

## Dials on working toward the Complex 2030 vision

In March 2006 *BWXTymes* staff interviewed George Dials, the then newly named president and general manager of the Y-12 National Security Complex. Almost a year later, *BWXTymes* staff met with Dials once again to get his perspective of what lies ahead for Y-12.

*As we work toward becoming the Y-12 of the Complex 2030 vision, what do you see as the biggest challenge facing Y-12?*

“We are transforming and modernizing Y-12, and many times change is difficult even when the outcome is for the better. As I said last year, to improve, you must change. We are transforming the Y-12 site so we can be more productive and effective.” Dials acknowledged that the current funding environment makes change even more necessary but at the same time difficult. “We must contend with ensuring that our priorities for production and change are matched by our funding.”

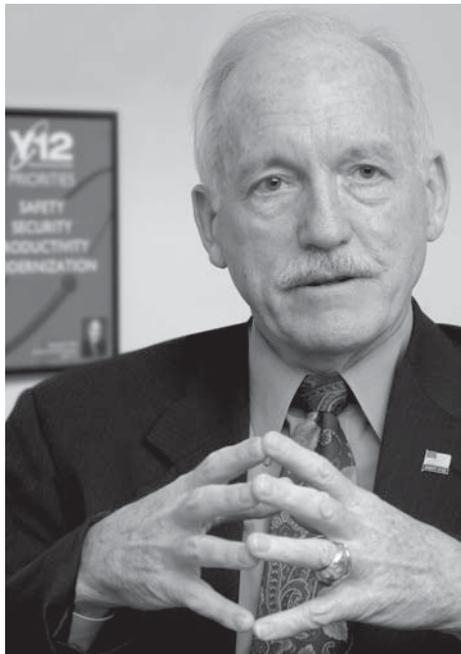
*Those directly involved in manufacturing functions may understand the importance of being internationally recognized as the Uranium Center of Excellence. What does this designation mean to other employees?*

“Being known as the Uranium Center of Excellence acknowledges Y-12 for the accomplishments for which it is known, and many employees—past and present—contributed to those successes.

“By being recognized as the Uranium Center of Excellence, we are confirming our role in the National Nuclear Security Administration’s 2030 vision. Y-12 will play a central role because it gives us the opportunity to bring other uranium programs here and build our role within the Nuclear Weapons Complex.”

*There’s a lot of speculation about how a lengthy Continuing Resolution and a reduced budget will affect us. How are you tackling the challenge?*

“I want to ensure that employees know what a continuing resolution is. We are using YSource as one means to communicate to employees about the financial situation, and supervisors will also give updates as needed.



George Dials, BWXT Y-12 president and general manager

“We have to look at all possible angles and make changes in priorities, projects and tasks. We met our production requirements for January, and so far, we are working most things as we have been.”

*What are the ways you plan to improve labor and management relations, especially in light of the new buildings going up?*

“I feel we have a good relationship with the ATLC [Atomic Trades and Labor Council] leadership and members. I look forward to continuing that good relationship and creating opportunities for collaboration to build the Y-12 of the future.”

*We’ve heard whispers of a wellness program and a new smoking policy. Are these some upcoming projects/plans that you will be implementing at Y-12? If so, how?*

“Yes, Environment, Safety and Health and Human Resources are working on a wellness program for employees. If you re-

ally care about employees, you have to provide opportunities to show them you care.

“There are many aspects being considered for the program. If we provide opportunities to help employees stay well, we are reducing the cost of benefits, likely increasing productivity.” [See related story on p. 5.]

*At the end of the workday when you look over the day’s events, how do you know that what you did counts?*

“I come in every day with the ambition to make what I do count. I feel that my day is successful when I can encourage one person or congratulate someone for a job well done.

“In my position, I represent Y-12 at various events to show that we—Y-12—are a significant player in East Tennessee and the nation.

“I’ve had a lot of good days at Y-12, and I’m uplifted by the individuals I encounter every day. What we all do as a diverse and committed work force helps keep our nation safe and secure.”



## Objectives

Strategic Objective 5: Create an efficient, effective and less risk-averse enterprise through simplified business and management processes.

Strategic Objective 6: Broaden the role of the Y-12 National Security Complex in providing solutions to national security challenges.

Strategic Objective 7: Transform the site, facilities, and infrastructure to become a smaller, responsive, cost-effective enterprise.

Strategic Objective 8: Achieve national and international recognition as the Uranium Center of Excellence.

## 5. Preparing for the Complex 2030 vision

**Scott Baker, Director, Business Services**

“Y-12 maintains vital roles in the Nuclear Weapons Complex and in the security of our nation, communities and families. However, many of our management and business processes established during the past half-century are ill-equipped to meet the demanding challenges of implementing the Complex 2030 vision.

“In the past, the U.S. Department of Energy, the National Nuclear Security Administration and their contractors adopted a risk-averse culture that sought to eliminate risk rather than manage it. If Y-12 and the NWC are to continue the successful execution of our mission, we must immediately begin to undertake major reforms in our business and management practices.

“Business Services is developing teams to implement strategies to achieve this objective.

“Our initiatives will require the cooperation, input and assistance of many of you. We are counting on you to help us succeed and benefit both the site and each of us as individuals. It will make Y-12 a more efficient, effective and less risk-averse operation.”

## 6. Y-12 shares capabilities with nation

**Randy Spickard, Assistant General Manager, National Security and Development Programs**

“The sixth strategic objective focuses on the need to use Y-12’s unique abilities to provide our nation with solutions to national security challenges.

“Y-12 has an obligation to assist our nation in solving these challenges, and doing so is vital to Y-12’s future.

“To position Y-12 to excel in this growing mission area, strategically Y-12 must:

- create partnerships to increase and expand mission areas of national importance,
- develop comprehensive business plans to accomplish complementary work goals,
- complete strategic hires for top-priority mission areas to expand capabilities and develop key customer relationships and
- demonstrate the benefits of complementary work to stakeholders.

“We have an enormous challenge in front of us, but the future is enormously exciting.”

## 7. Building the Y-12 of tomorrow

**Tom Smith, Strategic Planning and Modernization Manager**

“The seventh strategic objective focuses on transforming the site, facilities and infrastructure.

“Y-12’s transformation is built around the construction of the Highly Enriched Uranium Materials Facility, the Uranium Processing Facility, and a smaller Perimeter Intrusion Detection and Assessment System. Plans are also being prepared for a third production facility, the Consolidated Manufacturing Complex, to replace lithium, depleted uranium, and general manufacturing operations.

“We must expand the use of alternative financing for new facilities, keep our construction projects on track and make the proper investments to maintain our mission capability as we modernize.

“While it will be a challenge to continue transforming Y-12 within a constrained federal budget, we are seeing success. Construction of HEUMF is back on track, the alternately financed buildings are nearly complete, more than a million square feet of old facilities has been demolished, and the UPF project is undergoing final approval steps to begin preliminary design.”

## Mission to make a better world

George Haley, brother of Pulitzer Prize-winning author Alex Haley and friend of Martin Luther King Jr., said people need to ask themselves if their mission is to help make a better world.

On Martin Luther King Jr. Day, the former U.S. ambassador to the Republic of The Gambia in West Africa told an Oak Ridge audience that he and King grew under the tutelage of Benjamin Elijah Mays, president of Morehouse College in Atlanta, which they both attended in the 1940s. He said he's certain King's "I Have a Dream" speech came from Mays' credo.



George Haley

"The tragedy of life doesn't lie in not reaching your goal," Haley said, reciting Mays' words. "The tragedy lies in having no goal to reach. It isn't a calamity to die with dreams unfulfilled, but it is a calamity not to dream."

The words fit the theme of this year's King celebration in Oak Ridge: "Build a Dream and Transform the World." The event was sponsored by Alpha Kappa Alpha Sorority, BWXT Y-12, Oak Valley Baptist, Bechtel Jacobs Co., and Wackenhut Services.

"We African-Americans have come through the years from Kunta Kinte to Condoleezza Rice," Haley said, referring to his famed ancestor and the U.S. Secretary of State. "We've been struggling through all these years, but we have made progress," Haley said.

Oak Ridge Mayor David Bradshaw presented Haley with a key to the city and pointed out another tie between Anderson County and Haley. The attorney is considered one of the architects of the landmark Brown vs. Board of Education case that led to the Supreme Court ordering the desegregation of public schools—the first in the South being Clinton High School.

—Condensed from *The Oak Ridger*, Jan. 16

## Plans being made

This year's Secret City Festival promises a lot for everyone, according to members of the event's planning committee.

In the works for this year's festival, to be held June 15 and 16, are children's events; a tennis tournament; tours of the Y-12 National Security Complex, the Graphite Reactor at the Oak Ridge National Laboratory, and the old K-25 site; and numerous exhibits, vendors, and entertainment.

—Condensed from *The Oak Ridger*, Jan. 25



## 8. UCE: What it means to Y-12

### John Gertsen, Engineering Manager

"The eighth strategic objective focuses on achieving national and international recognition as the Uranium Center of Excellence.

"Fundamental to the UCE is construction of the Highly Enriched Uranium Materials Facility and the Uranium Processing Facility. While these new facilities are vital to our success, we must also focus attention on the people, technology, partnerships and global outreach necessary to achieve excellence and support the nation's interests in the evolving nuclear world.

"What are the strategies for achieving this goal?

- Revitalize Y-12's uranium core competency by improving research and development capabilities and by leveraging collaborative relationships.
- Incorporate Uranium Center of Excellence needs into facility plans.
- Assemble and sustain the nucleus of expertise required to lead the center through strategic staffing, development of national and international partnerships, and technical education.
- Expand and broadcast the center's capabilities through a global outreach program."

## Last Chance! Sam's Club membership

This is your last opportunity to take advantage of the **Sam's Club** discount, which brings Y-12 employees the benefits of Sam's Club membership through their new Group Membership Program. Sam's Club is the nation's largest members-only warehouse, providing members exceptional value on name-brand merchandise for both business and personal use.

A **Sam's Club** Group Advantage Membership entitles you to many benefits and services. By agreeing to participate in the Group Membership Program, YES is able to extend a reduced group rate of \$30 for Advantage and \$90 for the Plus Advantage Program (\$10 off each plan). See [samsclub.com](http://samsclub.com) for a comparison of membership types.

Already a **Sam's Club** member? Our group membership enables you to purchase 12 additional months that can be added to your existing membership term, or you can join the YES

Group Membership Program and request a full refund for your existing membership at customer service.

To take advantage of the discount, please send cash or check (payable to YES) to:

Gina Davis Lee, YES Discounts Director, P.O. Box 2009, Oak Ridge, TN 37831-8227 along with the following information: type of membership—Advantage (\$30) or Plus Advantage (\$90); first and last name; street address, city, state and zip code; personal e-mail address (optional); home phone; birth date; existing membership number (if applicable); and membership card delivery preference—pick up temporary card or mail in the plant mail (include plant mail address).

**Open enrollment ends March 15, 2007. To qualify as a group, 50 memberships must be sold. Full refunds will be given if this minimum requirement is not met.**

## Secret ingredients kept in the 'kitchen'

An interesting bit of Y-12 history, and one of the Y-12 National Security Complex's best kept secrets, is still standing and is affectionately known as Katy's Kitchen. Designed in 1947, Katy's Kitchen was first known by the code name "Installation Dog" and was designated Building 9214. From May 1948 to May 1949, the building housed highly enriched uranium.

Katy's Kitchen was constructed to fit partially beneath a hillside. The portion of the building that was visible from the air was covered with a wooden structure made to resemble a barn.

The guard tower was also camouflaged to look like a silo. If viewed from the air, the structures would look just like any other barn and silo in a Tennessee rural community.

Most would think a building housing EU would not be associated with a kitchen, and that is true. In 1957, the facility was nicknamed "Katy's Kitchen" after Kathryn Odom, a division secretary who often had lunch in the facility.

Do you have a story to tell? Contact Ray Smith with suggestions for future stories of Y-12's unique history and heritage (576-7781; srd).



### Meet the new BBS manager

**Doug LeVan** of Environment, Safety and Health was recently named the new Behavior-Based Safety manager. LeVan said he is adamant that "continual safety performance and improved worker safety across the plant" are important and wants to make identifying and eliminating barriers to safe work easier to manage at a local level. He said he believes a less-formal process would encourage observations across functional job descriptions and allow more latitude in observing and reporting safety barriers wherever and whenever necessary.

# Change in smoking policy

Y-12 is pursuing an enhanced wellness program for employees as part of the implementation of Objective 1 of the *2006 Strategic Plan*—“Ensure the safety, health and protection of workers, the public and the environment.”

The first initiative of the program changes the on-site smoking policy (Y12-024) based on findings in the 2006 U.S. Surgeon General’s report and employee concerns regarding the effects of secondhand smoke.

Y-12’s revised smoking policy (to be implemented in April) restricts smoking to designated posted areas that should not be primary entrance areas. For large buildings, more than one area can be designated. Smoking areas should be at least 25 feet from building ventilation intake ducts, more if necessary to prevent infiltration. Smoking will be limited to these smoking areas only. Smoking will be prohibited when walking between buildings and across the site and at portal and post entrances.

A team comprised of building managers and representatives from Occupational Health Services; Legal; Human Resources; Public Affairs and Communications; Environment, Safety and Health; and others reviewed the Y-12 smoking policy to see how it could be improved.

“We looked at other large companies to see what their smoking policies were, and we chose elements that would

work best while formulating the new Y-12 policy,” said Gary Hagan of ES&H.

For smokers who want to quit smoking, contact OHS for information on the smoking cessation program. This free program is offered on-site to employees.

“We offer the smoking cessation program in hopes of reducing the number of smokers at Y-12. We want to help employees who want to reduce their health risks and improve their quality of life,” said Dr. Otis Cosby, director of OHS.

If you have questions or comments about the policy, please e-mail “smoking policy” on the internal e-mail system. No More Surprises will not answer questions related to the revised policy. Watch YSource for more information about the smoking policy and the wellness program.



## What you do counts

Enjoying ‘the good life’ through engineering careers



Ed Ripley

“Making a good living is fine, but you’ve got to make a good life.” That’s what Y-12 National Security Complex engineer Ed Ripley tells high school students in Y-12 Manufacturing Academy presentations designed to encourage engineering careers.

“Engineering is whatever you make of it, whether you want to make Frisbees or space shuttle parts,” Ripley tells students at the presentations.

He stresses that Y-12 couldn’t succeed without the contributions of all employees, from the high school graduates to the Ph.D.s. Although people can move directly from high school into engineering endeavors, “they’re miles ahead if they go to college and pay their dues,” he tells students. “The main thing you need is interest and motivation. You don’t give up on problems; you stick with it till they’re solved.”

As for salaries, “you can make a lot or a little, but money is not everything. At the end of the day you have to ... be pleased with yourself.”

Ripley recently gave four presentations at Oak Ridge High School and visits Anderson County High School next.



# Service Anniversaries

## January

### 41 years

**Engineering:** Charles T. McLoughlin

### 40 years

**Planning, Integration and Control:** James W. Cox

**Quality Assurance:** John B. Stephens

### 35 years

**Planning, Integration and Control:** Errol G. Scogin

### 30 years

**Applied Technologies:** Keith A. Kitzke and Ronald F. Simandl

**Chief Financial Officer Division:** Sharon J. Green and Donna G. Hope

**Engineering:** Philip K. Stone

**Environment, Safety and Health:** Gary R. McConkey

**Facilities, Infrastructure and Services:** Charles E. Crowe, Douglas C. Horning, William N. Shipley Jr. and John W. Storey

**Information and Materials:** Joseph Moore and Betty K. Robinette

**Manufacturing:** Mike E. Bell, Lonnie Ellison Jr., Charmaine A. Henderson James W. Marine and Marion K. Sidwell

**Public Affairs and Communications:** Terry M. Byrd

**Quality Assurance:** Gloria J. Dowdell and Luther V. Gibson Jr.

**Safeguards and Security:** John W. Lay

### 25 years

**Applied Technologies:** Mark A. Miller

**Engineering:** Nolan E. Moore

**Facilities, Infrastructure and Services:** Danny R. Hixson

**Information Technology:** Kenneth E. Anderson

**Manufacturing:** Edwin R. Kelly

**National Security and Development Programs:** Russell W. Schmidt

### 20 years

**Engineering:** Matthew D. Boring

**Information Technology:** Martin Beckerman and Mark W. Yambert

## February

### 41 years

**Projects:** James K. Dyer

### 35 years

**Engineering:** Larry M. Greene

**Facilities, Infrastructure and Services:** Donald E. Roberts

**Information Technology:** Clara Y. White

**Manufacturing:** Firman R. Brock

### 30 years

**Applied Technologies:** Richard E. Igou

**Chief Financial Officer Division:** David W. Liles

**Engineering:** Dale W. Hatcher, Pamela E. Ivey, David L. Pyatt, John A. Vanlandingham and Gary L. Ward

**Environment, Safety and Health:** Thomas E. Walker

**Facilities, Infrastructure and Services:** Robert B. Culpepper, Allan E. Ladd, Andrew P. Murphy, Harold G. Rutherford, Marshall Stout and Jackie Williams

**Information and Materials:** Joel C. Boland, Donna R. Lawson and Thomas C. Minga

**Manufacturing:** David E. Gibbs, Danny R. Mitchell, Thomas E. Sherrod and William B. Stephens Jr.

**Planning, Integration and Control:** William G. Hodges, Frank R. Trent and Linda K. Williams

**Public Affairs and Communications:** Amy L. Harkey

**Quality Assurance:** Alan C. Hamilton, Jetter L. Marshall and Stonewall J. Van Hook III

### 25 years

**Facilities, Infrastructure and Services:** Donnie R. Anderson, Henry Campbell and David K. Davidson

**Information Technology:** Barry D. Vickers

**Manufacturing:** Carl D. Hill Jr.

**Quality Assurance:** Richard B. Riker

**Safeguards and Security:** Teresa D. Lawlor

### 20 years

**Facilities, Infrastructure and Services:** Alfred L. Roberson

**Information and Materials:** Gloria D. Mencer

**Manufacturing:** Mark B. Foxworth

**Planning, Integration and Control:** Byron K. Hawkins



## Obituary

Rick James of Operations passed away Jan. 22. He was an employee of Y-12 for 26 years.

James was a member of South Harriman Baptist Church. He is survived by his father, Ralph James; sons, Derek and wife Julie James; Kevin James; daughter, Amanda and husband Marcus Rickard; sister, Cheryl and husband Steve Ellis; and two grandchildren, Austin James and Mackenzie Rickard.



William "Rick" James

# STAMMP continues to make its mark ...3,000 and counting

The Storage, Tracking and Material Movement Program is off and running with more than 3,000 containers of enriched uranium tagged.

The first phase of STAMMP calls for labeling all enriched uranium containers being transferred between Material Balance Areas to provide nuclear criticality safety information. Phases to come include labeling enriched uranium containers that move within an MBA, developing uniform container limits, and automating the nuclear criticality safety rule checking and tracking of container movements.

Jeff Coppala of Engineering said the STAMMP card contains more information than the previously used batch card. "By looking at the container's STAMMP card and area postings," he said, "the operator will have the information to judge whether the posted nuclear criticality safety limits will allow the container to be stored in a given area."

Since the card shows information current at the time of transfer, a container that is being processed in an MBA may

have a card that is out of date. That's where labeling within the MBA comes in as the next implementation phase.

Jim Plemmons of Planning, Integration and Control said, "Much thought was put into how to make the STAMMP card practical for people on the floor. We also want to be sure we don't mess up one process while trying to improve another one. It's a matter of establishing new business rules while working within established requirements."

The material movement process has been complicated because of different building nuclear safety limits. To address the various safety limits, STAMMP will propose uniform container limits that simplify material movement for all affected buildings.

Automation of the transfer process will be the final stage of STAMMP implementation.

Representatives from Engineering; PI&C; Information Technology; Manufacturing; Project Management; Conduct of Operations; Readiness in Technical Base and Facilities; and other organizations serve on the STAMMP team.

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## Engineering scales new heights with Expedition

Need help keeping track of comments during document reviews? The software Expedition is the answer for some design engineers. Last year Engineering implemented Expedition for tracking the requirements, questions and answers that are fundamental in designing equipment.

Tony Schneider, Steve Campbell, Randal Scott and Carol Boudreaux worked as a team to select, set up and test the program for use on the Steam Plant Life Extension Project. According to Sch-

neider, Expedition proved to be an incredible tool for communicating specifications, organizing comments before submittal to the document management center and staying on schedule.

The process works by allowing files to be transferred to a drop-off point on Y-12's external Web server and by tracking the content and movement of those files by entering data into the Expedition database.

One of the advantages is collecting comments in one location, so there's no duplication of effort. Off-site vendors can



Team members from left to right are: Carol Boudreaux, Tony Schneider, Steve Campbell and Randal Scott.

access the database from a remote location. Another advantage is speed. Vendor submittals are received electronically and immediately uploaded to the system. "We know when the vendors are on schedule and when they're not, and we can easily generate procurement reports," said Schneider.

Implementation has meant overcoming barriers like stringent computer security requirements for access to Y-12 systems. Another hurdle was the learning curve associated with the software. "This system is

very powerful," said Boudreaux, who is the file tracking contact. "It took a while to become familiar with the features ... but even with some extra effort up front, it's a great timesaver."

Schneider believes Expedition was key to meeting an aggressive project schedule. "If we had been pushing hard copies during design, we might not have completed the work on time," he said.

Use of the software is being extended to other government-funded equipment projects.

# Did you know?



The July Mega Move into the new Jack Case and New Hope centers is just 5 months away. The following list may be helpful in understanding the size, scope and requirements involved in the move.

- Construction of both centers is 75 percent complete and moving along on schedule.
- Painting, carpeting and furniture assembly are a few of the February/March projects.
- Employees are moving into the Jack Case Center from 50 buildings and into the New Hope Center from 15 buildings.
- Each floor has rooms for supplies, storage and repositories to house tenants' equipment (shredders, fax machines, table-top network printers, free-standing network printers, copiers, etc.).
- Oliver's will provide food service. Visit "Comments to the Chef" on the cafeteria website to submit suggestions.
- The Jack Case cafeteria will offer homemade baked goods from its in-house bakery for carryout and also will take pre-orders for carryout dinners.
- Display space in the New Hope History Center will include Manhattan Project artifacts, Cold War history, the moon box and other specialized hardware manufactured at Y-12.

- Highlights of current missions and work will be displayed in other parts of the New Hope Center.
- All employees (especially those involved in the impending moves) should carefully sort through files and dispose of items that are no longer needed. Keep in mind that historic records and files should be processed for storage.
- We have a contract with Shred It, and they will shred up to UCNI classification. Contact Cassandra Bone (574-0076; fun) to schedule.



Most of the work on the Jack Case and New Hope centers has moved inside as workers focus on painting, carpeting and furniture assembly.

Watch YSource, YLights, *The Y-12 Report* and the *BWXTymes* for more construction and move updates.

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