOME PROJECT TEAM

Jaime Garza, Alan Trochta, Craig Small, Gary Capehart, Charles Cofer and Wendell Brough

Used to be, every time it rained on the Bishop hazardous waste landfill, it wasn't viewed as pennies from heaven — more like dollars down the drain. Why? Because, according to the Environmental Protection Agency, anything that comes in contact with hazardous waste, including rainwater, must be managed as hazardous waste.

So Bishop was in the practice of removing the rainfall (three to four million gallons a year) within 24 hours,

collecting it, and sending it to deep wells for disposal.

But, as we all know, Bishop is in the midst of a nine-year, \$58 million-dollar Waste and Release Reduction program (WARR). With the scheduled elimination of deep well disposal, another solution was sought for the rainfall dilemma.

Enter the project team. After study, and some admitted head scratching, the team came up with an innovative solution: the Bishop Inflatable Dome.

"What we've got is one of the world's largest air-supported structures in this kind of application," says Jaime Garza, Bishop environmental supervisor.

The 85-foot high dome



*Quality Through Teamwork.* Some of the members of the Shelby Vectra Polymer Team include: Laura McDonald, Wayne Greene, Donnis Webb, Sarah Spikes, Ray Hoppes, Russell Morrison, Bob Fanter, Ethel Runfelt, Gary Jackson, Ed Brock, Fred Coffey, James Mickles and George Ledford.

covers five and one half acres of Bishop prairie. Made of 265,000 square feet of high tensile strength polyester fabric, it is secured with 32 miles of cable that can withstand up to 120 mph winds and weighs 52 tons.

Inflated by eight blowers, the dome has a special air-

lock to allow entry of personnel and equipment. Because employees and equipment work inside the dome, the 12 million cubic feet of air inside is exchanged and replaced every two hours.

"The beauty of the dome

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A Quality  
Teamwork



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is that when the landfill is full, we cap it, deflate the dome and move it to another location," says Garza.

This project is saving the company millions of dollars by eliminating the generation of contaminated rainwater.

"We're extremely proud of this project," says Garza. "And it's not just the team we have to thank. Scores of people — the whole plant —

made this possible."

Says Rich Hanlon, AMG/ATG vice president, EHSA: "The 'Bishop Dome' is an innovative example of one of the many solutions to waste reduction at Bishop. Since the company's Waste and Release Reduction program began in 1990, Bishop has shown creativity and dedication in pursuit of aggressive release reductions. The Bishop Dome is a visible symbol to the community, as well as our employees, of

our commitment to environmental improvement."

### THE SHELBY VECTRA POLYMER TEAM

Ray Hoppes, Robert (Gene) Odom, Levi Smith, Wayne Bright, Ethel Rumpf, Gary Jackson, John Poteat, Sarah Spikes, Wayne Greene, Mary Hemphill, Donnis Webb, Ed Clontz, Russell Morrison, Joanna Herrin, Glenda Yarbrough, James Mickles, Andrea Davis, Paul Dover, Michael Cook, Phillip Greene, Jim McMurray, Bob Fanter, Ed Brock and Bill Lail; George Ledford and Roland Wallace (retired); John Wasmund (transferred).

What do you get when you take a self-regulated work team, a vision of continual improvement, and a group-generated definition of manufacturing excellence?

In the case of the Vectra Polymer Team at Shelby, you get increased capacity, record yields, record productivity, zero OSHA incidents, improved quality, significant cost savings and a

group of 27 people who truly understand what it is to be a member of a team. Not to mention the AMG President's Quality Award.

It's been an event in the making since even before the Shelby Vectra Unit started up in June, 1989. The unit operates with four crews of four operators in a self-regulated environment without supervisors. Crew meetings are held once a month. A representative from each attends a monthly unit meeting where teams and projects are assigned, and progress reviewed and measured.

In response to the last employee survey, cross-functional and cross-crew project teams were introduced in the areas of cycle time reduction, maintenance downtime improvement, and asset utilization.

Says Ed Brock, Vectra superintendent: "Continual improvement in each of the project teams, together with EHSA excellence, defines manufacturing excellence for

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## President's Quality Award

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"Your team demonstrated concern for the environment and acted as a good corporate citizen," wrote Kieffer. "In doing so, you have managed to provide a significant value to both AMG and the community of Bishop, Texas."

For Shelby, teamwork was demonstrated by the many successful efforts to improve operations of the facility's LCP Unit.

"Your team has demonstrated that it is possible to achieve increased yield and productivity even while running extra experimental runs," commented Kieffer. "Your team has really demonstrated the values of commitment to continual improvement, employee pride and enthusiasm, and decision-making at the lowest practical level. In doing so, you have provided a significant value to both the Vectra Business Unit and AMG."

The President's Award is the highest form of recognition within AMG and is

bestowed for measurable contributions to AMG and the Hoechst Celanese Corporation. This prestigious award was established to formally recognize individual employees and teams that demonstrate extraordinary effort in the continual improvement process to achieve better business results.

"Recognition is key to a successful continual improvement process," says

Joe Wojcik, vice president of Organizational Effectiveness.

"The President's Award was created as a formal and significant way of recognizing outstanding efforts and saying *Thank you, well done.*"

Thirteen groups of nominees were submitted for this year's award. To be considered, nominees must have demonstrated an improvement in a specific business process that leads to measurable improvements in one or more of the four performance areas: customer satisfaction, EHSA,

preferred employer and business results. Nominees also must support, advance and exhibit the actual practice of the HCC Values through positive and participative efforts. The AMG Staff evaluates each nomination for:

- improvement in quality or customer satisfaction;
- advances in environmental protection, employee health and safety;
- unique sources of recog-

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HOECHST CELANESE  
CORPORATION.

nition or multiple acknowledgements of continued high performance;

- savings to the company;
- improvements in administrative and/or technical processes that result in productivity gains; and

- development of new business.

The method of accomplishment is examined in each case to see how it advances corporate Values and reinforces participative style, teamwork, respect for others, recognition, delegation, personal growth and communication. E

## Winners

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the Vectra Polymer Unit."

The results have been phenomenal.

For example: In 1993, it became apparent that the Vectra unit could not readily manufacture the new formulations being developed by the technical group in Summit without some process modifications.

The team addressed the problem and installed the solution, but then noticed that the acetic acid by-product was now much cleaner than before. With a little improvement to the system, and some marketing legwork by the team, the unit is now able to sell a by-product they had been giving away — adding nicely to the Vectra bottom line and creating a new tool for monitoring the process.

"These are truly teams," says Gary Jackson, unit operator and team member. "We set our goals, do what we can to meet those goals, and everybody participates. We never could have accomplished what we've done without the teams. One person may have a good idea, but four or five people can make it a great idea!" E

## ASATI News

### Hoechst Celanese in Bishop Reducing Waste Disposal

Fall, 1996 | Bishop, TX, USA

An important feature of ASATI's air-supported buildings is our ability to contain waste and pollution. ASATI's buildings reduce the amount of waste disposed of or released into to the environment. An example of one of our buildings that protects the environment from waste is the facility we built for Hoechst Celanese in Bishop, Texas.



**Hoechst Celanese's six-acre fabric dome keeps rainwater out of landfill and eliminates polluted runoff**

Hoechst Celanese Corp. in Bishop is one of the world's largest manufacturers of a variety of products, from bulk pharmaceuticals used as headache remedies to plastic used in consumer products such as automobiles and kitchen appliances. The Bishop facility is also recognized for a world-class pollution reduction program that by the year 2000 will eliminate deep-well injection entirely and reduce total waste releases by 97 percent from 1988 levels.

To achieve these reductions, Hoechst Celanese formed the Waste and Release Reduction Strategy Team (WARR) in 1992 and challenged employees across the board to think 'pollution reduction' in their daily jobs. For example, the question of how to reduce rainwater residue collecting at the bottom of an on-site landfill was answered by the construction of a 6-acre dome of high-quality fabric to keep the rain out. The leachate residue by definition was considered hazardous waste which

required disposal in deep wells. The dome has eliminated this waste entirely.

Hoechst Celanese will have reduced the amount of waste disposed of or released to the environment annually by almost seven million pounds by the year 2000. Many of those reductions will result in lower operating costs and a significant portion of those reductions go above and beyond what is required by law.

Last spring, the Bishop facility was recognized by the Texas Natural Resource Conservation Commission (TNRCC) and Governor George W. Bush at the 1996 Governor's Awards for Environmental Excellence in Austin for their facility-wide waste reductions.

Under the direction of the Waste Reduction Policy Act of 1991, the TNRCC's Office of Pollution Prevention and Recycling initiated the Governor's Awards for Environmental Excellence in 1993 to honor the state's most outstanding waste reduction and pollution prevention projects.

*The preceding article about the Hoechst Celanese facility in Bishop was published in fall of 1996.*