



SRNS Today

Post-Its and process maps

Supply Chain Management uses Lean tools to identify cost, time improvements



Also this month

Hosting the CSRA Lean Alliance • Alternate Emergency Operations Center • College Night 2015





Carol Johnson
SRNS President and CEO

Welcome to the September 2015 edition of SRNS Today



Video: SRNL

To see an overview of the Savannah River National Laboratory, please [click here](#) or visit www.savannahriver.nuclearsolutions.com/annual/SRNL_Overview.mp4

Continuous improvement can evolve two ways: proactively or responsively.

At Savannah River Nuclear Solutions, we strive for the former. Our employees take pride in looking at ways to improve cycle times, reduce costs and streamline systems.

A great example is on the next page, as our Supply Chain Management group is using Lean tools to make significant changes in their process. They're reducing the time it takes to have a purchase order approved, as well as decreasing backlogs and purchase requisition processing time. I'm proud of the steps they've taken. And many other groups in our company are engaged in "Focused Improvement Transformation" in order to step their business up to the next level.

However, improvement can also evolve as a response to an event. As you may have heard, we had a procedural non-compliance in HB Line, which is one of our nuclear facilities. I'd like to update you on the resulting "operational pause" and "Deliberate Operations" that we put in place voluntarily for all nonessential work at SRS.

To ensure that our entire workforce understands management expectations – not only in adherence to procedures but in each aspect of our work – SRNS is conducting a series of actions designed to enhance our employees' knowledge of these expectations. Our workforce is one of the best in the nation, but we expect precision in following procedures and technical work documents, as well as in continuously improving all our business systems and processes. We're taking this pause to re-examine ourselves, to improve our performance and to reinforce our commitment to providing the finest service possible to our customer and to the nation.

I hope you enjoy this edition of "SRNS Today." As always, thank you for your interest in Savannah River Nuclear Solutions.

Carol



Savannah River Nuclear Solutions, LLC, is a Fluor-led company whose members are Fluor Federal Services, Newport News Nuclear and Honeywell. Since August 2008, SRNS has been the management and operating contractor for the Savannah River Site, a Department of Energy-owned site near Aiken, South Carolina, including the Savannah River National Laboratory. The SRNS corporate and community offices are located in the renovated 1912 "Old Post Office" building in Aiken, S.C. The primary initiatives of SRNS are national security, clean energy and environmental stewardship. SRNS Today is published monthly by SRNS Corporate Communications to inform our stakeholders of the company's operational and community-related activities. If you have questions or comments, please contact us at 803.952.9584 or visit our website.

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Sometimes, Post-It Notes are more than just colorful bits of paper. They're also one of many tools used in transforming business systems into highly-efficient processes.

At SRNS, Supply Chain Management (SCM) is using these tools in improvement sessions that have reduced the purchase order cycle time for approved requisitions by 50 percent, reduced the number of significantly aged requisitions by 84 percent, and decreased the number of requisitions in process by 65 percent. In addition, the time it takes for an item to go through receiving inspection at SRS has been reduced from 14 days to three.

These recent accomplishments come as a result of SRNS employees implementing a new Lean Management System – "SRNS FIT" (Focused Improvement Transformation) – to aid in continuously improving SRNS performance, cost and delivery, and to make SRS a rewarding place to work. FIT is using process improvement concepts that strive to eliminate waste from processes.

Lean consultants from Simpler, Inc., have assisted SRNS throughout the transformation by addressing specific problem areas with Lean philosophies and problem-solving tools.

In February 2015, a 15-member team of subject matter experts, customers and a member with an outsider perspective conducted the Supply Chain Management (SCM) value stream analysis (VSA) to lay out how the process currently works, how it should work and how it could look in the future. The team recognized that process weaknesses combined with complex reviews and approvals had resulted in purchase order delays and deliveries, as well as increased costs.

The SCM VSA team used the A3 process to develop an implementation plan that included nine Rapid Improvement Events (RIEs), 11 Continuous Improvement projects and four "Just Do Its" to address concerns with procurement cycle time and to improve buyer and user proficiency in the supply chain. To date, six RIEs for SCM are complete.

"Transformation and innovation are essential to our company's success in identifying and executing new missions in a changing environment," said Carol Johnson, SRNS President and CEO.

Post-Its and process maps

Focused Improvement Transformation a vital link in SRNS Supply Chain Value Stream Analysis sessions



Brad Keefe, Acting Director, Tritium Business Planning and Integration, presents the SRNS Acquisition Forecasting process during a Rapid Improvement Event.



Account Payable

Just do it!

Condition process - AP down stream from process

Eiko



Scott King, Vice President of Manufacturing Facilitation, South Carolina Manufacturing Extension Partnership, addresses representatives from nine local companies at the CSRA Lean Alliance event at the Applied Research Center in Aiken, S.C. The session was hosted by the SRNS Continuous Improvement group.

Nine local companies attend CSRA Lean Alliance meeting hosted by SRNS

The Continuous Improvement (CI) group at SRNS hosted the Central Savannah River Area (CSRA) Lean Alliance at the Applied Research Center in Aiken, S.C. on Aug. 27 with 58 people in attendance.

Representatives from nine local companies attended the event, including Aiken Technical College, Shaw Industries (Aiken Plant), SCMEP (South Carolina Manufacturing Extension Partnership), MAU Workforce Solutions (Augusta), Textron (E-Z-Go), Kimberly-Clark, MTU America, Hubbell and Savannah River Remediation.

SRNS CI Manager PK Hightower described to the group how SRNS is implementing a new methodology called "FIT" (Focused Improvement Transformation) into the company's business system, deploying new tools with the help of Simpler, Inc., a Lean consulting company.

"We have upped our game with our CI and IDEAS programs by transforming the way we operate as we implement our Focused Improvement Transformation called 'FIT' that involves 'A3 Thinking' for problem solving," said Hightower. "This method uses a one-page A3 (11" x 17") sheet of paper with nine blocks, which take you from your current state to what you envision your future state to be."

According to Hightower, Rapid Improvement Events (RIEs) bring together teams to address specific problem areas. The teams are made up of subject matter experts, stakeholders and people not involved in the process to get "fresh eyes" looking at the problem.

"A3 is an excellent tool. It tells a story of how you solved a problem. If I were to go to any business in the world that didn't have a designated problem-solving method, it's exactly what I would recommend. The A3 maps out how to plan, do, check and act," said Scott King, Vice President, Manufacturing Facilitation, SCMEP.

A brief overview about the SRNS employee suggestion program "IDEAS" followed Hightower's presentation on FIT. Brenda Kelly, SRNS IDEAS program administrator, discussed monthly promotions for employees and the program's numerous national and international awards. An exhibit at the meeting demonstrated the marketing techniques of the IDEAS program.



"The SRNS team did a great job describing how Lean tools can be implemented in the workplace"

Scott King



Rosalind Blocker, SRNL Protocol Officer/Conference Management, and Steven Jahn, SRNS Fire Department Technical Advisor, presented ideas that received international awards at the 2015 IdeasAmerica Training Summit in September. Blocker described a new travel expense process that won the gold award for the "Team Idea of the Year" and the "Overall Idea of the Year" award. Jahn presented on behalf of Stephen Hall, who received the silver award for the "Green Idea of the Year" for developing an innovative technique for disposing of expired fire extinguishers.

Following the presentations, SRNS employees showcased A3 storyboard displays. The exhibits highlighted A3s completed on the requisition approval process, Information Technology's application development process, and glove box optimization.

"No matter where you are in your Lean or process improvement journey, you can always learn about new tools or concepts at these CSRA Lean Alliance events. The SRNS team did a great job describing how Lean tools can be implemented in the workplace," added King.

The CSRA Lean Alliance is coordinated by SCMEP, a nonprofit resource for small to mid-size South Carolina businesses, offering strategies and solutions to help strengthen leadership, develop competencies, drive growth and reduce waste.



SRNS President and CEO Carol Johnson and Savannah River Operations Office Manager Jack Craig cut the ribbon for the Alternate EOC in 735-B. Also pictured, from left, were Rick Sprague, SRNS Senior Vice President, Technical Services; Ed Szymanski, DOE-SR Office of Safeguards, Security, and Emergency Services; Dave Eyler, SRNS Executive Vice President and Chief Operations Officer; and Ron Bartholomew, DOE-SR Office of Safeguards, Security, and Emergency Services.

Alternate Emergency Operations Center opened

Officials from the SRS Emergency Response Organization (ERO) gathered for a ribbon-cutting ceremony to launch the new Alternate Emergency Operations Center (EOC), replacing the former Alternate EOC in 730-B.

"The Alternate EOC is essential for communicating with external stakeholders and the public during an emergency. Accessible facilities and equipment, along with our well-trained ERO staff, are vitally important to the safety and security of the site and the surrounding region. I want to extend my thanks to everyone who helped with this new and improved facility," said Carol Johnson, SRNS President and CEO.

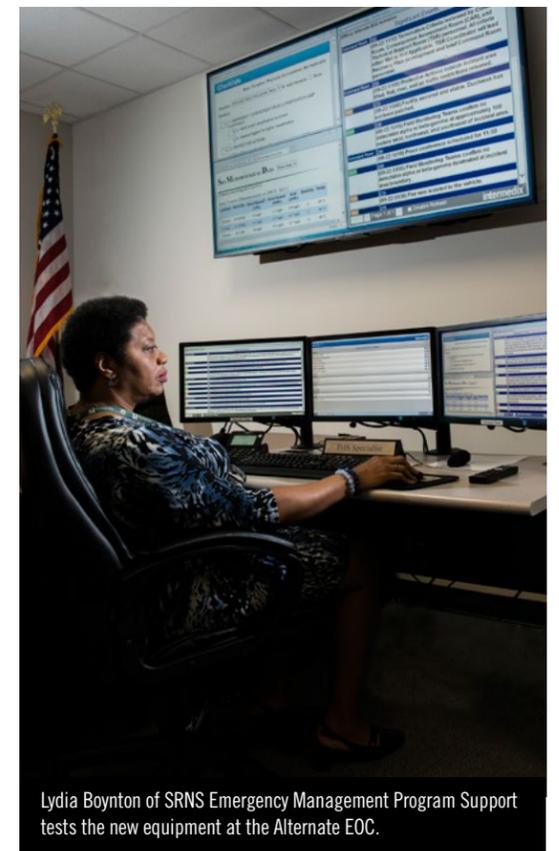
In less than three months, office space in 735-B was transformed into the Alternate EOC, now equipped with telephones, fax machines, televisions and new computers that would help responders maintain a comprehensive picture of an emergency's response efforts.

The Alternate EOC would be activated if the Primary EOC, located in A Area, was inaccessible.

"In the former Alternate EOC in 730-B, the set-up process was cumbersome. ERO responders first needed to untangle phone lines from the ceiling and map network printers to their computers before they could get to work. This new facility will alleviate the challenges involved with setting up and troubleshooting equipment," said Ben Blue, SRNS Emergency Management Program Support.

Following the ribbon-cutting ceremony, the members of the Site's ERO and representatives from the DOE-Savannah River and SRNS were given an opportunity to tour the new facility.

"I appreciate the hard work everyone from our team put forth to make this a functional workspace and accomplishing this much-needed project on schedule," added Blue.



Lydia Boynton of SRNS Emergency Management Program Support tests the new equipment at the Alternate EOC.

H Canyon used as test bed for new technologies

A partnership between SRNL, Argonne National Laboratory (ANL), NNSA and the SRS H Canyon facility is the first success in a Safeguards Test Bed program to evaluate novel technologies developed across the DOE complex.

“SRNL is unique because of our direct connectivity to operating nuclear facilities at SRS, and the opportunities that provides for technology deployment on an industrial scale,” said Lindsay Sexton of SRNL. “H Canyon is an appropriate location for testing many technologies focused on monitoring the back end of the nuclear fuel cycle, since it’s the only nuclear chemical separations plant still in operation in the U.S.

“Working with NNSA, technologies were identified as possible deployments as part of a safeguards test bed in the Canyon. The initial work with Argonne has been very successful in testing emerging technology in an operating environment, and has proven the value of collaborative research and development in an operating facility,” she added.

Initially started for safeguards and nonproliferation purposes, the purpose of the test bed has expanded to include special nuclear material accountability, environmental monitoring and compliance, and improved process control.

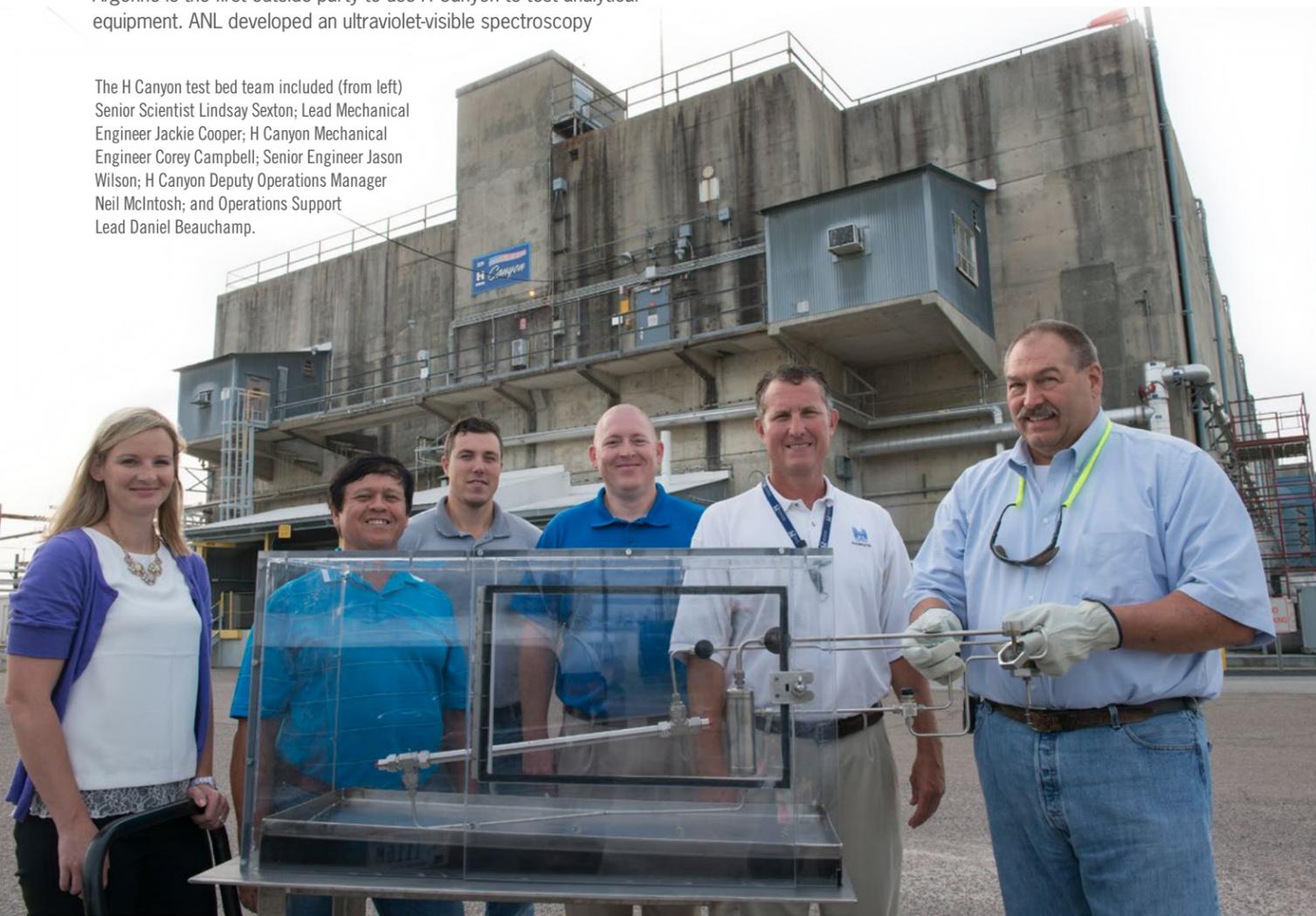
Argonne is the first outside party to use H Canyon to test analytical equipment. ANL developed an ultraviolet-visible spectroscopy

system, which uses the adsorption or transmission of light for measuring plutonium concentration and off normal solution chemistry in reprocessing facilities. The device was developed for use in safeguards, such as detecting diversion or misuse of material in a nuclear facility

The week-long demonstration of the spectroscopy system in H Canyon allowed ANL to evaluate its operation in an actual nuclear environment, monitoring H Canyon plutonium solutions. For Argonne, the testing provided proof-of-concept as the spectroscopy system plutonium concentration readings were confirmed by analytical lab results; for H Canyon it was used as a real-time on line instrument for process monitoring, and a glimpse of technology that could be viable for future use in operations. For SRNL and future collaborators, the effort also validated the process for scope and schedule development leading to actual deployment of the equipment.

Another demonstration with ANL was conducted this summer. Additionally, Los Alamos National Laboratory is currently testing high resolution X-ray fluorescence instrumentation in SRNL’s F/H Labs with solutions from H Canyon. Discussions are also under way with Pacific Northwest National Laboratory for a production-scale demonstration of a detection system.

The H Canyon test bed team included (from left) Senior Scientist Lindsay Sexton; Lead Mechanical Engineer Jackie Cooper; H Canyon Mechanical Engineer Corey Campbell; Senior Engineer Jason Wilson; H Canyon Deputy Operations Manager Neil McIntosh; and Operations Support Lead Daniel Beauchamp.



SRNS Executive Vice President and Chief Operating Officer Dave Eylar presents Tyra Johnson with an SRNS-funded scholarship during College Night 2015.

Nearly 8,000 turn out for 2015 College Night

Nearly 8,000 high school students, parents and educators from the greater Aiken-Augusta area recently met with recruiters from more than 130 colleges and universities during this year’s CSRA College Night.

“Attendance this year was exceptionally impressive, setting a new record,” said Gladys Moore, Program Coordinator for SRNS. “Every year it seems like there are more students. The arena was completely filled at times with students eager to obtain much needed information.”

Scholarships, each worth \$1,000, were awarded to 13 students during periodic drawings held throughout the evening at Augusta’s James Brown Arena.

“I had pretty much decided on one university,” said Midland Valley High School senior CorDajiah Council. “But, after talking with several college representatives, I may change my mind. And I won a scholarship, too.”

The event is now entering its third decade of service to area high school students. “Well over \$250,000 in scholarship funding has been offered to the tens of thousands of students who have attended College Night in the past. The generosity of our scholarship sponsors and much appreciated help from 116 volunteers are major reasons why this event is consistently so successful each year,” said Moore.

SRNS shines at VPPPA conference

Bobby Hill of SRNS was recently selected as a Voluntary Protection Program Participants Association (VPPPA) Safety and Health Achievement Award winner for exemplary work during VPP recertification earlier this year.



Bobby Hill

Hill is a general foreman for SRNS Union Painters and Project Management, and chairman of the Construction Services (PMCS) Local Safety Improvement Team. He was a key member of the SRNS Core Team responsible for SRNS’ successful 2014 DOE VPP recertification. Additionally, Hill was a breakout session presenter at the 2014 and 2015 National VPPPA Conferences.

“Bobby is a true safety leader, both on-and-off the clock,” said Dan Armstrong, Vice President, PMCS. “He personifies integrity and passion for safety, always going the extra mile. I am proud to call him a member of the SRNS team.”

Smith graduates from Sandia program

SRNS’ Taylor Smith was chosen by his Sandia Weapon Intern Program (WIP) classmates to represent them as their graduation speaker during the ceremony held Aug. 27. Smith is only the fourth SRS employee to graduate from this elite program since its inception in 1998 (a fifth is currently participating), and the first chosen as graduation speaker.



Taylor Smith

With only about 24 people chosen from across the U.S. Nuclear Security Enterprise for each class, WIP is intended to prepare the future generation of experts for critical positions in the nuclear weapons stewardship program. The WIP combines six months of intensive classroom work with a five-month special project. The goal is to enable the class participants to hone their skills, broaden their knowledge base and expand their network of colleagues in the nuclear weapons community.

Taylor, an engineer in the Savannah River Tritium Enterprise (SRTE), says that participating in the program gave him a lot of knowledge about the weapons complex, both technical knowledge and an understanding of interactions and policy. The result for SRTE, he says, is a more well-rounded employee with a bigger-picture view of the overall complex.

We make the world **safer.**

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