

# PanTEX

## ***Restructuring Pantex Emergency Management Documentation and Operations Via the Kaizen Process***

**16MAY12**  
**Charles Rives**



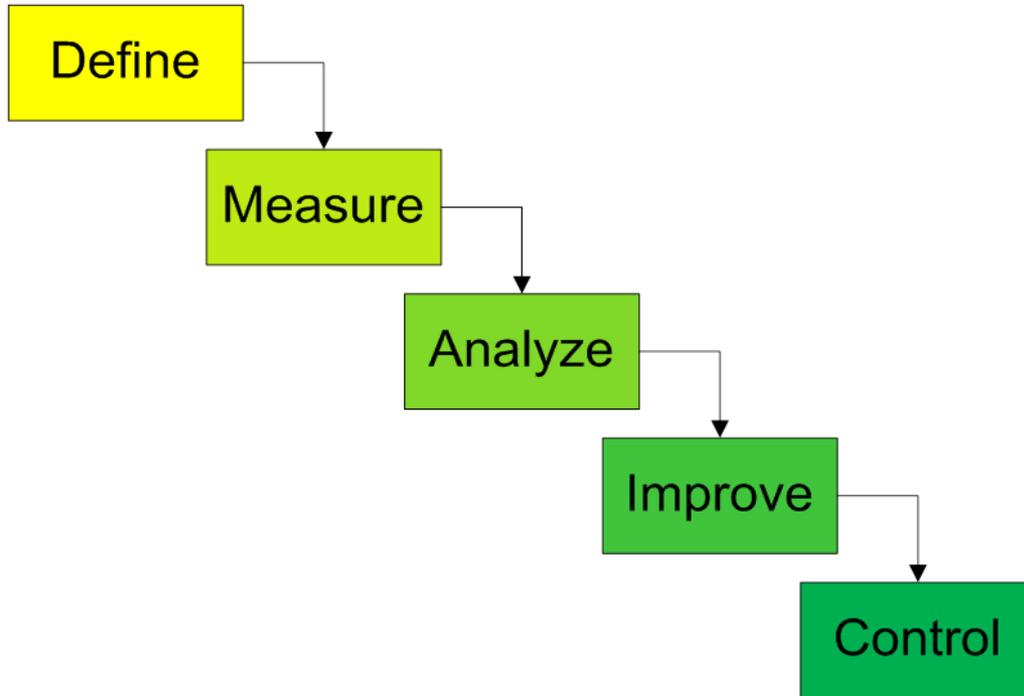
# ***Overview***

- **Pantex Emergency Management decided to re-align its documents and processes for clarity and conciseness**
- **Employed a tool known as Kaizen to plan and implement the realignment and process improvements**
- **This session will discuss the process, lessons learned and its outcomes**

# ***Very Empowering Concept***

- **The Kaizen Process has a senior management “Champion”**
- **One culmination point of the process is presentation to our Plant General Manager/President**
- **Receive authorization to “go do it” with top level management support and accountability**

# ***Japanese Business Management Tool***



- **Adopted at Pantex as Part of a Pantex Six Sigma Quality Improvement Effort**

# ***Process***

- **Team Members**
- **Event Description**
- **Current Process Baseline**
- **As-Is Process**
- **Points of Failure**
- **Future Process**
- **Improve**
- **Control**
- **Parking Lot Issues**
- **Projected Results**

# ***Japanese Business Management Tool***

- Began with the "continuous improvement" theories of W. Edwards Deming
- Literally, "to become good through change"
- Restructuring Process
- Total Team Involvement at all levels
- Less quantitative than some other Deming derived methods

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# ***Team Members***

## **Core Team:**

- Martha Chase - EMD
- Suzanne Guleke – Supplier Quality
- Rhonda Doe – EMD
- Terri Russell - EMD
- Bobby Carlton - EMD
- Brooks Webb - EMD
- Amity Hahn - EMD
- Chuck Rives - EMD
- Pam Brito - EMD
- Scott Nelson - EMD
- Daniel Gleaves - EMD
- Teresa Hefley – EMD/DSW
- Linda Hill – EMD/DSW
- Scott Isch – EMD/DSW

## **Other Cast Members:**

- Bob Roulston
- Steve Carter
- Brenda Paschal
- Rick Hartley
- Barbaraann Rakestraw

## **Team Advisor and Process Owner:**

- Alonza Campbell

## **Team Leader:**

- Martha Chase

# ***Situation: Why are we here?***

- Heavy emphasis on “documentation of compliance” resulted in an unwieldy “paper program”
  - **297 Revision-Controlled Documents within EMD. This high number has contributed to:**
    - Perceived lack of programmatic consistency
    - HS-63 Findings
  - **Multiple tracked findings over the last five years**
  - **Customer and end-user complaints**
  - **Inconsistent Drill/exercise performance**

# ***Pain for EMD***

## **Plans and Procedures:**

- **Not effective**
- **Not operational based**
- **Too many of them**
- **General use only → not required to be used?**
- **Lots of overlap and duplication**
- **Fragmented**
- **Contradict each other**
- **Does not match work flow**
- **Not properly managed (CM)**
- **State “what” not “how”**
- **Too cumbersome to learn and use**
- **Mixed bag, some desk-aids, some formal procedures**
- **Not integrated by all players, hand-offs between functions/groups not clear**
- **Repeats Order or Regulation as opposed to how to do something → a lot of cut and paste to fill rather than explaining how**
- **Generally useless to site population**

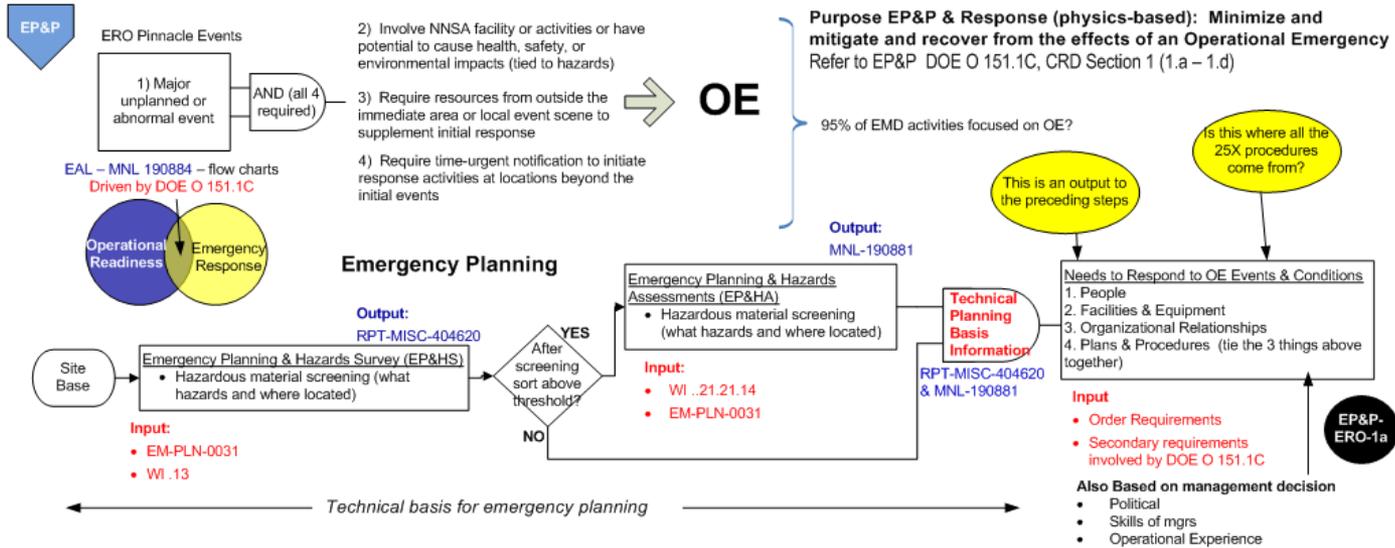
# ***"As Is" Process Map:***

- **Conduct "As Is" Process Mapping**
  - Be Detailed & Thorough
  - Identify Points of Failure
  - Identify Risks
  - Look For Waste, Redundancy, Non-Value Added, etc.
  - Make Notes On Map Where Applicable

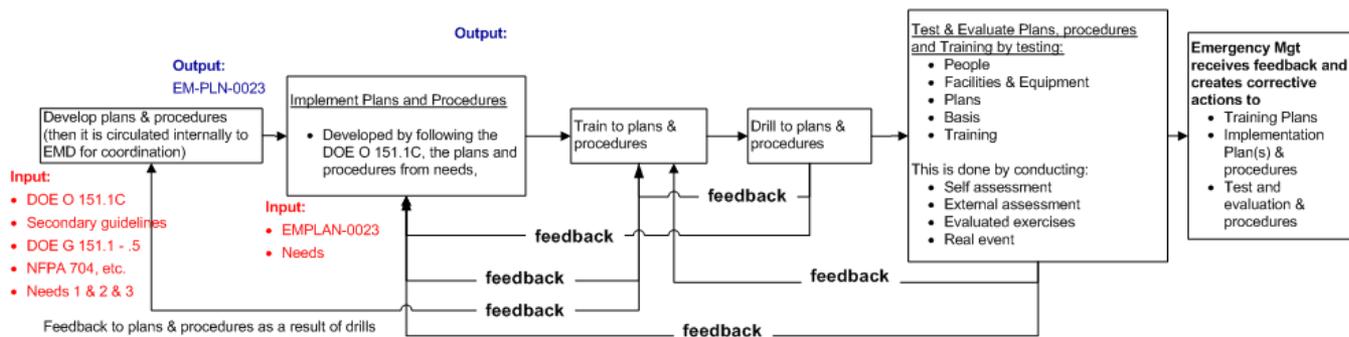
# Example "As Is" Process Map

As of 8/25/11

## AS-IS Emergency Planning and Preparedness



## Emergency Preparedness



# ***After "As Is" Process Mapping Complete:***

- **Summarize Forms/Etc. For "As Is" Process**
- **Develop Final Summary List of Issues For "As Is"**
- **"Should Be" Process Map:**
- **Develop List Of General Goals/Desired Outcomes For "Should Be" Prior To Getting Started**
- **Develop Very High-Level Process Map To Use As Guide**
- **Conduct General Brainstorming Prior To Start (Gather High-Level Ideas)**
- **Conduct "Should Be" Process Mapping**
  - Blank Sheet of Paper
  - Do Not Refer To "As Is"; Think "New Ways"
  - Challenge Everything; Ask "Why" Repetitively
  - Document Action Items On Map
  - Focus On Effectiveness/Efficiency (Eliminate Issues With "As Is")
  - Etc.

# ***“Should Be” Process Mapping***

- **Begins with a Gap Analysis from the “As Is”**
- **Lots of Input – Users, Customers, Workers, Managers**

# ***Final Activities***

- **Review Issues List For "As Is"; Did We Eliminate Issues?**
- **Team Discussion (Did We Meet Our Goals, Feedback On Event, etc.)**
- **Review Going Forward Closing Comments/End Of Event**

# ***Lessons Learned***

- **The scope of the project taxed the team**
- **Original Japanese Kaizen process is permanent process of constant minor improvement – A little different to try to apply in one fell swoop**
- **The facilitator was key**
  - Coaxing input from quiet team members
  - Keeping the project on course and moving forward